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# Agile Supply Chain and Organizational Performance of Cable Manufacturing Firms in Nairobi City County, Kenya

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## ABSTRACT

**Purpose:** The purpose of this study was to examine the effect of agile supply chain on organizational performance of cable manufacturing firms in Nairobi city county, Kenya. Specifically, the study aimed to determine the effect of supply chain flexibility and information integration on organizational performance of cable manufacturing firms in Nairobi city county, Kenya.

**Methodology:** The research utilized a descriptive cross-sectional research design. The target population therefore consisted of 264 staff members drawn from the supply chain/logistics, operations, finance, and ICT departments across the 7 cable manufacturing firms in Nairobi city county, Kenya. The research utilized a stratified random sampling in the selection of 159 respondents determined using Slovin's Formula. The research utilized primary data collected through semi-structured questionnaires. The questionnaires generated both quantitative and qualitative data. Qualitative data was analyzed using thematic analysis, with the findings presented narratively. Quantitative data was analyzed using descriptive and inferential statistics with the help of SPSS version 28 statistical software. Descriptive statistics included mean, standard deviation, percentages, and frequency distribution. Inferential analysis was conducted using Pearson correlation coefficient and multivariate linear regression analysis.

**Findings:** The study found that that supply chain flexibility has a positive and significant effect on the organizational performance of cable manufacturing firms in Nairobi city county, Kenya. The study established that information integration has a positive and significant effect on the organizational performance of cable manufacturing firms in Nairobi city county, Kenya.

**Unique Contribution to Theory, Practice and Policy:** Therefore, the study recommends that firms should strengthen internal operational systems to enable rapid responses to changes in production schedules and support real-time decision-making. The study also recommends that cable manufacturing firms should strengthen employee training on digital supply chain systems to enhance technological skills and operational adaptability.

**Key Words:** *Agile Supply Chain, Supply Chain Flexibility, Information Integration And Organizational Performance*

## Background of the Study

Globally, manufacturing firms play a critical role in driving economic growth, fostering industrialization and creating employment opportunities across both developed and emerging economies (Akhil, Raj & De, 2025). Their performance is therefore crucial, as sustained productivity, efficiency, and competitiveness in the manufacturing sector directly influence national income, trade balances, and overall economic stability (Sutanto, Harianto & Balkan, 2023). However, despite their significance, many manufacturing firms continue to experience performance challenges reflected in declining profitability, reduced market share, and inefficiencies in operations. Nakabuye and Wassermann (2023) indicate that increased competition from new entrants, intensified globalization, and persistent supply chain disruptions have exerted considerable pressure on firms, limiting their ability to sustain growth and maintain competitive advantage.

Agile supply chain refers to a supply network's ability to rapidly sense, respond, and adapt to changing market conditions, customer demands, and operational disruptions while maintaining efficiency, flexibility, and service quality. As observed by Aljoghaiman and Bhatti (2022), agile supply chain is one of the most crucial success aspects in today's competitive environment due to its position in assisting in meeting market needs. According to Baroroh (2025), the pillars of an agile supply chain encompass demand sensing, rapid production adjustment, collaborative supplier relationships, and integrated information systems. These dimensions collectively enhance a firm's capacity to anticipate market shifts, optimize resource allocation, and coordinate across internal and external networks (Liu et al., 2024). Manufacturing firms can not only meet current market needs but also thrive amid future uncertainties, positioning themselves for sustained performance and competitive advantage, by embedding agility across these domains.

Agile supply chain acts as a foundational element that strengthens and improves organizational performance by enabling firms to respond proactively to disruptions, fluctuations, and uncertainties while maintaining core operations and service delivery (Keskin & Ungan, 2025). Agile supply chains equip firms with the capacity to mitigate risks, seize emerging opportunities, and optimize operational efficiency, by fostering flexibility, responsiveness, and real-time coordination. Consequently, organizations with agile supply chains demonstrate enhanced production efficiency, reduced lead times, and improved customer satisfaction. In essence, agile supply chain capabilities serve as a catalyst for improving organizational performance, driving continuous process improvement, and sustaining competitive advantage in dynamic, fast-changing, and uncertain business environments (Riofiandi & Tarigan, 2022).

## Statement of the Problem

Cable manufacturing firms Nairobi City County, Kenya play a critical role in supporting power, telecommunications, and industrial development, but operate in a turbulent environment marked

by intense competition, rising imports, shifting consumer demands, and frequent supply chain disruptions. Although many firms have adopted agile supply chain practices to enhance efficiency, responsiveness, and adaptability (Mwaiseje & Mwagike, 2022), performance challenges persist. Rising input costs, particularly energy and raw materials, have increased production expenses by over 15% between 2021 and 2024, further eroding profit margins (Kenya Association of Manufacturers, 2025). For instance, in 2024, East African Cables reported a deeper after-tax loss of KSh 358.8 million compared to KSh 301.9 million in 2023.

The company recorded a loss of KSh 345,273,000 in 2022, which rose to KSh 301,877,000 in 2023 and further worsened to KSh 358,762,000 in 2024, reflecting a 4% increase in losses over the two-year period. Although revenue remained substantial, it declined from KSh 2,605,761,000 in 2022 to KSh 2,322,295,000 in 2024, representing a 10.9% decrease. Gross profit margins weakened as cost of sales accounted for over 80% of total revenue, significantly compressing profitability. Operational efficiency indicators also reveal challenges, with maintenance costs rising from 1.6% in 2022 to 2.1% in 2024. These trends underscore the need to examine agile supply chain practices and organizational performance.

Various studies have explored the relationship between agile supply chain practices and organizational performance in different contexts in Kenya. For instance, Ali et al. (2024) examined the relationship between supply chain agility and supply chain performance of manufacturing firms in Mombasa County, while Mwendwa and Nteere (2025) investigated the effect of agile supply chain strategies on procurement performance of state corporations in the transport sector. Conceptually, Ali et al. (2024) focused on supply chain performance as the dependent variable, whereas Mwendwa and Nteere (2025) used procurement performance, limiting comparability. Contextually, the studies targeted different populations making their findings not generalizable to cable manufacturing firms. Therefore, this study sought to examine the effect of agile supply chain on the organizational performance of cable manufacturing firms Nairobi City County, Kenya.

**General Objective**

The general objective of this study was to examine the effect of agile supply chain on organizational performance of cable manufacturing firms in Nairobi City County, Kenya.

**Specific Objectives**

The specific objectives of the study were;

i. To determine the effect of supply chain flexibility on organizational performance of cable manufacturing firms in Nairobi City County, Kenya.
ii. To establish the effect of information integration on organizational performance of cable manufacturing firms in Nairobi City County, Kenya.

## Theoretical Framework

A theory is a well-founded explanation or framework that systematically describes, predicts, and interprets phenomena. It comprises a set of principles, concepts, or propositions developed through careful observation, experimentation, and analysis within a specific field of study (Latwal, 2020). This study was anchored on the contingency theory and relation view theory.

### Contingency theory

Contingency theory was developed by Fiedler in 1964. The theory asserts that organizational effectiveness depends on how well internal structures, strategies, and leadership styles align with external environmental conditions (Safari & Saleh, 2020). Unlike universal management theories, Contingency Theory emphasizes that no single organizational approach guarantees success; instead, optimal processes vary depending on situational factors such as market volatility, competitive intensity, operational uncertainty, and technological change. The theory provides a framework for understanding why organizations that adapt their strategies to specific contexts perform better than those that rigidly adhere to standard procedures, particularly in dynamic industries like cable manufacturing by considering the interaction between internal organizational variables and external environmental forces.

Contingency theory is built on several key assumptions that guide its application in organizational research. The theory assumes that there is no universally optimal way to structure, lead, or manage an organization; effectiveness depends on situational alignment between internal processes and external conditions (Abedin, 2022). Contingency theory assumes that environmental factors such as market demand fluctuations, technological changes, and competitive pressures significantly influence organizational performance. The theory further assumes that flexibility and adaptability are critical, as organizations must respond quickly to changes to maintain efficiency and competitiveness (Mark & Erude, 2023). Furthermore it posits that leaders and managers must continuously assess both internal capabilities and external challenges to design strategies and processes that maximize performance under specific circumstances.

Contingency theory was used to explain the effect of supply chain flexibility on the organizational performance of cable manufacturing firms Nairobi City County, Kenya. Supply chain flexibility allows firms to adjust production schedules, modify product lines, and optimize sourcing strategies to respond effectively to changing market conditions and customer preferences. Firms can enhance operational efficiency, reduce delays, and improve service delivery, by aligning supply chain practices with external environmental demands (Gulaid, 2024). This adaptability supports better decision-making, risk management, and resource utilization, ultimately leading to improved performance. Thus, contingency theory provides a conceptual lens for understanding how tailored supply chain strategies serve as a strategic

capability that strengthens competitiveness and supports long-term success in a dynamic and uncertain industry.

**The Resource-Based View Theory**

The Resource-Based View (RBV) theory was developed by Jay Barney in 1991 to explain how firms achieve and sustain competitive advantage through the acquisition and deployment of valuable resources and capabilities (Lubis, 2022). The theory posits that not all resources contribute equally to performance; only those that are valuable, rare, inimitable, and non-substitutable (VRIN) can provide sustainable advantages. RBV emphasizes that internal resources, including physical assets, human capital, technological systems, and organizational processes, are critical determinants of a firm's success. Firms can differentiate themselves from competitors and achieve superior performance, by leveraging these unique capabilities. In essence, the theory shifts the focus from external market conditions to the strategic management of internal strengths.

RBV is based on several fundamental assumptions that guide its application in strategic management and organizational research. Firstly, it assumes that firms possess heterogeneous resources and capabilities, meaning that no two firms have identical assets or competencies (Ferreira & Ferreira, 2025). Secondly, it assumes that these resources are not perfectly mobile; some resources are difficult or costly for competitors to imitate or acquire. Thirdly, the theory assumes that the value of resources lies in their ability to create opportunities, reduce risks, or improve efficiency (Willie, 2025). Further, RBV assumes that a firm's competitive advantage is sustainable only if resources are strategically deployed, aligned with business objectives, and continuously developed to respond to changing internal and external environments.

Resource-Based View (RBV) provided insights into how information integration influences the performance of cable manufacturing firms Nairobi City County, Kenya by emphasizing the importance of leveraging unique and strategic resources to create sustainable competitive advantage. According to RBV, not all resources contribute equally to performance, and the effectiveness of information integration depends on whether the resources are valuable, rare, inimitable, and non-substitutable (Komakecha et al, 2025). In the context of cable manufacturing firms Nairobi City County, Kenya, which operate in a dynamic and competitive environment, effective information integration requires a tailored approach that ensures coordination across internal functions and external supply chain partners. Firms need to develop integrated information systems that enable real-time data sharing, enhance decision-making, and support operational agility. In addition, RBV highlights the importance of continuously managing and aligning information resources with organizational goals to maintain efficiency, responsiveness, and a sustained competitive advantage in the industry.

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## Conceptual Framework

A conceptual framework is a network, or "a plan or strategy," of interrelated concepts that together provide a comprehensive understanding of a phenomenon or phenomena (Creswell & Creswell, 2022). As shown in Figure 2.1, the independent variables in this study was supply chain flexibility and information integration. The dependent variable was organizational performance of cable manufacturing firms Nairobi City County, Kenya.

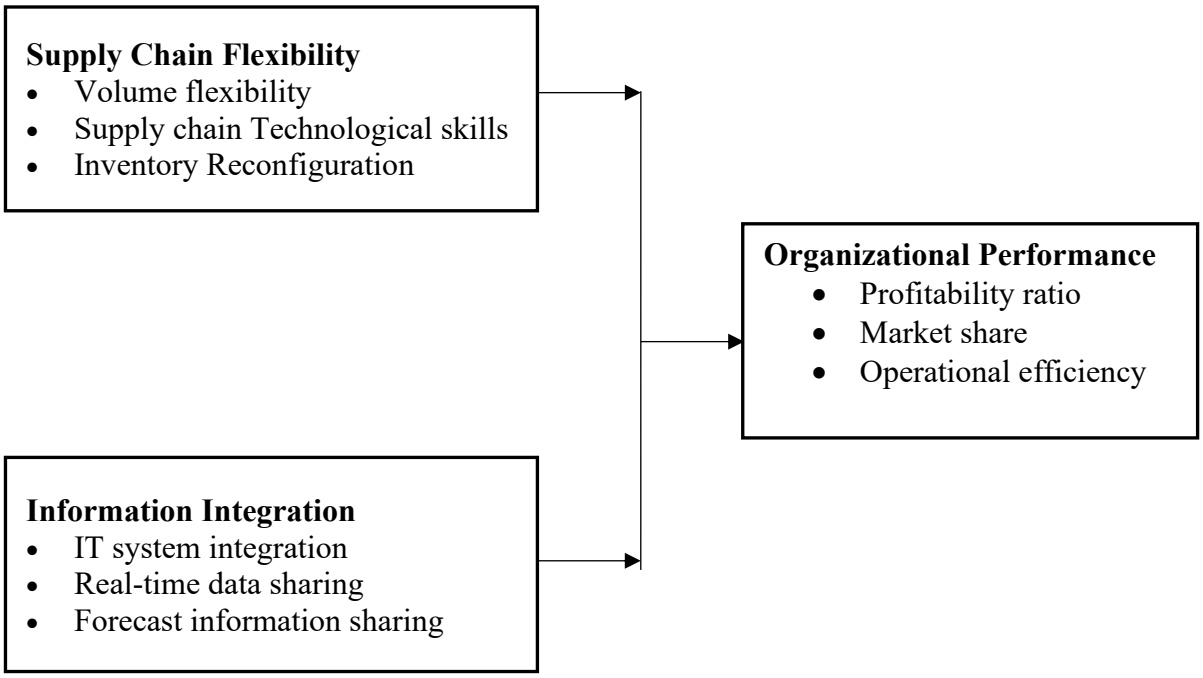



**Figure 2. 1: Conceptual Framework**

### Supply Chain Flexibility

Supply chain flexibility is a critical capability that enables firms to adapt their operations, resources, and strategies to changing market conditions, customer demands, and supply chain uncertainties. It encompasses the ability to respond quickly without compromising efficiency, quality, or service delivery (Bag & Rahman, 2023). In dynamic industries such as cable manufacturing, supply chain flexibility allows firms to maintain continuity of operations, minimize costs, and strengthen competitive advantage. By integrating adaptable production, workforce, and sourcing processes, organizations can mitigate risks associated with demand fluctuations, supply disruptions, and technological changes. The components of supply chain flexibility include volume flexibility, supply chain technological skills, and inventory reconfiguration (Jafari et al, 2023).

Volume flexibility refers to the capacity of a firm to adjust production levels upward or downward in response to fluctuations in market demand, seasonal variations, or unexpected order changes. It entails scaling operations efficiently while minimizing waste, reducing inventory costs, and avoiding stockouts or overproduction (Jafari et al, 2023). In cable manufacturing firms, volume flexibility allows production schedules to be modified in real-time, aligning output with customer requirements. This capability ensures optimal utilization of machinery, labor, and materials while maintaining quality standards. By enabling rapid adjustments in production volumes, firms can meet market demand efficiently, enhance customer satisfaction, and sustain profitability. Volume flexibility, therefore, acts as a foundational aspect of supply chain adaptability, allowing firms to respond to both short-term operational challenges and long-term strategic opportunities.

Supply chain technological skills refer to the capabilities of employees and managers to effectively utilize digital tools, information systems, and advanced technologies to manage supply chain operations. These skills include the use of enterprise resource planning (ERP) systems, data analytics, automation tools, and real-time tracking technologies to enhance decision-making and operational control (Ivanov & Dolgui, 2022). In manufacturing environments such as cable production, technological skills enable employees to monitor production processes, track inventory levels, and coordinate logistics activities with greater accuracy and speed. This enhances visibility across the supply chain, reduces errors, and supports timely responses to changes in demand or disruptions. By strengthening technological competencies, organizations improve efficiency, enhance coordination, and build more responsive and data-driven supply chain systems, ultimately leading to improved organizational performance (Wamba et al., 2022).

Inventory reconfiguration refers to the ability of an organization to adjust inventory levels, locations, and distribution strategies in response to changing demand patterns and supply conditions (Chopra & Meindl, 2021). This involves reallocating stock across warehouses, adjusting safety stock levels, and optimizing inventory placement to ensure product availability while minimizing holding costs. In cable manufacturing, inventory reconfiguration allows firms to respond effectively to fluctuations in demand for different cable types or project requirements by repositioning materials such as copper, insulation, and finished products. This capability reduces stockouts and excess inventory, improves order fulfillment, and enhances overall operational efficiency. By dynamically managing inventory, organizations strengthen responsiveness, reduce waste, and maintain consistent service levels in a changing business environment (Christopher, 2022).

**Information Integration**

Information integration refers to the systematic coordination and consolidation of data, information systems, and communication channels across an organization and its supply chain

partners to support decision-making, efficiency, and performance (Zhang & Lu, 2021). It involves linking internal functions such as procurement, production, logistics, and sales, as well as external partners including suppliers, distributors, and customers, to ensure seamless information flow. In dynamic industries such as cable manufacturing, information integration enhances operational visibility, reduces errors, and allows firms to anticipate changes in demand, supply, and market trends. Effective integration ensures that decision-makers have access to accurate, timely, and relevant information, enabling proactive problem-solving and strategic planning (Li, Lei & Mao, 2022). The components of information integration included IT system integration, real-time data sharing, and forecast information sharing.

IT system integration involves linking different information systems and technology platforms within and across organizational boundaries to enable seamless communication, data processing, and operational coordination (Liu, Chen & Chen, 2021). This includes enterprise resource planning (ERP), supply chain management systems, and customer relationship management tools that centralize and synchronize data for effective decision-making. In cable manufacturing firms, IT system integration ensures that procurement, production, inventory management, and distribution functions are connected, reducing data redundancy, minimizing errors, and enhancing operational efficiency. Integrated IT systems facilitate automated workflows, enable quicker response to market changes, and provide managers with comprehensive insights into performance metrics (Wang et al, 2021). IT system integration strengthens organizational agility, improves collaboration with suppliers and partners, and enhances overall supply chain effectiveness and performance, by promoting system-wide connectivity.

Real-time data sharing is the capability of an organization to transmit and access up-to-date information instantaneously across internal departments and external partners (Pasham, 2023). This practice allows firms to monitor production, inventory levels, order status, and supply chain disruptions in real time, enabling quick decision-making and corrective actions. In cable manufacturing firms, real-time data sharing ensures that changes in demand, delays in raw material delivery, or production bottlenecks are communicated immediately to relevant stakeholders. This transparency reduces response times, enhances operational coordination, and prevents costly delays or inefficiencies (Li, Lei & Mao, 2022). Real-time data sharing also improves forecasting accuracy, strengthens supplier and customer collaboration, and enhances the firm's ability to meet market requirements, ultimately contributing to superior organizational performance.

Forecast information sharing involves exchanging predictive data on demand trends, production needs, and market requirements among internal functions and supply chain partners to enable proactive planning (Liu, Chen & Chen, 2021). Sharing forecast information allows organizations to align procurement, production, and distribution activities with anticipated demand fluctuations, reducing excess inventory, stockouts, and lead times. In cable manufacturing, this

practice enables firms and suppliers to plan for raw material availability, optimize production schedules, and coordinate delivery timelines in advance. Accurate forecast sharing improves resource utilization, minimizes operational risks, and supports timely product availability (Wang et al, 2021). Transparency, and strategic planning across the supply chain, forecast information sharing enhances responsiveness, operational efficiency, and overall organizational performance, positioning firms to achieve sustained competitiveness in a dynamic market environment by fostering collaboration.

**Empirical Review**

This section presents empirical literature on the effect of agile supply chain practices, including supply chain flexibility, supply chain responsiveness, information integration, and supplier collaboration, on the organizational performance.

**Supply Chain Flexibility and Organizational Performance**

Al-Mekhlafia and Al-Kahtanic (2025) examined the effect of supply chain flexibility on supply chain performance of medium-sized industrial firms in Saudi Arabia. A descriptive research design was employed, targeting 312 employees involved in procurement, production, logistics, and inventory management. Primary data was collected through structured questionnaires comprising both open-ended and closed-ended questions. The findings revealed several key insights: supply chain flexibility alone did not have a significant direct effect on supply chain performance. However, when combined with total quality management (TQM) practices, supply chain flexibility positively influenced performance by enhancing responsiveness, operational efficiency, and coordination across the supply chain. Additionally, supply chain flexibility contributed to improved adaptability in production volumes, inventory management, and sourcing arrangements, highlighting the importance of integrating complementary management practices to realize the full benefits of flexibility in dynamic industrial environments.

Al Azzani and Jusoh (2024) investigated the influence of supply chain flexibility on the performance of small and medium-sized enterprises (SMEs) in Oman. The study employed quantitative research design. The target population comprised SMEs operating in Oman, with a focus on employees and managers involved in supply chain operations. Primary data was collected using structured questionnaires. The study found that supply chain flexibility significantly influences SME performance and customer responsiveness. The study concluded that enhancing supply chain flexibility and responsiveness to customers is critical for SME survival and competitiveness.

In Nigeria, Ayeni, Obafemi and Ozeh (2026) examined the influence of supply chain flexibility on the performance of fast food firms in the South-South region. The study employed an explanatory survey research design targeting fast food firms in the South-South region of Nigeria. Primary data were collected using a four-point Likert scale questionnaire. The study

found that supply chain flexibility strategies had a significant positive effect on the performance of fast food firms. Flexibility strategies were identified as the most critical for enhancing performance, as they enabled firms to adapt to operational challenges and mitigate supply chain risks. Additionally, the study revealed that effective coordination with supply chain partners improved responsiveness to customer demands, and the integration of flexible inventory and production systems contributed to operational efficiency and timely service delivery, further strengthening overall firm performance.

Ifekanandu, Samuel and Igwe (2024) examined the influence of supply chain flexibility on responsible delivery performance of bricks suppliers in the South-South region of Nigeria. A correlational research design was employed in the study. The target population consisted of 126 registered bricks suppliers in South-South Nigeria. Primary data were collected using a structured questionnaire. The study found that sourcing flexibility significantly influences both on-time and cost-effective delivery, while distribution flexibility also significantly impacts timely and cost-efficient delivery. Overall, the findings demonstrated that higher degrees of supply chain flexibility improve responsible delivery performance among bricks suppliers. The study recommended that suppliers integrate substantial flexibility into their supply chain networks to enhance delivery efficiency and reliability in uncertain business environments.

Ngatia, Osoro and Nyang'au (2024) investigated the effect of supply chain flexibility on the performance of food and beverage manufacturing firms in Kenya. The study employed a cross-sectional survey research design. The target population comprised 246 senior procurement managers from food and beverage manufacturing firms in Kenya. Data were collected using semi-structured and self-administered questionnaires. The study found that supply chain flexibility significantly enhances the performance of food and beverage manufacturing firms in Kenya. In addition, the findings revealed that improvements in procurement, production, and distribution flexibility contributed to increased operational efficiency and reduced lead times. The study also highlighted that firms with higher supply chain flexibility were better able to respond to market changes and customer demands, thereby strengthening their competitive advantage and overall organizational resilience.

Kimeu, R. M., & Akwalu, E. K. (2026) investigated the relationship between supply chain flexibility and the performance of food and beverage manufacturing firms in Nairobi City County, Kenya. A descriptive survey design was employed, and a total sample of 217 management staff was selected using stratified random sampling. Data collection involved primary sources, with structured questionnaires administered to capture respondents' perceptions of supply chain practices and organizational performance. The findings revealed a positive and statistically significant relationship between supply chain flexibility and organizational performance. Specifically, supplier flexibility and inventory flexibility both exhibited significant influences on firm performance. The study recommended that manufacturing firms adopt

advanced digital systems to enhance real-time visibility and coordination across procurement and inventory management, thereby improving responsiveness, operational efficiency, and overall organizational performance in the dynamic food and beverage manufacturing sector.

**Information Integration and Organizational Performance**

In the United Arab Emirates, Hasnain and Pasha (2022) investigated the effect of information integration on the performance of construction teams. The study employed a survey research design. The target population comprised construction contracting firms involved in multiple projects across the United Arab Emirates, focusing on project teams with diverse skills and experiences. Data were collected using structured questionnaires and analyzed using Structural Equation Modelling (SEM). The study found that information integration significantly enhances construction team performance. In addition, the findings revealed that both inter-organization and intra-organization information integration improved coordination, communication, and decision-making among project teams. The study also highlighted that effective information integration expedited project operations and enhanced team efficiency, leading to improved overall firm performance in the construction industry.

Hussein, Nassreddine and Younis (2023) investigated the impact of information technology integration on the decision-making process at a telecommunications company in Iraq. The study employed a descriptive-analytical research design. The target population comprised employees involved in decision-making processes across various departments of the company. Data were collected using structured questionnaires, and responses were analyzed using SPSS software. The study found that integrating information technology into organizational systems significantly enhances the efficiency, accuracy, and timeliness of decision-making. In addition, the findings revealed that IT integration reduces the time, effort, and costs associated with processing information, enabling managers to make more informed and effective decisions. The study also highlighted that organizations that integrate IT tools into decision-making processes are better equipped to respond to operational challenges and dynamic market conditions, thereby improving overall organizational performance and competitiveness.

In Ghana, Arkorful, Barfi and Aboagye (2021) carried out a study on integration of Information and Communication Technology (ICT) in teaching in Senior High Schools, with a focus on Kumasi Girls Senior High School in Ghana. The study employed a descriptive survey research design and adopted a quantitative approach. The target population comprised teachers at the school, who were directly involved in instructional activities. Data were collected using self-administered structured questionnaires, and analysis was conducted using descriptive statistics (means) and inferential statistics through standard regression and structural equation modeling. The study found that teachers' attitudes had a significant positive influence on the integration of ICT in teaching. In addition, the findings revealed that gender did not significantly affect the acceptance or use of ICT in instructional practices. The study concluded that fostering positive

teacher attitudes is essential for effective ICT integration, thereby enhancing teaching efficiency and overall learning outcomes.

Kyagante et al, (2024) investigated the relationship between information technology (IT) capabilities, information integration, and supply chain resilience in agro-food processing firms in Uganda. The study employed a cross-sectional survey research design. The target population comprised 248 agro-food processing firms, from which 205 firms participated in the study. Data were collected using structured questionnaires and analyzed using SPSS version 27. The study found that IT capabilities significantly enhance supply chain resilience and that information integration positively mediates this relationship. In addition, the findings revealed that IT capabilities are positively associated with information integration, which in turn strengthens resilience in supply chains. The study further highlighted that IT capabilities and information integration jointly explained 62.2% of the variance in supply chain resilience, indicating their critical role in improving responsiveness, adaptability, and overall operational stability within agro-food processing firms.

## RESEARCH METHODOLOGY

### Research Design

The study adopted a descriptive cross-sectional research design. A descriptive cross-sectional design involves collecting data at a single point in time to systematically describe the characteristics, patterns, and conditions of a phenomenon as they exist within a specified population (Bryman, 2022; Kothari, 2023). The design enables the researcher to obtain a snapshot of the variables under investigation without manipulating them, while also facilitating the examination of relationships among variables within the study context. It was considered appropriate for the study because data on agile supply chain practices and organizational performance would be collected from cable manufacturing firms Nairobi City County, Kenya at a specific point in time, providing a clear description of the prevailing practices and performance levels.

### Target Population

The target population refers to the specific group of individuals or entities that a researcher seeks to study, analyze, or draw conclusions about. In this study, the unit of analysis comprised cable manufacturing firms Nairobi City County, Kenya. The unit of observation was the staff working within key functional departments, namely supply chain/logistics, operations, finance, and Information and Communication Technology (ICT). This unit of observation was appropriate because employees within these departments are directly involved in the execution and coordination of supply chain activities and operational processes. Their roles position them to provide practical, experience-based insights into how agile supply chain practices influence organizational efficiency, responsiveness, and overall competitiveness. The target population

therefore consisted of 264 staff members drawn from the supply chain/logistics (59), operations (98), finance (45), and ICT (62) departments across the 7 cable manufacturing firms Nairobi City County, Kenya.

**Table 3. 1: Target Population**

| Firms | Supply chain /logistics | Operations | Finance | ICT | Total |
|---|---|---|---|---|---|
| East African Cables PLC | 10 | 14 | 6 | 7 | 37 |
| Cable Connect Limited | 8 | 16 | 7 | 8 | 39 |
| Metsec Cables Ltd | 7 | 14 | 6 | 8 | 35 |
| ASL Limited – Wire & Cable | 6 | 12 | 5 | 9 | 32 |
| Masai Cables Limited | 9 | 13 | 6 | 5 | 33 |
| Nia Fiber Africa Limited | 8 | 11 | 7 | 10 | 36 |
| TOTOSCI HoldingS LTD | 11 | 18 | 8 | 15 | 52 |
| **Total** | **59** | **98** | **45** | **62** | **264** |

Source: (Kenya Association of Manufacturers, 2025)

**Sample Size and Sampling Techniques**

The study utilized Slovin's Formula in the determination of the sample size. Slovin's Formula is a statistical method used for determining the sample size for a research study, when dealing with a large population. The research employed 95% level of confidence and a margin error of 0.05.

$$n = \frac{N}{1 + NE^2}$$

Where by: n = no. of samples; N = total population; E = margin of error (0.05)

$$n = \frac{264}{1 + (264 * 0.05^2)} = 159$$

The study used stratified random sampling in the selection of the sample size from the target population. Stratified random sampling is a probability sampling technique in which the population is divided into distinct subgroups (strata), and random samples are drawn from each subgroup (Babbie, 2021). It involves grouping the population into homogeneous categories and then selecting respondents randomly from each group to ensure adequate representation. In this study, the strata consisted of the supply chain/logistics, operations, finance, and ICT departments. This method enhances representativeness by ensuring that all key functional areas are included in the sample. It also improves the accuracy and reliability of the findings by reducing sampling bias and variability.

**Table 3 2: Sample Size**

| Firms | Supply chain /logistics | Operations | Finance | ICT | Total |
|---|---|---|---|---|---|
| East African Cables PLC | 6 | 8 | 4 | 4 | 22 |
| Cable Connect Limited | 5 | 10 | 4 | 5 | 23 |
| Metsec Cables Ltd | 4 | 8 | 4 | 5 | 21 |
| ASL Limited – Wire & Cable | 4 | 7 | 3 | 5 | 19 |
| Masai Cables Limited | 5 | 8 | 4 | 3 | 20 |
| Nia Fiber Africa Limited | 5 | 7 | 4 | 6 | 22 |
| TOTOSCI HoldingS LTD | 7 | 11 | 5 | 9 | 31 |
| **Total** | **36** | **59** | **27** | **37** | **159** |

Source: (Kenya Association of Manufacturers, 2025)

**Data Collection Instruments**

The study utilized primary data collected through semi-structured questionnaires and secondary data obtained from relevant company records of cable manufacturing firms Nairobi City County, Kenya and other credible published sources. Secondary data was specifically utilized to measure profitability and market share under organizational performance, providing objective measures of these indicators. Structured questions were designed using nominal and Likert scales, which help to save time, reduce costs, and facilitate faster analysis due to their standardized and easily quantifiable format (Creswell & Creswell, 2023). These questions enabled the researcher to obtain precise responses that could be statistically analyzed, providing clear insights into patterns and trends. In addition, unstructured questions were included to encourage participants to provide detailed, descriptive, and comprehensive responses, allowing for richer information and insights that may not emerge through fixed-response items. The questionnaire was organized into sections. The first section captured respondents' background information, while the subsequent sections focused on the study variables and included items designed to measure the relevant aspects of agile supply chain practices and organizational performance in cable manufacturing firms Nairobi City County, Kenya.

**Pilot study**

A pilot study is a small-scale, preliminary research effort conducted before the main research project to test and refine various aspects of the research design. The primary purpose of a pilot study is to identify and address potential issues, assess the feasibility of the research methods, and make necessary adjustments before launching the full-scale investigation (Babbie, 2021). It is essentially a trial run that helps researchers fine-tune their approach and enhance the quality and efficiency of the main study. A pilot test was conducted with 10% of the sample size (16 individuals) from the selected cable manufacturing firms Nairobi City County, Kenya to assess the reliability and validity of the research instrument.

**Data Analysis and Presentation**

Both quantitative and qualitative data was generated by the questionnaires. Qualitative data from open-ended questionnaire items was analyzed using thematic analysis, where responses were coded, grouped into categories, and organized into themes for interpretation in order to identify patterns and insights. The findings was presented in narrative form supported by relevant quotations from respondents. Thematic analysis is a qualitative research method widely used for analyzing and identifying patterns (themes) within textual data. It involves systematically organizing, coding, and interpreting qualitative data such as open-ended survey responses, interviews, or other textual information. The results was presented in a narrative form and supported using direct quotations.

Descriptive as well as inferential statistics was employed in analyzing quantitative data with the assistance of SPSS version 28 statistical software. Descriptive statistics refer to statistical methods used to summarize, organize, and present data in a meaningful way. In this study, descriptive statistics comprised mean, standard deviation, percentages, and frequency distributions, which was used to describe the characteristics of the data. Inferential data analysis is the process of using statistical techniques to draw conclusions or make generalizations about a population based on sample data. Inferential statistics included Pearson correlation analysis and multivariate linear regression to examine relationships and the influence of the independent variables on the dependent variable.

The multivariate regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Whereby:

$Y$ = Organizational Performance

$\beta_0$ = Constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of determination

$X_1$ = Supply Chain Flexibility

$X_2$ = Information Integration

$\varepsilon$ = Error term

## RESEARCH FINDINGS AND DISCUSSIONS

### Descriptive Analysis

### Supply Chain Flexibility

Respondents were asked to indicate their level of agreement with various statements regarding supply chain flexibility. The results are presented in Table 4.1.

**Table 4. 1: Descriptive Statistics for Supply Chain Flexibility**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| Our organization can easily increase production or supply volumes when demand rises unexpectedly. | 143 | 4.056 | .500 |
| The firm can quickly reduce production levels without significant disruptions or losses. | 143 | 4.042 | .311 |
| Changes in customer demand are effectively managed through adjustments in production volume | 143 | 4.420 | .549 |
| Employees in our organization are trained to use digital supply chain systems (e.g., ERP, inventory management systems) effectively. | 143 | 4.378 | .487 |
| The organization utilizes technology to monitor and coordinate supply chain activities in real time. | 143 | 4.434 | .497 |
| Employees can analyze and use data from digital systems to support decision-making in operations. | 143 | 4.364 | .551 |
| The organization can quickly adjust inventory levels in response to changes in demand. | 143 | 4.294 | .501 |
| We are able to reallocate stock across different locations to meet customer needs efficiently. | 143 | 4.329 | .514 |
| Inventory management practices allow the organization to minimize stockouts and excess inventory | 143 | 4.301 | .475 |

As shown in Table 4.1, with a mean of 4.434 (Std. Deviation=0.497), the respondents agreed with the statement indicating that the organization utilizes technology to monitor and coordinate supply chain activities in real time. With a mean of 4.420 (Std. Deviation=0.549), the respondents agreed with the statement indicating that changes in customer demand are effectively managed through adjustments in production volume. With a mean of 4.378 (Std. Deviation=0.487), the respondents agreed with the statement indicating that employees in the organization are trained to use digital supply chain systems effectively. This finding is consistent with Ifekanandu, Samuel and Igwe (2024), who established that employee technological skills enhance the ability of firms to respond effectively to changes in supply chain requirements.

In addition, with a mean of 4.364 (Std. Deviation=0.551), the respondents agreed that employees can analyze and use data from digital systems to support decision-making in operations. The finding concurs with Al Azzani and Jusoh (2024), who observed that data-driven decision-making strengthens supply chain adaptability and operational efficiency. With a mean of 4.329 (Std. Deviation=0.514), the respondents agreed with the statement indicating that they are able to reallocate stock across different locations to meet customer needs efficiently. Further, with a mean of 4.301 (Std. Deviation=0.475), the respondents agreed that inventory management practices allow the organization to minimize stockouts and excess inventory. The finding is consistent with Al-Mekhlafia and Al-Kahtanic (2025), who established that effective inventory

management supports supply chain flexibility by reducing both shortages and unnecessary inventory accumulation.

Further, with a mean of 4.294 (Std. Deviation=0.501), the respondents agreed with the statement indicating that the organization can quickly adjust inventory levels in response to changes in demand. The finding is in agreement with Ayeni, Obafemi and Ozeh (2026), who established that inventory flexibility enables organizations to maintain appropriate stock levels while responding to demand fluctuations. With a mean of 4.056 (Std. Deviation=0.500), the respondents agreed with the statement indicating that the organization can easily increase production or supply volumes when demand rises unexpectedly. The respondents also agreed with a mean of 4.042 (Std. Deviation=0.311) that the firm can quickly reduce production levels without significant disruptions or losses.

Respondents were asked to indicate how else supply chain flexibility affects the performance of cable manufacturing firms Nairobi City County, Kenya. From the results, supply chain flexibility was found to enhance the ability of cable manufacturing firms to respond quickly to changes in customer demand by enabling adjustments in production volumes, inventory levels, and supply activities. This enables firms to maintain continuous production, minimize stockouts and excess inventory, and ensure that products are available when required by customers. As a result, supply chain operations become more responsive and efficient, which improves customer satisfaction, reduces operational disruptions, and supports timely delivery of cable products. It also helps firms to adapt to market fluctuations and unexpected changes in demand, thereby strengthening operational efficiency and improving overall organizational performance.

Also, supply chain flexibility was found to improve the efficient utilization of resources and enhance the firms' ability to manage variations in production requirements. By reallocating inventory, adjusting production capacity, and utilizing digital supply chain systems, cable manufacturing firms can respond to changing operational conditions while maintaining efficient use of available resources. This reduces unnecessary inventory holding, production inefficiencies, and resource wastage, while enhancing cost management and operational continuity. Furthermore, flexible supply chain practices enable firms to accommodate changes in customer requirements and market conditions without compromising the quality and availability of cable products, thereby contributing to improved productivity, competitiveness, and overall organizational performance.

**Information Integration**

Respondents were requested to indicate the extent to which they agreed with various statements relating to information integration within their organizations. The findings obtained from the respondents are presented in Table 4.2

**Table 4. 2: Descriptive Statistics for Information Integration**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| Our organization's IT systems are fully integrated across different departments. | 143 | 3.993 | .835 |
| Integrated IT systems improve coordination of activities within the organization. | 143 | 4.049 | .883 |
| System integration enhances efficiency in supply chain operations. | 143 | 4.161 | .718 |
| The organization shares real-time data across departments to support decision-making. | 143 | 4.049 | .902 |
| Real-time information sharing improves responsiveness to operational changes. | 143 | 4.105 | .879 |
| Access to real-time data enhances coordination among supply chain partners. | 143 | 3.993 | .910 |
| The organization effectively shares demand forecasts with relevant stakeholders. | 143 | 4.217 | .889 |
| Forecast information sharing improves planning and resource allocation. | 143 | 4.301 | .814 |
| Sharing forecast data with partners enhances overall organizational performance. | 143 | 4.189 | .841 |

With a mean of 4.301 (Std. dev=0.814), the respondents agreed that forecast information sharing improves planning and resource allocation. These findings are consistent with Kyagante et al, (2024) observations that effective information sharing enhances planning and facilitates efficient resource allocation. Also, with a mean of 4.217 (Std. dev=0.889), the respondents agreed that the organization effectively shares demand forecasts with relevant stakeholders. Similarly, with a mean of 4.189 (Std. dev=0.841), the respondents agreed that sharing forecast data with partners enhances overall organizational performance.

The respondents also agreed with a mean of 4.161 (Std. dev=0.718) that system integration enhances efficiency in supply chain operations. These findings are in line with Hussein, Nassreddine and Younis (2023) observations that integrated information systems improve supply chain efficiency and operational coordination. The respondents further agreed with a mean of 4.105 (Std. dev=0.879) that real-time information sharing improves responsiveness to operational changes. In addition, the respondents agreed with a mean of 4.049 (Std. dev=0.902) that the organization shares real-time data across departments to support decision-making.

Moreover, the respondents agreed with a mean of 4.049 (Std. dev=0.883) that integrated IT systems improve coordination of activities within the organization. The respondents also agreed with a mean of 3.993 (Std. dev=0.910) that access to real-time data enhances coordination among supply chain partners. These findings are consistent with Hasnain and Pasha (2022) observations that information integration across organizational functions and supply chain

partners enhances coordination, information visibility, and operational responsiveness. With a mean of 3.993 (Std. dev=0.835), the respondents agreed that the organization's IT systems are fully integrated across different departments

Respondents were asked to indicate how else information integration affects the organizational performance of cable manufacturing firms Nairobi City County, Kenya. According to the findings, information integration was found to improve coordination and decision-making in cable manufacturing firms by enabling timely sharing of accurate information across departments and supply chain partners. This allows employees and managers to access relevant information on production, inventory, demand, and supply activities when needed, thereby facilitating faster and more informed decisions. By integrating information systems across different organizational functions, firms are able to reduce information gaps, improve operational visibility, and coordinate activities more effectively. This ultimately contributes to improved efficiency, reduced operational delays, and enhanced organizational performance.

Information integration also enhances demand forecasting, resource allocation, and responsiveness to changes in market conditions in cable manufacturing firms. By sharing real-time demand forecasts and operational information with relevant stakeholders, firms are able to improve production planning, allocate resources more effectively, and respond promptly to changes in customer requirements. Additionally, integrated information systems strengthen collaboration among supply chain partners by facilitating efficient communication and information exchange. This improves supply chain coordination, minimizes disruptions, and supports timely delivery of cable products, thereby positively influencing operational efficiency, customer satisfaction, competitiveness, and overall organizational performance.

**Organizational Performance**

Respondents were asked to indicate their level of agreement with various statements regarding organizational performance, and the results are presented in Table 4.3.

**Table 4.3 Organizational Performance**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| The organization has experienced increased profitability over recent years. | 143 | 4.315 | .598 |
| Effective operations have contributed to improved financial performance. | 143 | 4.336 | .691 |
| The organization efficiently manages costs to enhance profitability. | 143 | 4.287 | .718 |
| The organization's market share in the cable manufacturing industry has increased. | 143 | 4.287 | .667 |
| The organization is competitive compared to other cable manufacturing firms in Kenya. | 143 | 4.364 | .717 |
| Strong operational strategies have helped the organization attract more customers. | 143 | 4.511 | .701 |
| The organization uses its resources efficiently to achieve production targets. | 143 | 4.257 | .748 |
| Production processes are well-coordinated, minimizing waste and delays. | 143 | 4.587 | .632 |
| The organization delivers products and services within the expected timeframes efficiently. | 143 | 4.615 | .488 |

The respondents strongly agreed with a mean of 4.615 (Std. dev=0.488) that the organization delivers products and services within the expected timeframes efficiently. These findings are in line with Kimeu, R. M., & Akwalu, E. K. (2026) observations that efficient and timely delivery of products enhances organizational performance and customer satisfaction. In addition, the respondents strongly agreed with a mean of 4.587 (Std. dev=0.632) that production processes are well-coordinated, minimizing waste and delays. Also, with a mean of 4.511 (Std. dev=0.701), the respondents strongly agreed that strong operational strategies have helped the organization attract more customers.

With a mean of 4.364 (Std. dev=0.717), the respondents agreed that the organization is competitive compared to other cable manufacturing firms in Kenya. Similarly, with a mean of 4.336 (Std. dev=0.691), the respondents agreed that effective operations have contributed to improved financial performance. These findings align with Nyile, Shale and Osoro (2022) observations that efficient operations contribute to improved financial outcomes. The respondents also agreed with a mean of 4.315 (Std. dev=0.598) that the organization has experienced increased profitability over recent years.

The respondents agreed with a mean of 4.287 (Std. dev=0.718) that the organization efficiently manages costs to enhance profitability. In addition, the respondents agreed with a mean of 4.287 (Std. dev=0.667) that the organization's market share in the cable manufacturing industry has increased. Moreover, with a mean of 4.257 (Std. dev=0.748), the respondents agreed that the

organization uses its resources efficiently to achieve production targets. These findings are consistent with Kamau and Kyalo (2022) observations that efficient utilization of organizational resources enhances production performance and supports the achievement of organizational targets.

The respondents were asked to indicate the profitability ratio and market share of cable manufacturing firms Nairobi City County, Kenya over the last five years, from 2021 to 2025. The results are presented in Figure 4.1.

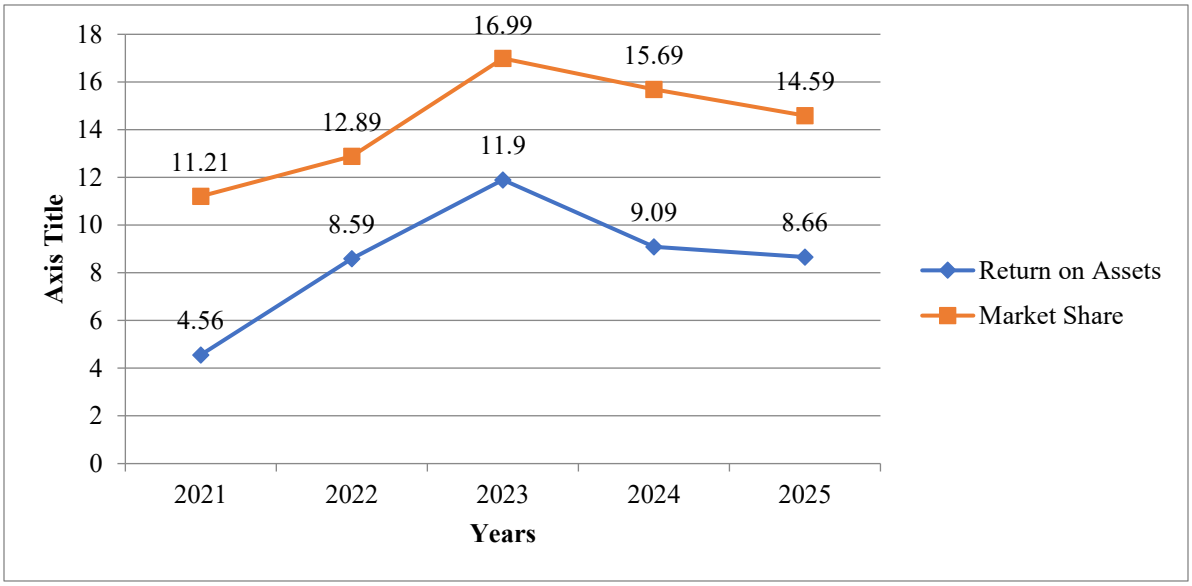



**Figure 4. 1: Profitability Ratio and Market Share**

From the results, as illustrated in Figure 4.1, the return on assets (ROA) of cable manufacturing firms Nairobi City County, Kenya increased from 4.56% in 2021 to 8.59% in 2022, indicating an improvement in the firms' ability to generate returns from their assets. In 2023, ROA increased substantially to 11.90%, representing the highest level recorded during the period and suggesting improved asset utilization and financial performance. However, ROA declined to 9.09% in 2024 and further decreased to 8.66% in 2025, indicating a weakening in asset-based profitability during the final two years. Despite the decline, ROA remained above the 2021 level, suggesting that the firms' overall ability to generate returns from their assets was stronger at the end of the period than at the beginning.

Similarly, market share increased from 11.21% in 2021 to 12.89% in 2022, indicating a modest improvement in the competitive position of cable manufacturing firms. Market share increased further to 16.99% in 2023, representing substantial growth in the firms' presence within the cable manufacturing market. However, market share declined to 15.69% in 2024 and further to 14.59% in 2025. The decline during the last two years suggests some loss of market position after the strong growth recorded in 2023. Overall, the findings indicate that both ROA and market share

improved substantially between 2021 and 2023 but experienced a declining trend between 2024 and 2025, pointing to fluctuations in the organizational performance of cable manufacturing firms Nairobi City County, Kenya during the study period.

**Correlations Analysis**

Pearson correlation analysis was conducted to examine the strength and direction of the relationships between organizational performance and the four components of agile supply chain. The correlation results are presented in Table 4.4.

**Table 4. 4: Correlations Results**

| | | Organizational Performance | Supply Chain Flexibility | Information Integration |
|---|---|---|---|---|
| Organizational Performance | Pearson Correlation | 1 | | |
| | Sig. (2-tailed) | | | |
| | N | 143 | | |
| Supply Chain Flexibility | Pearson Correlation | .830** | 1 | |
| | Sig. (2-tailed) | .003 | | |
| | N | 143 | 143 | |
| Information Integration | Pearson Correlation | .881** | .262 | 1 |
| | Sig. (2-tailed) | .000 | .162 | |
| | N | 143 | 143 | 143 |

The study found a positive and significant relationship between supply chain flexibility and organizational performance of cable manufacturing firms Nairobi City County, Kenya ($r = 0.830$, $p = 0.003$). Since the p-value is less than 0.05, the relationship is deemed statistically significant. The findings indicate that improvements in supply chain flexibility are associated with enhanced organizational performance. These findings conform to Ngatia, Osoro and Nyang'au (2024) observations that improved supply chain flexibility enables firms to respond effectively to changes in demand, optimize resource utilization, and enhance overall organizational performance

In addition, the study revealed a positive and significant relationship between information integration and organizational performance of cable manufacturing firms Nairobi City County, Kenya ($r = 0.881$, $p < 0.001$). Given that the p-value is below the 0.05 significance level, the relationship is considered statistically significant. This indicates that effective integration and sharing of information are associated with improved organizational performance. These findings are in line with Kyagante et al. (2024) observations that effective information integration enhances information visibility, facilitates timely decision-making, and improves organizational performance.

**Regression Analysis**

Regression is a statistical method used to determine whether one or more factors can explain or predict changes in another factor. A multivariate regression analysis was carried out to examine the effect of the independent variables, namely supply chain flexibility and information integration on the dependent variable, organizational performance of cable manufacturing firms Nairobi City County, Kenya.

**Table 4. 5: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .904[a] | .816 | .811 | .26076 |

a. Predictors: (Constant), Supplier Collaboration and Information Integration

As shown in Table 4.5, the R-squared value for the model was 0.816. This indicates that 81.6% of the variance in organizational performance of cable manufacturing firms Nairobi City County, Kenya was explained by the independent variables; supply chain flexibility and information integration. This suggests that the model accounts for a significant portion of the variance in the organizational performance of cable manufacturing firms Nairobi City County, Kenya.

**Table 4. 6: Analysis of Variance**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 41.743 | 2 | 21.436 | 153.480 | .000[b] |
| | Residual | 9.383 | 138 | .068 | | |
| | Total | 51.126 | 142 | | | |

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Supplier Collaboration and Information Integration

ANOVA was performed in this research to determine whether the model adequately fit the data. As illustrated in Table 4.6, the calculated F-value was 153.480, which is significantly high, indicating strong model fitness. In addition, the p-value was 0.000, which is below the 0.05 significance level. Therefore, the model was considered a good fit for the data, indicating that supply chain flexibility and information integration collectively have a statistically significant effect on the organizational performance of cable manufacturing firms Nairobi City County, Kenya.

**Table 4.7: Regression Coefficients**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| 1(Constant) | .669 | .326 | | 2.050 | .042 |
| Supply Chain Flexibility | .239 | .066 | .139 | 3.616 | .000 |
| Information Integration | .341 | .089 | .549 | 3.821 | .000 |

a. Dependent Variable: Organizational Performance

Regression equation for the unstandardized coefficients was:

$Y = 0.669 + 0.239X_1 + 0.341X_2$

The study established that supply chain flexibility has a positive and significant effect on the organizational performance of cable manufacturing firms Nairobi City County, Kenya ($\beta_1$ = 0.239, p-value = 0.000). Since the p-value (0.000) is below the 0.05 significance level, the relationship is considered statistically significant. This implies that a unit increase in supply chain flexibility leads to a 0.239 unit increase in organizational performance. These findings conform to Kimeu and Akwalu (2026) observations that improved supply chain flexibility enhances firms' ability to respond to changing demand and improves organizational performance.

In addition, the study established that information integration has a positive and significant effect on the organizational performance of cable manufacturing firms Nairobi City County, Kenya ($\beta_3$ = 0.341, p-value = 0.000). As the p-value (0.000) is below the 0.05 significance level, the relationship is considered statistically significant. This implies that a unit increase in information integration leads to a 0.341 unit increase in organizational performance. These findings are in line with Kamau and Kyalo (2022) observations that effective information integration enhances information sharing, coordination, decision-making, and organizational performance.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

The study concludes that supply chain flexibility has a positive and significant effect on organizational performance of cable manufacturing firms Nairobi City County, Kenya. The study indicated that volume flexibility, supply chain technological skills, and inventory reconfiguration influence organizational performance. This means that improving supply chain flexibility (volume flexibility, supply chain technological skills, and inventory reconfiguration) enhances organizational performance of cable manufacturing firms in Kenya. In addition, the study concludes that information integration has a positive and significant effect on organizational performance of cable manufacturing firms Nairobi City County, Kenya. The findings indicated that IT system integration, real-time data sharing, and forecast information sharing influence

organizational performance. This means that improving information integration (IT system integration, real-time data sharing, and forecast information sharing) enhances organizational performance of cable manufacturing firms in Kenya.

**Recommendations**

The study found that supply chain flexibility had a positive and significant effect on the organizational performance of cable manufacturing firms Nairobi City County, Kenya. The study recommends that cable manufacturing firms should strengthen employee training on digital supply chain systems to enhance technological skills and operational adaptability. In addition, firms should develop flexible production systems that enable timely adjustments in production volumes in response to changes in customer demand. The study also recommends that firms should invest in technologies that facilitate real-time monitoring and coordination of supply chain activities. Furthermore, inventory management systems should be strengthened to enable firms to adjust inventory levels and reallocate stock across different locations efficiently. Similarly, firms should enhance employees' capacity to analyze and utilize digital supply chain data to support timely operational decision-making, minimize stockouts and excess inventory, and respond effectively to unexpected increases in demand. The study found that information integration had a positive and significant effect on the organizational performance of cable manufacturing firms Nairobi City County, Kenya. The study recommends that firms should strengthen integrated information technology systems to facilitate effective information sharing across departments and supply chain partners. In addition, firms should enhance forecast information sharing with relevant stakeholders to improve planning and resource allocation. The study also recommends that demand forecasts should be communicated consistently to supply chain partners to enhance coordination and organizational performance. Furthermore, firms should invest in real-time information-sharing systems to improve responsiveness to operational changes and support timely decision-making. Similarly, organizations should ensure that IT systems are fully integrated across departments and that relevant supply chain partners have access to timely information to improve coordination, operational efficiency, and overall performance.

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