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OPERATION & SUPPLY STRATEGY AND THE PERFORMANCE OF MULTINATIONAL OIL AND GAS COMPANIES IN PORT HARCOURT, RIVERS STATE.

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ABSTRACT

This study examined the relationship between operation & supply strategy and the performance of multinational oil and gas companies in Port Harcourt, Rivers State. 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 "operation & supply strategy 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 process design and profitability of multinational oil and gas companies in Port Harcourt, Rivers State. There is a significance relationship between infrastructure decision and productivity of multinational oil and gas companies in Port Harcourt, Rivers State. There is a significance relationship between sustainability and efficiency of multinational oil and gas companies in Port Harcourt, Rivers State. The study indicates that there is a significant relationship between operation and supply strategy and the performance of multinational companies in Port Harcourt, Rivers State. This suggests that effective management of operations and supply chains can lead to improved performance outcomes for these companies. The study recommended multinational companies in Port Harcourt should continuously refine their process design to improve profitability, multinational companies should prioritize strategic infrastructure decisions that support enhanced productivity and multinational companies should embrace sustainability initiatives to improve efficiency.

INTRODUCTION

Operations and supply strategy plays an essential role in the overall performance of organizations, particularly in achieving operational excellence and delivering value to customers. This strategy encompasses various dimensions, including process design, infrastructure decisions, and sustainability initiatives. Process design focuses on optimizing workflows and resource allocation to enhance efficiency and effectiveness in production and service delivery (Slack et al., 2020). A well-structured process design ensures that organizations can respond swiftly to market demands while minimizing waste and operational costs (Heizer et al., 2017). Infrastructure decisions involve the selection of the appropriate technologies, facilities, and equipment that align with the organization's strategic goals, enabling effective production and distribution of goods and services (Stevenson, 2021). Additionally, sustainability has become an integral part of operations and supply strategy, with organizations striving to reduce their environmental footprint and enhance social responsibility (Carter & Rogers, 2008). By implementing sustainable practices, firms can achieve long-term viability and competitive advantage in increasingly eco-conscious markets.

Performance is a multidimensional concept that has been the subject of extensive research in management and organizational studies. It encompasses various measures, such as profitability, productivity, and efficiency, that serve as key indicators of an organization's success and sustainability. Profitability refers to an organization's ability to generate earnings compared to its expenses over a specific period, and it is often evaluated using metrics like return on investment (ROI) and return on assets (ROA) (Brealey et al., 2019). Productivity, on the other hand, is the

efficiency with which resources, such as labor and capital, are converted into goods and services (Griffin, 2020). It is typically measured by output per labor hour or production unit. Efficiency, which is closely related to productivity, is concerned with minimizing the resources required to achieve a particular output level. Efficient organizations optimize their resource utilization, reducing waste while maintaining or enhancing product quality and service delivery (Drucker, 2006).

In the context of multinational companies operating in Rivers State, performance is critical for maintaining competitiveness and contributing to local economic development. These firms often face complex challenges, such as managing a diverse workforce, adhering to local regulations, and navigating global market fluctuations, which can affect their profitability, productivity, and efficiency (Adeoye & Elegunde, 2019). For example, the profitability of these firms can be influenced by currency exchange rates, tax policies, and regional economic conditions. Productivity may be affected by the availability of skilled labor and infrastructure, while efficiency may depend on how well these firms can adapt their global practices to the local business environment. Hence, a comprehensive evaluation of performance in these organizations requires a careful analysis of how these measures interact and influence each other in the local context (Ekpo & Effiong, 2021).

Statement of the Problem

Multinational companies (MNCs) operating in Port Harcourt face significant challenges regarding their performance, particularly in terms of profitability, productivity, and efficiency. Profitability is often hindered by fluctuating exchange rates, regulatory constraints, and local market dynamics that differ from those in the MNCs' home countries. According to Dunning (2015), these external factors can lead to increased operational costs and reduced margins for MNCs. Furthermore, the reliance on local resources and labor can complicate financial forecasting and strategic planning, ultimately affecting the bottom line. The challenge of maintaining consistent profitability amidst these variables is a critical issue for MNCs in Port Harcourt.

Productivity is another area where MNCs encounter difficulties. The integration of advanced technologies and management practices from their home countries does not always translate effectively into the local context of Port Harcourt. As noted by Porter (1998), productivity gains are often contingent upon understanding local market conditions and workforce capabilities. In many cases, MNCs may struggle with adapting their operational models to fit the unique socio-economic landscape of Nigeria's oil-rich region. This misalignment can result in underutilization of resources and suboptimal output levels, which further exacerbates issues related to profitability.

Efficiency is closely linked to both profitability and productivity but presents its own set of challenges for MNCs in Port Harcourt. Inefficiencies may arise from logistical hurdles, such as inadequate infrastructure or supply chain disruptions that are common in developing regions (Khan & Raza, 2020). Moreover, cultural differences can impact communication and collaboration within multinational teams, leading to delays and misunderstandings that affect overall operational efficiency (Hofstede et al., 2010). Addressing these inefficiencies requires a comprehensive understanding of both global best practices and local realities to ensure that MNCs can operate effectively while maximizing their performance metrics.

Conceptual Framework

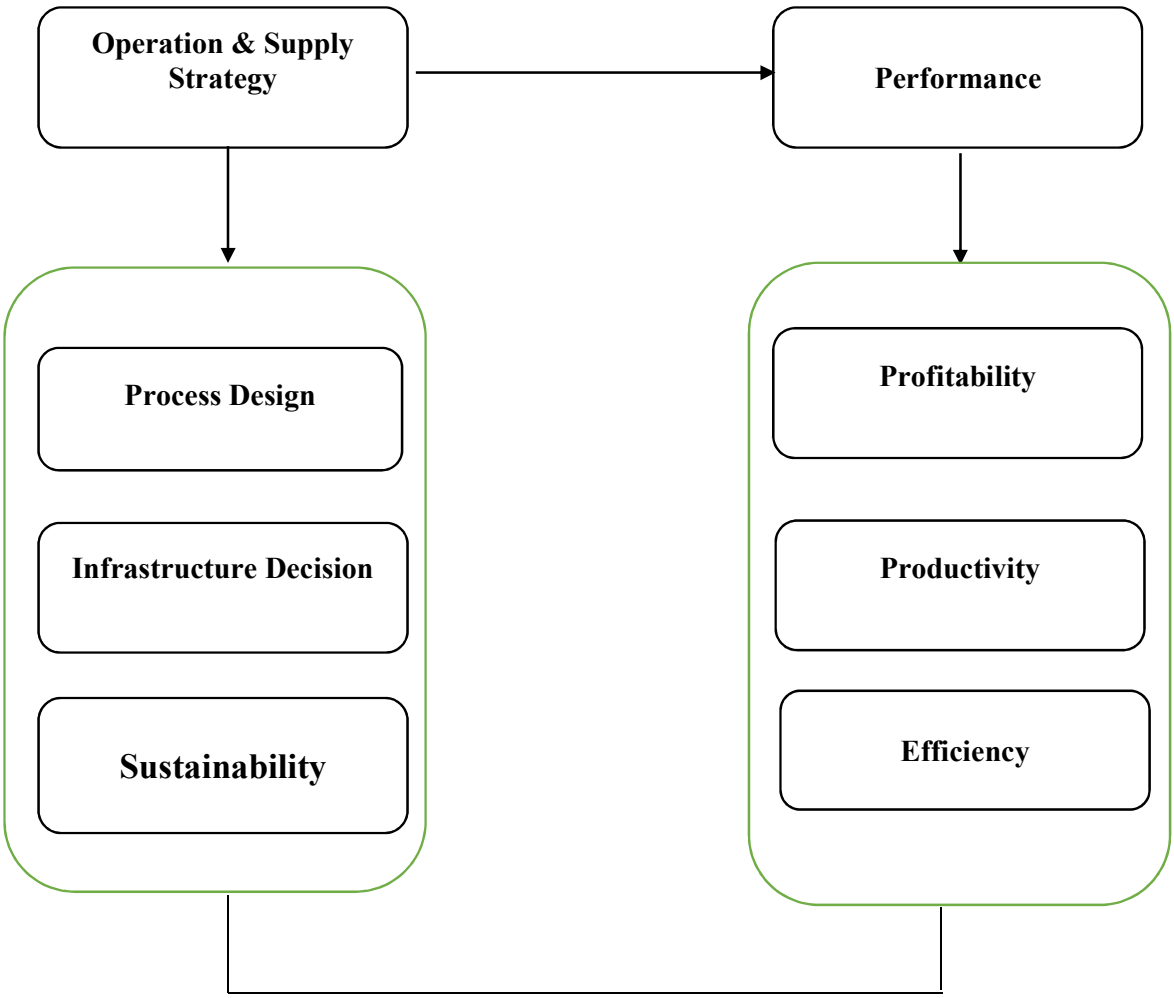

Figure 1: Conceptual Framework of Operation & supply strategy and the Performance of Multinational oil and gas companies in Port Harcourt, Rivers State.
Source: Adopted from Christopher, Martin (2016) & Hillier & Lieberman (2015)

Aim and Objectives

This study main aim is to determine how operation & supply strategy can enhance the Performance of multinational oil and gas companies in Port Harcourt, Rivers State. The specific objectives are to:

1 To determine the relationship between process design and profitability of multinational oil and gas companies in Port Harcourt, Rivers State.
2 To determine the relationship between infrastructure decision and productivity of multinational oil and gas companies in Port Harcourt, Rivers State.
3 To determine the relationship between sustainability and efficiency of multinational oil and gas companies in Port Harcourt, Rivers State.

Research Questions

1 What is the relationship between process design and profitability of multinational oil and gas companies in Port Harcourt, Rivers State?
2 What is the relationship between infrastructure decision and productivity of multinational oil and gas companies in Port Harcourt, Rivers State?

3 What is the relationship between sustainability and efficiency of multinational oil and gas companies in Port Harcourt, Rivers State?

Research Hypothesis

$H0_1$ There is no significant relationship between process design and profitability of multinational oil and gas companies in Port Harcourt, Rivers State.

$H0_2$ There is no significant relationship between infrastructure decision and productivity of multinational oil and gas companies in Port Harcourt, Rivers State.

$H0_3$ There is no significant relationship between sustainability and efficiency of multinational oil and gas companies in Port Harcourt, Rivers State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Operation & Supply Strategy

Operation and supply strategy refers to the systematic approach organizations adopt to manage their operational processes and supply chain activities effectively. It encompasses the planning, execution, and control of operations that transform inputs into outputs while ensuring that the supply chain is aligned with the overall business strategy. According to Slack et al. (2010), operation strategy is about making decisions that shape the long-term capabilities of the organization in terms of its production processes, technology, and workforce. This strategic alignment ensures that operations contribute to competitive advantage by optimizing resources, reducing costs, and enhancing customer satisfaction (Slack et al., 2010). The integration of supply chain management into this framework further emphasizes the importance of collaboration among suppliers, manufacturers, and distributors to create a seamless flow of goods and services (Chopra & Meindl, 2016).

As noted by Heizer et al. (2017), effective operation strategies are characterized by their responsiveness to changes in consumer preferences and market conditions. This adaptability is crucial in today's dynamic business environment where companies face pressures from globalization, technological advancements, and evolving customer expectations. Furthermore, an effective supply strategy not only focuses on cost efficiency but also incorporates sustainability practices that enhance corporate social responsibility (Carter & Rogers, 2008). By integrating these elements into their operational frameworks, organizations can achieve a competitive edge while fostering long-term relationships with stakeholders across their supply chains (Heizer et al., 2017).

Dimensions of Operation & Supply Strategy

Process Design

Process design, as a key dimension of operations and supply strategy, plays a critical role in determining how an organization's resources are used to deliver products or services. This aspect involves defining and organizing the production processes to ensure efficiency and quality in output. Effective process design focuses on optimizing workflows, minimizing waste, and improving overall productivity (Slack et al., 2016). By carefully structuring processes, organizations can streamline operations to meet customer demands while keeping costs in check. In particular, decisions around process design can include selecting appropriate technology, determining the sequence of tasks, and defining standards for process outputs. These decisions impact not only the internal operational performance but also the supply chain by enhancing the organization's ability to respond to market changes swiftly and reliably (Heizer, Render, & Munson, 2020).

Infrastructure Decision

Infrastructure decision is a critical dimension of an organization's operations and supply chain strategy. It involves the selection and management of the physical and technological assets that support production, inventory management, and distribution. Decisions in this area encompass

choices regarding production equipment, facility layout, transportation methods, and the integration of technology within operations (Chopra & Meindl, 2019). Effective infrastructure decisions ensure that a firm's supply chain remains efficient, flexible, and responsive to changing market conditions. For example, investments in automation and advanced manufacturing technologies can significantly enhance productivity, reduce operational costs, and minimize delays (Heizer et al., 2020). Moreover, the infrastructure decisions extend to selecting the right distribution networks and warehouse management systems, which are critical for timely delivery and customer satisfaction (Slack et al., 2016). Proper alignment between a firm's infrastructure and its broader supply chain strategy helps businesses achieve sustainable competitive advantages by optimizing the use of resources and improving service levels (Bozarth & Handfield, 2020).

Sustainability

According to Seuring and Müller (2008), sustainability in the supply chain involves integrating environmental and social criteria into operations management to ensure long-term viability and competitiveness. This approach moves beyond traditional cost-efficiency models by considering the impacts of production and supply processes on the environment, communities, and future generations. Carter and Rogers (2008) further argue that sustainable supply chain practices enhance risk management, improve brand reputation, and promote innovation through eco-friendly designs and responsible sourcing. These practices not only reduce environmental harm but also create value for stakeholders by ensuring ethical standards and contributing to corporate social responsibility (CSR) goals.

Concept of Performance

According to Neely et al. (2005), performance can be defined as the actual output or results of an organization as measured against its intended outputs (goals or objectives). This definition highlights the importance of aligning organizational activities with strategic objectives, thereby emphasizing the need for a comprehensive performance measurement system that captures both financial and non-financial indicators. Furthermore, Kaplan and Norton (1996) introduced the Balanced Scorecard framework, which integrates various performance metrics across different perspectives financial, customer, internal processes, and learning and growth allowing organizations to gain a holistic view of their performance.

Freeman (1984) posits that organizations must consider the interests of all stakeholders including employees, customers, suppliers, and the community to achieve sustainable performance. This stakeholder theory suggests that long-term success is contingent upon balancing diverse stakeholder needs while maintaining ethical practices. Moreover, research by Richard et al. (2009) indicates that organizational culture and leadership styles significantly influence performance outcomes by shaping employee engagement and motivation levels. Thus, understanding performance requires a multidimensional approach that incorporates various theoretical frameworks and practical considerations.

Measures of Performance

Profitability

Profitability is a key indicator of organizational performance and is often regarded as a crucial metric for evaluating the financial health and sustainability of an organization. It reflects the organization's ability to generate earnings relative to its expenses, assets, or equity, providing insights into how efficiently the company utilizes its resources. Profitability is typically measured using financial ratios such as return on assets (ROA), return on equity (ROE), and net profit margin, each serving a different analytical purpose. For example, ROA measures how efficiently a company uses its assets to generate profit, while ROE evaluates how well equity investments are being leveraged for profit generation (Brigham & Houston, 2021). High profitability not only signals operational efficiency but

also enhances the organization's ability to reinvest in itself, pursue growth opportunities, and attract investors (Pandey, 2020).

Productivity

Productivity is a critical measure of performance that assesses the efficiency and effectiveness with which inputs are transformed into outputs within an organization. It is often viewed as a ratio of outputs generated to the inputs used in the production process, emphasizing the optimal use of resources such as labor, capital, and technology (Brown & Mitchell, 2020). The concept of productivity is not merely about producing more but also about enhancing the value of the outputs generated. For instance, productivity improvements may stem from innovations in production processes, better workforce training, or more effective use of technology. According to Davis and Hart (2019), productivity is directly linked to organizational performance since a more productive organization tends to generate more revenue, minimize costs, and increase profitability. Moreover, they argue that productivity serves as a barometer for assessing the long-term sustainability of business operations, as it reflects the firm's ability to compete effectively in the marketplace.

Efficiency

Efficiency, as a measure of performance, is a critical concept in organizational analysis, especially when evaluating how well resources are utilized to achieve desired outcomes. It refers to the ability of an organization to produce the maximum output with the least amount of input. The higher the efficiency, the better the organization is at minimizing waste and optimizing its use of resources (Hitt et al., 2020). Efficiency is often evaluated by comparing input-output ratios, where inputs include resources such as labor, capital, and materials, while outputs refer to products, services, or other results. When resources are used in a way that maximizes output or minimizes costs, organizations can achieve higher levels of profitability and competitiveness (Wheelen et al., 2018). Moreover, achieving operational efficiency can lead to other benefits such as reduced lead times, increased production rates, and the ability to adapt quickly to market changes (Jones & George, 2022). This has led to an increased focus on lean manufacturing and other efficiency-enhancing methodologies, which seek to eliminate waste and streamline processes (Slack et al., 2021).

Theoretical Review

Systems Theory

Systems theory, primarily developed by Ludwig von Bertalanffy in the 1940s, posits that complex systems share common principles and can be understood through their interrelated components and interactions (Bertalanffy, 1968). This theoretical framework is particularly relevant to the study of operation and supply chain strategy and performance of multinational companies in Rivers State, as it emphasizes the importance of viewing organizations as holistic entities rather than mere collections of parts. By applying systems theory, researchers can analyze how various elements such as logistics, procurement, production processes, and information flow interact within the broader context of global supply chains. This perspective aids in identifying inefficiencies and optimizing operations to enhance overall performance (Chopra & Meindl, 2016). Furthermore, understanding these interdependencies allows multinational companies operating in Rivers State to adapt their strategies to local conditions while maintaining alignment with global objectives (Christopher, 2016).

Assumptions of Systems Theory

1. Interdependence: All parts of a system are interconnected and interdependent, meaning changes in one part affect the whole system.
2. Holistic View: The organization is viewed as a whole rather than just the sum of its parts, emphasizing the importance of understanding interactions between components.
3. Dynamic Interactions: Systems are dynamic and constantly evolving, requiring continuous adaptation to maintain balance and achieve goals.

Implications of Systems Theory

1. Integrated Approach: Encourages integration across different functions within an organization to enhance efficiency and effectiveness.
2. Flexibility and Adaptability: Organizations must be flexible to adapt to changes in the environment to maintain competitiveness.
3. Continuous Improvement: Emphasizes ongoing evaluation and improvement of processes to optimize performance.

Empirical Review

Okwu and Nwokah (2018) conducted a study on the impact of supply chain management practices on organizational performance in Nigeria multinational companies. This study aimed to investigate how supply chain management (SCM) practices influence organizational performance within Nigerian multinational companies. The objectives included identifying specific supply chain management practices that are prevalent in these organizations, assessing their impact on operational efficiency, and determining the relationship between supply chain management practices and overall business performance metrics such as profitability and customer satisfaction. The research employed a descriptive survey design targeting multinational companies operating in Nigeria. The population consisted of managers from various departments within these firms, totaling approximately 200 individuals. A sample size of 120 was determined using stratified random sampling to ensure representation across different sectors. Data were collected through structured questionnaires distributed to respondents, ensuring that the instrument was validated through expert reviews for content validity. Reliability was established using Cronbach's alpha, yielding a coefficient above 0.7, indicating acceptable reliability levels. The administration of the instrument involved direct distribution and collection to enhance response rates. Data analysis was conducted using statistical techniques such as regression analysis and correlation coefficients to ascertain relationships between variables. The findings revealed a significant positive correlation between effective supply chain management practices and organizational performance indicators such as cost reduction, improved service delivery, and enhanced customer satisfaction. Specifically, practices like supplier collaboration and inventory management were highlighted as critical drivers of operational success. The study concluded that adopting robust supply chain management strategies is essential for enhancing the performance of multinational companies in Nigeria. It emphasized that organizations must invest in training personnel and developing strategic partnerships with suppliers to optimize their supply chains. Recommendations included the need for continuous improvement in supply chain management practices through technology adoption and regular training programs for employees to keep pace with global standards. Ezeani and Okafor (2020) carried out study on operational strategies and their effects on performance in Nigerian multinational corporations. This research aimed to explore how various operational strategies affect the performance outcomes of multinational corporations based in Nigeria. The objectives were to identify key operational strategies employed by these firms, evaluate their effectiveness concerning performance metrics such as market share growth and operational efficiency, and analyze barriers faced during implementation. A mixed-methods approach was utilized combining both qualitative and quantitative research designs. The population comprised executives from 150 multinational corporations across different industries in Nigeria. A sample size of 100 was selected using purposive sampling based on managerial roles relevant to operations strategy implementation. Data were gathered through interviews with key informants supplemented by surveys distributed electronically to capture broader perspectives on operational strategies' effectiveness. Validity was ensured through pilot testing the survey instruments among a small group before full deployment while reliability was confirmed via test-retest methods yielding consistent results over time. Data analysis involved thematic analysis for qualitative data alongside statistical analysis for quantitative responses using software tools like SPSS. Results indicated that firms employing lean manufacturing principles experienced higher levels of efficiency compared to those relying on traditional methods; additionally, barriers such as inadequate infrastructure were identified as significant impediments affecting

operational strategy execution. The study concluded that effective operational strategies significantly contribute to improved performance metrics among Nigerian multinationals but highlighted systemic challenges that require addressing at both corporate and governmental levels. Recommendations included advocating for infrastructural improvements by government bodies alongside encouraging firms to adopt innovative operational frameworks tailored to local contexts.

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 "Operation & supply strategy and performance" questionnaire was developed on five-point likert scale. Operation & supply strategy 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

$H0_1$ There is no significance relationship between process design and profitability of multinational oil and gas companies in Port Harcourt, Rivers State

Table 2: Correlations on Process Design and Profitability

		Process design	Profitability
Process design	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 process design and profitability revealed there is a significance relationship between process design and profitability of multinational oil and gas companies in Port Harcourt, Rivers

State where P. .828 = .000 leading to the acceptance of alternate hypothesis: There is a significance relationship between process design and profitability of multinational oil and gas companies in Port Harcourt, Rivers State.

$H0_2$ There is no significance relationship between infrastructure decision and productivity of multinational oil and gas companies in Port Harcourt, Rivers State.

Table 3: Correlations on Infrastructure Decision and Productivity

		Infrastructure decision	Productivity
Infrastructure decision	Pearson Correlation	1	.929**
	Sig. (2-tailed)		.000
	N	30	30
Productivity	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 infrastructure decision and productivity revealed there is a significance relationship between infrastructure decision and productivity of multinational oil and gas companies in Port Harcourt, Rivers State where P. .929 = .000 leading to acceptance of alternate hypothesis: There is a significance relationship between infrastructure decision and productivity pof multinational oil and gas companies in Port Harcourt, Rivers State.

$H0_3$ There is no significance relationship between sustainability and efficiency of multinational oil and gas companies in Port Harcourt, Rivers State

Table 4: Correlations on Sustainability and Efficiency

		Sustainability	Efficiency
Sustainability	Pearson Correlation	1	.908**
	Sig. (2-tailed)		.000
	N	30	30
Efficiency	Pearson Correlation	.908**	1
	Sig. (2-tailed)	.000	
	N	30	30

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

Table 4: Correlations on sustainability and efficiency revealed that there is a significance relationship between sustainability and efficiency of multinational oil and gas companies in Port Harcourt, Rivers State.

Discussion of Findings

Table 2: Correlations on process design and profitability revealed there is a significance relationship between process design and profitability of multinational oil and gas companies in Port Harcourt, Rivers State where P. .828 = .000 leading to the acceptance of alternate hypothesis: There is a significance relationship between process design and profitability of multinational oil and gas companies in Port Harcourt, Rivers State. Table 3: Correlations on infrastructure decision and productivity revealed there is a significance relationship between infrastructure decision and productivity of multinational oil and gas companies in Port Harcourt, Rivers State where P. .929 = .000 leading to acceptance of alternate hypothesis: There is a significance relationship between infrastructure decision and productivity of multinational oil and gas companies in Port Harcourt, Rivers State. Table 4: Correlations on

sustainability and efficiency revealed that there is a significance relationship between sustainability and efficiency of multinational oil and gas companies in Port Harcourt, Rivers State.

Okwu and Nwokah (2018) conducted a study on the impact of supply chain management practices on organizational performance in Nigeria multinational companies. The findings revealed a significant positive correlation between effective supply chain management practices and organizational performance indicators such as cost reduction, improved service delivery, and enhanced customer satisfaction. The study concluded that adopting robust supply chain management strategies is essential for enhancing the performance of multinational companies in Nigeria. Recommendations included the need for continuous improvement in supply chain management practices through technology adoption and regular training programs for employees to keep pace with global standards.

Ezeani and Okafor (2020) carried out study on operational strategies and their effects on performance in Nigerian multinational corporations. Results indicated that firms employing lean manufacturing principles experienced higher levels of efficiency compared to those relying on traditional methods. The study concluded that effective operational strategies significantly contribute to improved performance metrics among Nigerian multinationals but highlighted systemic challenges that require addressing at both corporate and governmental levels. Recommendations included advocating for infrastructural improvements by government bodies alongside encouraging firms to adopt innovative operational frameworks tailored to local contexts.

CONCLUSION

The study indicates that there is a significant relationship between operation and supply strategy and the performance of multinational companies in Port Harcourt, Rivers State. This suggests that effective management of operations and supply chains can lead to improved performance outcomes for these companies. By optimizing their operational processes and supply chain strategies, multinational companies can enhance efficiency, reduce costs, and improve service delivery, which collectively contribute to better overall performance.

RECOMMENDATIONS

Based on the findings, the following recommendations are made:

1. Multinational companies in Port Harcourt should continuously refine their process design to improve profitability.
2. Multinational companies should prioritize strategic infrastructure decisions that support enhanced productivity.
3. Multinational companies should embrace sustainability initiatives to improve efficiency.

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