

## OUTSOURCING AND ORGANISATIONAL PERFORMANCE OF LISTED CONSUMER GOODS' FIRMS IN LAGOS STATE

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### Abstract

*This study examined outsourcing and organization performance of listed consumer goods' firms in Lagos State, focusing specifically on cost reduction, market expansion, and risk-sharing abilities. To achieve the objective of the study, three hypotheses were formulated and tested at 0.05 level of significant. Employing a correlational research design, data were collected from employees in the procurement or purchasing departments. The population comprised 105 respondents, and a proportionate stratified random sampling technique was utilized. The instrument for data collection comprised of a well-structured questionnaire. Simple linear regression was used to analyze the data collected for the hypotheses using SPSS. The findings revealed that there was a significant relationship between cost reduction, market expansion, and risk-sharing abilities of listed consumer goods' firms in Lagos State. The findings also revealed that outsourcing contributes positively to organization performance by enhancing cost efficiency, expanding market reach, and improving risk management. Based on these findings, the study recommends that listed consumer goods' firms in Lagos State should further integrate outsourcing strategies into their operations. This includes identifying core and non-core activities for outsourcing to reduce cost, prioritizing market expansion efforts, enhancing risk management practices and regularly evaluating outsourcing activities to optimize their benefits.*

**Keyword:** *Outsourcing, Organization Performance, Listed Consumer Goods Firms*

### Introduction

The economic state of affairs of the market is characterized by a competitive and unpredictable business environment which potentially affects the long-term organizational performance and survival of businesses. Business environment especially in today's world is severely dynamic. Diaka and Anza (2017) posited that rapidly changing and increasingly complex

business issues are creating key shift in organizations and the manner in which they do business. Therefore, in order to achieve its set goals in the presence of technological advancement, sophistication of business processes, knowledge explosion and need for constant growth, an organization looks out for strategies to enhance and optimize performance which outsourcing is an option.

The concept of organizational performance has been central in outsourcing research and encompasses most other questions that have been raised in the field. Organizational performance refers to the effectiveness of the organization in fulfilling its set goals. Performance is one of the measurements that show what the company achieved for a certain period of time. The ability of the company to gain and manage the resources in different ways in order to develop competitive advantage is being reflected on its performance (Daprova, 2021). Nowadays with increasing competitive pressures, firms have to diminish their costs and create new opportunities through optimized utilizing of external resources and in this case, outsourcing is one of the ways firms can optimize external resources.

Outsourcing is a strategy used by contemporary managers or visionary business operators to navigate through troubled business 'waters' by hiring a third party to perform business tasks; handle operations or provide services for the growth of the company. They do this as a way of reducing operational costs such as salaries, overhead, equipment, and new technology. Ugbonmhe, et al. (2021) noted that outsourcing, which is the method of assigning duties that are typically done internally by the firm to a professional outside to achieve goals, is known as an outsourcing strategy. In other words, outsourcing is an agreement whereby a firm employs the services of a third party to handle a task that was previously handled internally because of the expertise of the third party. This arrangement occasionally entails the transfer of assets and workers from one organization to another.

Generally, most of the organizations search for the best service providers to whom to outsource their function and this give them an opportunity to get their work done by professional. Outsourcing has become one of the most important approach a business should adopt due

to the increase of globalization and through this strategy, organizations can acquire a competitive advantage if their products and services are implemented more effectively by outside service providers (Christine, 2019). Therefore, for an organization to be able to adapt and thrive in the competitive market, they have to concentrate their resources on activities that they have core competencies and abilities. Thus, outsourcing is allocation of services that should be performed inside the company to an external service provider and has become one of the essential factors in several business strategies. Outsourcing improves the company's focus on important business-related matters because the management has enough time by utilizing external resources (Egiyi, et al., 2020). Furthermore, outsourcing enables a company to free-up resources and redirect them to core activities that have a greater impact on business performance. And of course, a lower cost structure by having access to external providers is a compelling factor for outsourcing (Egiyi et al., 2020).

Outsourcing can also include the transfer of both people and physical assets to service provider and with the rapid speed of technology, companies are looking for new ways to generate value. This is consistent with Iheriohanma and Austin-Egole (2020) who affirmed that organizations in the last decades have turned to outsourcing in order to achieve their operational goals because it has been argued that contracting services through outside providers can be more economical than using their own facilities. Outsourcing has been implemented over last two decades with purpose to reduce cost. However, today the focus is to improve productivity, flexibility, speed, skills, innovation and access to new technologies.

The growth of any company is largely determined by how well it can manage its costs. This is partly because to be able to maximize profit, cost must be reduced to the barest minimum. Cost reduction has become a vital tool

for companies to constantly stay ahead of the increased competition in the business environment. Indeed, even organizations that are gainful can profit by implementing cost-lessening techniques to make a considerably higher overall revenue on its items or administrations.

Ben-Caleb, et al. (2019) defined cost reduction as the achievement of real and permanent reduction in the unit cost of goods manufactured or services rendered without damaging the ability of the product to serve the purpose for which it was intended. Therefore, concept of continuously searching for new ways and avenue of reducing costs needs to be constantly promoted at all levels of an enterprise, which signifies that the enterprise has a strategic approach to this issue.

The term “risk sharing” refers to the tendency to choose unique methods of carrying out tasks or to depart from well- established patterns in order to pursue unforeseeable results (Denuit et al., 2022). Risk sharing is a management strategy that companies or individuals use to transfer risk to third party. Firms take risks when involved in business and use risk sharing to cover the potential loss from an uncertain event. Sharing risk decreases uncertainty and improves the stability of a business.

Vargas and Omar (2021) mentioned that the diversification and expansion of competition and technological knowledge in certain specializations areas of a business company ensure a strong position in the market and greater durability of the same. The variables that determine the available administrative organizational services and the need required for these, are leading to determine the highest rate of growth and expansion of the business company. A market expansion strategy seeks to enter new market segments, before being threatened by the offensive of another company that could apply flanking strategies, in this way this policy is

proactive and not reactive.

Furthermore, firms endeavour to perform well in a number of areas of organization. Most importantly, they strive to do well financially in terms of achieving superior profitability and realizing good returns on investment. In order to acquire as much market share as possible, it is imperative that companies produce a product that is in demand and offer it at a price that allows them to compete in the market.

### **Statement of the Problem**

Outsourcing is a good business strategy for companies seeking a competitive edge in the market. This allows these companies to boost profits and pass lower costs on to consumers. The decision to manufacture in-house or outsource is a critical strategic choice that companies must make. This decision can have a significant impact on a company's cost structure, quality control, flexibility, and overall performance. The main reason many companies choose to outsource in manufacturing industry is to reduce the costs and the time it takes to produce certain products. However, it has been observed that most manufacturing industries tends to produce all their products knowing fully it is best if they outsource some part of the production process to third party companies who has expert knowledge on the particular activities. Therefore, this study aims to understand the factors and considerations that influence manufacturing companies' decision-making process regarding the production strategies, and explore the underlying motivations and trade-offs that lead them to prioritize in-house production over outsourcing despite the perceived advantages of outsourcing in terms of cost effectiveness, scalability, market expansion, risk sharing and expertise.

### **Objectives of the Study**

The overall objective of this study was to examine outsourcing and organizational performance of listed consumer goods' firms in

Lagos State. Specifically, the study examined:

- i. the relationship between cost reduction ability and organizational performance of listed consumer goods' firms in Lagos State.
- ii. how market expansion ability influences organizational performance of listed consumer goods' firms in Lagos State.
- iii. the influence of risk sharing ability on the organizational performance of listed consumer goods' firms in Lagos State.

### Literature Review

Supo and Wale (2017) examined the axiomatic relationship between outsourcing strategy and organizational performance in Nigeria manufacturing sector. The study adopted a stratified sampling technique to arrive at 120 sample elements for the study. Some of the top and middle level managers of Cadbury Nigeria Plc and Nestle Foods Plc were interviewed to further elicit information on the key variables. Copies of the questionnaire were administered and the data obtained were analyzed using Regression analysis. The questionnaire for this study was subjected to test- re-test reliability assessment. Opinions and observations of experts and professionals were incorporated into scale questions in order to ensure the content validity. The findings revealed that firms that outsource experience reduce average cost, increased sales turnover and profitability, enhance expertise, improve service quality, reduce staff strength, streamline the production process, reduced administrative burden and save time for core activities. It was recommended that companies that outsource should continue to monitor the contractor's activities in order to ensure compliance with best practices.

Ben-Caleb, et al. (2019) examined cost reduction strategies and the growth of selected manufacturing companies in Nigeria using data from annual reports of 40 manufacturing

companies quoted on the Nigeria Stock Exchange within the period of 2012-2016. 40 manufacturing companies were sampled purposively for this study. The study took changes in material cost, changes in labour cost and changes in administrative overhead as variables for cost reduction strategies while changes in turnover as the variable for Growth. Correlation analysis was conducted to determine the association between cost reduction strategies and growth while, regression analysis was used to determine the impact of cost reduction strategies on the growth of manufacturing companies. Results showed a positive significant relationship between cost reduction strategies and growth of manufacturing companies in Nigeria. The study recommends that manufacturing companies should implement value analysis in order to reduce material costs and the implementation of cost reduction strategies in all manufacturing companies in Nigeria.

Diaka and Anza (2017) examined the effect of outsourcing strategies on the performance of small and medium scale enterprises (SMEs) in Benue state. Survey research design was adopted with Gboko, Makurdi and Otukpo Metropolis of Benue state as survey area with population of 563 SMEs gotten from the records of Benue Board of Internal Revenue Service (BIRS) and a sample of 233 SMEs was selected using Taro Yemane's formula and distributed among five categories of SMEs. Simple random sampling technique was used in selecting respondents that provides answers to the self-administered questionnaire. The data was statistically analyzed using multiple regression technique. At the end of the research, the study found that; there is a significant relationship between outsourcing of primary activities and performance of SMEs in Benue but outsourcing of accounting activities has no significant effect on performance of SMEs in Benue. This study therefore recommends among others that SMEs should embark more on outsourcing of primary

activities to attain the benefits of cost savings/restructuring which results in better customer service and consequently profitability; also, outsourcing process management through follow up steps like effective communication and monitoring should be employed and taken seriously to better reap the benefits of this maintenance/growth strategy.

Christine (2019) investigated the effect of outsourcing on the organizational performance (cost efficiency, productivity and profitability) in Rwanda. Three sample companies have been selected from Telecom and manufacturing Industry of Rwanda. The results of study were based on a sample of 111 staff selected by using convenient and purposive sampling; source of data was obtained using primary and secondary source of data and collected using questionnaire and documentation. Data has been treated with Statistical Package for the Social Sciences (SPSS)'s software and presented in tables. The findings of the study were presented and analyzed in detail following the objectives of the study. The specific objectives of this study were to identify activities or services outsourced by organizations in Rwanda, to find out the main reasons of outsourcing for organizations in Rwanda; to assess the level of their performance as a result of outsourcing strategy and finally, to establish the relationship between outsourcing activities and organizational performance. Three hypotheses were formulated to measure the relationship between outsourcing and performance. The findings of this research have shown that all organizations part of this research outsource some of their core activities (such as operation management, service management, advertisement and sales) and non-core activities (such as information system, maintenance, human resources activities, distribution, logistics, security, cleaning, man power). The results have shown that organizations in Rwanda outsource in order to access special expertise as shown by all respondents at rate of 100% and to reduce costs as

shown by respondents at rate of 96%. Furthermore, the findings shown that outsourcing activities contributed to the organizational performance as revealed by respondents regarding their views on effect of outsourcing on cost efficiency, productivity and profitability. Moreover, the findings show that there is a weak positive and significant relationship between outsourcing activities and cost efficiency while it shows a weak and moderate positive insignificant relationship between outsourcing activities with productivity and profitability respectively. This study therefore recommended that organizations in Rwanda should continue to improve how they manage their outsourcing activities by emphasizing on non-core activities instead of outsourcing their core activities. This will help the organizations to produce better quality which will lead to the increase of product demand and profitability by reducing competitiveness. Furthermore, organizations should never allow external service provider to perform all the responsibility because this can lead to the loss of control over certain production or operation activities. Therefore, service provider should only manage particular risks that can't affect or damage the entire organization performance.

### **Method of the Study**

*The study employed a correlational survey research design. The reason for using correlational research design was because it does not give room for manipulation of data.*

The total population for this study comprised 105 employees from the Procurement and Purchasing Department of the 21 listed consumer goods' firms on the Nigeria stock exchange that has branches in Lagos State (June 30, 2024).

The study adopted the whole 105 respondents as sample using a proportionate stratified random sampling technique as the total population is manageable.

The data was collected using self-structured questionnaire tagged: “Outsourcing and Organizational Performance Questionnaire (OOPQ)”. The instrument is made up of 25 items and the responses of the items were based on four scales of Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree.

The instrument was validated by experts in the field of Business of Education and in Educational Management Department of Tai Solarin University of Education, Ijagun, Ogun State. The reliability co-efficient of the instrument was .81. The data collected from the pilot study were used to calculate the reliability coefficient and test re-test method was used.

A letter of introduction was given to the participants stating the purpose of the data collection and the distributed questionnaires were retrieved back from the respondents immediately

after the completion. The exercise was carried out within four weeks. No form of incentives was offered to the respondents.

The data collected on demographic data were analyzed using Pearson Product Moment Correlation and the research hypotheses were analysed using simple linear regression and were tested at .05 level of significance with the aid of Statistical Package for Social Sciences (SPSS).

The mean rating was coded as follows: Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, and Strongly Disagree (SD) = 1. Thus, items with a mean rating of 2.5 and above were considered as agreed while items with a mean rating value below 2.5 were considered as disagreed. For hypotheses, when  $p_{value}$  is less than significance level ( $p < .05$ ), the null hypotheses were rejected, otherwise, accepted.

## Results

**Research Hypothesis 1:** There is no significant relationship between cost reduction ability and organizational performance of listed consumer goods firms in Lagos State.

*Table 1: Model Summary*

Model	R	R-Square	Adjusted R-Square	Standardized Error of Estimate	Durbin Watson
1.	.251	.063	.054	.541	1.242

**a. Dependent Variable: Organizational performance**

**b. Predictors: (Constant), cost reduction ability**

To test the first hypothesis, simple regression was also used to regress the independent variable against the dependent variable to make our prediction. Table 1 above indicates the model summary of the simple regression equation that predicted cost reduction ability. The explanation of the values is presented in Table 2.

**Table 2: Coefficients of cost reduction ability and organizational performance**

Model	Unstandardized Coefficient	Standardized Coefficient	t.	Sig.
	$\beta$	Beta		
I Constant	1.763		10.330	.000
Cost Reduction Ability	.151	.251	2.632	.010

**Dependent Variable (organizational performance)**

The values presented in Table 2 summarized the test of the first hypothesis. The value of the intercept ( $\beta_0$ ) indicates that the value of organizational performance, when the explanatory variable is zero is 1.763. Specifically, one percent change (improvement) in cost

reduction ability leads to 15.1% increase in organizational performance. Therefore, the null hypothesis that state that there is no significant relationship between cost reduction ability and organizational performance of listed consumer goods' firms in Lagos State is rejected.

**Research Hypothesis 2:** There is no significant relationship between market expansion ability and organizational performance of listed consumer goods' firms in Lagos State

**Table 3: Model Summary**

Model	R	R-Square	Adjusted R-Square	Standardized Error of Estimate	Durbin Watson
1.	.275	.075	.066	1.149	1.955

**a. Dependent Variable: Organizational performance**

**b. Predictors: (Constant), market expansion ability**

To test the second hypothesis, simple regression was also used to regress the independent variable against the dependent variable to make our prediction. Table 3 above indicates the model summary of the simple regression equation that predicted market expansion ability. The explanation of the values is presented in Table 4.

**Table 4: Coefficients of Market Expansion Ability and Organizational Performance**

Model	Unstandardized Coefficient	Standardized Coefficient	t.	Sig.	
	$\beta$	Std Error	Beta		
I Constant	1.651	.279		5.929	.000
Market Expansion Ability	.304	.105	.275	2.898	.005

**Dependent Variable (Organizational Performance)**

The values presented in Table 3 above summarized the test of the second hypothesis. The value of the intercept ( $\beta_0$ ) indicates that the value of organizational performance, when the explanatory variable is zero is 1.651. Specifically, one percent change (improvement) in market

expansion ability leads to 30.4% increase in organizational performance. Therefore, the null hypothesis that state that there is no significant relationship between market expansion ability and organizational performance of listed consumer goods' firms in Lagos State is rejected.

**Research Hypothesis 3:** There is no significant relationship between risk sharing ability and organizational performance of listed consumer goods firms in Lagos State

**Table 5: Model Summary**

Model	R	R-Square	Adjusted R-Square	Standardized Error of Estimate	Durbin Watson
1.	.294	.087	.078	1.20	1.463

**a. Dependent Variable: Organizational performance**

**b. Predictors: (Constant), risk sharing ability**

To test the third hypothesis, simple regression was also used to regress the independent variable against the dependent variable to make our prediction. Table 5 above indicates the model summary of the simple regression equation that predicted risk sharing ability. The explanation of the values is presented in Table 6 below.

**Table 6: Coefficients of Risk Sharing Ability and Organizational Performance**

Model	Unstandardized Coefficient	Standardized Coefficient	t.	Sig.	
K	$\beta$	Std Error	Beta		
I Constant	1.418	.299		4.748	.000

Risk Sharing Ability	.448	.143	.294	3.125	.002
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**Dependent Variable (Organizational Performance)**

The values presented in Table 6 above summarized the test of the third hypothesis. The value of the intercept ( $\beta_0$ ) indicates that the value of organisational performance, when the explanatory variable is zero is 1.418. Specifically, one percent change (improvement) in risk sharing ability leads to 44.8% increase in organisational performance. Therefore, the null hypothesis that state that there is no significant relationship between risk sharing ability and organizational performance of listed consumer goods’ firms in Lagos State is rejected.

**Discussion of the Findings**

The results of the first hypothesis revealed that there is significant relationship between cost reduction ability and organizational performance of listed consumer goods’ firms in Lagos State. The finding implies that when firm outsource, they reduce their cost of operation and this can persistently influence their growth. Thus, cost saving realizes through outsourcing can be reinstalled into market expansion effort.

This is in line with the study of Ben-Caleb, et al. (2019) which concluded that the combined effects of changes in material costs, changes in labour costs and changes in administrative overheads explained 36% of the variation in the growth of manufacturing companies while the remaining 63.98% was due to other variables not captured. Growth was found to be positively correlated with changes in material costs. This implies that decrease in direct material by 1% will cause an increase in growth by .01. The result is also consistent with the study of Nyameboame and Haddud (2017) who examined the impact of outsourcing on organizational performance. The authors concluded that the key outsourcing reasons why firms may outsource were reducing

operational costs, avoiding major investment costs in technology, providing consistent and improved service delivery, accessing current technology and expert knowledge and focusing more on core business activities

The result of the second hypothesis revealed that there is significant relationship between market expansion ability and organizational performance of listed consumer goods’ firms in Lagos State. This implies that outsourcing provide access to specialized skills and technology that may not be readily available in-house and this can give the organization a competitive edge when entering new market. In addition, outsourcing partners companies often have experience serving clients in multiple market and this can provide valuable insight and best practices for expansion. This finding is in line with the findings of Diaka and Anza (2017) who examined the effect of outsourcing strategies on the performance of small and medium scale enterprises. The result also conforms with the study of Daprova (2021) who examined the impact of outsourcing accounting services on small and medium enterprises growth and performance.

The results of the third hypothesis revealed that there is significant relationship between risk sharing ability and organizational performance of listed consumer goods’ firms in Lagos State. The results shows that there is a relationship between risk sharing ability and organizational performance. This implies that by outsourcing certain business operation, organization can transfer a portion of their operational risk to other outsourcing partnering companies since these firms usually have specialized expertise and resources to manage various types of risk. In

addition, the content term and service level agreement with outsourcing partner companies can include provision for shared risk and liability, allowing the company to off load some of their risk. Thus, the performance of organizations increases when people share risk with other organizations. This is in line with Supo and Wale (2017) who examined the axiomatic relationship between outsourcing strategy and organizational performance in Nigeria manufacturing sector. The study is also consistent with the study of Kusnanto, et al. (2024) who examined dynamics of risk sharing and performance-based compensation in professional work places.

### Conclusion and Recommendation

The findings of this study suggest that outsourcing significantly influences the cost reduction, market expansion, and risk-sharing abilities of listed consumer goods' firms in Lagos State. These results are in line with existing literature and offer practical implications for business leaders, and industry practitioners. It emphasizes the importance of outsourcing as a strategic approach to enhancing organizational performance in the face of competitive and unpredictable business environments. Further research avenues may explore the long-term effects of outsourcing strategies on organizational performance and competitiveness, providing deeper insights into the evolving dynamics of modern business operations.

The study recommended that:

- i. Given the significant positive impact of outsourcing on organizational performance, companies should consider further integrating outsourcing strategies into their operations. This involves identifying non-core activities that can be outsourced to specialized third-party vendors. By doing so, firms can

benefit from cost reduction opportunities related to outsourcing.

- ii. As market expansion emerged as one of the most influential variables affected by outsourcing, it is advisable for companies to prioritize and invest in strategies that facilitate market growth. This may involve leveraging outsourcing to penetrate new geographical markets, deepen market penetration in existing markets, and improve the efficiency and reach of distribution channels. By focusing on market expansion, firms can increase their customer base and revenue streams.
- iii. While outsourcing positively influences risk-sharing abilities, companies should continuously enhance their risk management practices. This includes closely monitoring and managing financial, operational, compliance, and regulatory risks associated with outsourcing. By diversifying the supplier base, defining and sharing risks through outsourcing contracts, and improving business continuity planning, firms can effectively mitigate risks and ensure organizational resilience.

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