

Supplier Relationship Management and the Effectiveness of Firm's Supply Chain of Selected Manufacturing Firms in Port Harcourt

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Abstract

This study examined the relationship between supplier relationship management and the effectiveness of firm's supply chain of selected manufacturing in Port Harcourt. Correlational survey research design was adopted for this study as this study seek to determine the relationship between the two variables. The population of this study is thirty-two (32) manufacturing companies in Rivers State which are registered with the Rivers State branch of Manufacturers Association of Nigeria (MAN). There are only 32 registered firms with MAN in the State. With regard to the respondents of the study given the strategic nature of the study, three key managers (production manager, marketing manager and logistics manager) were chosen as respondents from each using simple random sampling of the thirty-two firms constitute the study subject. This gave us a total of ninety-two (92) for the study. Structured questionnaire instrument titled "Supplier relationship management and effectiveness questionnaire" was developed on five-point likert scale. The result of the Cronbach's Alpha reliability test indicates .800 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (statistical package social sciences). The study revealed that there is a significant relationship between Collaborative Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt. There is a significant relationship between Transactional Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt. There is a significant relationship between Strategic Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt. The study concluded that Supplier Relationship Management (SRM) plays a crucial role in enhancing the effectiveness of a firm's supply chain, particularly in the manufacturing industry. In Port Harcourt, Nigeria. The study recommended that manufacturing firms should focus on building long-term strategic partnerships with key suppliers based on trust, mutual benefit, and shared goals. This can help in aligning interests, fostering innovation, and creating a competitive advantage.

Keywords: Firm, Supply Chain, Port Harcourt, likert scale.

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BACKGROUND OF THE STUDY

Supplier Relationship Management (SRM) is a strategic approach to managing an organization's interactions with its suppliers. It involves developing and maintaining positive relationships with suppliers to ensure the timely delivery of high-quality goods and services. SRM can be categorized into three main types:

collaborative, transactional, and strategic. Collaborative SRM; This type of SRM focuses on building strong partnerships with suppliers based on mutual trust, transparency, and shared goals. Collaborative SRM involves working closely with suppliers to improve processes, reduce costs, and drive innovation. By collaborating with suppliers, organizations can create

value for both parties and gain a competitive advantage in the marketplace (Chopra & Peter 2019).

Chopra and Peter (2019) Transactional SRM; Transactional SRM is more focused on the day-to-day interactions between buyers and suppliers. It involves managing routine transactions such as purchase orders, invoices, and deliveries efficiently and effectively. Transactional SRM aims to streamline processes, reduce errors, and ensure compliance with contractual agreements. Strategic SRM; Strategic SRM takes a long-term view of supplier relationships and aligns them with the organization's overall business strategy. This type of SRM involves identifying key suppliers, assessing their strategic importance, and developing plans to maximize their contribution to the organization's success. Strategic SRM aims to create competitive advantages through supplier collaboration, innovation, and risk management. Overall, Supplier Relationship Management plays a crucial role in ensuring the success of an organization by optimizing its interactions with suppliers across different levels of engagement- collaborative, transactional, and strategic.

The study on the effectiveness of a firm's supply chain is a critical area of research in the field of operations management and business strategy. A firm's supply chain plays a crucial role in determining its overall performance, competitiveness, and ability to meet customer demands efficiently. The effectiveness of a firm's supply chain can be evaluated based on various factors such as cost efficiency, supply chain flexibility, and customer service levels. Cost efficiency in a firm's supply chain refers to the ability to minimize costs while maintaining or improving the quality of products or services. This aspect involves optimizing processes, reducing waste, and streamlining operations to achieve cost savings without compromising on performance. Supply chain flexibility is the capability of a firm's supply chain to adapt to changes in demand, supply disruptions, market conditions, or other external factors quickly and effectively. A flexible supply chain can respond promptly to fluctuations in customer requirements and market dynamics (Simchi-Levi, 2014).

Customer service levels in a firm's supply chain pertain to the quality and timeliness of services provided to customers throughout the order fulfillment process. High customer service levels involve meeting or exceeding customer expectations regarding product availability, delivery times, responsiveness, and overall satisfaction. Studying the effectiveness of a firm's supply chain with respect to cost efficiency, supply chain flexibility, and customer service levels is essential for identifying areas of improvement, enhancing operational performance, gaining competitive advantage, and

ultimately achieving sustainable growth in today's dynamic business environment.

Statement of the Problem

Supplier relationship management (SRM) plays a crucial role in the effectiveness of a firm's supply chain, particularly in the manufacturing industry. In Port Harcourt, Nigeria, like in many other regions, manufacturing firms face various challenges that can impact their SRM practices and overall supply chain efficiency. One of the primary problems affecting supplier relationship management in manufacturing firms in Port Harcourt is poor communication. Effective communication is essential for building strong relationships with suppliers, ensuring timely deliveries, and resolving issues promptly. When communication breaks down, it can lead to misunderstandings, delays, and disruptions in the supply chain.

Another common issue is a lack of transparency in supplier relationships. Transparency is vital for fostering trust between firms and their suppliers. Without transparency regarding pricing, quality standards, or production processes, firms may struggle to make informed decisions and effectively manage their suppliers. Quality control problems can also impact supplier relationship management and supply chain effectiveness. If suppliers fail to meet quality standards consistently, it can result in defective products, rework costs, and damage to the firm's reputation. Maintaining high-quality standards requires close collaboration with suppliers and effective monitoring mechanisms.

Supply chain disruptions, such as natural disasters or geopolitical events, can significantly affect supplier relationships and disrupt the flow of materials. Manufacturing firms need to have robust risk management strategies in place to mitigate the impact of such disruptions on their supply chains and maintain continuity in operations. Lastly, inadequate supplier performance evaluation mechanisms can hinder effective supplier relationship management. Without proper performance metrics and evaluation processes in place, firms may struggle to identify underperforming suppliers, address issues proactively, or incentivize improvements in supplier performance. Overall, addressing these challenges requires manufacturing firms in Port Harcourt to invest in robust supplier relationship management practices, enhance communication channels with suppliers, promote transparency in relationships, improve quality control measures, develop risk mitigation strategies for supply chain disruptions, and implement effective supplier performance evaluation systems.

Conceptual Framework

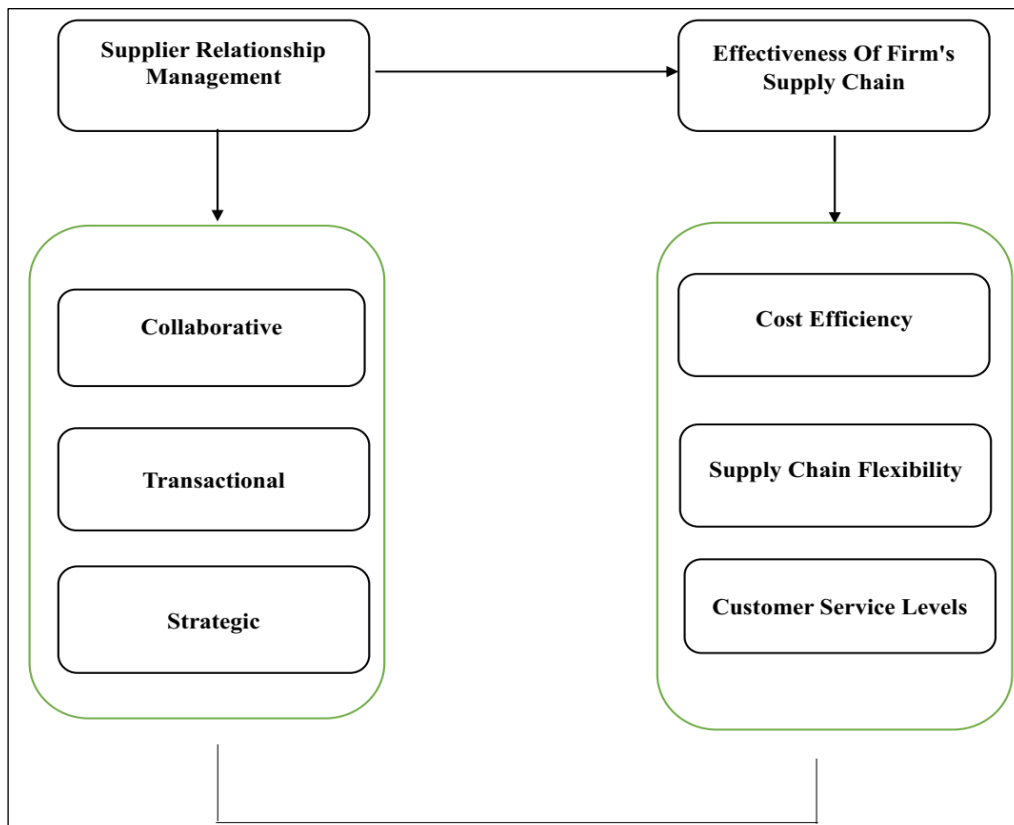


Figure 1: Conceptual framework on Supplier Relationship Management and the effectiveness of firm's supply chain. A study of selected firms in Port Harcourt

Source: Adapted from Chopra & Peter (2019) and Simchi-Levi, (2014).

Aims & Objectives

The aim of this study is to determine the relationship between supplier relationship management and the effectiveness of firm's supply chain of selected manufacturing firms in Port Harcourt. Specifically, the study sought to:

- i. Determine the relationship between Collaborative Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.
- ii. Determine the relationship between Transactional Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.
- iii. Determine the relationship between Strategic Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

Research Questions

The following research questions were raised to guide the study

- i. What is the relationship between Collaborative Supplier Relationship Management and

- Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt?
- ii. What is the relationship between Transactional Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt?
- iii. What is the relationship between Strategic Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt?

Hypotheses

The following null hypotheses were formulated and was tested at a significant level of 0.01.

HO₁: There is no significant relationship between Collaborative Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

HO₂: There is no significant relationship between Transactional Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

HO₃: There is no significant relationship between Strategic Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

REVIEW OF RELATED LITERATURE

This section reviews various literature related to the study under investigation under the headings of conceptual review, theoretical review and empirical review.

Conceptual Review

Concept of Supplier Relationship Management (SRM)

Monczka *et al.*, (2015) Supplier Relationship Management (SRM) is a crucial aspect of supply chain management that focuses on managing relationships with suppliers to ensure the smooth flow of goods and services. There are three main types of SRM: Transactional Supplier Relationship Management, Strategic Supplier Relationship Management, and Collaborative Supplier Relationship Management. Overall, effective Supplier Relationship Management is essential for enhancing supply chain performance, reducing costs, mitigating risks, fostering innovation, and gaining competitive advantages in the marketplace. Companies need to adopt a holistic approach that combines transactional efficiency with strategic alignment and collaborative partnerships to optimize their supplier relationships (Van-Weele 2014).

Dimensions of Supplier Relationship Management (SRM)

Transactional Supplier Relationship Management

This type of SRM focuses on the day-to-day transactions between a company and its suppliers. It involves managing orders, deliveries, invoices, and payments efficiently. The primary goal of Transactional SRM is to streamline processes, reduce costs, and ensure timely delivery of goods and services. Companies often use technology such as Enterprise Resource Planning (ERP) systems to automate transactional processes and improve efficiency in this type of SRM (Trent & Monczka 2003).

Strategic Supplier Relationship Management

In contrast to Transactional SRM, Strategic SRM involves developing long-term partnerships with key suppliers to achieve mutual benefits. Companies engage in strategic supplier relationship management to gain competitive advantages, access innovation, improve quality, and reduce risks in the supply chain. Strategic SRM requires collaboration, trust-building, and alignment of goals between the company and its strategic suppliers. It involves joint planning, performance measurement, risk management, and continuous improvement initiatives (Cousins *et al.*, 2008).

Collaborative Supplier Relationship Management

Collaborative SRM goes beyond transactional and strategic approaches by emphasizing close collaboration and integration between a company and its suppliers. In this type of SRM, companies work closely with suppliers to co-create value through joint product development, process improvement, innovation projects,

and shared risk-sharing mechanisms. Collaborative SRM fosters open communication, transparency, knowledge sharing, and mutual trust between partners. It aims to create a win-win relationship that benefits both parties in the long run (Handfield *et al.*, 2019).

Concept of Effectiveness of Firm's Supply Chain

Van-Weele (2014) the effectiveness of a firm's supply chain is crucial for its overall success and competitiveness in the market. A well-managed supply chain can lead to cost efficiency, supply chain flexibility, and improved customer service levels. These three factors are interconnected and play a significant role in determining the overall performance of a firm's supply chain. Overall, the effectiveness of a firm's supply chain is critical for achieving sustainable growth and maintaining a competitive edge in today's global business environment. By prioritizing cost efficiency, supply chain flexibility, and customer service levels, firms can optimize their operations and drive long-term success (Handfield *et al.*, 2019).

Measures of Effectiveness of Firm's Supply Chain

Cost Efficiency

Cost efficiency in a firm's supply chain refers to the ability to minimize costs while maintaining or improving the quality of products or services. This can be achieved through various strategies such as optimizing transportation routes, reducing inventory holding costs, and streamlining production processes. By improving cost efficiency, firms can lower their overall operating expenses and increase profitability (Trent & Monczka 2003).

Supply Chain Flexibility

Supply chain flexibility is the ability of a firm's supply chain to adapt quickly to changes in market demand, supplier availability, or other external factors. A flexible supply chain allows firms to respond promptly to fluctuations in demand, mitigate risks, and seize new opportunities. This agility is essential for firms operating in dynamic and competitive markets (Van Weele, 2014).

Customer Service Levels

Customer service levels are a key indicator of a firm's ability to meet customer expectations and deliver value-added services. A well-managed supply chain can enhance customer service levels by ensuring timely delivery, accurate order fulfillment, and effective communication with customers. By focusing on improving customer service levels, firms can build strong relationships with customers and gain a competitive advantage in the market (Trent & Monczka 2003).

Empirical Review

Ogbu, (2018) undertook a study on Supplier Relationship Management and Firm Performance: A Study of Selected Manufacturing Firms in Port Harcourt. Population of the study was Manufacturing firms in Port

Harcourt. Instrument for Data Collection was Questionnaires. Method of Data Analysis was Statistical analysis using SPSS. The study found a positive correlation between effective supplier relationship management and firm performance in the selected manufacturing firms in Port Harcourt. The study concluded that Effective supplier relationship management is crucial for enhancing the performance of manufacturing firms in Port Harcourt. The study recommends that manufacturing firms should invest in building strong relationships with their suppliers to improve their supply chain effectiveness.

Nwankwo, (2019) carried out a study on Impact of Supplier Relationship Management on Supply Chain Performance: Evidence from Manufacturing Firms in Port Harcourt. Population of the study was Manufacturing firms in Port Harcourt. Instrument for Data Collection was Interviews and surveys. Method of Data Analysis was Qualitative analysis. The study revealed that effective supplier relationship management positively influences supply chain performance in the manufacturing firms studied. The study concluded that Supplier relationship management plays a significant role in enhancing supply chain performance. Recommendations: Firms should focus on developing collaborative relationships with their suppliers to improve supply chain effectiveness.

Okonkwo, (2020) carried out a study on Supplier Relationship Management Practices and Supply Chain Efficiency: A Case Study of Selected Manufacturing Firms in Port Harcourt. Population of the study was selected manufacturing firms in Port Harcourt. Instrument for Data Collection was Structured interviews and document analysis. Method of Data Analysis was Mixed-methods approach combining qualitative and quantitative analysis. The study found that firms with robust supplier relationship management practices tend to have higher supply chain efficiency. The study concluded that Effective supplier relationship management practices are essential for improving supply chain efficiency. The study recommended that Companies should prioritize building strong partnerships with their suppliers to enhance supply chain performance.

Amadi, (2017) carried out a study on the role of Supplier Relationship Management in Enhancing Supply Chain Resilience: A Study of Manufacturing Firms in Port Harcourt. Population of the study was Manufacturing firms operating in Port Harcourt. Instrument for Data Collection was Surveys and secondary data analysis. Method of Data Analysis was Regression analysis. The research indicated a positive association between effective supplier relationship management and supply chain resilience among the manufacturing companies studied. The study concluded that Supplier relationship management is crucial for bolstering supply chain resilience within the context of

manufacturing operations. The study recommended that Organizations should prioritize the development and maintenance of strong relationships with their suppliers to enhance supply chain resilience.

Nnaji, (2016) undertook a study on Supplier Relationship Management Strategies and Supply Chain Performance: Insights from Manufacturing Firms in Port Harcourt. Population of the study was Manufacturing companies situated within Port Harcourt. Instrument for Data Collection was Questionnaires and interviews. Method of Data Analysis was Structural equation modeling (SEM). The study demonstrated a significant positive impact of effective supplier relationship management strategies on supply chain performance among the surveyed manufacturing entities. The study concluded that implementing sound supplier relationship management strategies can lead to improved supply chain performance outcomes within the context of manufacturing operations. The study recommended that Companies should adopt proactive measures to cultivate strong relationships with their suppliers to optimize overall supply chain performance.

Theoretical Review

Resource-Based View (RBV) Theory

Resource-Based View (RBV) theory is a strategic management framework that focuses on the internal resources and capabilities of a firm as sources of sustainable competitive advantage. The theory suggests that a firm's unique resources, such as valuable assets, skills, knowledge, and capabilities, can enable it to achieve superior performance and long-term success in the marketplace. RBV emphasizes the importance of leveraging these internal resources to create value for customers and outperform competitors. The RBV theory was first proposed by Birger Wernerfelt in his 1984 article "A Resource-Based View of the Firm" published in the Strategic Management Journal. However, it was further developed and popularized by Jay Barney in his 1991 article "Firm Resources and Sustained Competitive Advantage" in the Journal of Management.

Assumptions of the RBV theory include:

- i. Resources heterogeneity: Firms possess different sets of resources and capabilities that vary in terms of their types, amounts, and combinations.
- ii. Resource immobility: Resources are not perfectly mobile across firms and are difficult to replicate or imitate.
- iii. Resource durability: Resources have the potential to provide sustained competitive advantage over time.
- iv. Resource complementarity: Resources must be combined and integrated effectively to create value for the firm.

Critiques of the RBV theory include:

- i. Lack of clear guidance on resource identification and management.
- ii. Overemphasis on internal factors neglecting external environmental influences.
- iii. Difficulty in measuring and quantifying resources.
- iv. Limited focus on dynamic capabilities and organizational learning.
- v. Inadequate consideration of market dynamics and competitive interactions.

The relevance of RBV theory to the study on Supplier Relationship Management (SRM) and the effectiveness of a firm's supply chain in selected manufacturing firms in Port Harcourt lies in its emphasis on leveraging internal resources for competitive advantage. By applying RBV principles, firms can identify key resources related to supplier relationships, such as supplier networks, trust, communication channels, and information sharing practices, that contribute to supply chain effectiveness and overall firm performance.

Transaction Cost Economics Theory

Transaction Cost Economics (TCE) is a theory that explains the existence and boundaries of firms based on the costs associated with transactions. The theory was propounded by Oliver E. Williamson in 1975. TCE focuses on the idea that firms exist because they are more efficient at coordinating economic activities than markets due to transaction costs. Transaction costs include search and information costs, bargaining and decision costs, and policing and enforcement costs.

Assumptions of Transaction Cost Economics:

- i. Bounded Rationality: Individuals have limited cognitive abilities to process all available information.
- ii. Opportunism: Individuals may act in self-interest rather than maximizing joint gains.
- iii. Asset Specificity: Investments made for a specific transaction cannot be easily redeployed.
- iv. Uncertainty: Future events are unpredictable, leading to potential risks in transactions.

Critiques of Transaction Cost Economics:

- i. Oversimplification: Critics argue that TCE oversimplifies complex human behavior by assuming individuals are solely driven by self-interest.
- ii. Lack of Empirical Evidence: Some scholars suggest that TCE lacks empirical support for its assumptions.
- iii. Limited Scope: TCE may not fully explain all aspects of firm behavior, especially in dynamic and innovative industries.

- iv. Neglect of Social Factors: The theory overlooks social relationships and cultural influences on transactions.
- v. Difficulty in Measurement: Transaction costs are often difficult to quantify accurately, making it challenging to apply the theory in practice.

Relevance of Transaction Cost Economics to Supplier Relationship Management and Supply Chain Effectiveness: TCE provides insights into how firms make decisions regarding vertical integration, outsourcing, and supplier selection based on transaction cost considerations. In the context of Supplier Relationship Management (SRM) and supply chain effectiveness in manufacturing firms in Port Harcourt, understanding transaction costs can help firms optimize their relationships with suppliers, reduce coordination costs, mitigate risks, and improve overall supply chain performance.

METHODOLOGY

Correlational survey research design was adopted for this study as this study seek to determine the relationship between the two variables. The population of this study is thirty-two (32) manufacturing companies in Rivers State which are registered with the Rivers State branch of Manufacturers Association of Nigeria (MAN). There are only 32 registered firms with MAN in the State. With regard to the respondents of the study given the strategic nature of the study, three key managers (production manager, marketing manager and logistics manager) were chosen as respondents from each using simple random sampling of the thirty-two firms constitute the study subject. This gave us a total of ninety-two (92) for the study. Structured questionnaire instrument title Supplier relationship management and effectiveness questionnaire was developed on five-point likert scale.

Supplier relationship management and effectiveness questionnaire was independently subjected to content and construct validity by three Lecturers in the Department of Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt. The corrections and suggestions of the validators were affected on the finale copy of the instrument. The reliability of empirical measurement is indicated by the internal consistency, one of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. Questionnaire item statements with Cronbach's alpha reliability coefficient below the 0.70 threshold were eliminated. the test-re-test method was used. 20 copies of the questionnaire instrument were issue and some later same copies were issue through electronic media. the results were used in computation using Cronbach's alpha test of reliability.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.800	6

Source: Researcher Computation via SPSS Version 25

The result of the Cronbach's Alpha reliability test indicates .800 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (statistical package social sciences).

Data Analysis

HO₁: There is no significant relationship between Collaborative Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

Table 2: Correlations on Collaborative Supplier Relationship Management and Effectiveness of Firm's Supply Chain

		Collaborative Supplier Relationship Management	Effectiveness of Firm's Supply Chain
Collaborative Supplier Relationship Management	Pearson Correlation	1	.803**
	Sig. (2-tailed)		.000
	N	92	92
Effectiveness of Firm's Supply Chain	Pearson Correlation	.803**	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 2: Correlations on Collaborative Supplier Relationship Management and Effectiveness of Firm's Supply Chain revealed that there is a significant relationship between Collaborative Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt where (P. .803: sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant

relationship between Collaborative Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

HO₂: There is no significant relationship between Transactional Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

Table 3: Correlations on Transactional Supplier Relationship Management and Effectiveness

		Transactional Supplier Relationship Management	Effectiveness of Firm's Supply Chain
Transactional Supplier Relationship Management	Pearson Correlation	1	.808**
	Sig. (2-tailed)		.000
	N	92	92
Effectiveness of Firm's Supply Chain	Pearson Correlation	.808**	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 3 Correlations on Transactional Supplier Relationship Management and Effectiveness of Firm's Supply Chain revealed that there is a significant relationship between Transactional Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt where (P. .803: sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant

relationship between Transactional Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

HO₃: There is no significant relationship between Strategic Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

Table 4: Correlations on Strategic Supplier Relationship Management and Effectiveness

		Strategic Supplier Relationship Management	Effectiveness of Firm's Supply Chain
Strategic Supplier Relationship Management	Pearson Correlation	1	.813**
	Sig. (2-tailed)		.000
	N	92	92
Effectiveness of Firm's Supply Chain	Pearson Correlation	.813**	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 4 Correlations on Strategic Supplier Relationship Management and Effectiveness of Firm's Supply Chain revealed that there is a significant relationship between Strategic Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt where (P. .803; sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between Strategic Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

DISCUSSION OF FINDINGS

Table 2 Correlations on Collaborative Supplier Relationship Management and Effectiveness of Firm's Supply Chain revealed that there is a significant relationship between Collaborative Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt where (P. .803; sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between Collaborative Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt. Table 3 Correlations on Transactional Supplier Relationship Management and Effectiveness of Firm's Supply Chain revealed that there is a significant relationship between Transactional Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt where (P. .803; sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between Transactional Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

Table 4: Correlations on Strategic Supplier Relationship Management and Effectiveness of Firm's Supply Chain revealed that there is a significant relationship between Strategic Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt where (P. .803; sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between Strategic Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

Similarly, Nwankwo, (2019) carried out a study on Impact of Supplier Relationship Management on Supply Chain Performance: Evidence from Manufacturing Firms in Port Harcourt. The study revealed that effective supplier relationship management positively influences supply chain performance in the manufacturing firms studied. The study concluded that Supplier relationship management plays a significant role in enhancing supply chain performance. Recommendations: Firms should focus on developing collaborative relationships with their suppliers to improve supply chain effectiveness. Also, Okonkwo, (2020) carried out a study on Supplier Relationship Management Practices and Supply Chain Efficiency: A Case Study of Selected Manufacturing Firms in Port Harcourt. The study found that firms with robust supplier relationship management practices tend to have higher supply chain efficiency. The study concluded that Effective supplier relationship management practices are essential for improving supply chain efficiency. The study recommended that Companies should prioritize building strong partnerships with their suppliers to enhance supply chain performance.

Summary of Findings

1. There is a significant relationship between Collaborative Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.
2. There is a significant relationship between Transactional Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.
3. There is a significant relationship between Strategic Supplier Relationship Management and Effectiveness of Firm's Supply Chain of selected manufacturing firms in Port Harcourt.

CONCLUSION

Supplier Relationship Management (SRM) plays a crucial role in enhancing the effectiveness of a firm's supply chain, particularly in the manufacturing industry. In Port Harcourt, Nigeria, where manufacturing firms operate, the success of their supply chains heavily relies on how well they manage their relationships with suppliers. Effective SRM involves establishing strong partnerships with suppliers, fostering collaboration,

ensuring timely delivery of goods and services, managing risks, and continuously improving processes to drive efficiency and innovation. Based on the research conducted on selected manufacturing firms in Port Harcourt, it is evident that implementing robust Supplier Relationship Management practices can yield significant benefits for firms. These benefits include improved quality control, reduced lead times, cost savings through better negotiation and procurement strategies, enhanced product innovation through supplier collaboration, increased supply chain visibility and transparency, and overall operational excellence.

RECOMMENDATIONS

To enhance the effectiveness of their supply chains through Supplier Relationship Management, manufacturing firms in Port Harcourt should consider the following recommendations:

1. **Develop Strategic Partnerships:** Firms should focus on building long-term strategic partnerships with key suppliers based on trust, mutual benefit, and shared goals. This can help in aligning interests, fostering innovation, and creating a competitive advantage.
2. **Invest in Technology:** Leveraging technology such as Supplier Relationship Management software can streamline communication with suppliers, track performance metrics, automate processes, and improve data visibility across the supply chain.
3. **Implement Performance Metrics:** Establishing key performance indicators (KPIs) to measure supplier performance regularly can help in identifying areas for improvement, rewarding top-performing suppliers, and addressing issues proactively.
4. **Risk Management:** Developing a robust risk management strategy to identify potential risks in the supply chain and implementing mitigation measures can help in ensuring business continuity and resilience against disruptions.

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