

## **Global Supply Chain Management and The Performance of Multi-National Companies in Rivers State of Nigeria**

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**Abstract:** *This study examined the relationship between global supply chain management and the performance of multi-national companies in rivers state of Nigeria. This study adopted a correlational research design. The population of the study consisted of 10 multinational companies operating in Rivers State as retrieved from Nigerian business directory search engine. The study adopted a census study, 3 respondents were selected from each firm multiplied by 10 firms give us a total of 30 respondents. Structured questionnaire instrument title " Global supply chain management and performance questionnaire was developed on five point likert scale. The result of the Cronbach's Alpha reliability test indicates .800 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (statistical package social sciences). The study revealed that there is a significance relationship between global sourcing and profitability of multi-national companies in Rivers State of Nigeria. There is a significance relationship between outsourcing and operational process efficiency of multi-national companies in Rivers State of Nigeria. There is a significance relationship between global production and distribution and customer satisfaction of multi-national companies in Rivers State of Nigeria. In conclusion, global supply chain management is a critical aspect of business operations for multi-national companies in Rivers State of Nigeria. By investing in infrastructure, building strong relationships with local partners, implementing effective communication and coordination processes, and utilizing technology, MNCs can improve the performance of their supply chains and gain a competitive advantage in the region. The study recommended that MNCs should consider investing in the development of infrastructure in Rivers State, including transportation and logistics systems, to improve the efficiency and effectiveness of their supply chains.*

**Keywords:** global supply chain management, performance, multi-national companies Rivers state, Nigeria

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## INTRODUCTION

Global supply chain management involves the coordination and integration of production, procurement, and logistics activities across international borders to ensure the efficient flow of goods and services. It encompasses various strategies and practices designed to optimize the performance of the supply chain, minimize costs, and enhance customer satisfaction. In the context of multinational companies, GSCM is particularly complex due to factors such as differing regulatory environments, cultural variations, and economic instability in host countries. According to Mentzer et al., (2001) global supply chain management refers to the strategic coordination of business functions within a company, across its international operations, to improve long-term performance. Similarly, Christopher (1998), opined that, GSCM involves the management of material, information, and financial flows in a network consisting of suppliers, manufacturers, distributors, and customers. The goal is to optimize these flows to ensure efficiency, reduce costs, and enhance customer satisfaction. The complexity of global supply chains requires sophisticated strategies and tools to manage risks and capitalize on opportunities.

The performance of multinational companies is a multifaceted concept, encompassing financial performance, market share, operational efficiency, and strategic adaptability. Effective supply chain management is critical in achieving these performance metrics. Chopra and Meindl (2016) assert that a well-managed supply chain can lead to significant improvements in cost reduction, product quality, and customer satisfaction. Furthermore, Kotabe and Murray (2004) emphasize the importance of aligning supply chain strategies with overall corporate strategy to enhance competitive advantage

Nigerian scholars have extensively examined the interplay between GSCM and MNC performance within the local context. Akinyemi (2011) explored the role of supply chain integration in improving operational efficiency and customer satisfaction among multinational firms operating in Nigeria. Eze (2014) investigated the impact of Nigeria's infrastructural challenges on supply chain effectiveness, providing recommendations for overcoming these barriers. More recently, Adebajo et al. (2018) focused on the potential of digital transformation to enhance supply chain processes in Nigeria, emphasizing the role of technology in improving visibility, reducing lead times, and boosting overall performance.

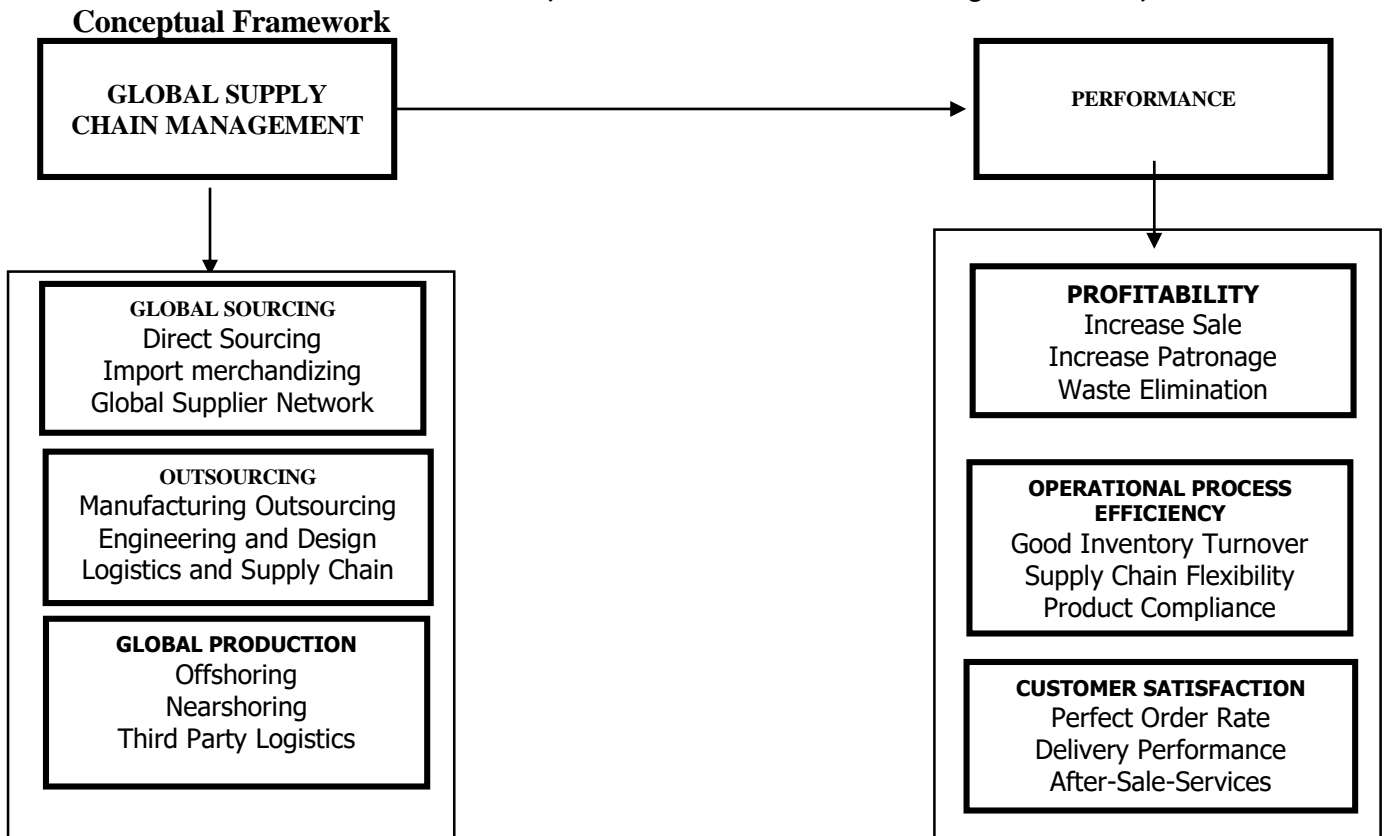
### Statement of the Problem

One of the major challenges facing GSCM in Rivers State, Nigeria, is the country's economic instability. According to the World Bank, Nigeria's economy experienced negative growth in 2020 due to the COVID-19 pandemic and a decline in oil prices (World Bank, 2021). This economic instability can lead to fluctuations in exchange rates, making it difficult for MNCs to accurately forecast costs and maintain stable supply chains. To address this challenge, MNCs can implement hedging strategies to mitigate currency risks and establish long-term relationships with local suppliers to ensure stability.

Another challenge facing GSCM in Rivers State is the region's poor infrastructure. According to a report by the Nigerian Ports Authority, the Port Harcourt port, which is a major gateway for trade in Rivers State, suffers from congestion and inefficiencies (Nigerian Ports Authority, 2021). This infrastructure constraint can lead to delays and increased costs in the supply chain. To address this challenge, MNCs can invest in infrastructure development projects or partner with local organizations to improve transportation networks and logistics efficiency.

Political instability is also a significant challenge affecting GSCM in Rivers State. The region has experienced ongoing conflicts between different ethnic groups and security threats from militant groups (BBC News, 2021). This political instability can lead to disruptions in the supply chain and pose safety risks for MNC employees. To address this challenge, MNCs can develop contingency plans for supply chain disruptions caused by political instability and prioritize employee safety through risk assessment and mitigation measures.

Lastly, there are challenges related to the legal framework governing GSCM in Rivers State. The region's legal system is complex and often lacks transparency (World Bank Group, 2021). This complexity can make it difficult for MNCs to navigate regulatory requirements and protect their intellectual property rights. To address this challenge, MNCs can engage local legal experts who have a deep understanding of Nigerian laws and regulations related to trade and commerce. In conclusion, there are several challenges that affect the study of GSCM and its impact on the performance of MNCs in Rivers State, Nigeria. These challenges include economic instability, infrastructure constraints, political instability, cultural differences, and legal framework issues. However, MNCs can implement various strategies to overcome these challenges such as hedging strategies for currency risks, infrastructure development projects or partnerships with local organizations for transportation networks improvement, contingency plans for supply chain disruptions caused by political instability prioritizing employee safety through risk assessment measures an cross-cultural training programs or engagement with local consultants who have a deep understanding of Nigerian culture customs an laws regulations related to trade commerce respectively . By addressing these challenges proactively through strategic planning an investment initiatives MNCs can enhance their global supply chain management capabilities an achieve sustainable growth an success in Rivers State Nigeria



**Fig 1.1: Conceptual Framework of Global Supply Chain Management and the Performance of Multi-National Companies in Rivers State of Nigeria.**

**Source:** Adapted from Garcia, L., & Patel, S. (2021), and Researcher (2024)

### **Aim and Objectives**

This project has its main aim as determining how Global Supply Chain Management can enhance the Performance of Multi-National Companies in Rivers State of Nigeria. The specific objectives are to:

- 1 To determine the relationship between global sourcing and profitability of multi-national companies in Rivers State of Nigeria
- 2 To determine the relationship between outsourcing and operational7process efficiency of multi-national companies in Rivers State of Nigeria
- 3 To determine the relationship between global production and distribution and customer satisfaction of multi-national companies in Rivers State of Nigeria

### **Research Questions**

- 1 What is the relationship between global sourcing and profitability of multi-national companies in Rivers State of Nigeria
- 2 What is the relationship between outsourcing and operational7process efficiency of multi-national companies in Rivers State of Nigeria

- 3 What is the relationship between global production and distribution and customer satisfaction of multi-national companies in Rivers State of Nigeria

### **Research Hypothesis:**

- H0<sub>1</sub> There is no significance relationship between global sourcing and profitability of multi-national companies in Rivers State of Nigeria
- H0<sub>2</sub> There is no significance relationship between outsourcing and operational process efficiency of multi-national companies in Rivers State of Nigeria
- H0<sub>3</sub> There is no significance relationship between global production and distribution and customer satisfaction of multi-national companies in Rivers State of Nigeria

## **REVIEW OF RELATED LITERATURE**

### **Conceptual Review**

#### **The Concept of Supply Chain Management**

Global supply chain management (GSCM) refers to the design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand, and measuring performance globally. In the context of multinational companies (MNCs) operating in Nigeria, GSCM encompasses a range of strategies and practices aimed at optimizing the flow of goods, information, and finances across international borders, while addressing the unique challenges and opportunities present in the Nigerian market.

In his seminal work, Christopher (2016) emphasizes the importance of agility and flexibility in supply chain management. He argues that in volatile markets like Nigeria, MNCs must adopt agile supply chain practices to respond quickly to disruptions and market changes. Christopher's framework highlights the need for real-time information sharing and adaptive logistics strategies to enhance performance. This perspective is crucial for understanding how MNCs can maintain operational efficiency amidst Nigeria's dynamic business environment.

Mentzer et al. (2001) provide a comprehensive definition and theoretical foundation for supply chain management. Their work underscores the integrative nature of supply chains, involving coordination across multiple functions and organizations. Applying this framework to MNCs in Nigeria highlights the critical role of inter-organizational collaboration and integration in achieving superior performance. This study forms a basis for examining how MNCs can optimize their supply chains through strategic partnerships and efficient coordination.

Knemeyer, Zinn, and Eroglu (2009) focus on risk management within supply chains, particularly in the context of catastrophic events. Their research is pertinent to Nigeria, where MNCs often face significant risks such as political instability, economic volatility, and infrastructural challenges. The authors propose proactive planning and risk mitigation strategies, including scenario planning and risk pooling. This perspective is valuable for understanding how MNCs can enhance resilience and continuity in their Nigerian operations.

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Ketchen and Hult (2007) bridge organization theory with supply chain management by introducing the concept of best value supply chains, which focus on delivering superior value through strategic resource management and capabilities development. In Nigeria, MNCs can leverage this framework to enhance their competitive advantage by optimizing resource allocation and developing supply chain capabilities that align with local market demands. Their research provides a holistic view of how organizational theories can inform effective supply chain practices.

### **Dimensions of Global Supply Chain Management**

**Global Sourcing:** Global sourcing is a strategic approach used by multinational companies (MNCs) to procure goods and services from international markets to leverage cost efficiencies, access advanced technologies, enhance quality, and gain competitive advantages. This practice involves identifying, evaluating, and engaging suppliers from different parts of the world to meet the specific needs of the company. Akinyemi, A. (2011), defined global sourcing is the process of identifying, evaluating, and procuring goods and services from suppliers located outside the company's home country. It involves the coordination and integration of procurement activities across multiple countries to achieve strategic goals.

**Outsourcing:** Outsourcing in multinational supply chain management involves delegating specific business processes or functions to external suppliers or service providers, often in different countries. This strategic practice enables multinational companies (MNCs) to focus on core competencies, reduce costs, and enhance operational efficiency. Below, we explore various aspects of outsourcing within the context of multinational supply chain management. According to Eze, C. (2014), outsourcing is the business practice of hiring external organizations to perform tasks, provide services, or manufacture products that are typically handled in-house. In the context of supply chain management, this can include procurement, production, logistics, customer service, and more. Global production and distribution: Global production and distribution are crucial components of multinational supply chain management. They involve the strategic planning and execution of manufacturing and delivering products across various international markets. This ensures that companies can meet global demand efficiently, maintain cost-effectiveness, and achieve a competitive advantage. As defined by Ugochukwu, P., et al (2012) global production refers to the process of manufacturing goods in multiple countries, often taking advantage of local cost benefits, resources, and expertise. It involves decisions about where to locate production facilities, how to manage production processes, and how to integrate these activities into the overall supply chain management practices.

### **Measures of Performance**

Adopting global supply chain management (GSCM) can significantly impact the performance of multinational companies (MNCs) across various dimensions. The performance measures are typically categorized into financial, operational, customer-related, and strategic metrics, as discussed below:

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**Operational Efficiency:** Operational efficiency is a critical measure of performance for multinational companies (MNCs) that adopt global supply chain management (GSCM). Operational efficiency in this context refers to the ability of a company to maximize output and minimize waste, costs, and time while maintaining high-quality standards. Here's how adopting GSCM enhances operational efficiency for MNCs.

According to Akinyemi, A. (2011), operational efficiency can be achieved by multi-national companies through the following means: By adopting standardized processes and leveraging advanced manufacturing technologies across global sites, MNCs can reduce production cycle times. Implementing automation reduces manual intervention and accelerates production activities. Efficient logistics planning and execution, including the use of advanced transportation management systems, help minimize delivery times. Establishing production and distribution centers closer to key markets reduces transit times. Establishing relationships with reliable suppliers and using just-in-time (JIT) inventory systems reduces supplier lead times. Implementing standardized production and quality control procedures across all global sites ensures consistent product quality.

**Customer Satisfaction:** Customer satisfaction is a critical measure of performance for multinational companies (MNCs) adopting global supply chain management (GSCM). High customer satisfaction is essential for building customer loyalty, enhancing brand reputation, and driving business growth. Below will show how adopting GSCM impacts customer satisfaction: Utilizing advanced demand forecasting tools helps in accurately predicting customer demand and maintaining optimal inventory levels. Establishing regional distribution centers closer to key markets ensures quicker delivery times and better product availability. Setting up production facilities in or near major markets reduces transit times, ensuring faster delivery to customers. Adopting standardized quality control procedures across all global production sites ensures consistent product quality. Advanced order management systems reduce errors in order processing, ensuring that customers receive the correct products. Consistently meeting or exceeding customer expectations leads to positive experiences, fostering brand loyalty.

**Profitability:** Profitability is a crucial measure of performance for multinational companies (MNCs) adopting global supply chain management (GSCM). Effective GSCM can significantly enhance profitability by optimizing costs, improving efficiency, expanding market reach, and increasing revenue.

Huge profit can be secured through the following: Procuring raw materials and components from countries with lower labor and production costs reduces overall production expenses. Utilizing advanced transportation management systems and choosing cost-effective shipping routes and modes lower transportation expenses. Establishing production and distribution centers in key markets enhances market penetration and sales. Lower labour costs in certain regions contribute to overall cost savings and improved margins. Offering customized products or faster delivery times allows MNCs to charge premium prices, enhancing profit margins.

Adopting socially responsible practices enhances brand image and attracts customers who value sustainability, potentially increasing sales.

### **Empirical Review**

This empirical review synthesizes findings from various studies on global supply chain management (GSCM) and the performance of multinational companies (MNCs) operating in Nigeria. The review highlights key insights into how GSCM practices influence MNC performance in this context, focusing on areas such as risk management, logistics, technology integration, and regulatory compliance.

Ugochukwu, et al., (2012) carried out a research, titled “Improving Logistics Performance in Nigeria: A Supply Chain Management Approach”. The study investigated the logistics challenges faced by MNCs in Nigeria and proposes supply chain management strategies to improve performance. Using a mixed-methods approach, the researchers collected data from 20 multinational firms operating in Nigeria through surveys and interviews. The findings reveal that inadequate infrastructure, frequent power outages, and regulatory bottlenecks significantly impede logistics performance. However, companies that implemented advanced GSCM practices, such as real-time tracking systems and strategic partnerships with local suppliers, reported notable improvements in delivery times and cost efficiency. The study concludes that MNCs can enhance their logistics performance by adopting comprehensive GSCM strategies tailored to the Nigerian context.

Adegbite, and Ayadi, (2010), in their research on: The Impact of Regulatory Policies on the on Supply \Chain Management on Multi-National Companies in Nigeria examined the effect of Nigerian regulatory policies on the supply chain management practices of multinational companies. The researchers utilized a qualitative approach, conducting in-depth interviews with supply chain managers from 15 MNCs. The results indicate that regulatory inconsistencies and bureaucratic red tape create significant challenges for supply chain efficiency. However, MNCs that engaged in proactive regulatory management, including lobbying for policy changes and developing compliance training programs, experienced fewer disruptions and better overall performance. The study suggests that understanding and navigating the regulatory environment is crucial for optimizing GSCM in Nigeria.

Okoro, and Chinonso (2014), explored the relationship between risk management practices and supply chain resilience among MNCs in Nigeria. Through a survey of 25 multinational firms and follow-up case studies, the researchers identified key risk factors such as political instability, currency fluctuations, and supply chain disruptions. The study found that companies with robust risk management frameworks, including diversified sourcing strategies and contingency planning, demonstrated greater resilience and maintained higher performance levels during crises. The findings underscore the importance of integrating risk management into GSCM to enhance the stability and performance of MNCs in volatile environments.

Nwankwo and Ogbo, (2013). assessed how effective supply chain management practices influence the profitability of MNCs in Nigeria. Using a quantitative approach, the authors



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Publication of the European Centre for Research Training and Development-UK analyzed financial data from 30 multinational firms over a five-year period. The results show a positive correlation between the adoption of GSCM practices and profitability metrics such as return on investment (ROI) and net profit margin. Specifically, companies that invested in supply chain optimization technologies and lean management techniques reported significant financial gains. The study concludes that effective GSCM is a critical driver of profitability for MNCs operating in Nigeria.

Olukunle, and Adegoke, (2017), in their research work examined the role of technology integration in enhancing the supply chain management of multinational companies in Nigeria. The researchers conducted surveys and interviews with supply chain managers from 20 MNCs to gather data on technology usage and its impact on performance. The findings indicate that the integration of technologies such as enterprise resource planning (ERP) systems, blockchain, and Internet of Things (IoT) devices significantly improves supply chain visibility, accuracy, and efficiency. Companies that leveraged these technologies reported better coordination, reduced lead times, and enhanced customer satisfaction. The study highlights the critical role of technology in driving GSCM success in Nigeria.

The empirical studies reviewed demonstrate that effective global supply chain management practices are essential for the performance and competitiveness of multinational companies operating in Nigeria. Key factors influencing GSCM effectiveness include infrastructure, regulatory environment, risk management, and technology integration. MNCs that strategically address these factors through tailored GSCM strategies tend to achieve superior performance outcomes, such as improved logistics efficiency, enhanced resilience, increased profitability, and better overall operational efficiency. These insights provide a valuable foundation for both academic research and practical application in the field of global supply chain management in emerging markets.

### **Theoretical Review**

This theoretical review explores various frameworks and models underpinning global supply chain management (GSCM) and examines their relevance to the performance of multinational companies (MNCs) operating in Nigeria. The review synthesizes theories from supply chain management, international business, and organizational studies to provide a comprehensive understanding of how GSCM practices influence MNC performance in the Nigerian context.

### **Dynamic Capabilities Theory**

The propounders are David J. Teece, Gary Pisano, and Amy Shuen. (Their foundational paper is often considered to be "Dynamic Capabilities and Strategic Management," published in 1997).

Dynamic Capabilities Theory emphasizes a firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. It focuses on the capacity to sense opportunities and threats, seize opportunities, and maintain competitiveness through transformation.

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**Relevance of the Theory:**

Multi-National Companies operating in Nigeria must navigate a volatile and complex market environment.

- a. Dynamic capabilities enable these firms to remain agile, innovate, and adapt their supply chain strategies in response to local and global changes
- b. Continuously monitoring the Nigerian market for changes in consumer preferences, regulatory updates, and economic shifts.
- c. Rapidly capitalizing on identified opportunities through agile supply chain strategies.
- d. Reconfiguring supply chain operations and processes to maintain competitiveness and adapt to new challenges.

**Network Theory:**

Network theory has a broad set of contributors across various disciplines. Key figures include Stanley Milgram and Mark Granovette in 1967.

Milgram's "small-world experiment" in 1967 and Granovetter's 1973 paper "The Strength of Weak Ties" are seminal works in the development of social network theory. Making this theory more relevant, Network Theory examines the structure and dynamics of inter-organizational relationships within a supply chain network. It highlights the importance of connectivity, trust, and collaboration among network participants.

**Relevance of the Theory:**

For Multi-National Companies in Nigeria, building strong networks with local suppliers, distributors, and regulatory bodies is crucial for efficient supply chain management.

- a. Effective networks enhance information flow, resource sharing, and collective problem-solving.
- b. Establishing strategic alliances with local partners to enhance supply chain capabilities.
- c. Leveraging digital platforms to facilitate real-time information exchange among network participants,
- d. Developing trust-based relationships to ensure long-term collaboration and mutual benefits.

**Institutional Theory:**

Institutional theory has multiple contributors, but some of the foundational figures include John W. Meyer, Brian Rowan, and Paul J. DiMaggio in the year 1983.

Institutional Theory focuses on the influence of institutional environments on organizational behavior. It posits that organizations must conform to the rules, norms, and beliefs prevalent in their operating environment to gain legitimacy and ensure survival.

**Relevance of the Theory:**

Multi-National Companies in Nigeria must navigate a complex institutional landscape characterized by regulatory requirements, cultural norms, and market practices.

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- a. Adhering to these institutional pressures is essential for maintaining legitimacy and achieving operational success.
- b. Ensuring adherence to local laws and regulations governing supply chain activities.
- c. Actively engaging with regulatory bodies, industry associations, and community stakeholders to shape favorable institutional environments.

The theoretical perspectives reviewed provide a robust framework for understanding and enhancing global supply chain management practices in the context of multinational companies operating in Nigeria. By leveraging these theories, Multi-National Companies can develop strategies that address local challenges, optimize supply chain operations, and improve overall performance. The integration of dynamic capabilities, network, institutional, theories offer a comprehensive approach to achieving supply chain excellence and sustaining competitive advantage in the Nigerian market.

## **METHODOLOGY**

This study adopted a correlational research design. The population of the study consisted of 10 multinational companies operating in Rivers state as retrieved from Nigerian business directory search engine which include Shell Petroleum Development Company (SPDC), Chevron Nigeria Limited (CNL), ExxonMobil Nigeria, Total Energies Nigeria, Agip Energy and Natural Resources Nigeria, Nigeria LNG Limited (NLNG), Mobil Producing Nigeria Unlimited (MPNU), Addax Petroleum Development Nigeria Limited (APDNL), Oando Energy Resources and Schlumberger Nigeria Limited. The study adopted a census study, 3 respondents were selected from each firm multiplied by 10 firms give us a total of 30 respondents.

Structured questionnaire instrument title" Global supply chain management and performance questionnaire was developed on five point likert scale. Global supply chain management and performance questionnaire was independently subjected to content and construct validity by three Lecturers in the Department of Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt. The corrections and suggestions of the validators were affected on the finale copy of the instrument. The reliability of empirical measurement is indicated by the internal consistency. One of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. Questionnaire item statements with Cronbach's alpha reliability coefficient below the 0.70 threshold were eliminated. the test-re-test method was used. 20 copies of the questionnaire instrument were issue and some later same copies were issue through electronic media. the results were used in computation using Cronbach's alpha test of reliability.

**Table 1: Reliability Statistics**

|                  |            |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .800             | 6          |

Source: Researcher Computation via SPSS Version 25

The result of the Cronbach's Alpha reliability test indicates .800 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (statistical package social sciences).

### Data Analysis

H<sub>01</sub> There is no significance relationship between global sourcing and profitability of multi-national companies in Rivers State of Nigeria

**Table 2: Correlations on global sourcing and profitability**

|                 |                     | global sourcing | profitability |
|-----------------|---------------------|-----------------|---------------|
| global sourcing | Pearson Correlation | 1               | .828**        |
|                 | Sig. (2-tailed)     |                 | .000          |
|                 | N                   | 30              | 30            |
| profitability   | Pearson Correlation | .828**          | 1             |
|                 | Sig. (2-tailed)     | .000            |               |
|                 | N                   | 30              | 30            |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 2: Correlations on global sourcing and profitability revealed there is a significance relationship between global sourcing and profitability of multi-national companies in Rivers State of Nigeria where  $P. .828 = .000$  leading to the acceptance of alternate hypothesis: There is a significance relationship between global sourcing and profitability of multi-national companies in Rivers State of Nigeria.

H<sub>02</sub> There is no significance relationship between outsourcing and operational process efficiency of multi-national companies in Rivers State of Nigeria.

**Table 3: Correlations on outsourcing and operational process efficiency**

|                                |                     | Outsourcing | Operational process efficiency |
|--------------------------------|---------------------|-------------|--------------------------------|
| Outsourcing                    | Pearson Correlation | 1           | .929**                         |
|                                | Sig. (2-tailed)     |             | .000                           |
|                                | N                   | 30          | 30                             |
| Operational process efficiency | Pearson Correlation | .929**      | 1                              |
|                                | Sig. (2-tailed)     | .000        |                                |
|                                | N                   | 30          | 30                             |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 3: Correlations on outsourcing and operational process efficiency revealed there is a significance relationship between outsourcing and operational process efficiency of multi-national companies in Rivers State of Nigeria where  $P .929 = .000$  leading to acceptance of alternate hypothesis: There is a significance relationship between outsourcing and operational process efficiency of multi-national companies in Rivers State of Nigeria.

H0<sub>3</sub> There is no significance relationship between global production/distribution and customer satisfaction of multi-national companies in Rivers State of Nigeria

**Table 4: Correlations on global production / distribution and customer satisfaction**

|                                |                     | global production/distribution | customer satisfaction |
|--------------------------------|---------------------|--------------------------------|-----------------------|
| global production/distribution | Pearson Correlation | 1                              | .908**                |
|                                | Sig. (2-tailed)     |                                | .000                  |
|                                | N                   | 30                             | 30                    |
| customer satisfaction          | Pearson Correlation | .908**                         | 1                     |
|                                | Sig. (2-tailed)     | .000                           |                       |
|                                | N                   | 30                             | 30                    |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

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Table 4: Correlations on global production / distribution and customer satisfaction revealed that there is a significance relationship between global production / distribution and customer satisfaction of multi-national companies in Rivers State of Nigeria.

## DISCUSSION OF FINDINGS

Table 2: Correlations on global sourcing and profitability revealed there is a significance relationship between global sourcing and profitability of multi-national companies in Rivers State of Nigeria where  $P. .828 = .000$  leading to the acceptance of alternate hypothesis: There is a significance relationship between global sourcing and profitability of multi-national companies in Rivers State of Nigeria. Table 3: Correlations on outsourcing and operational process efficiency revealed there is a significance relationship between outsourcing and operational process efficiency of multi-national companies in Rivers State of Nigeria where  $P. .929 = .000$  leading to acceptance of alternate hypothesis: There is a significance relationship between outsourcing and operational process efficiency of multi-national companies in Rivers State of Nigeria. Table 4: Correlations on global production / distribution and customer satisfaction revealed that there is a significance relationship between global production / distribution and customer satisfaction of multi-national companies in Rivers State of Nigeria.

Ugochukwu, et al., (2012) carried out research, titled “Improving Logistics Performance in Nigeria: A Supply Chain Management Approach”. The study investigated the logistics challenges faced by MNCs in Nigeria and proposes supply chain management strategies to improve performance. Using a mixed-methods approach, the researchers collected data from 20 multinational firms operating in Nigeria through surveys and interviews. The findings reveal that inadequate infrastructure, frequent power outages, and regulatory bottlenecks significantly impede logistics performance. However, companies that implemented advanced GSCM practices, such as real-time tracking systems and strategic partnerships with local suppliers, reported notable improvements in delivery times and cost efficiency. The study concludes that MNCs can enhance their logistics performance by adopting comprehensive GSCM strategies tailored to the Nigerian context.

Adebite, and Ayadi, (2010), in their research on: The Impact of Regulatory Policies on the Supply Chain Management on Multi-National Companies in Nigeria, examined the effect of Nigerian regulatory policies on the supply chain management practices of multinational companies. The researchers utilized a qualitative approach, conducting in-depth interviews with supply chain managers from 15 MNCs. The results indicate that regulatory inconsistencies and bureaucratic red tape create significant challenges for supply chain efficiency. However, MNCs that engaged in proactive regulatory management, including lobbying for policy changes and developing compliance training programs, experienced fewer disruptions and better overall performance. The study suggests that understanding and navigating the regulatory environment is crucial for optimizing GSCM in Nigeria.

## CONCLUSION

In conclusion, global supply chain management is a critical aspect of business operations for multi-national companies in Rivers State of Nigeria. By investing in infrastructure, building strong relationships with local partners, implementing effective communication and coordination processes, and utilizing technology, MNCs can improve the performance of their supply chains and gain a competitive advantage in the region.

## Recommendations

MNCs should consider the following recommendations:

- i. Invest in infrastructure: MNCs should consider investing in the development of infrastructure in Rivers State, including transportation and logistics systems, to improve the efficiency and effectiveness of their supply chains.
- ii. Build strong relationships with local partners: MNCs should work to build strong relationships with local partners, including suppliers and government agencies, to ensure stable and reliable supply chains.
- iii. Implement effective communication and coordination processes: MNCs should implement clear and effective communication and coordination processes to ensure smooth operations and minimize the risk of misunderstandings and errors.
- iv. Utilize technology: MNCs should consider utilizing technology, such as supply chain management software, to streamline operations and improve efficiency.

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