

JOINT PLANNING AND PERFORMANCE OF MULTINATIONAL OIL AND GAS COMPANIES IN RIVERS STATE

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Abstract

This study investigated the relationship between joint planning and performance of multinational oil and gas companies in Rivers State. Joint planning was treated unidimensionally, while organizational performance was decomposed into value innovation, service quality and continuous improvement. The study adopted an explanatory research design. The population comprised 10 multinational oil and gas companies. The researchers surveyed the entire population. Structured questionnaire was used to collect data from the supply chain manager, procurement manager, operations manager, and logistics manager of each firm, totaling 40 respondents, though only data gathered from 35 respondents made the final analyses. The instrument used in the study was tested for reliability using the Cronbach's alpha test. Spearman's Rank Order Correlation was used to test for correlation between joint planning and proxies of organizational performance, at 0.05 level of significance. All statistical analyses were aided by the Statistical Package for Social Sciences (SPSS) version 25.0. The results revealed statistically significant correlation between joint planning and measures of organisational performance. Based on these findings, the study concluded that joint planning enhances performance of multinational oil and gas companies in Rivers State; recommends that multinational oil and gas companies in Rivers State that seek improved performance in terms of value innovation, service quality and continuous improvement should engage in joint planning that accommodate joint demand forecasting, setting strategic objectives, and coordinated production schedules.

Keywords: Continuous improvement, joint planning, organizational performance, service quality, value innovation

Introduction

The oil and gas industry is crucial to Nigeria's economy. But the industry is vulnerable to changing environmental conditions. Prices swing up and down, regulations change all the time, and the risks keep piling up (Adeyinka et al., 2021). To stay ahead, oil and gas companies need tight intra-firm coordination. Studies report that companies in unstable operating environments run seamlessly and achieve better outcomes when they plan as a common unit. Such coordination helps them cut costs, boost efficiency, and keep operations more reliable, especially in upstream work (Bain & Company, 2013; Ernst & Young, 2025).

Integrated planning means more than just putting different schedules together. It is about lining up exploration, production, logistics, and maintenance decisions so they all push in the same direction (Rabbani et al., 2018). For big multinational oil and gas companies, this cannot happen if each department does its own thing. It takes real teamwork, everyone planning together and chasing the same goals.

Joint planning involve getting different departments to sit down at the same Table, to set goals, forecast, schedule, and figure out the best way to use resources. Research shows that this kind of collaboration - where decisions are shared and plans are made together - is what makes organizations work smoothly (Shelley, 2024). In large oil and gas firms, production, procurement, logistics, health and safety, and even community relations must work side by side.

Studies show that joint planning lifts organizational performance. It sharpens efficiency and make companies more responsive. Research links collaborative planning with better results in sourcing, production, and delivery (Marwah, 2004). Earlier studies highlight that sharing information, lining up goals, and working together cut waste and help organizations react faster (Okwong et al., 2025; Barratt, 2004). And when companies get good at working together, really aligning their objectives and managing how they depend on each other, they see real improvements. For oil and gas companies, this means more uptime, better use of assets, and fewer hiccups in operations.

Recent research also shows that well-planned operations significantly impact productivity, efficiency and profitability (Onwuchekwa, 2025). However, many oil and gas firms in Rivers State face challenges with organized planning, as departments work in isolation and communicate poorly. This kind of fragmentation hampers performance. There is limited research specifically examining how joint planning influence performance of oil and gas companies in Rivers State. That is why this study sought to examine the connection between joint planning and performance of oil and gas companies in Rivers State.

Theoretical Review

Social Interdependence Theory (SIT) formed the baseline theory of this study. SIT is social psychology theory that demonstrates how shared goals among individuals or groups shape their interaction patterns and results (Deutsch, 1949). SIT identify positive (cooperation), negative (competition), and neutral (no interaction) as three different types of interdependence. Johnson and Johnson (1989) expanded SIT by demonstrating that positive interdependence creates promotive interaction which involves individuals supporting each other to accomplish shared objectives. Negative interdependence creates oppositional interaction because individuals actively block their counterparts from reaching their goals.

According to SIT mutual goal attainment perception is a fundamental element that promotes collaboration and trust between interacting parties and supports joint decision-making processes (Johnson & Johnson, 2005; Deutsch, 1949). The influence of goal interdependence on trust is especially noteworthy, given that trust is crucial to fostering effective and efficient supply chain relationships (Brinkhoff et al., 2015; Thomas & Skinner, 2010; van Weele & van Raaij, 2014).

SIT is relevant in this study as it explains how organisations that recognize mutual dependency engage in joint planning, resource pooling and risk sharing, which are essential aspects of supply chain collaboration that this study investigates. Social interdependence creates essential trust and cooperation which helps organisations manage systemic disruptions in volatile and uncertain environments like Rivers State. SIT framework validates the belief that organisational performance benefits from perceived interdependence which drives collaborative behaviors and leads to better value innovation and service quality along with continuous improvement.

Concept of Joint Planning

Joint planning is a key element in strategic and operational supply chain collaboration, reflecting a paradigm shift in how firms interact to meet shared goals (Santos et al., 2022). Emerging from the broader context of inter-firm cooperation in the late 20th century, joint planning involves synchronized efforts between two or more independent but interdependent partners, such as suppliers, manufacturers, and distributors, to coordinate operations, align goals, and make joint decisions (Kumar et al., 2017). This process helps dismantle organizational silos by improving transparency and fostering trust, thereby enhancing strategic alignment across the supply chain.

Several scholars have offered conceptualizations of joint planning that capture its collaborative and integrative nature. Cachon and Fisher (2000) define joint planning as a collaborative process where multiple stakeholders work together to share information, coordinate operations, and align objectives for unified performance. Hadaya and Cassivi (2007) emphasize its role in strengthening inter-firm relationships through frequent interactions, knowledge exchange, and mutual learning. Nyaga et al. (2010) and Anderson and Weitz (1992) argue that joint planning develop relational constructs such as trust, commitment, and loyalty elements essential for effective long-term collaboration.

The importance of joint planning lies in its capacity to improve operational efficiency, reduce uncertainty, and enhance organisational performance across various metrics. Novijanti et al. (2023) show that joint planning positively impacts both operational and business outcomes, including service quality, customer responsiveness, and cost control. Kumar and Banerjee (2012) and Nyaga et al. (2010) emphasize that information sharing and joint planning lead to dedicated investments and trust-building, which in turn influence commitment and long-term cooperation.

Concept of Organisational Performance

Organizational performance is a central concept in management and strategy, reflecting how well an organization achieves its stated goals, satisfies stakeholders, and maintains long-term sustainability (Ion & Criveanu, 2016). In today's competitive global landscape, organisations must focus not only on financial returns but also on delivering value through customer satisfaction, innovation, and operational efficiency (Riak & Bill, 2022). The evolving nature of organizational ecosystems, characterized by globalization, rapid technological advancement, and heightened customer expectations, has necessitated broader and more dynamic approaches to performance evaluation.

According to Riak and Bill (2022) organizational performance is a balance between financial and non-financial metrics such as profitability, innovation, and customer satisfaction. Ahmed et al. (2018) define organizational performance in terms of a firm's ability to meet customer expectations effectively, while managing cost, quality, and time. Srinivasan et al. (2013) assert that performance is continuously measured and benchmarked to drive continuous improvement and maintain competitiveness. Collectively, these views affirm that organizational performance is complex, evolving, and must align operational execution with strategic vision.

In a nutshell, organizational performance is a multifaceted construct that reflects how effectively a firm aligns its internal capabilities and external relationships to achieve strategic objectives. It encompasses both financial and non-financial outcomes, including innovation, customer satisfaction, and operational efficiency (Arif et al., 2021; Ion & Criveanu, 2016). The

Value innovation

Strategic initiatives that confer profitability, survival and growth and generally enable firms outperform rivals has engrossed business managers over the years (Harry & Ateke, 2019). One such initiative often adopted by firms is value innovation. Value innovation is the pursuit of differentiation and cost leadership to create unique value for both the company and its customers (Nascimento, 2019). It is an initiative that breaks away from the traditional trade-off between value creation and cost savings by enabling firms to introduce offerings that redefine market boundaries and customer expectations (Gachora et al., 2020).

Value innovation is particularly vital in today's rapidly evolving business landscape, where technological disruptions and shifting consumer demands require firms to innovate continually to stay competitive. Value innovation is not limited to product development but spans processes, and business models that create new demand and render competition irrelevant (Kim & Mauborgne, 2005).

Scholars have broadly defined value innovation as the creation of innovative products that simultaneously offer greater value to customers and reduce costs for producers. Kim and Mauborgne (2005) characterize value innovation as the cornerstone of Blue Ocean Strategy, where firms escape saturated markets by unlocking new demand through breakthrough innovations. Chesbrough (2006) expands on this by highlighting the role of open innovation where firms leverage external ideas, resources, and partnerships to accelerate internal innovation processes. According to Gachora et al. (2020) access to complementary assets such as marketing capabilities or production technologies is critical for successful innovation.

Service quality

Service quality is a foundational element in determining customer satisfaction, loyalty and organizational performance. In highly competitive markets, it differentiates organisations and helps to secure long-term customer relationships (O'Donnell & Gupta, 2021). Zeithaml et al. (2006) define service quality as customer's perception of how well a delivered service matches their expectations, encompassing such dimensions as responsiveness, reliability, empathy, assurance, and tangibles (Thorat & Pagare, 2024). In supply chain operations, collaboration and resource sharing have been identified as important levers for enhancing service quality through faster delivery, personalized experiences, and operational efficiency.

Scholars have explored service quality in various organizational settings, showing that it is directly influenced by internal resource management and external partnerships. Baek et al. (2018) found that resource sharing within self-managing service teams particularly through team-member exchange and access to individual resources has measurable impacts on service quality. However, the study also cautioned that not all shared resources yield positive outcomes, suggesting the importance of managing resource configurations strategically. In the hospitality industry, vertical resource sharing with local partners such as suppliers and logistic providers has been shown to improve guest experience and operational agility (O'Donnell & Gupta, 2021).

Continuous improvement

Continuous improvement is a strategic and operational philosophy aimed at enhancing an organization's processes and products through ongoing, incremental advancements (Dibdin, 2001). Rooted in the principles of lean management and total quality management, continuous improvement reflects an organization's commitment to consistently evaluate and refine its operations for better efficiency and effectiveness. According to Ohno (1988), continuous improvement is not a one-time initiative but a persistent, iterative process that demands active participation from all organizational levels. This concept has expanded beyond internal operations to include collaborative improvement efforts through partnerships and shared capabilities.

Scholars emphasize that continuous improvement is fundamentally a learning-driven process where organizations evolve by leveraging internal and external knowledge. Teece and Leih (2016) argue that continuous improvement is built on dynamic capabilities those which allow firms to integrate, build, and reconfigure resources to address rapidly changing environments. Intranets, shared digital repositories, and inter-organizational learning platforms promote the dissemination of best practices and lessons learned. As Womack and Jones (1997) explain, eliminating waste, reducing redundancy, and streamlining processes are central tenets of continuous improvement, and they are amplified when firms collaborate and exchange resources.

Empirical Review

Various empirical studies have elucidated the role of joint planning in enhancing organizational performance. For instance, Novijanti et al. (2023) examined the effect of supply chain collaboration on supply chain performance by adopting new product development, product knowledge, and production technology. The results show that supply chain collaboration positively influences production technology, product knowledge, new product development, and supply chain performance.

Santos et al. (2022) evaluated the influence of collaboration in the supply chain on operational performance of medium and large industries of the Textile and Metal-mechanic segment of the Vale do Itajaí (SC). The study found that joint planning influence operational performance. Similarly, Kiriinya et al. (2019) examined the influence of collaborative planning on performance of pharmaceutical firms in Kenya. The correlation and regression results revealed that collaborative planning had a positive and significant relationship with performance of pharmaceutical firms.

Kumar et al. (2017) uncovered joint planning and problem-solving roles in developing culture in supply chain collaboration. Findings of the study showed that joint problem-solving and measurement are critical in developing a collaborative culture and executing effective planning; hence, it affects core and non-core activities of collaboration. Joint planning at operational level is very important in culture development.

From the foregoing renditions, it is probable that joint planning will lead to organizational performance. Yet, due to the design of this study to test for statistical significance, the following null hypotheses were formulated and tested at 0.05 level of significance.

H₀₁: There is no significant relationship between joint planning and value innovation of multinational oil and gas companies in Rivers State.

H₀₂: There is no significant relationship between joint planning and service quality of multinational oil and gas companies in Rivers State.

H03: There is no significant relationship between joint planning and continuous improvement of multinational oil and gas companies in Rivers State.

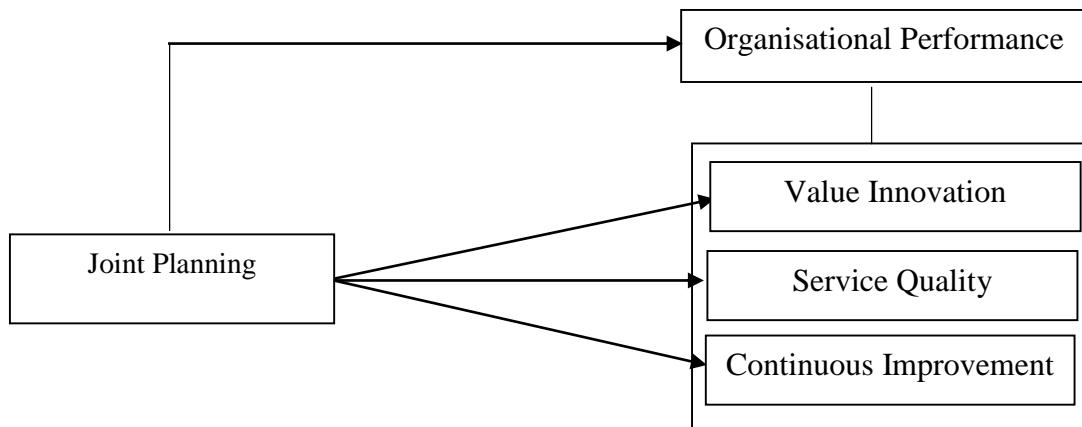


Fig. 1: Conceptual framework for relationship between supply chain collaboration and performance of multinational companies in Rivers State.

Methodology

This study adopted an explanatory research design, with a correlational method of investigation, to examine the relationship between supply chain collaboration and performance of multinational oil and gas companies in Rivers State. The population of the study consisted 10 multinational oil and gas exploration companies. Based on official records from the Oil & Gas Free Zones Authority (OGFZA, 2025). The researchers adopted a census method to administer copies of questionnaire to the supply chain manager, procurement manager, operations manager, and logistics manager of the 10 multinational oil and gas firms, totaling 40 respondents. To establish validity, the questionnaire was subjected to scrutiny by academic professionals with specialization in the topic of the study. The reliability of the instrument was determined using Cronbach's Alpha test to assess the internal consistency of the multi-item scales. The result of the reliability test is shown in Table 1. Spearman's Rank Order Correlation was used to test the formulated hypotheses. All statistical analyses were conducted using the Statistical Package for the Social Sciences (SPSS Version 25.0).

Table 1: Cronbach's Alpha of Study Variable

S/No	Study Variables	No. of Items	Reliability Coefficient
1.	Joint Planning	4	.793
2.	Value Innovation	4	.939
3.	Service Quality	4	.749
4.	Continuous Improvement	4	.920

Source: SPSS output of data analyses and joint planning and supply chain performance (2025).

Table 1: Mean scores of responses to items on joint planning

	N	Min.	Max.	Mean	Std. Dev.
Your company engages in joint demand forecasting with supply chain partners.	35	1.00	5.00	3.8286	1.09774
Your company involves supply chain partners in setting strategic objectives.	35	1.00	5.00	3.5714	.97877
Your company coordinate production schedules with partner organizations.	35	2.00	5.00	3.8286	.89066
Your company conduct joint planning meetings with key supply chain partners.	35	2.00	5.00	3.8857	.96319
Valid N (listwise)	35				

Source: SPSS output of data analyses and joint planning and supply chain performance (2025).

Table 1 shows the mean scores of responses to items on joint planning. The respondents highly agreed that their company engage in joint demand forecasting with supply chain partners (mean = 3.82); and involve supply chain partners in setting strategic objectives (mean = 3.57). Respondents also agreed that their company coordinate production schedules with partner organizations (mean = 3.82) and conducts joint planning meetings with key supply chain partners (mean = 3.88). From the mean scores, it is observed that all the items have a mean score rating above 2.50, which indicates that joint planning is highly practiced in multinational oil and gas companies in Rivers State.

Table 3: Mean scores of responses to items on value innovation

	N	Min.	Max.	Mean	Std. Dev.
Your company experienced product innovation.	35	1.00	5.00	3.6571	1.02736
Your company developed unique offerings that enhance customer value.	35	2.00	5.00	3.8857	.90005
Your company has improved its ability to deliver value cost-effectively.	35	2.00	5.00	3.8553	.96319
Your company has enhanced its competitive edge.	35	2.00	5.00	3.8286	.89066
Valid N (listwise)	35				

Source: SPSS output of data analyses and joint planning and supply chain performance (2025).

Table 3 shows the mean scores of responses to item on value innovation as a measure of organizational performance. The responses converge to indicate that respondents highly agreed that their company experienced value innovation (mean = 3.65); and developed unique offerings that enhance customer value (mean = 3.88). Respondents also agreed that their company has improved its ability to deliver cost-effective value (mean = 3.85) and enhanced its competitive edge (mean = 3.82). From the mean score, it is observed that all the items have a mean score rating above 2.50, which indicates high manifestation of value innovation among multinational oil and gas companies in Rivers State.

Table 4: Mean scores of responses to items on service quality

	N	Min.	Max.	Mean	Std. Dev.
Your company has experienced increased delivery accuracy.	35	2.00	5.00	3.8752	.96319
Your company achieved more consistent service quality.	35	1.00	5.00	3.8857	1.20712
Your company has experienced improved responsiveness to customer needs.	35	1.00	5.00	3.8286	1.09774
Your company has experienced reduced customer complaints.	35	1.00	5.00	3.5714	.97877
Valid N (listwise)	35				

Source: SPSS output of data analyses and joint planning and supply chain performance (2025).

Table 4 shows the mean scores of responses to items on service quality as a measure of organizational performance. The responses indicate respondents' agreement that their company experienced increased delivery accuracy (mean = 3.87); and achieved more consistent service quality (mean = 3.88). The responses also suggest respondents' agreement that their company has experienced improved responsiveness to customer needs (mean = 3.82) and that reduced customer complaints (mean = 3.82). From the mean scores, it is observed that all the items have mean scores surpassing 2.50, which indicates that the service quality is a key manifestation of performance among multinational oil and gas companies in Rivers State.

Table 5: Mean scores of responses to items on continuous improvement

	N	Min.	Max.	Mean	Std. Dev.
Your company is experiencing enhanced operational processes.	35	2.00	5.00	3.8286	.89066
Your company has benefited from continuous learning and improvement.	35	2.00	5.00	3.8857	.96319
Your company has identified and closed performance gaps using.	35	1.00	5.00	3.8556	1.20712
Your company has improved employee and process capabilities.	35	1.00	5.00	3.5714	.97877
Valid N (listwise)	35				

Source: SPSS output of data analyses and joint planning and supply chain performance (2025).

Table 5 show the means scores of responses to items on continuous improvement as a measure of organizational performance. The responses show a high level of agreement among respondents that the company experienced enhanced operational processes (mean = 3.82); and benefited from continuous learning and improvement (mean = 3.88). Respondents also agreed that the company identified and closed performance gaps (mean = 3.85) and improved employee and process capabilities (mean = 3.57). From the mean scores, it is observed that all the items have mean scores surpassing 2.50. This indicates that the firms surveyed, prioritize continuous improvement in their services or work processes.

Table 6: Correlation Matrix for Joint Planning and Measures of Organizational Performance

		Joint Planning	Value Innovation	Service Quality	Continuous Improvement
Spearman's rho	Joint Planning	Correlation Coefficient	1.000	.852**	.867**
		Sig. (2-tailed)	.	.000	.000
		N	35	35	35
	Value Innovation	Correlation Coefficient	.852**	1.000	.645**
		Sig. (2-tailed)	.000	.	.000
		N	35	35	35
	Service Quality	Correlation Coefficient	.867**	.645**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	35	35	35
	Continuous Improvement	Correlation Coefficient	.801**	.774**	.874**
		Sig. (2-tailed)	.000	.000	.000
		N	35	35	35

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

Source: SPSS output of data analyses and joint planning and supply chain performance (2025).

The summary of results of test of correlation between joint planning and value innovation shows a rho coefficient of .852**. This very high rho coefficient means that a very strong correlation exists between joint planning and value innovation of multinational oil and gas companies in Rivers State. The positive sign of the coefficient means that the correlation between joint planning and value innovation is positive. This implies that increase in joint

planning will result in improved value innovation. In addition, the test produced a probability value of 0.000 which is less than 0.05. This means that the correlation between joint planning and value innovation is statistically significant. Thus, the null hypothesis which states that there is no significant relationship between joint planning and value innovation of multinational oil and gas companies in Rivers State was rejected.

Table 6 also revealed a rho coefficient of .867** on the correlation between joint planning and service quality of multinational oil and gas companies in Rivers State. This very high rho coefficient means that the magnitude of correlation between the variables is very strong. The positive sign of the rho coefficient means that the correlation between joint planning and service quality is positive. This implies that increase in joint planning will result in improved service quality. More so, the test produced a probability value of 0.000 which is less than 0.05, meaning that the correlation between joint planning and service quality is statistically significant. Thus, the null hypothesis which states that there is no significant relationship between joint planning and service quality of multinational oil and gas companies in Rivers State was rejected.

Furthermore, Table 6 also revealed a rho coefficient of .801** on the correlation between joint planning and continuous improvement of multinational oil and gas companies in Rivers State. The very high rho coefficient means that the magnitude of correlation between joint planning and continuous improvement is very strong; while positive sign of the coefficient means that the correlation between the variables is positive. This implies that increase in joint planning will strengthen continuous improvement. More so, the test produced a probability value of 0.000 which is less than 0.05, meaning that the correlation between joint planning and continuous improvement is statistically significant. Thus, the null hypothesis which states that there is no significant relationship between joint planning and continuous improvement of multinational oil and gas companies in Rivers State was rejected.

Discussion of Findings

This examen probed the interplay between joint planning and performance of multinational oil and gas companies in Rivers State. The results obtained from the test of hypotheses indicates that joint planning has very strong, positive and statistically significant correlation with value innovation, service quality and continuous improvement which were used to proxy performance. These findings support the report of Novijanti et al. (2023) that supply chain collaboration positively influence production technology, product knowledge, new product development, and supply chain performance.

The findings of the current study cohere with report of Santos et al. (2022) found that joint planning founded on collaborative culture influence operational performance. Similarly, Kiriinya et al. (2019) results revealed that collaborative planning had a positive and significant relationship with performance of pharmaceutical firms. In addition, our findings confirm the report that information sharing as a facet of collaboration improve market presence of firms (Okwong et al., 2025).

In addition, the current findings substantiate the report of Ateke et al. (2025) that channel collaboration has strong positive and statistically significant effect on market presence of firms represented as brand awareness and product availability. Further, our findings align with the report that that collaboration through resource sharing and risk sharing positively correlates with business wellness in terms of sales growth, market share and profitability (Ateke & Kalu, 2016).

More so, the findings of this study align with the expanded view of SIT (Johnson & Johnson, 1989) that positive interdependence creates promotive interactions wherein, individuals or organizations support each other to accomplish shared objectives; and that organisations that recognize mutual dependency engage in joint planning, resource pooling and risk sharing, which are essential aspects to improved performance in marketing, procurement, and logistics activities.

Conclusion and Recommendations

This study sought to determine the nexus between joint planning and performance of multinational oil and gas companies in Rivers State. Based on the results obtained from the statistical tests, and the extent of their alignment with evidence in literature, the study concluded that joint planning contributes to improved performance of multinational oil and gas companies in Rivers State. This means that effective joint planning significantly enhance continuous improvement, service quality, and value innovation, which are manifestations of organizational performance.

Consequently, the study recommends that multinational oil and gas companies in Rivers State that seek improved performance in terms of value innovation, service quality and continuous improvement should engage in joint planning that accommodate joint demand forecasting, setting strategic objectives, and coordinated production schedules. The study also recommends that multinational oil and gas companies should align objectives and foster open communication within, and with key partners in their value chain.

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