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LOGISTICS MANAGEMENT ON THE PERFORMANCE OF STERLING OIL EXPLORATION AND ENERGY PRODUCTION COMPANY LTD (SEEPCO).

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ABSTRACT

This study examined the influence of logistics management on the performance of Sterling Oil Exploration and Energy Production Company Ltd. (SEEPCO), Akwa Ibom State, Nigeria. The study was motivated by the need to improve organizational performance through effective management of logistics activities, particularly transportation and inventory control. The study adopted a cross-sectional survey research design. The population comprised 46 management staff of SEEPCO, and a census sampling technique was employed, resulting in a sample size of 46 respondents. Primary data were collected through a structured questionnaire designed using a five-point Likert scale. Forty questionnaires were correctly completed and retrieved, representing an 87.0% response rate. The reliability of the research instrument was established using Cronbach's alpha, with coefficients of 0.771 for transportation, 0.824 for inventory control, and 0.814 for organizational performance, while the overall reliability coefficient was 0.841, indicating satisfactory internal consistency. Data were analysed using descriptive statistics and simple linear regression at a 0.05 level of significance. The findings revealed that transport management has a significant positive influence on the performance of SEEPCO, with a correlation coefficient of $R = 0.907$ and coefficient of determination of $R^2 = 0.823$. The regression model was statistically significant, $F(1, 39) = 1126.259$, $p < .001$, while transport management had a significant positive coefficient ($\beta = 0.907$, $p < .001$). Similarly, inventory control had a significant positive influence on organizational performance, with $R = 0.893$ and $R^2 = 0.797$. The regression model was statistically significant, $F(1, 39) = 953.111$, $p < .001$, and inventory control

demonstrated a significant positive effect on performance ($\beta = 0.893$, $p < .001$). Based on these findings, the study concludes that effective logistics management, particularly transport management and inventory control, significantly enhances organizational performance at SEEPCO. The study recommends that SEEPCO optimize fleet utilization through regular vehicle assessments, route planning, fleet management systems, and preventive maintenance, while also implementing automated inventory tracking technologies such as barcode or RFID systems to improve inventory accuracy, reduce stockouts, and enhance operational efficiency.

KEYWORDS: Logistics Management, Transport Management, Inventory Control, Organizational Performance, SEEPCO, Oil and Gas Industry.

1. INTRODUCTION

Organisational performance represents the extent to which an organisation is able to convert its available resources into desired outcomes and accomplish its established goals. In contemporary business environments, firms are increasingly required to achieve performance outcomes under conditions of intense competition, changing customer demands, rising operating costs, technological advancement, and supply chain disruptions. Performance therefore extends beyond conventional financial indicators to include operational efficiency, productivity, service quality, responsiveness, customer satisfaction, market position, and the organisation's ability to sustain its activities over time. The achievement of these outcomes depends largely on how effectively organisations coordinate their internal processes and external supply chain relationships. Among the organisational functions that influence this coordination, logistics management occupies a strategic position because it connects the acquisition of inputs with production activities and the distribution of finished products to customers. Effective logistics management enables organisations to make products available at the right place, at the right time, and at an appropriate cost, thereby contributing to efficiency and improved organisational performance (Christopher, 2022).

The increasing complexity of supply chains has further elevated the importance of logistics management in organisational decision-making. Modern organisations rarely operate as isolated entities; rather, they depend on networks of suppliers, manufacturers, distributors, retailers, transport providers, and customers. Consequently, the ability to coordinate the movement, storage, and availability of materials and products has become an important source of operational effectiveness. Logistics management incorporates activities such as transportation, inventory management, warehousing, material handling, order processing,

packaging, and the movement of returned products. The effectiveness with which these activities are coordinated can determine the speed of production, availability of products, cost of operations, and quality of customer service. Poor logistics coordination may create bottlenecks, unnecessary expenditure, material shortages, excess inventory, delivery failures, and disruptions in production. Conversely, an integrated logistics system can improve resource utilisation, reduce avoidable costs, enhance responsiveness, and support the achievement of organisational objectives (Bowersox et al., 2019; Ogah et al., 2022). In a highly competitive business environment, developing new strategies that can generate new value in the face of competition or even new markets and customers is therefore essential to an organization's survival (Uttong, Ekanem, & Uwa, 2024).

Within logistics management, transportation constitutes a particularly important activity because it physically connects different stages of the supply chain. Raw materials must be moved from suppliers to production facilities, semi-finished and finished products must be transferred between facilities or storage locations, and final products must ultimately reach distributors, retailers, or consumers. The effectiveness of transportation can therefore influence delivery speed, product availability, customer service, and operating costs. Decisions concerning transportation modes, routing, scheduling, vehicle utilisation, delivery frequency, and transportation costs can have significant implications for organisational outcomes. Inefficient transportation may increase fuel expenditure, vehicle maintenance costs, delivery lead times, product damage, and the likelihood of supply disruptions. In contrast, well-coordinated transportation systems can improve delivery reliability, reduce logistics costs, enhance market responsiveness, and strengthen an organisation’s ability to serve customers efficiently (Bowersox et al., 2019). The growth of management not only involves the acquisition of knowledge, competence and experience, but also the development of resilience (Imagha, Ugwunwanyi & Akpaetor, 2021).

Another fundamental dimension of logistics management is inventory control, which is concerned with ensuring that organisations maintain adequate quantities of materials and products without tying up excessive resources in unnecessary stock. Inventory decisions have strategic implications because both inadequate and excessive inventories can undermine organisational performance. Insufficient inventory can interrupt production, create stockouts, delay customer orders, and result in lost sales, whereas excessive inventory increases storage, insurance, handling, deterioration, and obsolescence costs. Effective inventory control

therefore requires organisations to determine appropriate stock levels, monitor inventory movements, forecast demand, and coordinate replenishment with production and purchasing activities. Through effective inventory management, organisations can achieve a balance between product availability and cost efficiency, thereby supporting continuous operations and improved customer service (Chopra & Meindl, 2021).

The relevance of logistics management becomes particularly evident in industries where the timely movement and availability of materials and finished products are essential to business continuity. Manufacturing and consumer-oriented organisations depend on logistics systems to obtain raw materials, move inputs through production processes, store finished goods, and distribute products to geographically dispersed markets. In such environments, logistics inefficiencies can increase the cost of production and distribution while simultaneously reducing the organisation's ability to respond to market demand. The situation can be more challenging in developing economies where transportation infrastructure, energy costs, road conditions, warehousing facilities, and other supply chain constraints may affect the reliability and efficiency of logistics operations. Organisations operating in Nigeria therefore need effective logistics practices that enable them to manage transportation and inventory efficiently while maintaining the availability of products and controlling operating costs.

Against this background, logistics management can be viewed as more than an operational support activity; it is an important managerial mechanism through which organisations coordinate resources, control costs, improve responsiveness, and create value for customers. Transportation and inventory control are particularly significant because they directly affect the movement and availability of goods throughout the supply chain. When transportation is efficient and inventory levels are properly controlled, organisations are better positioned to reduce unnecessary costs, minimise delays, maintain production continuity, satisfy customer requirements, and improve overall performance. However, weaknesses in either transportation or inventory control can undermine these outcomes and expose organisations to avoidable operational and financial pressures. It is therefore important to examine how logistics management practices, particularly transportation and inventory control, influence organisational performance and the extent to which effective logistics systems contribute to improved performance in organisations operating within the Nigerian business environment.

1.2 Statement of the Problem

Sterling Oil Exploration and Energy Production Company Ltd (SEEPCO) has recorded remarkable growth in Nigeria's upstream oil and gas sector, with operations spanning OML 143 and OML 13 through its affiliate Natural Oilfield Services Ltd (NOSL). Despite these achievements, the company faces significant challenges in aligning logistics management with optimal performance outcomes. The oil and gas industry is highly logistics-intensive, requiring efficient transportation of crude oil, spare parts, and drilling equipment; effective inventory control of critical materials; reliable warehousing facilities; and well-coordinated order fulfilment processes for both upstream and downstream operations.

However, SEEPCO's operations are often constrained by poor road infrastructure, high transportation costs, security risks in the Niger Delta, delays in the delivery of equipment, and bottlenecks in crude evacuation. Inefficient inventory control and warehousing practices may result in stockouts of essential materials or excessive holding costs, thereby increasing downtime and operational expenses. Furthermore, challenges in reverse logistics such as the disposal and recycling of drilling waste pose environmental and compliance risks. These issues negatively affect performance indicators including production uptime, cost efficiency, health and safety compliance, and customer satisfaction in crude oil export markets. Given the growing pressure on oil companies to deliver value in a cost-effective and sustainable manner, SEEPCO's inability to fully integrate logistics management into its performance strategies creates a gap that threatens long-term competitiveness. This highlights the need to examine how logistics management influences organizational performance in SEEPCO, with a view to identifying strategies for improving efficiency, reducing costs, and enhancing service reliability.

1.3 Objective of the Study

The main objective of the study was to ascertain the influence of logistics management on the performance of Sterling Oil Exploration and Energy Production Company Ltd (SEEPCO).

The specific objective includes;

1. To examine the influence of transport management on the performance of SEEPCO.
2. To ascertain the effect of inventory control on the performance of SEEPCO.

1.4 Research Questions

1. What is the influence of transport management on the performance of SEEPCO?
2. To what extend does inventory control influence the performance of SEEPCO?

1.5 Statement of Hypotheses

Ho_1: There is no significant influence of transport management on the performance of SEEPCO,

Ho_2: Inventory control does not significantly influence on the performance of SEEPCO,

2. LITERATURE REVIEW

2.1 Conceptual Framework

The idea and qualitative characteristic of this study were discussed in this section of the study. These include the element that offer comparability, verifiability, timeliness, and ability of logistics management and the performance of SEEPCO Akwa Ibom State.

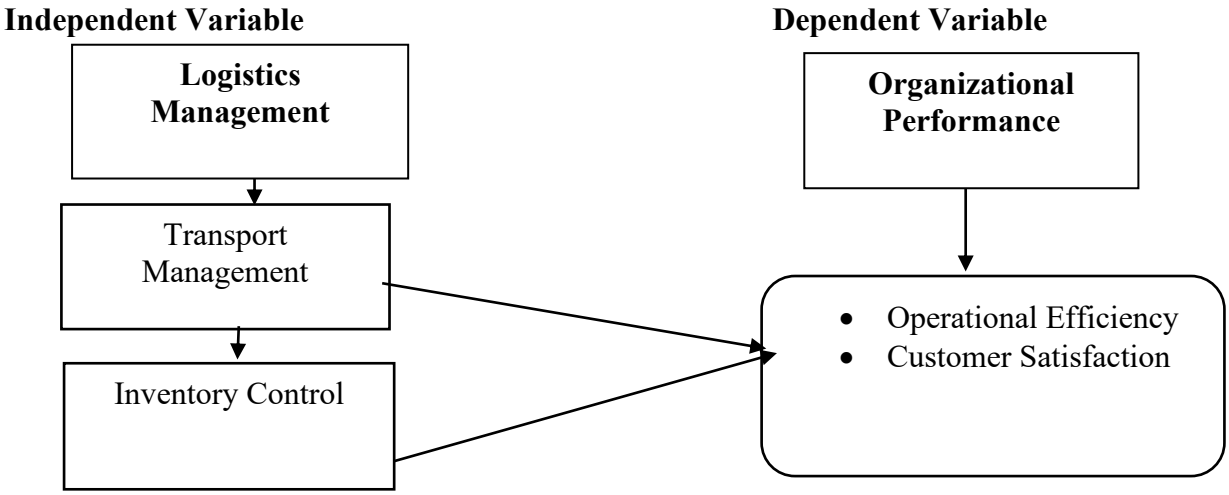

Figure 1: Model of logistics management and performance.

Source: Researcher's Conceptualization, (2026).

2.1.1 Logistics Management

Logistics management refers to the plans and actions that determine and oversee a company's product line (Ogah *et al.,* 2022). In order to meet customer expectations, it is also connected to inventory identification, procurement, planning, storage, packaging, and transportation. Inventory management activities vary by company, industry, and sector, according to Karim *et al.,* (2018). Furthermore, logistics management improves inner controls to assure high-quality catalogue while also offering worth to clients (Karim *et al.,* 2018; Sitienei and Memba, 2015). It essentially lowers logistics waste, scarcities, theft, and production expenses

while maintaining sales progress, client satisfaction, competitiveness, and, ultimately, business survival. Companies can reduce risk by hedging against variations caused by main risk factors such as economic downturn, financial crises, market fluctuations, extreme weather phenomena, and change in demand with proper logistics management. It also acts as a buffer, allowing for the processing of uncertainties and variances (Brandt *et al.,* 2022). It also strikes a good balance between too little and too many logistics, ensuring that inventory levels are always at their best (Ogah *et al.,* 2022). It determines present and future inventory requirements to avoid overstocking or understocking. Lysons and Farrighton (2012) stated that effective inventory management guarantees inventory visibility at the upstream and downstream nodes of supply networks.

On the other hand, poorly managed logistics may lock up almost 70% of a company's entire current assets, impacting both its operational and overall performance (Karim *et al.,* 2018). It could also open large gaps in internal controls, exposing manufacturing organizations to financial risks, such as theft and fraud schemes (Zakaria *et al.,* 2016), production and delivery delays, numerous faulty products, and wasteful product shortages (Ogah *et al.,* 2022). It could also put these companies at risk of logisticsal losses (expirations, pollution, theft, and damage), lack of a competitive advantage, inefficient storage methods, frequent material waste, product shortages, high customer dissatisfaction, poor product quality, a lack of flexibility, and employee dissatisfaction. As a result, the study relied on the theory of limitations and strategic decision theory to correctly understand the notion of logistics management.

2.1.2 Dimension of Logistics Management

2.1.2.1 Transport Management Practice

Transport management involves the planning, controlling, and decision-making processes in logistics that facilitate the geographical movement and positioning of inventory (Gimenez & Sierra, 2013). Because of its fundamental importance and visible cost implications, transportation has traditionally received significant managerial attention, with most enterprises, large and small, employing managers responsible for transportation (Mentzer et al., 2014). Transportation typically accounts for one-third to two-thirds of overall logistics costs, thereby exerting immense influence on the performance of logistics systems (David, 2011). It plays a role throughout the production process, from manufacturing to the delivery of finished goods to consumers, and extends to reverse logistics. Effective coordination and

management of all components within the transportation system are therefore essential to maximize the benefits of logistics.

2.1.2.2 Inventory Management Practice

Company inventory typically comprises raw materials, work-in-progress items, supplies used in operations, and finished goods (McInerney, 2015). The objective of inventory management is to satisfy customer requirements while minimizing total operational costs. According to (Ellinger et al. 2012) define inventory management as the strategic approach to managing product flow within a supply chain in order to achieve the desired service level at an acceptable cost. In essence, inventory management involves controlling stock levels and aligning the flow of goods and services with demand. Effective inventory management is critical in today's competitive environment, as it influences business success or failure. Scholars argue that knowledge of inventory management is vital for managers and academics alike, as it enables cost reduction, improved product quality, enhanced service delivery, competitive advantage, and operational flexibility often through the adoption of pull systems (Swami & Shah, 2013).

2.1.3 Concept of Organizational Performance

Organizational performance refers to how effectively an organization achieves its market-oriented and financial objectives (Kim & Choi, 2024). When defining performance, two critical aspects must be considered: the time frame and the reference point. It is important to distinguish between past and future performance because superior past performance does not guarantee future success (Yoo & Kim, 2022). Organizational performance is often classified into two dimensions, operational performance and organizational (strategic) performance a distinction commonly applied in supply chain and logistics management studies (Bair & Palpacuer, 2015). Lu et al. (2015) identified operational performance measures such as lead times, on-time deliveries, work-in-process inventories, finished goods inventories, and value additions. Corporate or strategic performance indicators, by contrast, include profit growth, market share, and sales performance (Richey et al., 2011).

Performance reflects how efficiently a company utilizes its resources to create value, maintain competitiveness, and sustain long-term growth. In dynamic industries such as oil and gas, performance is influenced by multiple internal and external factors, including economic conditions, technological advancement, consumer demand, and management practices (Muhammad, 2020). Organizations that continuously improve performance through

innovation, flexibility, and strategic resource allocation are better positioned to achieve sustained competitiveness (Mba et al., 2023). According to Imagha *et al.* (2024), organizational performance can also be seen as the measurable outcome of internal processes, reflected in metrics such as reliability, production cycle time, and inventory turnover. These measures influence broader business indicators, including market share and customer satisfaction. Bassey et al. (2023) observed that organizational agility significantly enhances performance by enabling firms to deliver superior value at reduced cost, thereby improving profitability and customer loyalty (Kowo & Akinbola, 2019). Furthermore, organizations do tend to lose their highly skilled human resource much more sooner than they can afford to replace them, it is therefore of utmost importance for success seeking organization to develop strategic succession plans for the total organization as these will help sustain the corporate structure in the competitive business environment (Akpan, Brownson, & Uwa, 2023).

2.1.4 Measures of Organizational Performance

1. Operational Efficiency

Operational efficiency refers to the relationship between the outputs a business produces and the inputs required to generate those outputs. Enhancing operational efficiency means increasing output from the same or fewer inputs by streamlining business processes to respond effectively to changing market demands while controlling costs (Hillier, 2012). Operational efficiency is a fundamental requirement for business success in competitive markets. It underpins strategic goals such as customer satisfaction and shareholder value (Habib et al., 2022). Efficient operations enable organizations to lower production costs, optimize resource utilization, and improve profitability (Dalwai & Salehi, 2021). Empirical studies indicate that organizations with superior operational efficiency are more likely to achieve higher profitability and competitiveness (Derouiche et al., 2020; Lee et al., 2019). Conversely, inefficient resource use leads to increased costs and reduced performance (Habib et al., 2022). Other issues that businesses confront include the incapacity of some managers to possess technological skills and managerial qualities, as well as irregular power supplies (Uwa & Akpaetor, 2018).

According to Miles and Snow's typology, organizations adopting defensive strategies such as defenders and reactors tend to prioritize operational efficiency as a key competitive advantage. These firms usually operate in stable markets, focusing on cost leadership and process optimization (Ingram et al., 2016). Operational efficiency is commonly measured by

examining the ratio of inputs (e.g., cost of goods sold and operating expenses) to outputs (e.g., sales revenue and operating profit) (Derouiche et al., 2020). Efficient operations not only improve short-term profitability but also build the foundation for long-term strategic competitiveness. The word performance is derived from job performance or actual performance, which refers to an individual's actual accomplishment at work (Ekanem et al. 2026). Performance is a fundamental measure of an organization‟s ability to achieve its strategic objectives effectively and efficiently (Ekanem & Efi, 2025). Performance is not a mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective (Ekanem, 2021)

2. Customer Satisfaction

Customer satisfaction refers to the psychological state of comfort, pleasure, or fulfilment that arises when individuals receive what they expect from a product or service (Olaleye et al., 2024). It is essentially the emotional response generated when perceived performance aligns with or exceeds expectations. Uzir et al. (2021) described customer satisfaction as the pleasure or disappointment a customer experiences after comparing perceived service performance with prior expectations. Similarly, Bahadır et al. (2022) defined customer satisfaction as a short-term emotional reaction to a specific service encounter. Uzir et al. (2021) further emphasized that satisfaction results from the interaction between what customers believe should happen (expectations) and what they perceive actually occurred (performance).

2.1.5 Logistics Management and Organizational Performance

Transport management is at the centre of logistics due to the requirement for the movement of material along a supply chain. As a result, numerous studies have been carried out locally to examine the function of transportation management in supply chain management. Mutangili (2019) conducted a study to examine the influence that electronic logistics has on the performance of logistics firms. The study used a sample of 75 individuals chosen at random from among 107 business employees and discovered that e-logistics had a positive impact on the performance of logistics enterprises. In today's competitive environment, numerous firms are vying for a piece of the global market and hoping to benefit from improved production and sourcing efficiency. Today, a key indicator of corporate performance is the importance of logistics management services in ensuring the smooth flow of resources, goods, and information throughout a company's supply chain (Soares *et al.,*

2018). Not only do strategically agile organizations anticipate change well, but they also thrive on it, using uncertainty as a driving force for innovation and ongoing development (Bassey, Uwa, & Okurebia, 2023).

The relevance of logistics management has expanded across many industries due to nationalization and globalization trends. The aim of logistics management for businesses is to increase productivity and competitiveness of their current production and distribution systems that utilize the same resources (Mendes dos Reis *et al.,* 2020). For a corporation to maintain a competitive edge in customer service and operational efficiency, logistics management is essential. Over the past ten years, practitioners and the government have paid a lot of attention to logistics management because, when it operates efficiently, it successfully delivers the right product to the right place at the right time. Understanding the importance of sustainability in logistics management is essential for competitive advantage since operational success has a positive effect on a company's financial performance, When such situations occur in an organization, employees as well as organizations do not just compete for the limited resources, they fight for it (Etim, Brownson & Akpaetor, 2023).

2.1.6 Transport Management Practice and Performance

A good transport management in logistics activities could provide better logistics efficiency, reduce operation cost, and promote service quality on firms (Cawley & Snyder, 2012). Obviously, a product has more value at a retail store than it has in a firm’s warehouse, because in the retail store it is available for sale (Murray, 2013). At the store it could generate revenue, while in the warehouse it is simply sitting there waiting to be moved. This is where transportation adds value to goods. Whether the good is moved from the manufacturer to the warehouse and then to a retail store, straight from the manufacturer to the retail store, or simply from one warehouse to the next, the product becomes more valuable to the company as it moves closer to the end user (Schmenner, 2012). In other words, businesses with organizations competing for attention and shared customer attention will join the competition or see themselves as competitors (Ekanem et al. 2023).

In designing a logistical system, a delicate balance has to be maintained between transportation cost and service quality. In some circumstances low-cost, slow transportation is satisfactory while in other situations, faster service is essential to achieving operating goals. Finding and managing the desired transportation mix across the supply chain network is a primary responsibility of logistics management. Transport management efficiency is

therefore dependent on how much value a firm is able to gain based on how much they are able or willing to spend on transportation. Lastly it is transport management that makes firm's goods and products move with lower cost, speed and consistency and provides timely and effective delivery of firm products.

2.1.7 Inventory Management and Performance

For proper inventory management, services of middlemen or intermediaries are required which is often known as supply chain management. Supply chain in simple words means sequence of partners/members/intermediaries engaged or involved to supply and manage the flow of manufactured products to the ultimate customers. These partners/ members/intermediaries are known as channel functionaries encompassing suppliers, manufacturers, wholesalers, retailers and the ultimate customers. These members collaborate and work together by forming a network chain to ensure the goods are moved to the markets (customers) known as supply chain. Supply chain is often known as all the parties/ channel members involved in satisfying the end customers (Charles, 2012).

In lean supply chain thinking, inventory is regarded as one of the seven 'wastes' and, therefore, it is considered as something to be reduced as much as possible. Similarly, in agile supply chains, inventory is held at few echelons, if at all with goods passing through supply chains quickly so that companies can respond rapidly to exploit changes in market demand (Cardy and Munjal, 2016). There have been various supply chain taxonomies based on these concepts and most stress the need for inventory reduction within each of the classifications. For example, Volberda and Karali (2015), state that a lean supply chain 'generates high (inventory) turns and minimizes inventory throughout the chain' in an agile supply chain companies 'make in response to customer demand' and in a hybrid supply chain companies 'postpone product differentiation and minimize functional components inventory'. There is thus an emphasis on inventory reduction in each of these supply chain classifications.

2.2 Theoretical Review

This study is guided by the Theory of Constraints (TOC), Supply Chain Network Theory, and Systems Theory. Each theory provides a unique perspective on how logistics processes influence organizational performance. However, the study is anchored on the Theory of Constraints (TOC), as it most directly explains how bottlenecks in logistics operations affect overall organizational efficiency and performance.

2.2.1 Theory of Constraints (TOC) by Goldratt (1984)

This study adopts the Theory of Constraints (TOC), originally proposed by (Goldratt, 1984). The theory emphasizes a continuous improvement process that enables organizations to identify and focus on bottlenecks within their business processes. These bottlenecks, or constraints, determine the pace at which an organization can achieve its objectives. TOC provides a systematic approach to improvement through what Goldratt refers to as the "Five Focusing Steps." These steps include: identifying the system's constraints, deciding how to exploit the constraints, subordinating other processes to the decisions made, elevating the constraints, and returning to step one to ensure continuous improvement without allowing inertia to create new constraints.

Once the constraint has been identified, TOC introduces a management tool known as the Thinking Process (TP), which helps managers define what the organization should change, what it should change to, and how the transformation should be implemented (Goldratt, 1990). This framework elevates TOC from a manufacturing philosophy to a broader management philosophy, applicable across diverse sectors.

The theory also proposes new performance measures that shift focus from traditional cost-based indicators to metrics that directly improve organizational outcomes, such as throughput, inventory, and operational expenses (Goldratt & Cox, 1992). This makes TOC particularly relevant to logistics and supply chain contexts, where bottlenecks can significantly impact performance. The relevance of TOC to this study lies in its ability to guide the assessment of logistics management practices; transportation, inventory control, warehousing, order fulfillment, and reverse logistics as potential constraints or enablers of organizational performance. By applying TOC, the study seeks to determine how effectively SEEPCO can identify and manage these logistics processes to enhance overall performance.

2.3 Empirical Review

Green (2025) led an examination on the effect of logistics performance on firm performance in an inventory network setting. The theory of the investigation was; supply network administration technique is decidedly connected with logistics performance, production network administration system is emphatically connected with advertising performance, an inventory network administration methodology is decidedly connected with budgetary performance, logistics performance is decidedly connected with promoting performance and that logistics performance is decidedly connected with money related performance.

Information from a national example of 142 plant and tasks supervisors from New York were dissected utilizing a basic condition demonstrating strategy. The outcomes show that logistics performance is emphatically affected by production network administration technique and specifically impacts advertising performance which, thus, impacts money related performance. These outcomes show a positive connection between logistics performance and firm performance inside the manufacturing sector.

Toroitich and Nondi (2024) considered impacts of logistics administration on the performance of association of transportation companies in the County of Mombasa. The goal of the investigation was to set up the impact of warehousing, stock administration and transportation administration on authoritative performance. The examination utilized a clear overview plan and focused on all the transportation lines in the town. Information was gathered from the sixteen (16) delivery lines that were operative in Mombasa. The information was accumulated utilizing organized polls and examined utilizing both elucidating and inferential measurements. The investigation built up that distribution centre administration, Inventory Management, turn around logistics and transport administration altogether impact authoritative performance.

Wathe (2024) did an examination on impact of logistics administration on execution of manufacturing firms in Kenya. The goals of the investigation were to; break down the impact of transport administration on execution of manufacturing firm in Kenya, assess the impact of stock administration on execution of manufacturing firm in Kenya, investigate the impact of request process administration on execution of manufacturing firm in Kenya, build up the impact of data stream administration on execution of manufacturing firm and to evaluate the directing impact of logistics data framework because of logistics administration on execution of manufacturing firm in Kenya. The investigation received unmistakable and logical research outline. The objective populace was all manufacturing firms in Kenya. The investigation examined 320 firms. The information was gathered utilizing surveys. The information was dissected utilizing expressive and inferential measurements. The investigation set up that vehicle administration, stock administration; arrange process administration and data stream administration essentially affected firm execution.

Adhiambo (2024) led an examination on supply network administration practices and inventory network execution of private colleges in Kenya. The destinations of the examination were to set up the production network practices that are completed by private

colleges in Kenya, and to build up the effect of inventory network administration hones on supply network execution of private colleges in Kenya. The examination adjusted an enlightening plan. The examination set up that every one of the four production network administration hones have been actualized in private colleges in Kenya with lean practices and data innovation sharing executed to a huge degree, while outsourcing of non-center administrations and vital provider organizations to a direct degree. Every one of the four practices was found to have positive factual association with execution.

Kiraga (2024) did an examination on transport administration practices and logistics execution of compassionate Organizations in Kenya. The examination was guided by the accompanying exploration questions; what transport administration practices are being utilized in philanthropic associations in Kenya? Is there any connection between transport administration practices and logistics execution of philanthropic associations? The research configuration utilized was expressive plan. The investigation discovered that the company take into account the closeness of transportation suppliers to distribution centres, ports, airplane terminals; the firm considers vehicle booking and course streamlining and consistence on stacking controls and requirement (pivot stack limits) combination chances to decrease costs; the company takes into account the limit of conveyance suppliers to expand on thrifts of scale and the company takes into account the open doors for consistent backhaul and truckload moves to minimize expenses.

Alkandi and Helmi (2024) studied the impact of logistics management on organizational performance: the mediating role of market orientation and innovation capabilities in emerging industrial sector. The objective of the study was to examine the effect of SA on OP, among others. Cross-sectional research design was adopted for the study. A total of 300 Managers working in various companies listed in in Saudi Arabia represented the research population and sample size of the study. Structural equation modeling (SEM) was used to test the proposed model, following a two-stage approach that entails a measurement model and a causal structural model. A positive relationship was found among the variables. It was recommended that by implementing a differentiation strategy, for example, an organization can establish its strategic position and eventually increase its profitability. This study was similar to the present study in terms of variables used in this study and is different to the present study in both content and geographical scope. Mutunga *et al.* (2024) assessed Influence of logistics management on the Performance of Pharmaceutical Manufacturing

Firms in Nairobi County. The objective of the study was to determine the influence of strategic leadership on the performance of pharmaceutical manufacturing companies in Nairobi County. Descriptive research design was used in the study. A total of 71 pharmaceutical manufacturing companies in Nairobi County served as the population of the study, while 288 respondents were used as sample size, as determined using a Taro Yamane formula. Data that was analyzed using descriptive and inferential analysis were done. Findings revealed a positive relationship among the variables. It was concluded that strategic leadership had a positive and significant influence on the performance of pharmaceutical companies in Nairobi County. The researchers recommended that the top pharmaceutical companies in Nairobi county invest in leadership development programs to enhance the capabilities of their leaders which can be tailored to communication training, vision-casting, or even inspirational leadership programs to help in offering better leadership which enhances organizational performance. This study is similar to the present study in terms of objective of the study and has different view in the area of study and methodology.

3. METHODOLOGY

Information on the research design, study population, sample and sampling procedures, data collection method, data sources, and data analysis techniques are all included in this section.

3.1 Research Design

The cross-sectional survey reasearch design is employed in this study by the researcher to create a better understanding of individual or group viewpoints concerning a specific concept or issue of interest since the focus of this study is on experience of people working in Nigeria's SEEPCO Akwa Ibom state, quantitive methods are used to investigate the topic's holistic character. A survey design is used since the data needed for this study is sourced primarily

3.2 Population of the Study

This study makes use 46 management staff of Sterling Oil Exploration and Energy Production Company Ltd (SEEPCO).

Name	No. of Employees	Percentage
Top level managers	8	17%
Middle level managers	38	83%
Total	**46**	**100%**

Source: SEEPCO in Akwa Ibom State**, (**2025).

3.3 Sample Size Determination

The study adopts the census technique by making use of the total population of 46 as the sample size because the population is sizeable for the researcher to handle.

3.4 Sampling Techniques

The study adopted the census technique by making use of the total population of 46 as the sample size because the population is sizeable for the researcher to handle. The census technique is a research approach in which data is collected from every member of a population rather than a selected sample. It is employed when the population size is relatively small, accessible, and manageable, or when a high degree of accuracy and completeness is required. By covering the entire population, the census technique eliminates sampling error and provides comprehensive data that reflects the exact characteristics of the study group. According to Kothari (2004), census methods are most appropriate when the population is small, diverse, and when detailed information is necessary for precise analysis.

3.5 Sources of Data Collection

This study used the primary source of data. Primary data is more accurate and reliable because it comes from a direct source. It's faster and easier to collect primary data than secondary data, which can take weeks or even months to collect.

3.6 Method of Data Collection

This study adopted a questionnaire with a 5-point Likert scale which includes Strongly Agreed SA (5), Agreed A (4), Undecided (3), Strongly Disagreed SD (2), and Disagreed D (1). The questionnaire is divided into Section A (which reviews the demographic variables of respondents) and Section B, which contains research questions relevant to the problem at hand. The research instrument used in the collection of data in this study is the questionnaire. In a bid to get precise opinions, the questionnaire was designed in a way that enables respondents to choose the most appropriate option out of the alternative questions. The questionnaire is arranged in two sections: the first briefly captures the demographic information of the respondents, while the second focuses on questions bordering on the subject matter, which is strategic alliance and effective performance. The questions in the questionnaire are close-ended and are drafted in simple, explicit, and understandable language. The study makes use of ordinal data; ordinal data is a statistical type of quantitative data in which variables exist in naturally occurring ordered categories.

3.7 Research Instrument

The questionnaire consisted of two sections. Section A measures participants' demographic details, including race, age, gender, tenure, and job level. Section B focuses on logistics management and organizational performance. The questionnaire is a self-administered survey and consists of 20 statements measuring the five dimensions of logistics management: transportation, inventory control, warehousing, order fulfillment, and reverse logistics, as well as their relationship to organizational performance. The statements in the questionnaire are structured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Ethical clearance to conduct the research within the organization is obtained from the management of the department and the research institution. Participation in the study is entirely voluntary, and employees are informed that they may withdraw at any stage without any negative consequences. Anonymity and confidentiality of all responses are guaranteed, and the data collected is used strictly for academic purposes.

3.8 Operational measures of the variables

The specific dependent variable to which this study addresses is logistics management and performance. In this study, only measuring instruments with confirmed validity and reliability are used to measure the different variables included. All constructs are measured with multiple items developed and tested in previous studies. Each item is measured on a five-point Likert-type scale anchored by "strongly agree" and "strongly disagree" response options. The researchers use an instrument adapted from past review works (Diet, 2016). This instrument is used to measure logistics management in an organization and consists of Twenty (20) question items on a five-point Likert scale. This instrument has a Cronbach's alpha of 0.895, which is higher than 0.70; hence, the instrument has good reliability. To measure effective performance, four question items are used from past research works of Michael (2018). The instrument has a good degree of reliability with a Cronbach's alpha of 0.835.

Transportation: This is adopted from Lue (2013), a sixteen-item scale with responses on a four-point Likert scale. Responses range from 1 (strongly disagree) to 4 (strongly agree). Examples include: We share a goal of expanding into new markets or reaching new customer segments; we collaborate to develop new products or services as a shared goal for value innovation, etc.

Inventory control: From Mark (2019), a five-item measure (1 = "strongly disagree" and 5 = "strongly agree"). Examples include: We use simple and straightforward language that is easy to comprehend; we get to the point and avoid unnecessary verbosity; we ensure that communication is factually correct and free from errors, etc.

Performance: From Mark (2019), a five-item measure (1 = "strongly disagree" and 5 = "strongly agree"). Examples include: Clearly defining goals, objectives, and performance expectations for individuals, teams, and the organization; effective leadership guiding, motivating, and empowering employees to perform at their best; engaging employees by involving them in decision-making and providing opportunities for autonomy and ownership, etc.

3.9 Method of Instrument Validation

The face and content validity of the research instrument is determined through a thorough evaluation by the project supervisor and other experts in the field of management. According to Bolarinwa (2015), expert judgment is a widely accepted method for establishing face and content validity in social and management science research. Their suggestions and recommendations are incorporated to review and refine the instrument. This process ensures that the instrument accurately represents the research objectives and adequately measures the intended variables.

3.10 Method of Instrument Reliability Testing

The reliability of the research instrument was established by ensuring that it produces consistent results across respondents. According to Best and Kahn (2006), reliability refers to the degree of consistency that an instrument or procedure demonstrates. This is achieved through careful wording of instructions, logical arrangement of questions, and inclusion of items directly related to logistics management and organizational performance. A pilot test is conducted, and data from the pilot study is analyzed using Cronbach's Alpha to determine the internal consistency of the constructs. Cronbach (1951) recommends a coefficient of 0.70 and above as acceptable for internal consistency, which is adopted in this study.

Table 3.7. 1: Reliability Analysis.

Scale	Cronbach's Alpha	Number of Items
Transportation	0.771	4
Inventory Control	0.824	4
Performance	0.814	4
Total	0.841	20

Source: Survey data, (2026)

3.11 Empirical Model Specification

The model to be used is premised on the main objective of the study and is anchored on the sub-objectives. The following empirical model is developed to analyze the influence of logistics management on the performance of SEEPCO, using transportation, inventory control, warehousing, order fulfillment, and reverse logistics as the explanatory variables, to examine how they influence the performance of SEEPCO, which serves as the dependent variable. The model is adopted from the study of Ayandele et al. (2022), whose model is QS = f (KA, KS, KT). The Ayandele et al. (2022) model is modified to suit the variables to be used. Hence, the model for this study is anchored on the objective of examining the influence of logistics management on organizational performance in SEEPCO.

The regression model is expressed below:

$y = X_i + X_{ii} + \varepsilon$ Equation 3.2

Simple Regression Model Specification for Objective One

$P = f\ (T)$ - - - - - - - - Equation 3.3

This equation is transformed into Econometric form as:

$P = \beta 0 + \beta_1 TM + \varepsilon$

Whereby

P = Dependent variable (Organizational Performance),

β_0 = Beta Coefficient

TM= Transportation Management

β_1, = coefficients of Transport

ε = error term.

Simple Regression Model Specification for Objective Two

$P = f\ (IC)$ - - - - - - - - Equation 3.4

This equation is transformed into Econometric form as:

$P = \beta 0 + \beta_1 IC + \varepsilon$

Whereby;

P = Dependent variable (Organizational Performance),

β_0 = Beta Coefficient

IC= Inventory Control

β_1, = coefficients of Inventory

ε = error term.

3.12 Method of Data Analysis

The levels of quantitative analysis include descriptive statistics. However, in this study, Simple Linear Regression is employed to ascertain the influence that exists between the variables.

3.13 Decision criteria

The decision rule used in this study is stated thus; Reject the null hypotheses if the probability value (p-value) is less than 0.05 ($p<0.05$). Alternatively, accept the null hypotheses if the probability value (p-value) is greater than 0.05 ($p>0.05$) (Mallery, 2003). This is stated symbolically as: Accept Ho if Pc < Pt. Reject Ho if Pc > Pt.

4. DATA ANALYSIS AND DISCUSSION OF FINDINGS

This section presented the descriptive analysis, result of test of hypotheses and summary of result.

4.1 Data Presentation

Table 4.1: Copies of Questionnaire Administered and the Response Rate.

S/N		Copies of questionnaire distributed	Copies of questionnaire retrieved useable	Copies of questionnaire Not retrieved	Percentage (%)
1.	Top level managers	8	6	2	75.0
2.	Middle level managers	38	34	4	89.0
	Total	**46**	**40**	**6**	**87.0**

Source: Compiled from questionnaire response, (2026).

The total copies of questionnaire that were accurately filled and returned were 40 out of the 46 that were allocated and distributed. This constitutes 87.0% of the total copies of questionnaire that was found relevant for use. Despite efforts by the researcher to ensure adequate and correct completion of the questionnaire by self-administering, 6 copies of questionnaire were returned incompletely filled, hence were discarded. The responses were then analyzed using the Statistical Package for Social Sciences (SPSS).

Table 4.3 Percentage analysis of Transport Management.

Transport Management		Extent of Agreement				
	SA	A	UN	SD	D	Total
The company's transport fleet is sufficient to meet operational demands.	17 (43%)	12 (30%)	2 (5%)	4 (10%)	5 (12%)	40 (100%)
Delivery routes are optimized to minimize delays and fuel consumption.	15 (38%)	19 (47%)	-	2 (5%)	4 (10%)	40 (100%)
Vehicles are regularly maintained to prevent breakdowns.	12 (30%)	21 (53%)	2 (5%)	2 (5%)	3 (7%)	40 (100%)
Transport management systems are integrated with other logistics operations	19 (47%)	14 (36%)	3 (7%)	4 (10%)	-	40 (100%)

Source: Field survey (2026)

Table 4.3 The company's transport fleet is sufficient to meet operational demands, 17 (43%) strongly agreed to questions, 12 (30%) agreed, 2 (5%) were undecided, 4 (10%) strongly disagreed and 5 (12%) disagreed, thus concludes that with the level of agreement means that effective transport management to performance. Delivery routes are optimized to minimize delays and fuel consumption, a proportion of 40 respondents, 15 (38%) strongly agreed to questions, 19(47%) agreed, none were undecided, 2 (5%) strongly disagreed and 4 (10%) disagreed, thus concludes that with the level of agreement of 85% means that effective transport management contributes to performance. Vehicles are regularly maintained to prevent breakdowns. A proportion of 40 respondents, 12 (30%) strongly agreed to questions, 21 (53%) agreed, 2 (5%) were undecided, 2 (5%) strongly disagreed and 3 (7%) disagreed, thus concludes that with the level of agreement of 83% means that transport management contributes to organizational success. Transport management systems are integrated with other logistics operations. A proportion of 40 respondents, 19 (47%) strongly agreed to questions, 14(36%) agreed, 3 (7%) were undecided, 4 (10%) strongly disagreed and none disagreed, thus concludes that with the level of agreement of 83% means that effective transport management contributes to performance. From the descriptive analysis is it observed that 89% of the respondents were of the agreement while 11% were not. Showing that the transport management contributes to performance of SEEPCO.

Table 4.4: Percentage analysis of responses on Inventory Control.

Inventory Control		Extent of Agreement				
	SA	A	UN	SD	D	Total
Inventory levels are regularly monitored to prevent stock outs.	19 (47%)	14 (36%)	3 (7%)	4 (10%)	-	40 (100%)
Safety stock and reorder points are effectively implemented.	17 (43%)	12 (30%)	2 (5%)	4 (10%)	5 (12%)	40 (100%)
Automated inventory tracking systems (e.g., barcode/RFID) are in use.	15 (38%)	19 (47%)	-	2 (5%)	4 (10%)	40 (100%)
Inventory audits are conducted periodically to ensure accuracy.	12 (30%)	21 (53%)	2 (5%)	2 (5%)	3 (7%)	40 (100%)

Source: Field survey (2026)

Table 4.4 shows the frequency of responses and their percentages on the inventory control dimension. Question on Inventory levels are regularly monitored to prevent stock outs**.** A proportion of 40 respondents, 19 (47%) strongly agreed to questions, 14(36%) agreed, 3 (7%) were undecided, 4 (10%) strongly disagreed and none disagreed, thus concludes that with the level of agreement of 83% means that inventory control contributes to performance. On the question that Safety stock and reorder points are effectively implemented, 12 (30%) agreed, 2 (5%) were undecided, 4 (10%) strongly disagreed and 5 (12%) disagreed, thus concludes that with the level of agreement means that inventory control contributes to performance.On the question that automated inventory tracking systems (e.g., barcode/RFID) are in use, a proportion of 40 respondents, 15 (38%) strongly agreed to questions, 19(47%) agreed, none were undecided, 2 (5%) strongly disagreed and 4 (10%) disagreed, thus concludes that with the level of agreement of 85% means that inventory control contributes to performance. On the question Inventory audits are conducted periodically to ensure accuracy. A proportion of 40 respondents, 12 (30%) strongly agreed to questions, 21 (53%) agreed, 2 (5%) were undecided, 2 (5%) strongly disagreed and 3 (7%) disagreed, thus concludes that with the level of agreement of 83% means that inventory control contributes to performance. From the descriptive analysis is it observed that 81% of the respondents were of the agreement while 19% were not. Showing that the inventory control contributes to performance.

4.2 Test of Hypotheses

Hypothesis One

H_{o1}: There is no significant influence of transport management on the performance of SEEPCO,

H_1: There is significant influence of transport management on the performance of SEEPCO,

Table 4.8: The Simple Linear Regression Analysis on the Influence of transport management on the performance of SEEPCO, Nigeria.

Model Summary[b]					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.907[a]	.823	.822	.38237	1.030
a. Predictors: (Constant), Transport management					
b. Dependent Variable: Performance					

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	164.670	1	164.670	1126.259	.000[b]
	Residual	35.529	39	.146		
	Total	200.199	40			
a. Dependent Variable: performance						
b. Predictors: (Constant), transport management						

Coefficients[a]					
		Unstandardized Coefficients		**Standardized Coefficients**		
Model		**B**	**Std. Error**	**Beta**	**T**	**Sig.**
1	(Constant)	-.453	.130		-3.475	.001
	transport management	1.105	.033	.907	33.560	.000
a. Dependent Variable: performance						

The model summary in table 4.8 shows an R- value of 0.907. The result shows a positive influence of transport management on performance of SEEPCO. The R square- value of 0.823 shows that 82.3% variation in transport management was accounted for by variations in performance of SEEPCO. The ANOVA table indicates that the regression model significantly predicts the dependents variable given the F- value of 1126.259 and its corresponding P-value of 0.00. This implies that there is a positive influence of transport management on performance. Also, the B-coefficient of 0.033 implies that holding every other thing constant, the model predicts 0.033 units increase in transport management given a unit increase in performance. Therefore, since an F-value of 1126.259 and P-value of .000 lies below the alpha value of 0.05 level of significant in social sciences, it can be affirmed that the null hypothesis which states that there is no significant influence of transport management on the performance of SEEPCO in Nigeria is rejected and the alternative accepted, suggesting that there is a significant influence of transport management on the performance of SEEPCO, Nigeria ($P<0.05$)

Hypothesis Two

H_{O2}: Inventory control does not significantly influence the performance of SEEPCO,

H_2: Inventory control significantly influence on the performance of SEEPCO,

Table 4.8: The Simple Linear Regression Analysis on the Influence of inventory control on the performance of SEEPCO, Nigeria.

Model Summary[b]					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.893[a]	.797	.796	.36424	1.030
a. Predictors: (Constant), Inventory control					
b. Dependent Variable: Performance					

ANOVA[a]						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	126.449	1	126.449	953.111	.000[b]
	Residual	32.239	39	.133		
	Total	158.687	40			
a. Dependent Variable: Inventory control						
b. Predictors: (Constant), Performance						

Coefficients[a]					
		Unstandardized Coefficients	**Standardized Coefficients**		
Model		**B**	**Std. Error**	**Beta**	**T**	**Sig.**
1	(Constant)	.154	.124		1.245	.215
	Inventory control	.968	.031	.893	30.872	.000
a. Dependent Variable: performance						

Source: Researcher's Computation (2026)

The model summary result shows that the correlation coefficient (R) is 0.893, indicating a very strong positive relationship between Inventory Control and the Performance of SEEPCO. The coefficient of determination (R^2) is 0.797, which implies that 79.7% of the variation in organizational performance is explained by Inventory Control, while the remaining 20.3% is due to other variables not included in the model. The Adjusted R^2 value (0.796**)** confirms that the model is stable and has strong explanatory power. The ANOVA table shows that the regression model is statistically significant.

- $F(1,243) = 953.111$
- $p = .000 < 0.05$

This indicates that Inventory Control significantly predicts the performance of SEEPCO. Therefore, the regression model provides a good fit for the data. The regression coefficient for Inventory Control (B = 0.968) indicates that a one-unit increase in Inventory Control will

lead to a 0.968 increase in organizational performance. The standardized beta coefficient (β = 0.893) shows that Inventory Control is a very strong predictor of performance. The t-value **(**30.872**)** with p = .000 indicates that the effect is statistically significant at the 0.05 level. It can validated that the null hypothesis which states that inventory control does not significantly influence the performance of SEEPCO in Nigeria is rejected and the alternative accepted suggesting that inventory control significantly influence on the performance of SEEPCO, Nigeria.

4.3 DISCUSSION OF FINDINGS

The first objective was to examine the influence of transport management on the performance of SEEPCO. The descriptive analysis revealed that transport management significantly influences organizational performance. Efficient transport operations, including fleet utilization, route planning, and timely deliveries, were shown to improve overall operational efficiency. Properly managed transport ensures materials and products move quickly and cost-effectively between locations, reducing delays and enhancing customer satisfaction. Investment in transport infrastructure, GPS tracking, and predictive maintenance can further enhance performance. This aligns with previous studies (Christopher, 2016; Chopra and Meindl, 2019) that highlight transport management as a critical factor for logistics efficiency and service quality.

The second objective was to ascertain the effect of inventory control on the performance of SEEPCO. Inventory control was found to have a strong positive effect on organizational performance. Maintaining optimal stock levels, implementing reorder points, and using automated tracking systems significantly reduce stock outs, overstocking, and operational inefficiencies. Organizations with robust inventory control can ensure smooth production and distribution, reducing operational disruptions. Automated systems, periodic audits, and safety stock strategies are crucial for sustaining performance. This is consistent with the works of Cachon and Terwiesch (2019), who argue that effective inventory management directly influences supply chain efficiency and performance outcomes.

5.1 CONCLUSION

Based on the findings of this study, it is concluded that logistics management plays a significant role in enhancing the organizational performance of Sterling Oil Exploration and Energy Production Company Ltd. (SEEPCO), Akwa Ibom State, Nigeria. The study established that effective logistics practices enable the organization to coordinate the movement and availability of materials, minimize operational disruptions, control costs, and improve the efficiency of its operations. The findings therefore demonstrate that logistics management should be regarded as a strategic organizational function rather than merely an operational support activity.

Specifically, the study concludes that **transport management has a significant positive influence on the performance of SEEPCO**. The regression result revealed a strong positive relationship between transport management and organizational performance, with transport management explaining 82.3% of the variation in performance. This indicates that effective fleet utilization, route optimization, regular vehicle maintenance, timely transportation, and integration of transportation activities with other logistics operations contribute substantially to improved organizational performance. Consequently, the null hypothesis that transport management has no significant influence on the performance of SEEPCO was rejected.

The study also concludes that **inventory control has a significant positive influence on the performance of SEEPCO**. The findings showed a strong positive relationship between inventory control and organizational performance, with inventory control explaining 79.7% of the variation in performance. This suggests that regular monitoring of inventory levels, effective implementation of safety stock and reorder points, automated inventory tracking, and periodic inventory audits are important for maintaining operational continuity and reducing unnecessary costs. Accordingly, the null hypothesis that inventory control does not significantly influence the performance of SEEPCO was rejected.

Overall, the findings indicate that improvements in logistics management can contribute substantially to the performance of SEEPCO. Efficient transportation ensures the timely movement of materials, equipment, and products, while effective inventory control ensures that critical materials are available when required without creating excessive holding costs. The combined importance of these logistics activities suggests that SEEPCO can strengthen its operational efficiency, cost effectiveness, service reliability, and overall organizational performance by continuously improving its logistics management practices..

5.2 Recommendations

1. It was recommended that SEEPCO should Optimize Fleet Utilization by conduct regular assessments of vehicle usage, route efficiency, implement fleet management software to monitor vehicle location, fuel consumption, maintenance schedules, reduce idle time and prevent underutilization of transport resources.
2. SEEPCO should Implement Automated Inventory Tracking Systems by adopt barcode or RFID technology to monitor stock levels in real time. Reduce human errors and improve accuracy in inventory management.

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