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RESEARCH ARTICLE OPEN ACCESS

THE DETERMINANTS OF PERFORMANCE OF NEWSPAPERS INDUSTRY: A MEDIATING EFFECT OF COMPETITIVE ADVANTAGE

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ABSTRACT

The study examined the factors that influence the performance of Tanzania's newspaper industry. The research was guided by resource-based theory. The study employed the positivist research paradigm and an explanatory cross-sectional survey research design. A simple random sampling technique was used to produce a sample size of 300 respondents. Data were gathered using a questionnaire and a documentary review. Inferential statistics analysis was performed on the collected data using Partial Squares Structural Equation Modeling with SmartPLS 4, and descriptive statistics analysis was performed on data collected about respondents' profiles using IBM SPSS Statistics Version 26. The findings show that competitive advantage, firm resources, and reverse logistics performance all have a positive impact on the performance of the newspaper industry. The study concludes that competitive advantage, firm resources, and reverse logistics performance all influence the performance of the newspaper industry. The study recommends that newspaper companies in Tanzania and other developing countries use their competitive advantages, resources, and reverse logistics to improve the performance of the newspaper industry.

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I. INTRODUCTION

Firm resources such as commitment, manpower, management support, and adherence to green practices such as reverse logistics all have a significant impact on manufacturing company performance, particularly in terms of financial outcomes, environmental impact, and operational efficiency [1],[2]. Firm resources, particularly resource commitment, positively influence reverse logistics performance, which is frequently mediated by operational performance [3-5]. However, the strength of this effect varies by industry and company. On the other hand, reverse logistics can help a firm gain a competitive advantage, but this relationship is frequently mediated by the firm's operational performance [6]. Companies that can effectively use their reverse logistics capabilities to generate unique resources and capabilities are more likely to gain a comparative and competitive advantage [4-6].

Similarly, performance of Newspaper industry depends on a strategic perspective and leadership practices that emphasize collaboration and motivation [1]. Transformational leadership practices that take a holistic approach to the leadership process improve newspaper robustness and competitiveness [7]. In today's competitive media market, newspapers must establish a strong brand identity and equity [8]. To maintain business operations and development in the age of new technology, newspapers must expand beyond traditional product offerings such as books and newspapers and innovate with new products such as e-books and websites. Furthermore, there is a positive relationship between resource commitment and reverse logistics innovation, which influences reverse logistics performance and cost savings in both the manufacturing and service industries [5]. Reverse logistics practices, such as waste management and environmental efficiency, can boost manufacturing companies' competitiveness by making them more environmentally responsible and efficient [9].

In the electronics industry, forward logistics management, information technology, and corporate citizenship all have a direct positive impact on reverse logistics management, which in turn improves logistics performance. Implementing sustainable reverse logistics practices can significantly improve economic, environmental, and social performance in the manufacturing industry [6]. The impact of reverse logistics performance on the

manufacturing industry is multifaceted, affecting resource commitment, innovation, environmental efficiency, competitiveness, and overall logistics performance in a variety of ways across industries and regions.

Reverse logistics is an effective strategy for achieving sustainable development while also increasing productivity in manufacturing organizations [10]. Implementing reverse logistics practices can result in resource savings, which is critical for increasing operational efficiency and reducing waste in the manufacturing sector. Reverse logistics practices in manufacturing industries help to improve environmental sustainability by managing waste, lowering carbon emissions, and minimizing environmental degradation [11].

Effective reverse logistics implementation can save manufacturing companies money by optimizing processes, reducing waste, and increasing overall efficiency. Reverse logistics practices give manufacturing companies a competitive advantage by making them more environmentally responsible, efficient, and sustainable in the market [12],[3],[13-17],[11]. The benefits of implementing reverse logistics in the manufacturing industry include sustainability, resource reduction, environmental benefits, cost savings, and gaining a competitive advantage in the marketplace. For example, reverse logistics enables manufacturers to recover, reuse, and recycle materials and products, thereby reducing waste and environmental impact [4],[14],[16].

Reusing and recycling materials can help to reduce costs associated with raw material procurement, waste disposal, and new product manufacturing [3],[13]. Efficient and convenient product returns and exchanges enhance customer experience and loyalty [12]. Reselling refurbished or remanufactured products can help manufacturers increase their revenue streams. Proper reverse logistics enables manufacturers to comply with environmental regulations and industry standards for waste management and product stewardship. Advanced reverse logistics strategies can help a manufacturer stand out and demonstrate their commitment to sustainability and customer service. Likewise, [12],[3] and [14] highlight the mediating role of reverse logistics in the relationship between resource commitment and financial performance in manufacturing companies. It implies that a strong commitment to resources can improve the effectiveness and efficiency of reverse logistics programs, thereby positively impacting financial results.

The study by [15] examined the importance of factors in implementing end-of-life product reverse logistics in the manufacturing sector. It suggests that dedicated manpower, efficient manufacturing techniques, and external factors such as government legislation all play important roles in successful reverse logistics operations, which can have a direct impact on the performance of manufacturing firms. On the other hand, [14] investigated the role of modularity and industrial complexes in improving environmental performance in the automobile industry. It suggests that modular production systems, including aspects such as reverse logistics, can help to promote green operations practices, which can have an impact on manufacturing firms' overall environmental performance and sustainability. The study by [17] highlights the differences between industrial sectors in implementing common reverse logistics practices, indicating that factors such as top management commitment, resource reduction, and customer demand for green products can influence reverse logistics effectiveness and, as a result, manufacturing firm performance.

Nonetheless, there is a lack of concrete models in the existing literature that effectively explain the impact of reverse logistics performance, firm resources, and competitive advantage on newspaper industry performance. This study sought to fill a knowledge gap by investigating the impact of reverse logistics performance, firm resources, and competitive advantage on the performance of the newspaper industry. The study also looked at how competitive advantage mediated the relationships between reverse logistics performance, firm resources, and newspaper industry performance. The study's theoretical framework was based on the Resource-Based View.

II. THEORETICAL REFERENCE

This section examines the theoretical and empirical aspects of the Resource-Based View (RBV) and how it can be applied to newspaper industry to help firms gain a competitive advantage. Similarly, hypotheses were developed from the arguments presented in previous literature.

II.1 RESOURCE-BASED VIEW (RBV)

This study employed the Resource-Based View (RBV), a strategic management paradigm that emphasizes a company's internal resources as the primary means of achieving a long-term competitive advantage [18]. This concept, developed by businesses in the 1980s and 1990s, emerged as a means of understanding a company's components in order to achieve a long-term competitive advantage [19]. According to RBV, organizations are heterogeneous because they have a variety of resources, which allows them to pursue different strategies. The RBV states that in order for a firm to achieve a long-term competitive advantage, its resources must be valuable, rare, imperfectly imitable, and non-substitutable. In the 1990s, the RBV, also known as the resource-advantage hypothesis, became the dominant framework in strategic planning [18].

Similarly, RBV emphasizes the importance of both physical and intangible assets [18]. Intangible assets, such as brand recognition and intellectual property, are frequently the primary source of long-term competitive advantage [20]. According to the RBV model, using internal resources is more efficient for gaining a competitive advantage than relying solely on external opportunities. Furthermore, the RBV emphasizes the importance of capabilities, or an organization's ability to generate additional value and gain a competitive advantage over competitors [19]. The RBV model emphasizes the importance of identifying, developing, and leveraging a company's unique resources and talents in order to outperform competitors and achieve long-term market success [18-20]. Figure 1 depicts a model that explains the RBV and emphasizes its key aspects.

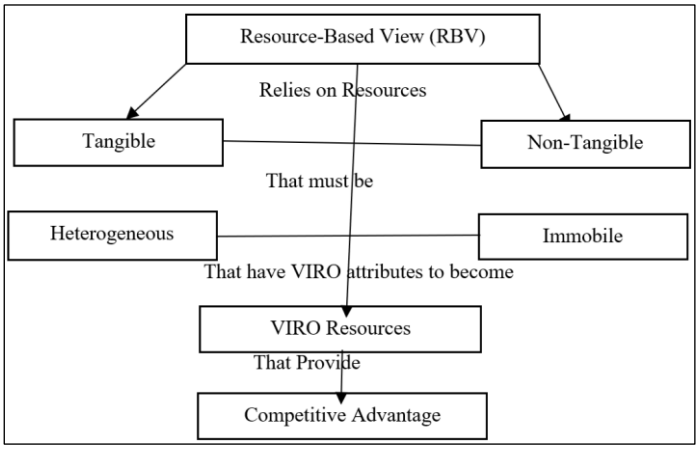

Figure 1: Resource-Based View (RBV) and its Key Points.
Source: [18].

II.1I CRITICISM OF RESOURCE-BASED VIEW (RBV)

RBV is criticized for its static view of resources and capabilities, which ignores the dynamic nature of the business environment. Over time, resources and capabilities may become obsolete or irrelevant. In addition, the Resource-Based View (RBV) does not provide a framework for effectively managing this dynamic process [21]. Furthermore, RBV has been challenged for failing to recognize the importance of external resources and capabilities in developing a competitive advantage [21]. The theory emphasizes the importance of internal resources and capabilities while ignoring the value that external resources, such as partnerships, alliances, and networks, can provide to the firm. Furthermore, RBV has been criticized for failing to consider the importance of knowledge and learning in developing a competitive advantage [21]. The theory emphasizes the acquisition of resources and capabilities while overlooking the importance of knowledge and learning in establishing and maintaining a competitive advantage.

Furthermore, RBV has been criticized for failing to consider the importance of organizational culture and leadership in the development of competitive advantage [21]. The theory focuses on the acquisition of resources and capabilities while ignoring the importance of organizational culture and leadership in establishing and maintaining a competitive advantage. Also, RBV is criticised for failing to recognise the importance of innovation and creativity in establishing a competitive advantage. The theory emphasizes the acquisition of resources and capabilities while overlooking the importance of innovation and creativity in establishing and maintaining a competitive advantage. To address the RBV's weakness and fill the existing gap in the literature, [15] argue that additional research, specifically one that indicates that dedicated manpower, efficient manufacturing techniques, and external factors such as government legislation play critical roles in influencing the performance of manufacturing firms, is required. This study sought to determine whether a firm's resources, reverse logistics performance, and competitive advantage would all have a significant impact on the performance of the newspaper industry.

II.1II THE EFFECT OF FIRM RESOURCES (FR) ON COMPETITIVE ADVANTAGE (CA) AND ON PERFORMANCE OF NEWSPAPERS INDUSTRY (PNI).

The impact of firm resources on competitive advantage is significant, as demonstrated by [22] study of law firms' competitive advantage. The study emphasizes the importance of firm resources in determining competitive advantage among firms in the same industry. It implies that strategic and innovative resource utilization is critical for businesses to achieve and maintain a competitive advantage. Firms can improve their competitive position and outperform their industry counterparts by recognizing the value of their resources and effectively utilizing them [22]. On the other hand, [5] discovered a positive relationship between resource commitment and reverse logistics performance. The findings revealed that "there was a partial mediate effect of resource commitment on reverse logistics performance through reverse logistics innovation." [4] found that "operational performance significantly mediates the association linking reverse logistics and a firm's competitive advantage." The study by [5] further found that "the size of the company had a moderate effect on the model level, but not on the path level. The model differs depending on the time of the company's entry into the industry and the type of industry, at both the model and path levels, but not across the length of reverse logistics implementation. This suggests that the impact of resources on reverse logistics performance may differ across industries and company characteristics. Unfortunately, previous research findings provide no direct information about the impact of firm resources on the performance of the newspaper industry. Previous research focused on a variety of other industries, including manufacturing, service, tourism, and law firms, but did not specifically address the newspaper industry. The most relevant information comes from [5] study, which investigated the relationships between resource commitment, reverse logistics innovation, reverse logistics performance, and reverse logistics cost savings. However, this study focused on the manufacturing and service industries and did not include the newspaper industry. The other most relevant information comes from [2] study, which looked at the effects of organizational resources (human capital and technological competencies) on firm performance in the mobile phone industry. Based on previous empirical research and the RBV, this study hypothesized that firm resources would have a direct impact on competitive advantage while directly and indirectly influencing the performance of the newspaper industry.

H_{1a}^{+}: Firm resources directly and positively influence the competitive advantage
H_{1b}^{+}: Firm resources directly and positively influence the performance of newspapers industry
$H_{1a}xH_{3}^{+}$: Firm resources indirectly and positively influence the performance of newspapers industry

II.1V EFFECT OF REVERSE LOGISTICS PERFORMANCE ON COMPETITIVE ADVANTAGE AND ON PERFORMANCE OF NEWSPAPERS INDUSTRY (PNI)

The study by [4] discovered that "operational performance significantly mediates the association linking reverse logistics and a firm's competitive advantage." This suggests that effective reverse logistics implementation can result in improved operational performance, which contributes to the firm's competitive advantage. [4] confirmed that "when resources are mobilized uniquely, they create comparative advantage, consequently leading to competitive advantage." This suggests that successfully implementing reverse logistics can assist businesses in developing unique capabilities and resources, which can then be translated into a comparative and competitive edge. Similarly, [5] found that "the model is different across the time of company entrance to industry and type of industry at both model and path levels." This implies that the relationship between reverse logistics, operational performance, and competitive advantage may differ depending on the industry and stage of a company's life cycle. On the other hand, reverse logistics performance has a significant impact on competitive advantage, as demonstrated by a study on the relationships between resource commitment, reverse logistics innovation, reverse logistics performance, and reverse logistics cost savings in the manufacturing and service industries [5]. For

example, [5] discovered positive relationships between resource commitment and reverse logistics performance, implying that when resources are mobilized effectively, they can lead to improved reverse logistics performance. Furthermore, the study found that operational performance mediates the relationship between reverse logistics and a firm's competitive advantage. This implies that by improving reverse logistics performance through effective resource commitment and innovation, businesses can gain a competitive advantage in their respective industries. As a result, optimizing reverse logistics performance can help gain a competitive advantage while also improving overall firm performance. However, this study criticizes RBV for failing to consider the relationship between reverse logistics performance and competitive advantage. Based on previous research findings and missing information in RBV, this study hypothesized that reverse logistics performance would directly influence competitive advantage while indirectly influencing the performance of the newspaper industry.

H_{2a}^{+}: Reverse logistics performance directly and positively influences the competitive advantage
$H_{2a}xH_3^{+}$: Reverse logistics performance indirectly and positively influences the performance of newspapers industry

II.V EFFECT OF COMPETITIVE ADVANTAGE ON PERFORMANCE OF NEWSPAPERS INDUSTRY

The effect of competitive advantage on newspaper industry performance can be significant, as demonstrated by a study on news organizations sustained competitive advantage [23]. This study emphasizes that human capital is an important resource for media companies, and when managed properly, it can lead to a sustained competitive advantage. Effective human resource management strategies and policies can help media companies outperform their competitors, resulting in a sustainable competitive advantage. In the newspaper industry, competitive advantage can be achieved through a variety of means, including innovative content creation, effective distribution strategies, strong brand positioning, and audience engagement. Newspapers can use these factors to differentiate themselves from competitors, increase readership, and secure advertising revenue. Furthermore, adaptability to changing technological trends and consumer preferences is critical for maintaining a competitive advantage in the newspaper industry. However, there is no direct information in RBV about the effect of competitive advantage on performance of newspaper industry. To validate this argument, more research that focuses specifically on the newspaper industry is required. This study predicted that competitive advantage would direct and improve the performance of the newspaper industry.

H_3^{+}: Competitive advantage (CA) directly and positively influences the performance of the newspapers industry (PNI).

II.VI CONCEPTUAL MODEL OF THE STUDY

The conceptual model of this study was developed by combining insights from previous empirical research with the theoretical underpinnings of the study, which are based on the Resource-Based View (RBV). Figure 2 illustrates the study's conceptual model.

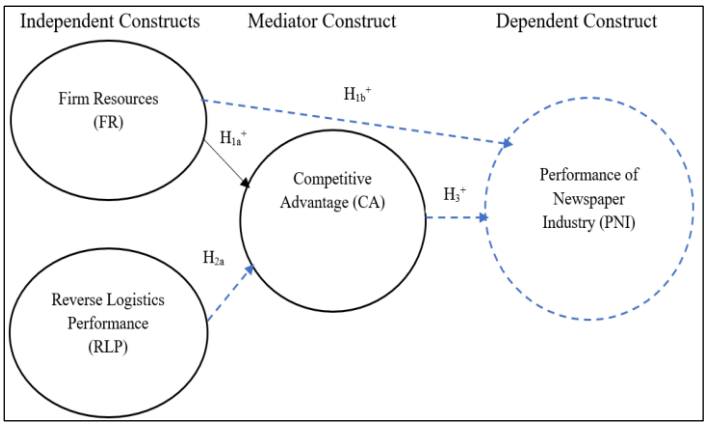

Figure 2: Conceptual Model.
Source: Author, (2024).

Relationship which does not exist in RBV
Relationship which exists in RBV

II.VII THE MATHEMATICAL MODEL

The mathematical model x=lY+e was used in this study to demonstrate the relationship between a latent variable and its observed indicators, where x is the observed indicator variable, Y is the latent variable, l is a regression coefficient that quantifies the strength of the relationship between x and Y, and e represents the random measurement error [24].

III. MATERIALS AND METHODS

The need to test research hypotheses motivated the adoption of positivist philosophy. Furthermore, the study used explanatory cross-sectional survey research methods to collect data from a specific sample of newspaper readers in Dar es Salaam, Tanzania. This is because data was collected once and only a subset of the unit was examined [25]. Similarly, this study collected data through a survey and then analyzed it quantitatively using descriptive and inferential statistics. Because this was a cross-sectional study with local newspaper readers as the focus, the sampling frame included Swahili language newspaper readers. Respondents were then chosen at random. The survey was distributed to 384 newspaper readers, of whom 300 returned completed questionnaires. Nonetheless, this study employed the tenth rule proposed by [26] to determine the appropriate sample size required to test the study model's hypotheses using PLS-SEM and SmartPLS 4 software. According to [26], the tenth rule of thumb states that the minimum sample size needed to evaluate the hypotheses of a given research model is ten times the highest number of exogenous construct indicators. In this study, the exogenous construct with the most indicators was reverse logistics performance (RLP), which had four indicators, as illustrated in Figure 3.

According to the tenth rule of thumb, a sample size of 300 respondents was deemed sufficient for testing the study's hypotheses because it exceeded the minimum number of respondents required. Furthermore, closed-ended questionnaires were assigned numerical values to improve the efficiency and accuracy of quantitative data analysis. The quantitative data gathered for the respondents' profiles was analyzed with descriptive statistics in IBM SPSS Statistics Software Version 26. To test the hypotheses, inferential statistical analysis was

performed with Partial Least Squares Structural Equation Modeling (PLS-SEM) and SmartPLS 4 software. The SmartPLS 4 application addressed missing data using the extra response technique. This study substituted the value 99 for the missing values found in the surveys. However, this technique aided in the systematic separation of observed and unobserved data [26].

III.I MODEL EVALUATION.

The reflecting models were assessed using Partial Least Squares Structural Equation Modeling (PLS-SEM). This decision was made based on the constructs and indicators in the study's conceptual model, as illustrated in Figure 3. Because all indicators were dependent on their constructs, [26] chose a reflective model for this study. Furthermore, the measurement and structural models of the proposed research model were evaluated using the criteria developed by [26]. There were numerous steps involved in evaluating reflective measurement models. First, the indicators' reliability was assessed, with a requirement that the value exceed 0.708. Second, the internal consistency reliability of the composite reliability of constructs was evaluated using a criterion greater than 0.708. Third, the convergent validity of the constructs was assessed using the Average Variance Extracted (AVE) value, which must be greater than 0.5. Finally, the discriminant validity was assessed using the Heterotrait-Monotrait Ratio of Correlations (HTMT) criteria, which required a score of less than 0.9. In addition, the constructs' collinearity in the structural model was evaluated. [26] recommend VIF values of 5 or lower. After adjusting for collinearity, the key variables used to assess the structural model in PLS-SEM were as follows. Path coefficients with a significance level are acceptable if the t-statistic is greater than 1.96 at a significance level of 0.05 for all paths, and p-values of 0.05 or less are considered significant [26]. Similarly, R^2 values of 0.75, 0.50, and 0.25 are classified as significant, moderate, and weak [26]. Overall, the evaluation results for both the measurement and structural models were positive, meeting all of the criteria established by [26].

IV. RESULTS

IV.I DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Table 1 shows data on respondents' gender, age group, educational level, and experience. Approximately 68 percent of the respondents were men, with approximately 32 percent being women. Furthermore, the vast majority of participants, nearly 81%, were aged 31 to 50. Furthermore, nearly 63% of respondents held a bachelor's or master's degree. However, many participants had previous experience as newspaper readersranging from one to ten years, accounting for approximately 69 percent of the total. These findings suggest that the data collected was genuine. On the other hand, these findings are consistent with those of previous studies. For example, [8] study found that the majority of participants (newspaper readers) were over the age of 25, with more than half being male and the majority being graduates.

Table 1**:** Demographic Characteristics of the Respondents (n=300)

Characteristics		Frequency	Percentage (%)
Gender	Male	205	68.3
	Female	95	31.7
Age Group	21-30	12	4.0
	31-40	102	34.0
	41-50	140	46.7
	51-60	36	12.0
	61+	10	3.3
	Secondary Education	18	6.0
Education	Certificate Level	36	12.0
	Diploma Level	58	19.3
	Bachelor Degree	102	34.0
	Master's Degree	86	28.7
Experience	1-10	189	63.0
	11-20	95	31.7
	21-30	12	4.0
	31+	4	1.3

Source: Author, (2024).

IV.II INDICATOR'S RELIABILITIES, R^2 VALUES AND RELEVANCE OF THE PATH COEFFICIENTS

The PLS-SEM method with SmartPLS 4 software revealed that the loadings of all indicators for the constructs exceeded the recommended threshold of 0.708, as proposed by [26]. The R^2 values of 0.446 and 0.639 indicate that exogenous variables (firm resources (FR) and reverse logistics performance (RLP) can explain approximately 44.6 percent of the variation in competitive advantage (CA). Furthermore, the study discovered that a significant proportion, specifically 63.9 percent, of the variation in newspaper industry performance (PNI) can be attributed to the combined impact of firm resources (FR), reverse logistics performance (RLP) and competitive advantage (CA) serving as a mediator. Furthermore, all proposed influences had positive path coefficients, indicating that a one-standard deviation increase in the exogenous constructs firm resources (FR) and reverse logistics performance (RLP) as well as the mediator competitive advantage (CA), resulted in an increase in the level of performance of the newspaper industry (PNI). Figure 3 depicts the reliability of the indicators, R^2 values, and path coefficient relevance of the proposed model.

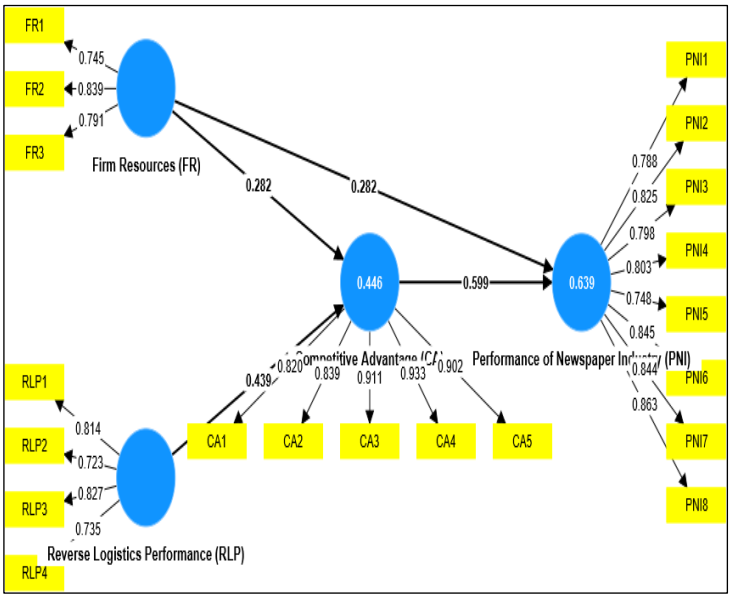

Figure 3**:** Indicator's Reliabilities, R^2 Values and Relevance of the Path Coefficients.
Source: Author, (2024).

IV.III RELIABILITY AND CONVERGENT VALIDITY ANALYSIS RESULTS

For [26] defined a construct as credible if its composite reliability (CR) score exceeds 0.708. Furthermore, for a construct to have convergent validity, its Average Variance Extracted (AVE) value must be greater than 0.5. This study assessed the reliability

of all constructs using composite reliability (CR) values, which were found to be greater than 0.708. Furthermore, the convergent validity of all constructs was determined by computing the Average Variance Extracted (AVE) value, which was found to be greater than 0.5. The findings of this study show that there were positive response patterns identified, and each individual element contributed to explaining the variability in its associated item [26]. Table 2 summarizes the constructs' reliability and validity.

Table 2: Reliability and Convergent Validity Analysis Results.

Construct	Composite Reliability (CR)	Average Variance Extracted (AVE)
Competitive Advantage (CA)	0.946	0.779
Firm Resources (FR)	0.835	0.628
Performance of Newspapers Industry (PNI)	0.940	0.664
Reverse Logistics Performance (RLP)	0.858	0.603

Source: Author, (2024).

IV.IV DISCRIMINANT VALIDITY ANALYSIS (HTMT RESULTS)

Table 3 depicts the relationships between the constructs with HTMT values less than 0.90 in the research model. Consistent with the suggestion made by [26], the results show that each exogenous construct in the research framework had a distinct effect on the endogenous construct.

Table 3**:** Discriminant Validity Analysis (HTMT Results).

Construct	CA	FR	PNI	RLP
CA	0.882			
FR	0.591	0.793		
PNI	0.766	0.636	0.815	
RLP	0.637	0.704	0.585	0.776

Source: Authors, (2024).

IV.V COLLINEARITY STATISTICS BY VIF METRIC FOR INNER MODEL

The Variance Inflation Factor (VIF) was used to assess collinearity in the data. However, [26] discovered that VIF values less than 3 indicate that the predictor constructs of the proposed research model are free of collinearity issues. Table 4 displays statistical data for collinearity in the inner model of the proposed study model. The VIF measure was used, and values less than 2 were found, indicating that there were no problems with collinearity in the predictor constructs of the proposed research model.

Table 4: Collinearity Statistics (VIF) for Inner Model Results.

Construct	Competitive Advantage (CA)	Performance of Newspapers Industry (PNI)
Competitive Advantage (CA)		1.536
Firm Resources (FR)	1.98	1.536
Reverse Logistics Performance (RLP)	1.98	

Source: Author, (2024).

IV.VI F^2 VALUES RESULTS

[26] found that impact sizes of 0.02, 0.15, and 0.35 yielded small, medium, and high f^2 values. Table 5 shows the effect sizes (f^2) for each unique relationship: 0.073, 0.144, 0.176, and 0.647. These values represent the presence of small, medium, and large impact sizes for all hypotheses in the research model.

Table 5**:** F^2 Values Results.

Construct	Competitive Advantage (CA)	Performance of Newspapers Industry (PNI)
Competitive Advantage (CA)		0.647
Firm Resources (FR)	0.073	0.144
Reverse Logistics Performance (RLP)	0.176	-

Source: Author, (2024).

IV.VII Q^2 PREDICT RESULTS

The current study found that the values of Q^2 for all endogenous constructs, namely competitive advantage (CA) and performance of newspapers industry (PNI), were greater than zero. This suggests that the exogenous variables firm resources (FR) and reverse logistics performance (RLP) have predictive power in the research model [26]. Table 6 shows the Q^2 findings for the endogenous construct of the proposed research model.

Table 6: Q^2 Predict Results.

Endogenous Construct	Q^2predict	RMSE	MAE
Competitive Advantage (CA)	0.431	0.766	0.522
Performance of Newspapers Industry (PNI)	0.434	0.761	0.552

Source: Authors, (2024).

IV.VIII STATISTICAL SIGNIFICANCE OF THE HYPOTHESIZED RELATIONSHIPS

Figure 4 shows convincing evidence that all predicted connections were verified (with p-values less than 0.05), indicating that the conceptual research model utilized in this study is suitable for influencing management choices. This is owing to the fact that the anticipated associations are true.

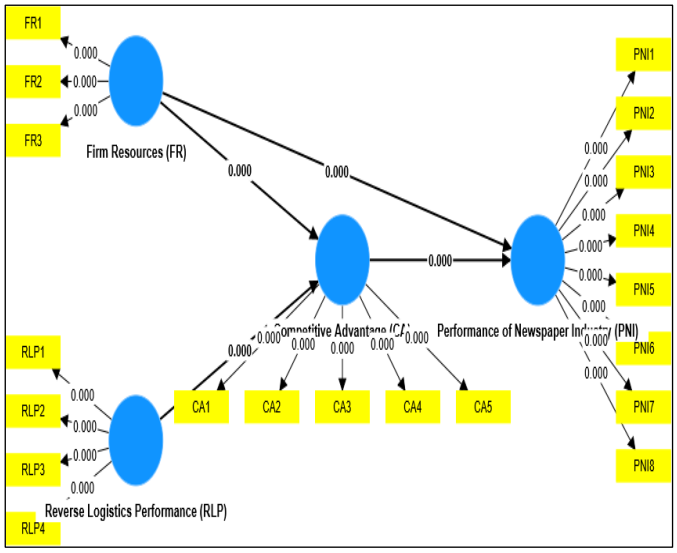

Figure 4**:** Statistical Significance Results.
Source: Author, (2024).

IV.IX INDIRECT STATISTICAL SIGNIFICANCE RESULTS OF THE HYPOTHESES

Table 7 summarizes the findings of the indirect assumption's assessment based on the study's theoretical framework. The bootstrapping report generated using SmartPLS 4 software revealed statistically significant results for indirect predictions (p-values <0.05). This implies that the connections observed in the model exist in real-world situations, and the validated model has the potential to be effectively applied to decision-making processes related to the determinants of performance of newspapers industry.

Table 7: Indirect Statistical Significance Results.

Hypothesis	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P values
RLP -> CA -> PNI	0.042	6.329	0.000
FR -> CA -> PNI	0.040	4.268	0.000

Source: Author, (2024).

IV.X DIRECT AND INDIRECT STATISTICAL SIGNIFICANCE RESULTS OF THE HYPOTHESES

Table 8 summarizes the results of evaluating direct and indirect assumptions using the research's theoretical model. The bootstrapping report using SmartPLS 4 software yielded statistically significant results for both direct and indirect predictions (p values < 0.05). This demonstrates that the relationships identified in the model exist in real-world situations, and the validated model can be used successfully for decision making.

Table 8: Total Effects of Statistical Significance Results.

Hypothesis	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CA -> PNI	0.055	10.799	0.000
FR -> CA	0.057	4.966	0.000
FR -> PNI	0.045	9.986	0.000
RLP -> CA	0.071	6.218	0.000
RLP -> PNI	0.042	6.329	0.000

Source: Author, (2024).

IV.XI IMPORTANCE-PERFORMANCE MAP ANALYSIS RESULTS

Figure 5 shows that firm resources (FR) and competitive advantage (CA) are the most important and best options for improving the performance of newspapers industry (PNI) based on their positions in the first quadrant. Because of this result, firm resources (FR) and competitive advantage (CA) need to be given more attention in order to ensure sustainable performance of newspapers industry (PNI). However, still, the factor of reverse logistics performance (RLP) is rated less important in improving sustainable performance of newspapers industry (PNI) due to its position in the second quadrant. This means that this construct doesn't have a big effect on the target construct performance of newspapers industry (PNI). When improving performance of newspapers industry (PNI), this construct is also important because it is above the average on the performance map of the main focus construct, which is performance of newspapers industry (PNI).

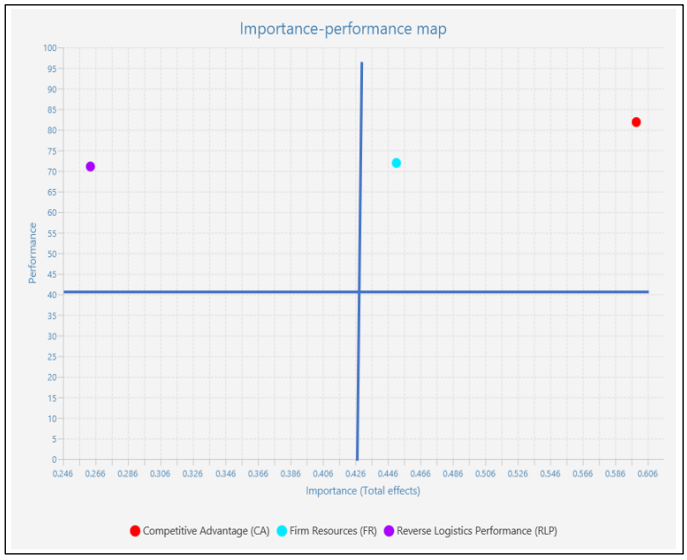

Figure 5: Importance-Performance Map Analysis Results.
Source: Author, (2024).

IV.XII ADDITIONAL ANALYSIS

The types of mediation effects that may exist in the validated conceptual model were investigated. Partial mediation occurs when both indirect and direct effects are significant, whereas full mediation occurs when the direct effect is insignificant but the indirect effect is significant ([26]). Based on this, additional analysis was conducted to determine what types of mediation effects exist in the validated conceptual model.

The validated conceptual model included the direct effects of reverse logistics performance (RLP) on the performance of the newspaper industry (PNI), and a bootstrapping process was used. After the bootstrapping process, it was discovered that the direct effects of reverse logistics performance (RLP) on the performance of the newspaper industry (PNI) were statistically insignificant, whereas the indirect effect was statistically significant, indicating full mediation. On the other hand, both the direct and indirect effects of firm resources (FR) on newspaper industry performance (PNI) were statistically significant, indicating the presence of partial mediation. Following these findings, it is confirmed that the validated conceptual model contains partial and full mediation effects. Figure 6 depicts the results of testing different types of mediation effects.

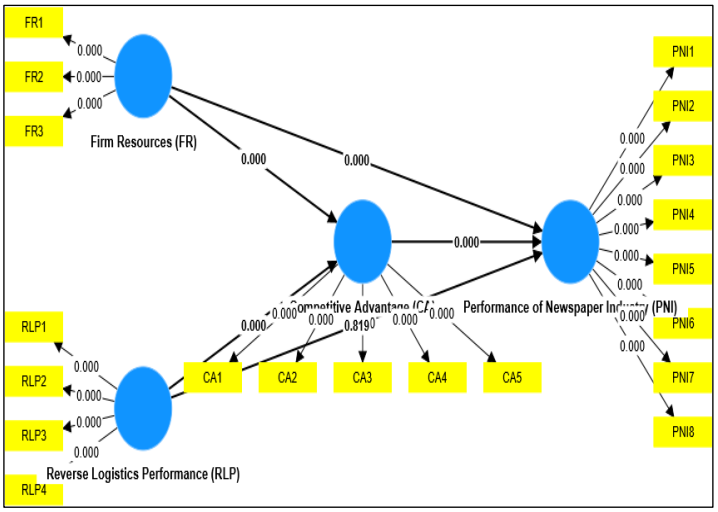

Figure 6: Testing the Type of Mediation Effects Results.
Source: Authors, (2024).

V. DISCUSSION

V.I THE HYPOTHESES TESTED

This study proposed that firm resources (FR) would have a direct and indirect effect on newspaper industry performance (PNI) and competitive advantage (CA). Figure 3 revealed that there were positive path coefficients. This suggests that a one-standard deviation improvement in firm resources (FR) resulted in an increase in both competitive advantage (CA) and newspaper industry performance (PNI), and vice versa. Table 6 demonstrates that firm resources (FR) have a significant direct and indirect impact on newspaper industry performance (PNI) and competitive advantage (CA) (p-value <0.05). These findings support the existence of the predicted relationships in real life. Furthermore, these findings support the findings of previous studies [22], [2], [4], [5], which suggest that when firms mobilize their resources in a unique way, they can gain a comparative advantage and compete.

Similarly, this study predicted that reverse logistics performance (RLP) would have a direct influence on competitive advantage (CA), as well as an indirect impact on overall performance of newspaper industry (PNI). Figure 3 showed that there were positive path coefficients, implying that a one-standard deviation increases in reverse logistics performance (RLP) would result in an improvement in both competitive advantage (CA) and newspaper industry performance (PNI). Table 8 shows that reverse logistics performance (RLP) improves both competitive advantage (CA) and newspaper industry performance (PNI). These findings imply that links between reverse logistics performance (RLP) and competitive advantage (CA) exist in the real world. Furthermore, there is an indirect relationship between reverse logistics performance (RLP) and newspaper industry performance (PNI) in real life. The findings of this study support previous research [4], [5]. These studies have demonstrated that effective reverse logistics performance in manufacturing firms can result in significant environmental, financial, and operational benefits that improve a company's overall competitiveness and long-term success.

Furthermore, the study hypothesized that competitive advantage (CA) would have a direct impact on the performance of the newspaper industry. Figure 3's results supported a positive path coefficient, indicating that a one-standard deviation increase in competitive advantage (CA) would result in an improvement in the newspaper industry's performance. Table 8 shows a strong positive correlation (p-value < 0.05) between competitive advantage (CA) and newspaper industry performance (PNI). On the other hand, the findings of this study are consistent with other prior studies [4], which have shown that competitive advantage, particularly when driven by effective human resource management practices, plays an important role in maintaining the performance and competitiveness of news organizations, which can be generalized to the newspaper industry as well.

V.II THEORETICAL IMPLICATIONS

This study effectively addressed the need for a concrete model to explain the direct impact of firm resources (FR) and reverse logistics performance (RLP) on competitive advantage (CA). Similarly, the current study has demonstrated a model that explains the indirect effect of firm resources (FR) and reverse logistics performance (RLP) on the performance of the newspaper industry (PNI) through competitive advantage. The study used the Resource-Based View (RBV) paradigm, which currently lacks a dedicated model for investigating the interactions of reverse logistics performance (RLP), firm resources (FR), and competitive advantage (CA) in order to improve the performance of the newspaper industry. Figure 6 depicts the validated model for describing how firm resources (FR), reverse logistics performance (RLP), and competitive advantage (CA) influence the performance of the newspaper industry.

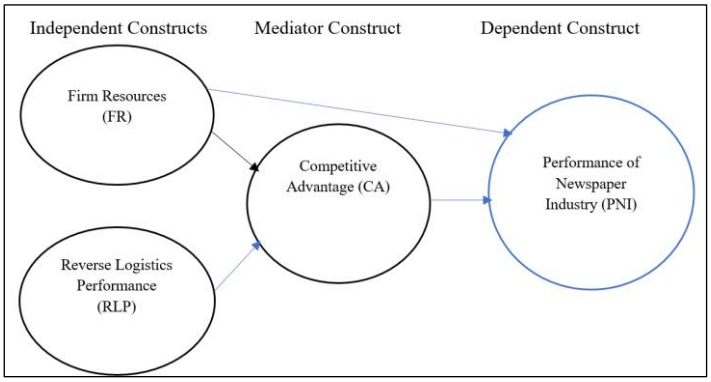

Figure 6: Validated Model.
Source: Authors, (2024).

Theoretical Contribution

Relationship which exists in RBV

V.III PRACTICAL IMPLICATIONS

The confirmed model suggests that competitive advantage (CA) mediates the reverse logistics performance (RLP) and firm resources (FR). According to the findings, firm resources (FR) and reverse logistics performance (RLP) have a significant impact on the performance of the newspaper industry (PNI). Similarly, the statistical significance of firm resources (FR) in both direct and indirect influences suggests that the newspaper industry should focus on its resources to improve its performance. Likewise, the statistical significance of reverse logistics performance (RLP) in indirect influence only suggests that the newspaper industry should indirectly focus on implementing reverse logistics to improve its performance.

V.IV CONCLUSIONS

The findings in Figure 5 provide compact evidence that supports the validity of the study model proposed in the context of decision-making, particularly in terms of prioritizing the competitive advantage (CA) and utilization of firm resources (FR) to improve the performance of the newspaper industry (PNI).

V.V LIMITATION AND RECOMMENDATION FOR FUTURE RESEARCH

This study used a limited number of components, two of which (firm resources (FR) and competitive advantage (CA) were derived from the Resource-Based View (RBV) and one from an empirical literature review (reverse logistics performance), to forecast the improvement in the performance of the newspaper industry. Figure 3 shows that the combination of these components accounted for only 63.9% of the observed variation in newspaper industry performance (PNI). These findings suggest that additional factors can be added to improve the performance of the newspaper industry from 63.9% to substantial (75% and above). The current study suggests that future research should include additional components from other theories to increase the variety of the newspaper industry's (PNI) performance and broaden the scope of the validated model. Furthermore, the study only included

Tanzanian participants. Future research should include participants from multiple countries to improve the proposed model's generalizability in predicting the factors that influence the performance of the newspaper industry (PNI).

VI. AUTHOR'S CONTRIBUTION

Conceptualization: Deus N. Shatta.
Methodology: Deus N. Shatta.
Investigation: Deus N. Shatta.
Discussion of results: Deus N. Shatta.
Writing – Original Draft: Deus N. Shatta.
Writing – Review and Editing: Deus N. Shatta.
Resources: Deus N. Shatta.
Supervision: Deus N. Shatta.
Approval of the final text: Deus N. Shatta.

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