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Article

Supply Chain Management and Performance of Juhel Pharmaceutical Company, Awka, Anambra State, Nigeria

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Abstract: This study examines the effect of supply chain management on performance of Juhel pharmaceutical company, Awka, Anambra State, Nigeria. The study adopted survey research design. The population of the study comprised sixty-seven (67) employees of Juhel Pharmaceutical Company, Awka, Anambra State. Questionnaire was employed as the instrument of data collection. The study found that strategic supplier partnership, customer relationship and the level and quality of information sharing have significant effect on the performance of Juhel pharmaceutical company. The study concluded that supply chain management has significant positive effect on performance. The study recommended that companies should consider adopting supply chain practices particularly strategic supplier partnership fully as the potential benefits to be realized are enormous compared to the initial and operational cost of implementing the practice.

Keywords: Supply Chain Management, Strategic Supplier Partnership, Customer Relationship, Level and Quality of Information, Performance.

1. Introduction

Businesses have a variety of difficulties while attempting to compete in the fast-paced global markets of today. Organisations must understand the value of supply chain practices that enhance both their own organisational performance and their collaboration with supply chain partners in order to stay competitive. Supply chain operations have been completely transformed by the advent of supply chain technology, a system that unifies and harmonises the information flow from source to end-user, allowing for effective and efficient transactions. It makes information easily accessible, enhances service delivery, guarantees efficient information flow, decreases paperwork, increases productivity, and saves time [1]. Notably, supply chain technology is essential to well-organised production and operational procedures, such as logistics.

The practice of supply chain management (SCM) is the collection of actions taken by an organisation to support efficient supply chain management; the methods used to integrate, manage, and coordinate supply, demand, and relationships in order to effectively satisfy customers; the tangible activities and technologies that play a significant role in a focal firm's cooperation with its suppliers and/or clients; and the strategy of involving suppliers in decision-making, promoting information sharin In order to combine downstream processes and send orders directly to clients, it entails building customer contacts based on customer feedback [2].

Blanchard asserts that supply chains arise when two or more organisations work together to generate value [2]. These partners could be divisions, departments, or organisations inside an organisation. A supply chain, according to Chen and Paulraj, is an arrangement of connections between networks for the conversion of resources, data, and

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services that incorporate supply, shipment, and order characteristics [3]. Supply chain management is an integrated method that includes the movement of raw materials into a business, a stage in the conversion of raw materials into completed goods, and the transportation of finished goods to final consumers.

According to Gibson, Mundy, and Sink [4], firm performance, on the other hand, is an organization's final achievement and comprises the following: the existence of defined goals to be fulfilled, the time required to reach those goals, and the realisation of efficiency and effectiveness. On the other hand, organisational performance refers to a company's ability to use a relevant action plan to achieve objectives such as high profit, a high-quality product, a significant market share, good financial results, and survival within a specified time frame. In terms of profit margin, market share, and product quality, an organization's performance can also be used to compare it to other companies in the same industry. Therefore, based on an organization's revenue, profit, growth, development, and expansion, it indicates the productivity of its members.

The general objectives of supply chain management are to increase value delivery to customers, rely on just-in-time technology, reduce waste, involve all stakeholders in the value creation process, and work closely with suppliers. According to Kadiane, Zha ng, and Shi, firms continue to employ supply chain management (SCM) to gain and preserve a competitive advantage. They also point out that this trend makes sense considering the potential benefits of efficient SCM. Supply chain management is associated with several benefits, including reduced inventory, improved delivery, and accelerated product development cycles. Focussing on end-customer happiness, creating and implementing strategies aimed at acquiring and retaining end-customer business, and effectively and efficiently managing the entire chain are among the objectives of supply chain management, according to Slack [5]. Supply chain management is one of the finest ways for companies to improve performance. To manage supply chain actions and achieve an increase in enterprise performance, it is necessary to improve the planning and management of activities such as inventory management, capacity planning, materials planning, and logistics with suppliers and clients [6].

The term supply chain management (SCM) refers to the simultaneous integration of upstream supplier performance, customer requirements, and internal processes. Supply chain management (SCM), an integrated approach that begins with the planning and control of materials, logistics, services, and information streams from suppliers to manufacturers or service providers to the final customer, is one of the most important changes in business management practices [7]. Supply chain management is one of the finest ways for companies to improve performance. To manage supply chain operations and achieve an increase in enterprise performance, it is necessary to improve the planning and management of activities such as inventory management, capacity planning, materials planning, and logistics with suppliers and clients [8].

Based on the foregoing, the study investigated the effect of supply chain management on firm performance with particular reference to Juhel Pharmaceutical Company, Awka. The specific objectives are to:

a. Determine the effect of strategic supplier partnership on the performance of Juhel pharmaceutical company, Awka.
b. Investigate the effect of customer relationship on the performance of Juhel pharmaceutical company, Awka.
c. Examine the effect of the level and quality of information sharing on the performance of Juhel pharmaceutical company, Awka.

Statement of Hypotheses

The following null hypotheses guided this study:

Ho1: Strategic supplier partnership has no significant effect on the performance of Juhel pharmaceutical company, Awka.

Ho2: Customer relationship has no significant effect on the performance of Juhel pharmaceutical company, Awka.

Ho3: The level and quality of information sharing has no significant effect on the performance of Juhel pharmaceutical company, Awka.

Literature Review

Supply Chain Management

Supply chain management practices are the set of steps an organisation takes to promote effective supply chain management, claim Li, Rao, Ragu-Nathan, and Ragu-Nathan [9]. A group of three or more organisations or individuals that are directly involved in the upstream and downstream transfer of goods, services, money, and/or information from source to customer is what Mentzer, Min, and Zacharia define as an organization [10]. According to Usoro, Oedema, Okon, and Otiwa, supply chain management (SCM) practices can reduce duplication effects by focussing on core competencies, eliminate unnecessary inventory levels by postponing customisations until the end of the supply chain, and use inter-organizational standards like electronic data interchange or activity-based costing [6].

The finest supply chain practices, according to Halldórsson, Hsuan, and Kotzab, are those that affect the supply chain as a whole, its constituent parts, or significant processes[11]. These behaviours are influenced by contextual factors such as the kind of industry, company size, supply chain position, and supply chain length [9]. According to Sundram, Chandran, and Bhatti, supply chain management (SCM) practices include close relationships with suppliers, just-in-time supply, strategic planning, supply chain benchmarking, having a large number of suppliers, holding safety stock, subcontracting, e-procurement, outsourcing, and having a small number of suppliers [8]. SCM procedures are a group of steps a business takes to help manage its supply chain effectively. These include practical activities and technologies that are important to a focal firm's collaboration with its suppliers and/or clients; strategies for integrating, managing, and coordinating supply, demand, and relationships to effectively satisfy customers; and strategies for involving suppliers in decision-making, encouraging information sharing, and looking for innovative ways to integrate upstream activities [12]. It involves creating customer relationships based on consumer input in order to integrate downstream processes and convey orders straight to customers [13].

Strategic Supplier Partnership

Developing a close and cooperative relationship with suppliers is the goal of strategic supplier partnerships. It describes an interpenetration of organisational boundaries in a vertical interfirm interaction between a business and its suppliers [12]. Enhancing total company performance, cutting expenses, raising profits, and improving forecast accuracy are the primary goals of supply chain management [3]. Distributors and manufacturers need to stay in constant communication with their suppliers. One of the supply chain management techniques that helps guarantee supply and foresee shortages is managing commercial relationships between parties.

The supply chain was identified as the best practice by Usoro, Oedema, Okon, and Otiwa, who also emphasised its significance for successful and efficient management [6]. Improvements to supply chains In order to generate relationship rents and a competitive edge, supplier relationship management is crucial. It is intended to help each participating organisation attain substantial, long-term benefits by utilising their operational and strategic strengths [14]. A strategic relationship encourages direct, long-term association, cooperative planning, and problem-solving.

According to Croorn , the purpose of these strategic alliances is to provide reciprocal benefits and ongoing engagement in one or more crucial strategic areas, such as markets, products, and technology [15].

Strategic partnerships allow organisations to work more effectively with a small number of key suppliers who are willing to share responsibility for the success of the

products. The best technologies and components may be selected, more economical design solutions can be offered, and design evaluation can be facilitated by early supplier involvement in the product design process. Strategically aligned organisations can work together closely and reduce wasteful time and effort. Effective supplier collaboration may be crucial to a state-of-the-art supply chain.

Fostering cooperation and trust between customers and supply chain partners [8]. These days, companies have discovered that when they collaborate, their overall interest income surpasses when they operate independently of connected agencies [2]. In order to establish and preserve a network of competent suppliers, strategic collaborations with suppliers are planned initiatives. This endeavour encompasses all necessary actions to enhance suppliers' present performance. Strategic partnerships promote direct, long-term relationships, cooperative planning, and problem-solving activities. Organisations of suppliers can collaborate more closely and save time and effort. Supply chain management can be greatly aided by strong supplier relationships [11]. Increasing the functional capabilities that suppliers desire is the primary goal of strategic collaborations with suppliers [12].

Customer Relationship

Building a long-term relationship with the customer by implementing strategies to enhance the calibre of interactions between the business and the consumer in order to best satisfy the customer's expectations is known as customer relationship management. Hsuan, Kotzab, and Halldórsson [11]. Building this kind of relationship entails improving the business's capacity to hear and comprehend clients as well as to react to their needs in a unique, dependable, prompt, and responsive manner [2]. It addresses the ability to convey to clients both domestically and internationally that the appropriate goods and services will be delivered at the appropriate time, location, and quantity together with accurate bills [12].

Customer relationships encompass the full range of strategies used to handle customer complaints, establish enduring connections with customers, and raise customer satisfaction. Tan [14]. It includes every strategy that will be employed to manage and limit customer complaints, build enduring connections with customers, and raise customer satisfaction [12]). Customer relationship management has also been used and is one of the most reliable advantages of SCM processes. client relationship management is now essential to the company's existence due to the rise of customisation and client expectations. Successful SCM implementations involve positive connections with customers and other supply chain participants [6].

Cigolini views customer relationship management as an essential component of supply chain management practices. According to Day, committed relationships are the best sustainable advantage because of their inherent barriers to competition. The rise of mass customisation and personalised service is ushering in an era where customer relationship management is increasingly crucial for business survival. Building strong relationships with all supply chain participants, including customers, is essential to the successful implementation of supply chain management programs. A company can stand out from the competitors, retain client loyalty, and greatly boost the value it provides to clients by cultivating strong client connections.

Level and Quality of Information Sharing

Information sharing is the capacity of companies to share knowledge and information with supply chain partners in an effective and efficient manner. Direct partners and the complete supply chain network exchange information in an interactive supply chain system so that partners can utilise it effectively and efficiently [6].

The willingness of value-based businesses to give their partners thorough operational, tactical, and strategic information is known as information exchange practices [2]. According to Kadiane, Zhang, and Shi, the appropriateness of the information is determined by its timeliness, correctness, relevance, and reliability [12].

Magutu asserts that information sharing and exchange are crucial to the growth of the SCM.

Accountability and efficiency are intimately related to the degree of information exchange [1]. Regular information sharing allows supply chain partners to function as a unified unit. They can react swiftly to a shifting market because they have a greater understanding of the needs of the end user [3]. All of the supply chain's functional components are thought to be unique and competitive when they use pertinent and timely information effectively (Blanchard, 2021). Information sharing among supply chain participants should come from reputable sources and be current, accurate, timely, and credible [9]. Activities carried out in the supply chain include supplying raw materials, converting them into goods or services, and delivering them to the client. Activities in the supply chain include general supply and demand planning, acquiring raw materials, production scheduling, inventory control, warehousing, product distribution, and information management [16].

There are several examples in the literature of the dysfunctional consequences of delayed or incomplete information as it moves through the supply chain. Conflicting interests, opportunistic behaviour, and informational asymmetries among supply chain participants all affect the quality of information [17]. It has been suggested that companies will intentionally distort information that their competitors, suppliers, and customers may view. It appears that organisations are inherently hesitant to divulge more information than the absolute minimum because doing so is perceived as a loss of authority. Given these trends, effective supply chain management depends on preserving the quality of information shared [17]. Organisations must consider information as a strategic asset that moves as quickly and efficiently as possible.

Firm Performance

According to Memon and Tahir , an organization's performance—which is characterised as its capacity to yield significant returns—is its most important component. "The organization's ability to meet the desired result as determined by the company's major shareholders" is how Matsoso and Benedict [18] define firm performance. On the other hand, it is to determine whether an organization's desired output aligns with its actual output [19]. Therefore, in order to function effectively, companies need to gain and hold onto competitive advantages. For this reason, many academics have argued that strategic planning provides firms with a competitive advantage and the ability to endure in the face of competitors. In order for the firm to evaluate its current position and, if necessary, find ways to improve, they must know what the proper performance level is. Consequently, many scholars have become interested in the complexity of assessing corporate performance [20].

Different academics use different metrics to judge performance. "Efficacy, growth and productivity, efficiency, individual employee sales, the value of exports, organisation total assets, and operation profit ratio as a measurement are the best ways to eva luate performance," Mandy stated in his report. Researchers like Arshada, Raslib, Arshadc, and Zainc measured performance using financial metrics. Financial metrics are calculated by measuring sales, market share, workforce size, return on capital employed, inventory turnover, return on investment, growth, and profitability. Lonbani, Sofian, and Barato contend that these criteria, however, give short-term plan precedence over long-term strategy. However, Anyieni and other studies suggested benchmarking as a means of comparing performance to that of the relevant competitors. Furthermore, benchmarking against the predefined target is advised by Anyieni [21]. Additionally, Dubihlela and Sandada suggested utilising the managers' or owners' viewpoint on the company's success [22].

Theoretical Framework

System theory serves as the foundation for this study project. In the 1940s, the scientist Ludwig von Bertalanffy put out the idea of systems theory. As a result, this theory has been used in a number of fields. Real systems are open to and interact with their surroundings, according to the theory, which emphasises how the pieces are arranged and relate to one another to form a whole. Regardless of the actual material of the components, this specific organisation establishes a system.

A group of components or units that interact with their surroundings by importing inputs and exporting outputs is referred to as an organisation as a system. Both closed and open systems are possible. Whereas closed systems don't interact with their surroundings, open systems do. The environment places demands on the system in the form of inputs. For instance, residents may demand that law and order be upheld or that infrastructure be provided. Following processing, these requests are transformed into outputs, which are final choices made by the government's administration. The administrative system's activities are corrected by the feedback. Equilibrium requires this.

A conceptual framework and methodology for comprehending how a system functions in which two or more players are fundamentally parts of the whole is known as system theory. Therefore, a set of claims regarding the relationship between independent variables that show how changes in one variable are accompanied or followed by changes in other variables is known as systems theory. It is impossible to overstate the importance of using the system theory in a functional democracy. This is due to the fact that it tackles the problems of varied interactions, dependency, and dependence.

This theory is pertinent to the research because supply chain management may be thought of as a system of interconnected parts that a business uses to support efficient supply chain management. The components of supply chain management, as described by a system approach, include customer relationships, information sharing quality and quantity, and strategic supplier partnerships. Because of their interdependence, decisions taken in one area have an impact on the relative effectiveness of other areas.

Empirical Literature

Kadiane, Zhang, and Shi looked into how supply chain management techniques affected the performance of agrifood businesses in Cote D'Ivoire [12]. The goal of the study was to find the best practices that are frequently used and to examine the Supply Chain Management Practices (SCMPs) that businesses in emerging economies employ. The relationship between these practices, the local business environment, and the success of the firm was also examined. The dependent variables were market share performance and financial performance, while the independent variables were supplier collaboration, information sharing, customer relationships, quality management, product innovation, flexibility with partners, internal integration, and inventory management. The data was analysed using multiple linear regression. The study discovered that the target organisations' most prevalent supply chain management strategies—customer relationships, supplier collaboration, and information sharing—had a major impact on their financial and market share performance. In order to ascertain the moderating influence of information technology, Usoro, Oedema,

Okon, and Otiwa conducted a study on the performance of rubber producing firms and supply chain management . The research design used was descriptive. 62 employees of four companies involved in the upstream natural rubber production industry in South - South Nigeria made up the study's population. SCM practices were graded as low, moderate, and high in the study, whereas IT deployment was rated as either low or high. The data was analysed using descriptive statistics. The results showed that when both SCM and IT deployment were classified as high, rubber production firms performed the best when compared to other levels of SCM and IT deployment. The findings also showed that 89.2% of the observed variation in the companies' performance could be attributed to information technology. The study came to the conclusion that SCM performance in the rubber production industry is considerably moderated by information technology.

Musau (2020) looked into how supply chain management affected Kenyan textile companies' organisational effectiveness. The study also looked at whether environmental uncertainty affected the indirect relationship between supply chain management and textile companies' performance by government assistance. The study included 309 (309) workers from textile and clothing companies in Nairobi City County. The data was analysed using regression and correlation techniques. The findings suggest that increased competitive advantage and better organisational performance can arise from higher levels of SCM practice. Additionally, it was discovered that competitive advantage directly improved organisational effectiveness.

With specific reference to Uganda Crown Beverages, Mutangana examined how supply chain management techniques affect organisational performance and competitive advantage. The purpose of the study was to identify the supply chain management strategies used by Uganda Crown Beverages Limited and to ascertain how these strategies affected organisational performance and competitive advantage. A cross-sectional survey of 46 Uganda Crown Beverages Limited employees was part of the research design. A questionnaire that was distributed utilising the "drop and pick" method was used to gather data. The data was analysed using percentages. The study discovered that the seven independent variables—strategic supplier partnerships, customer relationships, information sharing levels, information quality, outsourcing extent, lean practices, and postponement—accounted for a significant correlation between supply chain management practices and competitive advantage/organizational performance.

The impact of supply chain management strategies on organisational performance was studied by Maken, with a particular emphasis on Kenya's Haco Industries Limited. Market/business and operational success were the dependent variables, whereas strategic supplier partnerships, customer connections, information exchange, and training protocols were the independent variables. Conveniently, 40 workers were chosen as a sample. A questionnaire was employed as a research tool to collect data. Frequencies and means were used to analyse the data. The analysis indicates that Haco Industries Ltd. has implemented a high degree of realistic SCM practices, all of which improve the performance of the company. In particular, they have enhanced the company's capacity to save operating expenses, create high-quality products, cut lead times, offer excellent customer service, respond swiftly to market developments, and boost market share and sales. When all four of the procedures were considered, the organization's performance was more greatly affected.

Lang and Cheng looked into the performance of public healthcare institutions in Malaysia using supply chain management techniques. The dependent variable was organisational performance, and the explanatory variables were capacity and resource management, demand management, customer relationship management, supplier relationship management, and information and technology management. Content analysis was used to examine the information. Organisational performance was found to be strongly and favourably correlated with information and technology management, demand management, supplier relationship management, customer relationship management, capacity management, and resource management.

Salazar investigated how competitive advantage and organisational performance were impacted by supply chain management practices [23]. In this study, three aspects of supply chain management (SCM) are conceptualised and developed: supplier relationship management, production flow management, and product development and commercialisation. Additionally, the relationships between these SCM practices, competitive advantage, and organisational performance are tested. Reputable organisations supplied the study's data, and the links proposed by the framework were tested using exacting statistical methods. Higher levels of SCM practice may lead to improved organisational performance and a greater competitive advantage, according to the findings.

Nyangweso investigated how supply chain management and organisational performance relate to each other in Kenya's sugar industry [24]. Finding out how supply chain management strategies impacted the organisational performance of Kenyan sugar companies was the aim of the study. The method that was employed was the descriptive research design. To collect data, a questionnaire comprising both closed-ended and open-ended questions was employed. To examine the collected data, both descriptive statistics and an inferential analysis using regression were applied. The results of the study showed that several performance measures were enhanced by supply chain management strategies. A successful implementation of supply chain management techniques was found to lower operating costs, improve customer order processing accuracy, and speed up response to product design changes, all of which increased market share and customer satisfaction. According to the report, the government should provide incentives for the adoption of certain supply chain practices, such as the green supply chain, due to its positive effects on environmental sustainability. Additionally, the management of sugar companies should consider implementing all types of supply chain practices due to their advantages.

The impact of supply chain management strategies on the Ghana National Office of the West African Examinations Council (WAEC) in Accra was assessed by Amoako, Annan, and Otchere [25]. Evaluating WAEC's supply chain management practices (SCMP), key success factors, and associated benefits for organisational performance was the aim of this study. The study employed primary data from a field survey using a questionnaire instrument. Both descriptive and inferential statistics were used to assess WAEC's SCMP. According to the research, WAEC uses a variety of supply chain strategies, including customer interaction, continuous improvement, cooperative problem-solving with suppliers, product quality, and periodic performance evaluation. However, the study identified a number of challenges, such as a subpar information system, difficulties coordinating with significant customers and suppliers, and difficulties managing the council's procurement processes. The challenges have led to increased total supply chain expenses, which ultimately reduce profitability and make it more difficult to reap the benefits of effective supply chain management strategies. Green, Whitten, and Inman examined the relationship between logistical performance and organisational performance in a supply chain context [26]. The study intends to theorise and assess a logistics performance model that integrates logistics performance as the fundamental construct, with supply chain management strategy as the antecedent and organisational performance—both financial and marketing—as the consequence. Data from 142 plant and operations managers in a nationwide sample are analysed using a structural equation modelling methodology. The results demonstrate that supply chain management strategy favourably affects logistics performance, and that both supply chain management strategy and logistics performance have a favourable impact on marketing performance, which in turn improves financial performance. Neither supply chain management strategy nor logistics performance were found to have a direct effect on financial performance.

2. Materials and Methods

Research Design

The study adopted descriptive survey research design. This design was appropriate for this study because the researcher collected data from the respondents through a few representatives and analyzed them in order to ascertain the effect of supply chain management on firm performance.

Population of Study

The population of the study comprised sixty-seven (67) employees of Juhel Pharmaceutical Company, Awka, Anambra State of Nigeria. Considering the size of the population, census was used in the study.

Research Instrument

Structured questionnaire was employed as the instrument of data collection. The questionnaire was closed ended in nature and this was self-administered by the researcher to the respondents. The first section covered the bio data of the respondents while the second section covered statements relevant to the research questions. These statements were scaled on five-point Likert scale. The scales were 5(Strongly Agreed), 4(Agreed), 3(Undecided) 2(Strongly Disagree), 1(Disagree).

Validity of the Instrument

Content validity was used in the study.

Reliability of the Instrument

Pilot test was used to ensure the reliability of the research instrument. The questionnaire was pre tested using 20 respondents. After two weeks, the same questionnaire was administered to the same respondents. A closer observation of their initial response with the subsequent responses showed that they are similar thereby showing that the instrument is reliable.

Method of Data Analysis

Frequency tables and percentages were employed to analyze the items contained in the questionnaire while multiple regression analysis was employed to determine the effect of the independent variables on the dependent variables. This was done with the aid of Statistical Package for Social Sciences (SPSS) Version 21.

Data presentation and Analysis

Table 1. Distribution and Retrieval of Instruments

	Number Distributed	Number Returned	% of the Returned	Number Not Returned	% Non Returned
Total	67	56	83.6%	11	16.4%

Source: Field Survey, 2024

A total of sixty-seven (67) copies of questionnaire were distributed to the sampled respondents out of which fifty six (56) were returned and found relevant to the study. A total of eleven (11) copies of questionnaire were either not returned or misplaced on the process. This gave a response rate of 83.6%. Hence, the analysis in this section was based on the fifty-six (56) relevant copies.

Test of Hypotheses

Regression analysis was used to test the hypothesized effect of the independent variables on the dependent variable. The regression results are presented in tables below.

Table 2. Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.755[a]	.571	.565	1.003	1.785

a. Predictors: (Constant), Strategic Supplier Partnership, Customer Relationship, Level and Quality of Information

b. Dependent Variable: Performance

Source: SPSS Version 21.0

3. Results.

Table 3. ANOVA Result

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	478.321	3	95.664	95.111	.000[a]
	Residual	360.083	53	1.006		
	Total	838.404	56			

a. Predictors: (Constant), Strategic Supplier Partnership, Customer Relationship, Level and Quality of Information

b. Dependent Variable: Performance

Source: SPSS Version 21.0

Table 2's R square (R2) value of 0.486 shows that customer relationships, strategic supplier partnerships, and the amount and quality of information account for 57.1% of the variances in Juhel Pharmaceutical Company Awka's performance. Table 2's Durbin - Watson statistics value of 1.785 demonstrated that the model's variables are not auto-correlated and are, hence, trustworthy for making predictions.

The independent factors (customer relationship, strategic supplier alliance, and information level and quality) have a considerable collective impact on the dependent variable (performance), according to table 3's F-statistics value of 95.111 with a probability value of 0.000. This finding demonstrated that the differences in Juhel Pharmaceutical Awka's performance may be explained by a combination of strategic supplier partnerships, customer relationships, and the quantity and quality of information.

The t value and probability value in the regression coefficients result were then used to test the three hypotheses that had previously been developed. The following table is displayed.

Table 4. Coefficient of the Regression Result

Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
(Constant)	21.241	2.531		8.393	.000
Strategic Supplier Partnership	.132	.034	.258	3.937	.000
Customer Relationship	.096	.030	.311	3.196	.002
Level and Quality of Information Sharing	.531	.066	.597	8.038	.000

a. Dependent Variable: Performance

Source: SPSS Version 21.0

Note: The adopted critical value for one-tailed tests are 1.645 (Significance level = 5%) $p < 0.05$* and 2.33 (Significance level = 1%) $p < 0.01$** (Hair, Hult, Ringle & Sarstedt, 2017)

Test of Hypothesis One

Ho: Strategic supplier partnership has no significant effect on the performance of Juhel pharmaceutical company, Awka.

Hi: Strategic supplier partnership has significant effect on the performance of Juhel pharmaceutical company, Awka.

Table 4 indicates that strategic supplier partnership recorded a t-value of 3.937 with an alpha value of 0.000 which is statistically significant at 5% level of significance. Based on this, the null hypothesis is rejected while the alternate hypothesis is accepted. Therefore,

strategic supplier partnership has significant effect on the performance of Juhel pharmaceutical company, Awka.

Test of Hypothesis Two

Ho: Customer relationship has no significant effect on the performance of Juhel pharmaceutical company, Awka.

Hi: Customer relationship has significant effect on the performance of Juhel pharmaceutical company, Awka.

Customer relationship has a t-value of 3.196 with a probability value of 0.002 which is statistically significant at 5% level of significance. Since these values are within the acceptable threshold, we reject the null hypothesis and accept the alternate hypothesis. Hence, customer relationship has significant effect on the performance of Juhel pharmaceutical company, Awka.

Test of Hypothesis Three

Ho: The level and quality of information sharing has no significant effect on the performance of Juhel pharmaceutical company, Awka.

Hi: The level and quality of information sharing has significant effect on the performance of Juhel pharmaceutical company, Awka.

A highly statistically significant t-value of 8.038 with an alpha value of 0.000 was found for the level and quality of information sharing. The alternative hypothesis, according to which the degree and calibre of information exchange have a major impact on the performance of the Juhel pharmaceutical firm, Awka, is accepted, and the null hypothesis is rejected.

4. Discussion

The study investigated the effect of supply chain management on firm performance in Juhel Pharmaceutical Company, Awka, Anambra State. The study found that Strategic supplier partnership has significant effect on the performance of Juhel pharmaceutical company, Awka. This agrees with the position of Mutangana that effective supplier partnership can be a critical component of a leading-edge supply chain. This is also in line with the findings of Mutangana that there is a significant relationship between stra tegic supplier partnership and organizational performance .

The study also found that customer relationship has significant effect on the performance of Juhel pharmaceutical company, Awka. This agrees with the findings of Musau (2020) that higher levels of SCM practice can lead to enhanced competitive advantage and improved organizational performance. This is also in line with the findings of Mutangana (2019) that there is a significant relationship between customer relationship and organizational performance. The study further found that the level and quality of information sharing has significant effect on the performance of Juhel pharmaceutical company, Awka. This agrees with the position of Rahmanseresht and Afsar that the level of information sharing is closely linked with accountability, efficiency and higher performance[27]. This tally with the findings of findings of Mutangana that there is a significant relationship between level/quality of information sharing and organizational performance.

5. Conclusion

The study looked into how supply chain management affected Juhel Pharmaceutical Company's performance in Awka, Anambra State. Businesses that don't use good supply chain management practices may not be able to compete with their rivals in today's fiercely competitive global marketplaces. It has been discovered that businesses can gain a competitive edge, save operating costs, and increase consumer loyalty and customer base by using supply chain techniques. It may be inferred from the study's results that supply chain management significantly improves performance. The study's conclusions led to the following suggestions being made:

a. Businesses should think about fully embracing supply chain techniques, especially strategic supplier partnerships, since the potential rewards outweigh the startup and ongoing costs of doing so.
b. Since it has been shown to have a major impact on performance, organisations should make sure that their customer relationship management is effective and efficient.
c. By developing suitable policies that will motivate the organisation to embrace the practice, the government can help ensure that certain supply chain activities, such information exchange both inside and outside the organisation, are implemented successfully. Additionally, all supply chain participants should always work together by making sure that efficient information exchange is in place.

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