

Logistics Management Practices and Customer Satisfaction in the Nigerian Transport Sector: A Case Study of God Is Good Motors (GIGM)

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Abstract

While traditional logistics management often focuses on the flow of goods within the supply chain, the dynamics shift significantly when transportation companies are tasked with transporting both commodities and passengers. This dual responsibility introduces a multitude of complexities and considerations that directly impact customer satisfaction. This work is focused on logistics management and its effect on customer satisfaction of the Nigerian transport industry with particular reference to the God Is Good Motors, Anambra, Nigeria. The study evaluates the extent to which material handling and inventory control affect customer satisfaction in Nigeria. A population 767 customers were used for the study. Sample size of 254 was determined through convenience sampling for the study. Out of 254 copies of questionnaire distributed to the respondents, only 239 copies were correctly filed and retrieved. Therefore, the analyses for this study were based on 239 respondents. Based on the analyses of the data collected, the findings of the study showed that improved customer satisfaction in the transportation industry in Nigeria is significantly affected by their logistics management practice in terms of material handling and efficient inventory management. The study then concluded that inventory management contributes largely to productivity within an organization. Inventories are vital to the successful functioning of manufacturing and retailing organizations. The study then recommended that management of GIGM and other transport organizations should maintain service standards and of course performance through proper demand forecast, machine schedule as well as vehicle maintenance routine.

Keywords: Logistics, Supply Chain, Material Handling, Inventory, Customer Satisfaction, GIGM, Transport, Nigeria.

Introduction

The transportation sector in Nigeria plays a pivotal role in driving the country's economic growth by facilitating the movement of goods, services, and people. As a country with a rapidly growing population and expanding urban areas, Nigeria's transportation network, including roads, rail, air, and sea transport, is essential for meeting the demands of a fast-paced, globalized economy.

At God is Good Motors (GIGM), a leading intercity transport service provider in Nigeria, customer satisfaction is vital for sustaining market share and ensuring repeat patronage. Effective logistics management is critical for ensuring timely, reliable, and quality service delivery in the transportation sector. At God is Good Motors (GIGM) in Anambra State, there is a growing perception among customers that the quality of service delivery is declining, with common complaints including delays in departure and arrival, poor baggage handling, lack of timely updates, and unsatisfactory customer support.

Central to the effective operation of this sector is the management of materials and inventory, which impacts the timely delivery of goods, operational efficiency, and ultimately, customer satisfaction. Material handling, which involves the movement, storage, protection, and control of goods throughout the supply chain, is often hindered by inefficiencies in GIGM's operational systems. When material handling practices are poorly done, it leads to congestion at ports, delays in shipments, and high transportation costs (Adebayo, 2022). Additionally, inventory control, which ensures the proper management of stock levels, plays a significant role in meeting customer demand. Any disruption or mismanagement in either material handling or inventory control can lead to delays, errors, and customer dissatisfaction (Okafor & Iwu, 2020).

Material handling and inventory management are critical components of logistics within the transport sector, directly influencing the flow of goods from suppliers to end customers. Efficient material handling ensures the safe, fast, and cost-effective transportation of goods, while robust inventory management ensures that stock levels are optimized, avoiding delays, shortages, and excess costs. Both factors are integral to achieving customer satisfaction, a crucial metric for business success in any competitive market.

Statement of the Problem

In the context of Nigeria's transport sector, issues such as congestion, inadequate warehouse facilities, and fluctuating demand further complicate material handling and inventory management processes. As a result, businesses face increased operational costs, reduced customer loyalty, and a diminished reputation. This presents a critical challenge to achieving sustainable growth and competitiveness in the transport industry. Therefore, understanding the impact of material handling and inventory management on customer satisfaction in Nigeria's transport sector is crucial for developing strategies that will enhance service delivery and improve overall customer experience.

As important as material handling and inventory management are within the transport sector, many transport companies in Nigeria struggle with inefficiencies in these areas. These inefficiencies result in late deliveries, product damage, and the inability to meet customer demands, which ultimately affect customer satisfaction.

GIGM has gained reputation for its innovation and technology-driven services, the extent to which its logistics operations meet the expectations and needs of its customers in Anambra State remains unclear. The company still struggles with issues of timely delivery

of services, after sales service, technology, accurate tracking of parcels, and effective communication with customers. These logistical inefficiencies lead to delays, misplaced items, increased church rate, high complaint rate and general customer dissatisfaction. If not addressed, these perceived inefficiencies could lead to declining customer trust and loyalty, impacting the company's overall performance. Thus, the problem of this research seeks to explore how materials management and inventory management practices within the Nigeria's transport sector especially at God Is Good Motors, Anambra State affect the overall customer satisfaction.

Objectives of the Study

The broad objective of this study is to assess logistic management on customer satisfaction in God Is Good Motors, Awka, Anambra state; while specifically, the study seeks to;

1. determine the effect of material handling on perceived service value
2. To find the relationship between inventory control and timely delivery of parcels

Review of Related Literature

Logistics management

In recent years, logistics management has evolved from being a standalone function to becoming an integral part of broader supply chain strategies. The Council of Supply Chain Management Professionals (CSCMP) defines logistics management as that part of the supply chain that plans, implements, and controls 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 meet customer requirements. It involves the integration of key activities such as transportation, warehousing, inventory management, and order processing to ensure the smooth operation of the supply chain.

The integration of logistics with other supply chain activities is crucial for achieving competitive advantage and enhancing operational efficiency. The primary focus is on improving coordination across the supply chain through better information flow, increased collaboration, and shared goals. (Hugos, 2020; Li, & Lin, 2021). Sustainability in logistics has gained increasing attention as businesses seek to minimize their environmental impact while maintaining operational efficiency. Green logistics, circular supply chains, and eco-efficient transportation strategies have become major themes in the literature. Firms are adopting sustainable practices such as electric vehicle fleets, renewable energy in warehouses, and reduced packaging waste to meet both environmental and regulatory demands. Choi & Cheng, (2020).

Technology-driven innovations such as automation, block chain, and artificial intelligence (AI) are reshaping logistics management. Automation in warehousing and transportation, AI for demand forecasting, and block chain for improved transparency and security have proven essential in optimizing logistics operations. The integration of these technologies into logistics management has resulted in faster delivery times, enhanced customer satisfaction, and increased operational transparency Ivanov., & Dolgui, (2020). The

fundamental component of modern logistics strategies is risk management. Disruptions caused by geopolitical tensions, natural disasters, and market volatility require logistics managers to design systems that are resilient and adaptable. This includes developing contingency plans, diversifying suppliers, and investing in technologies that improve risk forecasting and decision-making. Studies indicate that companies adopting a risk-based approach to logistics are better positioned to maintain service levels during crises. Moser, & Gross (2021).

The shift toward customer-centric logistics represents a significant evolution in logistics management. This approach emphasizes delivering tailored solutions that enhance the customer experience, such as faster delivery times, real-time tracking, and flexibility in delivery options. The advent of e-commerce has played a pivotal role in shaping these expectations, with companies striving to meet the "Amazon effect" by providing rapid, reliable delivery services. Li, & Yu, (2021).

Material handling refers to the movement, protection, storage, and control of materials and products throughout manufacturing, warehousing, distribution, consumption, and disposal. It is a critical function in logistics and supply chain management. Recent research in material handling systems has focused on integrating advanced technologies such as artificial intelligence (AI), robotics, and automation to enhance efficiency, safety, and adaptability in various industries. Lee et al. (2024) introduced a multi-agent reinforcement learning (MARL) approach to optimize dynamic dispatching strategies in material handling systems. The researchers developed a simulation environment reflecting real-world complexities and demonstrated that MARL outperformed traditional heuristics, achieving up to a 7.4% improvement in median throughput. In another study, Lee et al. (2024) explored the application of Decision Transformers to learn dynamic dispatching rules from enterprise big data. Their findings indicated that while Decision Transformers could enhance throughput, their effectiveness was contingent on the quality and consistency of existing heuristics. Spinelli et al. (2024) proposed a reinforcement learning-based controller for autonomous hydraulic material handling machines. Their approach integrated data-driven modeling with first-principles dynamics, resulting in improved accuracy and reduced oscillations compared to human operators.

Customer satisfaction

Customer satisfaction in logistics is primarily driven by the speed, reliability, and quality of service. Logistics is the backbone that supports customer expectations for timely deliveries, accurate tracking, and the overall quality of service. The role of logistics is not only in delivering products but in enhancing the overall experience throughout the supply chain journey. Efficient logistics leads to positive experiences and increases customer loyalty. Li, & Yu, (2021)

Last-mile delivery is one of the most critical components influencing customer satisfaction in logistics. As e-commerce continues to grow, customers expect faster, more reliable, and

cost-efficient delivery services. Innovations in last-mile delivery solutions—such as drone delivery, crowd sourced delivery, and smart lockers—have been designed to meet these demands. Sivakumar, & Kannan, (2020). In the digital age, customers expect real-time visibility of their orders. Providing accurate and transparent tracking information is crucial for managing customer expectations and enhancing satisfaction. This allows customers to monitor their shipments in real time, reducing uncertainty and increasing trust in the logistics process (Li, & Lin, 2021). Service quality in logistics refers to the overall experience customers have with logistics providers, which encompasses not only the delivery speed but also the condition in which the products arrive, the accuracy of orders, and the responsiveness to customer inquiries. High-quality service delivery that meets or exceeds customer expectations is critical for fostering loyalty and repeat business (Zhang, & Li 2020). Customers increasingly expect personalized services that cater to their specific needs. This trend is evident in logistics, where companies are offering customized delivery solutions based on customer preferences, such as preferred delivery times, locations, or packaging options. Personalization not only enhances the customer experience but also fosters stronger relationships between companies and their customers. Choi, & Cheng, (2020).

Customer satisfaction is a multifaceted concept influenced by various determinants that collectively shape a customer's experience and perception of a product or service. Understanding these determinants is crucial for businesses aiming to enhance customer satisfaction and foster loyalty. Service quality is a fundamental determinant of customer satisfaction. It encompasses several dimensions, including tangibles, reliability, responsiveness, assurance, and empathy. Tangibles refer to the physical aspects of the service, such as the appearance of facilities, equipment, personnel, and communication materials. The importance of tangibles lies in their ability to create a positive first impression, which can influence customers' overall perception of service quality. Reliability is the ability to deliver the promised service accurately and dependably. Customers value consistency in service delivery, and any deviation can significantly impact their satisfaction levels. Responsiveness, the willingness to help customers and provide prompt service, is another critical factor. Customers appreciate quick and effective responses to their inquiries or issues, as it reflects the company's commitment to customer care. Assurance involves the knowledge, courtesy, and credibility of employees, which help build trust and confidence among customers. Empathy, the provision of caring and individualized attention, is essential for making customers feel valued and understood, further enhancing their satisfaction.

Service value

Service value is a concept that captures the perceived benefits customers receive from a service relative to the costs they incur. It reflects the customer's overall assessment of the service's worth, taking into account both tangible and intangible factors. Perceived service value is a key concept in service marketing and management. It refers to the customer's

overall assessment of the utility of a service, based on the perception of what is received compared to what is given (cost or sacrifice). Several theoretical frameworks and empirical studies have developed the concept further, exploring its dimensions, determinants, and implications for customer satisfaction, loyalty, and behavioral intentions. Vargo, & Lusch, (2021) explores the Service-Dominant Logic (SDL) perspective, emphasizing the co-creation of value between the service provider and the customer. SDL suggests that value is not simply embedded in the service but is co-created through interactions, which has led to a redefinition of perceived service value. In their updated marketing frameworks, they focus on customer-perceived value as an outcome of a holistic service strategy. Their work underlines how service organizations can enhance perceived value by focusing on both functional and emotional benefits in tandem with price and service quality. Keller, & Kotler (2023). Chen, & Tsai, (2023) – This study examines the role of perceived value in the context of service encounters and its influence on customer loyalty in the hospitality sector. It shows how different dimensions of perceived value (e.g., functional, emotional) impact customer satisfaction and loyalty. Sweeney, & Soutar, (2023) refines the scale for measuring perceived value by highlighting its multidimensionality, especially in online services. They discuss how technological advances and the digital service environment have redefined value perceptions. cultural differences affect perceived service value in the context of international service providers. It emphasizes that customers from different cultural backgrounds may weigh different value dimensions (e.g., price vs. quality) in their value judgments. Chiu, & Lin, (2022).

Timely delivery

Timely delivery refers to the punctual and prompt delivery of products, services, or information within the agreed-upon timeframe. It is a key factor in customer satisfaction, as delays can lead to frustration, missed opportunities, and potential financial losses. Various surveys indicate that consumers consider delivery times, along with delivery costs and product prices, among the most significant factors influencing their online purchase decisions.¹ These surveys further show that consumers value not only just speed but also accuracy, which refers to the consistency between the promised or estimated delivery time and the actual arrival of the order. (Heim & Kingshuk 2001; Koufteros et al. 2014; Murfield et al. 2017). In quick commerce, a new development in online-to-offline commerce, fast delivery times are the key service promise; quick commerce promises to deliver products to consumers within minutes, ensuring the satisfaction of instant needs (Coresight Research 2021). Because instant needs are inherently time-sensitive, the utility of satisfying them varies significantly depending on the speed of the delivery. For example, quick commerce interactions can help consumers buy groceries, satisfy sudden cravings, or get dinner quickly and conveniently. Prompt delivery within minutes is crucial in these situations and results in much higher utility than, for example, delivery within hours or even days. Thus, on-demand delivery services in quick commerce are selling a time-critical service (Taylor,

2018). Companies in quick commerce typically promise order fulfillment in less than 15 or 30 min (Davalos & Levingston 2022; Woo 2022), though a general definition sets the delivery time threshold to 1 hour or less (Bogdanova 2021). These service levels also influence consumer behavior beyond quick commerce: 71% of consumers say that on-demand delivery apps have influenced their expectations of how purchases should be delivered, and 34% expect even faster delivery as a result (project44 2019). Consequently, the delivery process must be significantly faster than in traditional e-commerce, with delivery times measured in minutes rather than days. As a result, customers may value shorter overall delivery times more strongly in quick commerce than in traditional e-commerce. Second, quick commerce services often provide an exact delivery time promise, which raises consumer expectations regarding delivery arrival times (Bai et al. 2019). Consequently, in quick commerce, consumers may not respond as positively to early deliveries as they do in traditional e-commerce, because they have specific expectations about when their deliveries will arrive. Conversely, delays in quick commerce can have a more detrimental impact on consumer satisfaction due to the time-sensitive nature of their needs.

Theory of constraint

The Theory of Constraints (TOC), introduced by Eliyahu M. Goldratt in his seminal 1984 work *The Goal: A Process of Ongoing Improvement*, offers a valuable framework for addressing the limitations that impede organizational performance. Its relevance to the study of logistics management and customer satisfaction lies in its emphasis on identifying and mitigating constraints within a system. In the context of logistics management, TOC helps pinpoint bottlenecks that disrupt the flow of goods and services, such as delays in supply chain processes or inefficiencies in inventory handling [Goldratt E.M 1984]. By applying TOC, organizations can focus their efforts on optimizing these critical constraints, ensuring that their logistics operations are running as smoothly as possible. This optimization not only improves the efficiency of logistics processes but also enhances the overall customer experience. For instance, addressing constraints related to inventory management can lead to more accurate order fulfillment, timely deliveries, and reduced stockouts, all of which are crucial factors in achieving high levels of customer satisfaction. Furthermore, TOC's principle of continuous improvement aligns well with the need for ongoing enhancements in logistics management [Goldratt E.M 1984]. As organizations work to alleviate one constraint, they often uncover new limitations that need addressing. This iterative approach ensures that logistics operations remain agile and responsive to changing demands and challenges, thereby maintaining or even improving customer satisfaction over time.

Empirical Review

Sann, et al., (2024). Developing an optimal strategy for maintaining quality customer relationships in the logistics industry is critical for achieving long-term benefits. This study

aims to examine the relationship between logistics service quality (LSQ), customer satisfaction, trust, and behavioral loyalty in the context of Khon-Kaen Bus Terminal 3 in Thailand. The purpose is to understand how service quality influences customer trust and loyalty in the context of bus transport. Face-to-face questionnaires were administered to 338 experienced bus transport users at Khon-Kaen Terminal 3. A quantitative approach was utilized, employing partial least squares structural equation modeling to analyze the relationships between logistics operations, after-sales service quality, customer satisfaction, trust and loyalty. The results reveal that both logistics operations service quality and after-sales service quality positively impact customer satisfaction and trust. Trust, in turn, significantly influences customer loyalty, and it is enhanced when customers receive satisfactory services. The study demonstrates that customer loyalty is strengthened by building trust and providing a high-quality logistics service, confirming the significant relationship between LSQ and loyalty.

Victor, et al., (2023). The study investigated the impact of logistics management practices adopted by Jumia digital logistics management company in Nigeria on the overall performance of the company. The study elicited primary data from 768 respondents with the help of online Google Forms. Moreover, the research also surveyed two distinct categories of participants, comprising 384 Jumia customers and 384 Jumia staff members. It employed SPSS Amos to analyze the collected data to construct a Structural Equation Model (SEM). The estimated results showed that all the four dimensions of logistics management– namely, inventory management (IVM), warehousing (WHS), transport logistics (TPL), and information flow management (INF) exert positive and significant impact on Jumia's organizational performance. Furthermore, the study also evaluated the impact of each logistics management practice on Jumia's performance indicators, which encompasses customer satisfaction (CUS), expansion of market share (MKS), and reduction of costs (COM). It also determined that, each of the logistics management practices has a positive

Mohd, Z.K (2023). A study of logistics service quality dimensions impacting customer satisfaction in instant food delivery: the Indian perspective Logistics service quality (LSQ) has paramount importance in the case of instant delivery systems. The purpose of this study is to empirically evaluate the impact of LSQ factors (personnel contact quality, ordering procedures, timeliness, and order discrepancy handling) on perceived customer satisfaction in the context of an emerging business scenario, i.e., instant online food delivery. To study these relationships, various hypotheses are formulated, a causal model is developed, and primary data is collected from 226 Indian consumers. Confirmatory factor analysis (CFA) and path analysis using structural equation modelling (SEM) have been performed to test the hypotheses. The findings indicate that timeliness is the most significant antecedent of customer satisfaction, followed by the ordering procedures and order discrepancy handling; however, the personnel contact quality dimension is not substantial in such a kind

of phenomenon. Moreover, this study provides important insights for scholars and practitioners in the concerned field.

Methodology

A descriptive survey was used to obtain information that explains the current state of the variables and to describe "what exists" concerning conditions in a situation. The study focused on customers of the selected transport firms. Therefore, the study employed a convenient sampling technique in which the choice of respondents was made based on the researcher's ease of accessibility and proximity. The sample size adopted was two hundred and fifty-four (254). The study used structured questionnaire as instrument for data collection for the study; the questionnaire was designed and administered physically. The questionnaire had close-ended questions and options for the respondents to choose from. Section A, dealt with the demographic information about the respondents. Section B consists of question items that expounded the specific objectives and research questions. Data collected for the study will be analyzed using mean scores, percentages, and frequencies.

Data Analysis

This segment deals with the presentation, analysis and interpretation of data got from the administered questionnaire on the research Logistic Management and Customer satisfaction in God is Good Motors, Anambra State, Nigeria. Since the study adopted a descriptive survey, the study distributed Two hundred and fifty four (254) questionnaires administered to customers as seen. Section A was demographic characteristics; while section B contains two (2) research questions and five (5) items, each as a tentative statement given a total of ten question items (10) to get possible responses from the respondents; this is to enable the researchers analyze and draw conclusion, interpret and make decisions as stated in methodology segment through the responses from respondents.

Data Presentation, Analysis and Interpretations

Section A, deals with the demographic data of the respondents; it will be analyzed using percentage (%). It positively affects logistics management and customer satisfaction in GIGM in Anambra State.

Demographic Analysis of Respondents

Gender		
Variable	Frequency	Percentage
Male	167	69.87
Female	72	30.13
Total	239	100
Location Distribution		
GIGM Onitsha	109	45.61
GIGM Awka	78	32.64
GIGM Nnewi	52	21.75
Total	239	100
Educational Qualification		
Ph.D.	13	5.44
M.Sc. or Equivalent	69	28.87
First Degree or Equivalent	116	48.54
Others	41	17.15
Total	239	100
Age		
17-25 Years	16	6.69
26-35 Years	62	25.94
36-45 Years	85	35.56
46 Years and above	76	31.80
Total	239	100

Source: Field Survey, 2025

Interpretation

Table 1 represents the distribution of the respondents' gender; 70% were male, while 30% were female.

Table 2 above represents the location of the firms that were sampled in study: 3 GIGM terminals were visited for the distribution of the instrument of data collection as follows: Onitsha terminal 109 (46%); Awka terminal 78 (32%) and Nnewi terminal 52 (22%).

Table 3 signifies the academic qualifications of the respondents: 13 (5.44%) out of the 239 respondents were Ph.D holders; 69 (29%) were Masters Degree holders, 116(49%) of the respondents hold a First Degree and its equivalent and 41 (17%) of the respondents hold other degrees that were not specified in the instrument.

Table 4 above shows the age distribution of the respondents: 17-25 years are 16 (7%), 26-35 years are 62(26%), while 36-45 years 85(36%), while 46 years and above were 76(32%) of the respondent.

SECTION B: Analysis and Presentation of Data**Question 1) What is the effect of materials handling on customer satisfaction?**

S/N	Items	SA	A	UD	D	SD	Mean	Rmks
1.	Material handling allows transport firms to have the necessary stock in smaller spaces where possible, reduce time spent on internal operations.	154 (64.44%)	61 (25.52%)	3 (1.26%)	12 (5.02%)	9 (3.77%)		
2.	Material handling ensures that customers receive their shipments on time and undamaged and increase customer base through customer referrals.	101 (42.26%)	118 (45.19%)	0 (%)	14 (5.86%)	6 (2.51%)		
3.	Material handling system facilitates proper product movement throughout the warehouse and entire supply chain cuts down on service time	143 (59.83%)	70 (29.29%)	4 (1.67%)	12 (5.02%)	10 (4.18%)		
	TOTAL	1990	996	07	48	25	3128/ 717	
	GRAND MEAN						4.36	Accept

Source: Field Survey, 2025

Interpretation

The above table shows the question from research question one. It was observed that the mean value obtained from the response on material handling and customer satisfaction was 4.36, which is above the 2.5 mean value decision rules; it implies therefore that customer service is significantly influenced by material handling in the selected logistic company.

Question 2) what is the effect of inventory management on customer satisfaction?

S/N	Items	SA	A	UD	D	SD	Remark
1.	Material inspection enhances service value.	132 (55.2%)	72 (30.13%)	1 (0.42%)	16 (6.69%)	18 (7.53%)	239
2.	Proper management of partly finished goods influences timely delivery.	98 (41.0%)	101 (42.23%)	15 (6.28%)	6 (2.51%)	19 (7.95%)	239
3.	Adequate management of consummables enhances service quality.	96 (40.17%)	116 (48.54%)	3 (1.26%)	11 (4.6%)	13 (5.43%)	239
4.	Efficient management of spare materials affects customers patronage.	151 (63.18%)	78 (32.64%)	2 (0.84%)	5 (2.09%)	3 (1.26%)	239
5.	Effective management of direct production materials affect customer loyalty.	131 (54.81%)	89 (37.23%)	0 (0%)	6 (2.51%)	13 (5.43%)	239
	TOTAL	3040	1824	63	88	66	5081/1195
	GRAND MEAN					4.25	Accept

Source: Field Survey, 2025

Interpretation

The above table shows the question items from research question 2. It also shows that the grand mean value obtained from the effect of inventory management on customer satisfaction which is above 2.5 mean value implies that adequate, proper and efficient inventory management significantly influences customer satisfaction because it enhances the quality of service rendered to customers. The grand mean for the table was 4.25 which is above 2.5 mean value decision rule, this implies that the assertion "efficient inventory management significantly and positively enhances customer satisfaction through perceived service quality, is affirmed.

Discussion of Findings

Table 1 of the study represents question 1 and items which reveals that customer satisfaction is significantly influenced by efficient materials handling GIGM as the grand mean obtained was 4.36 which is within the benchmark judgment of 2.5 value. This agrees with the literature from Adebayo (2022) that efficient material handling in the transport sector reduces time delays, minimizes damages, and ensures that goods are delivered in optimal condition. In the Nigerian context, inadequate road infrastructure, insufficient warehousing facilities, and a lack of investment in advanced material handling technologies

result in inefficiencies; so poor material handling practices in Nigeria's transport sector lead to congestion at ports, delays in shipments, and high transportation costs.

Similarly, table 2 falls within the benchmark judgment with the mean value of 4.25 on the effect of efficient inventory management on customer satisfaction in GIGM. This is in line with Okafor & Iwu, (2020) that good inventory management practices ensure that goods are available for delivery when needed without incurring excess inventory holding costs. In Nigeria, fluctuating demand, coupled with poorly managed inventory systems, causes stockouts, which results in delays in delivery and, consequently, dissatisfied customers.

Conclusions

Logistics plays an important role in supporting organizations as they strive for more efficient management systems. In business, an efficient logistics system combined with inefficient internal management would make it impossible for the organization to respond to client needs at the lowest possible price in the shortest possible timeframe, and the quality level would fail to meet client expectations, putting the organization at a competitive disadvantage. Based on the results, it is advisable for companies to integrate information flow management into their operational procedures, such as fleet management, vehicle scheduling, route planning, and vehicle maintenance, in order to ensure the timely distribution of goods and the purchase of spare parts, as well as increase overall cost effectiveness, market share, and lead time, all of which will improve performance.

Recommendations

1. The management of GIGM and other transport organizations should maintain service standards and of course performance through proper demand forecast, machine schedule as well as vehicle maintenance routine. This when done, will reduce material and man-hour wastes, improve efficiency of human and material equipment which will enhance achievement of productivity objective.
2. The management of GIGM and other transportation firms should increase investment on infrastructure of transportation for spare parts inventory within vehicle repair workshop. Management of transportation companies should procure high quality spare parts as it has a positive effect on customers' loyalty.

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