

ASSESSMENT OF SUPPLY CHAIN MANAGEMENT PRACTICES IN NIGERIAN CONSTRUCTION FIRMS

Christiana Nwanyi Akaleme

Department of Quantity Surveying, Federal Polytechnic, Bida. Niger State.
christytworking@yahoo.com

ABSTRACT

This study investigates the adoption of supply chain management (SCM) practices in Nigerian construction firms, with a focus on Abuja. The research identifies key practices and challenges faced by construction stakeholders in the region. Data was collected using a self-administered questionnaire, which predominantly consisted of closed-ended questions, and responses were measured on a five-point Likert scale. The findings reveal that the most commonly adopted SCM practices in the sector are focused on enhancing efficiency, particularly through the reduction of waste (MIS = 4.18), time (MIS = 4.10), and costs, alongside the sharing of knowledge and skills (MIS = 4.06). However, challenges such as the inability to integrate internal processes (MIS = 4.42) and resistance to change (MIS = 4.38) remain significant barriers to effective SCM implementation. The study highlights that while practices like waste reduction and knowledge sharing are widely adopted, key areas such as supplier relationships (MIS = 3.62), transparency (MIS = 3.68), and the adoption of new technologies (MIS = 2.63) are underdeveloped. The research underscores the need for a more integrated approach to SCM, with a focus on fostering long-term partnerships and embracing technological advancements. Based on these findings, the study recommends improving collaboration, investing in technological solutions, implementing robust change management strategies, providing ongoing training, and strengthening supplier development to enhance SCM practices and overall efficiency in the Nigerian construction industry.

Keywords: Challenges, Construction Industry, Digital Technologies, Supply Chain Management (SCM), Stakeholder Collaboration

INTRODUCTION

Supply chain management (SCM) practices play a pivotal role in shaping construction project outcomes on a global scale. Current international perspectives highlight the importance of digital integration, enhanced visibility through the Internet of Things (IoT), and predictive analytics to develop resilient sourcing strategies that can withstand global logistics disruptions (CMiC Global, 2026). In South Africa, Oke *et al.* (2024) identify key success drivers, including reliable supplier databases, automated logistics, efficient feedback systems, and a deep understanding of stakeholders. However, in Nigeria, these practices remain fragmented, resulting in significant inefficiencies in material flow and project delivery (Adeyemo & Adebisi, 2025).

In Nigeria, poor infrastructure significantly hampers SCM practices. Inadequate road networks often cause delays in material transport and inflate logistics costs, leading to a fragmented supply chain and common project setbacks in the local industry. To mitigate these uncertainties, firms can adopt SCM strategies such as improved supplier coordination, robust inventory management, and real-time information sharing. The

implementation of digital platforms for tracking and collaborative planning is crucial in reducing transit volatility and enhancing overall reliability (Adeyemo & Adebisi, 2025).

Material shortages and price fluctuations further disrupt Nigerian construction firms, often resulting from heavy reliance on imports and local scarcity. These issues increase capital requirements and halt physical progress, exacerbating budget overruns and inaccurate cost estimations prevalent in the sector. Effective SCM strategies, such as strategic procurement, thorough vendor evaluation, and accurate demand forecasting, help mitigate these risks by ensuring a steady supply through diversified sourcing and the maintenance of buffer stocks (Ogunlana & Promkuntong, 1996).

Finally, inadequate stakeholder coordination undermines the effectiveness of SCM. Fragmented communication between contractors, suppliers, and regulators often leads to misaligned efforts, contributing to widespread delays. By prioritising relationship management, transparent feedback systems, and integrated logistics, firms can foster trust and joint decision-making, streamline

operations and improve performance across the construction industry (Oke *et al.*, 2024).

Supply chain management (SCM) practices within Nigerian construction firms have garnered significant scholarly attention, particularly regarding recurring patterns of inefficiency, adaptation strategies, and operational enablers. Dominant themes in the current discourse include SCM barriers, the impact of digital transformation, stakeholder collaboration, and the development of bespoke frameworks. These themes, largely derived from qualitative explorations and practitioner interviews, reveal a broad consensus on industry fragmentation alongside ongoing debates regarding adoption readiness.

Theoretical Framework: The Resource Dependence Theory (RDT) was developed in 1978 by Pfeffer and Salancik as an approach to analyze organizational dependence on external resources (Febrianti *et al.*, 2024). It suggests that organizations are not self-sustaining and have to interact with their environment in order to obtain essential resources like raw material, finances, and information, which are normally owned by other organizations (Jiang *et al.*, 2023). RDT highlights the importance of managing power and decreasing uncertainty within the organizational environment. According to the theory, it is resource control and dependence that define organizational behavior, interactions between organizations, and strategy development (Coşkun & Öztürk, 2024).

RDT is underpinned by the logic that organizational behavior occurs in response to limitations placed on an organization's resource availability due to environmental influences. In seeking greater independence from other organizations and greater resource dependency in order to ensure better stability and efficiency, firms engage in various behaviors (Kumari & Tiwari, 2025). The use of RDT as a tool for decision-making in strategy formulation, such as alliance and joint venture formation, M&A deals, and international supply chain management, has been identified in scholarly work. It allows firms to obtain vital resources and mitigate any weaknesses (Öztürk & Bağış, 2025; Arroyabe *et al.*, 2024). Studies prove that through resource management firms are able to increase efficiency and gain competencies.

Several authors have endorsed the use of RDT, noting that the theory offers a strong model through which organizational behavior as well as alternative strategies under conditions of dependence can be understood (Kohtamäki, 2024; Rashid *et al.*, 2024). These authors note that organizations are able to transform dependence into opportunity through the establishment of relationships that allow them access to resources, facilitate knowledge transfer, and provide increased opportunities for growth. Critics have noted that RDT is too much focused on environmental determinism and does not sufficiently take account of organizations' capacity to innovate and decrease dependence (Baraldi *et al.*, 2024). Some theorists have noted that there is some lack of specificity in addressing dependence and autonomy (Febrianti *et al.*, 2024).

Incorporating the RDT framework into the present research that focuses on the supply chain management practices of construction companies in Nigeria is instrumental in offering theoretical guidance for analyzing how firms deal with external dependencies from their suppliers, contractors, and others. As per the theory, it is valid to measure the degree of adoption of supply chain management practices in a bid to minimize uncertainty and gain more control over the resources required for undertaking projects (Jiang *et al.*, 2023; Coşkun & Öztürk, 2024). With an understanding of the dependency relations, the research will be able to determine how firms adopt certain practices to make their processes more efficient.

Empirical Review: Adeyemo and Adebisi (2025) examined the role of government policies in addressing supply chain challenges within the Nigerian construction industry, focusing on nationwide practices. Their study aimed to identify policy gaps contributing to disruptions such as material delays and cost overruns. They employed a quantitative survey methodology, distributing questionnaires to 150 construction professionals across various states and analysing the data through descriptive statistics and regression models. The findings revealed that weak regulatory frameworks and inconsistent import policies were responsible for over 60% of supply chain inefficiencies, with poor enforcement exacerbating reliance on foreign supplies (Adeyemo & Adebisi, 2025). The authors concluded that targeted interventions could improve resilience, recommending mandatory local

content policies and digital tracking systems to streamline material flows.

Building on this policy focus, Esan *et al.* (2025) investigated current supply chain management (SCM) practices in the Nigerian construction sector, drawing data from firms in Lagos and Abuja. The study aimed to assess the adoption of modern SCM techniques amidst economic volatility. Using a mixed-methods approach, they conducted semi-structured interviews with 50 supply chain managers and surveyed 200 respondents, employing thematic analysis and Spearman rank correlation for validation. The key findings indicated low integration of technology such as ERP systems, with only 25% of firms practising collaborative planning, which led to frequent delays (Esan *et al.*, 2025). They concluded that fragmented practices hinder competitiveness and recommended training programs to encourage the adoption of just-in-time inventory practices.

Moneke and Echeme (2016) provided an earlier benchmark by exploring SCM practices in the Nigerian construction industry, focusing on firms in South-Eastern states. Their main objective was to evaluate the extent of SCM implementation and its impact on project timelines. The methodology involved surveying 120 contractors using Likert-scale questionnaires, analysed through mean score ranking and chi-square tests to measure associations. The results revealed that poor information sharing among stakeholders was the leading barrier, contributing to 40% of cost variances, while partial SCM adoption improved project delivery by 15% (Moneke & Echeme, 2016). They concluded that integrated contracts were essential, recommending stakeholder workshops to foster trust and coordination.

Oke *et al.* (2024) shifted focus to the drivers of SCM implementation in construction project delivery, comparing cases from South African and Nigerian projects for cross-regional insights. The study aimed to identify motivators such as cost savings and risk reduction, using the Delphi method with 25 experts from both regions. Consensus was reached through three iterative rounds and content analysis. Findings revealed that client pressure and regulatory compliance were the main drivers, increasing efficiency by up to 30% in firms that adopted SCM practices. However, Nigerian cases lagged behind due to infrastructural deficits (Oke *et al.*,

2024). The conclusion emphasised SCM's potential for sustainability, with recommendations for government incentives to accelerate adoption in developing economies.

Okpo (2025) complemented these studies by exploring qualitative factors that enhance SCM implementation in the Nigerian construction industry, focusing on interviews from firms in the north and south. The aim was to identify enablers such as leadership commitment amidst contextual barriers. Using a phenomenological design, Okpo interviewed 20 senior managers and thematically coded the responses using NVivo software. The results identified strong supplier relationships and digital adoption as key enablers, mitigating 50% of delay risks, while policy instability remained a significant deterrent (Okpo, 2025). The study concluded that human-centric strategies are crucial, recommending capacity-building initiatives and public-private partnerships to institutionalise SCM practices nationwide.

RESEARCH METHODOLOGY

Research Design and Sampling Strategy: The study adopts a quantitative research approach using a survey questionnaire. This design allows for the systematic collection of numerical data from a representative sample of construction firms to evaluate the level of adoption of supply chain management practices (Creswell & Creswell, 2018). A structured questionnaire will be developed and distributed to managers, procurement officers, and project coordinators across selected firms, capturing information on procurement processes, supplier relationships, logistics management, and technology integration (Bryman, 2016). The data collected will be coded and analysed statistically to generate descriptive measures, such as frequencies, percentages, and mean scores, to quantify the adoption levels of supply chain practices. This approach ensures objectivity, consistency, and the ability to generalise findings to the broader population of construction firms in Nigeria (Field, 2018).

Choosing a quantitative survey design is justified because it allows for the collection of large-scale data within a limited timeframe, providing empirical evidence of current practices and adoption levels (Saunders, Lewis, & Thornhill, 2019). The design facilitates comparison across different types and sizes of construction firms, highlighting patterns and trends in supply chain

management implementation (Kothari, 2014). By focusing on measurable indicators, the study can identify gaps in practice and areas requiring improvement, offering practical insights for policy formulation, strategic planning, and operational decision-making. Additionally, this design supports the testing of hypotheses and the generation of actionable recommendations that are statistically grounded, enhancing the reliability and validity of the study outcomes (Creswell & Creswell, 2018).

Sample Composition: The study aims to identify the level of adoption and challenges of supply chain management practices among selected construction firms in Abuja, Nigeria. The population of the study consists of 140 employees drawn from relevant professional groups, including Quantity Surveyors, Architects, Builders, Civil Engineers, and other construction professionals. Since the population is known, Taro Yamane's formula was adopted to determine an appropriate sample size for the survey at a specified level of precision. Based on the calculation, the required sample size was approximately 105 respondents. After data collection and screening, 100 completed questionnaires were found usable for analysis. Therefore, the final usable sample size for the study was 100 respondents.

Instrumentation and Measurement Scale: The research instrument consisted of a self-administered questionnaire,

primarily featuring closed-ended questions. Responses were measured using a five-point Likert scale, with the following scale points: very high (5), high (4), slightly high (3), low (2), and none (1). Respondents' scores were calculated based on the variables included in the questionnaire.

Data Analysis Method: A descriptive statistical method was employed to summarise the sample data. Instead of using the data to make inferences about the broader population, descriptive analysis was used to present mean scores and frequency counts. Mean scores were utilised to rank respondents' opinions and responses obtained from the survey.

RESULTS AND DISCUSSION

The results of the demographic profile of the respondents that participated in this research work were presented in section 4.1 to 4.4 respectively.

Years of Experiences of Respondents in Construction Firms:

Figure 1 shows that 35.94% of the respondents have 11-15 years of work experience, while 26.56% have 6-10 years of experience. Additionally, 16.41% of the respondents have 1-5 years of experience, and 7.03% have 20 years or more of work experience. This indicates that the majority of the respondents possess significant experience in infrastructure projects, suggesting that the right individuals were selected for this research.

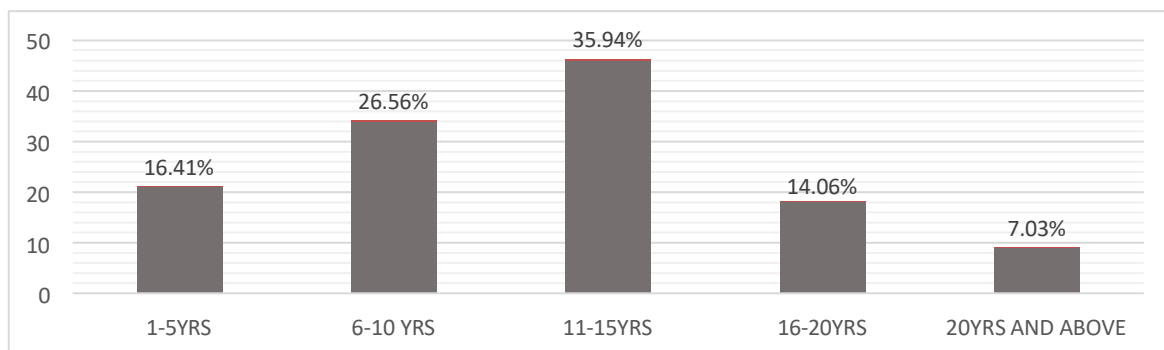


Figure 1: Years of Working Experiences in construction

Qualification of Respondents: Figure 2 shows the following qualifications of the respondents: 35.94% hold a B.Sc/B.Tech degree, 25% have an HND, 17.97% possess an MSc degree, and 6.25% have an ND. This reflects that

the respondents have the required qualifications across various backgrounds of knowledge relevant to infrastructure projects.

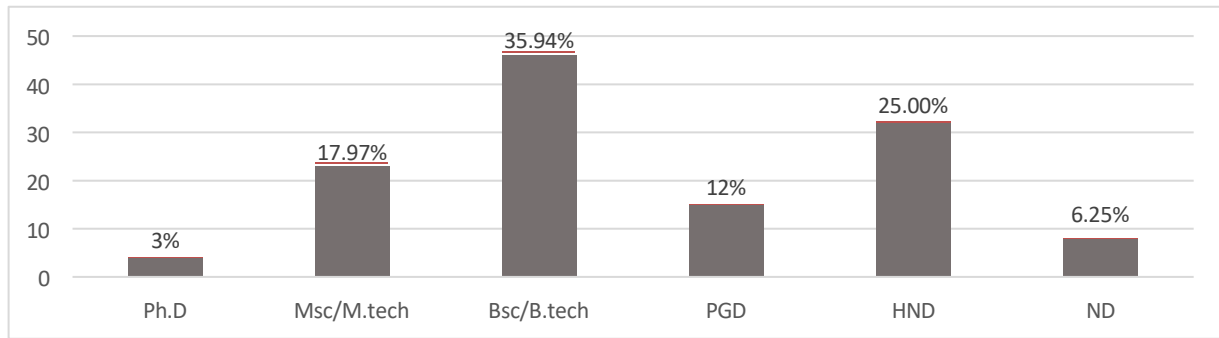


Figure 2: Qualification of Respondents

Activities of Respondents: Figure 3 shows that 42.19% of the respondents are consultants, while 35.94% are contractors. Additionally, 21.88% of the respondents are client representatives. This implies that the majority of the participants in this research are contractors, consultants, and clients, indicating that the respondents are individuals who are frequently involved in infrastructure projects.

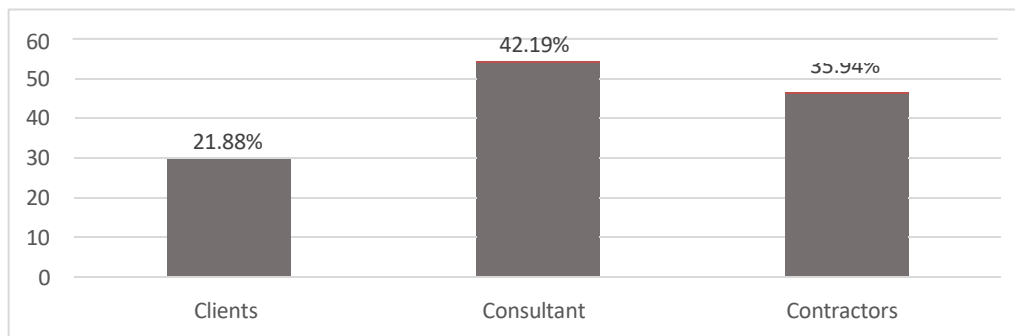


Figure 3: Activities of Respondents

Profession of Respondents: The profession of respondents that participated in this research works were analysed in Figure 4 and the result show that 37.5% of respondents are Quantity Surveyors, 28.91% are Architect; 16.41% are Engineers and 14.06% are Builders. This reflect that the professions of the respondents are the thus that required in the infrastructure projects.

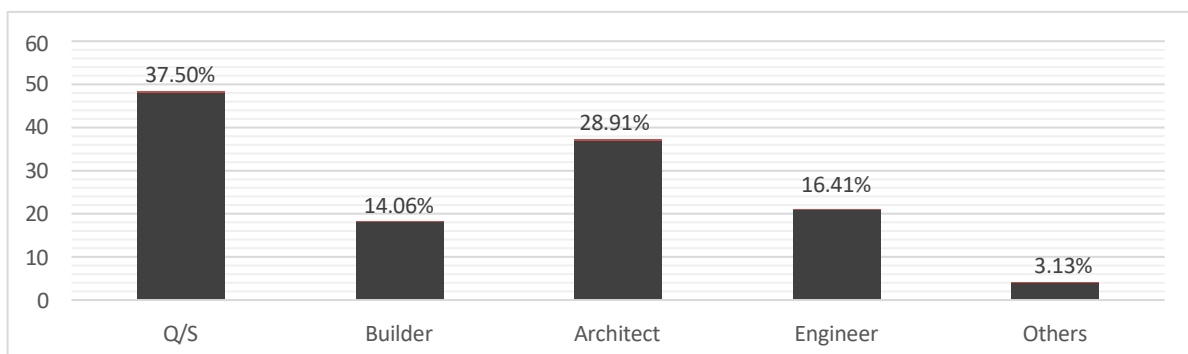


Figure 4: Profession of respondents

Adoption of SCM: The adoption of SCM were analysed to established the commonest level of adoption of SCM practices in the Nigerian construction firms as shown in Table 1

Table 1: Level of adoption

Components of SCM practices	MIS	Ranking
Reduction in wastage	4.18	1 st
Sharing and use of knowledge and skills	4.10	2 nd
Reduction in time	4.06	3 rd
Decrease in cost and expenses	3.95	4 th
Logistics management	3.90	5 th
Sharing information	3.68	6 th
Management of suppliers in the chain	3.62	7 th
Speed and flexibility in responding to clients demand	3.62	7 th
Early involvement of members	3.60	8 th
Adequate financial management	3.56	9 th
Long term integration and partnering	3.06	10 th
Strong financial flow	3.05	11 th
Incentive of suppliers	2.91	12 th
Strong relationship development and trust	2.84	13 th
Transparency between the suppliers	2.81	14 th
Dedication to same goal	2.76	15 th
Integrated project delivery	2.76	15 th
Development of suppliers in the chain	2.70	16 th
Building information management	2.63	17 th
Advancement of newest technology or products and techniques	2.44	18 th

Table 1 ranks SCM adoption levels in Nigerian construction firms, prioritizing operational gains like waste reduction (4.18) and knowledge sharing (4.10) over relational aspects such as trust-building (2.84) or supplier incentives (2.91).

Agreement exists with empirical reviews on the tangible benefits driving uptake. Esan *et al.* (2025) and Moneke and Echeme (2016) highlight high rankings for cost and time reductions, noting 15-30% efficiency gains from logistics and waste control in Lagos and southeastern firms, emphasising short-term outputs over integration (Esan *et al.*, 2025; Moneke & Echeme, 2016). Okpo (2025) also supports the idea of early member involvement (3.60), which is moderately adopted through supplier ties, aligning with mid-tier scores (Okpo, 2025). Disagreement arises concerning low relational practices. Adeyemo and Adebisi (2025) emphasize policy-driven

partnerships for trust and transparency, which are ranked 13th and 14th (2.81/2.84), yet find them fragmented nationwide. This contrasts with the results showing a lower emphasis on long-term integration (3.06), which Oke *et al.* (2024) identify as lagging in Nigeria compared to South Africa due to trust deficits (Adeyemo & Adebisi, 2025; Oke *et al.*, 2024).

Technology adoption is lagging (BIM 2.63, new techniques 2.44), which partially contradicts Esan *et al.* (2025), who note that ERP systems are underused at 25%, despite their potential. However, both studies agree on weaknesses in information sharing (ranked 6th), reinforcing the barrier rankings of Moneke and Echeme (2016) (Esan *et al.*, 2025; Moneke & Echeme, 2016). Overall, the findings align with reviews on operational priorities amid barriers but highlight greater relational and

technological gaps than expected, signalling the need for maturity in Nigerian SCM, as noted by Okpo (2025).

Challenges Faced by construction stakeholders: The challenges faced by stakeholders in construction industry in the areas of SCM were analysed as shown below in Table 2.

Table 2: Challenges of SCM

Challenges	MIS	Ranking
Inability of suitable integration of organizational internal procedures	4.42	1 st
Organisational resistance to change	4.38	2 nd
Temporary nature of the relationship between parties	4.34	3 rd
Lack of trust inside and outside the organisation	4.13	4 th
Diverse objectives	4.10	5 th
Lack of knowledge and understanding of SCM	4.01	6 th
Ignorance and unawareness	3.90	7 th
Lack of skilled or competent persons involved to ensure implementation and handle inconsistencies	3.89	8 th
Unfair risk allocation	3.89	8 th
Lack of guidance	3.87	9 th
Ineffective communication	3.84	10 th
lack of knowledge of downstream agents about upstream agents' decisions	3.84	10 th
several layers of subcontracting	3.66	11 th
myopic mindset	3.66	11 th
Inadequate investment in IT	3.57	12 th

Table 2 ranks SCM challenges in Nigerian construction firms, with poor internal integration ranked 1st (4.42) and organisational resistance ranked 2nd (4.38) leading, followed by temporary relationships ranked 3rd (4.34) and trust deficits ranked 4th (4.13).

There is strong agreement with empirical reviews on the primary barriers. Esan *et al.* (2025) and Moneke and Echeme (2016) identify fragmented coordination and resistance to change as major factors, causing 40% of cost variances in Lagos and southeastern projects. This directly aligns with the results, which emphasise integration failures over technical issues (Esan *et al.*, 2025; Moneke & Echeme, 2016). Adeyemo and Adebisi (2025) support this by highlighting temporary ties and policy inconsistencies, noting that regulatory delays exacerbate short-term supplier relationships across the country (Adeyemo & Adebisi, 2025).

Partial disagreement arises regarding trust and skills rankings. Okpo (2025) places lack of trust and knowledge gaps (ranked 4th/6th) as core enablers, finding them mitigated only 50% by leadership. However, Table 2

subordinates these factors to structural issues, which contrasts with Oke *et al.* (2024), who prioritise diverse objectives (5th here) driven by client pressures in their Nigeria-South Africa comparisons (Okpo, 2025; Oke *et al.*, 2024).

Mid-to-low rankings for communication (3.84), IT investment (3.57), and subcontracting layers (11th) broadly align with Esan *et al.* (2025), who lament poor information flows and underuse of technology at 25%. However, reviews like Moneke and Echeme (2016) place more urgent emphasis on skills shortages (8th), in contrast to findings (Esan *et al.*, 2025; Moneke & Echeme, 2016).

Overall, the results agree with the literature on the dominance of organisational and relational hurdles in Nigerian SCM but highlights internal resistance more prominently. This calls for targeted change management beyond the policy focus suggested by Adeyemo and Adebisi (2025).

The results reveal moderate adoption of supply chain management (SCM) practices in Nigerian construction firms, with a focus on operational efficiencies rather than

relational integration. Waste reduction is identified as the leading priority, followed by knowledge sharing and time savings. Cost reductions and logistics management are also important, but rank slightly lower. Mid-tier components include information sharing and supplier management, while long-term practices such as partnering, trust-building, and the adoption of technologies like BIM are ranked lowest.

Organisational barriers were identified as the primary challenges to effective SCM, with internal integration failures and resistance to change being the most significant. Temporary relationships, trust gaps, and diverse objectives follow closely behind. Knowledge deficits are also a key issue. Lower concerns include IT investment and subcontracting layers, suggesting that structural issues are more prominent than technical or external hurdles.

CONCLUSION

This study explored the adoption of supply chain management (SCM) practices and the challenges faced by construction stakeholders in Abuja, Nigeria. The findings indicate that the most commonly adopted SCM practices focus on enhancing efficiency, particularly through the reduction of waste, time, and costs, as well as the sharing of knowledge and skills. These practices are consistent with previous research that highlights the importance of optimising processes for better resource allocation. However, areas such as supplier relationships, transparency, and the integration of new technologies were found to have low adoption rates, indicating significant opportunities for improvement, particularly in fostering collaboration and embracing technological advancements within the construction industry.

Regarding challenges, the study identifies key barriers, including the inability to integrate internal processes, resistance to change, and the temporary nature of relationships, all of which hinder the effective implementation of SCM. These challenges emphasise the need for a more integrated approach to SCM, one that promotes trust and long-term partnerships.

RECOMMENDATIONS

1. Enhance Collaboration and Integration: Construction firms in Abuja should prioritise the integration of internal processes and the fostering of long-term relationships between stakeholders. This can be achieved through improved communication,

trust-building initiatives, and investments in systems that streamline operational processes.

- 2. Invest in Technological Advancements:** Given the low adoption of new technologies, construction companies should focus on investing in technological solutions that support SCM practices, such as building information management systems, advanced logistics tools, and automation technologies. This will not only enhance efficiency but also improve transparency and data sharing among stakeholders.
- 3. Focus on Change Management:** The high level of organisational resistance to change highlights the need for comprehensive change management strategies. Leaders should engage employees at all levels to cultivate a culture of adaptability and openness to new practices, particularly those that enhance the effectiveness of SCM.
- 4. Training and Capacity Building:** To address the knowledge and skills gap within the industry, continuous training programs should be implemented for all stakeholders involved in SCM. These programs should focus on improving understanding of SCM principles, digital tools, and best practices.
- 5. Strengthen Supplier Development:** To improve collaboration across the supply chain, construction firms should invest in the development of their suppliers, ensuring they possess the necessary skills and resources to meet the demands of modern SCM. This could include joint ventures, mentoring, and knowledge-sharing initiatives.

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