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Supply chain agility and marketing performance of hotels in Rivers State

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ABSTRACT

The purpose of the research was to examine the connection between marketing success and the agility of the supply chains of four-star hotels in Rivers State. A nomothetic and quantitative methodological stance informed the study's guiding principles. To recruit participants, the researchers used a cross-sectional survey methodology. Eleven point seven hotel employees from four-star establishments in Rivers State make up the study's population. Using Spearman's Rank Correlation Coefficient, four hypotheses were examined statistically. Results from these analyses indicated significant, positive and strong relationships between the dimensions of supply chain agility (accessibility and flexibility) and measures of marketing performance (cost efficiencyand on-time delivery). Based on the findings, this study concluded that supply chain agility is a veritable and strategic tool that has the capability of improving the marketing performance of hotels. This study therefore, recommended that hotel management should focus on supply chain lead-time and adopt an end-to-end supply chain automation considering the repetitive changes of the customer needs and market competition, as this would lead to improve performance. Lastly, management of four-star hotels should build collaborative network among competent suppliers, as these actions would result to access to useful information that addresses unforeseen challenges in times of scarcity of material inputs.

Keywords:

Supply Chain Agility, Marketing Performance, Cost Efficiency.

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1. INTRODUCTION

It has long been a source of worry that major exporting nations may destabilise global supply networks. Some instances of such shocks are economic downturns, political unrest on the home front, pandemics like COVID-19, and trade conflicts. Many factors might make it difficult for exporting countries to easily trade goods and services with their major import trading counterparts, leaving them vulnerable. In recent months, the COVID-19 pandemic has gained prominence, significantly impacting a number of global economic sectors and industries (UNESCO, 2020). In an attempt to contain the health issue, some governments have instituted lockdown procedures, which have caused disruptions. Production has ceased, borders have closed, transportation restrictions have been imposed, logistical hurdles have been overcome, and trade and commercial operations have dropped significantly as a result of the pandemic (World Health Organisation, WHO, 2020).

The hotel business in Nigeria has experienced significant expansion in recent years, particularly over the past decade. This boom has resulted in the establishment of high-quality hotels, fast-food restaurants, nightclubs, yacht cruise lines, event centres, and various other forms of entertainment. According to the 2017 report by Jumia Travel, the industrial sector made a significant contribution of around 48.8% to Nigeria's Gross Domestic Product (GDP) in the year 2016. Furthermore, it was found that this sector provided employment opportunities for approximately 1.6% of the Nigerian population. These contributions exemplify favourable patterns that have contributed to the redefinition and enhancement of the hotel business in Nigeria. It is not an exaggeration to assert that the hotel business serves as a vital catalyst for tourist endeavours across various scales. Based on the findings of Ravichandran, 2020), it has been observed that a significant proportion, ranging from 70% to 75%, of the total spending made by foreign tourists is allocated towards hotel services on a yearly basis. This underscores the significance of the industry in relation to tourism, whereby hotel organisations assume a significant position.

Numerous scholarly investigations have been conducted to explore the notion of supply chain agility in connection to various company results. While previous studies have explored the variables as a unified construct (Gligor, 2013; Gligor, Esmark and Holcomb, 2015), limited research has been conducted on the impact of flexibility, alertness, decisiveness, swiftness, and accessibility on performance outcomes (Flynn et al., 2010; Helfat, and Winter, 2011; Grewal and Slotegraaf, 2007). In a similar vein, a limited number of research have utilised identical dimensions and variables to examine specific regions, countries, or industries (Alfalla-Luque,Medina-Lopez, and Dey, 2013). Nevertheless, it has been noted that there is a scarcity of scholarly investigations in this specific field of study, particularly within the context of Nigeria. Hence, this study employed alertness, accessibility, decisiveness, swiftness, and flexibility as the aspects of supply chain agility. Meanwhile, the performance of the supply chain was assessed based on cost efficiency, productivity, and on-time delivery. Based on the identified gap in the literature, this study extends the existing scholarship by incorporating technological uncertainty as a moderating component and focuses specifically

on the context of Rivers State. Hence, the present study aimed to examine the correlation between supply chain agility and organizational performance within the context of hotels located in the South-South region of Nigeria.

2. LITERATURE REVIEW

2.1 Theoretical Framework

2.1.1 Resource Based View (RBV)

Strategic management is where the RBV (Research Based Theory) first emerged. A key concept in understanding how entrepreneurial companies identify and acquire resources to gain a competitive advantage is the RBV (Stevenson &Gumpert, 1985). Integrating or cultivating resources, as the RBT posits, can result in the development of unique abilities that boost competitive advantage. Schumpeter (1934) defines entrepreneurship as the process of creatively integrating resources to generate something original and acknowledged as such by the market. He then draws a relationship between RBV and entrepreneurship. Financial, physical, human, technological, organisational, and reputational resources are all part of what the RBV calls "a firm's diverse resources," which provide it an edge in the market. Capabilities, which are created by combining two or more resources, are also highly valued in the RBT (Miller & Ross, 2003). A company's core competency is its resources and expertise; this is what gives it an advantage in the market. What makes for a diverse set of resources and abilities is the primary focus of the present corpus of research. The ability of competitors to imitate a company's resources and expertise is threatened by four obstacles. Durability, transparency, transferability, and explicability are the four obstacles listed by Miller and Ross (2003).

The ability of the client firm to invest in internal skills is a key factor in Rantakari's (2010) RBV concept, which proposes basing outsourcing decisions on this ability to maintain a competitive edge. Dunford, Snell, and Wright (2001) state that the RBV highlights how a company's resources largely determine its performance and how those resources may help the company maintain a competitive edge. In the first stage of the RBV, finding out what makes resources unique and hard for competitors to replicate was the main goal. Nevertheless, according to Barnney (1991), a firm's competitive advantage will not last if its resources are easily replicable by rivals, even though these resources are the basis of the advantage. In order to get things done, teams of smart people need to work together and coordinate their moves.

2.2 Conceptual Framework

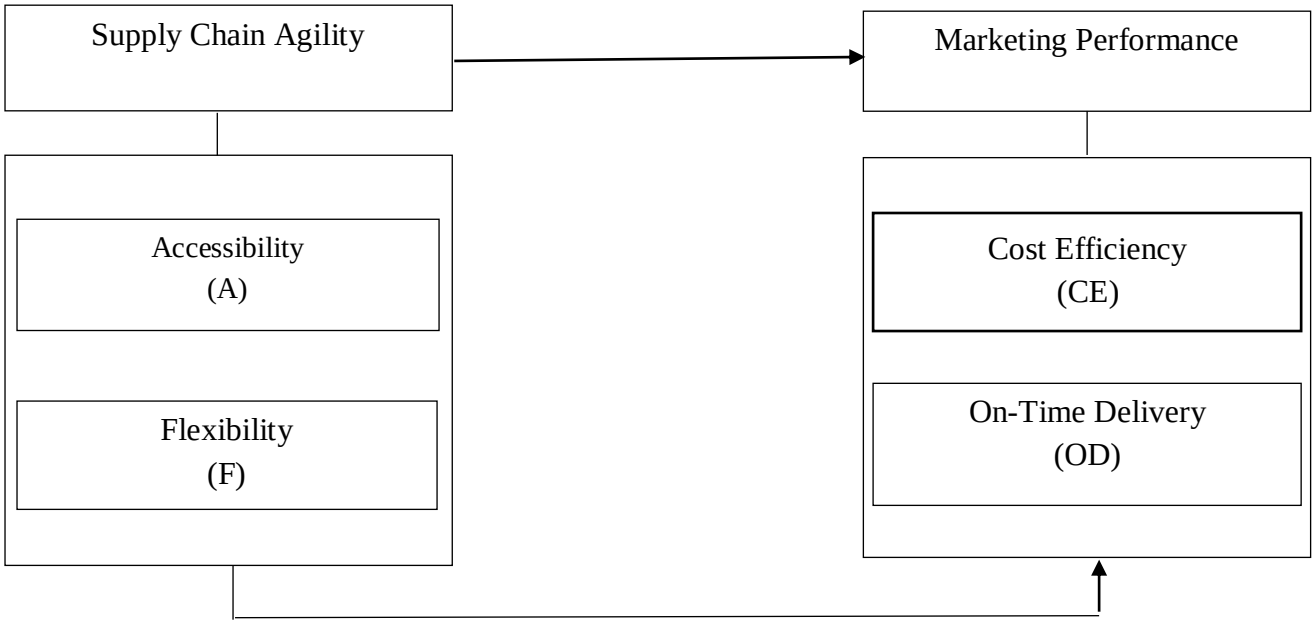

Figure 2.1: Conceptual Framework of the Study

Source: Flynn et al., 2010; Koufteros et al., 2005; Wong et al., 2011.

2.2.1 Concept of Supply Chain Agility

Modern businesses must increase their delivery, reliability, and product adaptation capacities to meet client needs in the face of intensified competition. Bowersox, Closs, and Stank (1999) noted that many businesses have found success by leveraging supply chain agility. An organization's level of supply chain integration is a measure of how well it manages its internal and external operations through strategic engagement with its supply chain partners. According to Zhao, Huo, Flynn, and Yeung (2008), the end goal of this integration is to maximise consumer value by facilitating the efficient and effective movement of products, services, information, money, and choices. At the strategic, tactical, and operational levels of a supply chain, there is a focus on material, component, and finished good control as well as information exchange, planning, and coordination. According to Zhao et al. (2008), businesses may take use of both in-house and outsourcing manufacturing with supply chain integration.

2.2.1.1 Accessibility

Accessibility is a key component of a flexible supply chain, according to experts. The ability to receive relevant information is what the term "access" means in this study. The current literature suggests that organisations need to be able to gather relevant data when they detect a change using their alertness capability. This will allow them to make informed decisions about implementing an agile response (Gunasekaran 2004; Sharp et al. 1999; Lu and

Ramamurthy 2012). According to Gligor and Holcomb (2012), supply chain agility has a major impact on an organization's performance since it requires access to information at every stage of the supply chain. In his seminal academic work, Gunasekaran (2004) argues that in order for supply networks to be nimble, they need to have several distinguishing characteristics. A virtual strategy based on information rather than inventory is what supply chains need to become more agile. Participants in the supply chain must exchange demand, inventory, and production data in a timely manner, according to Lin et al. (2006).

2.2.1.2 Flexibility

The ability to change and modify one's approach and course of action in response to changing circumstances is one definition of flexibility. This component represents the fifth tier of supply chain agility for firms. A company's adaptability to changes depends on how flexible its supply chain strategies and operations are, according to existing research (Kumar 2013). The ability to make quick adjustments is heavily dependent on an athlete's joint mobility, sometimes called flexibility, in the world of sports. The degree of mobility displayed by the specific body parts involved in the movement determines the direction change (agility) that is carried out. Similarly, a company's supply chain operates within a certain scope, which in turn limits the supply chain agility—the capacity to adjust plans and operations. As an example, consider the firm's supply chain, which is itself limited in its ability to produce more goods than it can use due to its fixed production capacity.

2.2.2 Marketing Performance

A company's marketing efforts may be evaluated using marketing management metrics, which are quantitative performance indicators. The measurements that are monitored by senior management can be categorised as either financial or non-financial (Ambler 2003; Ambler et al. 2001). Measuring marketing performance is figuring out how well marketing efforts contribute to a company's bottom line (Clark & Ambler, 2001). Our investigation centres on the difficulty of including marketing activities into the study, which prompted us to investigate marketing's ability to assess this relationship. The marketing research, planning, and control iterative process is greatly enhanced by metrics. With their help, we can evaluate how well a company has done in the past and how it stacks up against its rivals in the same sector (Bennett, 2007). Two main types of performance indicators exist: monetary metrics and non-monetary measures. There is a bias towards using monetary metrics when evaluating marketing campaigns.

2.2.2.1 Cost Efficiency

In order to enhance their competitive advantage, acquire the necessary resources for growth and innovation, and achieve favourable financial outcomes, firms must strive to optimise the return on investment for each expenditure (Ram-Mohan & Ray, 2004). The pursuit and enhancement of cost efficiency constitute a crucial component within the framework of a sustainable company plan. Cost efficiency procedures are widely used in many firms, making them one of the prevailing tactics for enhancing business efficiency.

Cost efficiency may be succinctly defined as the act of achieving monetary savings via the enhancement of a process or product. Cost-efficiency in companies is assessed by the comparison of incurred company expenses with the output produced for a product or the income earned by a process. The inherent attributes of this phenomenon include robust durability and substantial capacity for growth, as there exists a perpetual scope for enhancement. Over the course of time, organisations have the ability to consistently discover novel methods to produce superior quality goods at reduced expenses, or enhance their operational processes by employing continuous improvement and process optimisation techniques (Niazi, 2003).

2.2.2.2 On-Time Delivery

Numerous scholarly investigations have been undertaken to examine the ramifications of delivery performance. For instance, Guiffrida and Nagi (2005) and Krause (2005) explored the influence and advantages of punctual deliveries within American companies. Their research revealed that enhancing the on-time delivery process resulted in enhanced performance of suppliers, decreased instances of quality deviations, and reduced cycle times. Kagaari, Munene, and Ntayi (2010) conducted a study within the construction industry, specifically focusing on Swedish companies. Their findings revealed that the primary challenge in supplier-contractor relations was the timely delivery of goods. They identified the contractor's extended delivery time as the specific constraint that required resolution. Kagaari, Munene, and Ntayi (2010) have also highlighted that the timely delivery of goods and the duration between order placement and delivery, commonly referred to as lead-time, are significant factors in establishing a productive connection between suppliers and consumers.

In addition, the concept of on-time delivery refers to a company's ability to meet its delivery obligations within the agreed-upon timeframe, commonly referred to as the delivery date. Failing to complete assigned tasks within the specified time frame can result in reduced efficiency. It is important to note that achieving on-time delivery requires the effective coordination of all factors involved in the delivery process. The metric of on-time delivery serves as an indicator of the effectiveness of both process and supply chain management. It quantifies the extent to which completed goods or services are delivered to clients within the designated timeframe and without any deficiencies. This metric aids in assessing the degree of efficiency with which we are fulfilling our customers' expectations or the mutually agreed upon timeframes. If the numerical value is insufficient or falls below the established standard, it may serve as an indication that there are obstacles or inefficiencies within the supply chain. These obstacles might include operations that are time-consuming, ineffective, or fail to provide value. Consequently, it is advisable to conduct a thorough analysis or consider using a slower delivery approach.

2.2.3 Supply Chain Agility and Marketing Performance

Many studies have demonstrated that a more agile supply chain is associated with more successful marketing campaigns (Das et al., 2006; Devaraj et al., 2007; Flynn et al., 2010; Liu et al., 2012), leading scholars to this conclusion. Despite this, a number of academics have voiced doubts about the ideal level of supply chain flexibility required to optimise operational success in academic and practical settings. When looking at the connection between an agile supply chain and effective operations, many studies have come to conflicting conclusions. Specifically, a negative link was shown by Koufteros et al. (2005), although no direct association was seen by Stank et al. (2001). Differences in outcomes are mostly attributable to difficulties in defining the scope of supply chain integration and the possible monetary cost of putting it into practice in the real world. For this reason, it is argued that a direct connection alone is insufficient for a full comprehension of the relationship between supply chain integration and the quality of service delivery. The complex relationship between these elements, however, allows for a fuller understanding of how they affect the organization's performance as a whole (Swink et al., 2007).

In contrast to companies with a narrow focus on supply chain management, those with a broad scope of integration are more likely to prioritise supplier and consumer alignment (Vijay and Keah, 2010). Their supply chain alliances may also be responsible for their improved success. Instead than focussing just on first-tier suppliers and customers, these researchers stress the need of taking a holistic view of the supply chain. The authors also stress the need of looking into ways to make supply chain integration initiatives more inclusive. Marcos and Mendes (2010) state that in order to enhance participation and cooperation inside a company's supply chain, namely at the buyer-supplier interface, supply chain integration mechanisms should be put into place. Facilitating supplier engagement during the problem-solving process was made possible by the collaboration between the organization's procurement and manufacturing units. Customer integration seems to take precedence in resolving supply issues for Original Equipment Manufacturing (OEM) companies. A key strategy for improving company performance and getting an advantage in the market is supplier integration, says Ru-Jen (2009). Participation of suppliers, integration of designs, reduction of supplier bases, commitment of suppliers, and information exchange practices are some of the aspects of supplier integration that the author explores. The goal is to find out how they affect time-based competition, particularly in regards to production cycle time, delivery dependability, new product development time, and delivery speed. A company's performance in a time-based competition is positively affected by supplier integration, according to the statistics.

In order to increase the degree of connection between supply chain management practises and competitive competency, supply chain integration is an essential infrastructure mechanism, according to Kim (2009a). As a result, supply chain performance is affected by both variables. If you want to outperform your competitors, Kim (2009b) claims that you

need to combine supply chain management (SCM) with market-related diversification techniques.Consequently, we thus provide the subsequent hypotheses:

H_{01}: Accessibility has no significant association with cost efficiency of four-star hotels in Rivers State.

H_{01}: Accessibility has no significant connection with on-time deliveryof four-star hotels in Rivers State.

H_{02}: There is no significant associationwith flexibility and cost efficiency of hotels in Rivers State.

H_{03}: Flexibility has no significant relationship with on-time deliveryof hotels in Rivers State.

2.3 Empirical Review

In a study conducted by Sana (2010), the author investigated the effects of supply chain agility on long-term relationships within the service business. Supply chain management has emerged as a viable and effective approach for establishing strong linkages among partners involved in a business operation. The use of this approach guarantees efficient allocation of resources and timely execution of tasks across various operational processes, leading to its widespread adoption across diverse sectors. Technology plays a crucial part in the supply chain management (SCM) system, enabling it to exhibit both flexibility and agility. This is particularly crucial in the contemporary day, when a rapid reaction time is highly valued. This article aims to examine the influence of supply chain agility on long-term relationships within the service industry. This study has selected a sample of 60 call centres in Tunisia that operate for both outbound and incoming calls. In terms of inputs for supply chain agility, it is observed that information systems flexibility has a more favourable influence compared to human resources flexibility on the organization's enduring rapport with its clientele. Nevertheless, the agility of supply chain (SC) appears to exert a detrimental impact on long-term (LT) trade with clients in this particular industry. The findings indicate that consumers tend to prioritise the degree to which their expectations have been addressed above the actual speed of the response. The influence of customer orientation and competitive priorities on a well-established firm in this industry has been found to be substantial. This study has both theoretical and practical consequences. The paper also addresses its limitations and provides recommendations for further research.

Rashmi, Duryodhan, Jamini, and Avinash (2021)undertook a study that investigated how improving operational procedures might affect cost efficiency. The study collected data from 398 top executives of steel producing businesses in India using an experimental research technique. In order to investigate this modern idea, the current study employed analyses that included Smart-partial least square (PLS) version 3.3.2, confirmatory factor analysis, and PLS structural equational modelling. The findings show that the SCA-related factors significantly affect the operational efficiency of the business. To go a step further, one could say that the way cost savings are shown here shows how the SCAF and OP are somewhat mediating. Supply chain agility and flexibility (SCAF) has a less impact on cost efficiency

than cost reductions do on operational performance (OPs). Consequently, it is advised that management teams within the manufacturing sector emphasise the significance of strategic competitive advantage (SCA) as a holistic framework for addressing market demands within an unpredictable business climate. The success of SCA may be attributed to its effective methods in navigating the ever-changing and highly competitive contemporary business landscape. Managers must have a thorough grasp of the consequences of agility in order to set up a system for evaluating performance and identifying inconsistencies within a company. This research found that improvements in operational metrics, particularly in terms of performance and adaptability, are anticipated to result in enhanced company performance. This study aims to conceptualise the complementary impacts of strategic IT capacity (SCA) and organisationalpractises (OPs), as well as the mediating role of cost savings in this relationship. The implementation of SC agile is a particularly crucial strategy for enhancing customer satisfaction and establishing a unique market position.

3. METHODOLOGY

This study adopted a philosophical stand-point that aligns with a realist ontology and an objectivist epistemology. This study focused on quasi-experimental research, drawing upon principles from the social and behavioural sciences. Therefore, the researcher had minimal to no control over the study aspects due to the non-contrived nature of the chosen research setting. Consequently, the researcher had only limited control over the materials under study. Consequently, the study's research design was a cross-sectional survey, and it used a nomothetic methodological technique, collecting data mostly through questionnaires.

Hotel chains in Rivers with four-star ratings make up the study's population. The Hotel Association of Nigeria reports that twelve (12) hotels in Rivers State are classified as four-star (HAN, 2023).

This study focused on specific rooms at each hotel. Store officers, accountants/auditors, general managers, assistant managers, managers of human resources, marketing, operations, procurement, food and beverage, and general managers are all engaged. The study's target population consists of these nine (9) top rankings from among the thirteen (13) hotels. According to the data shown above, a grand total of 117 senior staff members are eligible for inclusion in the study. It is pertinent to mention that no samples were drawn since the intended population size of 117 is manageable. So, the researcher distributed questionnaires to the relevant hotel staff members at the specified establishments.

Secondary and primary data are the two main types of information gathered for this study. Literature reviews of pertinent and associated publications, journals, reports, and other reputable sources provided the secondary data. In contrast, structured questionnaires were used to collect the main data. Since questionnaires are reliable, consistent, and first-hand sources of information, they allowed the researcher to gain a dispassionate view of the topics under study (Kombo & Tromp, 2012).

The data collection instrument's face and content validity were the primary research foci in this study. People well-versed in management and human resources reviewed the tool carefully. The statement questions on the instrument are both easily understandable and

readable for respondents, and they adequately explain the circumstances in each case, which contributes to its face validity. Based on Cronbach's alpha, which is considered good when it's over 0.8 and acceptable when it's within 0.7 (70%) this study used it.

Finally, in order to determine the association between supply chain agility and marketing success, Spearman's Rank Correlation Coefficient was employed. Statistical Package for the Social Sciences (SPSS) version 25 will be used to ease all analyses.

4. RESULTS AND DISCUSSION

4.1 Response Rate

Table 4.1: Questionnaire Distribution and Retrieval

Questionnaire	Frequency	Percent
Distributed	117	100%
Retrieved and Usable	98	83.8%
Not retrieved	0	0%
Discarded	19	16.2%

Source: Survey Data, 2025

Table 4.1 above shows a total of one hundred and seventeen (117) copies of questionnaires distributed. Ninety-eight (98) of 83.8% copies of questionnaires were retrieved. Nineteen (19) copies of questionnaires of 16.2% were discarded. Ninety-eight (98) representing 83.8% of the total copies of questionnaires distributed was useful in the study.

4.2 Test of Hypotheses using Spearman Rank Order Correlation

Test of Hypothesis One (Ho_1): Accessibility has no significant relationship with cost efficiency of four-star hotels in Rivers State.

Table 4.2: Correlation Analysis showing the relationship between of accessibilityand cost efficiency.

Correlations

			Accessibility	Cost Efficiency
Spearman's rho	**Accessibility**	Correlation Coefficient	1.000	.912**
		Sig. (2-tailed)	.	.000
		N	98	98
	Cost Efficiency	Correlation Coefficient	.912**	1.000
		Sig. (2-tailed)	.000	.
		N	98	98

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey Data, 20225, SPSS 22.0 Output

Decision: A Spearman Rank Correlation Coefficient of 0.912 and a probability value of 0.000 are shown in the result above. This finding provides more evidence that four-star hotels in Rivers State are more cost-effective and easier to reach. Since the probability value (0.000) is less than the 0.05 level of significance, we may conclude that the null hypothesis is rejected and the alternative hypothesis is accepted.

Test of Hypothesis Two(Ho_2): Accessibility has no significant relationship with on-time delivery of four-star hotels in Rivers State.

Table 4.3: Correlation Analysis showing the relationship between of alertness and on-time delivery

Correlations

			Accessibility	On-Time Delivery
Spearman's rho	**Accessibility**	Correlation Coefficient	1.000	.908**
		Sig. (2-tailed)	.	.000
		N	98	98
	On-Time Delivery	Correlation Coefficient	.908**	1.000
		Sig. (2-tailed)	.000	.
		N	98	98

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey Data, 2025, SPSS 22.0 Output

Decision: The likelihood value is 0.000, and the Spearman Rank Correlation Coefficient is 0.908, as seen in the result above. According to this finding, four-star hotel accessibility and on-time delivery are positively and significantly correlated in Rivers State. Since the probability value (0.000) is less than the 0.05 level of significance, we may conclude that the null hypothesis is rejected and the alternative hypothesis is accepted.

Test of Hypothesis Three

Ho_3: There is no significant relationship between flexibility and cost efficiency of hotels in Rivers State.

Table 4.4: Correlation Analysis showing the relationship between of flexibility and cost efficiency

Correlations

			Flexibility	Cost Efficiency
Spearman's rho	Flexibility	Correlation Coefficient	1.000	.958**
		Sig. (2-tailed)	.	.000
		N	98	98
	Cost Efficiency	Correlation Coefficient	.958**	1.000
		Sig. (2-tailed)	.000	.
		N	98	98

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey Data, 2025, SPSS 22.0 Output

Decision: An output with a probability value of 0.000 and a Spearman Rank Correlation Coefficient of 0.958 is shown above. The results show that four-star hotels in Rivers State are more cost-effective when they are able to be flexible. Hence, since the probability value (0.000) is less than the 0.05 level of significance, we may reject the null hypothesis and accept the alternative hypothesis.

Test of Hypothesis Four

Ho_4: Flexibility has no significant relationship with on-time delivery of hotels in Rivers State.

Table 4.5: Correlation Analysis showing the relationship between of accessibility and on-time delivery

Correlations

			Accessibility	On-Time Delivery
Spearman's rho	**Accessibility**	Correlation Coefficient	1.000	.829**
		Sig. (2-tailed)	.	.000
		N	98	98
	On-Time Delivery	Correlation Coefficient	.829**	1.000
		Sig. (2-tailed)	.000	.
		N	98	98

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey Data, 2025, SPSS 22.0 Output

Decision: Above, we can see that the probability value is 0.000 and the Spearman Rank Correlation Coefficient is 0.829. This finding provides more evidence that the association between flexibility and on-time delivery of four-star hotels in Rivers State is robust and statistically significant. Hence, since the probability value (0.000) is less than the 0.05 level of significance, we may reject the null hypothesis and accept the alternative hypothesis.

4.3 Discussion of the Findings

i. Accessibility significantly and positively correlates with marketing performance and as such enhances indices such as cost efficiency and on-time delivery.

For the most part, the four hypotheses were tested using Spearman Rank Order. The results of the first hypothesis test indicated a 0.912 correlation and a 0.000 likelihood. This finding provides more evidence that four-star hotels in Rivers State are more cost-effective and easier to reach. Furthermore, a correlation value of 0.908 and a likelihood value of 0.000 were found in the results of the second hypothesis. According to this finding, four-star hotel accessibility and on-time delivery are positively and significantly correlated in Rivers State. Noteworthy to remark is the fact that this study's results are in line with those of Rashmi et al. (2021), which show that SCA-related characteristics directly affect OP for businesses. Furthermore, one may make the case that cost reductions mediate the link between the SCAF and OP to some extent. While strategic cost allocation flexibility does have an effect on cost reductions, the impact on operational performance is far more substantial. Findings from the study by Dubey et al. (2018) suggest that resources for supply chain connections and information exchange affect the capacity of supply chain visibility. As a moderating element, the dedication of senior management amplifies this impact. The outcome is a more agile, flexible, and aligned supply chain.

ii. Flexibility significantly and positively correlates with marketing performance and as such enhances indices such as cost efficiency and on-time delivery.

The results of hypothesis three indicated a correlation value of 0.958 and a probability value of 0.000. The findings indicate that four-star hotels in Rivers State exhibit greater cost-effectiveness when they maintain flexibility. The findings of the fourth hypothesis

indicated a correlation coefficient of 0.829 and a likelihood value of 0.000. This data further substantiates that the correlation between flexibility and punctual delivery in four-star hotels in Rivers State is strong and statistically significant. This study's results demonstrated a robust and favourable correlation between adaptability and marketing success metrics. Previous research indicate a favourable and statistically significant association between the parameters. Smith's (2018) study indicates that an agile supply chain strategy correlates favourably with supply chain performance when supply chain practices are executed and information system capabilities for agility are established. Research by Habibullah and Joel (2019) indicates that supply chain integration strongly influences both internal and external learning. Furthermore, it was determined that supply chain integration had no effect on organisational performance or supply chain agility.

5. CONCLUSION AND RECOMMENDATIONS

The results show that hotels in Rivers State are able to achieve marketing performance indices like cost efficiency and on-time delivery thanks to the supply chain agility dimensions of accessibility and flexibility. This study therefore concluded are follows:

i. The results showed a "strong and positive impact" when looking at the correlation between accessibility and marketing performance metrics like cost efficiency and on-time delivery.
ii. A "strong and positive impact" was found in the marketing performance metrics of cost efficiency and on-time delivery when looking at the correlation between flexibility and these metrics.

The following recommendations were approved in accordance with the study's declared results and conclusions:

i. Hotel management should adopt an end-to-end supply chain automation considering the repetitive changes of the customer needs and market competition. This will enable the hotel on the alert for customer and market needs dynamics, as this would lead to improve cost efficiency, productivity, and on-time delivery.
ii. Strategists of hotels should build collaborative network among competent suppliers, as these actions would result to access to useful information that addresses unforeseen challenges in times of scarcity of material inputs.

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