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## SUPPLY CHAIN MANAGEMENT AND OPERATIONAL PERFORMANCES IN WALMART: THE CASE OF WALMART

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### ABSTRACT

*The study was set out to examine the impact of supply chain management and the operational performance of Walmart. The study makes use of a survey method with the aid of a questionnaire, for which a total of 60 e-copies were shared and retrieved via an online form. The data was analysed using a descriptive statistic, while a correlation analysis was employed to test the hypotheses of the study. The results have revealed that there is a significant relationship between strategic supply chain partners and operational performance, following the rejection of the null hypothesis and the acceptance of the alternative one. The study has recommended that an organisation should value the roles of its suppliers in the chain of supply.*

**KEYWORDS:** Supply Chain Management, Operational Performances and Walmart.

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### Introduction

Business organisations face significant challenges as a result of the ever-changing business environments in most developing countries, mainly due to unstable price levels and instability in government policies, among other factors. Firms today have found themselves at the cutting edge of a business environment that is thought to be more complicated than the traditional business environment (Chen & Lin, 2019). Following this, a company's success is determined not only by its performance but also by a complex chain of companies playing various roles, which are known as "competition" (Saeed et al., 2021). There is a need for a business to be competitive to enjoy success in today's business environment. To survive in today's highly competitive business environment, a business organisation must also be innovative and strategic. Supply chain management (SCM) is defined as a collection of supply chain activities aimed at increasing customer value and achieving long-term competitive advantage (Cooper et al. 2006). It stands for all of the efforts and measures that an organisation considers taking to develop a smooth supply chain process. According to Zsidis and Ritchie (2019), the supply chain includes everything that has to do with making a product, getting it to its final destination, making it, moving it, and coordinating the process using the best information systems available.

Currently, SCM studies are focusing more on the goals of businesses. This is because most organisations require an effective SCM system to gain access to the international market

(Thomas & Griffin, 2016). Supply chain management is a set of activities in which all stakeholders participate in order to maintain a business-competitive environment (Beske, 2012; Asad & Siddiqui 2019). Integration between companies and suppliers, referred to as upstream SCM, and integration between companies and customers, referred to as downstream SCM, as well as integration that occurs within the company itself, such as integration between departments within the company (Djoko et al. 2019), stated that outsourcing and SCM practices, according to Li (2006), also included product and service quality, purchasing activities, and customer relationship management. According to Li (2006), supply chain integration, both inward and outward integration, information sharing in the SC, and customer service management are all important aspects of SCM practises (Chowdhury et al., 2022).

The goal of SCM practises is to create an organisational network between upstream and downstream organisations as a means of increasing customer value by improving the quality of products and services for end-users. SCM practices, according to Christopher (1992), should include an integrated approach to the design, implementation, and control of any SC activities to generate more value for end consumers. Giannocearo & Pontrandolfo (2002) also stated that SCM has two main goals: the first is to improve the performance of individual organisations and all organisations in the SC. Another goal of SCM practises is to reduce the organization's total cost, allowing it to operate more efficiently (Li, 2006). By reviewing the most recent literature, it is clear that SCM is a relatively new discipline that requires the development of a theoretical conceptual framework and a well-established methodology before becoming widely accepted. According to Lambert and Pagh (1998), the SCM was originally presented by company management consultants in the early 1980s. In the early 1990s, ten years later, scholars sought to build a conceptual framework for the development of SCM in a relatively short period of time. Although there are few studies in the field of SCM, the literature has grown rapidly (Abdelsalam H. & Siddig, 2014). SCM works well because it combines ideas from many different fields, such as management strategy and theory of the firm, logistics, operations, and inventory management, management accounting, forecasting, marketing, and operations management. The degree to which an organization's goods and services fulfil consumer expectations is called operational performance. It demonstrates the capability of the supply chain to offer goods and services to customers. Measuring operational performance from the supplier to the customer is essential for supply chain management since it entails measuring supplier performance.

### **Statement of the Problem**

Various dimensions alongside the measures of SCM, which can be said to include supply integration, integration of customers, internal integration, lean production, the postponement concept, the performance of production, the quality of production, as well as delivery performance, have been used in recent studies to examine the impact of supply chain management on the financial performance of organizations. However, to the best of the researcher's knowledge, there have been few studies on the impact of SCM on the performance of operations in the context of supply chain strategy and supply chain flexibility (Hamid & Hamid, 2014). This study will fill a gap in the research world by evaluating the extent to which supply chain management affects operational performance. This is important because few studies have looked at how SCM affects an organization's operational performance. Previous research has compared SCM to other organisational outcomes like profitability, productivity, and customer satisfaction.

## **Aim and Objective of the study**

The aim of the study is to investigate empirically, the impact of Supply chain management and operational performances of Walmart. The specific objectives for the study are stated below;

- i. To evaluate the effect of the strategic supply chain partner on operational performance.
- ii. To examine the effect of customer relationships on operational performance.
- iii. To examine the effect of information sharing on operational performance.
- iv. To examine the relationship between Internal operations and operational performance.

## **Research Questions**

- i. What is the effect of strategic supply chain partner on operational performance?
- ii. What is the effect of customer relationships on operational performance?
- iii. Does information sharing have any relationship with operational performance?

## **Research Hypotheses**

- HO<sub>1</sub>:** There is no relationship between strategic supply chain partners and operational performance.
- HO<sub>2</sub>:** Customer relationship has no statistically significant effect on operational performance.
- HO<sub>3</sub>:** There is no statistically significant relationship between information sharing and operational performance.
- HO<sub>4</sub>:** Internal operations have no significant relationship with operational performance.

## **Scope of the Study**

The study investigates the nexus between Supply chain management and operational performances in US using the case of Walmart US. The study makes use of a survey method in which questionnaires and e-copies were made available for distribution. 60 respondents were targeted by the study.

## **Literature Review**

### **Conceptual Review**

According to Mensah, Diyuoh, and Oppong (2014), the term supply chain management (SCM) is a new concept. It was first mentioned in the literature of logistics in 1982 as a method of inventory management that focused on raw material supply (Mensah et al., 2014). Olaniyan et al. (2015), on the other hand, claimed that the 1960s supply chain management doctrine

was founded on the idea that a single activity cannot guarantee the effectiveness of a system with a chain of activities. A supply chain is defined as a network of companies, their key business processes, and facilities that deliver products, services, or information to a specific group of end-users or customers, according to the report (Olaniyan et al., 2015). SCM was born out of the concept of "sub-optimization," which occurs when an organization or firm optimizes its results rather than integrating its goals and activities with those of other related organizations or firms to improve chain outcomes (Mensah et al., 2014).

### **Theoretical Review**

SCM procedures are critical for any business because they promote market leadership, profitability, and an overall strategic posture by influencing market variables such as price, cost, quality, delivery, and product innovation, among others (Wisner 2001). SCM practices can be explained using three theories: The resource-based view theory, systems theory, and contingency theory

### **Systems Theory**

This idea contends that an event should be viewed as a whole rather than as the consequence of its constituent parts (Chen & Paulraj, 2010). A system is made up of subsystems that interact and depend on one another to bring a bigger system closer to equilibrium (Chen & Paulraj, 2010). To better comprehend an entity's organization, functioning, and outcomes, the focus is on the link between subsystems. It also sees the company as being reliant on the environment in which it functions, which includes a variety of parties such as agents, shareholders, and other external elements beyond the company's control (Holmberg, 2015). Different supply chain variables are incorporated into systems theory, resulting in a bigger system of supply chain networks (Gunasekaran, Patel, & Gaughey, 2004).

### **Empirical Review**

This section gives a summary of previous research undertaken on the subject. Shobayo (2017), for example, evaluated the influence of supply chain management on the operational performance of Nigerian manufacturing enterprises, focusing on supply chain strategy and adaptability. Using a random effect model, it was determined if the detected factors had a significant influence and the degree of significance of the variables. This study's data was gathered from secondary sources using a descriptive ex post facto research method. From 2011 to 2016, information was obtained from the annual reports of manufacturing businesses. The Prob value of 0.343, which is above the significance threshold of 0 established by the aforementioned research, suggests that supply chain management has no influence on operational performance in general. The method of data collection may have influenced the findings of Shobayo's (2017) research, which revealed no significant correlation between supply chain and operational performance. A priori, it is acceptable to conclude that supply chain management has a substantial effect on the operational success of a corporation, particularly a manufacturing organisation.

Somuyiwa, Mcilt, and Adebayo (2012) analysed the impact of supply chain responsiveness and supply chain management strategies on the competitiveness of Nigerian businesses. They performed multiple regression analysis on 115 manufacturing enterprises

with a sample size of 115. According to the study, supply chain responsiveness, supply chain management practises, and competitive advantage were interrelated. Arawati (2015) examined the relationship between supply chain management, manufacturing performance, and product quality. This research aimed to establish the significance of supply chain management (SCM) in the Malaysian manufacturing sector as well as how SCM influences production performance and product quality. Using assessments of reliability and validity, a measurement may be produced. The intelligent PLS model has been developed and enhanced. Researchers used Pearson's correlation analysis to determine if SCM practises, production performance, and product quality were connected. According to the evidence, SCM has a positive and substantial effect on production performance. Moreover, SCM has a significant and favourable effect on product quality.

## **Research Methodology**

### **Designing Questionnaire**

When designing the questionnaire, the researcher made efforts to make the questions easy to understand, and the questions were also kept less complicated and precise through a proper choice of wording in the course of formulating each of the questions. The questions are divided into three sections, A through C. The first section deals with the demographic data of the respondents, and the second section deals with responses from the respondents, where the responses are made available on a Likert scale, which ranges from "strongly agree" to "strongly disagree." The questions are also kept short to avoid the respondents spending too much time filling out the questionnaire.

### **Area of Study**

Walmart Inc. (/wlmrt/; formerly Wal-Mart Stores, Inc.) is an American multinational retail corporation that operates a nationwide network of hypermarkets, discount department stores, and grocery stores. Sam Walton created the corporation in 1962 in Rogers, Arkansas, and it was incorporated on October 31, 1969, in accordance with the Delaware General Corporation Law. Additionally, the company owns and runs Sam's Club retail warehouses.

### **Data Collection Strategy**

The data of this study are to be collected by adopting a survey method where questionnaires are structured and administered to the respondents who were guided in the course of response to the questions/statements raised in the study. The questionnaire instruments are made of open-ended questions where the respondents also have the option of agreeing with the statement or disagreeing with it, as the questionnaire also gives the opportunity to measure the extent of the agreement. The questions are designed in such a way that they help the researcher achieve the objectives set out in the study. Also, in an attempt to ease the process of data collection, the researcher would ensure the questions are simple and that they are not too wordy so as to avoid taking too much of the respondents' time. The time expected for the respondents to complete a copy of the questionnaire is less than 10 minutes.

### **Statistical Tools**

The study is analyzed using, Statistical Package for the Social Sciences (SPSS) version 22 for the data analysis. The study carried out a descriptive test and a reliability test, among

others. The SPSS allows for the coding of the data sourced from the respondents. The code is done in such a way that the responses are categorised into five categories of 1 for Strongly Agree, 2 for Agree, 3 for undecided, 4 for Disagree while 5 for strongly Disagree. The descriptive analysis is done in such a way that the mean of each set of questions is found, while the conclusion is made based on the over-mean of each set. This result of the mean is interpreted as the achievement of the objectives of the study. The statistical tools this study also employs include the simple parentage method used in describing the demographic information of the respondents and the analysis of the responses of the respondents, which range from strongly agree to strongly disagree. The hypotheses were tested using a correlation matrix. The data was collected by the authors with permission from the IRB.

### **Research Strategy**

According to Kombo and Tomp (2006), there are two types of research approaches or research strategies: quantitative approaches or quantitative strategies that use numerical data and qualitative approaches that use non-numerical data or information that is not based on numbers. The researcher adopts this for nonstandardized data, which is based on the meanings that need to be expressed through words such as managerial decisions. The researcher chooses a quantitative approach. The quantitative approach was chosen because of the nature of the study. In this study, quantitative data is collected via the administration of a questionnaire to the respondents. The collected data will then be analysed with the help of the Statistical Package for the Social Sciences (SPSS) version 22.

### **Philosophy of the Study**

Interpretivism, like critical realism, started out as a subjectivist critique of positivism. Humans are distinguished from physical phenomena, according to interpretivism, because they create meaning. These meanings are investigated by interpretivism. Interpretivism is made up of several divisions, the most prominent of which are hermeneutics, phenomenology, and symbolic interactionism, which emerged in early and mid-twentieth-century Europe, primarily through the work of German, French, and occasionally English thinkers (Crotty 1998). Human beings and their social worlds, according to interpretivism, are difficult to study in the same way that physical phenomena are, so social science research must be distinct from natural science research rather than attempting to replicate the latter.

### **Population of the Study**

The population of the study comprises the staff of the employees of Walmart, as the total number of employees is stated as 2,300,000 as of January 2022, total, according to Walmart (2022).

### **Sample of the Study**

The sample is limited to 60 respondents due to time constraints and the challenges of reaching out to the employees given their busy schedules.

### **Limitations of Research Methods**

The philosophy of positivism (first proposed by Auguste Comte in 1820) distinguishes science from religion and metaphysics and was the foundation of the quantitative revolution. It

used spatial science methodology and thus reduced the subject to space geometry. The relationship between man and the environment cannot be properly established using the quantitative model. Most quantitative studies do not also capture the explanation from the respondents in detail. Hence, the limitations of this study are the sample size, the non-randomly selected sample, and the inability to capture all information from respondents.

## Results, Findings & Discussion

### Introduction

This chapter provides the results of the study, the analysis, and the findings, as well as the discussion of the study's findings. The results presented in the chapter also contain the reliability test of the variables of the study, the descriptive statistics, and the correlation analysis that is used to test the hypotheses of the study. Following the presentation of the descriptive statistical results, each of the four hypotheses of the study is tested using correlation analysis.

**Table 1: Demographic Status**

ITEM	FREQUENCY	PERCENTAGE
<b>Gender</b>		
Male	42	70
Female	18	30
<b>Total</b>	<b>60</b>	<b>100</b>
<b>Position in the Organisation</b>		
Junior Staff	49	81.7
Senior Staff	11	18.3
<b>Total</b>	<b>60</b>	<b>100</b>
<b>Number of Years with the Organisation</b>		
Less than 5 years	29	48.3
6-10 years	25	41.7
11-15 Years	6	10
<b>Total</b>	<b>60</b>	<b>100</b>
<b>Age</b>		
17-25	24	40
26-30	19	31.7
31-40	10	16.7
40-50	5	8.3
Above 50	2	3.3
<b>Total</b>	<b>60</b>	<b>100</b>

Source: Author, 2022, Data: Survey

**Table 2: Reliability Test**

Variables	No of items	Cronbach Alpha
Strategic Supply Chain	2	0.928
Customer Relationship	2	0.982
Information Sharing	2	0.976
Internal Operations	2	0.96

Source: Author, 2022, Data: Survey

The reliability tests on the research variables are shown in the table above, with a value of 0.7 or above for the Alpha being considered strong and dependable. With a score greater than 0.7, the Cronbach Alpha on the first variable of the study suggests that it is strong and dependable (Hulin, Netemeyer, & Cudeck, 2001). The Cronbach Alpha for the study's second variable was 0.9434, while the third variable was 0.946, as shown in the table. Given that all of the variables evaluated have results greater than 0.7, it can be concluded that the variables are dependable and can be utilized for an estimate. To get a trustworthy or robust outcome, the variables utilized in the estimation of results must be confirmed to be dependable. The serial correlation of data or variables will not affect the reliability of a result.

### Descriptive Statistics of the Respondents

Note; the mean values of 1-1.44 represent strongly agree; 1.45 – 2.44 Represents agree; 2.5 – 3.44 represent neutral; 3.5 – 4.44 represents Disagree while 4.5 – 5 represents Strongly disagree.

**Table 3: Strategic supply chain partner**

Descriptive Statistics	N	Mean	S. D
This company suppliers do share responsibility for success and challenges.	60	1.53	0.566
The company's partnership system has been based on mutual benefit.	60	1.57	0.533
Quick delivery of supplies to our supply partners strengthens our relationship.	60	1.63	0.581
This organisation includes key suppliers in business planning and goal-setting activities.	60	1.68	0.596
<b>Average Mean</b>		<b>1.6025</b>	

Source: Author, 2022, Data: Survey

The overall mean value of 1.6 implies that the respondents agreed that the company has a good relationship with its strategic supply chain partners. The relationship with the supply chain partners transcends into a situation where the suppliers see the relationship as one of mutual benefit.

**Table 4: Customer relationships**

Descriptive Statistics	N	Mean	S.D
This organisation does interact with the customer to manage customer service.	60	1.82	0.624
Walmart does put in place programmes to determine customers' expectations.	60	1.82	0.701
Walmart well banks on customer loyalty as motivation to do more.	60	1.83	0.717
The company makes use of various outlets in communicating with the customers on new development in the organisation.	60	1.72	0.555
<b>Average Mean</b>		<b>1.7975</b>	

Source: Author, 2022, Data: Survey

The overall mean score of 1.79 implies that most of the respondents supported that the company has a good customer relationship with enhanced communication, banking on



customers' loyalty, and putting in place programmes that evaluate the expectations of the customers.

**Table 5: Information sharing**

<b>Descriptive Statistics</b>	<b>N</b>	<b>Mean</b>	<b>S.D</b>
The company has a means of sharing relevant company's information with tourists.	60	1.63	0.61
Important formation regarding supplies is always shared with the supplying partners.	60	1.85	0.577
Information sharing has helped reduced waste in Walmart.	60	1.8	0.659
Quick feedback from the customers has helped understand the customers' needs.	60	1.7	0.646
<b>Average Mean</b>		<b>1.745</b>	

**Source: Author, 2022, Data: Survey**

The overall mean score of 1.7 shows that the respondents agreed that the company share information adequately and to the appropriate units based on needs.

**Table 6: Internal operations**

<b>Descriptive Statistics</b>	<b>N</b>	<b>Mean</b>	<b>S.D</b>
Walmart has been flexible to accommodate new customers.	60	1.83	0.74
The job description in this organisation is well-spelled out to avoid conflicting roles.	60	1.8	0.659
Workers' salaries in Walmart are reviewed as and when due.	60	1.82	0.854
The internal operations of Walmart are usually reviewed in response to market changes.	60	1.8	0.732
Workers in Walmart do enjoy upward review of positions as and when due.	60	1.92	0.926
<b>Average Mean</b>		<b>1.834</b>	

**Source: Author, 2022, Data: Survey**

The overall mean score of 1.834 shows that virtually all the respondents agreed that the internal operations of the company have been effective and flexible enough to accommodate an increase in the demands of the customers.

**Table 7: Operation performance**

<b>Descriptive Statistics</b>	<b>N</b>	<b>Mean</b>	<b>S. D</b>
Walmart employment level has been increasing in response to higher demands of its products.	60	1.95	0.746
Relationship with the supply partners has contributed to timely product delivery.	60	1.75	0.541
Walmart has been enjoying a good business competitive position in the last 5 years.	60	1.82	0.701
The customers' feedback on Walmart products has been positive.	60	1.8	0.546
<b>Average Mean</b>		<b>1.83</b>	

**Source: Author, 2022, Data: Survey**

The overall mean score of 1.83 shows that the respondents agreed that the company has been performing well in the last few years.

### Hypothesis Testing

**Table 8: H0<sub>1</sub>: There is no relationship between strategic supply chain partners and operational performance.**

#### Correlations

		Operational Performance	Strategic_Supp_chain
Operational Performance	Pearson Correlation	1	.871**
	Sig. (2-tailed)		.000
	N	60	60
Strat_Supp_chain	Pearson Correlation	.871**	1
	Sig. (2-tailed)	.000	
	N	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Author, 2022, Data: Survey

The result above shows that a positively significant relationship exists between strategic supply chain partners and operational performance gave that  $r = 0.871$  and  $p = 0.000$  where  $r =$  correlation level and  $p =$  probability showing significance level.

This, therefore, implies that the null hypothesis that there is no relationship between strategic supply chain partners and operational performance is rejected while the alternative hypothesis that there is a relationship between strategic supply chain partners and operational performance is accepted instead. It can therefore be concluded that a strong and positive relationship exists between strategic supply chain partners and operational performance.

**Table 9: H0<sub>2</sub>: Customer relationship has no statistically significant effect on operational performance.**

#### Correlations

		Operational Performance	Customer Relation
Operational Performance	Pearson Correlation	1	.966**
	Sig. (2-tailed)		.000
	N	60	60
Customer Relation	Pearson Correlation	.966**	1
	Sig. (2-tailed)	.000	
	N	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Author, 2022, Data: Survey

The result in the table above shows that a strong correlation and a significant one exists between operational performance and customer relationship has given  $p = 0.000$  and  $r = 0.966$  as this further shows that the null hypothesis that customer relationship has no statistically significant effect on operational performance is rejected while the alternative hypothesis that

customer relationship has a statistically significant effect on operational performance is accepted instead.

**Table 10: H0<sub>3</sub>: There is no statistically significant relationship between information sharing and operational performance.**

**Correlations**

		Operational Performance	Information Sharing
Operational Performance	Pearson Correlation	1	.953**
	Sig. (2-tailed)		.000
	N	60	60
Information Sharing	Pearson Correlation	.953**	1
	Sig. (2-tailed)	.000	
	N	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Author, 2022, Data: Survey

The test of the hypothesis above has also shown that  $r = 0.953$  and  $p = 0.000$  as this implies that a strong correlation exists between information sharing and operational performance in the organisation. This further implies that the null hypothesis that there is no statistically significant relationship between information sharing and operational performance is rejected while the alternative hypothesis that there is a statistically significant relationship between information sharing and operational performance is accepted instead.

**Table 11: H0<sub>4</sub>: Internal operations have no significant relationship with operational performance.**

**Correlations**

		Operational Performance	Internal Operations
Operational Performance	Pearson Correlation	1	.948**
	Sig. (2-tailed)		.000
	N	60	60
Internal Operations	Pearson Correlation	.948**	1
	Sig. (2-tailed)	.000	
	N	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Author, 2022, Data: Survey

The result above has shown that there is a positive and a strong correlation between internal operations and operational performance. The values of  $r = 0.948$  and  $p = 0.000$  shows a strong correlation and a significant one. The result further implies that the null hypothesis that Internal operations have no significant relationship with operational performance is rejected while the alternative hypothesis that Internal operations have a significant relationship with operational performance is accepted instead.

**Table 12. Analysis of variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19.851	4	4.963	225.403	.000 <sup>b</sup>
Residual	1.211	55	.022		
Total	21.061	59			

Source: Author, 2022, Data: Survey

a. Dependent Variable: Operational Performance

b. Predictors: (Constant), Internal Operations, Strat\_Supp\_chain, Customer Relation, Information Sharing

The ANOVA result above shows that the F-stat is significant as it implies that the independent variables of the study have a joint effect on the dependent variables.

**Table 13: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.971 <sup>a</sup>	.943	.938	.148

Source: Author, 2022, Data: Survey

a. Predictors: (Constant), Internal Operations, Strategic Supply chain, Customer Relation, Information Sharing

The model summary above has also shown the R-square value as 0.943 as this implies that the independent variables of the study were able to explain 94.3% of the changes that have taken place in the dependent variables.

### Summary of Findings

According to the given demographic data, 42 men account for 70% of the gender, while 18 women account for 30%. Males are more prevalent than females, as can be inferred from the demographic information provided in the previous chapter of the study. This appears to be true, given that Walmart is a super retail cooperation.

In hypothesis testing, hypotheses were rejected whenever their corresponding statistical tests yielded probabilities  $p < 0.05$ . The main findings of the study have revealed that the null hypothesis, which stated that "There is no relationship between strategic supply chain partners and operational performance," was rejected, as this suggested the acceptance of the alternative hypothesis that there is a relationship between strategic supply chain partners and operational performance is accepted instead. The result of the study also showed that the null hypothesis that customer relationships have no statistically significant effect on operational performance was rejected, while the alternative hypothesis that customer relationships have a statistically significant effect on operational performance was instead accepted. The findings of the study have also led to the null hypothesis that there is no statistically significant relationship between information sharing and operational performance being rejected, while the alternative hypothesis that there is a statistically significant relationship between information sharing and operational performance was instead accepted as informed by the findings. The result also shows that the null hypothesis that internal operations have no significant relationship with operational performance was rejected, while the alternative

hypothesis that internal operations have a significant relationship with operational performance was accepted by the study following the findings of a significant relationship.

## **Conclusions**

The following conclusions are also made from the findings of the study.

Having good strategic supply chain partners goes a long way in promoting the performance of a retail company. The relationship with the partners will be stronger when the partners are made part of the decision-making process on supply and they see themselves in the picture for mutual benefit.

The sharing of information is also key to the performance of the organization. The right information to the right unit will go a long way in promoting the performances of the operation of the organisation.

Customer relationships that are strong are critical to a company's success. They aren't, however, made in a day. Customer relationships, like personal relationships, must be nurtured and cultivated. Strong customer relationships can lead to loyal customers, great word of mouth, and improved sales.

Internal operations have also been found to be capable of playing a significant role in the operational performance of the study. Internal controls are a critical component of risk management, financial health, and compliance in business operations, and they should never be overlooked.

## **Recommendations**

Many businesses rely on supply chain management to run their operations. This is due to the fact that it aids in the improvement of its performance by coordinating resource flows across members of the upstream and downstream supply chains in order to produce value. The following are therefore recommended:

1. An organisation should value the roles of their suppliers in the chain of supply. Supply chain management will benefit in the long run from strategic supplier collaboration. The findings support other researchers' opinions and data about the relationships between strategic supplier partnerships in SCM, product quality, and business performance.
2. Customers should be held in high esteem, as they should be the priority in the decision-making process of the business. An organisation should improve on the platform of communication with the customers with a view to getting an evaluation of their product or services.
3. To improve service delivery, supply chain managers should focus more on including workers and managers in the design, implementation, and development of SCM procedures.

### **Limitations of the Study**

The study has only covered 60 respondents and a single retail corporation in the USA. This decision was however informed by the time limitation and the requirement for social distancing.

### **Suggestions for Future Studies**

The future studies should endeavour to enlarge the scope of the samples to possibly include more respondents across a number of companies in the USA. This will make the study have more predictive capability, and the results will be much more robust.

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