ISSN: 3482 - 4916
Volume 8, Number 2, 2023
International Journal of Accounting, Economics and Management

CONTEMPORARY SUPPLY CHAIN MANAGEMENT ISSUES AND THE PERFORMANCE OF MULTI-NATIONAL COMPANIES IN PORT HARCOURT, RIVERS STATE.

David Onwuchekwa, Ph. D
Email:truedave4real@yahoo.com
Department of Management, Faculty of Management Sciences,
Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria

ABSTRACT

This study examined the relationship between contemporary supply chain management issues and performance of multi-national 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 "contemporary supply chain management issues 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 material shortage and market share of multi-national companies in Port Harcourt, Rivers State. There is a significance relationship between demand forecasting and efficiency of multi-national companies in Port Harcourt, Rivers State. There is a significance relationship between increase freight prices and profitability of multi-national companies in Port Harcourt, Rivers State. The study concluded that contemporary supply management issues, such as material shortages, demand forecasting inaccuracies, and rising freight prices, significantly affect the performance of multinational companies operating in Port Harcourt, Rivers State. Collectively, these factors underscore the critical need for robust supply chain strategies that enhance resilience and adaptability in the face of fluctuating market conditions. The study recommended multinational companies in Port Harcourt should continuously refine their material shortage to improve market share, multinational companies should prioritize strategic demand forecasting that support enhanced efficiency and multinational companies should embrace increase freight prices initiatives to improve profitability.

INTRODUCTION

Contemporary supply chain management issues have emerged as critical challenges for organizations across various sectors, particularly in light of recent global disruptions. Material shortages have become increasingly prevalent, driven by factors such as supply chain bottlenecks, geopolitical tensions, and the lingering effects of the COVID-19 pandemic. These shortages not only hinder production capabilities but also inflate costs, compelling companies to reassess their sourcing strategies and inventory management practices (Chopra & Meindl, 2019). Furthermore, demand forecasting has gained prominence as a vital tool for navigating these turbulent times. Accurate demand forecasting enables companies to align their production schedules with market needs, thereby minimizing excess inventory and reducing waste (Mentzer et al., 2001). However, the complexity of consumer behavior and market dynamics poses significant challenges in achieving precise forecasts. Additionally, increased freight prices due to rising fuel costs and logistical constraints further exacerbate supply chain inefficiencies.

Performance measurement is a critical aspect of business management that encompasses various metrics to evaluate an organization's effectiveness in achieving its objectives. Among these metrics, market share, efficiency, and profitability stand out as fundamental indicators of performance. Market share reflects a company's sales relative to the total sales in its industry, serving as a barometer for competitive positioning (Kotler & Keller, 2016). A higher market share often correlates with increased brand recognition and customer loyalty, which can lead to enhanced profitability. Efficiency, on the other hand, pertains to how well a company utilizes its resources to produce goods or services. It is

typically assessed through ratios such as output per labor hour or return on assets (Chikwe & Nwankwo, 2020).

Research indicates that effective supply chain management is crucial for enhancing operational efficiency and achieving competitive advantage (Christopher, 2016). In Port Harcourt, where the oil and gas sector predominates, multinational corporations face unique challenges including infrastructural deficits and fluctuating market conditions that can hinder their supply chain effectiveness (Adeleke & Olaniyan, 2020). Furthermore, the integration of sustainable practices into supply management is increasingly recognized as vital for long-term success and corporate responsibility (Seuring & Müller, 2008). This study aims to explore the intricate relationship between contemporary supply chain management issues and performance metrics in these multinational firms, thereby contributing to both academic discourse and practical applications in the field.

Statement of the Problem

In Port Harcourt, the presence of numerous local and international competitors complicates the ability to capture and maintain substantial market share. According to Porter (1985), competitive rivalry can significantly influence market dynamics, leading to fluctuating shares that may not accurately reflect an MNC's operational effectiveness.

The complexity of business has given ruse to competition in recent years, intensified and market become global, so did the challenges associated with getting a product or service to the right place at the right time at the lowest cost. Organization began to realize that it is not enough to improve efficiencies within an organization, but their whole supply chain has to be made competitive. The understanding and practicing of supply chain management (SCM) has become an essential prerequisite for staying competitive in the global market and enhancing production and profitability.

According to Barney (1991), firms that leverage their unique resources effectively can enhance their profitability even in challenging environments. In Port Harcourt, MNCs must navigate contemporary supply chain management issues like material shortage, demand forecasting and increased freight prices that can adversely affect profit margins. Therefore, a comprehensive understanding of these interrelated performance measures is crucial to the performance of multinational companies in Rivers State.

Conceptual Framework

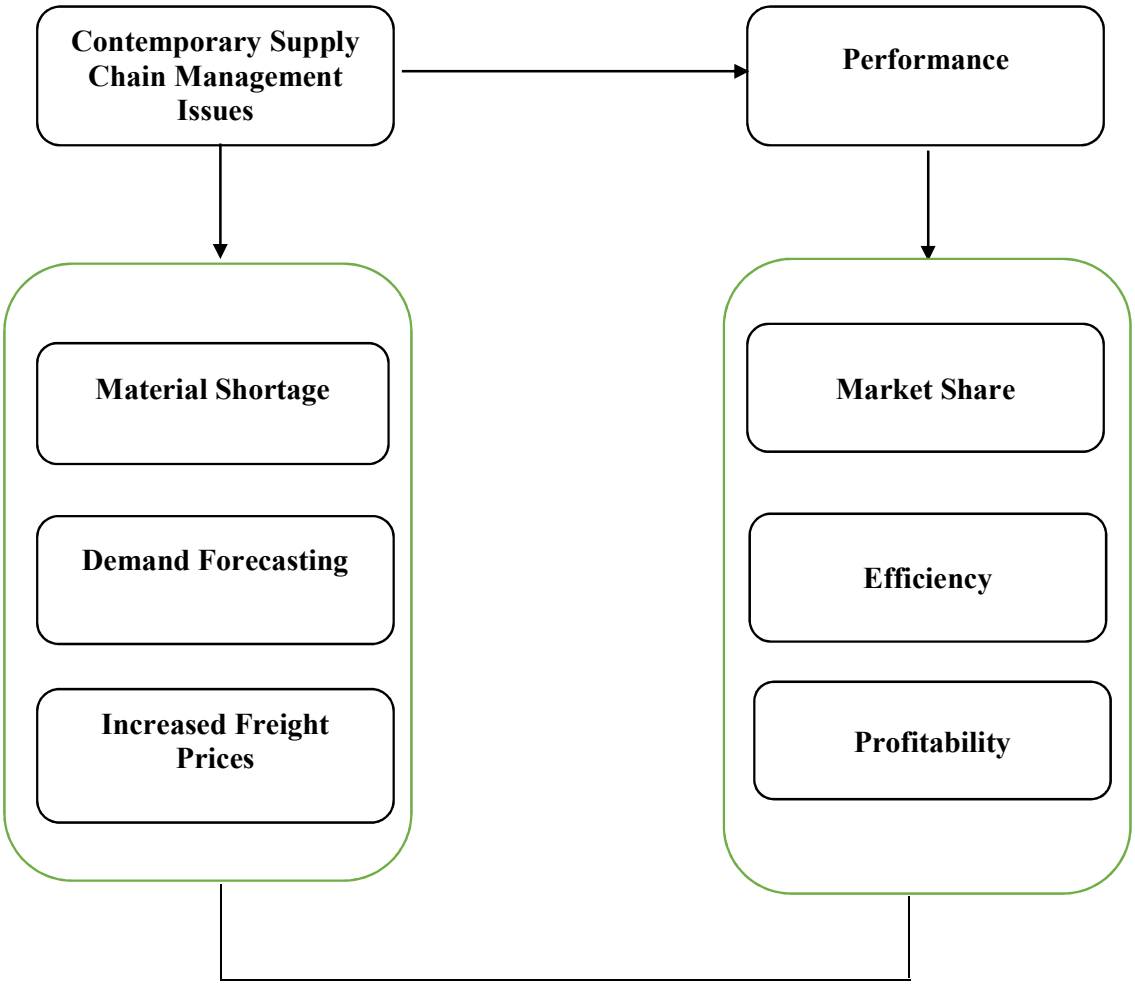

Figure 1: Conceptual Framework of Contemporary Supply Chain Management Issues and the Performance of Multi-National Companies in Port Harcourt, Rivers State.
Source: Adopted from Christopher, Martin (2016) & Hillier & Lieberman (2015)

Aim and Objectives

This study main aim is to determine how contemporary supply chain management issues can enhance the Performance of multi-national companies in Port Harcourt, Rivers State. The specific objectives are to:

1 To determine the relationship between material shortage and market share of multi-national companies in Port Harcourt, Rivers State.
2 To determine the relationship between demand forecasting and efficiency of multi-national companies in Port Harcourt, Rivers State.
3 To determine the relationship between increase freight prices and profitability of multi-national companies in Port Harcourt, Rivers State.

Research Questions

1 What is the relationship between material shortage and market share of multi-national companies in Port Harcourt, Rivers State?
2 What is the relationship between demand forecasting and efficiency of multi-national companies in Port Harcourt, Rivers State?

3 What is the relationship between increase freight prices and profitability of multi-national companies in Port Harcourt, Rivers State?

Research Hypothesis

$H0_1$ There is no significant relationship between material shortage and market share of multi-national companies in Port Harcourt, Rivers State.

$H0_2$ There is no significant relationship between demand forecasting and efficiency of multi-national companies in Port Harcourt, Rivers State.

$H0_3$ There is no significant relationship between increase freight prices and profitability of multi-national companies in Port Harcourt, Rivers State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Supply Chain Management

A number of definitions have been proposed concerning the concept of the supply chain and its management. Supply chain is defined as the functions within and products that provide services to the customer (Cox, 1995). Another source defines supply chain as the network of entities through which materials flows. Those entities may include suppliers, carriers, manufacturing sites, distribution centres, retailers and customers (Lummus and Alber, 1997). According to the Supply Chain Council (1997), the supply chain involves all stages of production and delivery of a final product, from suppliers supplies to customer's customer.

The concept of supply chain management has received increasing attention from academicians, consultants and business managers alike. Many organizations have began to recognize that supply chain management is the key to build sustainable competitive edge for their products and or series in an increasingly crowded marketplace like the beverage industry. However, despite the increased attention paid to supply chain management, the literature has not been able to offer much by way of guidance to help its practice. This has been attributed to the interdisciplinary origin of supply chain management, the conceptual confusion and its evolutionary nature. There is no generally attributed definition of SCM (Supply Chain Management) in the literature. The concept of SCM has been involved from two separate paths. Purchasing and supply management, and transportation and logistics management. According to the purchasing and supply management perspective, SCM is synonymous with the integration of simply base that evolved from the traditional purchasing and materials functions. In the perspectives of transportation and logistics management, SCM is synonymous with integrated logistics systems and have focus on inventory reduction both within and across organizations in the supply chain. Eventually these two perspectives evolved into any integrated SCM that integrates all the activities along the whole supply chain.

Effective supply chain management requires simultaneous improvements in both and the internal operating efficiencies of the companies in the supply chain customer service at its most basic level means consistently high order fill rates, high on-time delivery rates, and a very low rate of products returned by customers for whatever reason. Internal efficiency for organizations in sup-ply chain means that these organizations get an attractive rate of return on their investment in inventory on other assets and that they find ways to low their operating and sales expenses. Companies in any supply chain must make decisions individually and collectively regarding their actions in four across; production inventory, location, transportation and information.

According to Monczka et al. (2015), supply management is defined as the integration of key business processes across the supply chain, from end-users through original suppliers, that provides products, services, and information that add value for customers and other stakeholders. This definition highlights the importance of collaboration among various entities within the supply chain to enhance efficiency and effectiveness. Contemporary issues in this field include globalization, technological advancements, sustainability concerns, risk management, and supplier relationship

management. For instance, globalization has led to more complex supply chains that require organizations to navigate various regulatory environments while ensuring compliance with international standards (Coyle et al., 2016).

Moreover, technological advancements such as artificial intelligence and blockchain are reshaping how supply chains operate by enabling real-time data sharing and enhancing transparency (Kumar & Singh, 2020). Sustainability has also emerged as a critical issue; companies are increasingly held accountable for their environmental impact, prompting them to adopt sustainable practices throughout their supply chains (Seuring & Müller, 2008). Risk management is another vital aspect of contemporary supply management; organizations must develop strategies to mitigate risks associated with disruptions caused by natural disasters or geopolitical tensions (Christopher & Peck, 2004).

Dimensions of Contemporary Supply Management Issues

Material Shortage

Material shortage is a critical concern in contemporary supply management, especially as global supply chains become more complex and interconnected. It is often caused by disruptions such as geopolitical tensions, natural disasters, and economic shifts, all of which impact the availability and movement of raw materials (Chopra & Meindl, 2016). For instance, recent global crises, including the COVID-19 pandemic, have highlighted the vulnerability of supply chains to material shortages. Disruptions can cause delays in production, increased costs, and reduced capacity, which ultimately affect business performance (Ivanov & Dolgui, 2020). Moreover, the scarcity of essential materials has forced companies to rethink their sourcing strategies, shifting towards diversifying suppliers or reshoring production processes to mitigate risks (Christopher, 2020). This situation has pushed businesses to adopt more resilient supply management practices to ensure that material shortages do not halt operations.

Demand Forecasting

Demand forecasting is a critical component of contemporary supply management, enabling organizations to predict future consumer demand and make informed decisions about inventory levels, production planning, and resource allocation. Effective demand forecasting allows firms to avoid overproduction or underproduction, both of which can have significant financial implications. Overproduction can lead to excess inventory costs, while underproduction may result in stockouts and lost sales opportunities. Technological advancements such as artificial intelligence (AI) and machine learning (ML) have further transformed demand forecasting by improving its accuracy through the analysis of large datasets. These technologies help firms understand patterns and trends in consumer behavior, which can be used to anticipate demand fluctuations more precisely (Singh & Kumar, 2021).

Increase Freight Prices

In contemporary supply management, increasing freight prices have emerged as a critical issue. The escalation in freight costs can be attributed to a range of factors, including rising fuel prices, global supply chain disruptions, and increased demand for shipping services (Rodrigue et al., 2020). These price increases have a direct impact on procurement strategies, influencing decisions related to sourcing, inventory management, and distribution. When freight prices rise, companies face higher transportation costs, which often leads to an overall increase in the cost of goods sold. As a result, businesses are forced to either absorb these costs, reducing their profit margins, or pass them on to consumers in the form of higher prices (Notteboom & Pallis, 2021). This situation creates significant pressure on supply chain managers to find more cost-efficient ways of moving goods while maintaining service levels.

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 (or goals and objectives). This definition emphasizes the importance of aligning organizational activities with strategic objectives, highlighting that performance is not merely about financial outcomes but also includes non-financial metrics such as customer satisfaction, employee engagement, and operational efficiency. Furthermore, Kaplan and Norton (1996) introduced the Balanced Scorecard framework, which provides a comprehensive approach to measuring organizational performance by integrating financial and non-financial indicators across four perspectives: financial, customer, internal business processes, and learning and growth.

According to Richard et al. (2009), external environmental factors such as market conditions, competition, and regulatory frameworks significantly impact how organizations perform. They argue that understanding these external influences is crucial for developing effective strategies that enhance performance. Moreover, organizational culture plays a vital role in shaping performance outcomes; Schein (2010) posits that a strong culture aligned with the organization's mission can lead to improved employee morale and productivity, ultimately enhancing overall performance.

Measures of Performance

Market Share

Market share refers to the proportion of total sales within a market that is captured by a particular company relative to its competitors. It is a critical measure of performance, as it demonstrates the company's competitiveness within its industry and the effectiveness of its marketing strategies. According to Griffin and Ebert (2019), market share is an essential indicator because it shows how well a company is positioning itself against rivals and capitalizing on consumer preferences. A company with a significant market share has the advantage of economies of scale, leading to increased profitability and operational efficiency. This dominance allows firms to exert considerable influence on market trends, pricing strategies, and distribution channels (Kotler & Keller, 2020).

Efficiency

According to Daft (2020), efficiency emphasizes doing things right, meaning an organization is effective when it uses the least amount of resources to deliver products or services. In essence, an efficient organization maximizes its output with the same or fewer resources, which leads to lower costs and improved profitability (Chaffey & White, 2019). Efficiency as a measure of performance refers to how well resources such as time, labor, and materials are utilized to achieve desired outcomes. It focuses on minimizing waste and optimizing output relative to the input. Efficiency often involves comparing the ratio of outputs to inputs and is critical for understanding organizational success, particularly in competitive industries. Similarly, Armstrong and Taylor (2020) emphasize that efficiency is about achieving maximum productivity with minimal wasted effort or expense. They argue that an organization's ability to function efficiently translates into improved financial outcomes, as less input is required to maintain high levels of production or service delivery.

Profitability

According to Neely and Adams (2015), profitability is not only a determinant of a firm's success but also an indicator of its competitive advantage within the industry. A high level of profitability often signals effective cost management and strong market positioning, as firms that maximize profits can reinvest in operations, thus enhancing growth potential. The importance of profitability extends beyond shareholder value; it also impacts organizational sustainability, as firms with robust profitability levels can withstand market downturns and invest in innovation (Hitt, Ireland, & Hoskisson, 2020). Profitability is a key financial metric used to assess the performance of organizations, reflecting their ability to generate income relative to their expenses.

Theoretical Review

Agency Theory

Agency theory, introduced by Jensen and Meckling in 1976, explores the relationship between principals (owners) and agents (managers), where conflicts arise due to divergent interests, risk aversion, and information asymmetry (Jensen & Meckling, 1976). This theory is particularly relevant to contemporary supply management as it addresses key challenges of accountability, efficiency, and control in complex supply chains, where decentralized decision-making often leads to misaligned objectives between stakeholders (Eisenhardt, 1989). In supply chain contexts, suppliers, distributors, and logistics partners act as agents, and firms must design effective contracts, performance metrics, and incentives to reduce agency costs and ensure cooperation (Huo et al., 2022). With globalization and technological advancements intensifying, the risks associated with agency issues—such as moral hazard and adverse selection—have become more complex, necessitating robust governance structures to maintain performance and mitigate opportunistic behaviors (Voss et al., 2018). Furthermore, agency theory underlines the importance of transparent information flows and mutual goal alignment, which are critical in managing supply chain disruptions and achieving sustainable performance outcomes (Li et al., 2020). Therefore, understanding agency theory helps firms optimize their supply chain by enhancing collaboration and minimizing inefficiencies, ultimately leading to superior performance in dynamic market environments.

Assumptions of Agency Theory

1. Self-Interest: Both principals (owners) and agents (managers) act in their self-interest, often leading to goal divergence.
2. Information Asymmetry: Agents often have more information about their actions than principals, leading to potential for opportunism.
3. Risk Aversion: Agents tend to avoid risk more than principals, which can impact decision-making and performance incentives.

Implications of Agency Theory

1. Monitoring and Control: To reduce agency problems, principals must invest in monitoring mechanisms, like performance metrics and audits, to assess agent actions.
2. Incentives Alignment: Aligning agent compensation with performance outcomes (e.g., through bonuses) can mitigate conflicts and improve goal congruence.
3. Contract Design: Effective contracts must balance incentives and penalties to encourage agents to act in the principal's best interest.

Empirical Review

Ojo and Olaniyan (2021) worked on supply chain management practices and organizational performance in Nigerian multinational companies. This study aimed to investigate the relationship between supply chain management practices and organizational performance within multinational companies operating in Nigeria. The objectives included identifying specific supply chain practices that contribute to improved performance metrics such as efficiency, customer satisfaction, and profitability. The research employed a quantitative research design using a survey method. The population consisted of employees from various departments within selected multinational companies in Nigeria, totaling approximately 500 individuals. A sample size of 200 was determined using stratified random sampling techniques to ensure representation across different levels of the organization. Data were collected through structured questionnaires distributed electronically and physically. To ensure validity, a pilot test was conducted with a small group outside the main study population, leading to adjustments based on feedback received. Reliability was assessed using Cronbach's alpha coefficient, achieving a value above 0.7, indicating acceptable reliability levels for the instrument used. Data analysis involved descriptive statistics and inferential statistics using SPSS software to determine correlations between variables. The findings revealed that effective supply chain management practices significantly enhance

organizational performance metrics in terms of operational efficiency and customer satisfaction among Nigerian multinational companies. Specifically, practices such as supplier collaboration, inventory management, and technology integration were highlighted as critical factors contributing to improved performance outcomes. The study concluded that adopting robust supply chain management practices is essential for enhancing organizational performance in the context of Nigerian multinational companies. It emphasized the need for these organizations to invest in training and development related to supply chain strategies to remain competitive in an increasingly globalized market. Recommendations included encouraging multinational companies to adopt advanced technologies for supply chain processes, fostering closer relationships with suppliers for better collaboration, and continuously evaluating their supply chain strategies against industry benchmarks.

Ezeh and Okafor **(**2022) carried out research on challenges facing supply chain management in multinational corporations in Nigeria: An empirical analysis. This study aimed to identify key challenges faced by multinational corporations regarding supply chain management in Nigeria and assess their impact on overall business performance. Specific objectives included analyzing logistical challenges, regulatory issues, and infrastructural deficits affecting supply chains within this context. A mixed-methods approach was utilized combining qualitative interviews with quantitative surveys for comprehensive data collection. The population comprised managers from various multinational corporations operating across different sectors including manufacturing and services; approximately 300 managers were identified as potential respondents. A sample size of 150 was selected through purposive sampling based on managerial roles relevant to supply chain operations. Data were gathered via semi-structured interviews complemented by questionnaires designed with input from industry experts ensuring content validity; reliability was confirmed through test-retest methods yielding consistent results over time intervals. Statistical analysis involved thematic analysis for qualitative data alongside regression analysis for quantitative responses using appropriate statistical software packages like STATA or R for deeper insights into relationships between identified challenges and performance metrics. Results indicated that significant challenges such as poor infrastructure (transportation), inconsistent regulatory frameworks, and inadequate technological adoption adversely affected the efficiency of supply chains among multinational corporations in Nigeria leading to increased operational costs and reduced competitiveness. The study concluded that addressing these challenges is crucial for improving supply chain efficiencies which directly correlate with enhanced corporate performance within Nigeria's unique economic landscape. Recommendations included advocating for government intervention to improve infrastructure supporting logistics operations while encouraging firms to adopt innovative technologies that streamline their supply chains.

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 "contemporary supply chain management issues and performance" questionnaire was developed on five-point likert scale. Contemporary supply management issues 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 material shortage and market share of multi-national companies in Port Harcourt, Rivers State

Table 2: Correlations on Material shortage and Market share

		Material shortage	Market share
Material shortage	Pearson Correlation	1	.828**
	Sig. (2-tailed)		.000
	N	30	30
Market share	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 material shortage and market share revealed there is a significance relationship between material shortage and market share of multi-national companies in Port Harcourt, Rivers State where P. .828 = .000 leading to the acceptance of alternate hypothesis: There is a significance relationship between material shortage and market share of multi-national companies in Port Harcourt, Rivers State.

$H0_2$ There is no significance relationship between demand forecasting and efficiency of multi-national companies in Port Harcourt, Rivers State.

Table 3: Correlations on Demand Forecasting and Efficiency

		Demand forecasting	Efficiency
Demand forecasting	Pearson Correlation	1	.929**
	Sig. (2-tailed)		.000
	N	30	30
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 demand forecasting and efficiency revealed there is a significance relationship between demand forecasting and efficiency of multi-national companies in Port Harcourt, Rivers State where P. .929 = .000 leading to acceptance of alternate hypothesis: There is a significance relationship between demand forecasting and efficiency of multi-national companies in Port Harcourt, Rivers State.

$H0_3$ There is no significance relationship between increase freight prices and profitability of multi-national companies in Port Harcourt, Rivers State

Table 4: Correlations on Increase freight prices and Profitability

		Increase freight prices	Profitability
Increase freight prices	Pearson Correlation	1	.908**
	Sig. (2-tailed)		.000
	N	30	30
Profitability	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 increase freight prices and profitability revealed that there is a significance relationship between increase freight prices and profitability of multi-national companies in Port Harcourt, Rivers State.

Discussion of Findings

Table 2: Correlations on material shortage and market share revealed there is a significance relationship between material shortage and market share of multi-national companies in Port Harcourt, Rivers State where P. .828 = .000 leading to the acceptance of alternate hypothesis: There is a significance relationship between material shortage and market share of multi-national companies in Port Harcourt, Rivers State. Table 3: Correlations on demand forecasting and efficiency revealed there is a significance relationship between demand forecasting and efficiency of multi-national companies in Port Harcourt, Rivers State where P. .929 = .000 leading to acceptance of alternate hypothesis: There is a significance relationship between demand forecasting and efficiency of multi-national companies in Port Harcourt, Rivers State. Table 4: Correlations on increase freight prices and profitability revealed that there is a significance relationship between increase freight prices and profitability of multi-national companies in Port Harcourt, Rivers State.

Similarly, Ezeh and Okafor **(**2022) carried out research on challenges facing supply chain management in multinational corporations in Nigeria: An empirical analysis. Results indicated that significant challenges such as poor infrastructure (transportation), inconsistent regulatory frameworks, and inadequate technological adoption adversely affected the efficiency of supply chains among multinational corporations in Nigeria leading to increased operational costs and reduced competitiveness. The study concluded that addressing these challenges is crucial for improving supply chain efficiencies which directly correlate with enhanced corporate performance within Nigeria's unique economic landscape. Recommendations included advocating for government intervention to improve infrastructure supporting logistics operations while encouraging firms to adopt innovative technologies that streamline their supply chains.

Also, Ojo and Olaniyan (2021) worked on supply chain management practices and organizational performance in Nigerian multinational companies. The findings revealed that effective supply chain management practices significantly enhance organizational performance metrics in terms of operational efficiency and customer satisfaction among Nigerian multinational companies. The study concluded that adopting robust supply chain management practices is essential for enhancing organizational performance in the context of Nigerian multinational companies. Recommendations included encouraging multinational companies to adopt advanced technologies for supply chain processes and continuously evaluating their supply chain strategies against industry benchmarks.

CONCLUSION

The study concluded that contemporary supply chain management issues, such as material shortages, demand forecasting inaccuracies, and rising freight prices, significantly affect the performance of multinational companies operating in Port Harcourt, Rivers State. Collectively, these factors underscore the critical need for robust supply chain strategies that enhance resilience and adaptability in the face of fluctuating market conditions.

RECOMMENDATIONS

Based on the findings, the following recommendations are made:

1. Multinational companies in Port Harcourt should continuously refine their material shortage to improve market share.
2. Multinational companies should prioritize strategic demand forecasting that support enhanced efficiency.
3. Multinational companies should embrace increase freight prices initiatives to improve profitability.

REFERENCES

Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

Chaffey, D., & White, G. (2019). *Business information management* (3rd ed.). Pearson.

Chopra, S., & Meindl, P. (2016). *Supply chain management: Strategy, planning, and operation* (6th ed.). Pearson.

Christopher, M. (2020). *Logistics and supply chain management* (6th ed.). FT Press.

Christopher, M., & Peck, H. (2004). Building the resilient supply chain. *The International Journal of Logistics Management*, 15(2), 1-13.

Coyle, J. J., Langley Jr., C. J., Gibson, B., Novack, R. A., & Bardi, E. J. (2016). *Supply Chain Management: A Logistics Perspective* (9th ed.). Cengage Learning.

Daft, R. L. (2020). *Organization theory and design* (13th ed.). Cengage Learning.

Dunning, J. H., & Lundan, S. M. (2008). *Multinational enterprises and the global economy* (2nd ed.). Edward Elgar Publishing.

Golicic, S. L., & Sebastiao, H. J. (2018). Supply chain strategy: Consumer-focused demand forecasting in supply chain integration. *International Journal of Physical Distribution & Logistics Management, 48*(2), 117–135.

Griffin, R. W., & Ebert, R. J. (2019). Business essentials (12th ed.). Pearson.

Gurtu, A., & Johny, J. (2021). Risks to supply chain in the global marketplace. Journal of Supply Chain Management Science, 10(1), 45-60.

Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2020). *Strategic management: Competitiveness and globalization* (13th ed.). Cengage Learning.

Ivanov, D., & Dolgui, A. (2020). *New trends in supply chain management: Disruption, resilience, and digitalization.* Springer.

Johansson, J. K. (2020). *Global marketing: Foreign entry, local marketing, and global management* (7th ed.). McGraw-Hill Education.

Jones, G. R., & George, J. M. (2021). *Contemporary management* (11th ed.). McGraw-Hill Education.

Kotler, P., & Keller, K. L. (2020). *Marketing management* (15th ed.). Pearson.

Kouvelis, P., Dong, L., Boyabatli, O., & Li, R. (2021). *The handbook of integrated risk management in global supply chains.* Wiley.

Kumar, S., & Singh, R. K. (2020). Blockchain technology in supply chain management: A review of the literature and future research directions. *International Journal of Production Research*, 58(7), 2063-2082.

Mbogo, J., & Kadagi, J. (2022). The role of logistics in sustaining business operations: A case of multinational companies. *African Journal of Logistics and Transport, 8*(2), 23-38.

Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2015). *Purchasing and Supply Chain Management* (6th ed.). Cengage Learning.

Neely, A., & Adams, C. (2015). *Perspectives on performance management: Multi-dimensional constructs.* Cambridge University Press.

Notteboom, T., & Pallis, A. A. (2021). Disruptions and resilience in global container shipping and ports: The COVID-19 pandemic versus the 2008–2009 financial crisis. *Maritime Economics & Logistics, 23*(1), 179-210.

Nwafor, P. K. (2021). Supply chain disruptions and strategic response of multinational oil firms in Nigeria. *Journal of Global Business Research, 15*(2), 54-68.

Nwokah, N. G., & Mordi, C. (2020). The role of demand forecasting in the performance of oil and gas multinationals in Nigeria. *Journal of Supply Chain Management, 9*(3), 45–60.

Ogbu, C. M., & Ugwuanyi, U. A. (2022). Multinational corporations and their operational challenges in developing economies: A case study of Nigeria. *Journal of Business and Economic Policy, 9*(2), 45-59.

Okafor, U., & Eze, R. C. (2020). Material shortage and its impact on project performance: A case study of the oil and gas sector in Port Harcourt. *Nigerian Journal of Business and Management, 12*(1), 103-112.

Olukoju, A. (2020). Infrastructure, logistics and trade in Nigeria's oil and gas sector: Challenges and prospects. Journal of African Business, 21(1), 34-50.

Rodrigue, J. P., Notteboom, T., & Pallis, A. A. (2020). The COVID-19 pandemic and the transformation of international shipping. Transport Geography, 91, 102-115.

Seuring, S., & Müller, M. (2008). From a literature review to a conceptual framework for sustainable supply chain management. *Journal of Cleaner Production*, 16(15), 1699-1710.

Sheffi, Y. (2017). *The power of resilience: How the best companies manage the unexpected.* MIT Press.

Singh, A., & Kumar, P. (2021). Artificial intelligence in demand forecasting: Challenges and opportunities in the supply chain. *Journal of Supply Chain and Operations Management, 16*(1), 67–81.

Slack, N. (2018). *Operations management* (9th ed.). Pearson.

Smith, A., & Jones, P. (2020). Efficiency in global firms: Strategies for optimizing performance. *Global Business Review, 21*(3), 134-149.

Solberg, C. A. (2021). *International marketing: Strategy development and implementation* (6th ed.). Routledge.