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Original Article

Outsourcing and Its Strategic Impact on Organizational Performance for Sustainable Development of Corporate Organizations: Post Covid-19 Era

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Abstract: *There has been an increase in both the complexity and the standard of business processes as organisations strive for survival or sustainability in the face of this pandemic. Thus, businesses are faced with this intricate environmental challenge of keeping up with manufacturing. This study aims to empirically examine the strategic influence of outsourcing on organisational performance in the post-COVID-19 age of chosen organisations in Sagamu LGA of Ogun State, Nigeria, with the goal of promoting sustainable growth in corporate organisations. Researchers utilised a combination of convenience and judgemental sampling to choose the managers of several business firms in Sagamu LGA, Ogun State, Nigeria, to serve as the study's population. We used regression analysis to choose through a thousand acceptable research instruments. The validity and reliability of the study were also established. The results showed that in the post-COVID-19 period, the variables of outsourcing, such as core competences, delegation techniques, and sub-contracting, significantly impact the sustainability of organisational performance. In order to accomplish their goals and provide the level of customer satisfaction that their consumers want, organisations should focus on developing and relying on core competencies, effective delegation techniques, and the capacity to subcontract jobs. In addition, for long-term viability and continued market competitiveness, businesses should make the most of the strategic outsourcing variables in conjunction with other resources derived from technological competence and infrastructure.*

Keywords: *Outsourcing, Strategic Impact, Organisational Performance, Corporate Organisations, Sustainable Development.*

I. INTRODUCTION

The corporate organisations have been defined by complicated, violate and dynamic environments mixed with strong competition that makes it challenging to maintain a sustainable company performance, and effective market share growth. The drive for organisational survival or sustainability in this condition of pandemic has increased the complexity and heightened the standard of company operations. Therefore, companies find themselves in this difficult environmental condition being experience internationally in the event of the COVID-19 pandemic, management is left in a complex situation on how to meet production. Managers spend a great deal of time trying to figure out challenges by making decisions on how to sustain effective operation of their organisation via the strategy of outsourcing.

Businesses are among the most influential institutions in the world, and the purpose of business is to create economic and societal growth in a responsible way (Ogbechie, 2017). In pursuit of profit and client happiness, companies engage in such commercial operations despite the obstacles and hurdles involved. Given the challenging socioeconomic climate in which Nigerian firms operate, maintaining high performance and productivity has proven to be an enormous challenge for these organisations (Wekesa & Were, 2014). Organisational performance and productivity must be guaranteed in the face of these challenges: an open and competitive market economy, insufficient socio-economic infrastructure, and the ongoing responsibility and competence of business managers to devise effective and sustainable long-term policy designs (Ogbechi, Dixon-Ogbechi & Halim, 2020). To achieve their goals, businesses are now assessing their core competencies. This is because these competencies set them apart from rivals and provide them with an edge in the marketplace when it comes to doing business efficiently. Considering these factors, it makes sense to implement the outsourcing strategy to tackle its obstacles and accomplish the goals that the business has set for itself. Today, outsourcing is a crucial tool for most industries around the world. It all started with outsourcing simple and repetitive tasks to foreign workers, but as more and more companies found success with it, more and more organisations started outsourcing a variety of their jobs (Nieves & Haller, 2014). Delegating specific corporate operations to an outside entity that can complete them more efficiently, at a lower cost, and with less disruption is known as outsourcing (Lackovic, 2014 in Naletina, Petljak & Rozic, 2020). Responsibility and risk management are aspects of this process. As defined by Naletina, Petljak, and Rozic (2020), outsourcing occurs when one party contracts with another to produce a final good or set of components.

All business strategies aim to ensure the establishment of a sustainable competitive advantage, which is why outsourcing has historically been a response to the reduction requirements faced by organisations in today's complex and fiercely competitive market. Outsourcing is becoming an essential strategic shift that propels organisations ahead strategically, according to Tochukwu and Okoye (2019). As a result, companies are seriously considering outsourcing as a business strategy to achieve more adaptability, increased capacity, and responsiveness. Thus, data operation, infrastructure, and cost reduction are the primary focuses of outsourcing strategies. Due to its effectiveness in cutting operating costs, outsourcing has grown in importance (Kamanga & Ismail, 2016). Business productivity and the quality of client service are both enhanced as a result. When it comes to improving a company's financial, economic, and competitive advantages, as well as ensuring its existence, Suraju and Hamed (2013) believe that outsourcing is the best generic strategy. Companies have a sourcing mechanism in place now, but they will look for ways to supplement it as they assess the capabilities of their workforce, innovative expertise, business processes, and the responses, all of which are dependent on whether or not they can achieve their objectives based on what is available (Isaksson & Lantz, 2015). Before deciding to outsource, a business must assess its capabilities in relation to a number of critical operational variables. It is preferable to do internal reviews of the company before bringing in outside help. To rephrase, the organisation must take the initiative to prepare, identify which tasks will be outsourced, and step up to the plate by providing a thorough description, specification, inventory of available resources, and performance expectations. The corporation should be able to save money and time through outsourcing without sacrificing product quality. Moreover, the organisation verifies that the prospective outsourcing partner is trustworthy and capable of meeting all of the requirements in a timely manner. It is critical to think about an outsourcing strategy in order to achieve organisational goals. Thus, as organisations recognized the increasingly crucial role of competitive factors of cost, quality, volume, speed of delivery, adaptability, and innovation, it became the salient point for organisations to adopt an outsourcing strategy for core competency in order to maintain a good relationship with their customer. Thus, outsourcing is an example of a company delegating part of its duties to another company (Aten & Howard-Grenville, 2012). You can handle these procedures in-house if you want to simplify things and make the most of your capacity for other tasks that align with your core competency. Sub-contracting is the practice of allocating part of the duty, function, or job under a contract to another party to carry out. Sub-contracting is especially prevalent in complex areas, whether in projects, in raw materials, or as input-output requirements. Companies can adapt their business strategies to stay ahead of the competition and accomplish their goals with the help of outsourcing (Kigwe & Maina, 2018).

When it comes to outsourcing and how it affects the long-term viability of an organization's performance, prior studies have reached different conclusions. Additionally, the methodology adopted by most of these studies differs in design, area of coverage, and those who make up the respondents, sampling technique, and method of analysis used. Findings of the bulk of the studies that tested on outsourcing strategy in the developed countries of the world may not be applicable to transition economies because of the features and the attitudes of the respondents towards research instruments and the environment at large. In view of this, the study is set out to undertake an empirical assessment of outsourcing and its strategic impact on organisatinal performance for sustainable development of corporate organizations post COVID-19 ERA.

The study's overarching goal is to conduct an empirical evaluation of outsourcing and the strategic effects it has on organisational performance in order to promote the long-term viability of corporations in the post-COVID-19 period in a sample of companies located in the Ogun State region of Nigeria. In particular, the study seeks to uncover the connection between core competencies and organisational performance sustainability, sub-contracting strategy and organisational performance sustainability, and delegation strategy and organisational performance sustainability. The following hypotheses are developed in accordance with the study objectives:

H_1 There is a significant relationship between the subcontracting strategy and organisational performance sustainability in the post-COVID-19 era.
H_2 There is a significant relationship between core competencies and organisational performance sustainability in the post-COVID-19 era.
H_3 There is a significant relationship between delegation strategy and organisational performance sustainability in the post-COVID-19 era.

II. CONCEPTUAL CLARIFICATION

Outsourcing Strategy: In light of the worldwide COVID-19 pandemic and the subsequent challenges in meeting production targets, management is turning to ambidextrous strategies, such as outsourcing, in an effort to navigate the current environmental crisis (Musadad, Abubakar Michael, Emmanuel & Ime 2020). Businesses have mastered the art of outsourcing as a result of globalisation, and now even core business operations like engineering, design, production, and research and development are outsourced. This was once unimaginable. Companies need to come up with new strategies and put them into action if they want to be successful in today's global market, which is being liberalised at every level (Naletina, Petljak & Rozic, 2020). In order for a contracting-out decision to be successful, it needs to be based on solid information; strategically, businesses do not outsource or contract with third parties for this reason (Sanusi, 2019). The goal of any good strategy is to get an advantage over the competition and maintain that advantage over the long run (Bettis, Bradley & Hamol, 1992). Consequently, outsource more of your company's operations as a means to become competitive and adapt to the growing demand in the market (McGrath, 2013). Both the company and its customers benefit from outsourcing since it allows the former to focus on what it does best while simultaneously creating value for the latter. The strategic goals of outsourcing teams include increasing efficiency, improving flexibility, reducing costs, improving quality, and gaining a competitive advantage in the sector.

Additionally, organisations try to meet the problems and evolving demands of the market using administrative strategies like outsourcing, which involves assigning non-core tasks to more specialised parties (Kigwe & Maina, 2018). Simply said, outsourcing is reorganising a company around its key skills; this, in turn, induces relationships with outside parties, allows the company to offer competitive pricing, and ultimately improves efficiency. Thus, organisations must choose to outsource, form a strategic alliance, or buy the necessary resources and capabilities when they are lacking in-house (De Almerida, Neves, Hamacher & Scararda 2014). Cost management, process simplification, faster time-to-market, less administrative work, and more time for core activities were some of the reasons why organisations outsourced their production (Irefin, Olateju & Hammed, 2012).

Organisational performance: Organisational performance is evaluated by gauging stakeholder satisfaction with the results achieved with respect to the organization's objectives and principles. This can be done by looking at the input-output level or by examining the organization's compliance with laws and regulations. To improve performance and guarantee the timely attainment of organisational goals and objectives, business performance analyses all business processes that centre on coordinating the company's strategic and operational objectives (Ogbechi, Alase, Taiwo, & Ogbechi, 2020). To be relevant and competitive in an environment, a company's performance is defined as its capacity to meet the expectations of its stakeholders and employees while making the most efficient use of its strategic variables and other resources derived from its technological capabilities and infrastructure.

III. THEORETICAL LITERATURE

The theoretical foundations of this research were the core competency model and the Resource-Based View (RBV) model. Looking at it through the lens of the RBV theory of a firm, outsourcing is seen as a strategic move that can help bridge the gaps in the organisation's competencies and resources. Outsourcing becomes necessary when a company's weaknesses are brought about by a lack of readily available, uncommon, and organised resources and capabilities, according to the resource approach (Barney, 2001). The emphasis of RBV theory is on the internal resources of the organisation, not on the opportunities and challenges that the industry brings from the outside. Suppose a resource is to produce economic value and is currently scarce, difficult to replicate, non-substitutable, and not readily available from the market. In that case, the idea posits that it can generate a durable competitive advantage. Firm operations should be performed in-house or by external providers, according to core competency theory, which is based on the decision to buy or make. Given the current state of outsourcing, which is impacting all industries, it is prudent to outsource non-core activities to the most qualified professionals in the field. On the other hand, core competencies include a thorough understanding of the production system at hand, as well as its procedures and the most effective ways to integrate them for optimisation.

IV. EMPIRICAL LITERATURE

Outsourcing poses a threat to road freight, according to research by Naletina, Petljak, and Rozic (2020) in their analysis of the Croatia Promet-traffic and transportation example. The research aimed to examine the road freight transport sector empirically in order to determine whether outsourcing could provide a competitive advantage to road freight operators. The methodology of this study relies on data collected from a sample of Croatian road freight transporters. Since a lot of transportation companies outsource their resources, this study aimed to gain insight into their outsourcing activities by analysing the number of vehicles and drivers in their fleet. For the purpose of validating the model's assumptions, we performed a correlation analysis, a variance inflation test, and multiple regression analysis. The outcome validated the link between the outsourced resources and the staff and service distinction. The implication is that businesses that rely on a large fleet of hired vehicles should differentiate their services, while those who own most of their vehicles should differentiate their staff to gain a competitive advantage.

A study of Del Monte Kenya Limited by Kamaga and Ismail (2016) examines the impact of outsourcing on the performance of organisations in Kenya's manufacturing sector. The goal was to find out if ricks has an effect on business performance and if cost, quality, and technological adaptation impact survival. In order to choose the sample, the researcher employed a descriptive study design and a census survey. Using SPSS version 21, we conducted quantitative analyses of the primary source data using descriptive and inferential statistics. While rick and organisational survival had a weak and insignificant relationship, the results showed that cost, quality, and technology adaptation had strong positive and significant relationships.

Analysing the effects of non-core function outsourcing on Anita, Noda, and Gold Gate Hotels, Agymany, Aikins, Asibey, and Osei (2014) examine the hotel sector as a whole. This study looked at the hotel industry in Kumasi, Ghana, and how it handles outsourcing and the problems that come with it. The obtained questionnaire was analysed using a descriptive technique. According to the research, hotels have found success and benefit from focusing on core functions while outsourcing non-core functions.

V. METHODOLOGY

A) Population and Sample

In order to gather data, the study used a descriptive survey methodology that relies on cross-sectional administration. The chosen business organisations in Ogun State, Nigeria, make up the population. Ogun State was selected due to its high industrialised viability and the number of commercial hubs compared to other Federal states. Ogun State was chosen for this study by using a convenience sample of 150 corporate firms and a judgmental selection of 1200 respondents, all of whom were managers or senior personnel. Researchers collected information from study participants using a standardised questionnaire with a 5-point Likert scale. The questionnaire consisted of twenty-one items, as well as bio-data, with responses ranging from "strongly agree" (5) to "strongly disagree" (1). Thirty (30) respondents from corporate organisations were surveyed in a pilot study conducted at Sagamu Local Government Area using systematic sampling. The purpose of this was to ensure that the clients who were asked the question understood it clearly. According to the results of the pilot study, the instrument was easy to use and understand. Prior to administration, the questionnaire was additionally reviewed by experts to ensure its content validity. The items' reliability and internal consistency were assessed using Cronbach's Alpha, which yielded a coefficient for the constructs ranging from 0.60 to 0.70. We utilised the 1,000 returned questionnaires (representing 83% of the total) for our analysis out of 1,200 that were sent out.

B) Data Analysis And Results

According to the data in Table 1, 812 (91.2%) of the employees who took part in the survey were male, while 188 (18.8%) were female. It suggests that there are more male employees than female participants. To elaborate, 473 people (47.3%) were unmarried, 295 (29.5%) were married, 191 (19.1%) were divorced, and 41 (4.1%) were widowed. The assumption is that they can divide up tasks and keep everyone on task. Among the responders, 379 (33.9%) were in the 51-60 age range, 338 (33.8%) were in the 41-50 age bracket, 170 (17.0%) were in the 30-40 age group, and 113 (11.3%) were 61 and up. It suggests that most people involved are rational decision-makers who are within the bounds of labour mobility. In addition, out of the total number of employees, 346 (34.6%) have 21-30 years of experience, 309 (30.9%) have 11-20 years of experience, 174 (17.4%) have 1-10 years of experience, and 171 (17.1%) have more than 31 years of experience. Finally, regarding the respondents' educational background, 496 (49.6%) had a bachelor's degree, 335 (33.5%) had a master's degree, and 169 (16.9%) had a diploma in a related field. They must be very smart, capable, and well-educated to make such logical choices under pressure.

Table 1: **Bio-Data Distribution of the Respondents**

S/N	Demographic variable	Grouping	Frequency	Percent
1.	Gender(Sex)	Male	812	81.2
		Female	188	18.8
2.	Marital Status	Single	473	47.3
		Married	295	29.5
		Divorce	191	19.1
		Widowed	41	4.1
3.	Age Brackets	30-40	170	17.0
		41-50	338	33.8
		51-60	379	37.9
		61 years and above	113	11.3
3.	Years of Work Experience	1-10	174	17.4
		11-20	309	30.9
		21-30	346	34.6
		31 years and above	171	17.1
4.	Highest Educational Qualification	Secondary	==	==
		Graduate	469	46.9
		Postgraduate	335	33.5
		Professional	169	16.9

H_1 There is a significant relationship between the subcontracting strategy and organisational performance sustainability in the post-COVID-19 era.

An excellent linear association between the dependent variable (Organisational performance sustainability) and the independent variables (Outsourcing sub-contract) was demonstrated by the model's R-value of 0.703, as shown in Table 2. The dependent variable, organisational performance sustainability, was found to be 49% explained by the independent variables, the outsourcing variable of subcontract, as indicated by the R2 value of 0.494 and p-value less than 0.05. Organisational performance, sustainability, and the outsourcing variable of the subcontract are the dependent variables, and the adjusted R2 reveals the real contribution of the independent variables to both. The significant F-value of 223.717 at.000 indicates that the independent variables have excellent explanatory power. This proves that there is no specification bias in the model. Table 2 shows the standardised beta coefficient of outsourcing and subcontract, which, when analysed with the regression coefficient, revealed the relative importance of the independent variables in determining the dependent variable. In Table 3, the outsourcing variable for subcontracting has a beta value of.715 and a p-value of 0.000. Organisational performance sustainability is significantly impacted by the outsourcing variable of subcontracting, according to the results.

Table 2: Regression Analysis for Sub-Contracting Strategy and Organisational Performance Sustainability in Post Post-COVID-19 Era

Model Summary B	Summary of Statistics					Coefficients				
						Unstd		Std		
	R	R^2	Adj R^2	Std error	DW	B	Std Error	B	T	Sig.
Constant	.703[a]	,494	0.492	0.733	2.497	.715	0.140		5.122	0.000
SS						0.2526	0.030	0.407	17.420	0.000

a. Dependent Variable: Organisational performance sustainability.

Table 3 shows the results of the ANOVA, which can help you see where the model is strong and where it is weak. A poor regression model is indicated by an F-test score that is not statistically significant (Belle, 2008). Results show that at the 0.05 level of significance, the F-test value is 223.717, and the p-value is 0.00. We may conclude that the regression model was a good fit because the F-test is significant (p-value 0.00 achieved was < 0.05).

Table 3: Analysis of Variance (ANOVA) on outsourcing variable of Sub-Contracting Strategy and Organisational Performance Sustainability in Post Post-COVID-19 Era.

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	600.910	5	120.182	223.717	.000[b]
	Residual	616.173	1147	.537		
	Total	1217.082	1152			
a. Dependent Variable: Organisational performance sustainability						
b. Predictors: (Constant), Sub-contracting						

H_2 There is a significant relationship between core competencies and organisational performance sustainability in the post-COVID-19 era.

After controlling for the outsourcing variable of core competences, the regression, as shown in Table 4, yields an organisational performance sustainability score of 1.675. The explanatory variables positively and significantly impact organisational performance sustainability. Therefore, in the post-COVID-19 future, an increase of one percent in core competences will result in a 16.4 percent improvement in the sustainability of organisational performance. Companies' capacity to maintain high levels of performance in the years following COVID-19 is, hence, heavily dependent on their core strengths.

Table 4: Regression Analysis for Outsourcing variable of core competencies and Organisational Performance Sustainability in Post Post-COVID-19 Era

Model Summary[B]	Summary of Statistics					Coefficients				
						Unstd.		Std		
	R	R^2	Adj R^2	Std error	DW	B	Std Error	B	T	Sig.
Constant	.718[a]	,516	0.514	0.761	2.497	1.675	1.74		9.632	0.000
CC						0.242	0.038	0.164	6.389	0.000

a. Dependent Variable: Organisational performance sustainability.

Table 5 displays the results of the ANOVA, which may be used to identify the strengths and weaknesses of the model. The results shown in Table 4 indicate an F-test value of 244.391, which is statistically significant at the 0.05 level of significance (p0.00). The F-test was significant, therefore indicating that the regression model was a good fit, because the derived p-value of 0.00 was less than 0.05.

Table 5: Analysis of Variance (ANOVA) for Outsourcing variable of core competencies and Organisational Performance Sustainability in Post Post-COVID-19 Era.

ANOVA[a]						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	**Regression**	**707.666**	**5**	**141.533**	**244.391**	**.000[b]**
	Residual	664.259	1147	.579		
	Total	1371.925	1152			
a. Dependent Variable: Organisational performance sustainability						
b. Predictors: (Constant), Core Competencies						

H_3 There is a significant relationship between delegation strategy and organisational performance sustainability in the post-COVID-19 era.

With the outsourcing variable of the delegation strategy kept constant, the regression, as shown in Table 6, yields an organisational performance sustainability of 3.021. The explanatory variables positively and significantly impact organisational performance sustainability. Therefore, in the post-COVID-19 era, an increase of 4% in core competences will result in a 16.4% rise in the sustainability of organisational performance. Therefore, in the post-COVID-19 period, the delegation strategy significantly impacts the sustainability of organisational performance.

Table 6: Regression Analysis for Outsourcing variable of delegation strategy and Organisational Performance Sustainability in Post Post-COVID-19 Era

Model Summary[B]	**Summary of Statistics**					**Coefficients**				
						Unstd.		**Std**		
	R	**R^2**	**Adj R^2**	**Std error**	**DW**	**B**	**Std Error**	**B**	**T**	**Sig.**
Constant	.577[a]	,333	0.330	0.866	2.497	3.021	0.197		15.320	0.000
DS						0.441	0.036	0.321	12.281	0.000

a. Dependent Variable: Organisational performance sustainability.

Table 7 displays the results of the ANOVA, which may be used to identify the strengths and weaknesses of the model. Results show that at the 0.05 level of significance, the F-test has a value of 114.358 and a significance level of 0.00 (Table 7). The F-test was significant, therefore indicating that the regression model was a good fit, because the derived p-value of 0.00 was less than 0.05.

Table 7: Analysis of Variance (ANOVA) for Outsourcing variable of delegation strategy and Organisational Performance Sustainability in Post Post-COVID-19 Era.

ANOVA[a]						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	**Regression**	**428.467**	**5**	**85.643**	**114.358**	**.000[b]**
	Residual	859.495	1147	.249		
	Total	1287.962	1152			
a. Dependent Variable: Organisational performance sustainability						
b. Predictors: (Constant), Delegation Strategy						

VI. CONCLUSION AND RECOMMENDATIONS

For long-term corporate sustainability in the post-COVID-19 age, this research examined one particular cooperative organization's empirical evaluation of outsourcing and the strategic effects of outsourcing on organisational performance. Examining the strategic effects of outsourcing on the performance of organisations, this paper summed up recent developments in the field. Also emphasised the aspects of outsourcing that effectively boost the repositioning of the companies in light of the intense market rivalry. In addition, stress the significance of knowing the client's job values and priorities in order to use all outsourced elements to affect them. The results indicate that the observed aspects of outsourcing are positively associated with the sustainable development performance of businesses, particularly when it comes to obtaining a competitive edge in the face of intense competition. Organisational performance sustainability in the post-COVID-19 period is significantly impacted by outsourcing characteristics such as core competences, delegation techniques, and sub-contracting, according to the results. The findings suggest that in order to meet consumer expectations and accomplish organisational goals, businesses should concentrate on their core skills, implement effective delegation mechanisms, and have the capability to outsource certain jobs. Thus, by boosting performance and freeing up internal resources for core capabilities, outsourcing aids in achieving, sustaining, and preserving a competitive edge.

The study's results and conclusions led to the following suggestions. If businesses want to keep the respect and confidence their consumers have in their products, they need to focus on what they do well. An organization's capacity to prioritise tasks based on customer perception of the product and capabilities is heavily dependent on how well it knows how much work to outsource to subcontractors. As a result, upper management must be well-versed with the growing trend of outsourcing arrangements, the unexpected complexity of their accompanying costs, and the nature of the risks that threaten to disrupt the business. Regarding relevance, sustainability, and maintaining competitiveness in the market, organisations should make the most of other resources derived from technological capabilities and infrastructure while making best use of the strategic outsourcing variables.

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