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# SUPPLY CHAIN INTEGRATION, RESILIENT PRACTICES, AND ECONOMIC SUSTAINABILITY OF SMALL AND MEDIUM ENTERPRISES IN LAGOS, NIGERIA

**By**

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## ABSTRACT
*This study examined the impact of supply chain integration and resilience on the economic sustainability of SMEs (retail firms) with reference to selected superstores in Lagos State, Nigeria. Leveraging on the resource based viewed and dynamic capability theory; the study adopted a survey-based research design in line with cross sectional data collection approach and multi-stage sampling techniques. 120 copies of questionnaire were administered to the supply chain and procurement managers at the selected superstores in which 98 copies were filled and retrieved. The data collected was analysed using descriptive statistics, with the use of Pearson Correlation as technique for hypotheses testing. The findings revealed a strong positive relationship between internal integration and economic sustainability, a substantial positive relationship between external integration and economic sustainability, and a significant relationship between economic sustainability and supply chain resilience. The study therefore recommended that firms should establish an integrated and resilient supply chain process to boost performance. The managements of retail firms in Lagos, Nigeria should invest more in training of their employees in their understanding of the importance of internal communication. Firms should also nurture relationships with suppliers to improve coordination.*

**Keywords:** Economic sustainability, resilient practices, small and medium-sized enterprises, supply chain integration

## 1. Introduction
In today's rapidly evolving global economy, small and medium-sized enterprises (SMEs) occupy a critical role in fostering economic development, job creation, and innovation, particularly in developing and emerging markets (Alshahrani & Salam, 2022). As globalization, digital transformation, and unpredictable disruptions such as pandemics, geopolitical tensions, and climate-related disasters continue to reshape the business landscape, the need for robust, adaptive, and sustainable supply chains becomes ever more pressing. This is because the frequent challenges encountered by these SMEs as related to supply chain management hinders their integration into regional and global supply chain (Karmaker, Al Aziz, Palit, & Bari, 2023). Thus, as these organisations face more dynamic and fierce competition within the business world, the integration of supply chain processes, the adoption of resilient practices, and the pursuit of economic sustainability have emerged as interdependent strategic imperatives that determine the survival and competitive positioning of SMEs. Despite their substantial contributions to national economies, SMEs often operate with limited resources, weak infrastructure, and fragmented supply chains, which collectively hinder their capacity to absorb shocks, respond to uncertainty, and maintain consistent value delivery.
Supply Chain Integration (SCI), as a strategic approach, refers to the alignment and seamless coordination of supply chain activities, information, and processes across intra- and inter-organizational boundaries. Effective SCI enables firms to synchronize operations with

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suppliers, distributors, and customers, thereby improving visibility, reducing redundancies, and enhancing responsiveness (Flynn, Huo, & Zhao, 2010; Hove-Sibanda & Pooe, 2018). For SMEs, which frequently lack economies of scale and bargaining power, the integration of their supply chain with key stakeholders can enhance their agility and market reach. However, many SMEs struggle with low technological adoption, poor communication infrastructures, and cultural barriers to collaboration, all of which undermine effective integration (Wang, Gunasekaran, Ngai, & Papadopoulos, 2016).

Closely aligned with supply chain integration is the concept of resilience, which has gained prominence as organizations seek to manage increasing levels of risk and volatility. Supply chain resilience refers to the ability of a firm to prepare for, respond to, and recover from disruptions while maintaining continuity and adapting to post-crisis conditions (Piprani, Mohezar, & Jaafar, 2020; Al-Refraie, Al-Tahat, & Lepkova, 2020). In SMEs, resilient practices often encompass proactive risk management, supplier diversification, digital traceability, and flexible procurement strategies. While large corporations may have the capacity to implement complex risk mitigation frameworks, SMEs are typically more vulnerable due to financial constraints and lack of contingency planning capabilities. Nevertheless, research suggests that embedding resilience into supply chain strategies can significantly enhance SMEs' ability to maintain operations during crises, minimize losses, and recover faster (Ali, Mahfouz, & Arisha, 2017; Piprani et al., 2020).

Economic sustainability, on the other hand, refers to the ability of firms to generate value over the long term without exhausting financial, human, or ecological resources. In the supply chain context, this entails cost efficiency, profitability, local content development, and inclusive growth. For SMEs, economic sustainability is not merely an operational goal but a survival requirement, particularly in volatile and resource-constrained environments. Integrating supply chain operations and adopting resilience-enhancing strategies are instrumental to achieving economic sustainability, as they foster process optimization, risk reduction, and sustained value delivery (Carter & Rogers, 2008; Kang, Yang, Park, & Huo, 2018; Donkor, Papadopoulous, & Spiegler, 2024). However, there is a paucity of empirical research examining how these factors interact and reinforce each other in the context of SMEs' supply chains, especially in developing countries.

The COVID-19 pandemic, recent energy shocks, and climate-related events have exposed the fragility of many supply chains and highlighted the urgent need for adaptive and sustainable models. These events have underscored that operational excellence alone is no longer sufficient; rather, supply chains must be strategically integrated, resiliently structured, and economically sustainable. In response, academic and industry interest in the triadic relationship among supply chain integration, resilience, and sustainability has intensified. However, much of the existing literature focuses on large enterprises and global corporations, often neglecting the specific constraints and enablers that define the SME ecosystem. This research seeks to fill this gap by systematically examining the interlinkages between supply chain integration, resilient practices, and economic sustainability within the SME context.

This study is underpinned by the Resource-Based View (RBV) and Dynamic Capabilities Theory (DCT). The RBV posits that firms derive competitive advantage from unique, valuable, and inimitable resources (Barney, 1991), which in this case include integrative supply chain capabilities and resilience competencies. Meanwhile, the DCT emphasizes the firm's ability to adapt, renew, and reconfigure internal and external competencies to address rapidly changing environments (Teece, Pisano, & Shuen, 1997). Both frameworks offer a theoretical lens through which the synergistic effects of SCI and resilience on economic sustainability can be explored and understood within SMEs.

Therefore, this research seeks to investigate the extent to which supply chain integration and resilient practices contribute to the economic sustainability of SMEs' supply chains. It aims to

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provide empirical insights that will inform managerial strategies and policy interventions for strengthening SMEs' supply chain capabilities. Thus, the research questions are as follows:

i. What is the relationship between internal integration and economic sustainability of SMEs supply chain in Lagos?
ii. In what way does external integration affect economic sustainability among SMEs in Lagos?
iii. To what extent do resilient supply chain practices impact economic sustainability of SME's supply chain in Lagos?

## 2. Literature Review

### 2.1 Review of Concepts

#### 2.1.1 Supply Chain Integration (SCI)

Supply chain integration refers to the extent to which firms systematically collaborate with supply chain partners to manage both intra and inter-organizational processes (Stevens & Johnson, 2016; Khan et al., 2018). It entails aligning the internal processes while collaborating with external suppliers to aid firm's competitive advantage and survival. Integration can be internal (across functional units) or external (with suppliers, customers, and other stakeholders). Internal integration entails the collaboration of internal function that enables managers to obtain information from various business units. While external integration involves the coordination between a firm and their external partners with the aim of optimizing the movement of information, services, and goods.

SCI is a strategic process undertaken by managers of resources to promote cross-functional coordination, data sharing, streamlined workflows, relational capital, and joint decision-making with partners (Flynn et al., 2010). However, its applicability in depth and direction in varying organisations have proffer diverse results and associated constraints. According to Leuschner, Rogers, and Charvet (2013) customer and supplier integration are positively associated with firm performance across industries. Likewise, Oubrahim, Sefiani, & Happonen (2023) reported that moderate integration in SMEs improves responsiveness and customer satisfaction, whereas the work of Jing and Fan (2024) argued that SCI plays partial mediating role between digital transformation and supply chain performance. Furthermore, as much as SCI is often constrained in SMEs by technological underdevelopment, trust deficits, and limited organizational slack (Vaaland & Heide, 2007), its impacts on long-term sustainability remains underexplored, particularly among resource-constrained SMEs such as retail firms.

#### 2.1.2 Supply Chain Resilience (SCR)

The term resilience originated from engineering (Hollnagel, Woods, & Leveson, 2006). It shall be viewed in many ways, but it is the fundamental capability of firms. From an organization's perspective, supply chain resilience is the ability of a firm to get back to its desired level of performance after experiencing a disruption or shock in its supply chains (Piprani et al., 2020). Supply chain resilience is defined as the ability to prepare for, respond to, and recover from supply chain disruptions while maintaining operational continuity and performance (Pettit, Fiksel, & Croxton, 2010). According to Christopher and Peck (2004), supply chain resilience can be defined as "*the ability of a supply chain to return to normal operating performance, within an acceptable period, after being disturbed*". To this end, varying principles and practices have been used to operationalized SCR with associated direct and indirect results on organizational performance. In the work of Christopher and Peck (2004), resilience was based on supply chain re-engineering, collaboration, agility, and supply chain risk management culture while Kamalahmadi & Parast, (2016) believed SMEs resilience is derived from entrepreneurial orientation, network flexibility, and informal communication channels. Hence, as the work of Sheffi and Rice (2005) emphasized the importance of redundancy and flexibility as dual strategies in achieving resilience, Ivanov and Dolgui (2020) believed that resilience

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building practices in SMEs can be link to improved continuity and cost containment during crises such as COVID-19 and global supply shocks.

### 2.1.3 Economic Sustainability in SMEs Supply Chains

Economic sustainability refers to a firm's ability to generate long-term economic value without compromising future resources (Carter & Rogers, 2008; Khan et al., 2018; Donkor et al., 2024)). It involves the capability of the economy as a subsystem of sustainability and its ability to survive and not affect the future generation (Donkor et al., 2024). In the context of SME supply chains, economic sustainability encompasses profitability, cost efficiency, resource optimization, and market competitiveness. Studies such as those by Govindan, Azevedo, Carvalho, and Cruz-Machado (2016) argue that economic sustainability is not mutually exclusive from environmental and social sustainability, but for SMEs especially in developing countries; it often takes precedence due to limited financial and human capital. Supply chain strategies that enhance efficiency, reduce waste, and manage risks tend to directly contribute to economic sustainability (Elkington, 1997).

Sustainable supply chain management (SSCM) frameworks emphasize the integration of environmental and social practices into traditional economic models (Seuring & Müller, 2008). However, the relevance and feasibility of these frameworks in SME environments are still debated. Small firms such as retail trading firms often lack the incentives or regulatory pressure to adopt sustainability initiatives, unless aligned with economic goals such as reducing operational costs, improving market access, or fulfilling buyer requirements (Lee, 2008).

## 2.2 Theoretical Framework

### 2.2.1 Resource Based View Theory

The Resource-Based View (RBV) posits that firms with unique, valuable, and hard-to-imitate resources achieve superior integration by leveraging internal strengths to coordinate processes, information, and relationships across the supply chain. In turn, these resource advantages translate into measurable gains in efficiency, responsiveness, and financial outcomes (Barney, 1991), which in this case include integrative supply chain capabilities and resilience competencies.

From an RBV perspective, supply chain integration (SCI) emerges when firms deploy their unique resources such as proprietary information systems, skilled personnel, and collaborative routines to synchronize activities with suppliers and customers (Vitorino-Filho & Moori, 2020). An understanding of the RBV theory is important as resource complementarities across partners foster seamless integration and joint value creation. It helps businesses to enhance integration across supply chain partners to improve performance (Vitorino-Filho & Moori, 2020).

### 2.2.2 Dynamic Capabilities Theory

The DCT emphasizes the ability of businesses to quickly adapt, renew, and reconfigure internal and external competencies to rapidly address and counter the effect of the changing external business environments (Teece et al., 1997). The theory emphasizes a firm’s ability to sense opportunities and threats, seize promising paths, and reconfigure assets in rapidly changing environments. Applied to supply chains, dynamic capabilities underpin the development of flexible integration mechanisms such as real-time information sharing and joint problem solving that bolster resilience and drive sustained performance improvements (Raj, Sharma, Shukla, and Sharma, 2025). Both dynamic capabilities theory and resource-based view offer a theoretical lens through which the synergistic effects of supply chain integration and resilience on economic sustainability of small and medium enterprises can be explored and understood.

## 2.3 Empirical Review

Alshahrani and Salam (2022) studied the role of supply chain resilience on SMEs’ performance. Focusing on Saudi Arabia, the study used three dimensions of resilience (robustness, agility, and flexibility) to determine the supply chain resilience on the performance

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of SMEs. The study utilized a quantitative research design with data collection carried out through self-administered questionnaire. 225 samples of SME managers in Saudi Arabia were collected and the hypothesized model was tested using the SPSS/Amos 26. The study found that supply chain flexibility and agility had a significant positive relationship with SMEs' production and sales performance. It was also revealed overall that a significant positive relationship existed between supply chain resilience and SMEs' performance.

Piprani, Mohezar, and Jaafar (2020) investigated the influence of supply chain integration on supply chain resilience and supply chain dimensions of large-scale manufacturing firms in Pakistan. A quantitative approach using questionnaire survey was employed to examine the hypotheses and theoretical framework. Data were collected from 182 Pakistan manufacturing firms and data analysis was carried out using the SMART PLS version 3.2.7. Findings from the study depicted a significant contribution of supply chain integration to supply chain resilience while supply chain resilience has a substantial impact on supply chain performance. It was also found that the relationship between supply chain performance and supply chain integration was determined by the level of supply chain resilience.

Khan and Wisner (2019) analyzed the interrelationships among supply chain integration, agility, learning, and organizational performance. The study's hypotheses were tested using a structural equation model and survey data was collected from 257 publicly-owned Pakistani companies. The study's result showed that supply chain integration significantly impacted internal and external learning. Also, the study showed that supply chain performance did not have a significant influence on supply chain agility and firm performance. It was also revealed that internal learning did not have a substantial influence on supply chain agility but had a significant effect on firm performance.

Hove-Sibanda and Pooe (2018) examined how firms can enhance the performance of the supply chain through supply chain practices and supply chain e-collaboration. The study adopted a quantitative design and survey questionnaires were distributed to 500 senior managers representing 350 firms from the association of supply chain management professionals in Africa (SAPICS). Convenient and purposive sampling technique was used. Structural equation modelling technique and a confirmatory factor analysis were adopted to assess the psychometric properties of the measurement scale and to test hypotheses using the path modelling technique. Findings from the study showed that supply chain had a significantly strong and positive relationship with supply chain e-collaboration. It was also discovered that a positive and significant relationship existed between strategic information sharing, supply chain performance, and supply chain competence. Supply chain e-collaboration is also has a significant impact on supply chain competence, while supply chain competence was found to negatively influence supply chain performance.

Ali, Nagalingam, and Gurd (2017) examined the enablers, risks, and barriers faced by SMEs of perishable product supply chains (PPSCs) and how they could build resilience for sustainability. An exploratory case study focusing on the citrus industry was utilized to explore the key factors involved in building supply chain resilience. The study used semi-structured interviews conducted with 30 managers of PPSC firms in Australia, who were selected using purposive sampling method. Results from the study revealed that inadequate investment in R&D, lack of managerial autonomy, and lack of IT integration are three of the key barriers stopping SMEs from achieving the desired level of performance and resilience. The study also established that 63 percent of the risks SMEs face are internal to the supply chain.

## 3. Methods

This study adopted quantitative methods which are generally associated with the philosophical traditions of positivism. A cross-sectional survey research design with focus on experts involved in supply chain activities such as supply chain managers, procurements, logistics and

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admin managers in selected superstores in Lagos, Nigeria which as at the time of this study totaled 130 were purposively selected for this study (see Table 1). Using the figure as the population for the study, a representative sample size was determined through Yamane (1967) formula as given below:

$$n = \frac{N}{(1 + N(e)^2}$$

Where n is the sample size, N is the population size and e is the sampling error (0.05). From the above expression, the sample size is obtained as:

$$n = \frac{130}{(1 + 130(0.05)^2} = 98$$

Thus, a total sample size of 98 supply chain experts is sufficient for this study.

**Table 1: Population and Sample composition of supply chain experts in selected Superstores**

| **Superstores** | Addide | Bokku | Great Grace | Just rite | More mart | Yem Yem | Total |
|---|---|---|---|---|---|---|---|
| Total No of Experts ($N_i$) | 40 | 64 | 1 | 22 | 1 | 2 | 130 |
| Number of experts in the sample ($n_i = n \frac{N_i}{N}$), where n is 98, and N is 130. | 30 | 48 | 1 | 16 | 1 | 2 | 98 |

**Source: HR Managers of each store (2024)**

While, a multistage sampling method (stratified and purposive sampling) was used to ensure generalized representations and select respondents from the selected superstores in Lagos, Nigeria (see Table 1). The research instrument was validated through face and content validity while, pilot survey was conducted to examine the internal consistency of the instrument. The computed overall Cronbach alpha coefficient 0.742 was deemed satisfactory based on Cooper and Schindler (2011) assertion that Cronbach alpha coefficient of 0.7 or above is considered acceptable**.** Moreover, the study ensured that the data gauged from respondents were properly protected and used only for this study.

## 4. Results

The study administered 120 copies of questionnaire to reduce sampling error, minimise case of non-return of questionnaire and non-response bias. Out of 100 questionnaires retrieved with the support of research assistants, a sizable 98 copies of questionnaire were valid for the analysis, which represented an effective response rate of 81.7 percent. The data collected were analysed through descriptive and inferential statistics (Pearson correlation) with the aid of SPSS statistical analysis tool. The Pearson correlation was selected to understand the magnitude and direction of relationship between the measured variables.

### 4.1 Socio-Demographic Characteristics of Respondents

The analysis of the respondents' profiles from the study on supply chain integration, resilient practices, and economic sustainability of retail firms supply chain in Lagos state, Nigeria, revealed that 62.2% (61) of the respondents are males while 37.8% (37) are females (see Table 2). This indicates that majority of the supply chain managers, procurements, logistics and admin managers of selected superstores in Lagos are males. Regarding the age range, the table also reveals that 55.1% (54) of the respondents are within the age bracket of 31-40 years while 44.9% (44) are within the age circle of 41-50 years. Their educational qualifications also shows that 79.6% (78) of them had HND/BSC as their highest educational qualification while 20.4% (20) had MSC/MBA as their highest educational qualification. With respects to respondent's years of experience, 58.2% (57) have had between 1 to 5 years' experience at their superstores,

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34.7% (34) have between 5 to 10 years' experience, and 7.1% (7) have had between 10 years and above experience at their superstores.

**Table 2: Demographic Characteristics of Respondents**

| | | **Frequency** | **Percent** |
|---|---|---|---|
| **Gender** | Male | 61 | 62.2 |
| | Female | 37 | 37.8 |
| | **Total** | **98** | **100.0** |
| **Age** | 31-40 years | 54 | 55.1 |
| | 41-50 years | 44 | 44.9 |
| | **Total** | **98** | **100.0** |
| **Educational Qualification** | HND/BSC | 78 | 79.6 |
| | MSC/MBA | 20 | 20.4 |
| | **Total** | **98** | **100.0** |
| **Year of Experience** | 1-5 years | 57 | 58.2 |
| | 5-10 years | 34 | 34.7 |
| | 10 years and above | 7 | 7.1 |
| | **Total** | **98** | **100.0** |

**Source: Field survey, 2024**

## 4.2 Test of Hypothesis

**Table 3: Pearson Correlation Output**

| Correlations | | | | |
|---|---|---|---|---|
| | | Flow of Information and Effective Communication | Lead Time, Delivery and Customer Repurchase | Risk Mitigation and Supply Chain Disruptions |
| Internal Integration | Pearson Correlation | 0.746* | | |
| | Sig. (2-tailed) | .000 | | |
| | N | 98 | | |
| External Integration | Pearson Correlation | .000 | 0.638* | |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | .000 | 98 | |
| Adoption of Resilient Supply Chain Practice | Pearson Correlation | .000 | .000 | 0.971* |
| | Sig. (2-tailed) | .000 | .000 | .000 |
| | N | .000 | .000 | 98 |
| *. Correlation is significant at the 0.01 level (2-tailed). | | | | |

**Source: SPSS output, 2024**

The results of the correlation analysis in Table 3 revealed strong and positive relationship between the independents and dependents variables. Thus, with a correlation coefficient r = 0.746, p = 0.000, this implied that there is a positive and strong relationship between the internal integration and flow of information and effective communication. Likewise, external supply chain integration showed a substantial positive relationship (r = 0.638) with lead time, delivery, and customer repurchase. Moreover, resilient practices revealed a strong positive relationship (r = 0.971) with risk mitigation. Altogether, since the probability value = 0.000 is less than the level of significance (0.01), the null hypotheses are rejected.

## 5. Discussion

The results of this study reveal a significant positive relationship between internal integration and economic sustainability among SMEs in the retail sector. Specifically, the findings suggest that effective internal integration enhances the seamless coordination and communication

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between various departments and units within firms. This internal cohesion fosters the prompt flow of information, eliminates departmental silos, and promotes real-time data sharing, all of which contribute to improved operational efficiency. Such integration leads to more informed and timely decision-making, reduction in operational delays, and synchronized intra-organizational processes, which collectively support the economic sustainability of retail SMEs operating in increasingly competitive environments. These findings are consistent with those of Khan and Wisner (2019), and Hussein and Song (2024), whose findings emphasize the role of internal integration mechanisms; such as effective communication, employee training, and robust information sharing in enhancing organizational performance and port economic sustainability respectively. Similarly, Kang et al., (2018) affirm that internal integration is instrumental in promoting intra-organizational sustainability practices.

Furthermore, the study underscores the importance of external integration in achieving economic sustainability. Collaboration and coordination with external stakeholders particularly suppliers, distributors, and customers were found to significantly enhance the accuracy of lead times, optimize delivery schedules, and promote customer retention. Improved external integration contributes to superior inventory management, thereby reducing incidences of stock-outs and overstocking, which in turn leads to higher customer satisfaction and loyalty. This aligns with the findings of Nguyen, Phan, and Matsui (2022), where external integration was reported to have a significant and positive impact on economic performance of the sampled firms. Likewise, it supports Kang et al. (2018) study, who highlighted the pivotal role of supplier and customer integration as enablers of intra-organizational sustainability management practices (SMPs). The study thus confirms that strengthening both upstream and downstream relationships within the supply chain is vital for ensuring repeat purchases and sustaining the economic viability of SMEs in the retail sector.

Lastly, the study demonstrates that the adoption of resilient supply chain practices plays a crucial role in mitigating the adverse effects of supply chain disruptions. Practices such as supplier diversification, the maintenance of buffer inventories, and the implementation of robust risk management frameworks were identified as key strategies that enable SMEs to maintain continuous operations amidst uncertainty. These practices help minimize potential losses and uphold service delivery standards during unforeseen events, thereby contributing to long-term economic sustainability. These findings are consistent with the work of Chowdhury and Quaddus (2017), who conceptualized supply chain resilience as a multidimensional construct requiring both proactive and reactive strategies. Their research underscores the necessity for supply chain managers to design systems capable of absorbing shocks and rapidly recovering from disruptions. Additionally, the study corroborates the conclusions of Pu, Li, and Bai (2022), who emphasized that proactive measures, adaptive configurations, and rapid response capabilities are integral to achieving a sustainable competitive advantage through resilient supply chains. Moreover, the finding is consistent with the work of Alshahrani and Salam (2022) whose study revealed a positive relationship existed between supply chain resilience and SMEs' performance.

However, the findings also resonate with the concerns raised by Ali, Nagalingam, and Gurd (2017) research work, which identified inadequate integration and limited decision-making autonomy as impediments to achieving effective supply chain resilience. Their study highlights the existing gap in understanding the key drivers necessary for the development of sustainable and resilient supply chains. This suggests the need for future research to further explore the interplay between integration levels, autonomy in decision-making, and the adoption of resilience-enhancing practices, particularly within the SME context.

## 6. Theoretical Implications

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This study sampled retail stores to examine the relationship of supply chain integration, resilience, and economic sustainability based on the theoretical ground of resource-based view and dynamic capabilities theories. On the grounds, the findings of the study contribute to extant literature as follows: first, the significant relationship observed within the supply chain integration variables of internal and external integration with economic sustainability reaffirm the theoretical grounding that firms could develop, utilize, and sustain competitive advantages through its effective and efficient usage of its internal and external resources (tangible or intangible) (Barney, 1991). Moreover, the significance revealed by external integration on economic sustainability of sampled retail stores expands the traditional theoretical understanding of RBV by emphasizing on the importance of relational intangible resources. Thereby, reinforcing the evolving argument that SMEs derive sustainable value not only from internal capabilities but also from their ability to mobilize and coordinate resources embedded in their supply networks.

Next, in respect to the dynamic capability theory, the findings of the study demonstrated that supply chain resilience embodies a higher-order capability that allows firms to reconfigure and adapt their resource base in response to environmental disruptions. The ability of SMEs to maintain performance stability through practices such as supplier diversification, buffer inventories, and proactive risk management aligns with the DCT's proposition that firms achieve long-term competitiveness by dynamically renewing their operational routines (Teece et al., 1997). The study empirically validates that resilience practices function as adaptive mechanisms, enabling SMEs (in the case of retail stores) to sense potential disruptions, seize opportunities for realignment, and transform existing capabilities to sustain economic outcomes.

Finally, the results also extend DCT by revealing that SCI and resilience are interdependent dynamic capabilities rather than isolated constructs. Internal integration enhances a firm's absorptive capacity that is, the ability to internalize and apply new knowledge while external integration strengthens collaborative learning and resource reconfiguration across the supply chain. Together, these capabilities form a synergistic adaptive system that supports retail stores in navigating turbulent market conditions and achieving sustained economic viability. This theoretical contribution broadens the application of DCT by demonstrating how small firms in developing economies operationalize dynamic capabilities under conditions of resource scarcity and environmental volatility.

## 7. Conclusion and Recommendations

The study examined the interconnected roles of supply chain integration (SCI) and resilient practices on economic sustainability on SMEs supply chain within the context of retail firms in Lagos, Nigeria. Drawing upon the Resource-Based View (RBV) and Dynamic Capabilities Theory (DCT), the research concluded that supply chain integration and the adoption of resilient practices have a significant effect and relationship on economic sustainability of SMEs supply chain in Lagos, Nigeria. The empirical results demonstrated that internal integration and external integration significantly relate and contribute to economic sustainability. The study thus advances theoretical knowledge by articulating the pathways through which operational alignment and adaptive capacities translate into long-term business viability. In doing so, it provides a robust framework for SMEs seeking to build resilient, sustainable supply chains amidst systemic volatility. Based on the findings, the study recommended that, in order to boost performance, retail firms should go all out in integrating and establishing a resilient supply chain process coupled with investment in integrated IT systems that facilitate seamless communication and data sharing across departments. It also recommended that retail firms should establish and nurture strong relationships with suppliers and distributors through regular

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meetings, joint planning sessions, and shared performance metrics to align objectives and improve coordination.

## 8. Limitations and Suggestion for Further Studies

Basically, the research was conducted with a focus on selected retail firms in Lagos, Nigeria. Hence, while it provides rich insights on the relationship between supply chain integration, resilient practices and economic sustainability, it is not without limitations. The study is limited by its scope (variables measured and geographical location) and methodology which limits the generalization of its findings. Therefore, further studies can observe the relationship of the concepts longitudinally and the scope spanning to other retails firms within other geopolitical zones in Nigeria. Moreover, since economic sustainability was measured in the study, future studies can observe the relationship of supply chain integration and resilient with other mediating or moderating variables on environmental, and social sustainability.

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