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BUSINESS PROCESS OUTSOURCING AND BUSINESS SUCCESS OF EVENTS PLANNER IN RIVERS STATE

By

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Abstract

The study investigates the relationship between business process outsourcing and business success of events planner in Rivers State. A cross-sectional survey design study was used. 73 owner's manager of event planners in Rivers State constitute the study population. The study was a census study. Business process outsourcing was operationalized with primary activities outsourcing and support services outsourcing. Organisational survival and customer satisfaction were used to measure the dependent variable (business success).The hypotheses were examined using the Spearman rank order correlation coefficient. The findings reveal a highly positive significant relationship between business process outsourcing and business success. The study concludes that a significant relationship exists between business process outsourcing and the business success of event planners in Rivers State. The study recommended that Primary activities outsourcing and support services outsourcing should be used to enhance business success.

Keywords: Business Process Outsourcing, Primary Activities Outsourcing, Support Services outsourcing, Business Success, Organisational Survival, Customer Satisfaction.

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Introduction

Every organisation determines their outstanding results, which could be the attainment of particular sales, revenue, market share levels, production levels, the maintenance of particular quality standards, or even the occurrence of particular safety records. Efficiency and effectiveness of employees and organisations in day-to-day tasks, responsibilities, and process outsourcing is an essential element for achieving organisational success and a business is deemed successful when it produces defined outcomes that enable it to be profitable and competitive in its particular industry or marketplace. Giving staff the resources, including the essential decision-making skills, to accomplish their jobs without interference is the key to organisational success (Maltz, 2013). Developing organisational effectiveness is a requirement for creating a successful organisation, as stakeholder value creation depends on a company's capacity to realise its goals (Atkinson et al., 2009).

In order to manage the dynamics of today's businesses, outsourcing has grown in importance and acceptance among managers (Jae, Minh, Kwok, & Shih, 2000). An organisation needs outsourcing to avoid focus loss that reduces workplace productivity and the choice to stop doing non-essential tasks so that complete attention is given to more important and core tasks without sacrificing quality. The success of the company tends to cause the organisation to lose sight of the crucial duties necessary for effective performance. According to Stroh and Treehuboff (2003), outsourcing is a management strategy in which a company assigns its major non-core activities to a qualified and effective service provider in order to save time and money. Outsourcing enables businesses to hire specialists for non-core tasks at little-to-no cost and burden, freeing up staff members to concentrate on core tasks where they excel and have a competitive advantage. In other words, outsourcing is the practise of having a third-party complete work for a company instead of having an inside staff do it (Nwokocha & Iheriohanma, 2012).

Numerous renowned international businesses are known to have outsourced portions of their job operations to other businesses and this decision led to the company's success. Among them is Alibaba, one of the largest global market places, which began in China as a small internet business called China Yellow Pages. After rocketing to prominence in the international global market and optimising her performance, China Yellow Pages became one of the most well-known international businesses. Jack Ma, the founder of Alibaba, chose to outsource the creation of their website to a US company at a time when US developers were noticeably far advanced in the knowledge and skills required and against the dearth of available talent in China.

In the current business environment, organisations regard outsourcing as a crucial survival tactic since it helps increase corporate performance by reducing costs, creating new products and services, and enhancing quality and productivity (Jyoti, 2015). It is vital to note that modern outsourcing now encompasses crucial fields including design, manufacturing, marketing, distribution, information systems, and more (Jennings, 1997; Dominguez, 2006). Previously, outsourcing was only used for non-core tasks like cleaning, catering, and security. According to Sev (2009), Kodak Company outsourced its computing operations to International Business Machines (IBM), which allowed Kodak to operate more efficiently and with a higher-quality computing system for less money than it was previously spending.

Organizations consider outsourcing as a very important strategy required for sustenance in the current work environment because it plays a prominent role in improving the firms success by reducing costs, creating new products and services and equally enhancing quality

and productivity (Jyoti, 2015). It is worthy of note that present day outsourcing is no more limited to non-core activities such as cleaning, catering and security but includes critical areas such as design, manufacturing, marketing, distribution, information system etc. (Jennings, 1997; Dominguez, 2006). Sev (2009) avers that Kodak Company outsourced its computing operations to International Business Machines (IBM) and the outcome is higher quality computing system and operation at Kodak for less money than it was spending.

According to Sev (2009), in order to boost competition in the global financial markets, several Nigerian mega-banking groups, including the United Bank for Africa (UBA) Plc. and Access Bank Plc., outsourced their Automated Teller Machines (ATM) to a firm called Interswitch Operations. This is in addition to Ashaka Cement Plc, which outsourced its operations and services to Blue Circle Industries of the United Kingdom. For instance, some higher education institutions in Nigeria now hire outside companies to handle security, cleaning, and other tasks that were once successfully handled by certain departments or arms of the university and were the highlight of campus life.

The use of outsourcing is not just limited to large organisations; it is a strategy that can be used by any organisation, regardless of size (Isaksson & Lantz, 2015), type of outputs provided, or industry (manufacturing, information technology, services, product engineering, management services, research process, or marketing services) (Agburu, Anza, & Iyortsuun, 2017). According to Agranoff (2006), businesses can function better when they have managers who are aware about contract management and have the skills to deal with issues of control and responsibility.

It is not true that outsourcing is limited to large organisations because the organisations that have been discovered so far can all be classified as major organisations by any standards. It is important to note that outsourcing is a variety of strategies that have been categorised in a variety of ways by various scholars (Agburu, Anza, and Iyortsuun, 2017), and it is applicable to all types of organisations regardless of their size (whether small or large) or the type of outputs they provide, including manufacturing, information technology, services, product engineering, management services, and research process as well as marketing services (Isaksson & Lantz, 2015).

Given that many businesses are committing to outsourcing while touting the benefits of decreased complexity, streamlined operations, and increased efficiency (Agburu et al., 2017), as well as the fact that some authors, including Steensma and Corley (2000), Yalokwu (2006), and Dominguez (2006), have stated that outsourcing can enhance organisational performance when used as an organisational strategy, there is dearth of empirical study onbusiness process outsourcing and business success of events planner in Rivers State and this study aims to bridge the gap and investigate the business process outsourcing and business success of events planner in Rivers State

Statement of the Problem

Effective event management requires inventiveness, careful planning, and quick thinking, but for many event planners, achieving extraordinary success is practically impossible owing to issues that could undermine the success of the events as a whole. Event management challenges can effectively be turned into opportunities by skilled event managers who have the insight to foresee these problems and plan accordingly. However, the abuse of resources and time, opportunity costs of financial resources invested, as well as the inability to realise

the projected advantages, have all contributed to the failure of many organisations, which has hindered the organisational success of many firms today (Ortiz, 2014).

A common business strategy is outsourcing, in which companies hire outside firms to handle duties like software development, payroll administration, and customer service. Outsourcing has some problems that need to be resolved even though it can increase productivity and cost savings. Many businesses are at risk due to worries about security, language barriers, ambiguous costs, inadequate control, and inadequate knowledge transfer of the vendor's background, skills, and experience in outsourcing (Nguye, 2023).

Understaffing, Overspending, Not prioritizing networking, Forgetting to track changes, no weather backup plan, neglecting timeline wiggle room, lack of experience, too many guests, no event management process, forgetting attendee engagement, too little time for setup and breakdown, not researching other events and laws, not capturing data, over-programming, not confirming vendor are some of the problems of events planners that ginger them to look into outsourcing to focus on main target.

Budget restraints, managerial challenges, time pressures to complete tasks, shifting event owner expectations, and delays in getting guidance and decisions from event owners are all obstacles that event planners face while outsourcing their work (Haddix, 2019). Due to the ease with which a job could be outsourced to a third party, which the company saw as a cost-cutting measure for the organisation, outsourcing, a global phenomenon, is showing all of its ugly side in Nigeria and worsening the country's already precarious unemployment situation. Despite several efforts to lessen the drawbacks of outsourcing, achieving organisational success is still challenging. This fact led to the decision to conduct this study with the aim of determining how business process outsourcing, namely primary activities outsourcing and support services outsourcing, impacts event planners' ability to make a profit in Rivers State.

Aim and Objectives of the Study

The study examines business process outsourcing and the business success of event planners in Rivers State. Specifically, it examines the association between:

1. Primary activities outsourcing and organisational survival of event planners in Rivers State

2. Primary activities outsourcing and customer satisfaction of event planners in Rivers State

3. Support services outsourcing and organisational survival of event planners in Rivers State

4. Support services outsourcing and customer satisfaction of event planners in Rivers State

Research Hypotheses

Ho_1: There is no significant relationship between primary activities outsourcing and organisational survival of events planners in Rivers State

Ho_2: There is no significant relationship between primary activities outsourcing and customer satisfaction of events planners in Rivers State

Ho_3: There is no significant relationship between support services outsourcing and organisational survival of events planners in Rivers State

Ho_4: There is no significant relationship between support services outsourcing and customer satisfaction of events planners in Rivers State

Review of Related Literature

This study is anchored on transactional cost theory, which focuses on firm borders, seeks to answer the question of when activities occur in the market and when they occur within the firm (Williamson, 1991). More particular, transaction cost theory predicts when hierarchies, markets, or hybrids (e.g., coalitions) will be employed for governance. Williamson, who received a Nobel Prize for his work on transaction costs, proposed that the transaction costs of activities determined whether they were internalised within a corporation. He defined transactions broadly as transfers of products or services across interfaces, and he maintained that where transaction costs were high, internalising the transaction within a hierarchy was the best choice.

TCT is a theory that explains and predicts outsourcing decisions and outcomes based on the costs and advantages of managing an economic exchange either inside or outside. Organisations usually attempt to minimise transactional costs, which are determined by elements such as asset specificity, uncertainty, frequency, and opportunism, according to transactional cost theory. Business process outsourcing (BPO) is a subset of outsourcing that entails hiring third-party service providers to handle a variety of business-related operations and processes. Business process outsourcing can assist firms in lowering costs, increasing efficiency, and focusing on core capabilities.

TCT and BPO are related in the sense that TCT can be used to explain why companies opt to outsource particular business functions. According to TCT, corporations will outsource when the transaction costs of administering a process internally exceed the transaction costs of outsourcing it. In terms of commercial success. By allowing organisations to focus on core skills while outsourcing non-essential activities, BPO can help them accomplish their strategic goals. However, the effectiveness of BPO is determined by a number of aspects, including vendor selection, contract management, and governance.

Conceptual Framework

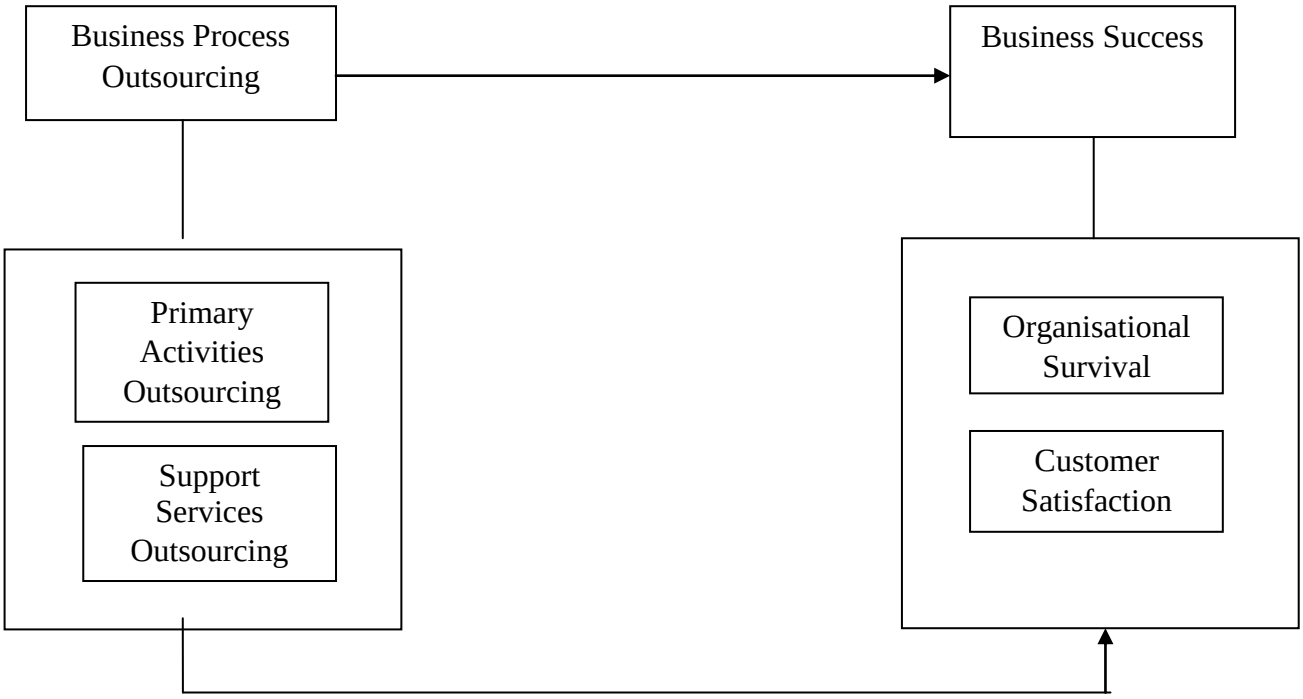


Figure 1: A conceptual framework showing the link between business process outsourcing and business success.
Source: Conceptualized by the researcher

Business Process Outsourcing

According to Dayasindhu (2004) business process outsourcing (BPO) is the outsourcing of one or more whole business processes, including all related resources like information technology and human resources. The outsourcer only gets the process result; the supplier takes over the full business function and decides how to implement it (Braun, 2004). Contracting out all or a portion of a company's services to other parties is known as outsourcing. Companies outsource non-core jobs to save expenses associated with constraints, high taxes, energy costs, the cost of defined benefits in labour-union contracts, and taxes on benefits that are mandated by the government.

The practise of employing a third party from outside a business to carry out tasks or produce commodities that were previously completed in-house by the business's own employees and personnel is known as outsourcing. Companies typically engage in outsourcing as a cost-cutting strategy. As a result, it may have an impact on a variety of occupations, including customer service, manufacturing, and back office work. Due to the fact that workers in the impacted industries continue to complain about the policy of wage reductions by the employers of labour, job outsourcing has consequently become a significant topic and a cause for serious concern in Nigeria. Outsourcing, according to Gibson (1996), is the process of "submitting activities and regular functions to other organisations.

According to Twin (2022), in 1989, outsourcing was acknowledged for the first time as a corporate strategy, and throughout the 1990s it played a crucial role in business economics, and in many nations, outsourcing is a practice that has generated significant debate. The argument put up by those opposing is that it has led to the loss of domestic jobs, particularly in the manufacturing industry. Outsourcing, according to proponents, encourages enterprises and

companies to spend resources where they are most useful and preserves the characteristics of free-market economies on a global scale.

Recent years have seen a significant increase in interest in outsourcing in both academic and industrial circles. The apparent rise of outsourcing as a corporate strategy in recent years has been attributed to a number of managerial factors, chief among them being the need for the lead firm to concentrate on its "core competencies," access to knowledge and skills that are not currently available in-house, and the opportunity to profit from the economies of scale and/or scope enjoyed by external suppliers.

Outsourcing is used by businesses to boost budget flexibility and management, as well as to cut employment and regulatory costs. Businesses can use outsourcing to pay just for the services they require and only when they require them. Furthermore, it eliminates the need to hire and train dedicated staff, attracts new talent, and increases capital and operational costs. When the client base's revenue growth is limited, outsourcing decreases short-term costs and allows for short-term profits.

Event planning should be outsourced because good event design requires both knowledge and capabilities (Harvey, 2022). Professional event planners will thrive if they work with a reputable, experienced event planning company. By cooperating, planners may lower risks, make wise decisions, and maintain equanimity under pressure. Professional event planners have the knowledge necessary to direct their decisions and actions at each level of the process, which makes people desire to outsource for best business results

A growing number of people are utilising online technologies to create profitable service delivery businesses that can be run from almost anywhere in the world (Wikipedia, 2023). To do this, groups of people hire specialists on a contract basis in particular fields to complete online projects through a number of small businesses that are entirely online and take care of repackaging and user distribution. Outsourcing has been cited as the fastest way to create demand-driven jobs in developing economies around the world, and the majority of Nigerian public and private businesses have increased their yearly profits by outsourcing some of their non-core operations, such as call centres, to outsourcing companies. Aside from event planners, almost all banks employ low-wage contract workers.

An event requires a lot of planning because there are so many diverse elements, minute details, and requirements. When there is a deadline, these duties can quickly become burdensome, but outsourcing event planning enables you to concentrate on other objectives and projects while saving time. Even though many people don't think about it, there are several advantages to outsourcing event planning since trained planners have the skills, connections, and knowledge of achieving successful event development (Harvey, 2022). Event preparation can easily become hectic and stressful, even with thoughtful decisions. The burden of arranging the event can be reduced by outsourcing it to experts with relevant knowledge in the field who will be held responsible for their conduct.

Primary Activities Outsourcing

The primary activities is a collection of the processes that a firm or organisation employs to generate revenue (Tarver, 2021).Numerous instances of outsourcing "support activities" such as IT or other back-office services, are provided in the literature (Que'lin & Duhamel 2003; Berggren & Bengtsson 2004). In this context, the aforementioned justifications are unquestionably applicable. Such justifications, however, seem to be less persuasive for many

businesses that have contracted out 'primary activities' as diverse as footwear, clothing, vehicles, and pharmaceuticals (Porter 1985). The availability of resources and cost advantages are responsible for the practise of outsourcing primary tasks. It is clear that a lot of businesses are currently outsourcing even their core functions. Nike, a well-known shoe company, serves as a good illustration. Nike is notorious for not owning any manufacturing facilities and instead outsourcing the production of its goods to independent partners (Agburu et al., 2017). According to Isaksson and Lantz (2015), the resource-based perspective of the organisation and transaction cost economies provide a thorough explanation of the circumstances that lead businesses to outsource their core functions and explain why this type of outsourcing strategy has become more significant.

Tarver (20210 cite examples of some primary outsourcing activities in his study. Among these are, the footwear manufacturer, clothing industry, pharmaceuticals products and cars industries. The footwear maker Nike is well known for using independent vendors to produce its products rather than owning its own manufacturing facilities (Donaghu and Barff 1990). The clothing industry has undergone a "retail revolution" (Gereffi 1994) over the past 30 years, especially in the United States, the United Kingdom, and Continental Europe. As a result, large retailers like Penney and Marks & Spencer, branded fashion clothing marketers like Liz Claiborne, and branded clothing producers like Levi Strauss now control the industry.

Support Services Outsourcing

Professionals utilise support services to carry out a primary programme or function that brings in financial fortune. These services are utilised by numerous departments, including IT, customer service, and human resources. Support services usually refer to how a company uses technology at work. IT support services, often known as support services, are provided by third parties for some technologies. These services offer the assistance required to guarantee that a company uses technology effectively and safely. IT support services enable internal IT departments to focus on IT initiatives that benefit organisations and minimise potential problems for end users.

Back-office tasks that aid in the smooth operation of a business are included in support activities, according to Isaksson and Lantz (2015). They support an organization's core operations (Sev, 2009). Isaksson and Lantz (2015) list shipping, advertising, IT services/systems, training, public relations, legal services, and transportation services as examples of support services. The taxonomy of outsourcing activities developed by Gilley and Rasheed (2000) is thorough and simple to comprehend. It quickly recognises and groups outsourced tasks based on their unique characteristics.

Support services are primarily used by human resources, customer service, accounting departments, and managers. Telecommunications, travel and hospitality, finance, transportation and logistics, and retail are all industries that require support services. Each firm uses support services differently, but the majority of them involve optimising IT programmes and procedures. Without competent support services, businesses may struggle to maintain its software and programmes.

According to the Indeed Editorial Team, the benefits of support services include decreased overhead costs because many IT vendors let organisations pay just for the services they actually need to operate successfully. This lessens the need to hire full-time support services workers, maintenance fees, and end-user complaints. Consistency, the second benefit, might cost money and compromise the reliability of an organization's IT projects.

Thirdly, there is greater optimisation because there may be less need to employ internal resources when a third party handles specialised labour. Professionals in support services assist in preventing operational problems and implementing initiatives to improve a company's usage of technology and other processes. Fourth, income generation. By making sure IT is current and that operations are efficient and effective, many support services aim to improve revenue generating. By providing a variety of support channels to strengthen relationships with employees and stakeholders, support services also help firms handle customer service more effectively. The fifth benefit is greater customer satisfaction: Customers are more inclined to stick with a business when they receive the support they require. High levels of client satisfaction can also benefit a company's reputation.

Business Success

Business Success is defined as any action that results in higher profitability while requiring less time and effort. You need to be flexible, well-organized, and willing to make compromises if you want to thrive in business. Maintaining accurate records, putting successful tactics into practise, providing first-rate customer service, devoting more time to the firm, and being willing to make sacrifices are all necessary for a business to grow. Starting a firm requires analytical thinking, dedicated organisation, thorough record-keeping, and awareness of rivals for successful business tactics. Running a business requires putting in extra effort and making personal sacrifices; similarly, retaining customers requires providing great customer service (Seabury, 2023).

Failure to establish key performance indicators (KPI) from the start is a critical error for a new business that wishes to prosper. The majority of people equate financial success in company with making a lot of money, but this is not nearly concrete enough to answer the question of whether or not your business is doing well and moving in the proper way (Riani, 2022). Based on the typical objectives of a lifestyle business, it is likely to be counterproductive to slightly increase profitability while significantly increasing the amount of time needed.

For an organisation to be successful, all of its components must work together. An organisation depends on the accomplishments and results of numerous individuals and work groups to achieve the overall outcomes indicative of success. Therefore, in a significant way, the success of the organisation as a whole depends on the efforts of its members. Managers and scholars alike frequently face difficulties when attempting to measure organisational effectiveness. While financial measures have been widely used for a long time, new frameworks have evolved recently that go beyond the scope of conventional financial metrics.

Organisational Survival

During this time of economic unrest, corporate survival is essential. It becomes the responsibility of all employees, not only the owners or leaders of the business, to maintain a place in this cutthroat market. Employees make up the company's resources, which have been demonstrated to grow through time as a result of knowledge, expertise, and experience earned (Olughor & Oke, 2014). Collaboration is essential for company success, and stakeholders' interests must be aligned with one another's in order for the firm to succeed; otherwise, new collaborations will form (Venkatarman, 2001).

An organization's ability to manage the impact of internal and external environmental factors is essential to its survival. Every business is affected by external environmental factors, including impacts from politics, sociocultural, the economy, and the law. All organisations

view organisation survival as an unwritten rule that supports all other organisational goals (Gross, 1968). Furthermore, Gross (1968) argues that every institution should reevaluate its purpose if it does not prioritise survival.

Sheppard (1993) asserts that observing an organization's continued existence is the most objective method for gauging its survival. According to Lee (2006), an organization's ability to thrive in a dynamic and competitive business environment depends on how well it can leverage its human and material resources and learn to adapt to its surroundings. In the same vein, Huber (2011) claimed that organisational leaders must be extremely concerned with adapting to changing contexts if they are to survive. This suggests that in order for any organisation to be sustainable,

Customer Satisfaction

According to ASQ (2023), customer satisfaction is a metric that measures how pleased customers are with a company's goods, services, and capabilities. Information about customer satisfaction, such as surveys and ratings, can assist a business in deciding how best to adjust or improve its goods and services. Customer satisfaction must be a company's first priority. This rule is applicable to all types of organisations, including commercial enterprises, retail and wholesale businesses, governmental agencies, service providers, nonprofits, and every division that constitute an organisation.

Numerous happy consumers are necessary for the existence of many enterprises on the market. Customers are essential to a business' existence and market expansion. Therefore, it is clear that businesses who want to compete must provide their customers value and unique conditions that satisfy their needs. This satisfaction includes both the atmosphere before and after purchases as well as the feelings experienced throughout the shopping transaction.

A business that is more in touch with its clients caters to their wants and needs. In order to ensure the long-term sustainability of the business, customer satisfaction is essential (Baruk, 2008). Customer satisfaction and customer delight are typically related. Customers receive desirable value from the goods or services that, at the very least, partially satisfy them. "Satisfaction is a judgement, an opinion expressed by the customer," states ISO 10004. The level of satisfaction reflects the discrepancy between what the customer anticipated from the product and how they really felt about it.

Consumer decisions are influenced by a variety of factors, including economic ones like income, price, savings, loans, and the effect of marketing tools, as well as noneconomic ones like demographic, sociological, and psychological ones (Becker, 1990). It is challenging to identify and meet client wants, expectations, preferences, and behaviour, and it is important to note that doing so does not always result in commercial success. This is due to the irrational nature of consumer behaviour. Customers who purchase a specific good typically have predetermined standards for that good's quality, function, or use. They don't actually buy the goods; instead, they pay for the value or what they anticipate from the product. Expectations vary in breadth and can occasionally be either too optimistic or surprisingly pessimistic, hence defining the customer's unique needs comes before the consumer makes a decision.

Empirical Review

The value proposition of BPO is empirically examined by Duan, Grover, & Balakrishnan (2009) in relation to the types of processes that are being outsourced. 298 BPO announcements from 1998 to 2005 were used in the study. The findings are consistent with the claim that outsourcing is advantageous for both core and auxiliary business operations. As opposed to supported processes, it was discovered that BPO announcements on primary processes produce larger anomalous returns. Even though it was discovered that existing process ownership was not a significant determinant for BPO performance, its relationship with VC position offers valuable insights into the timing of outsourcing. The research indicates that internal process development is crucial for BPO success, especially when BPO is used for primary tasks**.**

Process standardisation and the success of business process outsourcing were both evaluated by Wüllenweber, Koenig, Beimborn, and Weitzel in 2009. Arguing that because economies of scale and competence can be attained more easily, process standardisation has a direct and beneficial production cost effect on BPO success. The findings offer compelling evidence that process features, such as the level of standardisation, are a crucial requirement for BPO projects.

Agburu et al.'s (2017) study to ascertain the impact of outsourcing strategies (back office activities, accounting activities, primary activities, and supporting activities) on the performance of Small and Medium Scale Enterprises (SMEs) discovered that outsourcing of back office activities, primary activities, and supporting activities had demonstrated a significant impact on organisational profitability, likewise outsourcing of accounting activities demonstrated a significant impact on organisational profitability.

Yeboah (2013) used SPSS to correlate the variables and data obtained from a population of 50 firms operating in the banking and insurance sectors of the economy of Ghana to evaluate the relationship between outsourcing and organisational performance in the services sector. The results showed that, firstly, there is no statistically significant correlation between outsourcing and organisational productivity. Finally, there is a statistically significant association between outsourcing and competitive advantage. There is also a statistically significant correlation between outsourcing and quality. The impact of the strategy on organisational profitability was not adequately considered in this study.

Irefin, Olateju, and Hammed (2012) used stratified sampling techniques to distribute questionnaire copies to the workers of Nestle Nigeria PLC and equally interviewed some of them to confirm the information collected. Their goal was to determine the impact of outsourcing strategy on project success. According to the results a correlation exists between outsourcing strategy and project success.

Ketokivi and Schroeder (2003), Singh, Darwish, and Potonik (2016), and Vij and Bedi (2016), among many others, found higher connections between these two categories of performance indicators, and conclusion, that, despite not being equivalent, employee perceptions of performance are sufficiently connected with more objective measurements to allow one to draw valid conclusions about how well an organisation function.

Methodology

To achieve the study’s stated objectives, a cross-sectional survey design was used. 73 owner’s manager of event planners in Rivers State constitute the study population. The study was a census study. The sample elements were given a standardized questionnaire. Business

process outsourcing was operationalized with primary activities outsourcing and support services outsourcing. Organisational survival and customer satisfaction were used to measure the dependent variable (business success). Each construct was assessed using five items. The Cronbach alpha was used to determine the variable's reliability. The questionnaire items were graded on a 4-point Likert scale, with 1 indicating severe disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement. The earlier state hypotheses were examined using the Spearman rank order correlation coefficient**.**

Result

72-questionnaire were distributed, but only 69(95.8%) copies were returned. The hypotheses test is undertaken at a 95% confidence interval and the decision rule is stated below.
Where P < 0.05 = Reject the null hypotheses

Where P > 0.05 = Accept the null hypotheses

Table 1: Correlations between primary activities outsourcing and dimensions of business success

			Primary Activities Outsourcing	Organisational Survival	Customer Satisfaction
Spearman's rho	Primary Activities Outsourcing	Correlation Coefficient	1.000	.785**	.765**
		Sig. (2-tailed)	.	.000	.000
		N	69	69	69
	Organisational Survival	Correlation Coefficient	.785**	1.000	.775**
		Sig. (2-tailed)	.000	.	.000
		N	69	69	69
	Customer Satisfaction	Correlation Coefficient	.765**	.775**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	69	69	69

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2023.

Primary Activities Outsourcing and Organisational Survival: The rho value of 0.785** at a significance level of 0.000 in column five of Table 1 above is less than the alpha level of 0.05 specified for the hypothesis regarding primary activities outsourcing and organisational survival. The null hypothesis (Ho1), which claims that there is no significant association between primary activities outsourcing and organisational survival, is rejected because the significance value is less than the alpha level of 0.05, and the alternate hypothesis is accepted. This suggests that there is a considerable positive association between primary activities outsourcing and organisational survival**.**

Primary Activities Outsourcing and Customer Satisfaction: Column six of Table 1 above shows a rho value of 0.765** at a significance level of 0.000, which is less than the alpha level of 0.05 used for the primary activities outsourcing and customer satisfaction hypothesis. Because the significance value is lesser than the alpha level of 0.05, the null hypothesis (Ho2), which says that there is no meaningful relationship between primary activities outsourcing and customer satisfaction, is rejected, and the alternate hypothesis is accepted. This implies that there is a strong significant positive association between primary activities outsourcing and customer satisfaction.

Table 2: Correlations between support services outsourcing and the dimension of business success

			Support Services Outsourcing	Organisational Survival	Customer Satisfaction
Spearman's rho	Support Services Outsourcing	Correlation Coefficient	1.000	.825**	.810**
		Sig. (2-tailed)	.	.000	.000
		N	69	69	69
	Organisational Survival	Correlation Coefficient	.825**	1.000	.765**
		Sig. (2-tailed)	.000	.	.000
		N	69	69	69
	Customer Satisfaction	Correlation Coefficient	.810**	.765**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	69	69	69

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2023.

Support Services Outsourcing and Organisational Survival: Column 5 of Table 2 reveals a rho value of 0.825** at a significance level of 0.000, which is less than the alpha level of 0.05 chosen for the hypothesis level relating support services outsourcing to organisational survival. The null hypothesis (Ho_3), which claims that there is no significant relationship between support services outsourcing and organisational survival, is rejected since the significance value is less than the alpha level of 0.05, and the alternate hypothesis is accepted. This means that support services outsourcing has a highly significant positive association with organisational survival.

Support Services Outsourcing and Customer Satisfaction : Column six of Table 2 above shows a rho value of 0.810^{**} at a significance level of 0.000 which is less than the chosen alpha level of 0.05 for the hypothesis relating to support services outsourcing and customer satisfaction. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho_4) which states that there is no significant relationship between support services outsourcing and customer satisfaction is rejected and the alternate hypothesis is accepted. This implies that there is a strong significant positive relationship between support services outsourcing and customer satisfaction.

DISCUSSION OF FINDINGS

The data analysis above depicts that business process outsourcing in terms of primary activities outsourcing and support services outsourcing has a connection with business success. The discussions of each hypothesis are stated below.

Primary Activities Outsourcing and Organisational Survival

The results of the data analysis in Table 1 showed a strong relationship between Primary activities outsourcing and organisational survival. The P-value of 0.000 demonstrates a strong positive relationship existence between primary activities outsourcing and organisational survival, and the rho value of 0.785 demonstrates a strong positive connection between the variables. The results of this study support the results of research Duan, et al. (2009) whose findings shows that outsourcing is advantageous for both core and auxiliary business

operations, most especially when primary activities outsourcing is involved for business process outsourcing.

Primary Activities Outsourcing and Customer Satisfaction

The hypothesis 2 analysis in Table 1 showed a positive strong significant correlation between Primary activities outsourcing and customer satisfaction.The P-value of 0.000, and the rho value of 0.765 demonstrates a strong positive link between Primary activities outsourcing and customer satisfaction. The report agrees Wüllenweber, et al., (2009) that process standardisation that result in client satisfaction correlate with the success of business process outsourcing.

Support Services Outsourcing and Organisational Survival

The results in Table 2 revealed that support services outsourcing relates significantly to organisational survival. The correlation among the variables signifies that support services outsourcing can improve organisational survival.The P-value of 0.000shows that support services outsourcing relates to organisational survival, while the rho value of 0.825 shows a strong positive correlational value among the variables. This result is consistent with the study Agburu et al.'s (2017) who discovered that outsourcing of back office activities, primary activities, and supporting activities had demonstrated a significant impact on organisational profitability. The result also aligns with Irefin, et al. (2012) whose results shows a correlation between outsourcing strategy on project success

Support Services Outsourcing and Customer Satisfaction

The analysis presented in Table 2 revealed that support services outsourcing relates significantly to customer satisfaction. The P-value of 0.000 shows that support services outsourcing relates to customer satisfaction, while the rho value of 0.810 shows a high positive correlational value among the variables. This result is consistent with Yeboah (2013) whose results showed that, there is a statistically significant association between outsourcing and competitive advantage. it agrees with Judge et al., (2001) that performance and job happiness are connected , and with greater correlations for more difficult tasks.

Conclusion

The study examines the business process outsourcing and business success of event planners in Rivers State, Nigeria. Employee and organisational efficiency and effectiveness in day-to-day tasks, responsibilities, and process outsourcing are critical components for achieving organisational success, and a business is considered successful when it produces defined outcomes that allow it to be profitable and competitive in its specific industry or marketplace.The study found a strong correlation between business process outsourcing and the business success of event planners in Rivers State. The study therefore concludes that a relationship exists between business process outsourcing (Primary activities outsourcing and support services outsourcing) and business success of the Event planners in Rivers State

Recommendations

The following were recommended;

1. The event planners should consider outsourcing as a very important strategy required for sustenance in the current work environment to reduce costs, create beneficial products and services that enhance quality and productivity.
2. Primary outsourcing should be used to take advantage of specialised skills and knowledge for successful business activities

3. The event planners should utilise support services to carry out a primary programme or function to enhance customer satisfaction and survival of the firm
4. Primary activities outsourcing and supports services outsourcing should be used for competitive advantage, sustainability and to enhance the business success.

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