FIRMS' CAPABILITY DYNAMICS AND CONTAINER CLEARANCE LOGISTICS AT LAGOS SEAPORTS

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ABSTRACT
The majority of prior studies on clearance logistics at seaports revolve around the fundamental assumption that customs and other authorities should be responsible for improving seaport clearance operations. Contrary to this assumption, this study investigates the relationship between firms dynamics (age of the business and employee work experience) and the extent of delays experienced by firm during container clearance at Lagos seaports. The article employed primary data that was gathered using structured and unstructured questionnaire. The study's population consists of 43 manufacturing companies that are publicly quoted on the Nigerian Stock Exchange (NSE) list continuously for more than ten years. These companies are located in Ilupeju, Agbara, Ewekoro, Ikeja, Ikorodu, Isolo, and Shagamu, which are the major industrial estates in Lagos and Ogun States, Nigeria. Out of the 43 firms sampled, only 23 of them filled out and returned the questionnaire. This number makes up 53% of the sample size. A Spearman's Rank-Order Correlation was used in analyzing the data. The findings suggest that the more experience an employee has in cargo clearance; the less likely it is that the container would be delayed for fewer days (or a shorter period of time). Additionally, it was discovered that as an organization gets older, the likelihood of delays during container clearance decreases. Thus, this paper suggests that customs and import operations personnel should get ongoing training to stay current on current and upcoming innovations in container clearance in seaports. Furthermore, analysis of strengths, weaknesses, opportunities, and threats should be a regular activity for organizations.

Keywords: Firms' dynamics, container clearance logistics, impact, Lagos seaports
JEL. Classification: L95; L91; L98

1. INTRODUCTION

According to studies, a firm's performance could be affected by transportation efficiency. For instance, Emeghara (1998) suggested that a successful sales strategy depends on having an effective transportation system in place for product marketing. In a similar vein, Ogwu and Agu (2016) pointed out that effective transportation networks offer a range of benefits and opportunities in terms of the economy and society. Therefore, opportunities like quicker market accessibility, financial incentives for more investments, lower operating costs for businesses, and on-time product delivery are made possible by efficient transportation. It was suggested in the work of Uzonwanne et al. (2020) that maintaining the main highways and other feeder roads to lessen the wear and tear on transportation vehicles, as well as preventing the high way patrol team from illegally collecting money, will lessen the burden of transportation costs, which has a negative impact on the prices of consumable goods in the Anambra State of Nigeria. Additionally, it has been found that there is a positive relationship between business performance and road infrastructure (Tuong et al. 2019; Yusuf, 2023; and Ohida et al., 2023). The aforementioned studies demonstrate how transportation has an effect on many interrelated logistics system components of firms.

The National Bureau of Statistics' data on foreign trade shows that in 2020, Nigerian firms import raw materials worth N570.6 billion. This amount scaled to N710.2 billion in the third quarter and N715.7 billion in the fourth. The value of raw materials imported by manufacturing firms increased to N555.4 billion in the first quarter of 2023 from N2.9 trillion in 2021, and N2.4 trillion in 2022 (The Punch investigator, 2023). Shipping is the primary form of transporting manufacturing raw materials into Nigeria. Approximately 95% and 99% of Nigeria's foreign trade flow were reportedly handled through the shipping mode in 2015 and 2017, respectively (Badejo, 2015; and Stear, 2019). The National Bureau of Statistics data also show that 89% of all foreign trade in goods moved via ports in Lagos during the first quarter of 2023 (Vanguard Media Limited, 2023). The essential conclusion drawn from the aforementioned statistics is that it adequately indicates how heavily dependent Nigeria's manufacturing sector is on imports. As a result, the effectiveness of shipping as a means of transporting manufacturing raw materials into Nigeria may have an impact on the performance of the overall logistics system, particularly the logistics of container clearance in seaports. As containers carrying imports from foreign countries arrive Nigerian seaports, they must be unloaded, moved to Customs, examined, and cleared. Imported shipments cannot proceed on their intended course without clearance from customs and other authorities. The stages in the process of clearing cargo at the port include declaring, checking, paying for, and completing any additional procedures required for imported cargo. This procedure could go quickly or slowly, depending on the specifics of the customs law (Carballo et al. 2014).

Most commonly, firms' challenges with shipment delays have been linked to customs clearance in seaports. The Federation of Small Businesses (FSB) (2023) estimates that 10% of small businesses in the United Kingdom have stopped doing business abroad over the past five years as a result of cumbersome customs procedures that frequently cause unnecessary delays. In Nigeria, a study by Delloite (2017) indicated that over 80% of the overall seaport costs incurred by manufacturers using Lagos seaports are attributable to customs clearance expenses alone. In a similar vein, Cotecna (2021) has remarked that Lagos' seaports' cargo clearance takes two to three weeks as opposed to the 48 hours required by the United Nations standard. Several factors can cause a delay in cargo clearance, including slow physical inspections of the cargo and containers, further

inspections induced by information of the transportation of illegal narcotics, a lack of sufficient competent people, protracted bureaucratic procedures, and others. According to reports, importers' containers and goods undergo an excessive number of customs inspections, which slows down the process, especially in the seaports in Lagos. For instance, after containers have been inspected, the Taskforce must continue to check the same shipment both within and beyond the port.

Numerous studies have studied how firms' activities are related to cargo clearance in seaports. The impact of delays resulting from port of entry clearance procedures on firm-level imports in Peru was investigated in the study by Carballo et al. (2014). They found that a day's delay increases costs for small and large businesses by 0.9% and 0.7%, respectively. Similar to this, Sirika and Gizaw (2016) examined the variables influencing the cost of customs clearance and found that the delay time has a substantial impact. Again, Rhodalyn (2018) demonstrated how the use of a single window system reduces the time it takes to complete transactions and the price of clearing products.

Dhakal and Jha (2020) examined the time for custom clearance of freight transport at Birgunj customs areas and discovered that extra time is being spent by freight vehicle inside the custom yard, other than actual processing time, which shows that there is mainly delay in-between the process other than in actual processing unit. The main causes of this are: owner not clearing the goods on time, due to lack of enough number of agents, and unseen syndicate with hidden agendas. Bushra *et al.* (2021) identified the elements influencing the operation of the supply chain and discovered that failure to clear cargoes on a specific timeframe had an impact on the business with increased lead times, less product availability, and a lower quality of customer service. Bassa *et al.* (2021) investigated how firms and industrial supply chains in Ghana were impacted by paperless information technology (IT)-based custom clearance at Ghana Seaports. According to their research, supply chain interactions, transaction cost reduction, and customer order fulfillment are all benefited by IT-based port clearance.

According to the Oni et al. (2023) study, the seaport cargo clearance process is delayed to varying degrees for various industries. Firms that manufacture consumer goods, for example, are likely to experience less delay than those that manufacture industrial goods or healthcare supplies, respectively. In his research, Yusuf (2023) examines the link between a country's infrastructure development (particularly its transportation infrastructure) and the success of its manufacturing sector in Nigeria, as well as the moderating impact of institutional quality. According to the report, the growth of productive infrastructure has a favorable and considerable impact on how well Nigeria's manufacturing industry performs. According to Ohida et al. (2023), transportation infrastructure is necessary for the efficient flow of people and manufactured goods.

It is clear from the literature that most earlier studies paid little to no attention to the firms that import the goods and instead concentrated more on figuring out why cargo clearance times were delayed from the standpoint of customs and other governmental entities. The results of earlier research were insufficient because they did not account for all the factors that contribute to delays in cargo clearance in seaports. Therefore, from the perspective of the firms, it is crucial to consider the factors contributing to inefficiency in the clearance process in Lagos ports. Given the aforementioned gaps, this paper has attempted to provide answers to the following questions: Does a company's age (dynamic capabilities) have any effect on how efficiently cargo is cleared via Lagos Seaports? What relationship does employee work experience (dynamic capabilities) have with container clearing efficiency? There are five sections in the paper. The second section, which

follows the introduction, reviews studies that relate delays in the cargo clearing process to business performance. The methodology is described in the third section. The findings and related discussions are presented in section four. The results and suggestions are presented in section five.

2. LITERATURE REVIEW

2.1 Cargo clearance efficiency and firm dynamics

Rhodalyn (2018) researched into how a single-window approach will affect competitiveness in trade in Ghana's marine trade sector. The study used Tema Port as a case study, with a sample size of 100 respondents, purposive sampling technique, and questionnaire survey method of data collection, secondary data, and SPSS as data analysis method. It was found that the implementation of single windows systems has improved trade facilitation along the supply chain. In other words, single-window system implementation reduces transaction time, cost of clearance goods at the port.

Similarly, Kabui, Gakobo, and Mwaura (2019) studied the effects of the single windows approach on shipping operations, pre-clearance permits, and customs goods declaration procedures at the port of Mombasa. The study used a stratified sample method and a structured questionnaire to gather data from 112 participants. For analysis, both inferential and descriptive statistics were utilized. According to the study, the single windows concept has a positive effect on shipping processes, pre-clearance, and customs goods declaration processes, which increases the effectiveness of cargo clearance at the port of Mombasa.

Bassa *et al.* (2021) evaluated the impact on enterprises and industrial distribution networks in Ghana using automated IT-based clearance processes at Ghana Seaports. 200 Ghanaian trading enterprises were the sample size for the study. The study's results showed how IT-based port clearance has a positive impact on consumer purchase fulfillment, processing charges, and supply chain relationships. This study's findings suggest a link between supply chain relationships, transaction cost savings, IT-based port clearance, and consumer request fulfillment. Nguyen *et al*. (2021) examine the drivers and barriers of e-customs implementation and assess the effects of e-customs on company performance. Managers of businesses in five cities and provinces that dominate foreign trade in Vietnam participated in the poll. Using structural equation modeling (SEM), the data was examined. The results demonstrate that national culture and relative advantages are the two key drivers, whereas compatibility and convenience of use are the two obstacles. This study Oni et al. (2023) on the relationship between nature of business and delays in container clearance process shows that different business sectors encounter different levels of delays during the seaport cargo clearance process. Businesses that produce consumer items, for instance, are likely to encounter fewer delays than those that produce industrial goods or healthcare supplies, respectively.

2.1. Firms performance: the role of age and employee work experience

Studies on the impact of age and employees work experience on company performance have looked at a variety of firm activity parameters. In their study, Coad, Segarra, and Teruel (2013) studied a panel of Spanish manufacturing companies' performance between 1998 and 2006 and related it to company age. Their research revealed that businesses get better as they get older since older businesses are seen to have constantly rising productivity levels, bigger profitability, larger sizes, lower debt ratios, and higher equity ratios. They also discovered that performance of firms

declines with aging. Sales, profit, and productivity growth expectations are lower for older businesses. Older businesses have trouble turning increases in employees into increases in sales and earnings. The research makes it clear that firms perform better as they get older. This suggests that getting older can affect how quickly cargo is cleared at seaports by reducing or increasing delays that businesses encounter.

Furthermore, Cucculelli's (2018) study regarding the relationship between a firm's age and innovation indicates that, even though there is a negative association between the prevalence of product innovation and age, aging means building up capabilities and capacities. According to Grazzi and Moschella's (2018) study of the age of exporting enterprises, the ability to compete in overseas markets is an indication of good performance, and exporting firms do grow faster than other firms. However, they also discover that the influence is larger with young businesses, indicating that the decision-making mechanism is operating particularly actively among young businesses. Van Stel et al. (2018) examined how learning can help an entrepreneur. They discovered that an entrepreneur's earnings tend to increase with the amount of learning that has arguably occurred throughout the course of a firm's existence. Similarly, Anyadike-Danes and Hart (2018) examined how business growth and survival related to age. The conclusion about survival is that larger firms have a better probability of surviving (given age), but they also demonstrate that when small firms grow, the chances of surviving also increase.

According to Kok and Brouwer (2006), there appears to be agreement regarding the correlation between age and productivity for young enterprises, up to the first 10 years of their existence. They generally discovered that new businesses start out with low levels of production. Young enterprises that are able to survive must catch up to the established businesses, which leads to high rates of productivity growth (as a result of both learning and selection effects). These high productivity growth rates have a tendency to level off as they get older and converge to an average productivity growth rate that is comparable to that of established businesses. These typical levels differ between industries.

The findings in the research are varied with regard to the relationship between age and productivity for older enterprises (Kok and Brouwer, 2006). The prevailing view is that age and productivity (both level and growth rate) are no longer correlated for these businesses. However, it is sometimes discovered that older businesses have productivity growth rates that are above average. This can be explained by making the assumption that only enterprises with a good chance of success can endure long enough to reach this age. In other instances, older enterprises' productivity growth rates are found to be negatively correlated with age. The claim made here is that more established businesses are less inventive, less adaptable, and so on. This is what Power (1998) called the inertia effect. Verhoeven, Kemp, and Peeters (2002) noted a more complex wave pattern as production and age increased. Although production levels in this case usually rise with age, they clearly fall in some age groups.

Mallinguh, Wasike and Zoltan (2020), examines firm age and the business sector’s effect on financial performance mediated by the proportion of foreign ownership in domestic firms and the level of financial leverage by examining 146 medium enterprises. Study’s findings show that firm age has a significant direct influence on foreign investors’ decisions regarding domestic firms. Furthermore, firm age has a strong indirect effect on financial performance, suggesting that foreign

ownership levels mediate this relationship. Regarding employee work experience, the study of Oni et al, (2023) on delays in container clearance process suggest that using highly trained staff could reduce delays resulting from incomplete or inaccurate documentation. This implies a relationship between firms' dynamics and efficient clearance logistics in seaports.

In conclusion, the vast majority of previous studies on clearance logistics at seaports have demonstrated the presumption that improving seaport clearance operations should fall under the purview of customs and other agencies. This implies that the companies that import the goods have nothing to offer. Due to their inability to comprehensively examine the factors underlying the inefficiency of the clearing process, previous studies on clearance efficiency in seaports have been ineffective. The relationship between firm age, employee work experience, and the effectiveness of firms' logistics operations, such as cargo clearance in seaports, has also received little to no attention in the literature. In order to fill in the gaps in the literature, it is necessary to investigate the relationship between firm dynamics (business age and employee experience) and the extent of delays encountered by the firm during container clearance at Lagos seaports.

METHODOLOGY

3.1. Theoretical framework

This study hinges on the Dynamic Capability Theory (DCT), which refers to an organization's ability to intentionally generate, expand, or adjust its resource base (Teece, 2007; Hafiz et al., 2022). The DCT came up to address the flaws of the Resource-Based Theory (RBT), which contends that resources that are valuable, uncommon, challenging to duplicate and non-substitutable best position a firm for long-term success. The RBT is of the opinion that strategic resources can provide the foundation to develop firm capability that can lead to superior performance over time (Hafiz et al., 2021). Given that resources are static, as demonstrated by RBT, Teece (2007) argues in DCT that dynamic capabilities, as opposed to regular capabilities encompassing routine and practices (Helfat & Peteraf, 2003), can assist the enterprises in significantly adjusting their resource-base to fill the gaps in RBT. To make this adjustment successful, managers must be aware of external possibilities, seize them when they present themselves, and implement the necessary modifications that take into consideration the requirements of the environment (Teece, 2017).

By constantly practicing learning, motivating, building a culture of teamwork, agility, and change management based on the framework of Sensing, Seizing, and Transforming, capabilities are formed (Teece, 2017). Sensing is the process of identifying and advancing social and technological opportunities in line with customer preferences. When a manager gathers resources to research potential clients and add value, this is referred to as seizing. Continuous practice renewal is important to the notion of transformation, according to Teece (2017).

According to Kaur and Mehta (2017) and Hermawati and Gunawan (2020), dynamic capabilities significantly contribute to the competitive advantage of small firms. Considerable scholarly discussions emphasized organizational culture being directly associated with dynamic capability as entrepreneurial orientation (Wiklund & Shepherd, 2005), as innovation (Violinad & Jian, 2016), and firm resources (McKelvie & Davidsson, 2009). Similarly, studies such as Zhou and Li (2010),

Kaur and Mehta (2017), Tseng et al. (2019) found that strategic orientation as dynamic capabilities is found to lead to firm growth.

Since organizational culture has been demonstrated to be closely related to both dynamic capability and innovation in scholarly debates, it is expected that businesses that often import goods through the port will have a dynamic container clearing culture. Managers must constantly train and retrain employees, build social networks with customs, the Port Authority, and other organizations, and ensure that containers are passed in seaports quickly and efficiently. In light of the aforementioned, it seems to reason that well-established companies should have a competitive edge over newcomers due to technical advancement, employee work experience, networking, and other considerations. According to these updates, a company's experience and age both influence how dynamic it should be when operating port logistics operations at Lagos seaports.

This study used the SPSS to conduct a spearman's rank-order correlation to ascertain the strength and direction of association that exists between firms' dynamics (measured by business age and employee work experience) on container clearance logistics (measured by clearing time in days). Spearman's rank coefficient is calculated as follows:

$$p = 1 - \frac{6\sum d_i^2}{n(n^2-1)}$$

Where n is the number of observations, di is the difference between each observation's two ranks, and ρ is the spearman's rank correlation. The spearman's rank correlation can range from +1 to -1, with +1 denoting perfect positive association, 0 denoting no relationship, and -1 denoting perfect negative association of rank.

3.2 Data Sources and Variable description

The study focuses on manufacturing firms that are based in Lagos and Ogun States, Nigeria. These companies import cargo in containers and do so often through the seaports in Lagos. 43 publicly quoted manufacturing companies that have been continuously listed on the Nigerian Stock Exchange (NSE) list for more than ten years (2010-2019) make up the study's population. These firms can be found in the major industrial estates in Lagos and Ogun States, which are Ilupeju, Agbara, Ewekoro, Ikeja, Ikorodu, Isolo, and Shagamu. The study made use of primary data using a structured questionnaire. The study used total population sampling, as suggested by Sugiyono, (2017), quoted in Darpito (2022). The 43 companies were given structured questionnaires, but only 23 of them were really filled out and returned. This number constitutes 53% of the sample size. According to Osemwota, Okhaku, and Tomwe (1996), this percentage is suitable for analysis and reporting of the study's findings. Spearman's Rank Correlation, a statistical tool, was used to assess the data.

To ascertain the strength and direction of association that exists between firms' dynamics and container clearance logistics, two set of variables namely; firms' dynamics and container clearance logistics were measured. Firms' dynamics was measured by business age and employee work experience (Coad, Segarra and Teruel 2013). Container clearance logistics was measured by clearing time in days. Clearance time refers to the length of time spent at the port for cargo clearance (Dhakal and Jha 2020).

4. RESULTS AND DISCUSSION OF FINDINGS

4.1 Frequency Distribution of Variables

The descriptive analysis of variables under investigation is provided in this subsection. Twenty-three (23) out of the sampled companies supplied complete information on their demographic characteristics. The frequency distribution of the variables can be observed in Table 1.0.

Table 1.0 Frequency Distribution of Variable

Variable	**Percentage**
Highest Educational Qualification	
Degree/HND	52.2
Postgraduate degree	47.8
Year of work Experience	
6-10years	26.1
10-15years	17.4
15-20years	34.8
20-above	21.7
Work Section	
Managerial/ CEO	4.3
Logistics	95.7
Age of company	
11-15years	10.0
16-20years	10.0
20-above	80.0

Source: Authors field work, 2022.

According to Table 1.0, 52.2% of the employees who contributed the data or information in the sampled firms had an HND or bachelor's degree, and 47.8% have a graduate degree. The Table also reveals that among the examined organizations, 26.2% of employees have between 6 and 10 years of work experience, 17.4% have between 10-15 years, 34.8% have between 15-20 years, and 21.7% have more than 20 years. Only workers with a post-graduate degree and those with an HND or bachelor's degree supply the data and information for the study. The implication is that first- and second-degree educated professionals provided the data and information collection for the sampled manufacturing enterprises.

In terms of the work section of the company representatives included in Table 1.0, the findings reveal that 95.7% of data providers came from the logistics division, while 4.3% came from the managerial/CEO division. This demonstrates that the information was provided by the appropriate group of employees, further supporting the reliability of the manufacturing companies' sampled data. According to Table 1.0, 10% of the sampled firms were under the age brackets of 11–15 and 16–20 years, while 80% were 20 years or older. As can be seen, the bulk of the sampled companies are older ones, while the minority was younger ones. Since they have been in operation for a longer period of time and must have studied cargo clearance, older companies are better equipped to give the information needed.

4.1. Description of the Container Clearance Procedures in Lagos seaport.

The field investigation was used to identify seven phases in the cargo clearance procedure at Apapa and Tin Can Island Seaports. Four factors, including the steps needed, the number of agencies engaged, the amount of documents involved, and the style of operation (manual or electronic), were measured for each stage. The container clearance system has seven stages, which are: (i)

Processing of e-Form M: Processing of the Pre-Arrival Assessment Report (PAAR) is followed by (ii) duty assessment, (iii) duty assessment and payment, (iv) examination, (v) customs release, and (vi) delivery.

Table 2.0: Lagos seaports' container clearance procedures.

S/N	PROCESS DESCRIPTION	AVERAGE NUMBER OF REQUIRED STEPS	AVERAGE NUMBER OF GOVT. AGENCY INVOLVED	AVERAGE DOCUMENT REQUIREMENTS	MODE OF OPERATION (MANUAL OR ELECTRONIC
1	Processing of e-FORM M	3	4	4	100 % electronic
2	Processing of PAAR	3	3	6	100 % electronic
3	Assessment of Duty	2	2	4	95 % electronic
4	Payment of Duty	2	2	3	100 % electronic
5	Examination	3	6	8	74 % manual
6	Customs Release	3	4	7	70 % electronic
7	Delivery	3	5	7	65 % electronic
8	Total	19	26	39	

Source: Field survey, 2022**.**

According to Table 2.0, the average number of steps needed to clear a container in Apapa and Tin Can Ports is 19. The container clearance involves 39 documents and 26 government agencies in total. Regarding the mode of operation, the first three stages- Processing of e-form M, Pre-Arrival Assessment Report (PAAR), and Payment of Duty-are completely automated. The proportion of automation for the assessment of duty is 95%. Automation levels for the steps of Customs release, delivery, and examination are 74, 70, and 65 percent, respectively.

4.2. Relationship between business age and container clearing time in days

To determine the effect of age of the business on delays in container clearing time, a spearman rank correlation was conducted using the SPSS. The result of the analysis is shown on Table 3.0.

Table 3.0: Relationship between business age and extent of delays experience in container clearance

Correlations

			Total Delay (in days)	Company's age
Spearman's rho	Total Delay (in days)	Correlation Coefficient	1.000	-.511
		Sig. (2-tailed)	.	.131
		N	23	10
	Company's age	Correlation Coefficient	-.511	1.000
		Sig. (2-tailed)	.131	.
		N	10	10

Source: SPSS Analysis

The results in Table 3.0; show that age of business and extent of delays have a high negative association (r=-0.511). The value here is near -1, which means that there is close to a perfect

negative association of rank between business age and container clearing time in days. In other words, the likelihood of delays during container clearance decreases with the age of the organization.

4.3. Work experience of the employee and delays in container clearing time

To determine the effect of employee work experience on the extent of delays experienced by firms in container clearance at seaport, a spearman rank correlation was conducted using the SPSS. The result of the analysis is shown on Table 4.

Table 4.0: Work experience of the employee and extent of delays in container clearance

			Total Delay (in days)	Years of work experience
Spearman's rho	Total Delay (in days)	Correlation Coefficient	1.000	-.190
		Sig. (2-tailed)	.	.384
		N	23	23
	Years of work experience	Correlation Coefficient	-.190	1.000
		Sig. (2-tailed)	.384	.
		N	23	23

Source: SPSS Analysis

The results in Table 4.0, show that the relationship between employee work experience and extent of delays in container clearance is slightly negative (r=-0.19). The value is near 0, which means that there is a weak correlation between employee work experience and extent of delays in container clearance. In other words, there is a little possibility that the container will be delayed for fewer days (or shorter time) the more experience a person has.

5. CONCLUSION AND POLICY RECOMMENDATIONS

The findings of this study demonstrate a strong negative correlation between the business's age and the dynamics of firms' logistics operations proxy by the extent of delays in container clearance at seaports. This finding is expected because firms are expected to be dynamic in the use of resources as they get older. This finding should be more true of small businesses trying to catch up to established ones. Consequently, it is anticipated that as enterprises get older, the extent of delays in container clearance should decrease. The work of Kok and Brouwer's (2006) confirmed this assertion. In their study, they found that both learning and selection effects contribute to the high rates of productivity growth that emerge from fledgling companies' race to catch up with more established rivals. The study of Coad, Segarra, and Teruel (2013), also agreement with the current study in that they found that firms perform better as they age because older businesses are seen to have steadily rising productivity levels, higher profits, larger sizes, lower debt ratios, and higher equity ratios.

The results of this study also showed a moderately negative correlation between employee work experience and the degree of container clearance delays. Therefore, there is a minor possibility that the container may be delayed for fewer days (or for a shorter period of time) the more

experience in cargo clearance a personnel possesses. The productivity of employees is anticipated to rise as businesses get older. As personnel continue to receive training and education, firms' maritime logistics operations should ideally grow. The findings of this study are supported by the argument made by Oni et al. (2023) that hiring highly skilled workers could cut down on delays brought on by inadequate or faulty paperwork.

Consequently, managers of young firms should always be aware of their internal and external environments to notice possibilities they can take advantage of and develop the abilities to do so. They should treat and develop their staff members well in order to achieve better performance.
Thus, our study suggests that:
1. Customs and import operations personnel should get ongoing training to stay current on current and upcoming innovations in container clearance in seaports.
2. Analysis of strengths, weaknesses, opportunities, and threats should be a regular activity for organizations.

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