EVALUATING SUPPLY CHAIN MANAGEMENT PRACTICES AND THE PERFORMANCE OF QUICK SERVICE RESTAURANTS IN LAGOS STATE, NIGERIA.

Agada, Solomon Agada
Department of Business Administration and Marketing
Redeemer's University, Ede, Osun State
Email: agadas@run.edu.ng

Abimbola Michael Adetola
Department of Business Administration, University of Bradfork, UK
Bimbos2007@gmail.com

Corresponding Author: Agada, Solomon Agada

Abstract

Supply Chain Management (SCM) practices provide the means whereby firms achieve exceptional performance by meeting customer expectations and achieving competitive advantage. This study investigated the impact of SCM practices on the performance of QSR firms in Lagos State, Nigeria. Descriptive research design using cross-sectional survey was employed with a sample of 161 employees of selected QSR firms. A structured questionnaire was used to collect data and analysis was carried out using simple and multiple regression analyses. The results showed that individually the three practices of SCM have positive significant impact on QSR performance. Supplier relationship significantly influences QSR performance (B=1.081, Beta=.762, p<0.00). Customer relationship management significantly influence QSR performance (B=.763, Beta=.736, p<0.00). Information sharing has positive significant effect on QSR performance (B=.735, Beta=.774, p<0.00). The effect size of the joint variables of 0.73 positively significantly influence performance with two variables except customer relationship which was negatively significant. The study concludes that SCM practices are very vital strategies QSR can used to meet customer expectations and invariably achieve competitive advantage. The study recommends the combination of all strategies as internal capacities to achieve the above goals in the market place.

Keywords: Supply Chain Management Practices, Quick Service Restaurants, Supplier relationship, Customer relationship Management, Information Sharing.

INTRODUCTION

The need to meet the growing expectations of customers in conjunction with the various complexities of business activities and the competitive landscape necessitates the adoption of a creative management practice such as supply chain management (SCM) by business organisations. SCM practices offer businesses the opportunity to render quality services and best practices with respect to identifying the needs and meeting the expectations of customers which can translate to increase customer satisfaction and financial performance (Onodugo, Anowor, Ifediora & Nasiru, 2019). However, Wang, Zhou and Zhao (2023) argue that the likelihood of experiencing business failure is high due the underlying intricacies of SCM activities in terms of achieving product and service efficiency with a price that is fair and affordable to the customers. Nevertheless, the idea of adopting SCM practices by business organisations aligns with the quests of business scholars and the growing concerns among practitioners for a more creative management practice or approach that can address the complex business processes in a constant changing and competitive environment (Kumar & Garza, Reyes, 2020). Ariyo (2005) states that the QSR is also known as the fast food service where food can be prepared and served for customers quickly and taken away. Similarly, Raimi and Towobola, (2011) state that such services can be in form of counter service, drive-through, sit-down restaurants, take-out and delivery).

In Nigeria, the QSR is a popular business entity that serves customer needs beyond food as they abound almost in every strategic spot within towns and cities offering services which include food, drinks, relaxation, and the hosting of events. Historically, Mr. Biggs which is the QSR brand owned by the United Africa Company (UAC) is among the first popular brands of QSR in Lagos, but overtime that position has been whittle down by more current popular local and international brands dominating the market such as Kilimanjaro, The Place, and Domino's Pizza, Chicken Republic, and KFC and most of these businesses enjoyed reasonable growth over the review period despite the impact of economic challenges (Webhaptic Intelligence Market Research, 2020). As the services of the QSR become very pivotal to consumers lifestyle, this comes with increase competition and the need to meet customer satisfaction and organisational performance. Mudashiru (2014) argues that even in the midst of global crisis and despite the presence of economic, social and political dilemma in the country, the QSR proves to be very resilient by being one line of business that remains stable with higher returns on investment. There is however, a need to commit efforts to research on ways to better improve the services of the industry and also achieve competitive advantage. The focus in this area in terms of research is scanty and thus create a real practical gap. The situation suggest significant aspects of SCM practices QSR can adopt that affect their business performance such as strategic suppliers' relationships, customer relationship management, and information sharing.

LITERATURE REVIEW

Theoretical Framework

The resource-based view (RBV) by Barney (1986) underscores the basis of this study in view of the need to evaluate an organisation's internal resources for the purchase of achieving internal capabilities for competitive advantage. Madhani (2010) suggests that an organisation's resources include inputs which constitute internal capabilities that enable the firm to carry out its activities Therefore, a firm's performance can be determined by its ability to utilize its internal resources to add value to its products and services for customer satisfaction and which can enable it to achieve competitive advantage (Madhani, 2010). The ability of the organisation to harness the potentials of its supply chain capabilities constitute a valuable internal resource which can be used to achieve customer satisfaction and competitive advantage. In order to efficiently put these resources to use, Barney (1991) emphasizes the need for such resources to possess distinctive qualities such as being valuable, rare, imperfectly imitable and imperfectly substitutable in order to form the main source of sustainable competitive advantage for sustained superior performance in the market place.

The application of the RBV theory by the QSR firms considers the SCM practices as a means to develop strategic SCM practices such supplier relationship, customer relationship, and information sharing in order to enhance organisational performance.

The concept of the RBV theory has been discussed and debated as a vital tool for strategic management and other management disciplines (Wade & Hulland, 2016). The RBV has been employed in previous studies. However, Wade and Hulland (2016) indicate that empirical studies of firm performance using the RBV have found differences not only between firms in the same industry but also within groups within the industry and thus suggests the significant effects relating to individual and firm-specific resources on organisational performance. Wade and Hulland (2016) argue that though the RBV theory has been employed and prominent in other management fields like marketing and strategy its usefulness may vary from one field to the other. Empirical instances of where the RBV has been employed in previous studies include: information systems resources and capabilities on firm performance (Ravichandran & Lertwongsatien, 2002), in operations management (Hunt & Davis, 2012), in SCM (Gligor & Holcomb, 2014), and RBV in supply chain management context (Vitorino & Moori, 2020).

SCM Practices

Muthoni and Mose (2020) suggest that SCM entails the coordination of strategies and plans meant to execute business processes in a global network involving the sourcing of raw materials from suppliers, conversion into finished products and the distribution according to customers' satisfaction. Moreover, SCM comprises of a network of information exchange, planning, resource synchronization, and performance assessments across the entire chain (Muthoni and Mose, 2020). Supply chain management (SCM) practices enable a business organisation to manage series of activities such as the upstream and downstream flow of products, services, finances, and/or information from source to customer (Mentzer, et al., 2001). Ugoani and Ugoani (2017) suggest SCM has both the supply and demand side in the organization with the supply component starting at the beginning of the chain and ends with the internal operations of the organization while the demand component of the chain starts at the point where the organization's output is delivered to the customer and ends with the final customer in the chain.

There is growing need by businesses to adopt SCM practices in order to effectively manage the series of operational complexities associated with their business capacities, achieve customer satisfaction, overcome supplier bargaining power and develop internal and external opportunities (Um & Kim, 2019). Liu et al., (2020) observe that there are inherent challenges associated with the implementation of modern SCM practices which includes a more dynamic environment characterized by the intense level of competition, high level of uncertainty, demanding and unpredictable customers, globalization, and fast developing technologies. Due to the significant role of SCM practices, Sukati, Sanyal and Awaain (2020) argue that it has become a crucial factor in the consideration for business performance and competitive advantage in the market place. This concern is evident as SCM practices cut across operational activities associated with the various processes required for the flow and transformation of raw materials, conversion into finished products and the delivery to the final consumers by the firms (Olajumoke et al., 2022).

Strategic Supplier Relationship

Supplier relationship as SCM practice provides an opportunity for a strategic partnership with a long-term implication between the firm and the supplier in order to leverage the strategic and operational capabilities of the organizations involved in the chain and to help them achieve significant benefits (Peng, Schroeder, and Shah, 2011; Tan, 2002). Suppliers' relationship if marred by poor relationship management can result in very devastating position for the firm as the supplier may tilt interest towards the competitor and thereby favour the competitor with the supply of quality inputs and procurement advantages. It is suggested that effective supplier relationship and strategic partnership can significantly impact on organisational performance with good outcomes such as cost effective design, selection of quality components and technologies, eliminate waste, and design assessment (Jie, Parton, and Cox, 2013; Kroes, and Ghosh, 2010). Supplier relationship provides an opportunity to share risks and rewards and enjoy long term relationship (Thatte, 2007). Toni and Nassimbeni (1999) identified that a long-term perspective between the buyer and supplier increase the intensity of firm-supplier integration. Similarly, Toni and Nassimbeni (1999) suggest that establishing relationship between the buyer and supplier tend to increase the intensity of firm-supplier integration that can enhance organisational performance. It is therefore hypothesized that:

Hypothesis 1: Strategic supplier relationship will not significantly influence the performance of quick service restaurants in Lagos State, Nigeria.

Customer Relationship Management

For the purpose of retaining customers and gain competitive advantage, customer relationship management strategies are very important to the performance of a business organisation. Customer relationship can be a very strategic way to parry competition when an organisation can boost of always having the ability to retain its loyal customers. Lambert and Cooper (2000) state that customer relationship comprises of the entire array of practices that are employed for the purpose of managing issues like customer complaints, building long-term relationships with customers, and improving customer satisfaction. Furthermore, Lambert (2010) argues that the realization of the importance of customers to a firm's performance and the need to identify customers that are crucial to the patronage of a firm's products and services has given more impetus to the recognition of customer relationship management ion business organisations. Sin, Tse, and Yim (2005) argue that for a business to maximize its long-term performance especially in terms of customer satisfaction, trust, return on sales, and return on investment, it must be able to build, maintain, and enhance long-term and mutually beneficial relationships with its target market. view of the foregoing, customer relationship can therefore be regarded as an important concept in the supply chain management (SCM) practices in business organisations. it can therefore be hypothesised that:

Hypothesis 2: customer relationship management will not significantly influence the performance of quick service restaurants in Lagos State, Nigeria.

Information Sharing

Information is very crucial to the success of any business including the QSR. Consequently, business organisations have always endeavor to emplace management information and communication systems that manage and facilitate the flow of information within and outside the organisation. The need for information is a mutual concern both to the supplier and the ordering organisation. Consequently, Forslund (2007) argues that in the order fulfillment process the supplier is dependent on both the information relating to the customer as well as information internal to the supplier. Moreover, Slater and Narver (2000) argue that the quality and quantity of information that is shared among supply chain members is crucial to organisational performance and competitive advantage and such information can include strategic, tactical, logistics, general market and customer information. It is therefore suggested that the QSR should consider information gathering of marketing data and make them available for mutual use in the SCM system (Slater and Narver, 2000). Similarly, Lee, Padmanabhan, Whang (1997) asserts that the need for information sharing as one of the building blocks of SCM is necessary in order for the partners to work as a single entity and understands their needs and the needs of the customer and equally become responsive to customer needs. It can therefore be hypothesized that:

Hypothesis 3: information sharing will not significantly influence the performance of quick service restaurants in South-Western, Nigeria.

Supply Chain Management Practices and the Performance of QSR

The concept of organizational performance is linked to how well an organization achieves its market-oriented goals as well as its financial goals and has been measured in terms of financial, and some other qualitative metrics. For instance, Wagnera, Grosse-Ruykena, and Erhunb (2012) evaluated the organisational performance variables to include return on investment (ROI), market share, profit margin on sales, the growth of ROI, the growth of sales, the growth of market share, and overall competitive position. Supply chain performance has been measured in terms of variables like flexibility, information and material flow integration, customer satisfaction, supplier performance, and effective risk management (Beamon, 1999). Business organizations face different kinds of challenges in a competitive and dynamic local and global market and as such recognize the importance of supply chain practices as very crucial to organizational performance as the need to facilitate the coordination with their supply chain partners in order to improve their performance (Mutuerandu and Iravo, 2014). Moreover, Terzi and Cavalieri, (2004) argue that effective performance of supply chain management (SCM) practices determine the quality of services offered to customers based on the effective and efficient cooperation of all the partners within the supply chain.

Empirical Review

Adnan, Naveed, Bhattarai, and Ahmad (2016) investigated the supply chain management of QSR companies in Malaysia. SCM was examined in terms of three practices such as strategic supplier relationship, customer relationship, and information sharing in relation to organisational performance. The findings of the study indicate that strategic suppliers, customer relationship, and information all significantly relate with organisational performance.

Ikegwuru and Henshaw (2020) investigated the impact of SCM practices from the perspective of green SCM in Rivers State, Nigeria. SCM practices investigated include green purchasing, green manufacturing, green packaging, green distribution, and green marketing as predictors of organisational performance with respect to environmental sustainability. This entailed a cross-sectional survey of 290 employees of 90 fast food restaurants in River State was carried out using the questionnaire. Data analysis was conducted using multiple regression analysis. The result showed that all the elements of GSCM significantly influence environmental sustainability.

Sukati, Hamid, Baharun and Tat, Said (2019) investigated supply chain management practices with respect to sales of fast moving consumer goods industry in Malaysia. Data were collected using a structured questionnaire through a cross-sectional survey of 200 managers. Correlation and multiple regression analyses were carried out on variables of supply chain practices such as strategic supplier partnership, customer relationship, information sharing, operation system responsiveness, logistic process responsiveness, supplier network responsiveness, competitive advantage. Specifically, multiple regression analysis was conducted on key SCM variables identified in this study which include strategic supplier partnership, customer relationship, and information sharing in relation to organisational performance. The result of multiple regression analysis indicated that information sharing was the most significant variable in relation to performance, followed by customer relationship and strategic supplier partnership respectively.

Okafor, Ani and Ugwu (2021) investigated supply chain management practices prevalent in the building construction industry in Nigeria. The focus of study with respect to SCM was to examine the concept of lean construction which is an innovative construction approach that emphasizes on continuous improvement of construction practices, waste mitigation, creating value for money, quality project management and supply chains, and enhanced communication (Singh & Kumar, 2020). The study cut across selected states across the six geopolitical zones in Nigeria which include Lagos, Anambra, Enugu, Rivers, Nasarawa, and the federal capital territory, Abuja. Cross-sectional survey was conducted by distributing a total of 95 copies structured questionnaire to experts in the construction industry in the selected states. Aspects of SCM investigated include information sharing, delivery, supplier relationship, quality assurance policy, order placement, and information management. These factors were extracted using exploratory factor analysis. The elements loaded significantly on organisational performance with a cumulative impact of 68.05 percent. Information sharing and supplier relationship however contributed 14.9 percent and 11.9 percent respectively.

Kyeremeh, and Dza (2018) investigated the impact of SCM practices in selected manufacturing organisations in Kumasi Metropolitan Assembly of Ghana by employing variables such as demand management, capacity and resource management, customer relationship management, service capacity management, information and technology management, value creation and organisational performance. A cross-sectional survey was conducted on 100 SCM practitioners in the industry. Analysis involved the use of exploratory factor analysis and multiple regression and correlation analyses. Multiple regression analysis was however conducted on only demand management, capacity and resource management, customer relationship management, service capacity management and information and technology management. The result of multiple regression showed that customer relationship management and information management positively significantly influenced organisational performance.

Mutuerandu and Iravo (2014) investigated the impact of supply chain management practices on organizational performance as a case study of Haco Industries Limited in Kenya, East Africa. SCM of the organisation was delineated on four variables which include customer relations, strategic partnership, information sharing, and training. The findings of the study showed that the four variables customer relations, strategic partnership, information sharing, and training significantly influence organsiational performance in terms of operational costs, sales and market growth.

Methodology

The positivist philosophy has been adopted for this study by ensuring the collection of empirical primary data process which were subjected to rigorous hypothesis testing based on the underlying theory of this study (Saunders, Lewis, and Thornhill, 2009). Consequently, the quantitative research design was employed through a cross-sectional survey of selected quick service restaurants in Lagos State.

The population comprises of adult male and female workers from 18 years and above. This includes officers and managers as well as operatives involved in the normal operations of the firms in different sections of the supply chain system of the firms. In terms of the determination of sample size, the researcher ensured that adequate sample size was determined based on sample size used in previous related empirical study. This includes Adnan, Naveed, Bhattarai, and Ahmad (2016) who employed a sample size of 150 in a study of SCM practices in fast food restaurants in Malaysia and Sukati, Hamid, Baharun and Tat, Said (2019) employed a sample size of 200 in a study of SCM practices in fast moving consumer goods (FMCGs) in Malaysia. Moreover, the due to the non-availability of a sampling frame provided by the selected QSR, the researchers employed the sample size formula by Cochran (1977) for unknown or infinite population as follows: $n_0 = \frac{Z^2 pq}{e^2}$

$$n_0 = 1.96^2\,(0.5*0.5)/0.05^2$$
$$= 3.8416*0.25/0.0025$$
$$= 384.16 = \text{approximately } 384.$$

However, Saunders et al. (2009) argue that there are no rigid rules for determining sample size for a study when a reliable sampling frame cannot be obtained by the researcher. Consequently, a sample of 250 was adopted for this study which is consistent with sample size of some previous studies such as Sukati et al. (2019). With respect to the selection of the QSR firms based on purposive sampling technique, ten of the firms which were considered appropriate and that have made phenomenal influence in the industry in Lagos State were included in this study and this includes Mr. Biggs, Tantalizers, Sweet Sensation, Chicken Republic, Tasty Fried Chicken, KFC, Domino Pizza, and Mama Cass.

A structured questionnaire was used as the instrument for data collection. The copies were distributed among willing staff of the QSR on convenience sampling basis since the managers were not involved in the coordination of filling the questionnaire. The questionnaire was adapted from Ibrahim, Zolait, and Sundram (2010) and Das (2017). The two scales are considered very suitable and reliable for the purpose of this study as they have Apha value of 0.81 and 0.835 respectively. The questionnaire is divided into two sections A and B with 29 items. The first section contains 6 items about the demographic information of the respondents while Section B contains 23 items on the constructs and variables of the study. Reliability test employed the internal consistency test of the research instrument using the Cronbach's apha test. The result of reliability test based on pilot study indicates that the instrument is reliable with alpha values ranging from 0.65 to 0.87. This is considered adequate in line with extant literature acceptable values of Cronbach's apha from 0.6 and above as suggested standards such as Bednarczyk (2013) and George and Mallery (2003), Ursachi, Horodnic and Zait (2015). The corresponding alpha values are supplier relationship (0.65), customer relationship (0.87), information sharing (0.78), and QSR (0.81).

In terms of data analysis, quantitative statistical analytical techniques such as simple regression analysis, multiple regression analysis, and correlation analysis were employed to analyse the data using the Statistical Programme for Social Sciences (SPSS Version 23). The regression analysis is based on the Ordinary Least Square (OLS) expressed as a relationship between the dependent and the independent stated as follows: $Y = \alpha + \beta_1 X_1$, where Y represents the dependent variable and B and X represents the gradient at different levels of the independent variable (X), while α represents the intercept (Hutcheson, 2011).

Results

A total of 161 copies of questionnaire were returned and considered usable or data analysis. This represents a response rate of 64 percent. The response rate is considered adequate as response rate in business and management science research could be anywhere between 50 and 80 percent with an overall average of about 56 percent (Baruch, 1999; Baruch & Holtom, 2008).

Table 1: Analysis of Demographic Characteristics of Respondents

Variable		**Frequency**	**Percent**	**Valid**	**Cumulative**
Sex	Male	96	59.6	59.6	59.6
	Female	65	40.4	40.4	100.0
	Total	161	100.0	100.0	
Age	18-22	50	31.1	31.1	31.1
	23-27	46	28.6	28.6	59.6
	28-32	21	13.0	13.0	72.7
	33-37	3	1.9	1.9	74.5
	38-42	9	5.6	5.6	80.1
	43 and	32	19.9	19.9	100.0
	Total	161	100.0	100.0	
Education	SSCE	11	6.8	6.8	6.8
	Diploma	14	8.7	8.7	15.5
	Degree	128	79.5	79.5	95.0
	Masters	4	2.5	2.5	97.5
	Ph.D	4	2.5	2.5	100.0
	Total	161	100	100	
Length of years in this Restaurant	1-5	127	78.9	78.9	78.9
	6-10	17	10.6	10.6	89.4
	11-15	11	6.8	6.8	96.3
	15 and	6	3.7	3.7	100.0
	Total	161	100.0	100.0	

Position in this Restaurant	Owner	29	18.0	18.0	18.0
	Manager	57	35.4	35.4	53.4
	Worker	75	46.6	46.6	100.0
	Total	161	100.0	100.0	
Section in this Restaurant	Admin	75	46.6	46.6	46.6
	Operations	49	30.4	30.4	77.0
	Kitchen	37	23.0	23.0	100.0
	Total	161	100.0	100.0	

Source: Developed by the Researcher for this Study

Table 1 shows the analysis of the demographic characteristics of the respondents. The result of analysis of gender characteristics in Table 1 shows that there are more male respondents (59.6 percent) than female respondents (40.4 percent). This means that more male employees participated in the survey than the female employees and may also imply that there are more male employees who work in the QSR sector than female employees in Nigeria. In terms of age bracket, most of the respondent are between the ages of 18-32 years (59.6 percent) compared to the lowest age bracket 33-37 years (1.9 percent). This age group represents the most active population and comprises of mostly students or fresh graduates. In terms of educational qualification, most of the respondents are degree holders. This group is usually the ones qualified to be assigned the functions of QSR practices in business organisations. In terms of length of years spent in the restaurant, the highest among the respondents is 1-5 years (79.5 percent) while the lowest is 15 and above (3.7 percent). The result clearly explains the nature of tenure of employment in the QSR sector in Nigeria as very few people spend longer time in a particular restaurant perhaps due to the lower wage pay and stressful nature of the job. In terms of position in the restaurant, most of the respondents belong to the worker (46.6 percent) and manager category (35.4). As expected, these categories form the major people responsible for the operations of the restaurants and would be more involved in the organisation's QSR practices. In terms of section in the restaurant, most of the respondents belong to the administrative section (46.6 percent) and operation (30.4) while the lowest is in the kitchen section (23.0 percent). the distribution represents the true positions of most QSRs as the administration and operations are usually the main groups involved in the logistics and planning process in most of these restaurants or fast foods joints.

Result of Hypothesis Testing

This section contains the result of the hypotheses formulated for the purpose of explaining the research questions and objectives of this study. Consequently, the formulated hypotheses are restated as follows:

Hypothesis 1:

Table 2: Results of Effect of Supplier Relationship on QSR Performance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.			
	B	Std. Error	Beta					

							R Square	Sig. F	P-value
1	(Constant)	-.588	.312		-1.884	.000	0.580	0.000	Sig. p< 0.05
	Supplier Relationship	1.081	.073	.762	14.825	.000		.000	Sig. p< 0.05

Dependent Variable: QSR Performance

Table 2 shows the results of simple regression of the effect of supplier relationship on QSR performance. The result indicates that supplier relationship significantly influences QSR performance (B=1.081, Beta=.762, p<0.00). The result shows that supplier relationship is a strong determinant of QSR performance with an R Square value of .58 indicating that supplier relationship explains about 58 percent variation in QSR performance.

Hypothesis 2

Table 3: Results of Effect of Customer Relationship Management on QSR Performance.

Model		Unstandardized Coefficients		Standardized Coefficients					
		B	Std. Error	Beta	t	Sig.	R Square	Sig. F	P-value
1	(Constant)	.816	.236		3.458	.000	0.541	.001	Sig. p<0.05
	Customer Relationship	.763	.056	.736	13.702	.000		.000	Sig. p<0.05

Dependent Variable: QSR Performance

Table 4.2 shows the results of simple regression of the effect of customer relationship management on QSR performance. The result indicates that customer relationship management significantly influence QSR performance (B=.763, Beta=.736, p<0.00). The result shows that customer relationship management is a strong predictor of QSR performance with an R Square value of .54 indicating that supplier relationship explains about 54 percent variation in QSR performance.

Hypothesis 3

Table 4: Results of Effect of Information Sharing on QSR Performance.

Model		Unstandardized Coefficients		Standardized Coefficients					
		B	Std. Error	Beta	t	Sig.	R Square	Sig. F	P-value
1	(Constant)	1.095	.193		5.686	.000	0.598	.000	Sig. p< 0.05
	Information Sharing	.735	.048	.774	15.392	.000		.000	Sig. p< 0.05

Dependent Variable: QSR Performance

Table 4.3 shows the results of simple regression of the effect of information sharing on QSR performance. The result indicates that information sharing has significant effect on QSR performance (B=.735, Beta=.774, p<0.00). The result also shows that information sharing is a strong predictor of QSR performance with an R Square value of .598 indicating that information sharing explains about 60 percent variation in QSR performance.

HYPOTHESIS 4

Table 5: Results of Joint Effect of Supplier Relationship, Customer Relationship and Information Sharing on QSR Performance.

		Unstandardized Coefficients		Standardized Coefficients					
	Model	B	Std. Error	Beta	t	Sig.	R Square	Sig. F	P-value
1	(Constant)	-.809	.239		-3.389	.001	.763	.001	Sig. p<0.05
	Supplier Relationship	.868	.086	.612	10.074	.000		.000	Sig. p<0.05
	Consumer Relationship	-.438	.111	-.422	-3.952	.000		.000	Sig. p<0.05
	Information Sharing	.746	.083	.785	8.953	.000		.000	

Dependent Variable: QSR Performance

Table 5 shows the results of multiple regression analysis of the effect joint effect of supplier relationship, customer relationship and information sharing on organizational performance. The results indicate that the joint effect is responsible for a greater impact on QSR performance with an R Square value of 0.763 and the three variables were jointly significant. The individual standardized effect shows that information sharing has the largest effect on QSR performance.

Discussions

The first specific objective of the study is to determine the impact of strategic supplier relationship on performance of quick service restaurants. Supplier relationship enables a firm such as the QSR to share risks and rewards with the supplier and if maintained on a long-term basis, can increase the intensity of firm-supplier integration (Toni & Nassimbeni ,1999: Thatte, 2007). The finding from this study indicates that supplier relationship significantly influence QSR performance with a strong coefficient of determination of R Square value of .58. The result shows that supplier relationship is a strong determinant of QSR performance with an R Square value of .58 indicating that supplier relationship explains about 58 percent variation in QSR performance. The findings from this study, supports the findings of Adnan, Naveed, Bhattarai, and Ahmad (2016), Sukati, Hamid, Baharun and Tat, Said (2019).

The second specific objective is to determine the effect of customer relationship management on the performance of quick service restaurants in South-Western, Nigeria. According to Lambert (2010), customer relationship management helps the QSR to appreciate the significance of customers to a firm's performance and also to identify customers that are very crucial to the patronage of the firm's products and services. The result of analysis from this study shows that

customer relationship management has significant impact on the performance of QSR with a strong coefficient of determination of R Square value of .54. The findings from this study supports the findings of Adnan, Naveed, Bhattarai, and Ahmad (2016), Mutuerandu and Iravo (2014). It is therefore suggested that QSR firms should embrace and implement customer relationship management strategies such as customer relationship management (CRM) which would enable them relate effectively with their customers and as such achieve customer satisfaction and loyalty. The third specific objective is to determine the effect of information sharing on the performance of quick service restaurants in South-Western, Nigeria. Slater and Narver (2000) discuss that the quality and quantity of information that is shared among supply chain members is crucial to QSR performance and competitive advantage and such information can include strategic, tactical, logistics, general market and customer information. The result of the analysis indicates that information sharing is a strong predictor of QSR performance with an R Square value of .598. Information sharing is therefore crucial for performance in QSR firms. The findings from this study support the findings of Sukati, Hamid, Baharun and Tat, Said (2019) where information sharing was the most significant variable that has impact on performance. Moreover, the finding from this study supports Mutuerandu and Iravo (2014), where information sharing is significant.
The fourth specific objective is to determine the combined effect of supplier relationship, customer relationship management, information sharing on performance of quick service restaurants in South-Western, Nigeria. The individual impact of each variable has shown that each has significant impact on QSR performance. However, the result of the combined effect shows that they have greater impact on QSR performance with R square value of 0.763. This suggests that the QSR can combine the three variables in order to have significant impact on their ensure performance. The findings from this study support the findings from Adnan, Naveed, Bhattarai, and Ahmad (2016), where the combined effect of the three variables has significant impact on performance.

Conclusion

This study investigated three SCM practices as the specific objectives of the study and how they individually and jointly influence the performance of QSR firms. Based on the results of analysis of hypotheses related to the three specific objectives of the study, the findings from the study show that, the three variables have significant impact on QSR performance. The combined effect of the three shows that information sharing has the largest individual effect on QSR performance. Consequently, in implementing the SCM practices in business organisations the aspect of information sharing should be considered very important to successful SCM practices.

Recommendations

Based on the conclusions and findings of this study, it is therefore recommended as follows:

i. The findings from this study reveal the importance of SCM practices on organisational performance. It is therefore recommended that QSR firms should endeavor to adopt SCM practices such as supplier relationship, customer relationship management and information sharing as strategic organisational resources that can help them achieve competitive advantage.
ii. Information has been proven in this study is a more significant SCM practice by QSR firms as it has the largest individual effect on performance. It is therefore recommended that QSR

managers ensure that adequate and necessary information about their operations is shared among stakeholders in orser for them to achieve success and competitive advantage.

iii. The findings from this study suggest a combined rather than an individual application of SCM practices as all the three practices have significant impact on QSR performance. It is therefore recommended that QSR firms employ a holistic approach to SCM practices and ensure that they are strategically deployed to facilitate their operations.

Implications of the Study

The findings from this study have both theoretical and managerial implications. From the theoretical perspective, the findings from this study confirm the relevance of the resource-based value (RBV) theory as the findings indicate that if the QSRs deploy their resources and capabilities effectively, it will significantly influence their performance and help them achieve competitive advantage. Furthermore, the RBV suggests the strategic use of organisational resources particularly the resources within the organisation and the ability to identify the resources(s) that have more significant impact than the others on organisational performance. The findings from this study suggests the exceptionally impact of information sharing and this would implications for the theory of SCM. In terms of managerial implications, the findings from this study tend to be informative to managers of QSR firms about the relevance of SCM practices and how they impact on the performance of the organisation. Specifically, the significant impact of the three practices on organisational performance suggests that mangers can employ these three strategies and if implemented well, they can help to achieve competitive advantage.

Limitations of the Study and Suggestion for Further Research

As expected in research, certain constraints are likely to impede the smooth process of the accomplishing the research objectives which the researcher normally encounter during the research process. Consequently, in this study, the investigation was limited to three states in the South-West Nigeria. Further research needs to be conducted in other parts of the geopolitical regions in Nigeria. This will help to give more insights into SCM practices in other regions especially in cities where the QSR firms operate. This study employed the quantitative methodology in order to conduct the empirical research. Further studies may employ the qualitative methodology in order to have an empathic relationship with the problems and issues relation to SCM practices in Nigeria.

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