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SOCIAL INTEGRATION AND EMPLOYEE COMMITMENT IN NIGERIAN MANUFACTURING FIRMS: A REVIEW OF LITERATURE

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ABSTRACT: *This paper examines the interaction between social integration as an emergent concept of quality of work life and employee commitment in Nigeria. Adopting a literary review approach. Data gathered from 320 respondents interviewed indicates that social integration is a strong predictor of employee commitment such as affective, continuance and normative commitment. Hence, we recommend that manufacturing firms should adopt policies that will orient their employees and integrate them to the culture of the organisation so as to prevent work alienation, and that structures should be designed in a manner that give employees right and access to positions and status in core institution of the organisation, as this will increase the commitment level of the employees.*

KEYWORDS: Affective Commitment, Normative Commitment, Continuance Commitment, Social Integration, Employee Commitment

INTRODUCTION

The workplace is changing dramatically and demands for quality products and services are increasing. To remain competitive in the face of these pressures, employee commitment is crucial. The benefits of having the best trained workers using the most advanced technology can be nullified by employees who do not want to use their energy and skills for the benefit of the organisation. However, most managers lack the understanding, or ignore the fact that employees are social beings, belonging to a particular social system, family life style and culture. To improve commitment rate organizations, need to consider the social welfare of their employees when designing polices and work processes, understanding that, without the personal efforts and commitment of the employees, organizations cannot succeed (Muindi, 2015). Again, without employee commitment, there can be no improvement in any area of business activity given that employees are the stimulating energy behind every successful organization. Van Dyne and Graham (2004) contend that various personal, situational and positional factors can affect the commitment of employees and consequently their attitudes and behaviour. Also, the trend with most manufacturing firms in Port Harcourt and Nigeria at large is the lack of value for committed employees as they are willing to sacrifice workers to maintain their financial bottom line. Employees point to decades of downsizing, rightsizing and re-engineering as evidence that entrepreneurs of manufacturing sector treat them as expendable commodities when times get tough (Bragg, 2002). While manufacturing firms still want their employees to be productive and committed, to be proud of their organisations and to remain with them for a reasonable period of time, they need to acknowledge that employees also have needs both as workers and individuals, unfortunately however, practices by most manufacturing firms have not kept pace with the changing needs of employees and this resulted in high turnover, lack of commitment and poor-spirited workforce.

Again, Almarshad, (2015) noted that employees of the manufacturing sub-sector have shown high rate of low morale, poor motivation, job dissatisfaction, lack of loyalty resulting from manufacturing firm's inability to develop strategies that enable them to become engaged and deeply involved in the running of the organization. Managers of this firms in their bid to maximize profit have neglected the importance of effective management practices in enhancing performance, and ensuring the attainment of competitive advantage. As observed by Onugu (2005) the lack of entrepreneurial skills, poor management practices, shortages of skilled personnel, and high enterprise mortality have been one of the worst challenges facing manufacturing firms in Nigeria. It is against this backdrop that we undertake this study in order to examine the causal relationship between social integration and employee commitment of manufacturing firms in Rivers State, Nigeria.

LITERATURE

Social Integration

Social integration is an important phenomenon in Quality of work life that is concerned with making an organisation more equitable. In other words, social integration can be explained as the process of promoting the values, relations and institutions that enable all employees to participate in social, economic and political life of an organisation on the basis of equality of rights and opportunity, equity and dignity (Ferguson 2008). A socially integrated organisation strongly believes that all employees belong to the organisation and have the right and power to influence it.

Again, social integration refers to the extent to which employees experience cooperative social interaction with their group members, satisfaction with other group members, and attraction to the group (Wang and Kim, 2013). Social integration which is also described as employees' developing a social sense of the organizational environment and to be liked and accepted by peers is considered as one of the most critical indicators of newcomers' adjustment (Morrison, 1993; Bauer and Gren; 1998). As a result of access to people and network, social integration gives a sense of control, makes the organizational environment predictable, and thereby allows employees have social-capital resources whenever they need information and support (Ashford and Black, 2006). By actively seeking information and feedback and knowing what others expect them to do, newcomers understand more clearly the difference between being and not being a member of the organization and thereby increase their perceived insider status (Masterson and Stamper, 2003). Furthermore, proactively building relationships enable newcomer to interact frequently with their co-workers and help them acquire interpersonal skills needed for cooperation (Wanberg and Kammeyer-Mueller, 2000). The close interaction with group members enables new comers form a positive impression in organizational environment. (Wang and Kim, 2013). Theorists posit that integration into a social group involves the establishment of a situational identity and that those who successfully establish an identity through social interactions more strongly identify with the organization as a whole, which in turn, enhances their commitment (Reichers, 1987; Kammeyer-Mueller and Wanberg 2003, Mengüc et al., 2007). Taking into account the reviewed literature, we propose that social integration predicts employees' commitment to the organization. More so, whether the employee achieves personal identity and self-esteem is influenced by such attributes in the climate of his workplace as these: freedom from prejudice, a sense of community, interpersonal openness, and the absence of stratification in the organization and the existence of upward mobility, openness, and the absence of stratification in the organization. Employees that experiences social integration are more likely to accept their responsibilities as members of an organization and as members of a social network at work. The motivation of responsibility and support from organizational environment increase employees' commitment to the organization.

According to Bosswick and Heckman (2006), social integration is the inclusion and acceptance of employees into the core institutions, relationships, and position of stakeholders. Bosswick and Heckman argued that there are four dimensions of social integration: structural, cultural, interactive, and identificational, that they are connected to each other and that together they form the conditions for successful social integration into the organisation.

Structural integration means that employees have rights and access to position and status in the core institutions of their employers, such as, the housing system, welfare system, and organisational citizenship. Participation in these core institutions determines an employee's socio-economic status and the resources and opportunities available to him or her. It is, however, not possible to participate in the core organisational processes without first attaining cultural competencies.

Cultural integration indicates that employees can only claim rights and assume position in the organisation they work for, if they obtain communicative competencies and knowledge about the dominant organisational culture. Even though cultural integration mainly concerns employees, it is a two-way process of adaptation in which the organisation also has a responsibility to learn new ways to relate to employees and their needs. Policies that facilitate this kind of cultural integration include training and support for employees' cultural activities, which can also help them feel more at home.

Interactive integration refers to the acceptance and inclusion of employees in the relationships and social networks of the organisation. The preconditions for interactive integration are the core elements of cultural integration, as well as the ability to learn and apply the culture of the organisation. The fourth and last dimension, identificational integration, means that an employee has a feeling of belonging to, and identification with, groups in the organisation. These feelings of belonging may often develop later in the integration process as a consequence of participation and acceptance (Bosswick and Heckman 2006).

Furthermore, Wolfersberger and Thomas (2013), pointed out that social integration requires that interactions be normative, defined as not perceived or experienced as odd, peculiar, outlandish, or deserving of unusual attention and within the range of the expectable or consistent with an aspired norm. Also, Taylor, Racino, Knoll, and Lutfiyya (2007) corroborated the view that social integration implies that employees should have the opportunity to interact with other colleagues within and outside the organisation in other to form close relationships, and to achieve full participation in community life.

Employee Commitment

Employee Commitment is generating human energy and activating the human mind (Jaw and Liu, 2004). Meyer and Allen, (2001), defined commitment as a stabilizing force that acts to maintain behavioural direction when expectancy/equity conditions are not met and do not function. Commitment is an obliging force which requires that the person honour the commitment even in the face of fluctuating attitudes and whims (Brown, 1996). The relative strength of an individual's identification with and involvement in a particular organization (Mowday, 2009). It is the psychological bond of an employee to an organization, the strength of which depends on the degree of employee involvement, employee loyalty and belief in the values of the organization. It consists of three factors (Meyer and Allen, 2008). Employee commitment according to (Jaw and Liu, 2004) is not only a human relation concept but involves generating human energy and activating the human mind. Without commitment, the implementation of new ideas and initiatives will be compromised. (John and Elyse, 2010) Commitment has also been defined as a psychological state that binds the individual to the organization (John, Meyer and Elyse, 2010). This binding force can be experienced in different ways that can be accompanied by different mind-sets including: an affective attachment and involvement with the target, a felt obligation to the target, and an awareness of the costs associated with discontinuing involvement with the target (Boxall and Macky, 2009).

Other authors stated that while studying employee commitment there is need to recognise the complexity with which researchers have attempted to construct and view commitment as multi-faceted (Boxall and Macky, 2009). Moreover, employee commitment evolves as a strategic fit that links individuals, job, skills, knowledge, information flow, compensation and the configuration of the organization together to make the organization become more effective. Thus, employers that practice involvement and empowerment of employees will in turn have amplified the number of committed employees within its organization, this is further quite beneficial as it has been acknowledged to boost both individual and organizational outcomes and makes organization more competitive than its rivals.

Again, Dixit and Bhati (2012), had argued that no organization can be successful except its employees are devoted to the actualization of organizational goals. However, Osibanjo, Abiodun and Fadugba (2012), advanced that the extent to which employees are fulfilled in carrying out their various tasks may vary as a result of job environment, work schedules and reward systems. This may lead to various levels of satisfaction and commitment, where commitment is shaky, it leads to low productive and lack of motivation, whereas, if commitment is high then productivity and motivation levels are always high. In lieu of this, it could easily be acceptable to note that commitment is highly as a result of job satisfaction level, which implies that individuals are spurred to deliver value when they are satisfied with what they do. Commitment is most often defined as an association of employees to the organization as a result of involvement in its process (Meyer and Allen, 1991). Rowden (2000) described commitment as believing and accepting the objectives and values inherent in an organization and having the desires to continue to be a part of the organization. Robinson and Coulter (2003) argued that committed employees show strong desire to continue contributing to the growth and success of the organization, thereby developing a diminished propensity for turnover.

Researchers such as (Conway, Edel, Kathy and Monks, 2010), and (Owoyemi, Oyelere, Elegbede, and Gbajumo-Sheriff, 2011), propose one such conceptualization of commitment comprising three separate components these are, 1) Affective Commitment,2) Continuance Commitment and 2) Normative Commitment. The researchers gave a brief description of the three, each of which reflects a unique underlying psychological state.

Affective Commitment

Affective commitment refers to the employee’s emotional attachment to, identification with, and involvement in the organization. In traditional, ongoing employment relationships, a high level of affective commitment has been found to be related to low employee turnover, low absenteeism and improved job performance hence employees with a strong affective commitment continue employment with the organization because they want to do so (Wang, 2010). Several studies, describe the term commitment as an affective orientation of the employees toward the organization. Employees with affective commitment continue service with organization because they want to do so.

Kanter (2012) describe cohesion commitment as the attachment of an individual’s affectivity and emotion to the group. Affective commitment to the goal and values and to the organization for its own sake, apart from its purely instrumental worth as argued by Buchanan (2013). Mowday et al. (2016) describe affective approach as the relative strength of an individual’s identification with and involvement in a particular organization. Therefore, an individual who is affectively committed or emotionally attached to the organization believe in the goal and values of the organization, works hard for the organization and intend to stay with the organization (Mowday et al.,2016). Meyer and Allen (1996) correlates affective commitment with work experiences where employees experience psychologically comfortable feelings (such as approachable managers), increasing their sense of competence (such as feedback). The development of affective commitment involves recognizing the organization’s worth and internalising its principles and standards (Beck and Wilson 2000).

Normative Commitment

Normative commitment develops on the basis of earlier experiences influenced by family-based experiences (parents that stress work loyalty) or cultural experiences (sanctions against job-hopping) (Allen and Meyer, 1996). Normative commitment can increase through beliefs that the employees have. The normative aspect develops as individuals’ perception of their moral obligation to remain with a specific organization, irrespective of how much status improvement or fulfilment the organization gives the individual over the years (March and Mannari 2007). Thus, normative commitment/obligation is seen as a result of the receipt of benefits (which encourages a feeling that one should reciprocate), and/or acceptance of the terms of a psychological contract. Normative commitment reflects an individual’s feeling of obligation to maintain organizational membership because he/she believes it is morally right to be loyal to, and stay in, the organization. Although normative commitment is widely recognized as a salient dimension of employee commitment, it has been found to be substantially inter-related with affective commitment (Coyle-Shapiro, 2008).

Also, Randall and Cote (2011), also advanced that normative commitment is likely to spring up when employees feel a high sense of obligation to retain their jobs in a firm due to perceived investment such firms has made on them. This is to say, that as organizations make huge investment both monetary and non-monetary towards developing their workforce that such gesture may elicit the desire for the employees to remain in the organization more than they could have stayed. To a large extent this could be the reason most organizations set aside huge amounts of money as budget yearly geared towards compensation, training and development of staff as a way to boost their well-being.

Continuance Commitment

When employees enter into the organization, they are bound to maintain a link with the organization or committed to remain with the organization because of lack of alternative opportunity or awareness of the costs associated with leaving the organization. The cost associated with leaving includes attractive benefits; the threat of wasting time, effort spent acquiring, disruption of personal relationship. This was more appropriately defined by Allen & Meyer (1990) he proposed that continuance commitment develops on the basis of two factors: (1) number of investment (side bets) individuals make in their current organization and (2) perceived lack of alternatives. These investments can be anything that the individual considers valuable such as pension plans, organization benefits, status that would be lost by leaving the organization, which makes them stay with their current employers (Meyer & Allen, 1984) Similarly, lack of employment alternatives also increases the perceived costs associated with leaving the organization and therefore increase the continuance commitment of employees to the organization (Allen and Meyer, 1990). Kanter (1968) defined continuance commitment as cognitive – continuance commitment as that which occurs when there is a profit associated with continued participation and a cost associated with leaving". Somers (1993) suggest that continuance commitment can be subdivided into high sacrifice commitment ("personal sacrifice" associated with leaving) and low alternative commitment ("limited opportunities" for other employment).

The approach of continuance commitment develops when an individual recognizes that he or she will lose investments (the money they earn as a result of the time spent in the organization), and/or perceives that there are no alternatives or other course of action. When an individual has awareness or consideration about expenses and threats linked to leaving the organization, this form of commitment is considered to be calculative (Meyer and Allen 1997). Meyer and Allen (1991) also specified that individuals whose most important connection with the organization is based on continuance commitment stay with the organization simply because they have no choice. Continuance commitment describes an individual's need to remain with the organization resulting from her/his recognition of the costs such as tenure, pay, benefits, vesting of pensions and family commitment associated with leaving the organization. It may also refer to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so (Loi and Foley, 2008).

Social Integration and Employee Commitment

Estivalete et al. (2016) verified the influence of social integration and employee's affective commitment at work, from the perspective of the employees of a railway logistics company in Rio Grande do Sul. The survey involved 247 employees of a private company. The findings show that, in terms of affective commitment, the highest averages were attributed to the fulfilment, relation with superior and relation with colleague's factors, assuming that the employees feel fulfilled in their work, as well as perceive quality in the management, related to trainings received in order to promote professional improvement.

(Hurter, 2008) argues that greater levels of employee commitment lead to organisational benefits such as a continuous flow of improvements, cost and efficiency improvements and active employee participation. Committed employees are believed to enhance an organisation as they feel secure in their jobs, are well trained, feel part of a team and are proud thus enjoying doing their jobs (HseinHo, 2009).

Steers (2011), also stated that social integration was also found to be positively related to employee commitment, thus the research scan collates empirical evidence about the characteristics of highly dependable organizations such as a strong work ethic, highly reliable and how these organizations develop within and outside hence influencing employee commitment.

Organizations consist of people. How well the organization works depends on how these people integrate, they are working together generally along either hierarchical or process lines (McDonald, 2011). How well people work together is a crucial factor in the success of any organization or group. Employers have traditionally seen employees as collections of individuals held together through self-interest, rules, exercise of authority (McDonald, 2011). In today's world, there are many firms that support social integration in the form of quality circles, self-managing teams, liaisons. When observing any group of people who work together, one can notice many social processes going on such as communicating, influencing each other, cooperating with one another and competing (Hausknecht, 2012). Social integration and process in an organization brings availability of opportunities to play and how challenges and issues are tackled.

Researchers view social integration in an organization as communication, influence and prosocial behaviour. How well these integrations effectively play in the organization is highly responsible for the level of commitment among the employees (Conway, Edel, Kathy and Monks, 2010). High levels of commitment are experienced in organizations where communication channels are open and transparency is highly encouraged, positive competition is observed (Gantasala, 2011). For social integration to be viewed effectively in an organization setting, the organization must have a procedure that emphasizes work through top down social interactions structured around the organization chart, or hierarchy which work end to end structured around their business processes which enfold into complete integration (Mark and McDonald, 2011).

Through working and connecting with each other, employees do more than just what they are told top-down and more than what is defined as their job. When integrated individuals or groups influence the behaviour of each other, it is called social integration employees in action with one another means integration of some kind. These integrations bring about new attitudes of being involved and thus the process becomes social. Most organizations are concerned with positive integration and interactions because these create an environment which promotes employee commitment (Nguyen John and Nguyen, 2014).

A well implemented social integration creates a normative bond among employees and injects in them the obligation to return, any benefits received by them. Whereas investments accrue as employees make contributions that will be rewarded in the future, reciprocity would work in the opposite way: an individual would receive a benefit, such as training or an opportunity beyond his or her current ability, and would expect to repay it through future commitment (Bin,Ahmed, Shafi, and Shaheen, 2011).Research has shown that organizational investment in employee results in higher levels of employee affective commitment, as well as higher levels of employee citizenship behaviour (Tsui, Pearce, Porter, & Tripoli, 1997). Also, empirical studies have shown that employee commitment are functions of several variables such as satisfaction, organizational support, financial reward, communication promotion prospect and how well employees are fully integrated into organisations system (Brown, McHardy, McNabb and Taylor, 2011).

CONCLUSION AND RECOMMENDATION

This paper examined social integration as emerging concept in the work context with a special focus on manufacturing firms in Port Harcourt, Rivers State Nigeria. Based on findings and theoretical discovery, we concluded that social integration contributes to employee commitment. As our findings indicate, social integration contributes to better affective commitment, trust in the quality of management and synergize the employees in the manufacturing firms surveyed. Also, we observed that in manufacturing firms where employees are socially integrated into the system, information sharing is enhanced and employees tend to exhibit more continuance commitment that in turn engenders organisational development. Hence, we recommend that manufacturing should adopt policies that will orient their employees and integrate them to the culture of the organisations so as to prevent work alienation. Also, that supervisors and head of departments should encourage and or promote altruistic behaviour within their units and that organisational structures should be designed in a manner that give employees right and access to positions and status in core institution of the organisation, as this will increase the commitment level of the employees.

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OUTSOURCING SERVICES AND OPERATIONAL PERFORMANCE OF SELECT PRINTING PRESS COMPANIES IN PORT-HARCOURT, NIGERIA

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ABSTRACT: *The study examined outsourcing services and operational performance of select printing press companies in Port-Harcourt. The objective of the study was to determine the relationship between outsourcing and operational performance of select Printing Press Companies in Port-Harcourt. The study adopted survey design using structured questionnaire responses from 298 respondents. Since the population of the Printing Press Companies customers was deemed infinite, Walpole's formula was applied to determine the sample, while the management personnel of the six select printing press companies were contacted. The judgmental sampling method was used in selecting the 298 respondents that formed the sample of the study. The data collected were analyzed with inferential statistics of Pearson Product Moment Correlation (PPMC) with the aid of SPSS software. Three hypotheses were formulated and tested at 0.05 level of significance. The result showed that the Pearson Correlation coefficient is 0.735 (73.5%) which explains positive significant relationship between outsourcing and on-time delivery and probability value is 0.000 which is less than 0.05 significance level. The results also, showed positive relationships between Outsourcing and perceived product quality/services and repeat customer patronage with the Correlation coefficient of 0.883 (88.3%) and 0.876 (87.6%) with p – v 0.000 respectively. Therefore, we conclude that, any Organization that adopts outsourcing as a strategy if properly planned, controlled and coordinated will enhance their operational performance in terms of on-time product delivery, innovation and continuous improvement of product quality/services and influence customers to willingly engage on repeat patronage.*

KEYWORDS: Outsourcing Services, Operational Performance and Printing Press Companies

INTRODUCTION

Logistics outsourcing activities management in modern printing press companies involve decision making using outsourcing planning, coordination and control to improve organizational performance. In today's world of ever-increasing competition, organizations are looking for better option to gain competitive edge and generate value. Besides, there is an increasing trend of printing press companies' awareness that, competitive advantage comes from the delivery process as much as from the product (Muller, 1991).

Lysons and Farrington (2006) recognize competitive edge as a special requirement that enables an organization to deal with market dynamics and environmental forces better than its competitors. Many printing press companies seek to achieve competitive advantage through outsourcing. The printing press companies in an attempt to maximize value and minimize cost, decide to outsource support services, technological services and advertising services to vendors who are experts to perform such services for them in order to improve performance of their business.

However, outsourcing has implications for the day-to-day management and performance (Ellram, Tate and Bilington, 2007). As such in the emerging global economy, dwindling resources and market competitiveness have brought challenges to management to scrutinize the methods of producing goods and services and changes in their printing processes in order to offer qualitative service delivery. Outsourcing helps the companies to move towards having a competitive advantage and thereby serve their customers better. Outsourcing adds value, particularly with respect to improved customer service delivery and reduces supply chain cost due to economies of scale.

The fledging printing industry in Nigeria at the early period was the missionaries, newspaper publishers and the colonial government agencies. This made it possible for the bases of major markets for printing presses to avail themselves of a wide range of services in order to satisfy their customers. It was a lucrative and new ground opportunity for the business people. Besides, the participation of business people and organizations who saw the great potentials in Nigeria's emerging and burgeoning printing industry took the industry to great heights. Progressively, the printing business in Nigeria continued to grow due to its viability, which accounted for well over 30 print houses as at 1930 (The Nigerian voice 2000).

But today, the digitalization of printing has emerged using photosensitive plates. Cut and paste graphic artists are having a field day. Production is faster, printed information could reach the populace faster and information is flowing, shaping the thoughts and the outlook and perception of Nigerians. As a result of this digitalization, many printing press companies have sprung up in the industry. Therefore, the printing press industry is now tense with immense competition in the business environment. So, it is necessary for an organization to adopt business strategy to have a competitive edge over their competitors on operational performance in terms of on-time delivery, quality goods/services and repeat customer patronage.

Statement of the Problem

Today, there is an increasing trend on outsourcing and the idea is that, it helps outsourcing companies to perform well in their core businesses. Prior empirical studies on outsourcing and organizational performance shows different scholarly views. A study by International Business Machine IBM (2010) posits that outsourcing is a strategic business decision that boost a company's performance. Chopra and Meindl (2010) in their empirical study in Sweden and France on Third – Party logistics and outsourcing found that, outsourcing has a significant influence on supply chain logistics outcome that improve organizational performance. Hellelofth (2010) in his empirical study agreed with Chopra and Meindl. Similarly, Juntunen, Grant and Jari (2010) in their empirical study found that outsourcing has impact on performance but there are trade-offs observed in the outsourcing relationship with the organizational performance. On the contrary, Soulakavi, Toyli, Engblom and Ojala (2011) in their empirical study in Finland found that outsourcing does not have a direct impact on organization's operational performance.

It is clear from the prior empirical studies that, there has been no consistency in the measure of relationship between outsourcing and organization's operational performance. One might

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wonder if outsourcing actually has significant impact on operational performance of the organization. It is not after all clear, whether the same kind of result would be obtained when investigation is carried out in the context of printing press companies operating in Port Harcourt Metropolis. Hence, the motivation to carry out a research in this regard. The main challenge was to investigate whether relationship exist between outsourcing services and operational performance of the organizations in terms of on-time delivery, perceived product quality/services and repeat customer patronage so as to draw inferences based on the findings.

Objective of the Study

The study was designed to investigate the relationship between Planning, controlling and coordination of outsourcing and organization's operational performance of printing press companies operating in Port Harcourt. Also, the study sought to achieve the following specific objectives:

i. To examine the relationship between Planning, Controlling and Coordination of outsourcing and on-time delivery.

ii. To determine the relationship between Planning, Controlling and Coordination of outsourcing and perceive quality product/services

iii. To ascertain the relationship between Planning, Controlling and Coordination of outsourcing and repeat customer patronage

Research Questions

The study sought to address the following research questions:

i. Do outsourcing enhance on-time delivery to the customers?

ii. In what way(s) can outsourcing improve product quality/ services ?

iii. Do outsourcing enhance repeat customer patronage?

Research Hypotheses

The following research hypotheses were formulated to guide the study.

Ho_1: There is no significant relationship between outsourcing and on-time delivery

Ho_2: There is no significant relationship between outsourcing and product quality/ services

Ho_3: There is no significant relationship between outsourcing and repeat customers patronage.

REVIEW OF RELATED LITERATURE

The literature review was done on three main segments, the conceptual review of topics, the theoretical review and empirical review of related studies.

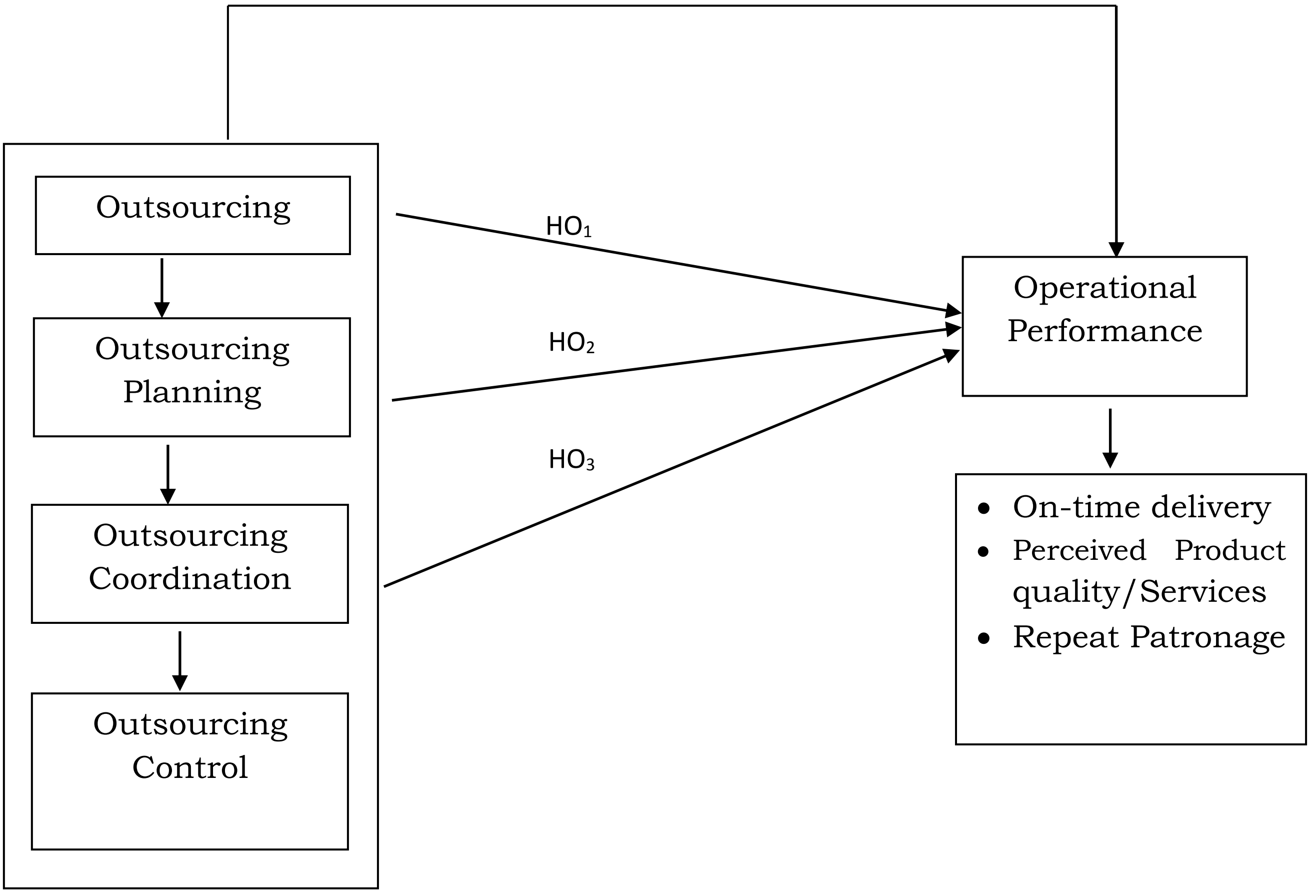

Figure 1: The Conceptual Model Showing the Relationship Between the Independent and Dependent Variables.

Source: Field data, (2018) Researchers Conceptualization from the Utilized Literatures.

Outsourcing

Outsourcing is not a recent phenomenon; it has been in existence as long as work specialization has existed. In fact, companies have been known to have used outsourcing in some form or the other for a long time now. Typically, companies have been known to outsource those functions that are considered non-core to the businesses or such functions which needed specialized skills unavailable in the open market.

Outsourcing refers to the process wherein a business contracts with a third-party logistics service provider (3pL) to provide services that otherwise would have been performed by an in-house employee of the business (www.prolog, press release, 2012). Outsourcing, listed by Harvard business review as one of the most important management concepts of the past 75 years, has become a readily accepted means of increasing performance of non-core supply chain activities. Outsourcing allows organizations to focus on their core competencies to provide a differentiated level of customer services, and to take advantage of greater operational flexibility. It helps the organization to gain possible competitive advantage and customer satisfaction. In this regard, companies have now diverted their attention to carry outsourcing (Bolumole, 2007).

Lieb, (1992) defined outsourcing as "the use of external companies to perform logistics functions that have traditionally been performed within an organization. The functions performed by the third party can encompass the entire logistics process or selected activities within that process". Despite the diversities of outsourcing definition, scholars agree that the decision to outsource concerns a reliance of firms on external sources of input service processes or other value-adding activities (Amiti & Wei, 2005, Golley & Rasheed, 2000). Before now companies only trusted themselves and as a result, they kept a firm grip on everything – procurement, packaging, warehousing, custom brokerage, inventory, technological services, support services and production as well as the distribution of the finished products to the markets. Companies believed that they could do everything better than anybody else and this belief also applied to the logistics functions.

However, in the course of the years, industry began to get away from this full autonomy in the field of logistics. The importance of having an outsider catering to the services without companies bothering to take care of the fleet of cars and truck, their maintenance, among others, are overwhelming indeed to consider outsourcing.

Therefore, we can now consider briefly the dimension of outsourcing approaches applied in this work namely: outsourcing planning, outsourcing coordination and outsourcing control variability.

Outsourcing Planning: This is the process of establishing management commitments that will allow the outsourcing company to efficiently, and effectively respond to the demand forecast. In other words, it is deciding now what is to be done and how to achieve it thereafter. It is a preparatory stage of vendor selection process in order to set criteria and identify specialized and efficient (3PL) service providers. It involves setting goals and objectives and developing work – maps showing how to accomplish them. It targets total optimization of the entire supply chain of logistics service providers than an individual firm to achieve set objectives.

Outsourcing Coordination: This is the act of managing dependencies between entities and the joint effort of entities working together towards mutually defined goals. It is a relationship between the outsourcing company and its (3PL) service providers to improve collaboration across functional activities. It coordinates inter-organizational activities or synchronies functions between the (3PL) service providers and the outsourcing company as such, both parties need to reach agreement on issue resolution. The key document in outsourcing agreements is the Service Level Agreement (SLA). It helps manage the strategic relationship between the outsourcing company and the suppliers and includes the identification of responsibilities and implementation of the contract.

Outsourcing Control: This is the ability to monitor progress and take any necessary corrective measure. Also, it is a deliberate control effort put in place by the outsourcing company to get the needed information regarding its raw materials, parts, work-in-progresses and finished inventory in order to avoid delay in meeting customer demand. As such companies utilize Information Technology (IT) to manage and control the activities within the third-party logistics (3PL) service providers.

However, firms can reduce the risk caused by the bullwhip effect by using IT which allows sharing information in a more accurate way with various partners of the suppliers. Assessing vendor's requirements is the first part of this process, and having open channels of communication during this time are vital. Everyone (business partners) concerned should be involved in the process to achieve the set objectives.

Theoretical Review of Literatures

In order to explain the motivation and outcomes of outsourcing, this work anchored on the two main explanatory theories which have been used for dealing with outsourcing namely: Resource Based view (RBV) and Relational view (RV) theories.

Resource-based view theory (RBV): the core premises of the resources-based view is that resources and capabilities can vary significantly across firms, and that these differences can be stable If resources and capabilities of a firm are mixed and deployed properly, they can create competitive advantage for the firm (Barney & Hesterly, 1996). The resources-based view in outsourcing builds from a proposition that an organization that lacks valuable, rare, inimitable and organized resource and capabilities shall seek for an external provider in order to overcome that weakness. Therefore, the most prominent use of the theory is in the preparation phase of the outsourcing process for defining the decision-making framework and in the vendor selection phase for selecting an appropriate vendor. The theory has also been used to explain some of the key issues of managing relationship and reconsideration phases.

Relational View Theory (RV): Relational view develops and explains how firms gain and sustain competitive advantage within inter-organizational relationship (Mclvor, 2005). Its key premise - the concept of relational rents has been explored to explain how firms choose their future outsourcing (3PL) partners and preferred type of the relationship. It has also been utilized in studying the transition, managing relationship and reconsideration phases. This makes the relational view to be the only theory that has been applied in the research of all the outsourcing process phase

Empirical Review of Related Studies

Bakhtiari (2015) in his study found that there is an immediate productivity improvement for the organizations that outsource certain functions to vendors. He further stated that outsourcing approach is to increase focus on research, development and innovation for organizations' high operational performance. Seyedhosseini, Mohammadipour and Ashtiani (2012) concluded in their study that what makes customers highly satisfied is the quality they perceive from the goods or services that they consume. Hence, achieving high quality goods/services enhancement processes is necessary for an organization in order to achieve a sustainable advantage over its competitors. Kumar, Zampogna and Nansen (2010) in their study concluded that, a firm adopting outsourcing strategy must regularly re-evaluate the present business strategy to ensure better operational performance. What these authors, among others, in their studies agreed upon is the importance of creating a competitive and consistent business strategy that is possible to adopt to achieve set objectives in today's dynamic business environment.

The Evolution of Printing in Nigeria

Printing in Nigeria started in 19th century. Precisely in 1846, two missionaries Hope Waddel, with the help of his assistant Samuel Edgerly, established the first printing press at Calabar, in the South Eastern region of Nigeria. The Hope Waddel Press, as the press was later named, was used for the mass production of religious tracts and booklets. The Missionary Rev. Henry Townsend raised the bar when he established another press in the Western part of the country in 1854. He also started a school of printing where he trained pupils at Abeokuta. Five years later, Townsend started Iwe Irohin, the first newspaper in Nigeria. Unfortunately, the Mission Printing Press established by Townsend folded up in 1867 due to the cultural and political crisis that erupted between the Egba people and the European settlers (Daramola, 2006).

Prior to the collapse of Townsend's printing press, what can be regarded as an evolving printing industry had already taken root. This evolution can be attributed to a number of factors. First, the proliferation of missionary activities in Nigeria resulted in the setting up of presses which served as a means of publicizing and propagating the different faiths. As a matter of fact, many of the missionaries came with their printing presses. Second, the evolving and flourishing newspaper industry at the time also stimulated the establishment of printing presses. Worthy of mention are the printing presses set up in 1862 by Robert Cambell, and the Caxton Printing Press established in 1875 by Richard Blaize. As records indicate, by the end of the 1880s not less than five printing presses had been established in Lagos (Daramola, 2006). The third factor is the quest for high quality printing. This became the driving force behind the publishers' investment in efficient printing equipment. Thus, by 1910 modern and more efficient printing presses were established in Lagos. This made it possible for newspapers (the major markets for printing presses.) to avail themselves of a wide range of services (Echeruo, 1976).

The Colonial Government's Shaping of the Fledgling Printing Industry

Aside from the missionaries and the newspaper publishers, another vital influence on the fledging printing industry in Nigeria at the early period was the colonial government. The first Government Printing House was established at Broad Street, Lagos in 1914. It provided stationery materials to the Government. During the colonial era, four Government Press Offices were established at Enugu, Ibadan, Cameroon and Lagos. It had initial staff strength of less than two hundred. However, by 1933, the production capacity of the press had improved tremendously. Production later included Trade Journals, Letter of Credence, White Papers, Rules and Regulations, Treasury Books and Forms, etc. Consequent upon this, the department became a very important body in Government; hence, a printing regulation law (Printing Press Regulations Ordinance) to protect the Press was enacted in 1933 (FGPNR, 1933).

The Opening up of the Early Printing Industry in Nigeria

The entrepreneurs and organizations who saw the great potentials in Nigeria's emerging and burgeoning printing industry took the industry to great heights. A businessman by the name Adeshigbin inaugurated his Tika-Tore Press in 1910. This was followed by the establishment of the CMS Press in Lagos in 1913. Worthy of mention is Samuel Pearce who started Awoboh Press in 1920. Others that followed suit in 1923 included Ajibade's Hope Rising Press, Washington Osilaja's Ife Olu Press, P.C. Thomas' Ekabo Press and Babamuboni's

Tanimola Press. All the above-mentioned presses provided cheap and competitive printing services to newspaper publishers (Echeruo, 1976).

A landmark in the history of printing in Nigeria was made with the inauguration of the Nigerian Printing and Publishing Company in 1925 to publish the Nigerian Daily Times. The company, with the availability of sufficient funds, was able to purchase a printing plant "sufficient to set up a printing house capable of publishing the Nigerian Daily Times and the African Messenger and local job work…" (Daily Times, 1976). Thereafter, in September 1925, the company purchased a second-hand Demy Wharfadale Printing machine and accessories, a new guillotine, type accessories, paper and insurance. During this period, the Daily Times printer had no mechanical composing machine for type assembly, but then the dexterity of the compositors of this era remains a marvel as they could assemble eight to ten words a minute. The mechanical composing machine (Intertype) was eventually introduced in the company in 1939 (Daily Times, 1976).

Progressively, the printing business in Nigeria continued to grow due to its viability, which accounted for well over 30 print houses as at 1930. In 1948, a UK newspaper "Daily Mirror" successfully bought into the Nigerian Printing and Publishing Company, thus bringing forth the first rotary printing press imported into Nigeria from England. In addition, more linotypes and other necessary machinery were shipped in. This was a shot in the arm for the newspaper company as it signaled the beginning of immense technological development for the Daily Times printer and by consequence the budding printing industry in Nigeria at that point in time (Daily Times, 1976).

The period 1948-1958 brought with its massive development in printing technology in Nigeria. This was the period the Daily Mirror Newspapers Limited of London successfully acquired shares in Daily Times newspapers. Mechanical composing machines, founding equipment and a one-unit Foster rotary Press were shipped in from the Daily Mirror in London to Lagos. The rotary printing machine made mass production possible and this gave Daily Times an edge over other printing presses.

For a very long-time letterpress printing process held sway in the Nigerian printing Industry. By the 1970s, however, the print demands of Nigerians had exceeded what letterpress could deliver. This brought about the era of lithography and offset machines. From the late 70s to late 90s, printing companies gradually bade farewell to letterpress and embraced offset machines. Rather than use metal types, printing could be done using photosensitive plates. Cut and paste graphic artists had a field day. Production was faster. Printed information could reach the populace faster. Information was flowing, shaping the thoughts, the outlook and perceptions of Nigerians.

The Digitalization of Print in Nigeria

The late 1980 and the early 1990s featured the era of computers with various types of hi-tech printing equipment emerging on the printing industry landscape. Available records indicate that Task Systems in 1987, pioneered desktop publishing and computer graphics in Nigeria with Apple Computers (NCW, 2010). Today, the printing industry is hugely driven by computer technology, resulting in better print quality, faster production and higher profit for print investors. Technology has served print production in various ways. Computers have made page layout and printing faster and more accurate, helping to control production cost and give better print quality. Easy-to-use, and inexpensive computer hardwares and softwares can now be combined for desktop publishing, small - scale print design, layout and production.

Afolabi (2008) in his analysis of the effect of technology on the print media industry in Nigeria notes that technological changes in the industry have been spurred by print buyers' demand for high quality colour reproduction, shorter print runs and shrinking production cycle times (Afolabi, 2008). In addition to these factors, there also comes to play printers' search for ways to decrease production cost, increase efficiency and enhance customer satisfaction. In essence, it can be said that the Nigerian printing industry, in tune with global practice, is not behind in adopting new technologies with a view to attaining high levels of competitiveness.

Colour separation started in Nigeria with the use of analogue separation. Awoga (n.d) records that Chronograph Limited located then around Tafawa Balewa Square in Lagos started experimenting with commercial colour separation around 1969-1970. Another name associated with pioneering colour separation in Nigeria in the late sixties is Academy Press in Lagos (Awoga, 1970). Digital colour separation actually commenced in Nigeria during the 1990's when print investors saw the need and viability of colour separation in the print production process. By mid 1990's a number of colour separation outfits such as Vicoda Repro, Lithotec, Transcan, Hywill Graphics, MacGrafix, Clear impression etc were on ground to provide the much-expected digital colour separation needs for the printing industry (Printers Digest, 2005).

Computer to plate system completely phase out the need for films. In this technology, the image created in a Desktop Publishing (DTP) application is output directly to a printing plate. Kipphan (2001) notes that since several intermediate film-handling stages in the production of the printing plates are dispensed with, it has become easier to meet the quality requirements of print jobs (Kipphan, 2001). Punch Newspapers made the pioneer effort of introducing the use of CTP (computer-to-plate) in newspaper production in Nigeria in 2003. Little wonder then that the newspaper ranks high in terms of revenue from print advertisement. The print output of the newspaper is superlatively high and in the words of Azubuike Ishiekwene “the introduction of the use of CTP (computer-to-plate) and the use of digital cameras by reporters has helped to improve speed, quality and efficiency," (www.afrol.com, 2017).

Direct Image (DI) technology, the technology that prints directly from the computer to the printing press, was introduced in Nigeria in 2001. Planet press in Lagos pioneered the cutting-edge technology. Prior to this, high quality printing was done abroad. Since the emergence of DI in 2001, such high-quality printing is now done in Nigeria. At present, there are several DI centers in Port-Harcourt, Enugu, Aba, Abuja, Kaduna, Jos, Calabar etc. dotting the landscape of Nigeria.

The Organization’s Operational Performance

Operational performance of organization is the final achievement of an organization and involved various factors such as the existence of certain targets to be achieved, period of time set to achieve the targets and the realization of efficiency and effectiveness (Iyer, 2011). Narasimhan and Jayaram (2011) posits that organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at a predetermined time using relevant strategy for the same purpose. Organizational performance can also be used to assess how a company is doing in terms of level of profit, market share and product quality in relation to other firms in the same industry. Also, it is a reflection of productivity of employees of an organization measured in terms of revenue, growth, profit, expansion and development of the organization. Operational performance of the organization includes multiple activities that help in establishing the goals of the organization and monitor the progress towards the target (Blecken, 2010). It is used to make adjustment to accomplish goals more efficiently and effectively.

In general, the concept of operational performance is based on the idea that an organization is the voluntary association of productive assets, including human physical and capital resources, for the purpose of achieving a shared purpose (Barney, 2001; Jensen & Meckling, 1976). Those providing the assets will only commit them to the organization so long as they are satisfied with the value they receive in exchange, relative to alternative uses of the assets.

As a consequence, the essence of operational performance is the creation of value. So long as the value created by the use of the contributed assets, committed business strategy are equal to or greater than the value expected, the organization will continue to exist. Value maybe tangible or intangible, operational or financial. Public companies (those traded on a recognized stock exchange) seek creation of shareholders' value (increase in market value plus dividends paid) as their ultimate objective (Rappaport, 1986; Copeland, Koller & Murrin, 2000). For private companies like the printing press, value creation may be a combination of both financial and non-financial objectives.

Therefore, organization operational performance is the accomplishment of a given task measured against present known standards of accuracy, completeness, cost and speed. The measurement of how successful firms are achieving this purpose is a key issue for practitioners and scholars. Notable authors on performance measures Kulkarni and Sharma, (2008), defined performance measures as "a systematic attempt to learn how responsive an organization's product and services are to the need of the customer and the organization's ability to pay". Based on this, the study considered on-time delivery, perceived quality and repeat patronage of their customers. The examined how outsourcing business strategy adopted help the printing press companies achieve their business objectives. Hence, the operational performance of the study organizations.

METHODOLOGY

Research Design/Population of the the Study

The study adopted survey research design. The population of the study comprised six printing press companies' customers and their management personnel. Apart from the six management personnel, the population of customers of the six printing press companies are deemed infinite.

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Sample Size/Sampling Techniques

The printing press companies' customers' population is an infinite population where the total population is not known. To determine the sample size, Walpole's 1974 formula is appropriate to determine sample size when the study population is infinite. Walpole formula:

$$n = \frac{Z^2_{a/2}}{e^2}$$

Where,

n = is the sample size sought for.

$Z_{a/2}$ = Is the value obtained from the standard normal distribution (1.96).

e = The error terms of 0.05 level of significance

Substituting the six printing press companies into the Walpole formula we have

$$n \quad \frac{Z^2_{a/2}}{6e^2} = \frac{(1.96)^2}{6(0.05)^2}$$

$$n = \frac{(1.96)^2}{6(0.0025)} = \frac{3.8416}{0.015}$$

n = 256. 106667

n = 256 .106667

n = <u>256</u> $\cong$

The above computation shows that two hundred and fifty-six printing press companies' customers were contacted to fill the questionnaire for the study. Also, seven management personnel each from the six printing press companies making the total of 42 management staff were contacted to fill the questionnaire. Hence, 298 respondents was the sample size (i.e; 256 customers and 42 management staff) is the sample size of the study. There are 158 printing press dealers and professionals in Port Harcourt as at the period of this study (Vconnect. Com, 2017). But the researcher choose six printing press companies because they have adopted outsourcing business strategy for at least five 5 years and more as identified by the researcher. The six printing press companies selected are below:

Table 1: The Six (6) Select Printing Press Companies

S/No	Printing Press Companies that Outsourced: Support Services; Technological Services and Advertising Services. Services Offered to Customers include: Printing of Souvenirs; Flex Banners; Calendars; Posters; Flyers; Jotter; Exercise Books; Letterheads; Handbills; Textbooks; Sticker; Receipts; Files; Business card; Invoice; Writing pads and T-shirts.
1.	Writers house printing and publishing company. No. 23 Hospital Road, Port Harcourt, Rivers State, Nigeria.
2.	Dee Graphics. No. 1 Nnewi Street, Mile 1 Diobu, Port Harcourt, Rivers State, Nigeria.
3.	Englov Global Resources Limited; No. p Apamini Street, Off 64 Igwuruta Road, Rumuokwurusi, Port Harcourt, Rivers State, Nigeria.
4.	Boddi Prints. No. 7 & 9 Shalom close off Ada-George Road, Port Harcourt, Rivers State, Nigeria.
5.	Gific Printing solutions limited. No. 56 Mbonu Street D-Line, Port Harcourt, Rivers State, Nigeria.
6.	TbZ Wedding Card. No. 176 Trans-Amadi Industrial Layout, Elekahia, Port Harcourt, Rivers State, Nigeria.

Source: Field data, (2017).

Thereafter, the judgmental sampling method was used in the selecting and 42 management personnel) for the study. The research instrument adopted was a questionnaire. Two sets of variables were measured for the study. The independent variable is outsourcing and the dimensions are outsourcing planning, outsourcing coordination and outsourcing control. The dependent variable is operational performance in terms of on-time delivery, perceived quality and repeat patronage.

Method of Data Analysis

The study adopted descriptive and inferential statistics. The descriptive statistics was used to describe the demographic characteristics of the respondents. The inferential statistics was the Pearson Product Moment correction to test the three hypotheses. The SPSS software was used to generate the results. The choice of the PPMC is appropriate for the test of relationship between the independent and dependent variables.

RESULTS AND DISCUSSION

Hypothesis one

There is no significant relationship between outsourcing and on-time delivery

Table 1: Correlation Analysis of Outsourcing and On-time Delivery.

Correlations

		Outsourcing Planning Control & Coordination	On Time Delivery
Outsourcing Planning Control & Coordination	Pearson Correlation	1	.735
	Sig. (2-tailed)		.000
	N	298	298
On Time Delivery	Pearson Correlation	.735	1
	Sig. (2-tailed)	.000	
	N	298	298

Source*: Field Data (2018). Computed by the Researcher with the data obtained from the Customers and Management personnel of the six selected Printing Press Companies.*

The result in table 1 above shows the relationship between outsourcing and on-time delivery. The relationship was tested with Pearson Product Moment Correlation (PPMC). The result of the analysis gave the correlation coefficient of 0.735 (73.5%) which shows that there is a positive linear relationship between outsourcing and on-time delivery. The hypothesis was tested at 0.05 level of significance gave the probability value of 0.000. Since, P-v = 0.000 which is less than 0.05 (i.e., P ≤ 05). Therefore, the null hypothesis stated earlier is rejected and the alternative upheld, hence there is a statistically significant relationship between outsourcing and on-time delivery.

However, the statistical result confirmed the responses of the respondents. The customers of the selected Printing Press companies in Port-Harcourt metropolis were asked to indicate how they received their product and services. The customers indicated in their responses that, they received their product and services on-time. Also, mentioned that product delivery was always at the right time and respond to their inquiries and complaint on-time.

Hypothesis Two

There is no significant relationship between outsourcing and perceived product quality/services.

Table 2: Correlation Analysis of outsourcing and perceived quality products/services.

Correlations

		Outsourcing Planning Control & Coordination	Perceived Quality/ Services
Outsourcing Planning Control & Coordination	Pearson Correlation	1	.883
	Sig. (2-tailed)		.000
	N	298	298
Perceived Quality/ Services	Pearson Correlation	.883	1
	Sig. (2-tailed)	.000	
	N	298	298

Source: *Field Data (2018). Computed by the Researcher with the data obtained from the Customers and Management personnel of the six selected Printing Press Companies.*

Table 2 revealed that there is a linear positive relationship between planning, controlling and coordination of outsourcing and perceived product quality/services. The result of the Pearson correlation coefficient is 0.883 (88.3%) which shows that relationship. The null hypothesis was rejected at 0.05 level of significance, since the p-value is .000 which is less than 0.05.

The result is confirmed as management personnel indicated in their responses that, planning, controlling and coordination of outsourcing services outcome provides innovation and continuous improvement of product quality and services in their business operations.

Also, the customers supported this statement in their responses by indicating that their patronage and increase in demands, is as a result of their perceived product quality and services. Also, they are no longer looking for lowest cost but rather, a combination of cost and quality.

Hypothesis Three

There is no significant relationship between outsourcing and repeat customer patronage.

Table 3: Correlation Analysis of Outsourcing and repeat customer patronage.

Correlations

		Outsourcing Planning Control & Coordination	**Repeat Customers Patronage**
Outsourcing Planning Control & Coordination	Pearson Correlation	1	.876
	Sig. (2-tailed)		.000
	N	298	298
Repeat Customers Patronage	Pearson Correlation	.876	1
	Sig. (2-tailed)	.000	
	N	298	298

Source: *Field Data (2018). Computed by the Researcher with the data obtained from the Customers and Management personnel of the six selected Printing Press Companies.*

The statistical result in table 3 above shows that there is a significant relationship between outsourcing and repeat customer patronage. The result gave the correlation coefficient of 0.876 (87.6%) which shows the positive significant relationship. It was tested at 0.05% level of significance and the probability value is .000 (P-v = .000). Since, the P-value .000 is less than less than 0.05 the null hypothesis is rejected.

In addition, the responses of the customers support the statistical result. They indicated in their responses that on-time products delivery and perceived product quality and services influence their repeat patronage. Also, they will continue to patronage the companies and further will recommends the company’s products and services to friends, family and colleague.

CONCLUSION

Outsourcing as a business strategy if properly Planned, Controlled and Coordinated by the management of an organization will enhance their operational performance in terms of on-time delivery, innovation and continuous improvement of product quality/services and influence customers to repeat patronage.

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BRIEF NOTES ON THE SMUGGLING OF COASTAL TOBACCO PRODUCTS AND THE CURRENT SITUATION OF THE MARKET

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INTRODUCTION

Taiwan's gift of tobacco medical advantages has expanded, bringing about private sneaking of pirated cigarettes for local deals so as to make enormous benefits. At the point when generation costs are higher than import costs, the market system will normally form into import request and acquire more. intrigue. From that point forward, Taiwan's pirating has not been amidst it. Today, Taiwan's biggest pirated merchandise are overwhelmed by cigarettes. The explanations for it incorporate lawful, good and medical problems, and China's islands are encompassed by the ocean. The nation will undoubtedly confront progressively genuine ocean carrying wrongdoings. This article will dissect the effect of snuck tobacco items to forestall carrying of tobacco items into the nation.

The true peak of Taiwan's navigation development originated from the Japanese colonial period. The Japanese people's focus on Taiwan's fishery development at the time was in offshore fisheries. The introduction of Japanese fishery regulations, fishery trials and related technologies and facilities led to the golden age of Taiwan's shipping. Therefore, in addition to Nantou County in Taiwan, the towns and towns of other counties and cities have several ports of different sizes, 90% of which are fishing ports, showing the development of Taiwan's shipping.

In 2003, the 56th session of the World Health Organization (WHO) adopted the Framework Convention on Tobacco Control (FCTC), which aims to promote awareness of the health risks of tobacco and actively promote tobacco. Work related to pest control, so that tobacco uses and exposure to tobacco smoke can be drastically reduced, thereby protecting contemporary and future generations from the devastating effects of health, social, environmental and economic damage caused by tobacco consumption and exposure to tobacco smoke. The Convention also came into effect on February 27, 2005.

With the natural growth of the smoking population and the increase in national income for national economic development, the concept of cigarette consumption has been transformed from luxury goods to ordinary goods. After the economic growth, the health awareness of the Chinese people has gradually risen. In the past few years, many countries have launched an anti-smoking campaign. In addition to marking the smoking slogans on cigarette packs that are harmful to health, the government has spared no effort in this regard. The most common prevention and treatment measures for smoking behaviors are to raise the health benefits of smoking products in order to achieve the effect of price-based production.

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BRIEF NOTES ON THE SMUGGLING OF COASTAL PRODUCTS AND THE FUTURE DEVELOPMENT OF TAIWAN'S COAST GUARD

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INTRODUCTION

The residential interest advertise in territory China has been solid. Before, a substantial number of different agrarian and animals' items have been pirated into Taiwan. Rather, Taiwan's protection creatures have been carried out of the nation, and territory China's cultivating and fisheries have been sold back to Taiwan for illicit wrongdoings, which have endangered the survival of assets. Furthermore, the financial request; another human services welfare gift has been expanded, expanding the motivators for sneaking, in light of changes in the circumstance, the Southern Provincial Watch Agency (hereinafter alluded to as the South Department) to direct the grassroots units to actualize the investigation of the essential information of the ship, innovative work of wrongdoing, fortify Discussion on development systems and mix of data, and so forth., in view of the aftereffects of the yearly provide details regarding the adequacy of the task..

In the first six months of the 106th year of the Southern Bureau, the implementation of the Ankang project was investigated in 21 cases, and 336.4 kg of agricultural products, 39,445.16 kg of fishery products, 917,793 bales of illicit and invasive animals and 1,771 live animals were seized. The seizures accounted for the total ratio of the Department. The agricultural products accounted for 1.33%, the fishery products accounted for 73.96%, the other tobacco products accounted for 44.84%, and the live animals were as high as 99.94%. The results were better in the live animals and fishery products. In the 106 years of the Southern Bureau, the number of mushrooms was the highest, accounting for 84.89% of the total amount. The analysis of Taiwan's exposure to the degrading of mushroom strains and climate warming factors led to a surge in mushroom prices, a slight increase of 2% over the same period last year. According to China's Alibaba mushroom wholesale data, the average price of dried mushrooms is about 188 yuan / kg, and the price difference of 1,500 yuan per kilogram is about 8 times. The high price difference causes the smuggling incentive.

As Taiwanese companies transfer the technology of mushroom cultivation to mainland China, the strains are the same and difficult to identify. Some unscrupulous people in Xiamen or

Quanzhou recruited Jinmen passengers through the small three links, and the passengers are required to carry 1 kilogram per day and pay 300 yuan. With a small amount of entrainment and smuggling, the smuggling of fishing vessels has become non-mainstream in recent years. Instead, the smuggling of goods by container or the third place (South Korea, Vietnam, Thailand) has been smuggled into Taiwan.

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IMPACT OF STRATEGIC LEADERSHIP ON STRATEGY IMPLEMENTATION

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ABSTRACT: *The foremost concern for every strategic manager is to enable organization's exceptional performance through effective planning and efficient implementation of strategies in order to attain competitive advantage on its rivals. Hence, strategic leaders ought to sight the organizational personnel as a vital resource through which various central competencies are made and exploited effectively to gain competitive edge. Many scholars are convinced that a strategy may be referred as a structure upon which an organization can assert its fundamental congruity while figuring out to settle in to the changing condition to accomplish upper hand on rivals. Whereas, strategy implementation is the practice of putting policies and strategies into actions while developing programs, budgets and procedures. Formulating strategy is a complex task but now-a-days implementation is considered even more intricate process. According to various researchers, leadership often has a vital influence on overall performance of an organization. Researchers have exposed several problems in strategy execution connected to leadership roles. Without an effective leadership, escalating conflict of priorities will be consequence of reduced harmonization since staff may perceive the avoidance towards disconcerting and intimating circumstances by top management, in a result organization may go through impediments in strategy implementation. Therefore, in this paper the impact of strategic leadership on strategy implementation is discovered through previous literature review. In which, it is found that organizations seem to have difficulty in executing their strategies and leadership is claimed as one of the most significant barriers. Furthermore, leadership is found as an important driver in successful strategy execution. Therefore, role of leadership should be undertaken meticulously while articulating and implementing the strategic decisions.*

KEYWORDS: Strategic Leadership; Management; Strategy Implementation; Strategic Management

INTRODUCTION

Competitive advantage is reflected as a catalyst for the growth and sustainability of any organization [1]. Scholars and strategic executives have long been quested in understanding resources upper hand on rivals [2, 3]. This fact is now even more important that the competition between corporations has intensified in this era of technological innovations and consumer awareness [4]. The guiding values in any strategic management practice, may it be in public or private sector, is about understanding the changes in demands and the manner of implementation to cater these changings and to make a framework for supporting developments that lead to improved performance [5]. Nevertheless, formulating a reliable strategy is a complicated task for any management group, making that strategy work implementing it all through the organization is much more intricate [6]. Moreover, now-a-days customers expect exceptional quality of goods and services while workforce also anticipates amicable workplace environment [7, 8]. Therefore, in order to attain competitive advantage effectively the needs of all stakeholders must be considered.

Many scholars have acknowledgment strategy, which is a key component of strategic management, as a key tool to achieve competitive advantage [9] Strategic management is an orderly method to the key and essential responsibility of management to place and relate the firm to its background in a way which will guarantee its continued victory [10, 11] and make it safe from surprises [12, 13]. Strategy formulation has been pronounced as significant constituent of strategic management, more imperative than strategy implementation [14]. For this cause, scholars have focused more interest to formation instead of implementation [15]. Nevertheless, in the recent past, executing strategies has been viewed as more vital as this is solution for unique business performance [16].

Likewise, leadership has significant effect on successful formulation and implementation of strategies [17]. Various leadership concepts support the idea that managers who apply leadership roles effectively score high than those who do not [18, 19]. Likewise, managers having a collection of leadership behavior and play those roles regularly are viewed as more successful, not merely by their assistants but as well as their superiors and peers [20].

However, the high disappointment rate of implementation endeavors' is well evidenced, and numerous obstructions for strategy implementation still exist [21]. One is deficiency of leadership prominently strategic leadership at the uppermost level of the firm has been also recognized in literature as key obstacles towards efficient strategy implementation [22]. Clearly, strategic leadership is deemed as key driver for effective implementation [23]. The fact can be undertaken wherever in several organizations; less than half of the strategies are implemented. In a study it was found that 57% of organizations were ineffective at implementing strategic efforts in examination of 276 prominent operational directors [24]. In another study of Chinese Corporations in 2006, it was discovered that 83 % of the surveyed companies fail to execute strategies and only 17% opined about having reliable process of implementation [25]. Similarly, another study in which strategic leadership's role on strategy implementation was conducted in South African organizations' it was found that strategic leadership significantly contributes towards effective strategy execution [26]. Therefore, this relationship should be studied further from literature in order to get insights of its nature.

LITERATURE REVIEW

What is Leadership?

The description of strategic leadership represents "the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary" [27-29]. There are various aspects of strategic leadership which encompasses accomplishment of tasks through others, and be a source for organization to compete with the dynamic marketplace. The primary focus of Strategic leadership is to enhance the ability to align and integrate internal as well external business environment [30]. Moreover, it also manages the critical processes of information inside an organization. Strategic leadership has numerous recognizable functions through which effective strategy implementation can be accomplished (see figure 1). These functions are following:

- Defining strategic vision and direction of organization
- Forming stable organizational controls
- Meritoriously allocation of firm's resources portfolio
- Nourishing an effective culture in organization
- Accentuating ethical practices across the organization

Leadership is an arrangement of conducts that urges the people to define the organizational objectives and afterward spur them to mutually contribute with a specific end goal to accomplish strategic objectives. In ensuring success of firm while maintaining the efficacy in organizational operations strategic leadership has a pivotal role [31]. Motivating and supportive behavior of leader towards its subordinates is necessary. Inclusion of everybody inside the organization should be made as it is significantly related towards performance. The commitment and dedication of leader is a catalyst to accomplish the strategic vision. Nevertheless, the leader's vision should be aligned along the strategic goals of organization to be a champion. The concept of leader must be clear to bring about the change in organization when needed [32].

Strategy Implementation

Strategic management is seen as the arrangement of decisions and activities that results in devising, execution and control of plans intended to accomplish an association's vision, mission, plans and vital goals inside the business setting in which it works [33]. Strategic implementation is a key element of strategic management practice, which is deemed as a process of transforming strategies into a sequence of activities and then gets results to achieve the strategic objective along mission and vision of the organization [34]. A strategy is a structure through which an organization can affirm its vigorous endurance while managing to settle in to the varying environment to achieve competitive benefit. It is a mediating strength between the organization and its atmosphere through which ordered streams of decisions are created to cater with the corporate environment [35]. Since last two decades, formulating strategy has been broadly considered as foremost and imperative element of strategic management approach even more than controlling or implementing strategy [36]. However, recent research indicates about strategy implementation, where it is acknowledged as a vital condition to improve the performance of business instead of formulating strategy alone [37-39]. What's more, there is developing acknowledgment that the most essential issues in the field of strategic management are not connected with formulation strategy but with implementation of strategy, and the increasing failure in firms' dynamics is the consequence of faulty strategic implementation of new plans [40]. Furthermore, it was proved that implementation process of strategy is imperative and complicated fragment of strategic management [41]. Organizations seem to have difficulty in executing their strategies, nevertheless. Researchers have exposed several problems in implementing strategy. The reasons for this are different, but the majority hinge on the reality that strategy executions is resource intensive and demanding.

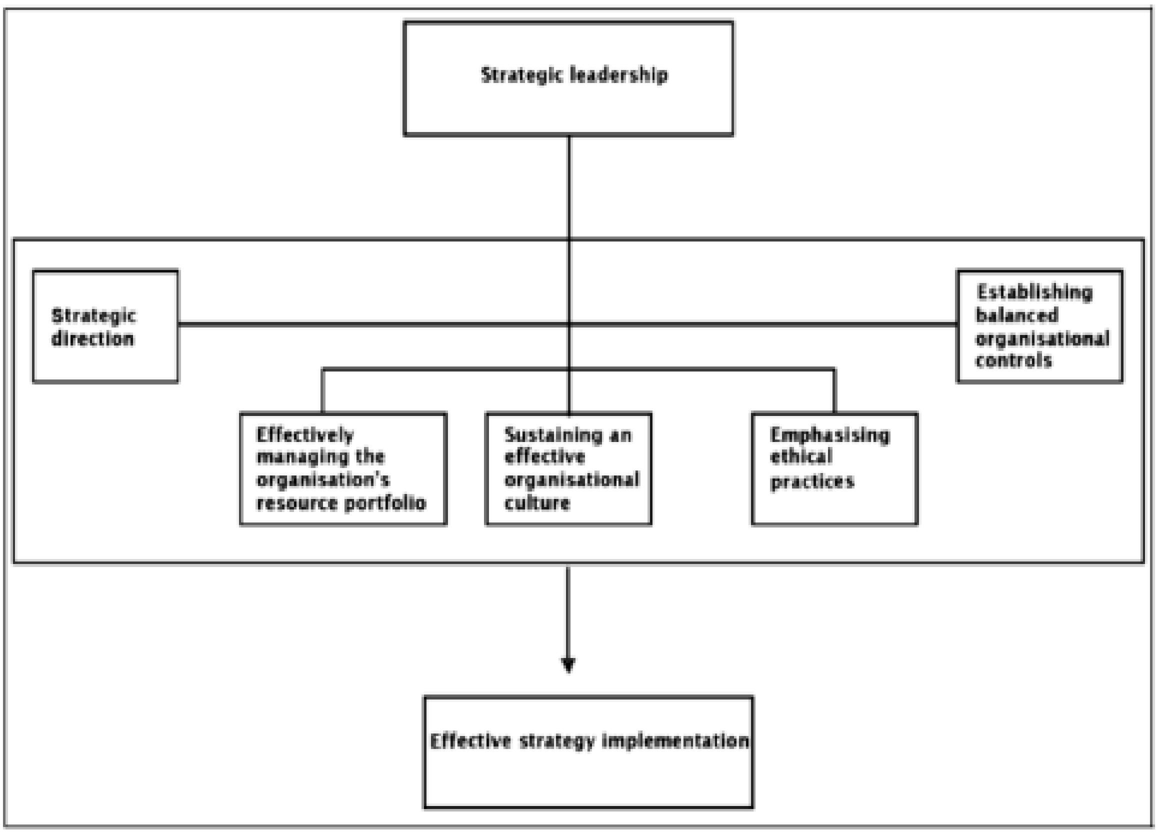

Figure 1: Role of Strategic Leadership in Strategy Implementation

Source: Adapted from Hitt et al. (2007:385)

Drivers and Barriers to Effective Strategy Implementation

According to a study the following are observed as sets of best practices and their subcomponents for implementing and executing strategy in establishments: mobile change through operative leadership; interpret the strategy towards operating footings; aligning overall firm's with strategy; inspire to create strategy everybody's job; and oversee to make strategy a persistent process. In an effort to simplify quite a complex model, five important areas were identified that need to be addressed to upkeep successful strategy execution. They offered the following services available, providing necessary budgets for training, meetings, equipment, and execution [42].

Numerous studies have emphasized the significance of formulation and execution strategy, with upper status given to strategy preparation for its criticalness to the actuality and extension of the organization. Nevertheless, implementing a strategy is greatly tougher than formulating it. The former involves leadership skills, precision planning, and unifying of resources and actions with safeguarding public's pledge towards new strategy while the later entails creativeness and observing business and evaluating market prospects and the firm's strong point [43].

Though, strategy formulation is typically a purpose of upper management, its execution is the responsibility of middle and lower level management [44]. Nevertheless, the role of upper management is important in preparing a practicable strategy and collaborating it plainly so that middle management can more certainly implement it. Similarly, an effective strategy execution journey begins in the designing phase and deterioration to search the connection amongst establishing strategy and implementing strategy is a step headed for deterioration of strategies [45]. A study proposed ten key success facets which assist to leaders for improving and overcoming complications throughout execution process. Moreover, commitment and involvement of top-level managers is an essential path towards gateway of successful strategic application. Association of the main management profitable information is another most noteworthy thing but, the lower management such as supervisors are not engaged with the creation of methods and strategies and yet they have critical knowledge through their experience and training [46]. Correspondence is the thing that execution is about; it ought to be intensive, two ways and not past due until the point that progressions have officially solidified [33,47]. Implementation ought to take after an integrative purpose of perspectives it is risky to feature the structural viewpoints and negligence other existing segments. Clear task of errands will go further to turn away power competition within their progressive systems and departments. Preventive activities against difference hindrances ought to be perceived and be managed productively. Teamwork actions must be prioritized and people with different characters should be appreciated. The leaders should take benefit of supportive execution instruments such as the balanced scorecard and helpful software solution to support in gathering information and tracking definite performance [48]. In the end, the leaders should ascertain cradle time for unpredictable events as additional time should be considered for unexpected occasions. Then, another research features two critical drivers of technique usage; i) structural drivers, which are authoritative structures and asset arrangement and ii) human drivers, which are hierarchical culture, key administration and reward frameworks. Furthermore, it was argued that, research in the area has endorsed a number of barriers to strategy implementation [49]. The implementation of a strategy is more significant, and more valuable, than the preparation of a strategy. Scholar stated that strategy implementation is one thing to sit down and craft what is apparently a winning strategy, but effectively implementing it is another thing completely. Strategy is all about management of change. Resistance from change is one the very pinnacle of threats to strategy implementation. Strategic change is the endeavor of an association from its present state to toward some foreseen future state to raise its upper hand [50]. Change may likewise deliver strife and protection. People working in associations once in a while counterattack such undertakings and make system testing to execute [48, 51]. This might be because of unease or dread of economic loss, burden, uncertainty and break in normal social examples.

More previous studies established that the main hurdle to the execution of strategies incorporate absence of coordination and support from different levels of association and protection from subordinate and absence of or lack of planning in endeavors [52]. With the same back drop, research list down various implementation entanglements, for example, division, absence of partner duty, initiative fatigue, intolerance, vital detachment, inability to comprehend advance, activity weakness, narrow mindedness, and not cheering achievement. It was also recognized reasons why systems flop as surprising business sector changes; absence of best administration bolster; operational contender reactions to methodology utilization of lacking assets; disappointment of purchase in, understanding, as well as correspondence; suitability and uniqueness [53]. Besides the following answers to successful strategy implementation were proposed: collaborating the strategy; driving and prioritizing planning; line up the organization; reducing complexity; and fixing an issue resolution system [54].

How Leadership Effects Strategy Implementation

In enactment and carrying out the strategic direction leadership plays a vital role. It plays a role of bridge which fills the gap between the strategic management practices and the vision and goal of an organization [55]. Firstly, it caters the strategic concept by presenting the vision. Afterwards, it acts as a foundation to foster the culture of organization in which everybody perceives the way for operating in the environment, formally or informally towards the firm's values. Profoundly, values furnish the direction [56].

Leadership has the responsibility to introduce, teach and practice the values and corporate culture to everybody within the organization. The Vision and pledge of leadership enables the environment for effective strategy formulation and efficient strategy implementation. There is not possibility of implementation of formulated strategies unless everyone is involved [57]. Everyone should understand their responsibility and need to perform their respective functions in order to make effective contribution towards implementing strategies. And only leadership has the ability to motivate and aspire to accept the change because change is always resisted by the people. Leadership thoroughly examines the situation to find the gaps both internally and externally. Then, accordingly develops the appropriate plans to fill such gaps through implementation of strategies or plans [58].

Likewise, supporters of leadership argue that leaders, by their varying roles, are responsible for making decisions that help their organizations adapt and succeed in competitive environments [59]. In contrast, those who view organizations as heavily constrained claim that leadership is largely irrelevant and, at best, a social construction [60]. While provoking, the proclamation that the leaders in organizations do not play a distinct role in influencing groups and individuals to achieve organizational goals, is not supported by the empirical evidence; leaders often have a substantial impact on performance [61]. Researchers acknowledged the role of the board, which is to ensure uniformity among resource allocation, processes, and the firm's projected strategy. Scholars also referred poor harmonization across functions and insufficient down-the-line leadership skills and developments as killer of strategy execution [62].

Management experts categorized the leadership's significance of 3 key functions: handling the significant process, handling associations, and handling manager education [63]. Likewise, an investigation on just-in-time procuring achieved that the dedication and leadership of best level of administration is essential in procedure implementation [64]. In another examination it was discovered that moderately stumpy leadership cooperation in strategy implementation prompted inadequate technique achievement in the association examined. Researchers also examined the pressure of hierarchical leadership in executing strategies [65]. In similar study it was concluded that merely when leaders' effectiveness at diverse level (hierarchies) was well thought-out in the aggregate that important performance improvement occurred while executing strategies [66].

In light of a systematic analysis, in spite of the fact that an excellent strategy is being formulated, a solid and operational pool of abilities, and human capital are especially imperative assets for methodology achievement, humble leadership is one of the key hindrances in effective strategy execution. Similarly, it was also contended that the chief executive officer (CEO) and top managers must highlight the various interfaces inside the organization. One main challenge in successful strategy implementation is safeguarding employees' buy-in and directing their competences and business understanding in the direction of the new strategy [67]. Therefore, the necessity for effective leadership outweighs any other aspect. An exploration addressed this concern from a different perspective; they proposed that in the deficiency of effective leadership, conflicting priorities will result poor synchronization because employees will doubt the top management prefers to evade potentially threatening and humiliating circumstances [68]. In parallel additional study acknowledged the role of the leadership for superior performance, which is to ensure steadiness among resource provision, processes, and the firm's envisioned strategy.

Furthermore, an investigation analogously stressed exploring and supporting core competencies, accentuating moral practices and establishing adjusted organization controls as essential capacities which are acted by pioneers or also known as leaders [69]. Next, to avoid the disappointments in strategic implementation, eleven strategies for execution decisions were hailed that vital organizers in universities can select over. These are utilizing the financial budget to fund strategic change, utilizing contribution, utilizing power, setting up objectives and primary execution markers, working inside the human asset overseeing arrangement of the University to get ready for modification and to roll out improvement, utilizing the reward framework to sustain and bolster change, personnel and staff advancement, working with or differing institutional culture, working with or moving far from custom, creating and utilizing change champions and expanding on frameworks that are good to go for or are effectively adaptable to strategic change [70].

Clearly, effective and successful evolution from formulation of strategy towards implementation is essentially dependent on the roles of strategic leaders. Disinclination or inability to construct the framework for implementing strategic change is solitary dependable conjecturer on its failure and firms enable to implement strategy through active leadership [72, 73]. A homogenous study established that it was only when leaders' efficiency at different levels (hierarchies) was considered in the aggregate that important performance improvement occurred while executing strategies. An Alternative research in similar context addressed this concern from a different perspective; they proposed that in the absence of effective leadership, conflicting priorities will result reduced coordination because staff will doubt that top management prefers to avoid potentially intimidating and embarrassing circumstances [74]. Furthermore, it was point out that poor strategy implementation has been responsible for a number of strategic disappointments and one of the most cited problems is lack of top manager's commitment. In recent years, capable leaders figuring out how to shape an organization's culture of life in intensely pertinent ways will expand its opportunity of successfully executing its techniques [75]. Leaders galvanize commitment to embrace change through three interrelated activities: expounding strategic intent, building an organization, as well as influencing organizational culture [76]. An efficient strategy implementation requires a team effort which cannot be perceived without an effective leadership.

CONCLUSION

In this paper impact of strategic leadership on strategy implementation is conferred. Leadership always accepts responsibilities. Responsible leaders ensure the efficacy throughout the processes. Through their vision, they guide organizations in planning and enactment of strategies. While formulating strategies, they give an essential variation of the planning matrix and for enactment they put their efforts to achieve the strategic objective of organization. The study found that strategic leadership has positive impact in implementation of strategy within a firm. Provided the suitable and effective leadership style is applied in the dynamic situation of organization. Furthermore, strategic leadership is also considered as a key driver to attain competitive advantage for an organization. Evidently, effective strategy implementation hinges on upon the leadership skills of working through others, organizing, motivating, culture building, as well as creating robust fits among strategy and how the organization does things, therefore if the leadership which is nucleus of the organization would be effective the organization will have upper hand on its rivals.

Finally, leadership must initiate the assessment procedure to clinch the viability of the entire management procedure. This accountability angle of leadership will highlight the flaws and enhance the strategies through continuous improvement and changes. Furthermore, this evaluation process will assist leaders and managers to maintain and sustain spontaneous growth of institution while implementing strategies effectively.

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