



Effect of Outsourcing Strategies on the Organizational Performance of Fast-Food Industries in Lokoja Metropolis

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Abstract

This study examined effect of Outsourcing Strategies on the Organizational Performance of Fast-Food Industries in Lokoja Metropolis (A case study of six selected fast food). The main objective of this study is to examine the effect of outsourcing strategies on the organizational performance of fast-food industry, in Lokoja metropolis. The hypothesis tested is in correlation with the research objectives and the questions. The research adopted structure form of questioning in designing the questionnaire, options were provided for the respondent to choose from. The researcher made use of both primary and secondary source of data collection. The study found that cost was the first most important driver for outsourcing in the company. The study findings revealed that the second most important driving force for outsourcing strategy was innovation and finally, the study found that the need to focus on core competencies was a major reason why the company chose to outsource some of its activities. Firm should adopt strategic and well thought out outsourcing partnership in order to continuously reduce operating cost for growth, businesses should carefully consider their outsourcing strategies to ensure that while outsourcing helps in new innovations, the cost is controlled and core activities are never outsourced.

Keywords: Outsourcing, Performance, Innovation, Strategies

Introduction

Outsourcing has not been efficiently utilized in the past, but much in the late 1990s, with the advent of informational technology outsourcing has glaringly improved. The objectives then were often largely restricted to achieving operational efficiencies. The world has witnessed a remarkably rapid growth in business process outsourcing to areas such as business, product development and innovation as well as sales and services.

As Cox (2014) states that as from the early days when it was viewed as little more than a ho-hum tactic which aimed at reducing costs, outsourcing has now matured into a strategic management tool. Global outsourcing market's growth in the past years has been phenomenal, and all indications are that the pace will continue in the coming years. In the face of increasingly intensified competition in the emerging global economy, business firms are progressively turning to outsourcing of some of their functions.

With an increasingly turbulent business environment, organizations are continuously looking for better ways of gaining competitive advantage. One of the strategies that firms can employ to



acquire sustainable competitive advantage is contract business (commonly known as outsourcing). Outsourcing is considered to be basically that part of an organization's process, which is sourced from outside suppliers with no regard for the type of relation with these suppliers (Masinde, 2014).

Many managers consider outsourcing as the only way to keep a business competitive in this century. The highly turbulent business environment coupled with almost insatiable customer demands for tailored services and products has forced businesses to over time evaluate, improve and re-engineer their operations. As Insinga and Werle (2000) note, these reengineered processes have a significant contribution to the efforts by organizations to wholly satisfy customer needs and wants.

Many organizations in the business industry are now increasingly pursuing continuous improvement, reengineered business processes, and integrated supply chains. This study was informed as a result of the need to examine the effects of outsourcing strategies on the organizational performance of fast food industry in Lokoja local Metropolis.

In a highly globalized and competitive market, organizations must strive to be innovative and agile enough to meet the ever evolving customer demands. According to Welch and Nayak (2013), the Twentieth century Fast food had been approaching outsourcing in a nearsighted manner with regard to past decisions. Then outsourcing was viewed as a tactical instrument par excellence, an instrument for cost reduction. Welch and Nayak further encourage managers to take a strategic viewpoint so as to achieve better results. Contractor (2010) observe that, "with growing complexity of products and services, even the largest businesses no longer have all the diverse components of knowledge within their own organization, or personnel, to be competitive in research, production, and marketing". Therefore, the obviously increasing need for businesses to let go of non-core activities so as to free organizational resources and capabilities and concentrate on the core activities of the organization.

Therefore, competitive advantage founded on organizational capabilities and strategies may result in better quality, efficiency and flexibility (Maku & Iravo, 2013). Today's global fast food is under pressure to continuously pursue mass customization and flexibility while reaping from economies of scale. This simultaneous and constant search for a system's flexibility, responsiveness and reliability on the one hand, and low costs on the other, has led to the reconfiguration of the design and production activities and has therefore birthed the changes in the overall supply chain management discipline (Smith, 2010).

According to Lawson (2014), lowering its cost of operation is an important metric in a company's profitability equation and hence the basic objective for any strategy is to increase the sales while reducing the cost simultaneously. Some of the costs that are eliminated by outsourcing include administrative costs, fixed machinery costs, employee costs, insurance costs and financing costs. Some of the other activities that the company has been outsourcing for focus were listed as contract business for soaps, inbound and outbound logistics, merchandising, housekeeping, staff canteen,



and security services. Recently, the company has also partnered with IBM for IT services hosting. The study found that these outsourcing efforts had enabled the company to concentrate its effort on building and expanding its best-in-world competencies.

It seems that a sizable portion of employees today no longer care about their jobs or jobs in general. The failure and subpar performance of businesses are ultimately caused by this lack of motivation. According to Manzoor, Awan, and Mariam (2012), employees in all departments are under a lot of stress, which is hurting their performance as a whole. According to Broni and Nanyeke (2012), it might be difficult for managers to get good performance from their staff members in order to meet organizational goals. Managers encounter this difficulty every day.

The study ascertained some of the challenges associated with outsourcing for innovation as loss of control over quality, risk of proprietary rights violation, higher bargaining power of suppliers and IT security risks. These concerns confirm Cox's (2014) viewpoint that outsourcing innovation still remains a grey area and that in order to reap the benefits of outsourcing, organizations must plan these carefully. It is prudent therefore to ensure that the benefits outweigh the risks and that these risks are mitigated and managed wisely by use of constant monitoring and control.

The strategic concept of outsourcing works by analyzing a company's ability to compete, its competitive advantages, and its competitive position when compared to its competitors. While many firms have adopted the outsourcing strategy in their operations to improve their competitiveness, others have not, leading many to ask what driving factors influence the decision to use outsourcing and how such outsourcing improves organizational performance.

Another problem is that some fast food businesses need to adopt effective outsourcing strategy to reduce operational costs because cost-driven outsourcing had a fairly positive impact on overall organizational performance. Outsourcing has been one of the major strategies that businesses utilize in order to remain competitive in the current dynamic environment. Several organizations and institutions have adopted outsourcing of some of the value chain activities to third parties. This is due to the benefits resulting from such as lower cost, better customer satisfaction and more importantly freeing the management to concentrate on the more strategic issues by ceding the non-core functions to specialized firms (Elegbebe, 2012). Finally, innovation and information technology have a great extent helped so many businesses in outsourcing but so many fast food have not also utilize that to stand a better chance in the highly competitive food business in Lokoja Metropolis.

The main objective of this study is to examine the effects of outsourcing strategies on the organizational performance of fast-food industries in Lokoja, the state capital. The specific objectives are to:

- i. Examine the impact of cost reduction on performance of fast-food industry in Lokoja, metropolis, Kogi State.

- ii. Determine correlation between technology adoption on organizational performance of Fast-Food business in the Lokoja, Kogi State
- iii. To ascertain the effect of quality Improvement of products on the performance of Fast-Food Businesses in in the Lokoja, Kogi State.
- iv. To what extent does innovation and focus driven have on the performance of fast-food Businesses in the Lokoja, Kogi State

Literature Review

The conceptual frame work of this study comprises of Independent Variables which consist of Out Sourcing Strategies (OSS), Proxy by Cost Reduction (CR), Technology Adoption (TA) and Improvement in Quality (IQ) while Dependent Variable consist of Organizational Performance (OP) measured by Financial Performance (FP).

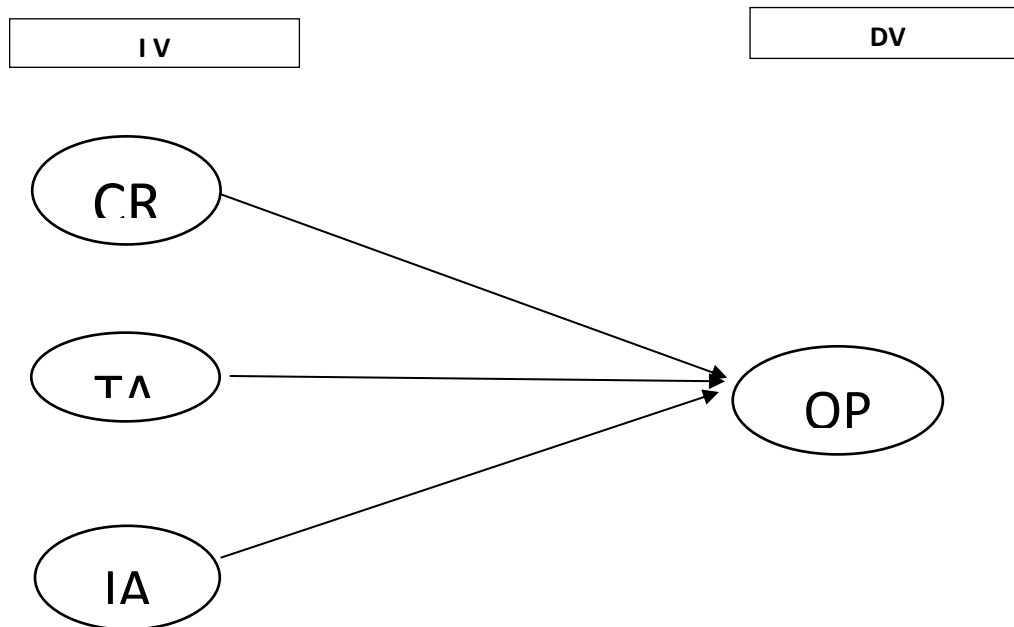


Fig 1: Framework of the study 2025

2.1.1ncept of Outsourcing

Reducing Costs

Strategic outsourcing when approached in a proper manner can lead to a vital combination of reducing both costs and risks. This is because the outside suppliers undertake investments and development risks that the outsourcer avoids. Therefore, by sharing these risks among multiple clients, the supplier lowers costs for all its clients due to the pooling effect and economies of scale. Additionally, risk management in itself is now becoming one of the critical new tools and benefits of outsourcing (Lawson, et al., 2014).



In some cases, a company may find that the extent of relationship required to absorb a strategic suppliers' strong technical capabilities may lead to increased coordination costs or may increase the possibility of unintended technology leakage (Contractor, 2011). Such businesses may therefore avoid these costs by outsourcing technical capabilities from strong strategic partners. For instance, strategic suppliers with strong technical capabilities will often be developing new sticky knowledge that firms will find difficult to access and costly to transfer across inter-organizational boundaries, even when they seek to develop relationship-specific absorptive capabilities (Lawson, 2014).

Furthermore, when a strategic partner's intrinsic organizational capabilities are considered their core competencies, it will become increasingly difficult and costly for the client firms to absorb the strategic supplier's technical knowledge because of the supplier's fear of opportunism and loss of bargaining power. Strong suppliers understand their strengths and they protect these diligently. This creates a win-win situation for both the supplier and the outsourcing firm (Asakawa, 2014). Therefore, the choice of the service provider plays a critical role in achieving reduced costs and risks. This is in agreement with the findings of Kiongera et al, 2014 in their case study of Delmonte Nigeria Ltd where they found that outsourcing security and transport function to G4S and Metro not only enhanced the positive image to the firm but also provided efficiency and reduced coordination cost.

Innovation Driven

According to Buchanan (2014), innovation is defined as something that changes a market. Businesses are said to be innovative when they develop something better for their customers. This can be done by improving or developing not only the products but also their materials and means of production. More recently, businesses are choosing to innovate intensively around the processes. Proponents of this strategy argue that, competitors will find it harder to copy your product if they must also copy the processes and systems that are used to make that product.

Lichtenthaler (2011) found out that it is increasingly becoming a critical part of strategic management to outsource innovation and new product development. However, there is still a grey area, with a lot of heated debate on whether outsourcing innovation may expose the firm to business risk. Such risk includes spillage of business secrets and formulas, as well as the potential of the supplier becoming a competitor. Cox (2014) outlines some common outsourcing mistakes, one of which is the failure to understand pre- and post-contractual power and leverage, and its relationship to moral hazard and lock-in. Other mistakes are a lack of a robust exit strategy, lack of constant monitoring and idiosyncratic approaches by managers.

Resource-Based View Theory

This study employed the Resource-Based View theory as argued by Wernerfelt, (1984). The theory argues that a firm has the ability to achieve and sustain competitive advantage if it possesses



resources that are valuable, rare, imperfectly imitable and non-substitutable. Not all resources are strategically relevant within an organization.

The goal of an organization is to ensure it has access to and control of valuable resources by developing and securing all the relevant resources either internally or externally. If a firm possesses critical resources that have strategic value, it is better to retain the activity in-house. On the contrary, if the strategic value of target activities is low and no internal resources are available to perform such activities, it is beneficial for the company to outsource them. For the sustainable competitive advantages firms are forced to rely on a multitude of outside suppliers for parts, software, knowhow and sales and in doing so gain access to valuable resources and external capabilities (Langlois 1990). The argument here fits with the need and factors that lead to outsourcing decisions in firms, whether they are cost reduction, new product/services introduction, focus on core competencies or labour flexibility and how they improve organizational performance.

Empirical Review

Appish-Adu et al. (2016) in their study sought to investigate the effect of outsourcing and technology transfer on cooperate performance of companies in Ghana. The theoretical frame work of the work was the source-position performance model originally propounded by day and Wensley (1988). The cross-sectional survey approach was used as their research design while data collection was through questionnaires that were administered. The lending firms in Ghana, drawn from the country's top one hundred (100) companies formed the target sample for the study. The model adopted identified outsourcing, technology transfer and capability as drivers of business performance. The study adopted the Partial Least Squares (P L S) and Structural Equation Modeling (SEM) as their model estimation technique. It was found that the relationship between outsourcing and enhanced capability of local firms was positive, moderate and significant impact of outsourcing on capability.

Kemenga and Ismail (2016) investigated the effects of outsourcing on performance of organizations in the manufacturing sector in Kenyan firms. The descriptive research design was utilized. Data was sourced by administration of questionnaire. The study targeted a population of forty –two (42) management staff from three major departments at Del Monte Kenya Limited namely: Production, Transport and Agriculture, Engineering. The researcher used census survey method to pick his sample. The dependent variable was organizational performance.

Methodology

The area of this research covers six (6) selected fast food industry in the state capital, Lokoja metropolis, Kogi State which involves: Misi T Restaurant, Treasure Bakery, Moremi Restaurant, GT Plaza Fast Food, Nneamaka Fast Food and Chicken Republic.



The research adopted structure form of questioning. In designing the questionnaire, options were provided for the respondents to choose from. The population of the Study Comprises the entire Staff of six (6) selected fast food Industry in Ilokoja Metropolis. The Population is made up of total number of one hundred and twenty (120) Workers in the fast food. The Sample Size of Eight five (85) workers was drawn from the population above using Sample random Sampling Techniques and Taro Yamani's.

To determine the Sample, the Satisfied & Sampling method was used.

CALCULATIONS:

Misi T Restaurant = 14

Treasure Bakery = 21

Moremi Restaurant = 7

GT Plaza Fast Food = 18

Nneamaka Fast Food = 11

Chicken Republic = 14

Table 1: Variable Measurement and Justification

Variable	Type independent	Measurement	Justification
Outsourcing Strategies (OSS)	Independent	Down sizing and cost reduction at large organization	Abraham, (2016).
Cost Reduction (CR)	Independent	Cost reduction refers to the process of permanently reducing the expenses involved in manufacturing products or rendering services	Hirschheim (2009)
Technology Adoption (TA)	Independent	Technology adaptation is the process by which people or organization accept and use new technologies.	Corley (2000), Steensma Kevin and Corley (2000)
Improvement in quality	Independent	A focus on activities to improve performance above minimum standards and reasonable expected levels of performance, quality and practice.	(Brannemo, 2006). (Cousins et al., 2006).
Organizational performance (OP)	Dependent	Organizational performance is the ability of an organization to reach its goals and optimal result.	Kotabe (1998)

Source: Researcher's Compilation (2024).



Result and Discussion

Table 2: Cost reduction has impact on performance of fast food industry in Lokoja, metropolis, Kogi State

Option	No. of Respondents	Percentage (%)
Strongly agreed	40	47
Agreed	10	12
Undecided	11	13
Strongly Disagreed	4	4
Disagreed	20	24
Total	85	100

Source: Field Survey, 2024

The table above shows that 40 respondents representing 47% strongly agreed that effective cost reduction has impact on the performance of fast food industry in Lokoja Metropolis, Kogi State. 10 respondents representing 12% only agreed, 11 respondents representing 13% were undecided, while 4 respondents representing 4% strongly disagreed. Finally, 20 respondents representing 24% disagreed that effective cost reduction has impact on the performance of fast food industry in Lokoja Metropolis, Kogi State.

Table 3: Technology adoption has effect on organizational performance of fast food businesses

Option	No. of Respondents	Percentage (%)
Strongly agreed	30	34
Agreed	10	11
Undecided	5	7
Strongly Disagreed	20	24
Disagreed	20	24
Total	85	100

Source: Field Survey, 2024

Table 3 above shows that 30 respondents representing 34% strongly agreed that Technology adoption has effect on organization performance of fast-food business. 10 respondents representing 11% only agreed, 5 respondents representing 7% were undecided, 20 respondents representing 24% strongly disagreed and finally, 20 respondents representing 24% disagreed that technology adoption has impact on the performance of fast-food industry in Lokoja Metropolis, Kogi State.



Table 4. Improvement in Quality of products has effect on the performance of Fast-Food Businesses in the state capital.

Option	No. of Respondents	Percentage (%)
Strongly agreed	30	35
Agreed	10	12
Undecided	15	18
Strongly Disagreed	10	11
Disagreed	20	24
Total	85	100

Source: Field Survey, 2024

The table above shows that 30 respondents representing 35% strongly agreed that improvement in quality of products have effect on the performance of fast food business in Lokoja local government, 10 respondents representing 12% only agreed, 15 respondents representing 18% were undecided, while 10 respondents representing 11% strongly disagreed. Finally, 20 respondents representing 24% disagreed that improvement in quality of products have effect on the performance of fast food business in Lokoja metropolis, Kogi State.

Table 5 Innovation has effect on the performance of fast food business in Lokoja Metropolis, Kogi State.

Option	No. of Respondents	Percentage (%)
Strongly agreed	35	42
Agreed	15	18
Undecided	15	18
Strongly Disagreed	10	11
Disagreed	10	11
Total	85	100%

Source: Field Survey, 2024

Table 5 above shows that 35 respondents representing 42% strongly agreed that innovation and focus driven have contribute positively on the performance in fast food business in Lokoja Metropolis, Kogi State 15 respondents representing 18% only agreed, 15 respondents representing 18% were undecided, while 10 respondents representing 11% strongly disagreed. Finally, 10 respondents representing 11% disagreed that information technology has contribute to outsourcing strategies in fast food business in Lokoja Metropolis, Kogi State.

Conclusion and Recommendations

Businesses may choose to incorporate outsourcing in their corporate strategies with a bid to reduce cost and risk while increasing efficiency. Strategic outsourcing results in improved organizational



performance by reducing costs and risks associated with in-house production, increasing operational efficiency, and therefore increasing profitability and growth. Well managed outsourcing results in both short term cost reduction and long term efficiency and sustainable performance.

Businesses also outsource for the reason of improving innovativeness in the market place. This is the ability to create, develop and deliver value to the market faster than its competitors. This strategic decision results to greater flexibility and innovativeness thus creating competitive advantage which in turn leads to higher sales growth, increased profitability, increased customer satisfaction, hence increased market share. Outsourcing for innovation creates the flexibility that is necessary for innovative growth which is both quicker and better, therefore improving the overall performance of the company. The success of innovation driven outsourcing largely depends on the success of the other two drivers for outsourcing - cost control and a clear definition of a firm's core competencies. A careless approach to outsourced innovation can be a huge business mistake; therefore, all factors must be carefully evaluated before the decision is taken.

Strategic outsourcing is one way by which firms may build and sustain their core competencies, which is vital for survival. Therefore, a firm needs to create a focus around its core competencies, which entails handing over the activities of low strategic value to specialists who can do them better through strategic outsourcing. Therefore, strategic outsourcing frees up company's resources so as to concentrate on its core business. This creates competitive advantage which in turn leads to improved sales, better profits, more satisfied customers and better market share. Therefore, focus driven outsourcing leads to improved organizational performance.

Based on the purpose of the study, findings, and conclusion, the following recommendations were made that:

- i. Firms should adopt strategic and well thought out outsourcing partnerships in order to continuously reduce operating costs for growth.
- ii. Cost should not be the only driving factor for outsourcing. Managers should consider other factors too while evaluating the cost and benefit of outsourcing, so as to ensure that the maximum benefit is achieved from the strategy in terms of reduced costs and risks, increased efficiency.
- iii. Businesses should carefully consider their outsourcing strategies to ensure that while outsourcing helps in new innovations, the cost is controlled and core activities are never outsourced.
- iv. Additionally, innovation should not be outsourced until the organization has carefully evaluated its value chain and successfully determined its non-core activities which it can subsequently outsource.



- v. Businesses should clearly identify their core competencies from the non-core functions. Managers should review the potential benefit to be gained if the non-core functions are outsourced. Outsourcing strategy should be so structured that it enables the organization to concentrate its efforts on building its core competencies to a best-in-world level, so as to generate competitive advantage.



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