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Strategic procurement in the 21st century business and its impact on corporate performance of firms in the Nigerian manufacturing sector

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Abstract. Procurement plays a crucial role in every business organisation, yet many local enterprises in Nigeria face significant challenges in implementing efficient procurement strategies. The purpose of this study was to examine the effects of strategic procurement on the performance of Lafarge Cement Plc., a prominent manufacturing firm in Nigeria. Data from the study was analysed using the structural equation modelling and the findings revealed a significant relationship between the variables of interest. Specifically, the path analysis revealed that e-procurement plays a crucial role in enhancing operational performance. With strong path coefficients for key components such as data visibility (0.853), cycle time (0.816), and supplier relationships (0.822), e-procurement had a total effect coefficient of 0.623 on operational performance, which suggested that 63% of Lafarge Cement Plc. operations could be improved, if adequate consideration was given to e-procurement system like electronic Purchase Orders and procurement through other digital Sourcing Platforms. In a similar context, procurement integration was also found to substantially influence the competitive advantage, with a total coefficient of 0.703. This showed that by focusing on procurement efficiency such as cost savings and time reductions, Lafarge Cement Plc. can strengthen its market position to improve responsiveness to market demands. Supplier integration (0.907) was shown to positively influence service delivery quality. The analysis confirmed that strong supplier relationships, supported by effective contractual agreements and feedback mechanisms can enhance consistency and superior service delivery of the institution. The practical implications of this study were that by integrating e-procurement and supplier's integration into its procurement system, Lafarge Cement Plc. can efficiently adapt to changing market conditions in Nigeria, such as the everyday fluctuations in the cost of raw materials, thereby minimising supply disruptions and ensuring greater stability in its production

Keywords: sustainable procurement; supply chain management; supplier relationship management; procurement optimisation; cost reduction

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Introduction

In the 21st century, procurement emerged as a crucial function in modern business operations. It involves the three main 'P's, namely, planning, purchasing, and provisioning of goods, services, and/or resources, without which organisations cannot function. However, since the evolution of businesses to large-scale operations, the complexity of managing resources and supply chains has grown exponentially. Even in the modern fast-paced business landscape, many companies now grapple with persistent challenges like procurement inefficiencies, unreliable suppliers, and varied unpredictable costs. These hurdles do not merely disrupt operations, but stifle businesses' potential to unlock maximum value. Strategic procurement has become a game changer, causing a shift from simply managing acquisitions to redefining procurement as a key driver of competitive advantage, offering much more than merely cost savings for corporate enterprises.

According to W. Abdallah *et al*. (2024), strategic procurement can be regarded as a comprehensive approach to managing the entire product sourcing lifecycle. This refered not only to making purchases, but encompassed the entire process of identifying product needs, selecting the best suppliers, managing contracts, mitigating risks and disruptions, and continuously monitoring supplier performance to identify areas for improvement. I. Munir (2024) noted that over 63% of businesses were continuously seeking to optimise their supply chains and sourcing strategies for greater efficiency and long-term value. However, despite the prominence of procurement in global trade, the methods and approaches, through which procurement was conducted still indicate an evident challenge, especially within growing markets like Africa and some other developing parts of the world.

Africa has one of the largest consumer markets, both in population and consumption. With over 1.4 billion people, the continent is home to an expanding consumer class, driving increasing need for demand and purchasing activities. Meanwhile, in many African businesses, procurement was still a reactive function rather than a proactive one. The 2024 African Development Bank (ADB) report showed that nearly 50-70% of operational costs in African manufacturing firms are allocated to procurement expenses, almost double the percentage seen in firms within developed economies (Country focus report 2024 – South Africa..., 2024). As a result, many African businesses face inflated production costs due to inefficiencies in procurement processes. C. Ragasa *et al.* (2020) observed that some locally produced goods in Africa were priced similarly to, or even more expensively than, imported goods of the same quality. This discrepancy posed a major threat to the sustainability of local businesses and contributes to the growing strain on the balance of payments (BOP) in many African nations, a challenge that persists.

In Nigeria, Egypt, South Africa, and other African nations with large manufacturing sectors, very few local enterprises have successfully integrated strategic initiatives into their procurement processes to acquire inputs. The escalating costs of locally made goods specifically in Nigeria have highlighted inefficient procurement as a critical issue, affecting not only businesses, but also the broader economy. In 2020, the National Bureau of Statistics (2024) reported that Nigerian manufacturers allocate an average of ₦19.54 trillion from their operating expenses to procurement, largely due to inefficient sourcing practices and inflated costs imposed by intermediaries. Over the years, this figure had increased at a geometric rate, contributing to the reason that many Nigerian products were often priced higher than comparable imports, which undermined both sales and market competitiveness. As a result, businesses in Nigeria faced challenges such as frequent stock-outs, overstocking, and missed opportunities.

Despite these setbacks and challenges, D.O. Areguamen *et al.* (2022) highlighted that many local administrators in Nigerian businesses continue to perceive procurement as a simple transactional function, often reducing it to activities like bargaining and negotiation, while overlooking its strategic role in driving long-term business value. N.D. Lebete & T.C. Maramura (2023) emphasised that procurement costs constitute a significant portion of operational expenses for Nigerian firms. However, the narrow focused on short-term savings rather than long-term strategic goals limited the potential of these businesses to leverage procurement for sustainable growth and competitive advantage in the global market.

The purpose of this study was to examine the effects of strategic procurement on corporate performance of Lafarge Cement Plc., Nigeria. The study sought to understand the current state and effect of procurements in Nigeria through specific objectives, such as: to determine the influence of e-procurement on operational performance in Lafarge Cement Plc., Nigeria; to assess the effects of procurement integration on competitive advantage in Lafarge Cement Plc., Nigeria; to ascertain the effects of supplier integration on the quality service delivery in Lafarge Cement Plc., Nigeria.

Hypothesis of the study: H01: E-procurement does not have significant effect on operational performance; H02: Procurement integration does not significantly influence competitive advantage; H03: Supplier integration does not significantly affect enterprise quality services delivery.

Literature Review

Strategic procurement has emerged as a critical component in modern organisational operations, reshaping conventional practices to align with broader business objectives. The shift from perceiving procurement as a

simple administrative task to recognising it as a strategic driver has sparked a wealth of academic discourse. According to M.T. Seidu *et al.* (2024), the concept "strategic" in procurement refered to an integral approach to sourcing that fulfils long-term goals, harmonising procurement with business strategies to maximise value and minimise risks. Unlike mere purchases, it was an organisational process of planning to ensure that the goods and services needed to do business successfully were obtained on time as needed, and on budget. G.W. Kitavi *et al.* (2020) elaborated on this distinction by highlighting the shift from conventional procurement, which was often transactional, to a more integrative process involving supplier collaboration and long-term planning. This evolution underscored the strategic significance of procurement as a dynamic function linked to overall organisational success in modern business environment.

Specifically, the recent advancements in technology have further reshaped procurement practices, particularly through digital tools and automation. C.C. Ugo *et al.* (2022) identified digital procurement or e-procurement as a pivotal strategy for enhancing efficiency and transparency. Despite these benefits, N.D. Lebete & T.C. Maramura (2023) cautioned that over-reliance on automation may marginalise suppliers lacking technological capabilities, particularly in developing regions. This tension highlighted the dual role of technology as both an enabler and a disruptor in global procurement.

While electronic technology and procurement integration were widely recognised as components to strategic sourcing, S. Juhara (2024) emphasised supplier integration another critical element addressing vulnerabilities that can disrupt operations. It mitigated the financial and operational risks of contract delays, advocating for proactive mitigation strategies. These included supplier performance evaluation and contingency planning, which were particularly relevant for Nigerian manufacturers, as noted by D.O. Areguamen *et al.* (2022). Their study highlighted the value of maintaining efficient supply chains and managing risks to ensure operational continuity. Game theory provided a useful framework for understanding these dynamics, illustrating how strategic decisions between buyers and suppliers shape procurement outcomes.

Empirical research has increasingly linked strategic procurement to improved organisational performance. E.G. Assam *et al.* (2023) reported a positive correlation between sustainable procurement practices and logistics efficiency, emphasising procurement's role in driving operational success. However, C.T. Zwingina *et al.* (2022) presented a more complex picture in their analysis of the Nigerian oil and gas sector, where procurement's impact on firm performance was mediated by external factors such as market volatility and regulatory challenges. These findings suggested that, while strategic procurement offered significant potential, its effectiveness can vary depending on industry-specific conditions.

Despite these advancements, challenges persist in the Nigerian context, where many businesses fail to fully embrace strategic procurement. S. Juhara (2024) also found that procurement was often considered as a transactional function focused on bargaining and negotiation, as opposed to a strategic enabler of value creation. This limited perspective was further reflected in the significant financial burden of inefficient procurement practices. Nigerian manufacturers allocated a substantial portion of their operating expenses to procurement, driven by inflated costs and inefficiencies. These practices result in higher product prices, reducing competitiveness and exacerbating challenges such as stockouts and overstocking.

To address these issues, researchers have emphasised the need for a broader adoption of strategic procurement practices. E.G. Assam *et al.* (2023) underscored the value of sustainable procurement strategies in optimising logistics and reducing costs. However, C.T. Zwingina *et al.* (2022) suggested that industry-specific factors must be considered, particularly in sectors like oil and gas, where procurement challenges were deeply intertwined with external market dynamics. According to C.C. Ugo *et al.* (2022), fostering supplier collaboration and leveraging digital tools can greatly enhance procurement efficiency, but these efforts must be tailored to the unique needs of each industry. Conclusively, while the evolution of procurement practices has been significant, there is still a pressing need for more context-specific research, particularly in developing economies like Nigeria.

Materials and Methods

The study employed a quantitative research methodology, grounded in the philosophical framework of positivism. Descriptive survey research design was adopted, and the population comprised the entire 243 staff members of Lafarge Cement Plc. in Ilorin, Kwara State, Nigeria. The organisation was selected being a prominent leader in not only Nigerian manufacturing, but the African manufacturing sector at large. As a large corporation with expansive operations, its use of advanced procurement strategies can reveal valuable data, on how these practices influence corporate performance, offering a comprehensive case study for others in the sector. In determining the sample size, R.V. Krejcie & D.W. Morgan (1970) formula was utilised with formula presented as follows:

$$s = \frac{X^2 \mathrm{NP}(1-\mathrm{P})}{\mathrm{e}^2(\mathrm{N}-1)+X^2\mathrm{P}(1-\mathrm{P})}, \quad (1)$$

where X^2 is the chi-square value for 1 degree of freedom at a 0.05 significance level (3.841); N is the population size of workers (243); P is the estimated proportion of 0.5 maximises variance, ensuring the largest possible sample size; e is the degree of accuracy or significance level, set at 0.05. R.V. Krejcie & D.W. Morgan (1970) recommended the use of 0.50 as an estimate of the

population proportion to maximise variance, which will also produce the maximum sample size. Thus, at 95% confidence level, P = 0.5, (1−) ≈ 1.

$$s = \frac{3.841 \text{ x } 243 \text{ x } 0.5\ (1-0.5)}{0.05^2(243-1)+3.841 \text{ x } 0.5\ (1-0.5)};$$
$$s = \frac{933.363\ x\ 0.25}{0.605+0.96025};$$
$$s = \frac{233.34075}{1.56525};$$
$$s = \frac{233.34075}{1.56525} = 149.0757067\ . \quad (2)$$

The sample size for the study was determined at 149, which was in accordance with the views of N. Hill & J. Brierley (2003), who reported that a sample size of 100 and above was sufficient to present good concise research findings. The tools used in the study included a well-structured questionnaire employing a 5-point Likert scale (Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD)) to precisely measure respondents' perceptions and opinions, with a pretest conducted on 10 respondents to ensure the reliability and clarity of the questionnaire.

The survey covered three core research questions: 1) "In what way does e-procurement affect operational performance of manufacturing firms?"; 2) "What is the influence of procurement integration on Lafarge competitive advantage?"; 3) "What impact does supplier integration have on the quality service delivery?". In distributing the survey, a simple random sampling technique was employed, giving each employee in the organisation an equal chance of selection. S.P. Mukherjee (2019) pointed that this method minimised bias and ensured that the sample accurately represented the broader population within Lafarge Cement Plc. Questionnaires were handed directly to respondents, with statements carefully crafted to focus on each of the study's variables, encouraging precise responses. To further enhance the instrument's effectiveness, a content validity check was conducted, ensuring alignment with the objectives of the study. Structural equation modelling (SEM) was subsequently used to analyse the collected data, offering a robust framework for evaluating relationships among variables. The study was conducted following the norms of The Declaration of Helsinki (2013).

Results and Discussion

Results present the findings of this study, which investigated the influence of strategic procurement on organisational performance at Lafarge Cement Plc. The analysis offered critical insights from the collected data, highlighting the effects of procurement practices on operational performance, competitive advantage, and quality service delivery. Descriptive statistics, including frequency distribution and tabular presentation, were employed to summarise the data and provide a clear overview of respondents' perceptions. To test the research hypotheses, Structural Equation Modelling (SEM) was employed as an inferential statistical technique. However, out of the 149 distributed questionnaires, 121 were completed and returned, resulting in an impressive response rate of 81%. This strong response provided a reliable foundation for the study's conclusions, with the findings summarised in Table 1.

Table 1. *Demographic characteristics of the respondents*

Variable	Category	Frequency	Percentage
Gender	Male	75	62.0%
	Female	46	38.0%
	Total	121	100%
Age	18-25 years	39	32.2%
	26-35 years	58	47.9%
	36-45 years	21	17.4%
	46 years and above	3	2.5%
	Total	121	100.0%
Marital status	Single	52	43.0%
	Married	58	47.9%
	Divorced	9	7.5%
	Widowed/Widower	2	1.6%
	Total	121	100.0%
Highest educational level	OND/NCE	45	37.2%
	B.Sc/HND	71	58.7%
	MSc	5	4.1%
	PhD	0	0.0%
	Total	121	100.0%

Source: *developed by the authors*

The demographics results showed that 62% of the respondents were male and 38% of them were female. This implied that more than half of the total respondents were male. M.M. Ugochukwu (2020) observed that

the job requirements in the sampled company tend to favour male employees due to the strenuous and laborious nature of the tasks involved. Therefore, there was a greater number of male employees compared to female employees at Lafarge Cement Plc. (Miltenburg, 2008). In addition, the firm was full of largely homogenous, young employees (26-35 years), which could be due to the fact that the work required youths full of strength and vigour to work and operate effectively. Most employees at Lafarge Cement Plc. were married (47.9%). Importantly, the educational qualification of respondents revealed that 37.2% of the respondents were at least OND/NCE holders, 58.7% of the respondents held B.Sc/HND degrees, 4.1% held MSc, while few held PhD. This implied that respondents had qualifications necessary to understand and respond to the study questionnaire, thus enabling them to provide valid responses, on how strategic procurement affected their performance. K.J. Sileyew (2020) emphasised that data analysis relies on sufficient, relevant data aligned with its purpose, whereas inadequate data can lead to inaccurate conclusions. To ensure reliable and valid results, a normality test was conducted (Table 2).

Table 2. *Normality test*

	Number of observations used	Mean	Std. deviation	Excess kurtosis	Skewness
E-procurement	121.000	0.850	0.032	-0.361	-0.067
Operational performance	121.000	0.840	0.046	-0.435	-0.161
Procurement integration	121.000	0.838	0.027	-0.038	-0.226
Competitive advantage	121.000	0.839	0.027	-0.408	-0.038
Supplier integration	121.000	0.831	0.057	-0.293	-0.263
Quality service delivery	121.000	0.885	0.013	-0.341	-0.269
Organisational performance	121.000	0.822	0.001	-0.408	-0.292

Source: *developed by the authors*

The normality results revealed that the sample size was 103, which implied that an absolute value of skewness of +1.0 or below was expected for the data to be normal. For kurtosis, an absolute value of +3.0 was expected for a normal peakedness as any figure outside the threshold may be severely signalling a concern. The normality results showed that all the variables were within the threshold of the absolute value of ±1.0 and the kurtosis results were also within the absolute value of ±3.0. The normality test results indicated that all data included in the analysis were normally distributed, making them suitable for further analysis and inferences.

To assess the effects of strategic procurement on organisational performance, three hypotheses were formulated. The first assessed e-procurement measured by data visibility, cycle time, and supplier relationship against operational performance. The second examined procurement by procurement efficiency, cost savings, and time savings against competitive advantage. The third assessed supplier integration measured by contractual agreements, supplier capabilities, and feedback mechanisms.

The analysis of the model provided comprehensive insights into the interrelationships between strategic procurement practices and organisational performance at Lafarge Cement Plc. The findings highlighted the interconnected nature of the independent variables (e-procurement, procurement integration, and supplier integration) and their significant impact on the dependent constructs (operational performance, competitive advantage, and quality service delivery).

The path analysis revealed that e-procurement significantly enhanced operational performance, with a total effect coefficient of 0.623. Key components, such as data visibility (0.853), cycle time (0.816), and supplier relationship (0.822) collectively drive this outcome. These dimensions underscored the efficiency gains achievable through enhanced visibility and streamlined processes. Operational performance indicators, with positive coefficients (0.818, 0.907, and 0.795), reinforced the strong linkage between e-procurement and efficiency in operational processes. This suggested that adopting robust e-procurement systems can lead to significant cost reductions, improved resource allocation, and greater transparency in operations. For Lafarge Cement Plc., these efficiencies translate into improved production timelines, better supply chain coordination, and a reduction in bottlenecks, enabling the organisation to meet market demands more effectively.

Procurement integration was found to substantially influence the competitive advantage, with a total coefficient of 0.703. Efficiency in procurement processes, as indicated by a coefficient of 0.856, enhanced profitability through cost savings and supports competitive pricing strategies. Additionally, time-saving measures (0.803) highlighted the role of reduced lead times in achieving greater market responsiveness and flexibility. These findings underscored the value of aligning procurement strategies with overall business goals. By integrating procurement functions across organisational units, Lafarge Cement Plc. can achieve cost leadership, while maintaining a strong market position. This integration facilitated improved collaboration, streamlined decision-making, and the ability to adapt to dynamic market conditions, ultimately supporting long-term sustainability (Fig. 1).

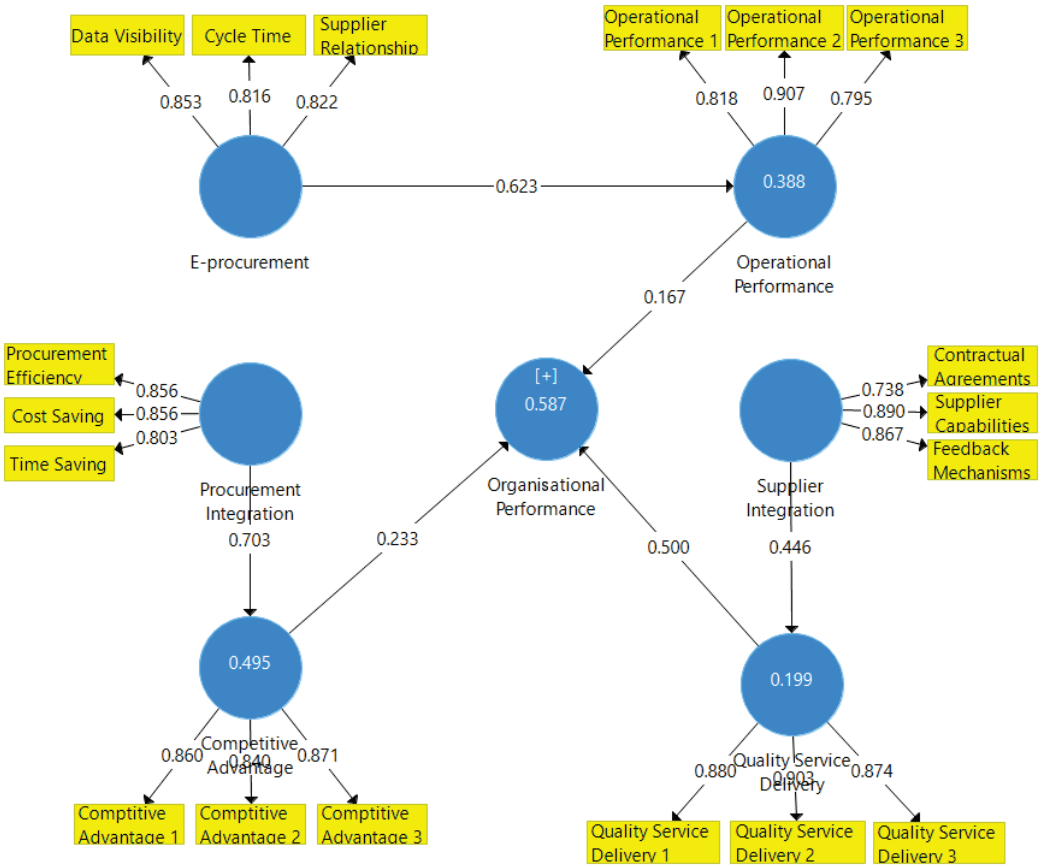

Figure 1. *Path model of strategic procurement and organisational performance*
Source: *developed by the authors of this study*

The relationship between supplier integration and quality service delivery was significant, as indicated by positive weights for all proxies. The path analysis confirmed that well-structured supplier integration mechanisms, such as robust contractual agreements, supplier capabilities, and effective feedback mechanisms positively influence service delivery outcomes. For Lafarge Cement Plc., these findings highlighted the critical role of strong supplier partnerships in ensuring consistent quality and reliability. Supplier integration not only reduced the risk of supply chain disruptions, but also fostered innovation through collaboration, enabling the delivery of superior products and services. The ability to maintain high service standards strengthened customer satisfaction and loyalty, which were essential for competitive success in the manufacturing industry.

The interrelations among the constructs revealed critical insights into the dynamics of strategic procurement practices. Efficiency gains from e-procurement, such as real-time data visibility and reduced cycle times, complement procurement integration by enhancing coordination and decision-making, which directly affects both operational performance and competitive advantage. Analogously, effective procurement integration fostered stronger supplier relationships through seamless communication and collaborative planning, ensuring supplier reliability and alignment with organisational goals, which significantly improved quality service delivery. Moreover, integrated supplier networks bolster operational performance by reducing lead times and ensuring the prompt delivery of quality materials, thereby enhancing overall production efficiency (Table 3).

Table 3. *Results of hypothesis testing*

Hypothesis	Standard deviation (STDEV)	P-Values	Supported/Not supported
H_{01}: E-procurement significantly influences operational performance	0.071	0.000	Supported
H_{02}: Procurement integration significantly influences competitive advantage	0.056	0.000	Supported
H_{03}: Supplier integration significantly influences enterprise quality service delivery	0.063	0.001	Supported

Source: *developed by the authors*

Result from H01 revealed that various dimensions of e-procurement contribute significantly to enhancing operational performance. For H01, which tested whether e-procurement had a significant effect on operational performance, the findings revealed that this hypothesis was not supported. The standard deviation (STDEV) for this relationship was 0.071, and the P-value was 0.000, which is highly significant. The low standard deviation suggested that the results were consistent across respondents, and the P-value further suggested strong statistical significance, supporting the rejection of the null hypothesis. This implied that e-procurement had a significant and positive impact on operational performance at Lafarge Cement Plc. The significant P-value (0.000) indicated a very low probability of the result occurring by chance, strengthening the argument that e-procurement was genuinely a critical factor in enhancing operational efficiency.

Furthermore, the result aligned with findings from existing literature, where N.D. Lebete & T.C. Maramura (2023) highlighted, how visibility and supplier relations in procurement processes were essential to overcoming challenges within complex organisations, ultimately improving performance. In the Nigerian manufacturing sector, where M.M. Ugochukwu (2020) emphasised the critical role of inventory and procurement efficiency on profitability, e-procurement's contribution to reducing cycle time and improving data visibility aligned with increased operational control and cost reduction. S. Bag *et al.* (2020) discussed, how strategic procurement initiatives, such as e-procurement, contribute to stronger operational frameworks, which enabled companies to respond more efficiently to market demands. Moreover, C. Ragasa *et al.* (2020) illustrated that competitive performance for local manufacturers in West Africa relied heavily on efficient sourcing and procurement processes to match or exceed the quality and cost-effectiveness of imports.

For H02, which proposed that procurement integration does not significantly influence competitive advantage, the hypothesis was also not supported. Findings from H02 revealed that procurement integration plays vital role in strengthening competitive advantage of sampled firm. The findings revealed a standard deviation of 0.056 and a P-value of 0.000. Again, the low standard deviation suggested consistency in the data, while the P-value confirmed the statistical significance of the relationship. These findings suggested that procurement integration had a substantial positive impact on competitive advantage. F. Bienhaus & A. Haddud (2018) highlighted that the digitalisation of procurement processes, often termed "Procurement 4.0", played a vital role in driving procurement efficiency and lowering costs. Additionally, L.A. Jama & I.H. Mohamud (2024) found that strategic procurement integration not only reduced costs, but also fostered sustainable supplier relationships, directly affecting competitive standing. Thus, this analysis underscored that in manufacturing enterprises, procurement integration is critical to achieving both cost effectiveness and a competitive advantage, ultimately facilitating stronger market positioning and resilience.

H03, which tested whether supplier integration significantly affected enterprise quality service delivery, was found to be supported. The standard deviation for this hypothesis was 0.062, and the P-value was 0.000, both of which suggested a significant and reliable result. The low standard deviation suggested that the findings were consistent across respondents. The significant P-value reinforced the conclusion that supplier integration played a crucial role in ensuring quality service delivery. This aligned with J.E. Hobbs (2020), who emphasised the significance of close supplier relationships and integrated supply chains in maintaining quality and resilience during challenging times, such as the COVID-19 pandemic. Analogously, K. Chinogwenya & R. Utete (2023) highlighted that high maturity levels in supplier integration and logistics processes were essential for achieving reliable service quality, especially in advanced manufacturing contexts. D. Fianka & T. Perera (2022) cautioned that over-reliance on specific suppliers can led to vulnerabilities, they also noted that integrated supplier relationships facilitate resource recovery and efficiency, which is crucial in a circular economy.

These findings underscored the value of strong supplier relationships and integration in maintaining high service standards, as suppliers with strong capabilities were more likely to contribute to consistent, high-quality performance. Thus, the results of hypothesis testing indicated that e-procurement, procurement integration, and supplier integration all significantly affect operational performance, competitive advantage, and service delivery, respectively. S. Tripathi & M. Gupta (2021) affirmed that low standard deviations and highly significant P-values (all below the 0.05 threshold) lend strong support to these relationships, confirming that these procurement practices were vital to the performance and competitiveness of Lafarge Cement Plc.

In summary, the findings of this study provided strong empirical evidence that e-procurement, procurement integration, and supplier integration play a significant role in improving operational performance of Lafarge Cement Plc. in Nigeria. It was found that e-procurement helped the company operate more efficiently, procurement integration strengthens its competitive advantage, and supplier integration improves the quality of services delivered. The consistent findings and strong statistical evidence proved that these procurement practices were essential for boosting performance, reducing costs, and staying competitive in the manufacturing industry.

Conclusions

In the 21st-century business environment, strategic procurement is not merely an operational necessity but a

crucial driver of competitive advantage. The findings of this study emphasised the significant influence of three core procurement variables – e-procurement, procurement integration, and supplier integration, on the corporate performance of Lafarge Cement Plc. E-procurement, by transforming procurement digitally, enhances operational efficiency through better data visibility, reduced cycle times, and strengthened supplier relationships, thus boosting productivity and responsiveness. Procurement integration ensured cost savings and time efficiencies, promoting seamless workflows and optimised resource allocation, which reinforced the company's competitive edge. Supplier integration, by fostering close partnerships, improved service quality and delivery reliability, mitigated risks, and enhanced supply chain resilience, key for sustaining operational excellence. Together, these strategic procurement elements underscored the vital role of procurement in driving the operational and competitive strength of Lafarge Cement Plc., solidifying its position in a competitive market.

Based on the conclusions drawn from the study, several recommendations were proposed for Lafarge Cement Plc., the manufacturing industry, and other stakeholders, including the government and researchers. Lafarge Cement Plc. and other stakeholders should enhance e-procurement practices to improve operational performance by leveraging data visibility, optimising cycle times, and strengthening supplier relationships. To boost organisational performance and competitive advantage, the company should advance procurement integration through initiatives that emphasised procurement efficiency, cost savings, and time management. Additionally, fostering supplier integration was essential for enhancing service quality, which can be achieved by implementing robust contractual agreements, digital payment platforms, and effective feedback mechanisms. These measures will not only build stronger customer relationships, but also ensure the delivery of superior services.

Further research should explore the individual and combined effects of e-procurement, procurement integration, and supplier integration on firm performance in other industries. Expanding this research to sectors like healthcare, retail, and logistics would offer valuable insights for improving not only the firm's procurement strategies, but largely driving economic growth in Nigeria.

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Conflict of Interest

None.

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Стратегічні закупівлі в бізнесі XXI століття та їх вплив на корпоративну ефективність підприємств виробничого сектору Нігерії

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Анотація. Закупівлі відіграють ключову роль у кожній бізнес-організації, проте багато місцевих підприємств у Нігерії стикаються зі значними труднощами у впровадженні ефективних стратегій закупівель. Метою цього дослідження було вивчення впливу стратегічних закупівель на ефективність Lafarge Cement Plc., провідного виробничого підприємства в Нігерії. Дані дослідження були проаналізовані за допомогою структурного моделювання рівнянь, і результати виявили значний взаємозв'язок між досліджуваними змінними. Зокрема, аналіз траєкторії показав, що електронні закупівлі відіграють важливу роль у підвищенні операційної ефективності. Маючи високі коефіцієнти зв'язку для ключових компонентів, таких як видимість даних (0,853), цикл часу (0,816) і відносини з постачальниками (0,822), електронні закупівлі мали загальний коефіцієнт впливу 0,623 на операційну ефективність, що свідчило про те, що 63 % операцій Lafarge Cement Plc. можуть бути покращені за умови належного впровадження системи електронних закупівель, таких як електронні замовлення на закупівлю та використання цифрових платформ для закупівель. У подібному контексті інтеграція закупівель також суттєво впливала на конкурентну перевагу із загальним коефіцієнтом 0,703. Це показало, що, зосереджуючись на ефективності закупівель, таких як економія витрат і скорочення часу, Lafarge Cement Plc. може зміцнити свої ринкові позиції та підвищити адаптивність до ринкових вимог. Інтеграція постачальників (0,907) мала позитивний вплив на якість обслуговування. Аналіз підтвердив, що міцні відносини з постачальниками, підкріплені ефективними договірними угодами та механізмами зворотного зв'язку, можуть забезпечити стабільність та високий рівень обслуговування підприємства. Практичні наслідки цього дослідження свідчать про те, що завдяки інтеграції електронних закупівель та взаємодії з постачальниками у свою систему закупівель, Lafarge Cement Plc. може ефективно адаптуватися до змінних ринкових умов у Нігерії, таких як щоденні коливання вартості сировини, тим самим мінімізуючи затримки у постачанні та забезпечуючи більшу стабільність у своєму виробництві

Ключові слова: сталий розвиток закупівель; управління ланцюгами постачання; управління відносинами з постачальниками; оптимізація закупівель; зниження витрат