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# Moderating effect of organizational trust on customer relationship management and organizational performance of manufacturing firms in Nigeria

Atadoga Mark Ojoajogu[1], Mohammed Inuwa[2], & Kabir Muhammad Lame[3]

[1]*Department of Marketing, Federal Polytechnic Bauchi, Nigeria*
[2]*Department of Business Administration, Bauchi State University Gadau, Nigeria*
[3]*Department of Business Administration Abubakar Tatari Ali Polytechnic Bauchi, Nigeria*

Corresponding Email: amarko2020@gmail.com

**Abstract**

*The study measures the moderating effect of organizational trust on customer relationship management and organizational performance of manufacturing firms in Nigeria. Data was collected using a questionnaire from 381 respondents in the Nigerian manufacturing industries. Partial least squares structural equation path modeling (SMART PLS-SEM 4) was used to analyze the study's hypotheses. The study findings show a positive and significant relationship between customer relationship management and organizational performance. Also, organizational trust significantly moderates the relationship between customer relationship management and organizational performance. The study infers that customer relationship management matches organizational trust, and a firm's performance is inevitable for resilient supply chain practices. Hence, the study contributes theoretically by examining the moderating role of organizational trust on customer relationships and organizational performance. The result of this study would help managers or policymakers draft action plans by identifying and prioritizing their supply chain strategies that will enhance organizational trust, customer relationship management, and firm performance. The study will aid managers in increasing their knowledge on strategic decisions regarding what to prioritize so that organizations can achieve effectiveness in resourcefulness and performance in supply chain management.*

**Keywords:** Customer relationship management, Organizational trust, Organizational performance, Supply chain management practices

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## 1.1 Introduction

In today's business arena, the world generally has encountered an accelerated leveling with growing global interconnectedness. Although rich economies may be perceived as leading this revolution, the global supply chain is fundamentally made up of changing markets (Obisesan, Ojubanire, & Towolawi, 2022). Szczepanski (2021) also noted that because they depend on the firm's rate of supply chain expansion, any company's long-term existence, success, and value chain creation are in jeopardy. Supply chain management (SCM) has emerged as a current topic in both the academic and corporate worlds. In other words, businesses must take into account a set of SCM techniques in order to achieve continuous cooperation in value-creating activities via the supply chain (SC) (Charles, Benard & Bett, 2020). Supply chain procedures aim to ensure that information and resources are moved smoothly (Ambreen & Danish, 2018). Organizational performance is multifaceted and difficult to define and measure; a business's probable success lies in its performance, that is, its ability to successfully implement strategies in achieving the set goals. It has been defined variously by different stakeholders, which makes it difficult to formulate a solid and concise definition of performance. Organizational tactics and performance are inextricably linked (Hani, 2021). In order to improve organizational strategy, organizational performance is frequently

planned and coordinated (Tarigan & Siagian, 2021).

Furthermore, it is impossible to overstate the significance of the global economy as a whole and the manufacturing sector as a catalyst for economic growth. Therefore, they must be open to adjustments that result in continued growth and sustainability through initiatives for continual improvement (Inuwa, Male, & Aminu, 2023). The performance of manufacturing companies is impacted by complicated difficulties such output variability, quality problems, post-harvest losses, insufficient input supply, disjointed supply chains, and high processing costs. In Nigeria and other African nations, business operations like production planning, inventory management, and continuous improvement techniques are not properly implemented (Inuwa & AbdulRahim, 2020; Olaore et al., 2020). Poor customer relationship management (CRM) is another practical problem that needs urgent attention. Alkalha, Reid, and Dehe (2019) observed that quality raw materials should satisfy customer desires, needs, and expectations at a competitive cost.

In recent years, the industrial sector in Nigeria contributed less than 10% of the GDP, compared to 32% in China and 22% in Malaysia. This demonstrates the need for strategies to improve the production firms in Nigeria's industrial processes (Singhry & Rhaman, 2018). Industrial sector contributions to GDP and job prospects in emerging economies like Mexico, Taiwan, Brazil, and India have been observed to range from 15% to 35% and 30% to 45%, respectively. Additionally, they effectively transform wasteful resources into worthwhile outputs (Okpoku, Fiati, Kaku, Ankomah, & Opoku-Agyemang, 2020). The situation is different in the industrial sector of Nigeria, where recent closures of manufacturing facilities in the nation are indications of a shortage of capacity in the industrial sector. As an illustration, consider the Michelin Company, which moved its operational facilities from Port Harcourt, Nigeria, to Ghana. These indicators demonstrate ineffective supply chain management methods among the manufacturing organizations in the nation because they are typically observed in Nigerian manufacturing firms (Akpan, Johnny, & Sylva, 2022).

As a result, businesses must foster a climate that encourages trust and confidence in their operations among a variety of stakeholders both inside and outside the company. In light of this, Tampubolon and Purba (2021) asserted that businesses must satisfy customer wants in order to succeed in today's challenging market and business climate. These needs and necessities include providing high-quality products at affordable prices with prompt delivery. On this premise, this study examines the moderating effect of organizational trust on customer relationship management and organizational performance of manufacturing firms in Nigeria.

## 2. Literature Review

### 2.1 Organizational Performance

Organizational performance is often planned and controlled to enhance organizational tactics (Tarigan & Siagian, 2021). According to Charles, Benard, and Bett (2020), organizational success can be categorized as either financial or non-financial metrics. According to Rajaguru and Matanda (2019) and Doan (2020), organizational success is the result of combining operational expertise with the proportions of company competitiveness attained through supply chain integration. According to Jutamat, Watcharin, and Kittisak (2019), organizational performance refers to how a company achieves its goals in relation to financial and market-oriented objectives. According to Hong, Liao, Zhang, and Yu (2019), a company's performance refers to its capacity to achieve its goals by using its resources effectively and efficiently. Depending on the industry, several indicators have been used to gauge a company's success, including the degree of

consistency in production, distribution, stock, shipment, and customer satisfaction (Djoko, Afghan, Ismail, Mohd, Omar, 2019). Gorane, Prajapati, and Kant (2018) examined financial metrics and operational customer satisfaction when examining organizational performance. The performance of a corporation has typically been evaluated in the current literature from two perspectives: financial performance and non-financial performance. (Obeidat et al., 2016; Ogunyomi & Bruning, 2015; Theriou & Chatzoglou, 2014) Financial performance is linked to corporate success, market performance, sales expansion, steady performance, financial strength, ability to raise money, and operating proficiency.

### 2.2 Customer Relationship Management

Customer relationship management (CRM) controls how an organization interacts with its current and potential clients (Al-Hazmi, 2021). According to Walid, Al-Hussain, Al-Suraihi, Ali, and Mohammed (2020), the word CRM refers to the knowledge, principles, and procedures used by businesses to assess and manage their customer encounters with data across the course of the customer's lifetime. In a similar vein, the shift in customer orientations has made them more price-sensitive and savvy due to an increase in price-product transparency, allowing them to be more demanding and attentive. To maintain customer dependability and get value for money in this scenario, a more complex task is required (Ahmad, Sutan, & Deema, 2018). Customer relationship management (CRM) is an innovative technology that aims to improve customer fulfillment, loyalty, and profitability to develop and maintain robust customer relationships and dealings with other stakeholders (Yahia, Hitham, Ahmed, Gamal, Ahmed, Osama, & Gasim, 2020). According to Gil-Gomez, Guerola-Navarro, Oltra-Badenes, Gil-Gomez, and Antonio (2020), the current method of CRM as a business management technique is to design channels and approaches to control customer-focused information in order to improve firm performance and thereby produce better business outcomes.

### 2.3 Organisational Trust

Organizational trust, according to Yuan, Peng, Lai, and Collins (2018), is the confidence that the relationship parties won't act dishonestly. According to Jen, Hu, Zheng, and Xiao (2020), trust is a serious regulating mechanism that permits supply partners to concentrate on the relationship's long-term benefits, appropriately fostering competition and lowering operating costs. Lee (2020). Trust is the conviction that the other person will keep their word or promise and adhere to their commitments in an exchange relationship. Trust is cooperation, where businesses share critical information and sign longer-term contracts with some suppliers and customers. Trust has grown to be the minimum degree of supply-chain contact (Olapoju & Manag, 2019).

### 2.4 Hypotheses Development

#### 2.4.1 Customer Relationship Management and Organizational Performance

According to Harith, Alanoud, Hajar, Amani, and Bestoon (2021), improving customer relationships and a customer-focused approach have a considerable impact on organizational success. According to Efosa and Omoregbe's study of supply chain management, competitive advantage, and organizational performance in the Nigerian manufacturing sector, businesses with stronger customer relationships have higher levels of both organizational performance and competitive advantage. According to their research, Adebiyi, Adediran, Shodiya, and Olusola (2021), customer relationship management had a favorable impact on business performance. Additionally, it was determined that the impact of CRM on firm performance was significant at p 0.05 and CR > 1.96. The research by Sofi, Bashir, Parry, and Dar (2020) also showed a strong and favorable relationship between CRM and customer satisfaction. Additionally, Rodriguez and

Boyer (2020) hypothesized that CRM affects the effectiveness of customer relationships when collaboration is used to mediate the dialog. Therefore, successful businesses should make every effort to provide high-quality goods and services to their clients in order to totally win their loyalty. By giving the staff the appropriate interpersonal skills training, this might be accomplished.

*H1: There is a positive significant relationship between customer relationship management and organizational performance*

### 2.4.2 Moderating Role of Organisational Trust on the Relationship Between Customer Relationship Management and Organizational Performance

Organizational trust significantly affects customer retention and re-purchase behavior (Choi, 2020). Hughes, Rigtering, Covin, Bouncken, and Kraus (2018) state that trust in a team moderates the relationship between employee behavior and job performance. In their study, Laureani and Antony (2017) stated that a firm could ensure the production and delivery of services/products conform to what the customer needs by analyzing, improving and controlling the value stream, i.e., delivering the correct product/service at the right time in the right place. Another study by Dubey, Gunasekaran, Sushil, and Singh (2015) observed that by integrating customers, firms can deeply penetrate consumer activities to understand their goods, cultures, markets, and industries to meet customer requirements and demands accordingly. Indeed, trust moderates the relationship between formal control and alliance performance by reducing the significance of output control and increasing process control (Antoldi & Cerrato, 2020; Balboni, Marchi, & Vignola, 2018). In the same vein, Kloutsiniotis and Mihail (2018) observed that trust moderates the relationship between high-performance systems and employee outcomes. In light of the above statement, this study as a result of this hypothesizes that;

*H2: Organizational trust moderates the relationship between customer relationship management and organizational performance*

## 2.5 Research Framework

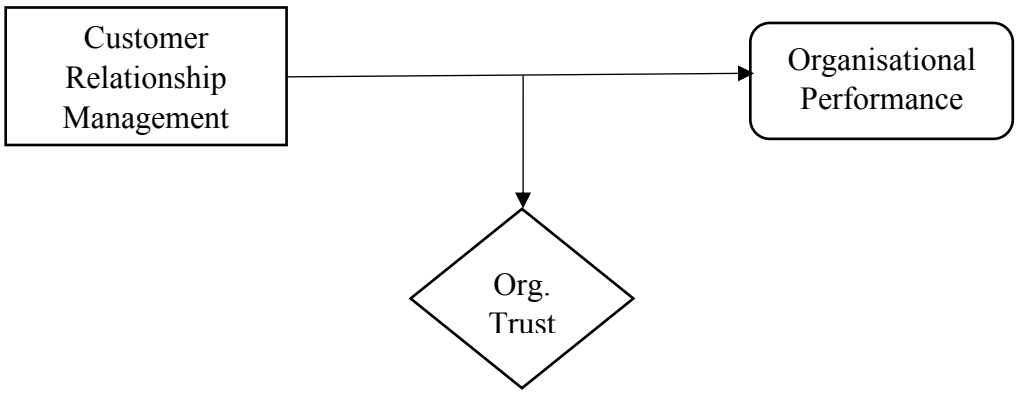


*Figure 1: Research framework*

## 3. Methodology

The research examines the moderating effect of organizational trust on customer relationship management and organizational performance of manufacturing firms in Nigeria. The research is based on a quantitative approach aiming to test cause-effect relationships and cross-sectional. The sampling technique used in this study was purposive. Purposive sampling was used in this study to identify procurement, stores, logistics, and the entire supply chain department employees with technical knowledge regarding supply chain issues and other operational activations. The administered questionnaire was later retrieved and analyzed using SMART-PLS 4. Additionally, five items that make up the independent variable for the measurement of customer relationship management were taken from studies by (Tadesse, 2021; Nag & Fedausy, 2021; and Nzeyimana & Gitahi, 2022). The questions were based on a Likert scale with a range of 1 to 5. The moderating variable for organizational trust, which consists of five measures, was modified from the research of (Chai, Li, Tangpong, & Clauss, 2020; Muthusamy & White, 2005). Additionally, the items were based on a Likert scale with a range of 1 to 5. Six items from the work of Al-Najem et al. (2013) were used as customer relations metrics. Additionally, supply chain management specialists thoroughly examined the research tools before the questionnaire administration to guarantee that the questionnaire's content in terms of wording and understanding is appropriate for the research. Also, respondents' focus groups were selected to crosscheck the items for any observations and corrections. Afterward, corrections were made to ensure the quality of the questionnaire and avoid response bias. The study population of the manufacturing firms in Nigeria was 2815 (Annual Report 2020). The organization is the unit of analysis in which procurement, stores, logistics, and the entire supply chain department have technical knowledge regarding supply chain issues for daily decision-making within their respective duties as the population to determine the sample size. As a result, Krejcie & Morgan (1970) accepted 341 as the appropriate sample size to represent the population. According to earlier research, such as Story and Tait (2019), the minimal sample size for survey research can be increased by 10% to 30% in order to account for missing replies and reach the necessary statistical power. In order to account for missing, non-response, or incomplete questionnaires, 20% was added from 341 to 409.

A total of 409 questionnaires were given out, of which 386 were retrieved, accounting for 94.4% of the questionnaires given out following follow-ups. Only 381 of the returning sampled respondents, or 93.2% of them, were found to be viable for further data processing, and they were examined. While 23 records, or 5.6%, were not obtained, 5 were retrieved but were found to be invalid. Thus, according to Baruch (1999), research in the social and management sciences often has a response rate of 55.6%. Similar to this, 60% response rate has been deemed acceptable by others (Babbie, 2007; Grove, 2006). After the discussion, it is concluded that the study's response rate of 94.4% is acceptable and suitable for data analysis.

## 4. Results and Discussion

The Statistical Package for Social Science (SPSS) was used to enter the data. Additionally, data screening was done to identify and check that the data is clean and can accurately reflect the study's phenomenon. The demographic characteristics of the respondents were examined using descriptive statistics, frequencies, and percentages, as shown in the table below.

**Table 1 Respondents' Demographic Profile**

| Variables | Category | Frequency | Percentage % |
|---|---|---|---|
| **Gender** | Male | 245 | 64.3 |
| | Female | 136 | 35.7 |
| | **Total** | **381** | **100%** |
| **Age** | 25 - 30 years | 195 | 51.2 |
| | 31 - 40 years | 128 | 33.6 |
| | 41 - 50 years | 35 | 9.2 |
| | 51 years & above | 23 | 6.0 |
| | **Total** | **381** | **100%** |
| **Educational Qualification** | ND/NCE | 211 | 55.4 |
| | BSc/HND | 127 | 33.3 |
| | MSc/MBA | 32 | 8.4 |
| | PhD | 11 | 2.9 |
| | **Total** | **381** | **100%** |
| **Marital Status** | Single | 186 | 48.8 |
| | Married | 185 | 48.6 |
| | Divorced | 10 | 2.6 |
| | **Total** | **381** | **100%** |
| **Work Experience** | 5 - 10 years | 248 | 65.1 |
| | 11 - 20 years | 102 | 26.8 |
| | 21 - 30 years | 31 | 8.1 |
| | **Total** | **381** | **100%** |
| **Employees' Grade Level** | Middle Mgt. Level | 120 | 31.5 |
| | Lower Mgt. Level | 70 | 18.4 |
| | Others | 191 | 50.1 |
| | **Total** | **381** | **100%** |
| **Department** | Production/Operation | 45 | 11.8 |
| | Logistics | 64 | 16.8 |
| | Marketing/Sales | 156 | 40.9 |
| | Finance | 40 | 10.9 |
| | Others | 76 | 19.9 |
| | **Total** | **381** | **100%** |

**Source**: **Field Survey, 2023**

Additionally, Ringle, Wende, and Becker's SmartPLS4 software was used in this study to evaluate the data. After conducting descriptive analyses, a two-stage analytical process that included (a) assessment of measurement models and (b) reviews of current structural models was used (Anderson & Gerbing, 1988; Hair, Hult, Ringle, & Sarstedt, 2017).

**Table 2 Convergent Validity of Measurement Model**

| Constructs | Items | Loadings | CA | CR | AVE |
|---|---|---|---|---|---|
| **Customer Relationship Mgt. (CRM)** | CRM1 | **0.823** | **0.915** | **0.925** | **0.745** |
| | CRM2 | 0.839 | | | |
| | CRM3 | 0.894 | | | |
| | CRM4 | 0.878 | | | |
| | CRM5 | 0.873 | | | |
| **Organisational Performance (ORGP)** | ORGP1 | 0.845 | **0.909** | **0.914** | **0.735** |
| | ORGP2 | 0.900 | | | |
| | ORGP3 | 0.840 | | | |
| | ORGP4 | 0.895 | | | |
| | ORGP5 | 0.801 | | | |
| **Organisational Trust** | TRUST1 | 0.845 | **0.910** | **0.911** | **0.736** |
| | TRUST2 | 0.884 | | | |
| | TRUST3 | 0.844 | | | |
| | TRUST4 | 0.906 | | | |
| | TRUST5 | 0.808 | | | |

Note: Customer Relationship Management (CRM), Organisational performance (ORGP), Organisational Trust (TRUST)

Customer relationship management (CRM) has an AVE of 0.745, composite reliability of 0.925, and Cronbach alpha of 0.915, as indicated in the table above. The AVE, CR, and CA for organizational performance are each 0.735, 0.914, and 0.909, respectively. Additionally, the AVE, CR, and CA for organizational trust are 0.736, 0.911, and 0.900, respectively. This demonstrates that there is a satisfactory amount of convergence for all the constructs and their associated indicators. The measurement model's outer loadings for the indicators are also shown in the image below.

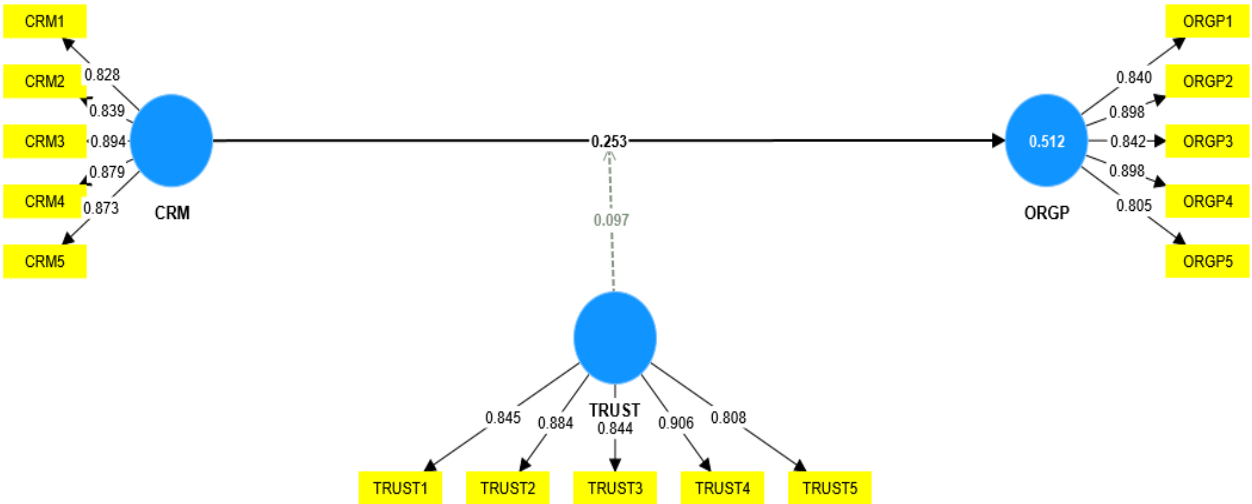

**Table 3 Discriminant Validity (Fornell-Larcker Criterion)**

| Construct | CRM | ORGP | TRUST |
|---|---|---|---|
| CRM | **0.863** | | |
| ORGP | 0.496 | **0.857** | |
| ORG. TRUST | 0.481 | 0.679 | **0.858** |

Discriminant validity assesses the average correlation of indicators over the entire model after convergent validity has been finished and established (Lee, Azmia, Hanayshaa, Alzoubib & Alshurideh, 2022). The Heterotrait-Monotrait Ratio (HTMT) criterion, which is regarded as a stronger method, is used to assess discriminant validity (Inuwa, Islam, and Male, 2022; Henseler, Ringle, and Sarstedt, 2015). All values above 0.90, according to Henseler, Ringle, and Sarstedt (2015), exhibit problems with discriminant validity. In the same vein, Kline (2011) claims that a result of 0.85 or lower indicates no problem with discriminant validity in such data. As a result of being empirically distinct from one another, Table 4.3 demonstrates that all the constructs have met the condition of discriminant validity.

**Table 4 Heterotrait-Monotrait (HTMT) Matrix**

| Construct | CRM | ORGP | TRUST |
|---|---|---|---|
| Customer Relationship Mgt. (CRM) | | | |
| Organizational Performance (ORGP) | 0.535 | | |
| Organisational Trust (TRUST) | 0.523 | 0.743 | |

## 4.1 Assessment of Structural Model

The coefficient determination (R2), effect size (f2), and variable inflation factor (VIF) make up the structural model. Hair, Sarstedt, Hopkins, and Kuppelwieser (2014) proposed that an R2 of 0.20 is high in organizational studies, however Hair et al. (2017) contend that there is no universal threshold for R2. Therefore, it can be concluded that this study has produced effects on the endogenous construct of organizational performance with an acceptable R2 of 0.512. Cohen (1988) claims that 0.02, 0.15, and 0.35 are small, medium, and large effect sizes, respectively, with regard to effect size (f2). Since the linked endogenous construct in the model is unaffected by any predictive construct with an effect size (f2) value below 0.02 in the model. The customer relationship management effect size in this study is 0.030 has organizational trust. The (f2) value for organizational confidence in organizational performance is 0.536. Therefore, all exogenous constructions on the endogenous variables have demonstrated an appropriate impact size range (f2). Additionally, it is proposed that a Q2 value above (0) indicates an acceptable Q2 of the predicting constructs on the endogenous target variable in terms of predictive relevance Q2 (Hair et al., 2017). As can be seen in Table 4 above, Q2 is therefore greater than zero for all endogenous structures. The multi-collinearity between the investigated constructs was evaluated using the variance inflation factor (VIF). According to Hair et al. (2019), VIF levels ought to be around 3 or less. The outcome demonstrates the impact of customer relationship

management's multi-collinearity assessment on organizational trust and performance is 1.00, respectively. It demonstrates that there is no collinearity between the constructs of this study as all of the VIF values are below the threshold.

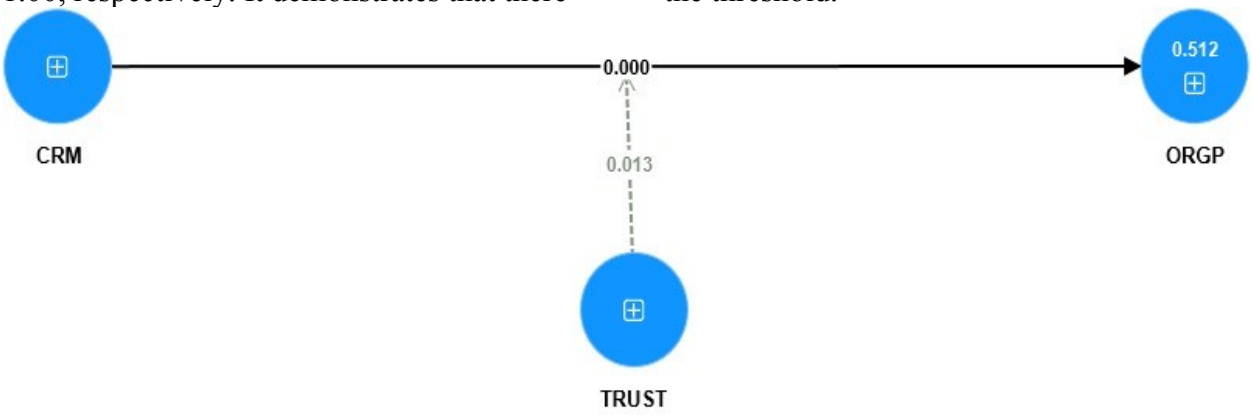


**Figure 3: Structural Model**

### 4.2 Path Coefficients

Five thousand (5000) subsamples execute the bootstrapping technique, as is frequently recommended in the literature (Hair et al., 2017; Wong, 2013). The purpose of this analysis is to determine whether each of the direct and moderating relationships postulated in the preceding section has a substantial impact. It is to determine whether the hypotheses are supported by the data collected or not. According to studies using two-tailed tests, values from 1.65 are significant at a 10% significance level, while 1.96 and 2.57 are significant at 5% and 1% significance levels, respectively (Hair et al., 2017; Hair, Ringle, & Sarstedt, 2011; Hair et al., 2020). Similar to this, the critical values for the one-tailed test are 1.28 at 10% significance level, 1.65 at 5% significance level, and 2.33 at 1% significance level (Hair et al., 2017). As a result, this study's correlations are entirely directional. The one-tailed test was thus employed. The premise (H1) asserts that there is a positive significant relationship between customer relationship management and the organizational performance of manufacturing firms. The results of standardized regression weights suggested a positive and significant relationship between customer relationship management and organizational performance CRM -> ORGP ($\beta$ = 0.279, t = 5.235, p = 0.000). Additionally, ORGTRUST x CRM -> ORGP moderates the relationship between CRM and ORGP, and the results ($\beta$ = 0.109, t = 1.966, p = 0.025). In other words, the regression weight for customer relationship management in the prediction of organizational performance is significantly different from zero (0) at the p-value of 0.000.

### 4.3 Simple Slope Analysis (Plot)

The simple slope plot analysis of the moderator is shown in three lines with different colors, where the x-axis represents the independent variable and the y-axis represents the dependent variable. These three levels were as follows:

i). The middle line, which is usually in blue, represents the mean, which is equivalent to the average levels of the moderator (ORGTRUST) among the sample;

ii). The other line in red is the mean minus one standard deviation (−1 SD), which is equivalent to low levels of the moderator (ORGTRUST);

iii). The third line in green is the mean plus one standard deviation (+1 SD), which is equivalent to high levels of the moderator (ORGTRUST).

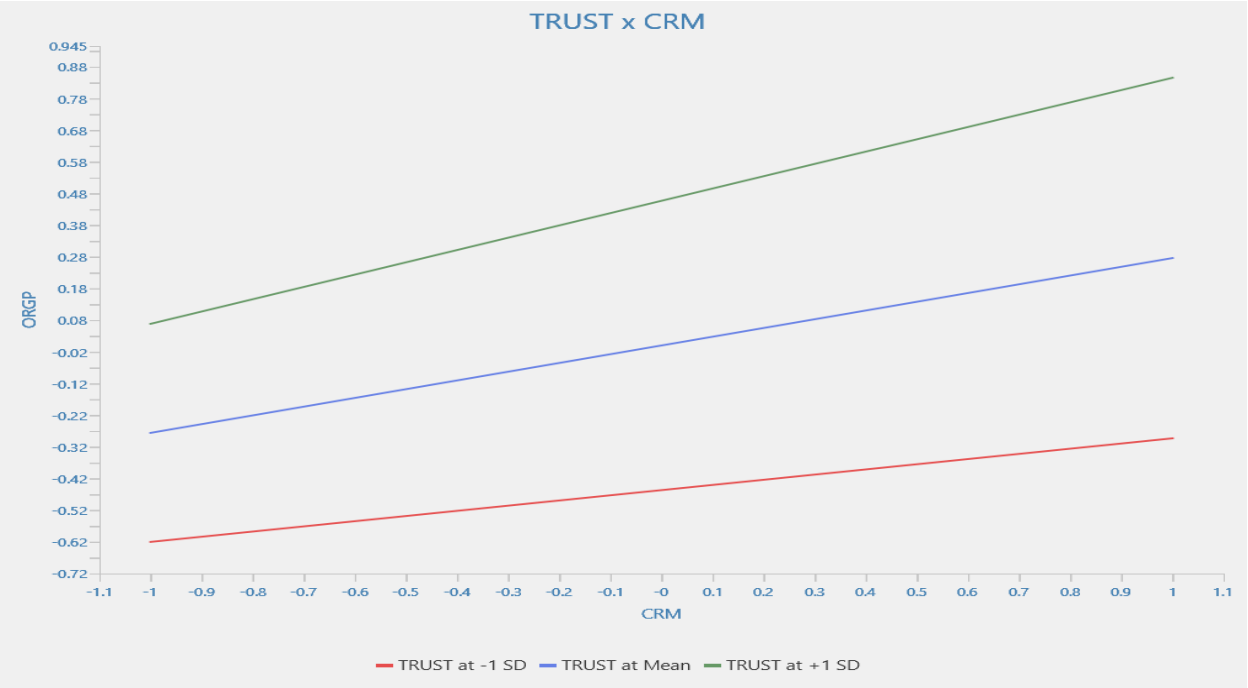


**Figure 4: Simple Slope Analysis for Customer Relationship Management (CRM)**

From Figure 3 above, ORGTRUST moderates the relationship between customer relationship management (CRM) and organizational performance (ORGP), such that a higher level of ORGTRUST (although steeper) would strengthen the positive relationship between CRM and ORGP. The hypothesis sought to ascertain the moderating role of ORGTRUST between CRM and ORGP. The results revealed that TRUST moderates the relationship between CRM and ORGP ($\beta$ = 0.279, t = 5.235, P = 0.000). Also, at the lower level of ORGTRUST, the results revealed that CRM was found to have a positive, strong effect on ORGP

**4.4 Importance-performance -Map analysis**

The analysis's findings help senior management identify areas that require additional focus and development (Shafaei & Razak, 2015). As a result, scores for relevance were taken from the structural model's overall effects of the estimated linkages. Similar to this, the latent variable score was rescaled to range from 0 as the lowest performance to 100 as the highest performance in order to compute the performance scores or index values. The objective is to find predecessors with relatively low performance and relatively high importance for the target construct (Teeluckdharry, Teeroovengadum, & Seebaluck, 2022). Moreover, the IPMA diagram below shows that organizational trust in the right area of the importance-performance map has high importance (0.627) and performance (87.025) for the target construct, organizational performance. Hence, it shows that management needs to sustain and improve organizational trust to enhance customer relationships. Customer relationship management indicates lower importance (0.254) and performance (86.275) relative to the supplier relations in the importance-performance map, indicating a lower priority for performance improvements.

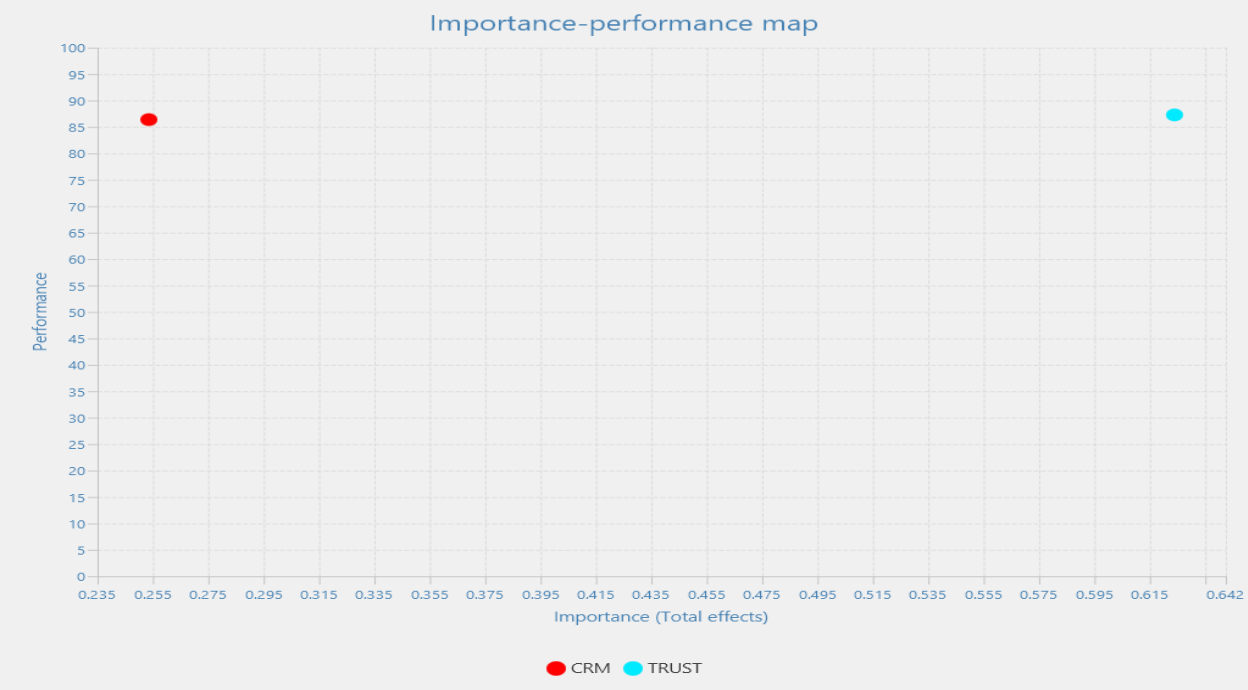


**Figure 5: Importance Performance Map**

### 4.5 Discussion and Research Implication

The study examines the moderating effect of organizational trust on customer relationship management and organizational performance of manufacturing firms. It aimed to analyze the organization's ability to utilize its supply chain networks with different stakeholders successfully. The findings of the H1 reveal that customer relationship management positively and significantly affects organizational performance. This outcome is consistent with Adebiyi, Adediran, Shodiya, and Olusola's findings from their study in which they found that the path analysis demonstrated that customer relationship management had a beneficial impact on a firm's performance. Additionally, according to Harith, Alanoud, Hajar, Amani, and Bestoon (2021), a customer-focused strategy, particularly one built on strengthened client connections, has a considerable impact on organizational performance. Also, in H2, the moderating effect of organizational trust on customer relationship management and performance is positive and significant. The results support Hughes, Rigtering, Covin, Bouncken, and Kraus's (2018) study of innovative behavior, trust, and perceived workplace performance, which found that trust in a team moderates the relationship between an employee's performance and that of the company. Similar to this, Kloutsiniotis and Mihail (2018) found a connection between service quality, employee attitudes, and perceived high-performance work practices; trust moderates this relationship. Concerning the Simple Slope Plot, a higher level of ORGTRUST, although the relationship could be steeper or flattened, would strengthen the positive relationship between CRM and ORGP. Also, IMPA has shown further that the organization has given enough attention to organizational trust and customer relationship management, indicating a robust synergy with their respective supplier. The IMPA findings are unsurprising as organizations know fewer suppliers, making supply chain management activities less complex. Therefore, organizations should maintain and sustain good relationships with suppliers by sharing proprietary information that helps further promote the speedy delivery of high-quality

raw materials to meet and exceed customer expectations. The study has given insight to managers ready to implement supply chain management activities to understand germane areas (customer relationship management, organizational trust, and organizational performance) that necessitate evaluating supply chain management practices. Manufacturing organizations' managers can apply the study's findings to concentrate on instituting growth strategies based on trust to enhance their performances and reduce the risk and cost of operations. Hence reducing the chances of failure. Theoretically, the study indicates that organizational trust as a direct construct of customer relationship management and organizational performance is indispensable, contributing immensely to supply chain management practices. The application of Simple Slope Plot and IPMA has offered a methodological contribution to supply chain management practices and quality research practices.

**5. Conclusion and Recommendations**

Based on the discussions, the study concludes that manufacturing firms in Nigeria have a better chance to explore supply chain management practices to achieve organizational success. It is therefore suggested that managers should endeavor to maintain long-term relationships with strategic suppliers by maintaining and ensuring quick delivery of quality materials or components for production, which will improve production flow and quick delivery of finished products to the consumers. Future researchers can add additional variables to realize organization-wide supply chain management networking. Also, future studies can use organizational trust as mediation rather than moderation used in this study.

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