

Logistics Management Practices and Marketing Performance of Telecommunication Firms in Port Harcourt, Rivers State

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Abstract: *This study examined the relationship between logistics management practices and marketing performance of telecommunication firms in Port Harcourt, Rivers State. Effective logistics management is increasingly important for improving marketing performance in the competitive telecommunication industry. However, weaknesses in transportation coordination and order fulfilment may constrain market expansion and customer retention. The study was anchored on the Resource-Based View Theory, which explains how organizational capabilities contribute to competitive advantage. A cross-sectional survey research design was adopted, using a census approach involving 20 management staff from four licensed telecommunication firms. Data were collected through a structured questionnaire and analysed using Spearman Rank Order Correlation at the 0.05 significance level. The findings revealed significant positive relationships between transportation management and market share growth ($\rho = 0.684$) and customer retention ($\rho = 0.658$). Order fulfilment also had significant positive relationships with market share growth ($\rho = 0.703$) and customer retention ($\rho = 0.693$). The study concluded that effective logistics management practices are important strategic capabilities associated with improved marketing performance. It recommended strengthening transportation planning, investing in appropriate logistics technologies, improving order fulfilment accuracy and timeliness, and regularly evaluating logistics performance to support market growth and customer retention.*

Keywords: logistics management, transportation management, order fulfilment, market share growth, customer retention.

INTRODUCTION

The increasing pace of globalization, technological innovation, digital transformation, and changing consumer preferences has intensified competition across virtually every industry, compelling organizations to adopt strategic capabilities capable of enhancing marketing outcomes. Consequently, marketing performance has become a major concern among researchers and business practitioners because it determines an organization's ability to survive and grow within increasingly competitive markets. The concept of marketing performance has attracted considerable scholarly attention because of its strategic importance to organizational success. According to Kotler and Keller (2022), marketing performance refers to the extent to which marketing activities contribute to the achievement of organizational objectives through improved customer acquisition, customer retention, market expansion, profitability, and competitive positioning. Similarly, Morgan, Feng, and Whitler (2018) define marketing performance as the effectiveness and efficiency of marketing activities in generating desirable organizational outcomes such as increased market share, customer loyalty, and financial returns. Katsikeas, Morgan, Leonidou, and Hult (2019) contend that marketing performance encompasses both financial and nonfinancial outcomes because organizations simultaneously pursue customer satisfaction, customer retention, market share growth, brand loyalty, and profitability. Likewise, Rust (2020) argues that organizations achieve sustainable marketing performance when they successfully create superior customer value while maintaining long term relationships with customers. These perspectives suggest that marketing performance reflects an organization's overall marketing effectiveness rather than isolated financial achievements.

However, contemporary logistics and supply chain scholars increasingly maintain that marketing performance depends substantially on operational capabilities that ensure products and services are delivered to customers efficiently, accurately, and promptly. Christopher (2016) argues that customer satisfaction is achieved not only through effective marketing communication but also through superior logistics capabilities that guarantee product availability, timely delivery, and reliable customer service. This argument has shifted scholarly attention toward logistics management practices as important determinants of marketing performance. Within the global telecommunication industry, marketing performance has become increasingly difficult to sustain because operators compete within rapidly changing technological environments characterized by increasing customer expectations, digital service innovations, regulatory pressures, and aggressive market competition. Telecommunications firms are expected to provide uninterrupted network services, rapidly deploy infrastructure, distribute SIM cards and devices efficiently, maintain network equipment, and provide timely customer support across multiple geographical locations. These operational responsibilities require effective logistics systems capable of ensuring that products, equipment, technical resources, and customer support services are delivered efficiently. Ifekanandu and Miyene (2026). Consequently, logistics management has become an indispensable organizational capability for improving marketing performance within the telecommunications sector.

Organizations increasingly recognize that superior logistics capabilities improve customer experiences by ensuring that products and services are delivered accurately, efficiently, and within customer

expectations. Logistics management has been defined from different scholarly perspectives. According to the Council of Supply Chain Management Professionals, logistics management is the planning, implementation, and control of the efficient and effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to satisfy customer requirements. Similarly, Chopra and Meindl (2022) define logistics management as the coordination of transportation, inventory, warehousing, order processing, and information systems to maximize customer value while minimizing operational costs. These definitions emphasize that logistics management integrates multiple operational activities aimed at improving organizational performance and customer satisfaction.

Statement of the Problem

Marketing performance has become increasingly important to the sustainability and competitiveness of telecommunication firms because it determines their ability to attract new subscribers, retain existing customers, expand market share, and sustain long term profitability. Despite the remarkable growth of Nigeria's telecommunications industry, operators continue to experience declining customer loyalty, subscriber migration, shrinking market share in some service segments, and increasing pressure from intense competition. The industry is further confronted with rising customer expectations for faster service delivery, timely installation of network infrastructure, efficient distribution of SIM cards and devices, and prompt response to customer requests. In Port Harcourt, these challenges are compounded by traffic congestion, inadequate transport infrastructure, security concerns, and increasing operational costs, all of which negatively affect service responsiveness and customer experience. These developments have generated concern among industry practitioners, regulators, and researchers regarding the ability of telecommunication firms to sustain superior marketing performance.

Several factors have been identified as responsible for the declining marketing performance of telecommunication firms, among which ineffective logistics management practices have received increasing scholarly attention. Inefficient transportation management often results in delays in the movement of network equipment, maintenance materials, technical personnel, and customer devices, thereby affecting network expansion, service restoration, and customer satisfaction. Likewise, poor order fulfilment processes may lead to delayed processing of customer requests, inaccurate deliveries, prolonged installation periods, and ineffective service support.

Conceptual Framework

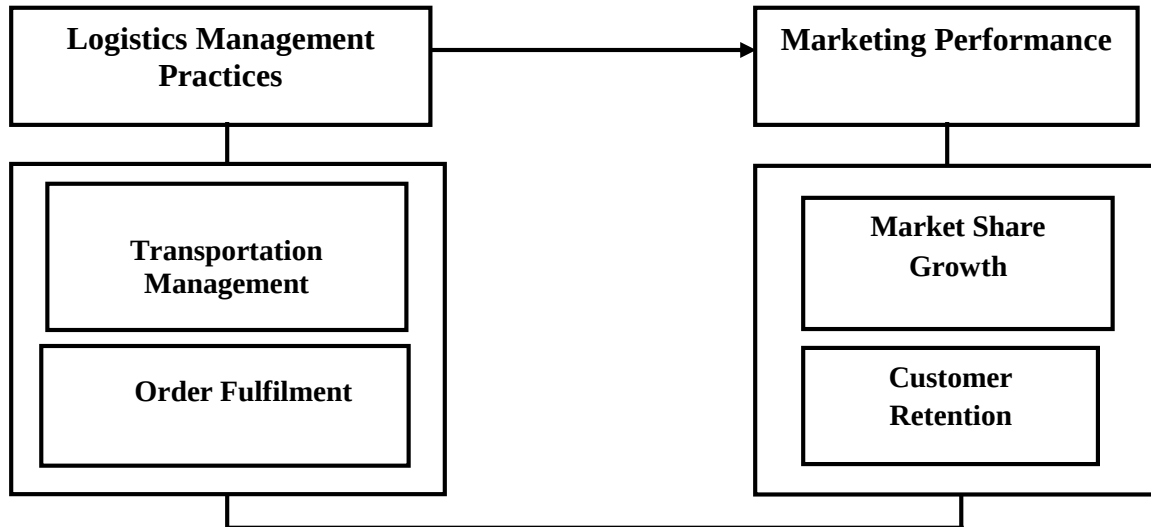


Figure 1.1: Conceptual framework of logistics management practices and marketing performance of telecommunication firms in Port Harcourt, Rivers State.

Sources: Akam et al., (2024); Usani et al., (2024).

Research Objectives

1. Examine the relationship between transportation management and market share growth of telecommunication firms in Port Harcourt, Rivers State.
2. Determine the relationship between transportation management and customer retention of telecommunication firms in Port Harcourt, Rivers State.
3. Examine the relationship between order fulfilment and market share growth of telecommunication firms in Port Harcourt, Rivers State.
4. Determine the relationship between order fulfilment and customer retention of telecommunication firms in Port Harcourt, Rivers State.

Research Hypotheses

- H0₁:** There is no significant relationship between transportation management and market share growth of telecommunication firms in Port Harcourt, Rivers State.
- H0₂:** There is no significant relationship between transportation management and customer retention of telecommunication firms in Port Harcourt, Rivers State.
- H0₃:** There is no significant relationship between order fulfilment and market share growth of telecommunication firms in Port Harcourt, Rivers State.
- H0₄:** There is no significant relationship between order fulfilment and customer retention of telecommunication firms in Port Harcourt, Rivers State.

LITERATURE REVIEW

Conceptual Review

Concept of Logistics Management Practices

The concept of logistics management has attracted considerable scholarly attention, resulting in diverse definitions that reflect its multidisciplinary nature. The Council of Supply Chain Management Professionals (CSCMP, 2023) defines logistics management as the process of planning, implementing, and controlling the efficient and effective flow and storage of goods, services, and related information from the point of origin to the point of consumption for the purpose of satisfying customer requirements. Similarly, Chopra and Meindl (2022) define logistics management as the strategic coordination of transportation, inventory, warehousing, order processing, material handling, packaging, and information systems to maximize customer value while minimizing operational costs. These definitions emphasize efficiency, coordination, and customer satisfaction as the central objectives of logistics management. Christopher (2016) argued that logistics management should not merely be viewed as the movement of physical goods but as a strategic organizational capability that integrates operational activities across the value chain. According to the author, effective logistics management enables organizations to respond rapidly to market demands, improve customer service, reduce operational costs, and strengthen competitive advantage Ifekanandu et al. (2024). Similarly, Bowersox, et al., (2020) maintain that logistics management creates value through the integration of transportation, inventory management, order fulfilment, warehousing, and information technology, thereby improving organizational responsiveness and customer satisfaction.

Rushton, et al., (2022) contended that organizations increasingly utilize digital logistics systems, artificial intelligence, Internet of Things technologies, and real time information systems to improve logistics coordination and operational efficiency. Likewise, Grant, et al., (2019) argued that technological integration has transformed logistics management into a strategic resource capable of enhancing customer experiences and organizational competitiveness. Despite these perspectives, scholars differ regarding the primary focus of logistics management. Bowersox et al. (2020) emphasize operational efficiency through transportation, inventory management, and warehousing, whereas Christopher (2016) argues that logistics management should prioritize customer value creation through integrated service delivery. Chopra and Meindl (2022) further contend that organizations achieve superior performance only when logistics activities are integrated with marketing, procurement, production, and customer relationship management. These differences indicate that logistics management is both an operational and strategic organizational capability. Empirical evidence increasingly supports the strategic importance of logistics management. Akam, et al., (2024) found that transportation management, inventory management, warehousing, and order processing significantly improved marketing performance among small and medium enterprises in Cross River State. Similarly, Usani, et al., (2024) established that transportation management, warehousing management, communication systems, and order processing significantly enhanced the marketing performance of fast moving consumer goods companies in South South Nigeria. These studies demonstrate that organizations characterized by effective logistics management practices consistently achieve superior marketing outcomes.

Dimensions of Logistics Management Practices

Transportation Management: According to Chopra and Meindl (2022), transportation management refers to the planning, implementation, coordination, and control of the movement of products and organizational resources from one point to another in the most efficient and cost effective manner. Similarly, Bowersox et al. (2020) defined transportation management as the strategic administration of transportation resources to achieve timely delivery, minimize logistics costs, and improve customer service. These definitions emphasize efficiency, coordination, and customer responsiveness as fundamental objectives of transportation management. Christopher (2016) argued that transportation management contributes directly to customer satisfaction because timely deliveries improve service reliability and organizational reputation. Furthermore, Grant et al. (2019) contend that organizations capable of optimizing transportation routes, scheduling, and fleet utilization experience lower operational costs and improved customer responsiveness. However, Ivanov (2021) argued that transportation management has become increasingly complex due to global supply disruptions, fuel price volatility, environmental regulations, and infrastructure limitations. According to the author, organizations must develop resilient transportation systems capable of adapting to unexpected operational challenges.

Within the telecommunication industry, transportation management extends beyond conventional product distribution. Telecommunication firms depend on effective transportation systems for the deployment of base stations, fibre optic cables, transmission equipment, network maintenance tools, generators, customer devices, and technical personnel. Delays in transporting these resources may adversely affect network expansion, maintenance operations, and customer service delivery. Akam et al. (2024) reported that transportation management significantly enhanced marketing performance through improved operational efficiency and customer responsiveness. Similarly, Usani et al. (2024) established that transportation management positively influenced customer satisfaction and organizational competitiveness among manufacturing firms. In this study, transportation management refers to the efficient planning, coordination, execution, and control of the movement of telecommunication infrastructure, equipment, materials, and technical personnel to facilitate timely service delivery and improve marketing performance.

Order Fulfilment: Order fulfilment represents one of the most critical logistics management practices because it directly influences customer satisfaction and organizational competitiveness. Contemporary organizations increasingly recognize that customers evaluate service quality not only by product quality but also by the speed, accuracy, reliability, and convenience with which their orders are processed and delivered. Chopra and Meindl (2022) define order fulfilment as the complete process through which customer orders are received, processed, picked, packaged, transported, delivered, and confirmed. Similarly, Christopher (2016) explains that order fulfilment integrates inventory availability, order processing, transportation scheduling, delivery coordination, and customer communication to ensure customer satisfaction. Bowersox et al. (2020) argue that effective order fulfilment minimizes delivery errors, reduces customer complaints, improves operational efficiency, and strengthens customer loyalty. Likewise, Rushton et al. (2022) maintain that organizations utilizing digital order fulfilment systems experience improved service accuracy, reduced processing time, and enhanced customer experiences.

Despite these benefits, scholars acknowledge that ineffective order fulfilment remains a major organizational challenge. Grant et al. (2019) observe that poor inventory visibility, inadequate coordination, technological limitations, and inefficient communication frequently delay order completion and reduce customer satisfaction. Similarly, Christopher (2016) contends that inaccurate order processing increases operational costs while negatively affecting organizational reputation. Empirical studies reinforce these perspectives. Akam et al. (2024) established that efficient order processing significantly improved marketing performance among SMEs, while Usani et al. (2024) reported that effective logistics coordination strengthened customer satisfaction and organizational competitiveness. Accordingly, order fulfilment in this study refers to the systematic process through which telecommunication firms receive, process, execute, deliver, and complete customer requests accurately and promptly to improve marketing performance.

Concept of Marketing Performance

Contemporary organizations operate in highly competitive and dynamic business environments characterized by changing customer preferences, rapid technological innovation, globalization, and increasing competition. Under these conditions, organizations continuously seek strategies capable of improving customer acquisition, customer retention, market expansion, and competitive positioning. Consequently, marketing performance has attracted considerable scholarly attention because it provides evidence of how effectively organizations convert marketing strategies into measurable business outcomes. Kotler and Keller (2022) defined marketing performance as the extent to which marketing activities contribute to the achievement of organizational objectives through increased customer acquisition, customer retention, market share, profitability, and long term competitiveness. Similarly, Morgan, et al., (2018) described marketing performance as the effectiveness and efficiency with which marketing resources and capabilities generate desirable organizational outcomes. Katsikeas, et al., (2019) contended that marketing performance comprises both financial and nonfinancial indicators because organizations seek to improve customer loyalty, brand equity, customer satisfaction, market share, and profitability simultaneously. Likewise, Rust (2020) argued that organizations achieve superior marketing performance when they consistently create customer value while sustaining long term relationships with customers. Day (2020) argued that marketing capabilities, innovation, customer relationship management, logistics management, and operational excellence collectively determine organizational marketing success. Similarly, Christopher (2016) maintains that superior logistics capabilities significantly improve marketing performance because customer satisfaction depends largely on product availability, delivery reliability, and service responsiveness. These arguments indicate that logistics management constitutes an important strategic capability capable of enhancing marketing outcomes.

Despite the broad acceptance of marketing performance as an important organizational outcome, scholars disagree regarding the most appropriate performance measures. Some researchers advocate financial indicators such as sales growth and profitability, while others emphasize customer satisfaction, market share, customer retention, and brand loyalty. Ambler and Roberts (2008) argue that customer based indicators provide more comprehensive assessments of marketing effectiveness because they reflect long term organizational competitiveness. Conversely, Kotler and Keller (2022) maintain that organizations should combine both customer and market based indicators when evaluating marketing performance.

Measures of Marketing Performance

Market Share Growth: Organizations experiencing continuous market share growth are generally regarded as competitive, innovative, and responsive to customer needs. Consequently, market share growth has become a major strategic objective among organizations seeking long term sustainability. Kotler and Keller (2022) define market share growth as the continuous increase in an organization's percentage of total market sales relative to competing firms within a specific industry. Similarly, Doyle and Stern (2006) describe market share growth as an increase in the proportion of customers patronizing a firm's products or services over a given period. These definitions emphasize organizational competitiveness and customer preference as central determinants of market share growth. Morgan et al. (2018) argued that organizations with superior operational capabilities consistently improve market share because they satisfy customer expectations more effectively than competitors. Likewise, Christopher (2016) maintains that efficient logistics management enables organizations to maintain product availability and service reliability, thereby attracting new customers and strengthening competitive positioning.

Within the telecommunication industry, market share growth reflects increases in subscriber base, network coverage, service adoption, and customer preference relative to competing network providers. Organizations capable of deploying network infrastructure rapidly, responding promptly to customer demands, and maintaining uninterrupted service delivery are more likely to expand their market share. Although market share growth remains an important indicator of marketing performance, some scholars argue that increased market share may not necessarily translate into higher profitability when organizations incur excessive promotional or operational costs. Consequently, organizations should pursue sustainable market expansion supported by efficient operational capabilities and effective logistics management.

Customer Retention: Customer retention has become one of the most important measures of marketing performance because retaining existing customers is generally less expensive than continuously acquiring new customers. Kotler and Keller (2022) defined customer retention as an organization's ability to maintain continuous relationships with existing customers over time by consistently satisfying their expectations. Similarly, Payne (2012) described customer retention as the deliberate organizational effort aimed at encouraging customers to continue patronizing the firm's products and services. These definitions emphasize relationship continuity and customer loyalty as central characteristics of customer retention.

Kumar and Reinartz (2018) contend that organizations achieve high customer retention by consistently delivering superior value through quality products, responsive customer service, and reliable operational processes. Likewise, Lemon and Verhoef (2016) argue that positive customer experiences throughout the service delivery process strengthen customer loyalty and reduce switching behaviour. Christopher (2016) further argues that logistics management significantly influences customer retention because timely deliveries, reliable service, and accurate order fulfilment improve customer experiences. Similarly, Bowersox et al. (2020) maintain that efficient logistics systems reduce service failures, improve customer confidence, and strengthen long term organizational relationships. Within the telecommunication

industry, customer retention depends on uninterrupted network services, rapid response to service failures, timely activation of customer requests, efficient distribution of devices, and effective technical support. Customers are more likely to remain with service providers capable of delivering consistent service quality supported by effective logistics management. Nevertheless, scholars caution that customer retention may also be influenced by external factors such as pricing strategies, competitor activities, technological innovations, and regulatory policies. Consequently, logistics management should complement other marketing capabilities in achieving sustainable customer loyalty.

THEORETICAL REVIEW

Resource-Based View

The Resource Based View (RBV) Theory was propounded by Barney (1991) and remains one of the most influential theories in strategic management. The theory explains that organizations achieve sustained competitive advantage and superior performance through valuable organizational resources and capabilities that competitors cannot easily imitate or substitute. Barney (1991) argues that resources become strategic assets when they possess four important characteristics. They must be valuable, rare, inimitable, and non-substitutable. These characteristics, commonly referred to as the VRIN framework, enable organizations to achieve long term competitive advantage and superior organizational performance.

According to the Resource Based View, organizations differ in their performance because they possess different combinations of tangible and intangible resources. Tangible resources include financial assets, physical infrastructure, equipment, and technology, while intangible resources include organizational knowledge, managerial competence, innovation capability, logistics capability, organizational culture, and strategic relationships. Barney (1991) maintains that intangible organizational capabilities often provide more sustainable competitive advantages because they are difficult for competitors to replicate. Grant (2019) further explains that organizations possessing superior logistics capabilities respond more rapidly to customer demands, minimize operational costs, and strengthen customer relationships. Likewise, Chopra and Meindl (2022) argue that logistics management creates competitive advantage by integrating transportation, inventory management, information systems, and customer service into a coordinated organizational capability.

Despite its popularity, the Resource Based View has attracted criticism. Priem and Butler (2001) argue that the theory overemphasizes internal organizational resources while paying limited attention to external environmental factors such as market competition, technological change, government policies, and economic uncertainty. Similarly, Teece (2007) contends that valuable resources alone cannot sustain competitive advantage unless organizations continuously develop dynamic capabilities that enable adaptation to changing business environments. Notwithstanding these criticisms, the Resource Based View remains highly relevant to the present study because it explains how transportation management and order fulfilment function as strategic organizational capabilities capable of improving market share growth and customer retention. Efficient logistics management enables telecommunication firms to deploy network infrastructure rapidly, improve customer responsiveness, reduce service delays, and strengthen customer experiences, thereby enhancing marketing performance.

Empirical Review

Akam, et al., (2024) investigated the effect of logistics management practices on the marketing performance of small and medium scale enterprises in Calabar, Cross River State, Nigeria. The study adopted a cross sectional survey research design involving owners and managers of registered small and medium enterprises. Data were collected using structured questionnaires and analyzed using multiple regression analysis. Logistics management practices were measured using transportation management, warehousing, inventory management, and order processing, while marketing performance was measured using customer satisfaction, sales performance, and market competitiveness. The findings revealed that transportation management significantly improved marketing performance by facilitating timely product delivery, reducing operational delays, and enhancing customer satisfaction. The study also found that effective order processing positively influenced marketing performance through improved customer responsiveness and service quality. The researchers concluded that organizations should strengthen logistics management practices to improve marketing outcomes and sustain competitive advantage.

Usani, et al., (2024) examined physical distribution practices and marketing performance of selected fast moving consumer goods companies in South South Nigeria. The study adopted a cross sectional survey research design involving managers of selected manufacturing firms. Data were analyzed using Spearman Rank Order Correlation Coefficient. Physical distribution practices were measured using transportation management, warehousing management, communication and information systems, and order processing, while marketing performance was measured using customer satisfaction and sales performance. The findings established that transportation management had a significant positive relationship with marketing performance. Similarly, order processing significantly improved organizational responsiveness and customer satisfaction. The researchers concluded that effective logistics management practices constitute strategic capabilities that enhance marketing performance by improving service delivery and customer experiences. Ali, et al., (2023) investigated logistics management practices and organizational performance among manufacturing firms in Pakistan. The study employed a quantitative survey research design involving production and logistics managers. Data were analyzed using Structural Equation Modeling. The findings revealed that transportation management significantly improved operational efficiency, customer responsiveness, and competitive advantage. Furthermore, effective order fulfilment positively influenced customer satisfaction and organizational performance. The study concluded that logistics management practices represent strategic organizational capabilities capable of improving marketing and operational outcomes.

Khan, et al., (2022) examined the relationship between transportation management and customer retention among logistics intensive organizations in China. The researchers adopted a quantitative research design using structured questionnaires administered to logistics managers and marketing executives. Partial Least Squares Structural Equation Modeling was used to analyze the data. The findings indicated that efficient transportation management significantly enhanced customer retention through timely deliveries, service reliability, and improved customer experiences. The researchers recommended continuous investment in transportation infrastructure and digital fleet management technologies to strengthen customer relationships. Singh and Sharma (2021) investigated order fulfilment and customer satisfaction among electronic commerce firms in India. The study adopted a survey research design involving customer service managers and logistics personnel. Data were analyzed using

multiple regression analysis. Order fulfilment was measured using order accuracy, delivery speed, order completeness, and responsiveness. The findings revealed that efficient order fulfilment significantly improved customer satisfaction and customer loyalty. The study concluded that organizations capable of processing customer orders accurately and promptly achieve stronger customer retention and improved market competitiveness.

Tarigan, Siagian, and Jie (2021) examined logistics integration and organizational performance among Indonesian manufacturing firms. The study adopted a quantitative survey design involving supply chain managers from manufacturing organizations. Data were analyzed using Partial Least Squares Structural Equation Modeling. The findings established that integrated logistics systems significantly enhanced customer responsiveness, operational efficiency, and organizational performance. The researchers further observed that effective coordination among logistics activities improved organizational competitiveness and customer loyalty. Dubey, Gunasekaran, Childe, and Papadopoulos (2020) examined the influence of logistics capability on organizational performance among manufacturing organizations in emerging economies. The study employed a survey research design and analyzed the data using Structural Equation Modeling. The findings indicated that organizations possessing superior logistics capabilities consistently achieved higher customer satisfaction, stronger market performance, and greater competitive advantage. The study concluded that logistics capability constitutes an important strategic organizational resource capable of improving organizational performance.

Research Gap

Despite these valuable contributions, several important gaps remain in the existing literature. First, a contextual gap exists because most previous studies concentrated on manufacturing firms, fast moving consumer goods companies, retail organizations, logistics service providers, electronic commerce firms, and small and medium enterprises. Comparatively few empirical studies have examined logistics management practices within the telecommunication industry, where logistics activities involve the deployment of network infrastructure, transportation of technical equipment, SIM card distribution, maintenance logistics, and customer service support. Second, a geographical gap exists because the majority of previous studies were conducted outside Nigeria, particularly in China, Pakistan, India, Indonesia, and other Asian countries. Although a few Nigerian studies examined logistics management among manufacturing firms, limited empirical evidence exists regarding telecommunication firms operating in Port Harcourt, Rivers State. Consequently, findings from previous studies may not adequately explain the operational realities of telecommunications firms within the Nigerian business environment. Fourth, a dimensional gap exists because many earlier studies investigated logistics management using dimensions such as inventory management, warehousing, logistics integration, distribution management, and communication systems. The present study specifically focuses on transportation management and order fulfilment, two logistics management practices that are particularly relevant to the efficient delivery of telecommunication services and customer experience. Finally, a methodological gap exists because several previous studies employed multiple regression analysis, Structural Equation Modeling, and Partial Least Squares Structural Equation Modeling. The present study adopts a cross sectional survey research design and proposes the use of the Spearman Rank Order Correlation Coefficient to examine the relationships between logistics management practices and marketing performance among telecommunication firms in Port Harcourt, Rivers State.

METHODOLOGY

Research Design: This study adopted the cross sectional survey research design. The cross sectional survey design was considered appropriate because it enables the researcher to collect quantitative data from respondents at a single point in time without manipulating the study variables. The design is widely used in business and management research where the objective is to examine the relationship between variables as they naturally occur within organizational settings. Creswell and Creswell (2018) explained that the survey research design enables researchers to obtain standardized information from a defined population for statistical analysis and generalization of findings. Similarly, Saunders, Lewis, and Thornhill (2019) noted that the cross sectional survey is appropriate for studies investigating relationships among variables using structured questionnaires. Since this study seeks to determine the relationship between logistics management practices and marketing performance of telecommunication firms in Port Harcourt, Rivers State, the cross sectional survey design was considered the most suitable.

Population of the Study: The population of this study comprised all the four (4) licensed Global System for Mobile Communications (GSM) telecommunication firms operating in Port Harcourt, Rivers State. These firms are MTN Nigeria Communications Plc, Airtel Networks Limited, Globacom Limited, and 9mobile Nigeria. The list of licensed Mobile Network Operators (MNOs) was obtained from the Nigerian Communications Commission (NCC, 2024), the statutory regulatory authority for the telecommunications industry in Nigeria.

Sample and Sampling Technique: This study adopted the census method. According to Saunders et al. (2019), census studies are suitable where the population is sufficiently small because they eliminate sampling errors and provide more comprehensive information about the population. Creswell and Creswell (2018) similarly observed that where the entire population can conveniently be studied, the census approach produces findings that are more representative and reliable. To obtain adequate information for the study, five management staff will be selected from each telecommunication firm, namely the Operations Manager, Logistics Manager, Supply Chain Manager, Marketing Manager, and Customer Service Manager. Twenty (20) management staff drawn from the four licensed telecommunication firms in Port Harcourt will constitute the respondents for this study.

Nature and Sources of Data: The study utilized primary data. Primary data was collected directly from respondents through the administration of a structured questionnaire designed by the researcher. The use of primary data was considered appropriate because it provided firsthand information relating to logistics management practices and marketing performance from management personnel who possess adequate knowledge of the logistics operations and marketing activities of their organizations.

Instrument for Data Collection: The instrument used for data collection was a structured questionnaire developed by the researcher based on the objectives of the study and relevant literature on logistics management practices and marketing performance. The questionnaire was divided into two sections. Section A elicited demographic information relating to respondents' gender, age, educational qualification, managerial position, and years of work experience. Section B contained statements

measuring the variables of the study. The questionnaire was structured using a four point Likert scale comprising Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, and Strongly Disagree (SD) = 1. The instrument contained items measuring the dimensions and measures of the study variables, namely transportation management, order fulfilment, market share growth, and customer retention.

Validity of the Instrument: The validity of the research instrument was established through face and content validity. The draft questionnaire was presented to the project supervisor and experts in Logistics Management, Marketing, Business Administration, and Measurement and Evaluation for critical examination. They assessed the instrument with respect to clarity, relevance, adequacy, simplicity, and suitability of the questionnaire items in measuring the variables under investigation. Their comments, corrections, and recommendations were incorporated into the final version of the questionnaire before administration. This procedure ensured that the instrument adequately measured the concepts intended for the study.

Reliability of the Instrument: The reliability of the research instrument was determined using the Cronbach Alpha reliability technique. A pilot study was conducted among management staff of telecommunication firms located outside the study area but possessing characteristics similar to those of the respondents selected for the main study. The data obtained from the pilot study were analyzed using the Statistical Package for the Social Sciences (SPSS) Version 27.0 to determine the internal consistency of the questionnaire. A Cronbach Alpha coefficient of 0.70 or above was considered acceptable based on the recommendation of Nunnally and Bernstein (1994), who stated that reliability coefficients of 0.70 and above indicate satisfactory internal consistency of research instruments.

Method of Data Analysis: The hypotheses formulated for the study was tested using the Spearman Rank Order Correlation Coefficient (ρ) at the 0.05 level of significance. Spearman Rank Order Correlation was considered appropriate because the study sought to determine the relationship between logistics management practices and marketing performance using ordinal data generated from a four point Likert scale questionnaire. The decision rule was that where the probability value (p-value) was less than or equal to 0.05, the null hypothesis would be rejected, indicating a statistically significant relationship between the variables. Conversely, where the probability value exceeded 0.05, the null hypothesis would not be rejected.

Data Presentation, Analysis and Results

This chapter presents the empirical results of the study variables on logistics management practices and marketing performance of telecommunication firms in Port Harcourt, Rivers State. In this section, the data obtained in the questionnaire were presented in tables and interpreted. A total of 20 copies of the questionnaire were administered to the respondents of telecommunication firms in Port Harcourt, Rivers State.

Table 4.1: Questionnaire Distribution and Retrieval

Questionnaire Distribution	Questionnaire Retrieval	Useful Questionnaire	Not Useful
20	20	20	0

Source: Field Survey, 2026.

Table 4.1 shows the order in which copies of the questionnaire were administered to the respondents and their collection rate. From the table, it is observed that out of the 20 copies of the questionnaire administered to the respondents of telecommunication firms in Port Harcourt, 20 copies were collected, 20 copies were useful and 0 copies were not useful. This represents a 100% retrieval and usability rate, indicating the high level of cooperation and interest of the respondents in the study. The complete retrieval of all administered questionnaires enhances the reliability and validity of the findings. The absence of discarded questionnaires suggests that the respondents understood the questionnaire items and provided complete responses. This high response rate is indicative of the relevance of the study to the telecommunication industry in Port Harcourt.

The analysis is restricted to the variables directly related to the study objectives and hypotheses. Transportation management and order fulfilment constitute the dimensions of logistics management practices, while market share growth and customer retention constitute the measures of marketing performance. Spearman Rank Order Correlation was employed to test the hypotheses at the 0.05 level of significance.

Composite Descriptive Results

Table 4.2: Composite Descriptive Results of the Study Variables

Study Variables	Composite Mean	Decision
Transportation Management	2.95	Moderate
Order Fulfilment	2.96	Moderate
Market Share Growth	2.94	Moderate
Customer Retention	2.94	Moderate

Source: Researcher's Computation

Table 4.2 indicates that transportation management recorded a composite mean of 2.95, while order fulfilment recorded 2.96. Market share growth and customer retention both recorded composite means of 2.94. The results indicate moderate assessments of the constructs by the respondents.

Test of Hypotheses

Table 4.3: Summary of Spearman Rank Order Correlation Results

Hypothesis Relationship Tested		rho	p-value	Decision
H0₁	Transportation Management → Market Share Growth	0.684	0.001	Reject H01
H0₂	Transportation Management → Customer Retention	0.658	0.001	Reject H02
H0₃	Order Fulfilment → Market Share Growth	0.703	0.001	Reject H03
H0₄	Order Fulfilment → Customer Retention	0.693	0.001	Reject H04

N = 20; Significance level = 0.05

The results indicate positive and statistically significant relationships between all the dimensions of logistics management practices and the measures of marketing performance. Since all p-values are 0.001 and therefore less than 0.05, all four null hypotheses are rejected.

Hypothesis One

H0₁: There is no significant relationship between transportation management and market share growth of telecommunication firms in Port Harcourt, Rivers State.

The result produced a Spearman correlation coefficient of $\rho = 0.684$ with a probability value of $p = 0.001$. This indicates a positive and statistically significant relationship between transportation management and market share growth. Since $p < 0.05$, the null hypothesis is rejected. The finding indicates that effective transportation management is associated with market share growth among the telecommunication firms examined.

Hypothesis Two

H0₂: There is no significant relationship between transportation management and customer retention of telecommunication firms in Port Harcourt, Rivers State.

The result indicates a Spearman correlation coefficient of $\rho = 0.658$ and a probability value of $p = 0.001$. The relationship is positive and statistically significant at the 0.05 level. Therefore, the null hypothesis is rejected. The result suggests that effective transportation management is associated with stronger customer retention among the telecommunication firms studied.

Hypothesis Three

H0₃: There is no significant relationship between order fulfilment and market share growth of telecommunication firms in Port Harcourt, Rivers State.

The result produced $\rho = 0.703$ with $p = 0.001$. This indicates a strong positive and statistically significant relationship between order fulfilment and market share growth. Consequently, the null hypothesis is rejected. The finding indicates that effective order fulfilment is associated with market share growth among the telecommunication firms examined.

Hypothesis Four

H04: There is no significant relationship between order fulfilment and customer retention of telecommunication firms in Port Harcourt, Rivers State.

The result indicates a Spearman correlation coefficient of $\rho = 0.693$ and $p = 0.001$. The relationship is positive and statistically significant. Therefore, the null hypothesis is rejected. The result indicates that effective order fulfilment is associated with customer retention among telecommunication firms in Port Harcourt.

Summary of Findings

The study examined logistics management practices and marketing performance of telecommunication firms in Port Harcourt, Rivers State. Transportation management and order fulfilment were used as dimensions of logistics management practices, while market share growth and customer retention were used as measures of marketing performance. The findings established that transportation management had a significant positive relationship with market share growth ($\rho = 0.684$, $p = 0.001$) and customer retention ($\rho = 0.658$, $p = 0.001$). Similarly, order fulfilment had significant positive relationships with market share growth ($\rho = 0.703$, $p = 0.001$) and customer retention ($\rho = 0.693$, $p = 0.001$). All four null hypotheses were therefore rejected.

DISCUSSION OF FINDINGS

Transportation Management and Market Share Growth: The finding established a positive and significant relationship between transportation management and market share growth. This suggests that effective transportation management is associated with improved market performance among the telecommunication firms examined. Transportation activities support the movement of technical equipment, personnel and operational materials required for telecommunications operations. Efficient transportation can therefore support timely service deployment and operational responsiveness. The finding is consistent with the study's theoretical anchorage in the Resource-Based View, which recognises organisational capabilities and resources as important elements of competitive performance.

Transportation Management and Customer Retention: The study found a significant positive relationship between transportation management and customer retention. This indicates that efficient transportation activities are associated with the ability of telecommunication firms to retain customers. Effective movement of technical personnel and equipment can support timely resolution of operational requirements and contribute to service continuity. Consequently, logistics efficiency may have implications for the customer's continuing relationship with the telecommunications provider.

Order Fulfilment and Market Share Growth: The findings established a significant positive relationship between order fulfilment and market share growth. Order fulfilment recorded a correlation coefficient of $\rho = 0.703$, making it the highest correlation among the four relationships examined. The result suggests that efficient processing and completion of customer requests are associated with market share growth. When customer requirements are accurately received, processed and completed within

expected timelines, firms may be better positioned to maintain service responsiveness and compete within the telecommunications market.

Order Fulfilment and Customer Retention: The study also established a significant positive relationship between order fulfilment and customer retention. The result indicates that effective completion of customer requests is associated with stronger customer retention. Order fulfilment constitutes an important point of interaction between the firm and its customers. Delays, errors or incomplete fulfilment can negatively affect the service experience, whereas accurate and timely fulfilment can support continued customer relationships.

CONCLUSION

The study concludes that logistics management practices are significantly related to marketing performance among telecommunication firms in Port Harcourt, Rivers State. Transportation management is significantly associated with both market share growth and customer retention. Similarly, order fulfilment is significantly associated with market share growth and customer retention. The results demonstrate that logistics management practices have strategic relevance to marketing performance rather than being limited to routine operational activities. However, because the study employed correlation analysis, the findings establish association rather than causal relationships.

Recommendations

Based on the findings, the following recommendations are made:

1. Telecommunication firms should strengthen transportation management through improved planning, scheduling, coordination and monitoring of the movement of technical personnel, equipment and operational materials.
2. Management should adopt appropriate logistics technologies such as tracking and real-time communication systems to improve transportation visibility and response to operational challenges.
3. Order fulfilment procedures should be standardised to ensure that customer requests are accurately received, processed, monitored and completed within clearly defined service timelines.
4. Management should periodically evaluate logistics performance using operational indicators and customer feedback to identify weaknesses in transportation management and order fulfilment.

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