

A Systematic Review of Optimal Processes and Operational Performance of Supermarkets

¹Peace Tushabe. Ndejje University Uganda jptushabe@gmail.com

²Martha Kibukamusoke. Ndejje University Uganda mkibukamusoke@ndejeuniversity.ac.ug

Abstract

Supermarkets play a crucial economic role but face numerous operational challenges, such as inconsistent deliveries, manual record-keeping, inadequate inventory management, and weak logistics, which disrupt the flow of goods. This paper examines how supplier involvement and the use of information systems impact the operational performance of supermarkets in Kampala, Uganda, while also exploring the mediating effects of logistics integration practices. A systematic literature review was conducted, analysing studies from 2014 to 2024, resulting in the identification of 52 relevant peer-reviewed articles from a larger pool of 2,530. The findings reveal a growing interest in supermarket operational performance; however, the insights regarding supplier involvement, information systems utilisation, and logistics integration are varied. Some studies recommend that supermarkets should balance supplier engagement with internal strategies to mitigate over-dependence. While automation can enhance productivity, it raises concerns about job displacement and necessitates workforce retraining. Additionally, increased reliance on digital systems introduces risks related to data security, system reliability, and cyber threats. Ultimately, logistics integration is essential for achieving global operational efficiency, as entire supply chains increasingly compete in the market.

Key words: Optimal processes, supplier involvement, information systems utilization, logistics integration practices, operational performance.

How to cite this article:

Tushabe, P., & Kibukamusoke, M. (2025). A systematic review of optimal processes and operational performance of supermarkets. *Ndejje University Journal of Interdisciplinary Studies*, Vol 1 (2)
DOI: <https://doi.org/10.64080/ndujis.2025.1.2.Sptr008>

INTRODUCTION AND BACKGROUND

In a rapidly changing market, supermarkets aim to achieve competitive advantages and superior operational performance. Consequently, extensive research in the retail sector has explored the crucial role of supplier involvement and information systems utilisation in enhancing operational performance (Zacharias et al., 2022; Miao et al., 2021; Ali et al., 2023; Bayraktar et al., 2009). However, few studies have examined the impact of logistics integration practices as a mediating factor in improving the operational performance of supermarket settings (Rajaguru et al., 2019; Gawanker et al., 2016). Past studies have tested the significance and model fit of operational performance in the literature and emphasized its importance to the firm's continuity (Cheng et al., 2016).

Operational performance is the ability to fulfill essential market requirements in the most cost-effective and low-price manner, and the extent to which those supplies meet the needs and expectations of its clients (Zacharias et al., 2022). This study looked at operational performance as the day-to-day activities in the supermarkets, including receipt of goods, stock taking, coding of items, sales, and stock replenishment (Kadenyeka et al., 2023). How operational performance is measured can vary between different companies and industries (Alamro, 2014). In this study, processing time, stock turnover, quality, and operations cost were the key operational performance measures (Bayraktar et al., 2009).

In supermarket operations, all four dimensions of operational performance are crucial for the long-term success of organizations. Since some customers can easily switch between stores, their preferences and dislikes must be met to ensure their satisfaction (Rossignoli et al., 2015). Today, every supermarket owner strives to lower operations costs without compromising quality and wants to do so in the shortest possible time. To accomplish these goals, a well-drawn supply chain management system joins a variety of practices for getting rid of closures that are often present in the retail sector (Song et al., 2019). Supplier involvement, information systems utilisation, and logistics integration practices enable supermarket operators to recognize and comprehend value from the viewpoint of the suppliers and consumers. This maintains information flow and management that can be appropriately integrated (Habib et al., 2023).

Some scholars have studied the performance of supermarkets in Uganda; however, they have studied them in finance (Kabuye et al., 2019) and the growth of supermarkets (Bannor et al., 2022; Elepu, 2009), rendering non-financial issues unrepresented. Others have examined various factors

influencing operational performance (Arasa et al., 2020; Onwuchekwa et al., 2024; Silver Junior et al., 2020; Wanyoike et al., 2021; Kairu et al., 2022; Kadenyeka et al., 2023; Marques et al., 2021; Habib et al., 2023; AlBrakat et al., 2023). However, there is still limited research on the role of logistics integration practices in mediating the relationship between supplier involvement, Information systems Utilisation, and operational performance. The available study found that computer technology adoption increases supermarket operating efficiency by raising sales volume; however, the study was done from Kampala's central division (Rugasira et al., 2023).

Notwithstanding these studies, there is yet to be a systematically undertaken study on the operational performance of supermarkets based on the optimal processes. Therefore, the current review seeks to describe supplier involvement, information systems utilisation, and logistics integration practices to manage various aspects of operations for business continuity (Miao et al., 2021; Ali et al., 2023; Bayraktar et al., 2009; Mundia et al., 2015). The analysis of operational performance has become integral in the context of supermarkets, encompassing daily activities such as inventory restocking, stocktaking, order fulfillment, cash sales processing, coding of items, and goods verification (Wanyoike et al., 2021; Kadenyeka et al., 2023). Given these, the authors systematically discuss the existing and current knowledge to understand the operational performance in different industries and countries, identify the gaps, and propose avenues for future studies to fill these gaps. The purpose of this research is to extend the review to determine which optimal processes implementation as part of operational performance management in the supermarkets can reduce operational inefficiencies for business continuity. The study addresses one important question: What is the perception of operational performance from the perspective of Uganda's supermarkets?

The rest of the paper is set out as follows. **Section 2** presents an extant literature review in the domain of operational performance. **Section 3** explains the systematic literature review method used in this research. **Section 4** provides a descriptive analysis of a few selected publications. **Section 5** analyzes the selected publications as per the theme, inclusion of supermarket and retailing, and the adopted research design.

LITERATURE REVIEW

The definition of operational performance of supermarkets, according to (Mushi & Kagoya, 2022), is the day-to-day activities that aim at deriving good solutions for business continuity. Most researchers have reported supermarket operations in the world, these include (Arasa et al., 2020; Onwuchekwa et al., 2024; Silver Junior et al., 2020; Wanyoike et al., 2021; Kairu et al., 2022; Kadenyeka et al., 2023; Marques et al., 2021; Habib et al., 2023; AlBrakat et al., 2023). Some studies have looked at the optimality requirements in the business setting. For example, Chen et al. (2025) looks at transforming China's mango supply chain structure, Wang et al. (2023), looks at optimizing high mix/low volume in the manufacturing industry, Wang et al. (2024), talks about the engineering computations, while Zhou et al. (2025), looks at optimization on the robotic intelligence and automation. However, not much is known about the use of specific features that inform the optimality requirements of supermarkets in Uganda. The available study looks at the other optimality requirements of customer behaviours, productivity modelling, store simulations, and promotion planning of the supermarkets in East Africa (Mushi et al., 2022). Furthermore, Soosay et al. (2007) focused on how logistics firms integrate their operations both internally and externally to achieve competitiveness in the supply chain. Bayraktar et al. (2009) assert that for Information systems utilisation to achieve operational performance, it has to pass through logistics

integration practices; however, the study is in the Manufacturing Small and Medium Enterprises in Turkey.

Chinomona (2013) examined the influence of information technology (IT) on strategic purchasing, logistics integration, and business performance in the context of Small and Medium Enterprises. Alamro (2014) discussed the impact of a company's ability to launch new products (NPF) on its operational performance. Salam (2017) discussed the link between trust, technology, supply chain collaboration, and operational performance in firms within the FMCG industry. Naway et al. (2019) based on the mediating role of technology integration and logistic integration between supply chain capability and supply chain operational performance in the Tin industry. Ganbold, Matsui, & Rotaru (2019) seek to understand how IT capabilities enable different types of SCI and how these integrations impact operational performance. Zacharias et al. (2022) discussed that Logistics integration is a key driver of supply chain operational excellence in the service sector. Lee et al. (2023) looked at the impact of smart supply chains and smart technologies on operational performance in the manufacturing industry. AlBrakat et al. (2023) discussed the relationship between green supply chain practices (GSCP) and operational performance (OP) in Jordanian private hospitals. Lee et al. (2023) explored the impact of smart supply chains and smart technologies on operational performance in the manufacturing industry. Ali et al.'s (2023) study emphasized the role of collaboration with key customers and suppliers in improving operational efficiency. This review, therefore, focused on finding out what supplier involvement, utilization of information systems, and logistics integration practices may influence better operational performance of supermarkets for business continuity.

METHODOLOGY

Meta-analysis methodology, which was established by Glass (1976), was used to quantitatively analyze existing literature to further theoretical understanding of the themes. The identified scholarly journals that are concerned with supplier involvement, information systems utilization, logistics integration practices, and operational performance are 2,530 journal articles for the last 10 years using the ProQuest database and Google Scholar. These databases searched titles, abstracts, and keywords that contain either "operational" OR "continuity" OR "excellence" OR "success" and treated these words as separate phrases, which means that the databases showed the results containing at least one of four or more phrases. After the introduction of the first search parameters, the next parameter search was for the optimal processes (supplier involvement, information systems utilization, and logistics integration practices). Sticking to the subject area of the retail sector, there are 805 journal articles. To ensure that there was no duplication, some journals are available in more than 1 database, such as the International Journal of Physical Distribution and Logistics Management (IJPDLM), which is published by Emerald, but it is also available in ProQuest and Google Scholar. Therefore, ProQuest and Google Scholar were selected as the main databases for this systematic literature review.

The period of publication of the journal articles chosen is from 2014 to 2024. This is because the majority of work published related to supplier involvement, information systems utilization, logistics integration, and operational performance after the covid 19 in the whole-world has affected many countries in recent years. The years 2021-2024 were the years that had the highest number of articles when keywords like "logistics integration," "coordination," "collaboration," or "supply chain integration" were found. It is interesting to note that the number of articles has been on the decrease since 2014.

The examination of the ProQuest database highlighted that researchers

also have interests in other operational issues, logistics, and supply chain streams such as supply chain management practices, sustainable supply chain management, and information technology (Mmabatho & Faku,2024; Difrancesco, Rita, Luzzini, & Patrucco,2022; Ganbold et al., 2019).

Descriptive analysis

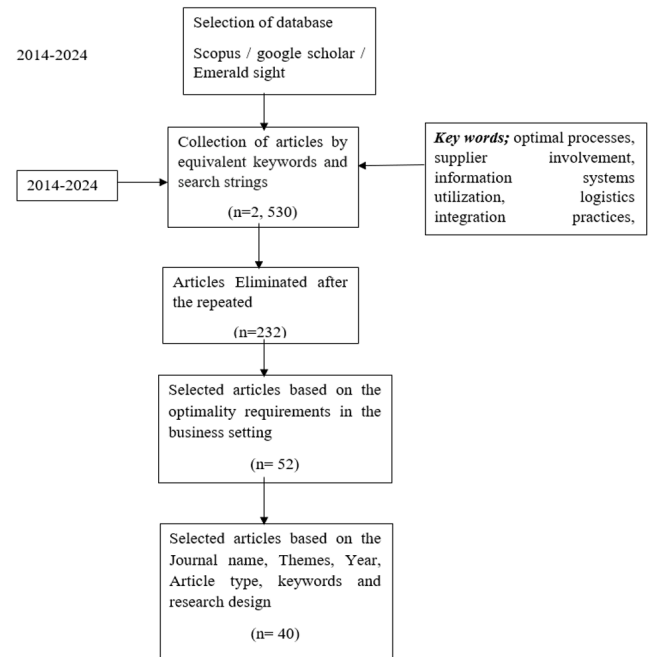
In total 2, 530 articles published in 130 journals were discovered. To identify the number of potential papers directly related to supplier involvement, information systems utilization, logistics integration practices, and operational performance. The 323 abstracts were screened separately by the researcher. After each was analysed, 52 abstracts were selected based on their keywords, inclusion of supermarket and retailing, and adopted research methodologies in the systematic literature review. Through an iterative process of searching, the following keyword searches were identified.

Table 1: Number of articles identified.

Keywords	Equivalent keywords and search strings	Number of articles
Optimal processes	Optimization strategies (Chen et al., 2025); transformation plan (Wang et al.,2024); scheduling optimization (Wang et al., 2023; Zhou et al., 2023)	5
Supplier involvement	Total Quality Management soft practices (Salem, 2022); supply chain relationships (Nyaga et al., 2010); supplier relationship management (Teller et al., 2016); supplier engagement (Tidy et al., 2016); buyer-supplier relationships (Park et al.,2025); Supplier evaluation (Lau et al.,2018)	7
Information systems utilisation	Technology (Salam, 2017); smart technologies (Lee et al., 2023); Computer Technology Adoption (Rugasira et al.,2023); information integration capability (Song et al., 2019); digitization (Park et al.,2025).	5
Logistics integration practices	Supply chain integration, coordination, collaboration, supply chain collaboration (Salam, 2017); logistics integration capability (Song et al.,2019; Zacharias et al., 2022); collaborative performance system (Susanto et al.,2020); cooperative linkages (Kim et al., 2020); system integration (van der Ham et al., 2019); firms interaction (Barykin et al., 2017); Collaborative logistics network (Xu et al., 2021); logistical parameters (Ham et al., 2019)	15
Operational performance	Competitive advantage (AlBrakat et al, 2023); business operations (Alshalfi, 2018); firm competitiveness (Mellat-Parast et al., 2014); Operational excellence (Zacharias et al., 2022; Wojtkowiak et al., 2020); operational efficiency (Chidi et al., 2024); operational & sustainability performance (Marques et al., 2022); supply chain operational performance (Naway et al., 2019); productivity (Tarekegn et al.,2024); firm's operational performance (Ganbold et al., 2019); sustainable development (Xu et al., 2021); operating efficiency (Singoei et al.,2025; Shehu et al., 2025)	12

Below is an illustration of a systematic search of the literature from 2014 to 2024

Figure 1: Search strategy presented according to Glass et al. (1976).



RESULTS AND DISCUSSION

From the systematic literature review focusing on the empirical studies, the following findings were made by the researcher. Researchers have extensively documented issues like inefficient inventory management (Arasa et al., 2020), inadequate internal control systems (Chidi et al., 2024), and integration difficulties (Lee et al., 2023). However, the critical aspect that remains unexplored is the perception of these operational challenges among key stakeholders, including management, employees, suppliers, and policymakers.

Alam et al. (2014) found a Mediating role of logistics integration practices in the relationship between supplier involvement, length of the supplier relationship, and use of information technology; however, it's from a Cross-national study of Brazil, Korea & India in a manufacturing industry. Furthermore, Tukamuhabwa et al. (2021) affirm that Logistics integration partially mediates the relationships between supply chain management practices and competitive advantage, and logistics capabilities and competitive advantage; however, it is in Small and Medium Enterprises

in a developing country. Naway et al. (2019) affirm a meaningful mediation of logistics integration practices on the relationship between supply chain capability and supply chain operational performance; however, the study is on the Tin industry of Indonesia.

The few available studies that have reported operational challenges are primarily done in Kenya, Nigeria, Portugal, Bangladesh, and Jordan, where local and foreign supermarkets are dominant and more so natured by their governments (Onguti, 2017; Wanyoike et al., 2021; Kairu et al., 2022). Others are mainly conducted in developed countries where fine-tuned efficiency, innovations, and sustainability are, leaving Uganda severely underrepresented (Arasa et al., 2020; Onwuchekwa et al., 2024; Silver Junior et al., 2020; Wanyoike et al., 2021; Kairu et al., 2022; Kadenyeka et al., 2023; Marques et al.,2021; Habib et al., 2023; AlBrakat et al.,2023).

Analysis and discussion

The results of this meta-analysis study indicate that logistics integration practices have made it an umbrella term. Therefore, global operational issues demand integration where firms are seeking integrative thinkers because individual firms no longer compete but supply chains. It is also observed that most studies have used a quantitative research design. Empirical research has highlighted several factors of performance, such as financial performance (Kabuye et al., 2019; Akisimire, 2016), customer service performance (Hee-Sung, 2012), supply chain performance (Kim et al., 2020; Ntayi et al., 2010), and competitive advantage (Tukamuhabwa et al., 2021). Not much is known about the use of specific features that inform the optimality requirements of supermarkets in Uganda. The available ones have studied the performance of supermarkets in Uganda; however, they have studied them in finance (Kabuye et al., 2019) and the growth of supermarkets (Bannor et al., 2022; Elepu, 2009), leaving out non-financial issues unrepresented.

Various researchers have examined supplier involvement; however, there are contradictions. For example, although supplier involvement increases firm performance, mutual trust is needed first because representatives from one company may not have full confidence in the counterpart's employees' competence and integrity, thereby resisting adapting their work partners to accommodate those of their counterpart (Mao et al., 2021). Furthermore, some researchers suggest that involving suppliers in a firm's operations can affect performance in various ways (Stank et al., 1999; Swink et al., 2007; Alfalla-Luque et al., 2013; Yu, 2015). For instance, increased reliance on suppliers can lead to losing control over key aspects of the business, such as pricing, quality, and delivery (Mao et al. 2021).

While some literature indicates the use of ICT in supermarkets, several crucial business activities are still carried out manually (Kagoya et al., 2022). Furthermore, Information System Utilisation is still in its nascent stage, especially within the retail sector, warranting empirical investigation to provide better support for managers in understanding it is potential in inter-firm processes (Kembro et al., 2018; 2017). Digitalization in the retail sector has not yet reached a mature level and is still in its early maturation phase (Kayikci, 2018).

CONCLUSION AND RECOMMENDATION

Analyzing operational performance has become particularly vital in the context of supermarket operations within the retail industry. However, it has been well recognized that the operational performance of supermarkets faces challenges due to operational inefficiencies, which creates the immediate closures and opening of new stores in the retail industry. Previous studies in this area have presented this concern; however, most of them are in other countries like Kenya, Tanzania, and Jordan (Wanyoike et al., 2021; Muhamed et al., 2023; Ali et al., 2023; Alamro et al., 2014) as well as developed countries (Lee et al., 2023), where these challenges are predictable, leaving Uganda under-represented. Future research fields can involve the entire supply chain integration in the supermarket setting. Operational performance is determined based on internal factors that include cost, quality, time to market, lead-time, and external factors that represent suppliers and customers, as well as planned objectives (Alamro, 2014). Therefore, attaining superior operational performance in supermarkets, according to the literature, the operators need a close and integrative relationship between suppliers and logistics service providers. Supermarket operators, in support of the policy makers, need to appreciate the work of information systems utilization, which is minimal in the retail sector, for efficient and effective information flow.

REFERENCES

- Akisimire S. (2016), Board Member Age diversity and financial performance of manufacturing firms: A developing economy perspective, *Journal of Economics and Behavioral Studies* 8(5): 123-152. DOI: 10.22610/jebvs.v8i5 (J).1437
- Alam, A., Bagchi, P.K., Kim, B., Mitra, S, and Seabra, F. (2014). The mediating effect of logistics integration on supply chain performance. A multi-country study. *The International Journal of Logistics Management*, 25 (3): 553-580. <https://doi.org/10.1108/IJLM-05-2013-0050>
- Alamro, A. (2014). The impact of new product flexibility (NPF) on operational performance: Evidence from Jordanian manufacturing companies. *Qatar University: Doha, Qatar*, 1–8.
- AlBrakat, N., Al-Hawary, S., & Muflih, S. (2023). Green supply chain practices and their effects on operational performance: an experimental study in Jordanian private hospitals. *Uncertain Supply Chain Management*, 11(2): 523-532. DOI: 10.5267/j.uscm.2023.2.012
- Alfalla-Luque, R., Medina-Lopez, C., & Dey, P. K. (2013). Supply chain integration framework using literature review. *Production Planning & Control*, 24(8-9): 800-817. DOI: 10.1080/09537287.2012.666870
- Ali, E., Jianhua, L., Rasheed, M., and Siraj, A. (2023). Measuring the impact of integration practices on firms' supply chain performance: role of organizational antecedents in this relationship. *Arab Gulf Journal of Scientific Research*, 41 (3): 293-314. DOI 10.1108/AGJSR-10-2022-0232
- Alshalfi, A. (2018). ERP Systems and Their Impacts on the Business Operations. *American Journal of Information Systems*, 6 (1): 1-4. DOI: 10.12691/ajis-6-1-1
- Arasa, R. M., & Achuora, J. O. (2020). Strategic inventory management practices and the performance of supermarkets in Nairobi County, Kenya. *European Journal of Business and Management Research*, 5(2). DOI: 10.24018/ejbm.2020.5.2.108
- Barykin, S., and Kobicheva, A. (2017). Logistical approach to universities' integration in the Russian innovation economy.
- Bayraktar, E., Demirbag, M., Koh, S. L., Tatoglu, E., & Zaim, H. (2009). A causal analysis of the impact of information systems and supply chain management practices on operational performance: evidence from manufacturing Small and Medium Enterprises in Turkey. *International Journal of Production Economics*, 122(1): 133-149. <https://doi.org/10.1016/j.ijpe.2009.05.011>
- Bayraktar, E., Demirbag, M., Koh, S. L., Tatoglu, E., & Zaim, H. (2009). A causal analysis of the impact of information systems and supply chain management practices on operational performance: evidence from manufacturing Small and Medium Enterprises in Turkey. *International Journal of Production Economics*, 122(1): 133-149. <https://doi.org/10.1016/j.ijpe.2009.05.011>
- Chen, T. T., Azilah Anis, & Mohamad Yazid Yahya. (2025). Transforming China's Mango Supply Chain Structure: A Path to Integration and Efficiency: A Conceptual Perspective. *Malaysian Journal of Social Sciences and Humanities (MJSSH)*, 10(4), e003346. <https://doi.org/10.47405/mjssh.v10i4.3346>
- Chidi, F O., Tabugbo, L., Tochukwu, O, I, T., and Ukamaka, A. (2024). Internal Control System and Operational Efficiency of Supermarkets in Anambra State, Nigeria. *Journal of Public Administration, Policy and Governance Research (JPAPGR)*, 2 (1):107-120. <https://jpagr.com/index.php/research>. ISSN: 2787-0464
- Chinomona, R. (2013). The fostering role of information technology on Small and Medium Enterprises' strategic purchasing, logistics integration, and business performance, 17 (1). <https://www.researchgate.net/publication/236153182>

- Difrancesco, Rita Maria; Luzzini, Davide; Patrucco, Andrea S. (2022). Purchasing realized absorptive capacity as the gateway to sustainable supply chain management. *International Journal of Operations & Production Management*, Bradford, 42 (5): 603-636. DOI: 10.1108/IJOPM-10-2021-0627
- Elepu, G. (2009). Summary of "The Growth of Supermarkets and its Implications for Smallholders in Uganda".
- Eyaa, E, Ntayi, J, and Namagembe, S. (2010). Collaborative relationships and Small and Medium Enterprise supply chain performance. *World journal of entrepreneurship, management and sustainable development*, 6 (3):233-245
- Ganbold, O., Yoshiki Matsui, Y., and Rotaru, K. (2019). Effect of information technology-enabled supply chain integration on firms' operational performance. *Journal of Enterprise Information Management*, 1741-0398. DOI 10.1108/JEIM-10-2019-0332
- Gawankar, S., Kamble, S., & Raut, R. (2016). Development, measurement, and validation of supply chain performance measurement (SCPM) scale in the Indian retail sector. *Benchmarking: An International Journal*, 23(1): 25-60. <https://doi.org/10.1108/BIJ-06-2013-0068>
- Glass, Gene V. (1976). "Primary, Secondary, and Meta-analysis of Research." *Educational Researcher* 5 (10): 3-8.
- Habib, M. A., Rizvan, R., & Ahmed, S. (2023). Implementing lean manufacturing for improvement of operational performance in a labeling and packaging plant: A case study in Bangladesh. *Results in Engineering*, 17, 100818. <https://doi.org/10.1016/j.rineng.2022.100818>
- Ham, A van der., Boersma, H., Raak, A van., Dirk Ruwaard, D., and Merode, F van. (2019). Health Services Management Research, 32(3): 158-165. DOI: 10.1177/0951484818813488
- Hee-sung, (2012). The influencing factors of logistics integration and customer service performance for value creation of port logistics firms. *The Asian journal of shipping and logistics*, 28 (3): 345-368.
- Kabuye, F., Kato, J., Akugizibwe, I., & Bugambiro, N. (2019). Internal control systems, working capital management, and financial performance of supermarkets. *Cogent Business & Management*. <https://doi.org/10.1080/23311975.2019.1573524>
- Kadenyeka, J., & Washika, A. (2023). Differentiation Strategy and Performance of Selected Supermarkets in Nairobi City County, Kenya, 3(4): 24-36.
- Kagoya, S., & Mushi, A. R. (2022). ICT usage in supermarkets in East Africa: Benefits, challenges, and way forward. *Supermarket Retailing in Africa*, 70-90. eBook ISBN 9780367854300
- Kairu, H., N. & Kibe, L., W. (2022). Analysis of Product Differentiation on the Performance of Supermarkets in Nairobi City County, Kenya. *Journal of Strategic Management*, 6(6): 97-111. <https://doi.org/10.53819/81018102t6044>
- Kayikci, Y. (2018). Sustainability impact of digitization in logistics. *Procedia Manufacturing*, 21: 782-789. Doi: 10.1016/j.promfg.2018.02.184
- Kembro, J., Danielsson, V., and Smajli, G. (2017), "Network video technology: exploring an innovative approach to improving warehouse operations". *International Journal of Physical Distribution & Logistics Management*, 47 (7): 623-645.
- Kembro, J.H., Norrman, A., and Eriksson, E. (2018), "Adapting warehouse operations and design to omni-channel logistics: a literature review and research agenda". *International Journal of Physical Distribution & Logistics Management*, 48 (9): 890-912. DOI 10.1108/IJPDLM-01-2017-0052
- Kim, S. T., Lee, H, and Hwang, T. (2020). "Logistics integration in the supply chain: a resource dependence theory perspective." *International Journal of Quality Innovation*, 6 (1). doi: 10.1186/s40887-020-00039-w
- Kim, S.T., Lee, H, -H, and T. Hwang, T.(2020). "Logistics integration in the supply chain: a resource dependence theory perspective." *International Journal of Quality Innovation*, 6 (1). doi: 10.1186/s40887-020-00039-w
- Lau, H., Nakandala, D., and Shum, P.K. (2018), "A business process decision model for fresh-food supplier evaluation", *Business Process Management Journal*, 24(3):716-744. <https://doi.org/10.1108/BPMJ-01-2016-0015>
- Lee, K. L., Wong, S. Y., Alzoubi, H. M., Al Kurdi, B., Alshurideh, M. T., & El Khatib, M. (2023). Adopting smart supply chain and smart technologies to improve operational performance in the manufacturing industry. *International Journal of Engineering Business Management*, 15, 18479790231200614. DOI: 10.1177/18479790231200614
- Marques, P.A.; Carvalho, A.M.; Santos, J.O. (2022). Improving Operational and Sustainability Performance in a Retail Fresh Food Market Using Lean: A Portuguese Case Study. *Sustainability*, 14, 403. <https://doi.org/10.3390/su14010403>
- Mellat-Parast, M., & E Spillan, J. (2014). Logistics and supply chain process integration as a source of competitive advantage. An empirical analysis. *The international journal of logistics management*, 25(2): 289-314. <http://dx.doi.org/10.1108/IJLM-07-2012-0066>
- Miao, F., Wang, G., & Jiraporn, P. (2018). Key supplier involvement in IT-enabled operations: When does it lead to improved performance? *Industrial Marketing Management*, 75: 134-145. <https://doi.org/10.1016/j.indmarman.2018.05.00>
- Mmabatho Ellen Makamedi; Faku, Ephraim Monde (2024). Relationship between Municipality Supply Chain Management Practices and the Strategies for Managing Information Systems in South African Municipalities. *African Journal of Public Administration and Environmental Studies (AJOPAES)*; London 3, (2): 221-240. DOI:10.31920/2753-3182/2024/v3n2a11
- Mohamed, Akram, A. (2023). Determinants of Supermarket Performance in Dar-Essalaam, Tanzania. URI: <http://hdl.handle.net/123456789/79627>
- Mundia, C., Langat, E. K., & Lelegwe, S. (2015). Effect of information system on upstream supply chain management among supermarkets in Nakuru town, Kenya. *International Journal of Economics, Finance and Management Sciences*, 3(5): 535-540. doi: 10.11648/j.ijefm.20150305.24 ISSN: 2326-9553 (Print); ISSN: 2326-9561 (Online).
- Naway, F.A. and Rahmat, A. (2019). 'The mediating role of technology and logistic integration in the relationship between supply chain capability and supply chain operational performance', *Uncertain Supply Chain Management*, 7(3): 553-566. <https://doi.org/10.5267/j.uscm.2018.11.001>.
- Nyaga, G. N., Whipple, J. M., & Lynch, D. F. (2010). Examining supply chain relationships: do buyer and supplier perspectives on collaborative relationships differ? *Journal of Operations Management*, 28(2): 101-114.
- Onguti, M. N. (2017). *Service Delivery Systems and Operational Performance of Supermarkets in Nairobi* (Doctoral dissertation, University of Nairobi).
- Onwuchekwa, F. C., Onwuzuligbo, L. T., Ifeanyi, T. T., & Ukamaka, A. (2024). Internal Control System and Operational Efficiency of Supermarkets in Anambra State, Nigeria. *Journal of Public Administration, Policy and Governance Research*, 2(1): 107-120. <https://jpagr.com/index.php/research>. ISSN: 2787-0464
- Oppong, D., Bannor, R. K., & Serpa, S. (2022). Gender and power work relationships: A systematic review on the evidence from Africa and Asia. *Cogent Social Sciences*, 8(1). <https://doi.org/10.1080/23311886>
- Park, C.A., Jan, I.U., Kim, C., Ji, S., and Park, C. (2025). "A dyadic perspective on supplier-buyer relationship through the digitalization of suppliers' manufacturing process", *Asia Pacific Journal of Marketing and Logistics*. <https://doi.org/10.1108/APJML-10-2024-1582>

- Rajaguru, R., & Matanda, M. J. (2019). Role of compatibility and supply chain process integration in facilitating supply chain capabilities and organizational performance. *Supply Chain Management: An International Journal*, 24(2): 301-316. DOI 10.1108/SCM-05-2017-0187
- Rajesh Rajaguru, R., and Matanda, J.M. (2019). Role of compatibility and supply chain process integration in facilitating supply chain capabilities and organizational performance. *Supply Chain Management: An International Journal*, 24(2): 301–316. DOI 10.1108/SCM-05-2017-0187
- Rossignoli, C., DI IACOVO, F. P., Moruzzo, R., & Scarpellini, P. (2015). Dairy cattle, livelihoods, and resilience in the Gaza Strip: a case study. *New Medit*, (1), 24-33.
- Rugasira, J., Moses, A., and Kyabarongo, B. (2023). Effect of Computer Technology Adoption on Sales Volume in Selected Supermarkets in Kampala Central Division, Uganda, 06(01). DOI: 10.47191/ijcsrr/V6-i1-73
- Shehu, Silifat, T., Elizabeth, O., Jimoh, and Shehu, R. A. (2025). "Internal Control Mechanism and Operating Efficiency of Manufacturing Firms in Nigeria". *Asian Journal of Advanced Research and Reports*, 19 (4): 419-434. ISSN: 2582-3248. <https://doi.org/10.9734/ajarr/2025/V19i4993>
- Silva Junior, J. C. A., Nodari, D., Cavalheiro, M. D. O., & Victor, F. G. (2020). Performance of supermarkets in Santa Catarina: an analysis of small and medium-sized units. *Gestão & Produção*, 27, e4685.
- Singoei, F. J., and Nyile, E. K. (2025). BEYOND THE SHELF: UNLOCKING SUPERMARKETS' PERFORMANCE WITH JIT AND VMI IN THE NORTH RIFT REGION, KENYA. *African Journal of Emerging Issues (AJOEI)*. Online ISSN: 2663-9335, 7(9): 58-77
- Song, G., Song, S., & Sun, L. (2019). Supply chain integration in omni-channel retailing: a logistics perspective. *The International Journal of Logistics Management*, 30(2): 527-548.
- Soosay, F. S., and Hyland (2007). Internal and external integration: strategies for Logistics competitiveness. Doctoral dissertation
- Stank, T. (1999). Benefits of interfirm coordination in food industry supply chains. Stank, Theodore; Crum, Michael; Arango, Miren. *Journal of Business Logistics*, 20(2), 2.
- Swink, M., Narasimhan, R., & Wang, C. (2007). Managing beyond the factory walls: effects of four types of strategic integration on manufacturing plant performance. *Journal of Operations Management*, 25(1): 148-164.
- Tarekegn, Y.F., Li, W., and Xiao, H. (2024), "Resource-based productivity in the closed banking sector: the case of Ethiopian banks", *International Journal of Productivity and Performance Management*, 73 (1): 85-118. <https://doi.org/10.1108/IJPPM-09-2021-0539>
- Teller, C., Kotzab, H., Grant, D. B., & Holweg, C. (2016). The importance of key supplier relationship management in supply chains. *International Journal of Retail & Distribution Management*, 44(2): 109-123.
- Tidy, M., Wang, X., & Hall, M. (2016). The role of Supplier Relationship Management in reducing Greenhouse Gas emissions from food supply chains: supplier engagement in the UK supermarket sector. *Journal of Cleaner Production*, 112, 3294-3305.
- Tukamuhabwa, B.Mutebi, H., and Kyomuhendo, R. (2021). Competitive advantage in Small and Medium Enterprises: effect of supply chain management practices, logistical capabilities, and logistics integration in a developing country. *Journal of Business and Socioeconomic Development Emerald Publishing Limited*. 2635-1374. DOI 10.1108/JBSED-04-2021-0051
- van der Ham ,A., Boersma,H., van Raak,A., Ruwaard, D., van Merode, F.(2019). Identifying logistical parameters in hospitals: Does the literature reflect integration in hospitals? A scoping study. *Health Services Management Research*, 32(3): 158–165. DOI: 10.1177/0951484818813488
- Wang, X., Guo, J., Wang, L., Zhang, Z.(2024). Digital twin-enhanced framework for optimizing high-mix/low-volume manufacturing. *International Journal of Computer integrated manufacturing*. <https://doi.org/10.1080/0951192X.2025.2496890>
- Wang, Z., Hu, H., and Liu, T. (2023), "Iterated-local-search-based chaotic differential evolution algorithm for hybrid-load part feeding scheduling optimization in mixed-model assembly lines", *Engineering Computations*, 40 (9/10): 2693-2729. <https://doi.org/10.1108/EC-07-2023-0369>
- Wanyoike, H. W., Onyuma, S. O., & Kung'u, J. N. (2021). Working capital management practices and operational performance of selected supermarkets with national network: Evidence from Kenya. *International Journal of Research in Business and Social Science* (2147-4478), 10(2): 72-85.
- Xiaofeng Xu, Yangyang He & Qiang Ji (2021). Collaborative logistics network: a new business mode in the platform economy. *INTERNATIONAL JOURNAL OF LOGISTICS: RESEARCH AND APPLICATIONS*. DOI: 10.1080/13675567.2021.1926948
- Zacharias, J, and Boopathy, S. (2022). THE IMPACT OF LOGISTICS INTEGRATION ON SUPPLY CHAIN OPERATIONAL EXCELLENCE IN THE SERVICE SECTOR. *Journal of Positive School Psychology*, 6 (2): 4834 – 4850
- Zhou, B., and Huang, Y. (2023). "Dynamic cyclic kitting part-feeding scheduling for mixed-model assembly line by a hybrid quantum-behaved particle swarm optimization", *Robotic Intelligence and Automation*, 43, (3): 267-289. <https://doi.org/10.1108/RIA-07-2022-0188>