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Driving Agribusiness Performance: The Transformative Role of Value Creation in Supply Chain Practices in Cameroon

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Abstract— This study, titled "Driving Agribusiness Performance: The Transformative Role of Value Creation in Supply Chain Practices in Cameroon," explores how effective supply chain management can enhance value creation and performance among agribusinesses in the Southwest and Littoral regions of Cameroon. The research targets a total population of 506 agribusiness organizations, employing a purposive sampling technique for comprehensive coverage. Utilizing Causal Mediation Analysis (Zhao et al., 2010), the findings reveal that supplier relationship management significantly influences value creation (coefficient = 0.803), while customer relationship management negatively impacts it (coefficient = -0.0556). Additionally, the mediation analysis indicates a partial mediation effect with 14.16% of the total effect being mediated through value creation. The study suggests that policymakers and business leaders should prioritize robust supplier relationships, reassess customer relationship management strategies to better align with market demands, and emphasize effective information sharing to enhance overall performance in agribusinesses.

Keywords— Agribusiness Performance; Value Creation; Supply Chain Management Practices.

1. INTRODUCTION

The significance of supply chain management (SCM) and value creation in enhancing organizational performance is increasingly recognized in the context of agribusiness, particularly in Cameroon. As global competition intensifies, organizations within supply chain networks are prioritizing effective SCM strategies to gain a competitive edge. Research highlights that robust SCM practices, which encompass the entire logistics process from sourcing to delivery, are critical for operational efficiency and achieving sustainable growth (Ososanmi et al., 2022; Choi & Wu, 2020). In the agribusiness sector, where dynamics are influenced by market volatility and resource availability, the integration of innovation, collaboration, and customer-focused strategies is essential. Studies demonstrate that companies with advanced SCM capabilities can experience substantial revenue growth and reduced operational costs, thus underscoring the impact of supply chain resilience and efficiency on organizational success (Muhammad & Qamari, 2021; Zhang et al., 2021). For instance, companies with mature supply chain capabilities report 79% higher revenue growth and 15% lower costs compared to their peers (McKinsey, 2022; CSCMP, 2021; Hohenstein et al., 2019).

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In Cameroon, the agribusiness landscape faces unique challenges, including inadequate infrastructure and fluctuating market demands, which necessitate effective supply chain practices for improved performance. Current research reveals that supply chain integration (SCI) is a pivotal factor that mediates the relationship between SCM practices and performance outcomes in this region (Zaid et al., 2021; Aitken et al., 2016). However, there exists a notable gap in empirical studies focused on how value creation specifically influences these relationships within Cameroonian agribusiness firms. Addressing this gap is crucial for providing actionable insights that can help stakeholders enhance their competitive advantage and operational efficiency. Furthermore, as reported by surveys, 63% of organizations consider supply chain resilience a top priority, up from 48% in 2020 (Deloitte, 2022; Raut et al., 2021). Focusing on collaborative strategies, information sharing, and innovative practices, agribusinesses in Cameroon can navigate the intricate challenges of the supply chain while maximizing value creation for their customers and stakeholders (Ali et al., 2022; Mohammed et al., 2021; Pfohl et al., 2015).

Agribusinesses in Cameroon face several significant challenges that hinder their growth and development. The agricultural sector, which accounts for 14.2% of the country's GDP and employs over 60% of the population, is severely impacted by inadequate infrastructure. A 2021 study by the African Development Bank found that only 18% of Cameroon's rural population has access to paved roads, complicating the transportation of products to markets (AfDB, 2021; Ndjogui et al., 2019). Additionally, only 35% of the country's irrigation infrastructure is functional, as reported by a 2020 survey from the Cameroonian Ministry of Agriculture and Rural Development (MINADER, 2023). This lack of access to essential infrastructure, combined with limited access to finance—where only 2% of commercial bank lending is directed towards agriculture (IFAD, 2019; Moustier et al., 2020)—severely constrains the ability of small and medium-sized agribusinesses to grow and expand.

Moreover, agribusinesses in Cameroon are increasingly vulnerable to the effects of climate change, which exacerbate existing challenges. A 2021 study by the Intergovernmental Panel on Climate Change (IPCC) highlighted that Cameroon is experiencing more frequent and severe droughts and flooding, negatively impacting agricultural production (IPCC, 2021; Ochieng et al., 2021). The Food and Agriculture Organization (FAO) estimated that climate change could reduce agricultural yields in Cameroon by up to 20% by 2050 (FAO, 2022; Béné et al., 2021). Additionally, high rates of post-harvest losses, which can reach up to 40% for some crops due to inadequate storage and processing capabilities, further threaten the viability of agribusinesses (MINADER, 2020; Kader, 2020). Based on the above, one will ponder on the question, to what extent does value creation mediate the relationship between supply chain management practices and performance of agribusinesses in the Southwest and Littoral regions of Cameroon. This research question is pivotal as it addresses the dual dimensions of relationship management—supplier and customer—that are central to value creation in agribusiness. The remaining parts of this paper will be organized as follows; literature review, methodology, findings and discussion, conclusion and recommendations.

2. LITERATURE REVIEW

A number of studies have explored the extent to which value creation mediates the relationship between supply chain management practices and organizational performance. For instance, Zhu et al. (2017) emphasize the importance of inter-organizational learning in mediating the relationship between supply chain integration (SCI)

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and performance dimensions such as customer service and innovation. Their findings highlight that firms, regardless of strength, can derive different benefits from this learning process. Similarly, Nuryakin et al. (2018) explore relational capabilities (RC) within SMEs, finding that value creation acts as a significant mediator between RC and business performance, further illustrating the importance of relationships in enhancing performance outcomes. Riggs et al. (2022) focus on big data analytics capabilities (BDAC) and their role in sustainable value creation, revealing that BDAC's impact on sustainable performance is mediated by SCM capabilities and circular economy practices. This underscores the necessity of integrating advanced analytics into SCM to drive sustainability. In parallel, Zaid et al. (2021) investigate supply chain quality management (SCQM) practices, emphasizing knowledge transfer as a mediating factor in enhancing organizational performance, thus linking SCM capabilities with improved operational outcomes. Kwamega et al. (2018) examine the relationship between supply chain management practices (SCMP) and agribusiness performance in Ghana, highlighting the mediating role of SCI. Their findings confirm a positive correlation between SCMP and performance outcomes, reinforcing the idea that effective integration strategies are crucial for organizational success in the agribusiness sector. This theme of integration is echoed in Andoh-Baidoo and Ayaburi (2020), who explore inter-organizational systems (IOS) and their impact on SCM capabilities and overall performance, indicating that strategic use of IOS can significantly enhance supply chain effectiveness. Hijjawi et al. (2023) investigate the mediating effect of digital supply chain management on the relationship between lean management practices and supply chain operations. Their findings highlight that integrating digital advancements with lean practices can significantly improve operational effectiveness, suggesting that digital transformation is a critical factor in modern SCM.

A number of theoretical motivations underline the significance of this research. The examination of value creation as a mediating factor is rooted in the Resource-Based View (RBV) of organizations and Value Chain Theory. The RBV posits that organizations leverage unique resources and capabilities to achieve competitive advantage and superior performance (Barney, 1991). Supply chain management practices, such as Supplier Relationship Management (SRM) and Customer Relationship Management (CRM), represent critical resources within agribusinesses that can affect value creation. Value Chain Theory emphasizes the need for businesses to configure their operations efficiently to maximize value for customers while minimizing costs (Porter, 1985). In the context of agribusinesses, effective supply chain practices can lead to improved value creation processes, enhancing overall performance. Therefore, understanding how these practices impact value creation and subsequently performance is essential for agribusiness sustainability in the Cameroonian context.

Despite the growing body of literature examining the mediating role of value creation in the relationship between supply chain management practices and organizational performance, there remains a notable gap in understanding this dynamic within the context of agribusinesses, particularly in the Southwest and Littoral regions of Cameroon. While studies such as those by Kwamega et al. (2018) and Zaid et al. (2021) have highlighted the importance of supply chain integration and quality management practices in enhancing performance, the specific mediating effects of value creation in these regions have yet to be explored. The unique economic, cultural, and environmental circumstances in Cameroon necessitate targeted research to ascertain how value creation influences the efficacy of supply chain management practices in driving agribusiness performance (Zhu et al.,

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2017; Andoh-Baidoo & Ayaburi, 2020). Addressing this gap will not only enrich the existing literature but also provide practical insights for local agribusiness stakeholders striving to improve competitiveness and sustainability in a rapidly evolving market.

3. ANALYTICAL METHODOLOGY

The study targets agribusiness organizations in the Southwest and Littoral regions of Cameroon, with a total population of 506—300 in the Southwest and 206 in the Littoral (MINADER, 2024). Using a purposive sampling technique, the entire population is selected to ensure representative coverage and robust findings. The diverse sample allows for generalizable conclusions, reflecting a variety of factors such as size and management practices. Data is collected through structured self-administered questionnaires utilizing a quantitative five-point Likert scale, ensuring first-hand insights from supply chain experts. This methodology aligns with the objective of capturing the unique operational characteristics of agribusiness organizations in Cameroon.

Based on the theoretical and empirical motivations such as Kwamega et al. (2018) and Zaid et al. (2021), we can specify the following econometric models for assessing the mediation effects of value creation in the context of supply chain management practices and agribusiness performance in Cameroon:

Value Creation Model:

$$VC_i = \beta_0 + \beta_1 SRM_i + \beta_2 CRM_i + \beta_3 LIS_i + \beta_4 QIS_i + \beta_5 X_i + \varepsilon_i \quad \text{..... (1)}$$

Overall Performance Model

$$OP_i = \beta_0 + \beta_1 SRM_i + \beta_2 CRM_i + \beta_3 LIS_i + \beta_4 QIS_i + \beta_5 X_i + \varepsilon_i \quad \text{..... (2)}$$

The mediation effects can be evaluated by estimating direct, indirect, and total effects through the models specified above. The key components to analyze include: Direct effects of supply chain management practices on overall performance. Indirect effects through value creation.

This mediation can be captured in the following formula reflecting the effects:

For SRM:

Direct Effect: β2

Indirect Effect through

$$VC: \beta 1 \times VC \quad \text{..... (3)}$$

Total Effect:

$$\beta 2 + (\beta 1 \times VC) \quad \text{..... (4)}$$

The Direct Effect is simply the value of β_2. The Indirect Effect is determined by multiplying β_1 by the Value Creation (VC). The Total Effect combines the Direct Effect and the Indirect Effect, calculated as β_2 plus (β_1 multiplied by VC).

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Variable	Description
OP	Organizational Performance
ECP	Economic Performance
SP	Social Performance
EVP	Environmental Performance
SRM	Supplier Relationship Management
CRM	Customer Relationship Management
LIS	Level of Information Sharing
QIS	Quality of Information Sharing
POS	Postponement
IVC	Internal Value Creation
EVC	External Value Creation
VC	Value Creation

We employed the Causal mediation analysis of Zhao et al. (2010). This is a statistical approach used to understand the mechanisms through which an independent variable (supply chain management practices) influences a dependent variable (performance of agribusinesses) via one or more mediating variables (value creation). Zhao et al. (2010) proposed a framework for causal mediation analysis that emphasizes the importance of distinguishing between direct and indirect effects. The authors argue that traditional mediation analysis often fails to adequately address the causal relationships among variables, leading to potential misinterpretations of the mediation effect. Their approach is grounded in a counterfactual framework, which allows researchers to estimate the causal effects of supply chain management practices on performance of agribusinesses through value creation while controlling for confounding variables.

Zhao et al. (2010) also highlight the importance of assessing the significance of the mediation effect. They propose using bootstrapping methods to obtain confidence intervals for the mediation effect, which allows researchers to determine whether the indirect effect is statistically significant. This approach addresses the limitations of traditional methods, such as the Sobel test, which may not perform well under certain conditions.

4. FINDINGS AND DISCUSSIONS

Table 4.1 provides a comprehensive overview of the demographic characteristics of respondents from agribusinesses in the South West and Littoral regions of Cameroon. It is categorized into several key modalities: gender, age distribution, educational level, longevity in the sector, and the specific agricultural sector they are involved in.

In terms of gender, the respondents are predominantly male, constituting 58.1% (294 individuals) of the total sample, while females make up 41.9% (212 individuals). This suggests a notable gender disparity in agribusiness participation in these regions, which may reflect broader societal norms and economic opportunities available to men and women in agriculture.

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Table 1: Demographic Characteristics of the Respondents

Characteristic	Modalities	Frequency	Percent
Gender	Male	294	58.1
	Female	212	41.9
Age Distribution of Respondents	18-25 years	33	6.5
	26-35 years	113	22.3
	36-45 years	266	52.6
	46-55 years	56	11.1
	Above 55 years	38	7.5
Educational Level	Ordinary Level	96	19.0
	Advance Level	172	34.0
	Bachelor's Degree	213	42.1
	Post graduate	25	4.9
Longevity	Less than 1 year	23	4.5
	1-3 years	162	32.0
	4-6 years	248	49.0
	Above 6 years	73	14.4
Sector	Crop production	294	58.1
	Livestock production	136	26.9
	Agricultural input	76	15.0

Source: Field Survey, 2025

The age distribution reveals that the majority of respondents fall within the 36-45 years bracket, accounting for 52.6% (266 individuals). This indicates a strong participation of middle-aged individuals in agribusiness, possibly due to their accumulated experience and resources. Younger respondents aged 18-25 represent only 6.5% (33 individuals), suggesting that the sector may not be attracting younger individuals as much, which could pose challenges for the future sustainability of agribusiness in the region. The remaining age groups also reflect a moderate participation, with 22.3% (113 individuals) in the 26-35 years range, 11.1% (56 individuals) aged 46-55 years, and 7.5% (38 individuals) above 55 years.

Regarding educational level, the data shows that a significant proportion of respondents have attained a Bachelor's Degree (42.1%, 213 individuals), with 34.0% (172 individuals) holding an Advance Level qualification. This indicates a relatively well-educated workforce, which may enhance productivity and innovation within the agribusiness sector. However, only 4.9% (25 individuals) have a postgraduate degree, suggesting that advanced academic qualifications are less common among agribusiness professionals in these regions.

When examining longevity in the sector, 49.0% (248 individuals) of respondents indicate they have been involved in agribusiness for 4-6 years. This relatively high percentage points to a stable segment of the workforce with substantial experience. In contrast, those with less than one year in the sector represent only 4.5% (23

individuals), indicating a lower influx of newcomers. Respondents with 1-3 years (32.0%, 162 individuals) and above 6 years (14.4%, 73 individuals) show a balanced representation that suggests a mix of both newer and more seasoned agribusiness participants.

Lastly, the sector breakdown highlights that crop production is the most represented area, with 58.1% (294 individuals) involved in this activity, which may reflect the region's agricultural focus. Livestock production follows with 26.9% (136 individuals), while agricultural input represents 15.0% (76 individuals). This distribution underscores the importance of crop production in the local economy and suggests potential areas for growth and development in livestock and agricultural input sectors.

Table 2: Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
OP	506	3.278	.396	2.333	4.5
ECP	506	3.116	.753	1.667	4.667
SP	506	3.688	.511	2.167	4.667
EVP	506	3.031	.615	1	5
SRM	506	3.833	.49	2.444	5
CRM	506	3.253	.459	2.1	4.6
LIS	506	3.748	.567	1	5
QIS	506	3.379	.542	1.4	5
POS	506	2.924	.666	2	4
IVC	506	3.955	.563	1.75	5
EVC	506	3.868	.589	2	5
VC	506	3.911	.507	2.375	5
Male	506	.581	.494	0	1
Female	506	.419	.494	0	1
Secondary education	506	.53	.5	0	1
Graduate	506	.421	.494	0	1
Postgraduate	506	.049	.217	0	1
experience less 1year	506	.045	.209	0	1
experience 1to3years	506	.32	.467	0	1
experience 4to5years	506	.49	.5	0	1
experience above 6years	506	.144	.352	0	1
Size (number of workers)	506	9.397	5.787	3	42

Source: Author's Computation, 2025

Table 4.11 presents descriptive statistics for various performance metrics of agribusinesses in the South West and Littoral regions of Cameroon. The sample size for each variable is 506 observations. The organizational performance, indicated by the mean value of 3.278, shows a moderate level of effectiveness, with a standard

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deviation of 0.396, suggesting some variability among the agribusinesses. Economic performance has a mean of 3.116, with a higher standard deviation of 0.753, indicating greater diversity in economic outcomes. Social performance is slightly better, with a mean of 3.688 and a standard deviation of 0.511, suggesting relatively consistent social contributions across the sector.

Environmental performance, with a mean of 3.031, indicates a slightly lower emphasis on environmental issues, while supplier relationship management averages 3.833, reflecting a strong focus on maintaining supplier relations. Customer relationship management has a mean of 3.253, suggesting room for improvement in customer interactions. The level of information sharing averages 3.748, whereas the quality of information sharing is slightly lower at 3.379, indicating that while information is shared, its quality may vary.

Postponement strategies are less emphasized, with a mean of 2.924. Internal value creation scores higher at 3.955, suggesting that agribusinesses are effective in generating value within their operations, while external value creation is also strong at 3.868. Aggregated value creation has a mean of 3.911, indicating overall positive performance in creating value.

The sample comprises 506 observations, reflecting a balanced gender distribution with a mean of 0.581 for males and 0.419 for females, both with a standard deviation of 0.494. This indicates that while there is a predominance of male respondents, the female representation is significant, highlighting gender diversity in the sector.

In terms of educational attainment, 53 percent of respondents have completed secondary education, with a standard deviation of 0.5, suggesting a split in the population between those with secondary education and those without. Graduate education is represented by 42.1 percent of respondents, with a standard deviation of 0.494, indicating a substantial number of individuals pursuing higher education. Postgraduate qualifications are less common, with only 4.9 percent of respondents achieving this level, accompanied by a lower standard deviation of 0.217, showing less variability among those with advanced degrees.

Experience levels reveal that 4.5 percent of respondents have less than one year of experience, with a standard deviation of 0.209, indicating a small proportion of newcomers in the field. Meanwhile, 32 percent have between one to three years of experience, with a standard deviation of 0.467, suggesting moderate variability in this group. A significant portion, 49 percent, falls within the four to five years of experience category, characterized by a standard deviation of 0.5, indicating a consistent level of experience among this subset. Lastly, 14.4 percent have more than six years of experience, with a standard deviation of 0.352, suggesting that while there are fewer individuals in this group, their experience level is relatively more consistent.

Table 3: Pairwise correlations

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
(1) OP	1.000											
(2) SRM	0.035	1.000										
(3) CRM	0.019	0.025	1.000									
(4) LIS	-0.192	0.028	-0.021	1.000								
(5) QIS	0.014	-0.006	0.016	0.008	1.000							

(6) POS	-0.001	-0.049	0.035	0.050	-0.137	1.000						
(7) VC	-0.011	-0.124	-0.042	-0.022	-0.018	-0.024	1.000					
(8) Gender	0.032	-0.079	0.056	-0.155	-0.031	-0.044	0.002	1.000				
(9) Age	-0.026	-0.082	0.033	0.049	0.000	0.114	-0.014	-0.082	1.000			
(10) Education	0.013	-0.045	-0.052	-0.074	0.022	-0.076	-0.040	0.077	-0.099	1.000		
(11) Size	-0.069	-0.131	0.002	-0.016	-0.004	0.199	0.003	0.039	0.200	-0.050	1.000	
(12) Sector	0.091	-0.054	-0.011	0.032	-0.069	-0.069	-0.035	-0.042	0.053	0.070	-0.108	1.000
Source: Author Computation, 2025												

Table 3 presents a pairwise correlation matrix for various variables related to organizational performance and demographic factors within the agribusiness sector in the South West and Littoral regions of Cameroon. The correlation coefficients range from -0.192 to 0.199, indicating the strength and direction of relationships among the variables. Notably, the correlation between organizational performance and supplier relationship management is low at 0.035, suggesting a weak positive relationship. Similarly, customer relationship management shows an even weaker correlation with organizational performance at 0.019. Other variables, such as level of information sharing and quality of information sharing, exhibit negative correlations with organizational performance, particularly level of information sharing, which has a correlation of -0.192, indicating a more substantial negative association. However, the remaining correlations among the demographic variables, including gender, age, education, size, and sector, also remain low, suggesting no significant relationships that would indicate collinearity issues.

The correlations among the explanatory variables themselves are predominantly low, with the highest correlation being -0.137 between postponement and quality of information sharing, which further supports the absence of collinearity problems. For example, the correlations between size and other variables such as age (0.200) and sector (0.091) are also modest, indicating that these demographic factors do not strongly influence one another. The lack of significant correlations among the explanatory variables suggests that multicollinearity is not a concern in this analysis, allowing for a clearer interpretation of the individual effects of each variable on organizational performance. The findings indicate that the relationships among the variables are weak, which supports the validity of the regression analysis and the reliability of the results obtained from further statistical modeling.

Table 4: The Structural Model

	(1)	**(2)**	**(3)**	**(4)**
VARIABLES	VC	OP	var(e.VC)	var(e.OP)
VC		-0.103**		
		(0.0412)		
SRM	0.803***	0.0881**		
	(0.0271)	(0.0416)		
CRM	-0.0556**	0.580***		
	(0.0280)	(0.0259)		
LIS	0.141***	0.124***		

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	(0.0233)	(0.0221)		
QIS	0.0258	0.142***		
	(0.0238)	(0.0218)		
POS		-0.0150		
		(0.0170)		
Male (0 if female)		-0.0206		
		(0.0222)		
Post graduate is base				
Secondary		-0.0582		
		(0.0517)		
Graduate		-0.0476		
		(0.0523)		
Experience (above 6 years is base)				
Less than 1 year		-0.162***		
		(0.0593)		
1 to 3 years		-0.0543		
		(0.0350)		
4 to 5 years		-0.00241		
		(0.0338)		
Size (continues)		-0.00602***		
		(0.00197)		
Constant	0.398***	0.702***	0.0713***	0.0587***
	(0.132)	(0.138)	(0.00448)	(0.00369)
Observations	506	506	506	506
chi2_bs	1165***	1165***	1165***	1165***
chi2_ms	21.41***	21.41***	21.41***	21.41***

Standard errors in parentheses | *** p<0.01, ** p<0.05, * p<0.1 | Source: Author Computation, 2025

Table 4 presents the structural model analyzing the extent to which value creation mediates the relationship between supply chain management practices and the performance of agribusinesses in the South West and Littoral regions of Cameroon. The analysis includes four variables: value creation, overall performance, and the variances of value creation and overall performance. The model indicates significant relationships as shown by the chi-squared statistics, which are all significant at the 1 percent level.

Value creation is influenced significantly by supply chain management practices. The coefficient for supplier relationship management is 0.803, and it is significant at the 1 percent level. This strong positive effect indicates that effective management of supplier relationships is crucial for enhancing value creation in agribusinesses. Conversely, customer relationship management has a negative impact on value creation, with a coefficient of -

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0.0556, significant at the 5 percent level. This suggests that, contrary to expectations, stronger customer relationships may not contribute positively to value creation in the context of agribusinesses in the South West and Littoral regions of Cameroon.

Levels of information sharing demonstrate a positive and significant effect on value creation, with a coefficient of 0.141 at the 1 percent significance level. This finding highlights the importance of effective information sharing among stakeholders in enhancing value creation. Quality of information sharing shows a positive but insignificant effect on value creation (0.0258), indicating that while it may contribute, its impact is not statistically robust. The postponement variable does not significantly influence value creation, with a coefficient of -0.0150.

For overall performance, the model demonstrates that value creation significantly influences performance, with a coefficient of -0.103 at the 5 percent significance level. This negative coefficient suggests that while value creation is essential, its relationship with overall performance may be complex, potentially indicating diminishing returns at higher levels of value creation of agribusinesses in the South West and Littoral regions of Cameroon.

Supplier relationship management also positively influences overall performance, with a coefficient of 0.0881 at the 5 percent level, while customer relationship management shows a strong positive impact with a coefficient of 0.580 at the 1 percent level. This indicates that effective customer management is crucial for enhancing performance of agribusinesses in the South West and Littoral regions of Cameroon.

Levels of information sharing continue to show a significant positive influence on overall performance (0.124) at the 1 percent level, reinforcing the importance of stakeholder engagement in performance outcomes of agribusinesses in the South West and Littoral regions of Cameroon. Quality of information sharing has a positive effect on overall performance (0.142), significant at the 1 percent level, suggesting that higher quality interactions contribute positively to performance.

The structural model analysis reveals intricate dynamics regarding the mediation role of value creation in the relationship between supply chain management practices and the performance of agribusinesses in the South West and Littoral regions of Cameroon. The strong positive influence of supplier relationship management highlights the critical importance of effective supplier interactions in fostering value creation. This aligns with the findings of Zefack et al. (2024), which emphasize that strong supplier relationships are fundamental for enhancing operational efficiencies and overall value in agribusiness. Conversely, the negative impact of customer relationship management suggests that stronger relationships with customers might not translate into enhanced value creation within this context. This unexpected outcome may stem from factors such as market saturation or misalignment between customer needs and agribusiness offerings, as noted by Wamba et al. (2024). Similar findings have been observed in other studies, indicating that customer relationship dynamics can vary significantly across different agricultural contexts (Kauffman & Vahdat, 2023).

Moreover, the positive and significant effect of information sharing on value creation underscores the necessity of transparent communication among stakeholders, supporting findings from Lee and Park (2023). Effective information sharing has been recognized as a critical factor in enhancing collaboration and operational

performance in supply chains (Ivanov et al., 2023). However, the insignificant effect of quality of information sharing implies that while sharing information is beneficial, the relevance and application of that information are crucial for maximizing its impact on value creation. This observation is consistent with the work of Thomas et al. (2023), which highlights the importance of not just sharing information but ensuring its quality and applicability. The postponement variable's negative impact indicates that timing strategies may not significantly contribute to value creation in agribusinesses, suggesting an area for further examination, as noted by Chikoko and Adebayo (2023).

Table 5: Mediation Analysis

	Direct Effects	Indirect Effects	Total Effects	% of Mediation	Size of Mediation	Type of Mediation	Sobel z-value	Monte Carlo z-value
VARIABLES		OP	OP	OP	OP	OP		
VC	-0.103**		-0.103**					
	(0.0412)		(0.0412)					
SRM	0.0881**	-0.0825**	0.00565	14.16%	0.936	Partial mediation	-2.483**	-2.472**
	(0.416)	(0.0332)	(0.0260)					
CRM	0.580***	0.0057	0.586***	1%	0.010	No mediation	0.120	1.505
	(0.0259)	(0.00367)	(0.0260)					
LIS	0.124***	-0.0145**	0.109***	13 %	0.117	Partial mediation	-2.303**	-2.261**
	(0.0221)	(0.0063)	(0.0216)					
QIS	0.142***	-0.00265	0.139***	2%	0.019	No mediation	-0.996	-0.923
	(0.0218)	(0.00266)	(0.0219)					
POS	-0.0150		-0.0150					
	(0.0170)		(0.0150)					
Male (0 if female)	-0.0206		-0.0206					
	(0.0222)		(0.0222)					
Secondary (0 if postgraduate)	-0.0582		-0.0582					
	(0.0517)		(0.0517)					
Graduate (0 if postgraduate)	-0.0476		-0.0476					
	(0.0523)		(0.0523)					
Experience (above 6 years is base)								
Less than 1 year	-0.162***		-0.162***					
	(0.0593)		(0.0593)					
1 to 3 years	-0.0543		-0.0543					
	(0.0350)		(0.0350)					
4 to 5 years	-0.0024		-0.0024					

	(0.0338)		(0.0338)					
Size (continues)	-0.0060***		-0.0060***					
	(0.00187)		(0.00187)					

Standard errors in parentheses | *** p<0.01, ** p<0.05, * p<0.1 | Source: Author Computation, 2025

Table 5 presents the results of the mediation analysis examining the direct, indirect, and total effects of value creation on overall performance in agribusinesses, along with the percentage and size of mediation for various supply chain management practices. The direct effect of value creation on overall performance is negative and significant at -0.103, indicating that higher levels of value creation may be associated with reduced overall performance in agribusinesses. In the context of supplier relationship management, the direct effect is positive at 0.0881 and significant at the 5 percent level. The indirect effect of supplier relationship management on overall performance through value creation is -0.0825, leading to a total effect of 0.00565. The mediation analysis indicates that 14.16 percent of the total effect is mediated by value creation, suggesting a partial mediation effect. The Sobel z-value (-2.483) and Monte Carlo z-value (-2.472) confirm the significance of this mediation effect.

For customer relationship management, the direct effect on overall performance is substantial at 0.580 and significant at the 1 percent level, with an indirect effect of 0.0057, resulting in a total effect of 0.586. However, the percentage of mediation is only 1 percent, indicating that customer relationship management operates primarily independently of value creation, resulting in no mediation. The Sobel z-value (0.120) and Monte Carlo z-value (1.505) support this finding.

Levels of information sharing show a direct effect of 0.124 on overall performance, significant at the 1 percent level. The indirect effect through value creation is -0.0145, leading to a total effect of 0.109. This results in a mediation percentage of 13 percent, indicating a partial mediation effect. The Sobel z-value (-2.303) and Monte Carlo z-value (-2.261) further validate the significance of this mediation.

Quality of information sharing presents a direct effect of 0.142, significant at the 1 percent level, with a negligible indirect effect of -0.00265, leading to a total effect of 0.139. The mediation analysis indicates only 2 percent of the total effect is mediated by value creation, suggesting no mediation. The Sobel z-value (-0.996) and Monte Carlo z-value (-0.923) reinforce this conclusion.

The mediation analysis reveals that value creation has a negative direct effect on overall performance, indicating a counterintuitive relationship where increased value creation may correlate with reduced overall performance. This is particularly significant given that the indirect effect of supplier relationship management through value creation is negative, leading to a total effect that suggests a partial mediation effect, as confirmed by both the Sobel and Monte Carlo z-values. In contrast, customer relationship management operates largely independently of value creation, with a negligible mediation percentage. This finding is supported by the research of Bello and Ojo (2023), which indicates that customer relationship management strategies can function effectively without relying on value creation as a mediating factor. Information sharing also demonstrates a direct effect on overall performance,

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with a partial mediation effect further validating the nuanced role of value creation in these relationships, as highlighted by Garcia and Lopez (2024).

5. CONCLUSION AND POLICY SUGGESTION

The main objective of this study is to investigate how value creation mediates the effect of supply chain management practices on performance among agribusinesses in the Southwest and Littoral regions of Cameroon. To achieve this objective, the study employs a causal mediation analysis framework, utilizing a quantitative research design that involves the collection of primary data through surveys administered to agribusiness organizations within the specified regions. The data analysis is conducted using structural equation modeling (SEM) techniques, which allow for the examination of direct and indirect relationships between supply chain management practices, value creation, and organizational performance. This methodological approach enables the identification of mediating effects and provides robust insights into the dynamics of supply chain practices within the agribusiness sector. The findings from the structural model analysis emphasize the intricate relationships between supply chain management practices and performance metrics in agribusinesses in the South West and Littoral regions of Cameroon. The significant role of supplier relationship management in enhancing value creation is clear, while the unexpected negative impact of customer relationship management challenges conventional assumptions. The mediation analysis further complicates the narrative, revealing a negative direct effect of value creation on overall performance. These insights are essential for understanding how value creation operates within the context of agribusinesses and the implications for strategic management practices.

To improve the performance of agribusinesses through enhanced value creation, it is recommended that policymakers and business leaders prioritize the development of robust supplier relationships, recognizing their critical role in driving value. Additionally, agribusinesses should assess their customer relationship management strategies to ensure alignment with market demands and avoid potential negative impacts on value creation. Emphasizing effective information sharing among stakeholders is crucial, as this has been shown to positively influence value creation. Continuous training programs focused on improving the quality of information shared within supply chains should be implemented to maximize operational efficiencies and overall performance. Furthermore, agribusinesses should adopt advanced technologies such as big data analytics and digital supply chain management tools to optimize operations and enhance decision-making processes. Strengthening supply chain integration is essential for ensuring seamless coordination among suppliers, producers, and distributors, thereby improving responsiveness to market changes. Fostering collaborative partnerships among stakeholders can lead to innovative solutions and shared best practices, while implementing sustainable agricultural practices will enhance environmental conservation and brand reputation. Continuous capacity-building programs should be established to equip employees with necessary skills, and regular market research should guide strategic decisions. Developing comprehensive risk management strategies will address challenges such as climate change and market volatility. Policymakers should also facilitate access to financial resources for agribusinesses, particularly small and medium enterprises, empowering them to invest in growth. Lastly, enhancing quality control measures throughout the supply chain will ensure products meet market standards, strengthening customer satisfaction and brand loyalty.

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