

Supply Chain Firms: The Influence of Business Success and Outsourcing Strategies in Rivers State

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Abstract: *Outsourcing without proper management control could sometimes result in job losses, a large number of employees whose organizations outsource their business activities may have similar problems to those employees that have undergone downsizing, while organizations claim that the basis for outsourcing is to increase business efficiency. However employees who are lucky to remain in the company after outsourcing effects believe that the possibilities of them staying in the company is low, because they could be the next in line to lose their jobs. The aim of this study therefore, is to investigate the extent of relationship between outsourcing strategies and business success of supply chain firms in Rivers State of Nigeria. The research design for this study was quasi-experimental design. The study chooses questionnaire method as a source of primary data collection and the cross-sectional field survey of the quasi-experimental research design was employed as a useful aid. The population of this study are Nigerian Bottling Company (NBC) and the International Breweries, former Pabod Breweries) with 436 employees. The random sampling technique was adopted. To ascertain the individual sample size for each non-alcoholic beverages firm, the bowley proportional allocation formula was however used while Krejcie and Morgan table were used to determine the sample size of 205. Reliability of the study instrument was done using Alpha method proposed by Cronbach (1951). The data were analysed using SPSS (25.0) software, bivariate analysis was conducted using the Spearman's Rank Correlation Coefficient analytical tool to investigate the relationship between Outsourcing Strategies and Business Success of Supply chain (non-alcoholic beverage) firms in Rivers State, charts, means, standard deviations and correlations were used to describe the main study variables. Multiple regression analysis will equally be conducted to expose the combined effects of the elements of Outsourcing Strategies and Business Success of Supply chain firms; and partial correlation will be carried out to ascertain the moderating effect of corporate image on outsourcing strategies and business success of supply chain firms. The study revealed that there is a very strong and positive relationship between Support activities and customer retention growth. From results of the analysis it was shown that there is a strong and positive relationship between Outsourcing strategies and Business Success of Supply Chain firms in Port Harcourt. The implication is that outsourcing and offshoring positively influences market share growth. The recommended that managers of the supply chain firms in Port Harcourt should use supporting activities to get involved and keep them abreast of their activities.*

Keywords: Outsourcing, Business Success, Strategies, Supply chain firms, Rivers State

1. Introduction

In Peter Drucker's (1998) management's new paradigms, business relationships extends beyond traditional enterprise boundaries and seeks to organize entire business processes throughout a value chain of multiple companies. During the past decades, globalization, outsourcing and information technology have enabled many organizations, such as Dell and Hewlett Packard to successfully operate solid collaborative supply networks in which each specialized business partner focuses on only a few key strategic activities (Scott, 1993). This inter-organizational supply network can be acknowledged as a new form of organization. However, with the complicated interactions among the players, the network structure fits neither "market" nor "hierarchy" categories (Powell, 1990). It is not clear what kind of performance impacts that different supply network structures could have on firms, and little is known about the coordination conditions and trade-offs that may exist among the players. From a system's point of view, a complex network structure can be decomposed into individual component firms (Zhang & Dilts, 2004). Traditionally, companies in a supply network concentrate on the inputs and outputs of the processes, with little concern for the internal management working of other individual players. Therefore, the choice of an internal management

control structure is known to impact local firm performance (Mintzberg, 1979).

In the 21st century, there have been a few changes in business environment that have contributed to the development of supply chain networks. First, as an outcome of globalization and the proliferation of multi-national companies, joint ventures, strategic alliances and business partnerships, there were found to be significant success factors, following the earlier "Just-in Time", "Lean Management" and "Agile Manufacturing" practices (Coase, 1998). Second, technological changes, particularly the dramatic fall in information communication costs, which are a paramount component of transaction costs, have led to changes in coordination among the members of the supply chain network (Coase, 1998). Many researchers have recognized these kinds of supply network structures as a new organization form, using terms such as "Keiretsu", "Extended Enterprise", "Virtual Corporation", "Global Production Network", and "Next Generation Manufacturing System". In general, such a structure can be defined as "a group of semi-independent organizations, each with their capabilities, which collaborate in ever-changing constellations to serve one or more markets in order to achieve some business goal specific to that collaboration" (Akkermans, 2001).

Supply Chain Management (SCM) is the combination of art and science that goes into improving the way individual companies find the raw components they need to make a product or service and deliver it to customers. In other words, supply chain management (SCM) is a process used by companies to ensure that their supply chain is efficient and cost-effective. It is the collection of steps that a company takes to transform raw components into the final product. In distributing goods or services, the marketer uses certain outlets known as channels of distribution or trade channels. Apart from local businesses, such as retail bakeries, which make and sell their products in the same place, it is necessary to develop ways of moving goods and services from point of production to the point of consumption. A product or service may be the best in the world, but it will be of little use to the consumer or user if it is not where he wants it when he wants it. The marketing manager's decisions on supply chain may be the most important ones he makes because they have long-range implications and are harder to change than product, price, and promotion decisions. It is difficult to move retail and wholesale facilities once leases have been signed and customer movement patterns have been established. Cordial working arrangements with middlemen can take several years and a good deal of money to develop (McCarthy, 1975). It is on the light of this that the need to consider the extent of relationship between outsourcing strategies and business success of supply chain firms in Rivers State became eminent hence this study.

2. Empirical Review

According to Yeboah (2013), who examined the relationship between outsourcing and organizational performance in the services sector using SPSS to correlate the variables and data gotten from a population of 50 firms operating in the banking and insurance sectors of the economy of Ghana reported that, there is no statistically significant correlation between outsourcing and organizational productivity, there is statistically significant correlation between outsourcing and quality, there is statistically significant correlation between outsourcing and competitive advantage. This research however fails to consider the effect of the strategy on organizational profitability.

To examine the axiomatic relationship between outsourcing strategy and organizational performance in Nigeria manufacturing sector, Akewushola, and Elegbede (2013) 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 responded to the questionnaire administered and were interviewed to further elicit information on the key variables. Data obtained were analyzed using Regression analysis, the researchers realized that, firms that outsource experience reduced 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.

To ascertain the effect of outsourcing strategy on project success, Irefin (2012) administered copies of questionnaire

to staff of Nestle Nigeria PLC using stratified sampling techniques and also interviewed some to authenticate the information derived. Data obtained was analyzed using frequency distribution and Chi-Square analysis. The research found out that, Firms outsourced their production process in order to manage cost, reduce time-to-market, boost bottom line, increase sales turnover and profitability, enhance expertise, improve service quality, reduce staff, streamline the process, reduce the administrative burden and save time for core activities. This research gives a very good background for the assessment of the effect their outsourcing activities had had on the performance of their enterprises.

To examine the propensity to outsourcing and its impacts on operational objectives including cost reduction, improved quality, flexibility and better service and organizational performance, which includes financial performance and non-financial performance, Nazeri (2012) analyzed feedback of questionnaires distributed among the board of directors, quality managers, operational administrators, and lower managers using SPSS and Minitab software based on deductive and descriptive statistics. The results of the survey indicated that outsourcing could lead to reduced cost, improve quality, increase flexibility, better financial and non-financial performance and services. To examine the relationship between the outsourcing process, and perceived organizational performance, Bolat and Yilmaz (2009) surveyed Eighty (80) hotels in Turkey and realized that, Outsourcing has a positive effect on organizational performance (organizational effectiveness, productivity, profitability, quality, continuous improvement, quality of work life, and social responsibility levels).

To examine the impact of outsourcing on a firm's performance, Jiang (2006) used annual report data from a sample of 51 publicly traded firms in USA and got some evidence that outsourcing improved firm's cost-efficiency (sales less expenses/sales) but did not find any effect on firm's productivity or profitability (ROA and profit margin). This research was carried out in a developed country/economy setting; also, using firms that are not clearly defined as being in the small scale category. This research can therefore serve only as a background for a research on SMEs in a developing country/economy.

To analyze the effect of outsourcing of human resource activities (payroll and training outsourcing) on firm performance, Gilley (2004) sampled 94 manufacturing firms in U. S. A and found out that, outsourcing had no effect on financial performance, but there was a small positive effect on firm's innovation performance (R & D outlays, process innovation and product innovations) and stakeholder performance (employment growth & morale, customer and supplier relations). This research was also carried out in a developed nation as such serves as a background for this research.

As noted here, previous research findings have proved contradictory results on the effect of outsourcing strategy on performance. While some including those of Gyemang, (2014); Suraju & Hamed (2013); Akewushola, and Elegbede (2013); Irefin, (2012); Awolusi (2012); Nazeri, (2012); Hayes, (2000), presented a positive effect, those of Isaksson

& Lantz (2015); Yeboah (2013) and Gilley, (2004); found out no effect or relationship between outsourcing and performance. Also, Most of the research were carried out in relatively strong economies and developed nations and so, their findings cannot be imported directly and said to represent what is obtainable in a developing country/economy like Nigeria.

3. Methodology

The research design for this study was quasi-experimental design because of complex connections that exists between parameter of the study. The study adopted correlational research since it determines the extent of the relationship between outsourcing strategies and business success of supply chain firms. The study choose questionnaire method as a source of primary data collection and the cross-sectional field survey of the quasi-experimental research design was employed as a useful aid. The population of this study is made up of supply chain firms' in Rivers State. Hence, the two registered non-alcoholic beverage firms in Rivers State constituted the study population. They are the Nigerian Bottling Company (NBC) and the International Breweries, former Pabod Breweries). However, the targeted population consisted of 436 employees of the two non-alcoholic beverage firms that are into supply chain services in Rivers State. The random sampling technique was adopted. To ascertain the individual sample size for each non-alcoholic beverages firm, the bowley proportional allocation formula was however used while Krejcie and Morgan table were used to determine the sample size of 205. The empirical analysis in this study was based on data collected directly from respondents through both structured questionnaire and semi-structured interview instruments. Thus, the empirical data was primary in nature. Secondary data was collected from different sources including, textbooks, published articles and relevant websites. Reliability of the study instrument was done using Alpha method proposed by Cronbach (1951). The data were analysed using SPSS (25.0) software, bivariate analysis was conducted using the Spearman's Rank Correlation Coefficient analytical tool to investigate the relationship between Outsourcing Strategies and Business Success of Supply chain (non-alcoholic beverage) firms in Rivers State, charts, means, standard deviations and correlations were used to describe the main study variables. Multiple regression analysis will equally be conducted to expose the combined effects of the elements of Outsourcing Strategies and Business Success of Supply chain firms; and partial correlation will be carried out to ascertain the moderating effect of corporate image on outsourcing strategies and business success of supply chain firms.

4. Results and Discussion

In this chapter statistics such as mean, standard deviation and frequency distribution were used to analyze the data. Tables were also used to show the number of questionnaire produced, distributed, retrieved and used for the study to present the data collected from the respondents in terms of respondents' sex, marital status, age brackets, and official positions.

Table 4.1: Number of Questionnaire Analysis

S/N	Questionnaire	Quantity	Percentage (%)
1	Produced Copies	205	100
2	Distributed Copies	203	99
3	Retrieved Copies	202	99
4	Invalid Copies	1	1
5	Used Copies	202	99

Source: Field Survey, 2022.

The statistics on table 4.1 showed that a total 205 copies (100%) of questionnaire were produced and 203 representing (99%) were distributed by the researcher to respondents. However, out of the 203 copies distributed 202 representing (99%) were successfully retrieved by the researcher. Furthermore, 1 copy representing (1%) were declared invalid thus 202 copies (99%) were used for the analysis.

Table 4.2: Showing Gender Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	115	57	57	57
	Female	87	43	43	100.0
	Total	202	100.0	100.0	

Source: SPSS Output, 2022

Table 4.2 shows that 115 male respondents representing (57%) attended to the questionnaire; while 87 respondents representing (43%) of the respondents were female.

Table 4.3: Showing Age Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 – 22 years	38	19	19	19
	23 – 27 years	22	11	11	30
	28 to 32 years	47	23	23	53
	33 to 37 years	53	26	26	79
	38 years and above	42	21	21	100.0
	Total	202	100.0	100.0	

Source: SPSS Output, 2022

The analysis on table 4.3 indicates that 38 respondents representing (19%) were between the ages of 18 and 22; 22 respondents representing (11%) were between the ages of 23 and 27; 47 respondents representing (23%) were between the ages of 28 and 32; 53 respondents representing (26%) were between the ages of 33 and 37; while 42 respondents representing (21%) were 38 years and above.

Table 4.4: Back office activities as a Dimension of Outsourcing Strategies

S/N	Questionnaire Item	N	Sum	Mean	Std. Deviation	Variance
1.	We outsource the maintenance of our business operation equipment	202	225	4.59	.643	.313
2.	We outsource our organization's security department.	202	225	4.59	.705	.317
3	Our service personnel are outsourced	202	219	4.47	.793	.629
4	Our company outsource the supply of raw materials	202	217	4.43	.677	.458
5	The front-liners/sales officers are been outsourced from other organization	202	219	4.47	.793	.629
6.	Our Logistic staff is been outsourced.	202	217	4.43	.677	.458
7	Our Distribution channels are outsourced	202	225	4.59	.705	.317

Source: SPSS Output, 2022

The statistics on table 4.4 indicate that questionnaire item 1, 2 and 7 have the highest sum statistic of 225 and consequently question 1, 2 and 7 have the highest mean score of 4.59. Again, questionnaire item 3 and 5 has the greatest standard deviation of 0.793, indicating that data are most spread in question 3 and 5 than other items on the questionnaire.

Table 4.5: Primary activities as a dimension of Outsourcing Strategies

S/N	Questionnaire Item	N	Sum	Mean	Std. Deviation	Variance
8	Advertising of the organization and its products is outsourced	202	202	2.18	4.45	.792
9	Branding of the company image is outsourced	202	229	4.67	.516	.266
10	Research is carried out by our organization	202	227	4.63	.602	.362
11	Public relations function is outsourced	202	218	4.45	.792	.628
12	The packaging of our product/Packaging materials is outsourced	202	227	4.63	.636	.404

Source: SPSS Output, 2022

The statistics on table 4.5 indicate that questionnaire item 9 has the highest sum statistic of 229 and consequently question 9 has the highest mean score of 4.67. Again, question 11 has the greatest standard deviation of 0.792, indicating that data are most spread in question 11 than other items on the questionnaire.

Table 4.6: Support activities as a dimension of Buzz marketing Strategies

S/N	Questionnaire Item	N	Sum	Mean	Std. Deviation	Variance
13.	Information and communication technology (ICT) of our organization is managed by us	202	221	4.51	.739	.547
14.	Our organization points of sales (POS) terminals are outsourced from other organization.	202	206	4.20	1.060	1.124
15.	Cash register machines are taken by lease from other organization	202	214	4.37	.883	.779
16.	Electronic surveillance is handled and monitored by our organization	202	221	4.51	.739	.547

Source: SPSS Output, 2022

The statistics on table 4.6 indicate that questionnaire item 13 and 16 has the highest sum statistic of 221 and consequently question 13 and 16 has the highest mean score of 4.51. Again, question 14 has the greatest standard deviation of 1.060, indicating that data are most spread in question 14 than other items on the questionnaire.

Table 4.7: Customer Retention Growth as a Measure of Business Success

S/N	Questionnaire Item	N	Sum	Mean	Std. Deviation	Variance
17.	There is relative increase in customer retention rate.	202	206	4.20	1.060	1.124
18.	The cost of acquiring new customer is not high when it is compared with the benefits derived from outsourcing	202	214	4.37	.883	.779
19.	The cost of retaining customers is relatively low compared with the benefits derived from outsourcing	202	221	4.51	.739	.547
20.	Generally, the ratio of costs to revenue is relatively low	202	216	4.41	.864	.747
21.	Customers often express their satisfaction as regards our service delivery and are retained.	202	214	4.37	.883	.779

Source: SPSS Output, 2022

The statistics on table 4.7 indicate that question 19 has the highest sum statistic of 221 and consequently question 19 has the highest mean score of 4.51. Again, question 17 has the greatest standard deviation of 1.060, indicating that data are most spread in question 17 than other items on the questionnaire.

Table 4.8: Market Share Growth as a measure of Customer Patronage

S/N	Questionnaire Item	N	Sum	Mean	Std. Deviation	Variance
22.	Identifying and winning new major customers	202	223	4.55	.679	.461
23.	Outsourcing helped us in Exceeding sales target	202	224	4.57	.577	.333
24.	Outsourcing Improved our firm reputation	202	222	4.53	.710	.504
25.	Outsourcing helped us to Increase repeat purchase from existing customers	202	218	4.45	.679	.461

Source: SPSS Output, 2022

The statistics on table 4.8 indicate that questionnaire item 23 has the highest sum statistic of 224 and consequently questionnaire item 23 has the highest mean score of 4.57.

Again, question 24 has the greatest standard deviation of 0.710, indicating that data are most spread in question 24 than other items on the questionnaire.

Table 4.9: Corporate image as a Moderating variable on Outsourcing Strategies and Business Success

S/N	Questionnaire Item	N	Sum	Mean	Std. Deviation	Variance
26	Our corporate image seems to be higher when we outsource our distribution channels to professionals.	202	206	4.20	1.060	1.124
27.	Outsourcing of the purchase of raw materials reduces our cost of operation.	202	214	4.37	.883	.779
28	Outsourcing of some departmental functions increases our corporate image and employee commitment	202	206	4.20	1.060	1.124
29	Outsourcing of some of our business equipment increases our goodwill	202	221	4.51	.739	.547
30	Outsourcing of the purchase of facilities helps our firm's operation.	202	214	4.37	.883	.779

Source: SPSS Output, 2022

The statistics on table 4.9 indicate that question 29 has the highest sum statistic of 221 and consequently question 29 has the highest mean score of 4.51. Again, question 26 and 28 has the greatest standard deviation of 1.060, indicating that data are most spread in question 26 and 28 than other items on the questionnaire.

Table 4.10: Strength and direction of relationship between variables

Range of r values	Description
± 0.80 to 1.00	Very Strong
± 0.60 to 0.79	Strong
± 0.40 to 0.59	Moderate
± 0.20 to 0.39	Weak
± 0.00 to 0.19	Very Weak

Source: Dunn, (2001)

Test of Null Hypothesis 1 (H₀₁): Support activities does not significantly relates to customer retention growth of supply chain firms in Rivers State.

Test of Alternate Hypothesis 1 (H_{A1}): Support activities significantly relates to customer retention growth of supply chain firms in Rivers State.

Table 4.11: Relationship between Support activities and Customer Retention Growth

		Support activities	Customer Retention Growth
Support Activities	Pearson Correlation	1	.827**
	Sig. (2-tailed)		.000
	N	202	202
Customer Retention Growth	Pearson Correlation	.827**	1
	Sig. (2-tailed)	.000	
	N	202	202

Source: SPSS Output 2022 **. Correlation is significant at the 0.01 level (2-tailed).

From results of the analysis shown on table 4.11 there is a very strong and positive relationship between Support activities evident in the correlation coefficient of 0.827 and a probability value of 0.000 which is less than the alpha level of 0.05 (i. e. $p = 0.000 < 0.05$) indicating that the relationship between Support activities is significant. Therefore, we reject null hypothesis five (H₀₅) which states that there is no significant relationship between Support

activities and Customer Retention Growth of supply chain firms in Rivers State.; and accept alternate hypothesis five (H_{A5}).

Test of Null Hypothesis 2 (H₀₂): Support activities does not significantly relates to market share growth of supply chain firms in Rivers State.

Test of Alternate Hypothesis 2 (H_{A2}): Support activities significantly relates to market share growth of supply chain firms in Rivers State.

Table 4.12: Relationship between Support activities and Market share growth

		Support Activities	Market Share Growth
Support Activities	Pearson Correlation	1	.444**
	Sig. (2-tailed)		.001
	N	202	202
Market Share Growth	Pearson Correlation	.444**	1
	Sig. (2-tailed)	.001	
	N	202	202

Source: SPSS Output 2022 **. Correlation is significant at the 0.01 level (2-tailed).

From results of the analysis shown on table 4.12 there is a moderate and positive relationship between Support activities and Market Share Growth evident in the correlation coefficient of 0.444 and a probability value of 0.000 which is less than the alpha level of 0.05 (i. e. $p = 0.000 < 0.05$) indicating that the relationship between Support activities and Market Share Growth is significant. Therefore, we reject null hypothesis six (H₀₆) which states that Support activities does not significantly relates to market share growth of supply chain firms in Rivers State and accept alternate hypothesis six (H_{A6}).

Test of Null Hypothesis 3 (H₀₃): Corporate image does not significantly relates moderates the relationship between outsourcing strategies and business success of supply chain firms in Rivers State.

Alternate Hypothesis 3 (H_{A3}): Corporate image significantly relates moderates the relationship between outsourcing strategies and business success of supply chain firms in Rivers State.

Table 4.13: Partial Correlation test between Corporate image, outsourcing strategies and business success of supply chain firms in Rivers State

Descriptive Statistics			
	Mean	Std. Deviation	N
Outsourcing strategies	4.3613	.54735	202
Business success	4.3613	.52783	202
Corporate image	4.3691	.54929	202
Correlations			
Control Variable		Outsourcing Strategies	Business Success
Corporate image	Outsourcing Strategies	Correlation	1.000
		Significance (2-tailed)	.
		Df	0
	Business Success	Correlation	.004
		Significance (2-tailed)	.935
		Df	202

Source: SPSS Output 2022

Data in Table 4.13 shows corporate image moderating the relationship between outsourcing strategies and business success of supply chain firms in Rivers State. This indicate p-value of 0.004 with co-efficient of 0.935 (93.50%), To a very great extent Corporate image moderates the relationship between outsourcing strategies and business success of supply chain firms in Rivers State, Nigeria. This result revealed that as scores on outsourcing strategies

increases, there is a corresponding increase in the scores on business success. This result further affirmed stationed the results from the tested hypotheses on the relationships between the dimensions and measures of the predictor and criterion variables. Furthermore, the relationships between all the variables i. e. results of the nine hypotheses are shown in table 4.14 below:

Table 4.14: Relationship between all variables in the study

		Social Media Marketing	Primary activities	Support activities	Customer Retention Growth	Market share growth	Out sourcing strategies Customer Retention Growth & Market share growth
Back office activities	Pearson Correlation	1	.856**	.838**	.646**	.964**	.613**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	202	202	48	202	202	202
Primary activities	Pearson Correlation	.856**	1	.674**	.486**	.827**	.444**
	Sig. (2-tailed)	.000		.000	.000	.000	.001
	N	202	202	48	202	202	202
Support activities	Pearson Correlation	.838**	.674**	1	.511**	.787**	.479**
	Sig. (2-tailed)	.000	.000		.000	.000	.001
	N	48	48	48	48	48	48
Customer Retention Growth	Pearson Correlation	.646**	.486**	.511**	1	.666**	.684**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	202	202	48	202	202	202
Market Share Growth	Pearson Correlation	.964**	.827**	.787**	.666**	1	.604**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	202	202	48	202	202	202
Out sourcing strategies Customer Retention Growth & Market share growth	Pearson Correlation	.613**	.444**	.479**	.684**	.604**	1
	Sig. (2-tailed)	.000	.001	.001	.000	.000	.935
	N	202	202	48	202	202	202

Source: SPSS Output 2022 **. Correlation is significant at the 0.01 level (2-tailed).

5. Summary of Findings, Implication and Conclusion

The study revealed that there is a very strong and positive relationship between Support activities and customer retention growth evident in the correlation coefficient of 0.827; and a probability value of 0.000 which is less than the alpha level of 0.05 (i. e. $p = 0.000 < 0.05$) indicating that the relationship between Support activities and customer retention growth is significant. More so, there is a strong and positive relationship between support activities and market share growth evident in the correlation coefficient of 0.444; and a probability value of 0.000 which is less than the alpha

level of 0.05 (i. e. $p = 0.000 < 0.05$) indicating that the relationship between Support activities and Market Share Growth is significant. From results of the analysis it was shown that there is a strong and positive relationship between Outsourcing strategies and Business Success of Supply Chain firms in Port Harcourt evident in the correlation coefficient of 0.935 and a probability value of 0.000 which is less than the alpha level of 0.05 (i. e. $p = 0.000 < 0.05$) indicating that Corporate Image moderated the relationship between Outsourcing strategies and Business Success is significant. This result further affirmed the results from the tested hypotheses on the relationships between the dimensions and measures of the predictor and criterion

variables. The implication is that outsourcing and offshoring positively influences market share growth. Thus, the application of Support activities in the supply chain firms can bring about customer retention growth and market share growth. The results also imply that outsourcing strategies positively influences business success. Back office activities, primary activities and support activities that attract customers and participants to supply chain firms' platforms enhanced Customer Retention Growth and market share growth. Based on the findings of the study, the following recommendations were made. They include managers of the supply chain firms in Port Harcourt should use supporting activities to get involved and keep them abreast of their activities. Supply chain firms in Port Harcourt should commit resources in outsourcing to alleviate their business success.

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