

**UNDERSTANDING THE IMPACT OF OUTSOURCING
HUMAN RESOURCE ACTIVITIES ON EMPLOYEE
ATTITUDES AND BEHAVIOURS**

A Thesis

By

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**This thesis is presented for the award of the Degree of
DOCTOR OF HUMAN RESOURCE MANAGEMENT
of
Murdoch University**

2009

DECLARATION

I declare that this thesis is my own account of my research and contains as its main content work which has not previously been submitted for a degree at any tertiary education institution.

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JATURONG SRIWONGWANNA

ACKNOWLEDGEMENTS

Firstly, I would like to sincerely thank my supervisor, Dr. Antonia Girardi from Murdoch University, who has provided excellent assistance, an idea about the research perspective, and also guided me all the way through this journey. Without her expertise, patience, suggestion and support, this research thesis would not have been completed.

Moreover, when I looked back on the past, from where I have started to when I began chasing my dreams, there have always been people who were there for me and gave me enormous courage, inspiration and support. I would like to truly and deeply thank my family, my lovely mother and father, and my older brother.

Next, I would like to thank all of my friends in Thailand, especially Mr. Warut Pongchu and Miss. Monyaras Namprasert who helped me with contracting all of research participants. Moreover, my thanks go to all of my friends in Perth and all staff at Murdoch University for their suggestions and support.

Lastly, I would like to thank all of the research participants who kindly and patiently got involved in all three interview sessions of this research. Best wish go to all of you.

ABSTRACT

This research thesis seeks to identify what factors impact the decision to outsource HR activities, identify what factors affect employee attitudes regarding the outsourcing decision, and discuss how these attitudes impact organisational outcomes.

This research thesis employed a modified Delphi technique to assess the impact of outsourcing decisions. Twenty participants, including Managing Directors (MD), Managers, and Human Resource (HR) employees, representing five organisations that either outsource some or the majority of HR related activities or are providers of HR outsourcing services were involved in the study.

The research findings point to three main conclusions: (1) that organisations typically undertake outsourcing of the HR function in order to gain competitive advantage, (2) there is a relationship between the decision-making process of outsourcing and employee attitudes, and (3) organisational policies, including effective communication, being aware of the knowledge perspective of the outsourcing decision, and employee involvement in the decision, can minimum negative emotions, attitudes and behaviour towards the outsourcing decision.

The research established a range of theoretical and practical recommendations, about the outsourcing decision-making process and the implications on employee perceptions.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

To survive in a competitive global market and to accomplish long term growth, organisations need to develop and focus on their core competencies (Kirchner, 2006; Li-Hua & Simon, 2007; Merrifield, 2006; Potkány, 2008). Organisations need careful planning and strategy implementation to increase productivity levels and to change the beliefs, attitudes and values of employees (Hirshman, Cords & Hunter, 2005). C.C. Thomas (2005) mentions that this is important as employees will then be in a better position to adapt to new technologies and future challenges.

Practice in business and economic activities is constantly changing (Kong, 2007). Most industries have transformed completely from manual processes to complicated, automated and computerised technologies (Minoli, 1995). Some researchers observe that manufacturing industries have come up with sophisticated products that require operators with special skills (Sullivan, 2006; Thapanachai, 2004). Moreover, information communication technology usage and faster information flows have revolutionised our way of life and the way businesses operate. The needs and demands of consumers are forcing organisations to reform and restructure to ensure that they keep up with market demands (Entrekin & Court, 2001; Schultheis & Summer, 1998).

Furthermore, many organisations are no longer as localised as they were in the past, instead of finding themselves operating in a highly competitive international market. In turn, to compete in a global environment, organisations have had to change in order to sustain growth. For example, the apparel and footwear industries in the US are finding it necessary to move their industrial plants to developing countries in order to find cheaper sources of labour and subsequently reduce production costs (Bossidy, 1989; Entekin & Court, 2001; Sankrusme, 2007). All of these factors are forcing organisations to change in order to survive, and it is clearly evident that only the fittest organisations succeed (Gurchiek, 2005).

Research in this field also indicates that if an organisation is to survive in the business world today it must focus on speed, flexibility and agility. To do that, organisations need to focus on main and core competencies whilst contracting non-core functions to an external entity which will carry out that function as one of their core activities (Entekin & Court, 2001; Heywood, 2001; Lee, 2008; Young S., 2007). This outsourcing strategy can allow organisations to focus on their core competencies in order to increase efficiency without having to invest in people and technology (King, 2007; Lau & Zhang, 2006). Additionally, this production strategy permits organisations to become increasingly profitable, and better able to service both local and international customers (Maidment, 2003). An example of this is Nike Inc. which outsources nearly 100 per cent of its shoe production, locally manufacturing only key components of the “Nike Air” product. As a consequence of this outsourcing, Nike Inc. can focus solely on its core competencies, such as production design, marketing, distribution and sales (Entekin & Court, 2001).

In general, outsourcing can be defined as an organisation delegating their non-core functions to an external organisation that provides a particular service, function or product (Hansen, 2009; Lawler & Mohrman, 2003). Some authors observe that outsourcing is no longer confined to information technology (IT) services, but has expanded to financial services, banking services, engineering services, creative services, data management services, hospitality and clinical laboratories or laboratory medicine, and human resource management (HRM) (Bielski, 2007; Bossuyt, Verveire & Blanckaert, 2007; Schultheis & Summer, 1998). Outsourcing the Human Resource (HR) function is one of many ways to improve an organisation's efficiency (Lawler & Mohrman, 2003).

The notion of the HR function has changed due to the evolution of the internal and external organisational environment (Brewster & Harris, 1999; Zhu & Warner, 2004). The focus is no longer on traditional operational and administrative perspectives, but has shifted to changes in employment relationships and strategic HRM (Beardwell & Claydon, 2007; Dyer & Kochan, 1994). More specifically, the contemporary approach to HRM is to clarify the relationship between business strategy and HRM. Moreover, organisations are required to examine the way in which HRM can be used strategically to achieve organisational goals (Thompson, Stickland & Gamble, 2005).

This change in focus requires the HR function to become more strategic (Francis & Keegan, 2006). Many researchers state that outsourcing the HR activity is one of many strategies used by business executives to meet the organisation's demands and objectives; including cost reduction, increasing flexibility, gaining

access to advanced technologies, and a focus on core activities (Khanna & New, 2005; Lilly, Gray & Virick, 2005).

“Human Resource Outsourcing (HRO) is the process of transferring elements of a company’s HRM functions or activities to a provider outside of the company itself” (Reed, 2001, pp. 119). HRO is not new. For example, organisations typically engage law firms for advice regarding HR legislation.

Evidence supports this proposition. For example, Armstrong (2006) stated that because of the complexity of Australia’s labour laws, most organisations in Australia require the services of professional legal firms. In the same vein, new developments in technology has resulted in the payroll function often being outsourced (Turek, Watson, Bhansali, Baron & Lacerte, 2005). Armstrong reports that 45 percent of executives admit to outsourcing payroll management.

Ghassemieh, Thach and Gilinsky (2005) advocate that outsourcing the HR function is a cost-effective HR strategy. Indeed, many organisations outsource all or some HR activities because they cannot afford to employ talented part-time or full-time employees across all areas of the organisation’s operations (Greer, Youngblood & Gray, 1999).

Other HR activities being commonly outsourced include recruitment and selection, remuneration, industrial relations (IR), and occupational health and safety (OHS) (Armstrong, 2006; Davidson, 2005; Hansen, 2009; Staff, 2006; Weinberger, 2008). KPMG International (2006) report HRM as one of three most likely business

functions to be outsourced to Asia. In addition to this, KPMG International stated that 47 percent of respondents in Asia either already outsource or plan to outsource HRM and 65 percent of their respondents in India either already outsource or plan to outsource their human resource functions.

However, regarding the debate whether or not to outsource the HR function does exist, and it centres around the benefits and costs of outsourcing HR needs versus creating internal programs (Fitzpatrick & Dilullo, 2007). Yet, despite the evidence that there are both advantages and disadvantages to outsourcing HR activities (Kosnik, Ji & Hoover, 2006; Stopper, 2005) the popularity of outsourcing HR has been increasing rapidly over the past few decades, with many organisations choosing to outsource some or all of their HR activities..

In the contemporary business environment, most organisations believe that developing and maintaining HR functions requires in-depth planning which will often involve significant effort and expenditure (Henneman, 2005; Sullivan, 2005). There is evidence that this belief has resulted in the HR function becoming the most popular function to outsource (Bednarz, 2005; Hansen, 2009; Hayes, 2006; Henneman, 2005; Miller, 2008). According to a survey of 125 companies (Pollitt, Gelman & Dell, 2004), 80 percent of those companies currently outsource major HR functions and most of these companies continue to increase their option in this area. The research also revealed that less than one percent of those companies reinstated in-house services.

Other research (see Jeffay, Bohannon & Laspisa, 1997) reported that 93 percent of their respondents outsource HR activities and 56 percent of those groups expect to increase the number of functions they outsource. In addition to this, a report using survey and interview data from HR executives working at high profile organisations including Prudential, Sony Electronics, Proctor and Gamble, and Sun Microsystems shows that 60 percent of those organisations provide HR activities from external providers to their employees (Oshima, Kao & Tower, 2005).

As a result, the number of Human Resource Outsourcing (HRO) providers has also increased rapidly. For instance, it is estimated that this industry is currently worth more than £4.7 billion in the UK and Ireland (Berry, 2007). It could be said that outsourcing HR functions is a significant trend affecting the future of human resource strategy.

1.2 Human Resource Outsource

There are many case studies supporting the supposition that outsourcing HR activities can result in tangible benefits to the organisation, including increased employee efficiency. This is because the employee can focus on their core tasks, especially on strategic HR management (Taylor, 2007), rather than the traditional administrative function.

There is also evidence that some organisations decide to outsource as a cost-saving measure. For example, when organisations outsource to countries like India and China, those organisations benefit from lower production costs and high-quality services (Kamath, 2007; Sullivan L., 2004).

Organisations that decide to outsource often do so because outsourcing can provide access to knowledge and experience of the outsourcing providers, allowing organisations to focus on their own core competencies, shorten delivery cycle times and further reduce costs (Lohr, 2007). Specifically, there is the potential for organisations to gain more benefits from utilising HR professionals rather than in-house HR managers whose experience is potentially limited to their own employees (Heywood, 2001; Maidment, 2003).

Many factors affect organisational decision making regarding whether or not to outsource HR activities (Klepper & Jones, 1998). These factors include; a lack of internal resource and knowledge, an organisation's efforts to reduce and control HR activity costs, a focus on core competencies, and the ability to access the knowledge of the provider. However, the impact of outsourcing HR activities on employees and their perceptions of the outsourcing process and its likely success, has not been considered in depth.

Most HR practitioners recognise employees are the key for an organisation to gain a competitive advantage. Hence, it could be suggested that organisations should strongly consider the way in which employees are treated (Kessler, Shapiro & Purcell, 1999). There are many authors who emphasise that organisations should focus on their employees and be heavily committed to employee satisfaction (Dessler, 2008; Ivancevich, 2007; Reilly & Williams, 2006), by understanding and attempting to satisfy the needs of their employees (Dibble, 1999).

Given that it may cost organisations three to five times more to hire a new employee than to retain an existing employee (Bateson & Hoffman, 1999), every effort must be made to understand how an organisation's decisions impact upon employees, especially since researchers note that there is a relationship between employee loyalty, commitment, satisfaction and organisation performance (Fernandes, Mills & Fleury, 2005; Kinlaw, 1999).

The outsourcing of key activities has been shown to have an impact on employee attitude. For example, in 1994 British Aerospace and Inland Revenue outsourced some of their activities, resulting in a protest by employees against this decision (Kessler, Shapiro & Purcell, 1999).

Outsourcing HR functions raises an important question about the effect of HRO on the perspectives of employees, especially, employee attitudes. Consideration of the employees' perspectives regarding the outsourcing of the HR function is one of the most important issues for any organisation that plans to implement such a strategy (Kessler, Shapiro & Purcell, 1999). Organisations must study the impact of HRO on employee attitudes to avoid or minimise any negative impact from such a move.

Research has shown that HR staff from a variety of organisations have negative feelings towards outsourcing HR functions due to potential unemployment implications (Leverett, Megley & Kamery, 2004). In many cases, outsourcing leads to a decrease of HR staff when internal jobs are lost (Dobbs & Wadhvani, 2004). Additionally, security and confidentiality could present a serious problem for

organisations that outsource some HR activities such as payroll, HR strategy, HR planning, or other confidential information (Sullivan J., 2004). Hence, it appears that organisations should carefully consider the impact that outsourcing will have on employees as this will significantly influence the success of the outsourcing decision.

Therefore, this research thesis will focus on the impact that organisational decision making regarding outsourcing the HR function has on employee perceptions and its impact on the success of the outsourcing decision.

1.3 Aim of Research

- (1) To determine the major factors that influence the decision to outsource HR activities;
- (2) To identify the factors which affect employee attitudes regarding the outsourcing decision; and
- (3) To determine how these employee attitudes impact on the uptake and likely success of the outsourcing decision.

1.4 Scope of Research

This research has two main parts. Firstly, this research will focus on the impact, condition and characteristics of outsourcing HR functions from an organisational point of view. Secondly, this research thesis will study the impact of outsourcing HR activities on employee attitudes.

The context of this research is Thailand because there is evidence to suggest that most organisations in Thailand are moving one or more HR activities to an outsourcing provider (Siengthai & Bechter, 2005). Across 11 Asia/Pacific countries, Thailand, Australia, and New Zealand are leading the way in outsourcing the human resource function (Datar, 2003). Moreover, there is evidence to suggest that the high regard for Human Resource Outsourcing providers (HRO) is rapidly increasing.

Beaman and Eastman (2004) stated that most organisations in Asia/Pacific – including Thailand – seen outsourcing HR activity as an option to access a knowledge of expertise and most frequently outsourced of HR activities were recruitment, training and development, payroll and legal compliance. With a lack of accountability of in-house payroll team (i.e. they do not provide accrual reporting) and the complexities of the taxation law, it leads the organisation to used a service from outsourcing provider.

One sample is Hewitt Associates (Thapanachai, 2004), who achieved recognition in 2005 as the Best Employer in Thailand, having 19,000 associates in 35 countries, providing various lower-cost service solutions in HR administration. Moreover, Hewitt currently have 120 clients in Asia and 20 consultants working for many industries in Thailand, including banking, telecommunications and manufacturing (Thapanachai, 2004). Thus, a conclusion to be drawn from this is that outsourcing HR activities is an increasing trend for many organisations to develop business processes, especially in the Asian market.

1.5 Method

This research thesis will use a “modified Delphi Technique” (Poolpatarachewin, 1980) to gather data from a variety of sources, including HR employees, HR managers, and Outsourcing Providers in Thailand.

To analyse the data, a mix of qualitative and quantitative techniques will be used. Qualitative responses will be examined via the narrative analysis method to summarise key findings and present conclusions (Powell & Renner, 2003). Quantitative data tools (via the SPSS software programme) will be used to present information regarding descriptive statistics (i.e. percentage and frequencies regarding sample profile) and cross-tabulations will be used where possible to identify patterns of responses. This quantitative data will be used to support qualitative conclusions in the final stages of consensus building.

1.6 Outline of the Thesis

This research thesis will begin with an introductory Chapter which provides a general overview of the research background, aim of the research, scope of the research, research method, and thesis structure.

Chapter 2 introduces the rise of HR outsourcing, essential factors which influence an organisation’s decision to outsource, benefits and pitfalls of Human Resource Outsourcing (HRO), and a review of the outcomes associated with HRO. Moreover, this Chapter reviews literature which explores the theory of outsourcing and highlights the research related to the impact of outsourcing on employee attitudes and behaviours. Finally, Chapter 2 concludes with a conceptual framework.

Chapter 3 presents the research methodology, including the definition of Delphi technique, an evaluation of its advantages and disadvantages, two examples of Delphi techniques, the process of Delphi technique, and details about the respondents used in this research. This Chapter also introduces the scope of interview questions. The major purpose of these interview questions is to directly address the research questions. Finally, Chapter 3 examines the narrative analysis approach as a way of analysing the data.

Chapter 4 presents the results and a discussion of results relating to the aims and questions of this research thesis. Finally, Chapter 4 concludes with a revised conceptual model.

Finally, Chapter 5 includes a summary of findings, implications of the study, and practical suggestions for organisations that decide to outsource HR functions. In addition, the Chapter will present a discussion regarding the practical outcomes of this study for use in organisations embarking on outsourcing the HR function, and also present a refined conceptual model which can be used as a diagnostic tool when considering the outsourcing decision.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

As indicated in the previous Chapter, outsourcing as a corporate decision seems to play an important strategic role in many organisations. Specifically, Chapter 1 revealed that there has been a significant increase in outsourcing of the HR function. Outsourcing of the HR function was shown to be central to ensuring effective organisational performance.

Chapter 2 will begin with a review of the literature on Human Resource Outsourcing (HRO). This review discusses the factors which influence organisational decisions to outsource HR, the rise of HR outsourcing, benefits and pitfalls of HR outsourcing, and presents case study evidence of both successful and failed HRO. Evidence examining the impact of outsourcing on employee attitudes and behaviours, and how these behaviours can affect the success or failure of the outsourcing decision will also be addressed. A conceptual model will be presented at the end of this Chapter which will guide the research process.

2.2 The Rise of Outsourcing

The prevalence of outsourcing is increasing worldwide. An example is the thousands of IT jobs that are outsourced to India in the fields of E-commerce, software engineering, network systems, network security systems, as well as digital and animation creation (Johnson, 2007; Sullivan L., 2004; Wileman, 2007). In fact,

India is a global leader in outsourcing, enjoying a strong reputation in software and hardware outsourcing. The country is also a major source of software production for many organisations in the world (Giridharadas, 2007; Johnson, 2007; Oza & Hill, 2007; Raman, Budhwar & Balasubramanina, 2007). There is some evidence showing that 82 percent of organisations in the U.S., including major firms like IBM and Accenture, are relying on IT outsource services from India because they provide a high quality of service (Muncaster, 2007).

However, IT outsourcing is not the only popular outsourcing services provided from India and other parts of the world. Table 2.1 shows the most popular activities to be outsourced and highlights that the HR function is a very commonly outsourced function. In fact, the HR outsourcing market in India alone has been growing rapidly in the past few years, with the market potential of HR activities in India increasing to \$32 billion (See Table 2.2).

According to Elmuti (2003, p. 33), the market for the outsourcing provider is growing rapidly because outsourcing is the way for organisation to generate value. With an outsourcing strategy, an organisation can gain a benefit of cost reduction. Oza and Hill (2007) stated that cost reduction is the reason why most organisations have outsourced their service - including manufacturing, payroll, human resource activities and others – to country like India and China, because India and China can provide a high quality of labor pool that lead to a high quality of service with a low cost. Similarly, Thailand is one of a lower cost location in Asia/Pacific along side with Australia and New Zealand which human resource activities are the most commonly outsourced service (Beaman & Eastman, 2004)”

Table 2.1: *Types of activities of functions outsourced*

Types of Activities or Functions Outsourced	
Number of Respondents	Activities Type
160	Information Technology
	• Application development and support (64%)
	• Contract Programming (54%)
152	Management Services
	• Payroll (40%)
	• Inventory and data base functions (32%)
	• Human resources functions (80%)
	–Administration of 401(k) retirement plans (42%)
	–Benefit administration (56%)
	–Executive-level searchers (54%)
74	Distribution and or sales of products or services
70	Manufacturing of components for the final product or purchasing
42	Manufacturing of the final product (as a whole)
30	Product design
20	Engineering
18	Research process

Source: (Elmuti, 2003, p. 36)

Table 2.2: *Service line and market potential in India*

Service Line in India	Market Potential (billion)
Human Resources	3.5-4.0
Customer Relationship	7
Payment services	3.0-3.5
Content Development and others	2.5-3.0
Administration	1.5
Health care	1.5-2.0

Source: (Dutta, 2005)

There is some evidence showing that the trend of HR outsourcing is also on the rise in other parts of the world. For instance, in Canada expenditure on HR outsourcing has risen from \$90 million in 2006 to \$1.9 billion in 2007, and continues to grow rapidly (Young L., 2007). In addition to this, there is some research that suggests 91 percent of organisations already outsource some of their HR activities and 56 percent of organisations will increase the number of outsourcing providers (Gilley, Greer & Rasheed, 2004; Jeffay, Bohannon & Laspisa, 1997). This figure means that there is a huge market for this business and outsourcing providers need to consider what they are prepared to offer organisations.

The market for outsourcing the HR function has increased rapidly over the past decade because the costs associated with outsourcing the HR function can be cheaper and more effective than operating internal HR activities (Edgell, Meister & Stamp, 2008; Hansen, 2009; Kim & Won, 2007). However, cost effectiveness is only one of many factors which lead to the prevalence of outsourcing as an HR strategy.

2.3 Reason to Outsource

In a survey conducted by Miller (2006), 86 percent of respondents, including top executives, cited that introducing outsourcing into their organisations could increase their overall business outcomes in many areas. Moreover, this research identified that there are many reasons to outsource; including that 59 percent of respondents wanted to concentrate on their core business activities; 36 percent of respondents wanted to outsource to more quickly attain business goals; 32 percent of respondents wanted to focus on product innovations; 28 percent of respondents want

to focus on market changes; and, 22 percent of respondents go this route expecting to boost revenues and profits

Outsourcing appears to offer an opportunity for organisations to address the following goals:

Cost effectiveness

Although asset costs are increasing due to the impact of the global financial crisis (Mouhammed, 2008), organisations cannot increase their production cost due to the high level of competition in today's markets. It is necessary for organisations therefore to search for strategies which lower asset costs (Greer, Youngblood & Gray, 1999; Hansen, 2009; Potkány, 2008). Stroh and Treehuboff (2003) claim that outsourcing is seen as a cost saving strategy, with organisations outsourcing their non-core competencies whilst still maintaining customer service, and thereby gaining a competitive advantage (Thompson, Strickland & Gamble, 2005).

Global operations and the goal of organisational growth naturally puts pressure on organisations to invest in human capital (Hasan & Abdullah, 2008; Leeuwen & Foldvari, 2008; Potkány, 2008). However, this investment can be very costly. For example, Samsung, as a global organisation, pays up to \$50,000 per year for each staff member on international assignment, and has spent \$100 million on training programs to support such assignments (Abdoolcarim, 1993). The maintenance and development of key HR personnel to manage and administer such a large and diverse workforces is significant (Blackman, Humphries, Davis & Brereton, 2006). Jeffay, Bohannon and Laspisa (1997) suggest that outsourcing HR

activities can maintain a better-quality HR service at a cheaper price. Such a strategy also allows the organisation to focus on and invest in core competencies.

Focus on core competencies

Many organisations make a decision to outsource some organisational activities. This is because they want to focus on their core competencies, and see low value in developing in-house activities outside of this core (Cooper, 2007; Potkány, 2008). Specifically, outsourcing HR activities can reduce the work load of existing HR staff, thereby allowing the organisation to primarily focus on strategic decision making and developing core competencies (Hansen, 2009). Cook (1999) supports the view that outsourcing HR activities can allow managers to pay attention to their core business rather than spend valuable time on HR activities that are becoming increasingly more complex and advanced.

Datar (2003) proposes that some internal activities of the HR function are not core business and could be either permanently or temporarily outsourced. For example, recruitment is the most popular HR process to be outsourced. Recruitment specialists have more advanced techniques, including multiple sourcing channels, web-sites, and recruitment software (“spiders”) that can easily find thousands of applicants, thereby increasing the probability that the best person for the job will be found (Maidment, 2003).

The increased complexity and turnover of information in the HR area is also widely managed by external experts. Human Resource Information Systems (HRIS) and other HR software play an important support role in managing people (Stone,

2006). Stone confirms that HRIS have become a significant mechanism that help organisations improve productivity and retain a competitive advantage. Moreover, he argues that HRIS can integrate vital HR information and organisation strategy.

However, constant updates in technology often make HRIS useless and hence requires large expenditure to maintain, upgrade and modify. Organisations may not have the specialised skills in-house to be able to handle these challenges. Developing HRIS requires professional expertise which many organisations lack. (Pritchard, 1984). Greer, Youngblood and Gray (1999) therefore suggest that outsourcing HRIS to a provider is a cost-effective strategy.

Therefore, there are a variety of factors that motivate the trend towards HR outsourcing, including a focus on cost saving, and the need to concentrate on core competencies (Reilly, 2006). However, the focus on HR as a value-adding function at the strategic level is seen as a significant driver for outsourcing HR activities.

Strategic HR

Organisations increasingly acknowledge the strategic importance of the human resource function (Gubbins, Garavan, Hogan & Woodlock, 2006; Tanure & Duarte, 2007; Wirtz, Heracleous & Pangarkar, 2008). As human resource management perspectives change from operational and administrative, to strategic, HR becomes more aligned with organisational goals and strategy. This change has increased the focus of outsourcing the HR function, and it is steadily building momentum in many organisations (Merritt, 2007; Raman, Budhwar &

Balasubramanina, 2007). Hence, outsourcing the HR function is seen as a significant part of contemporary HR strategy (Lohr, 2007).

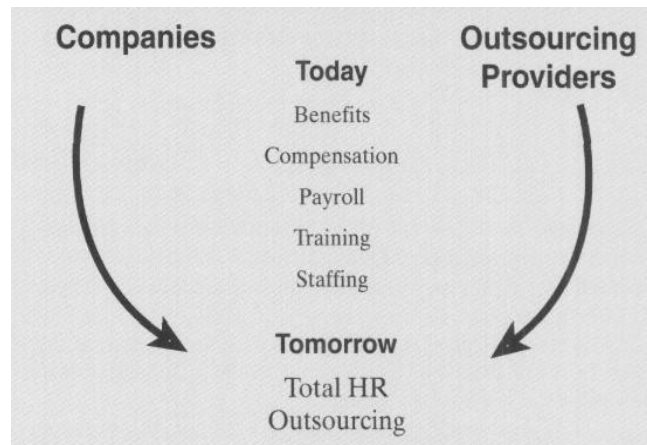
It has been suggested that by specifically isolating the HRM function, organisations can gain an edge over competitors (Beardwell & Claydon, 2007). For instance, in a study by Gilley, Greer and Rasheed (2004) outsourcing the HR function had an impact on organisational performance. Specifically, the research showed that outsourcing both training and payroll led to a higher propensity for organisational innovation. Moreover, outsourcing the training activity led to high stakeholder performance and an increased ability to add value to the stakeholder. Furthermore, outsourcing the training activity also led to improved supplier – customer relations, because employees were well trained by expert professionals.

More importantly however, research supports that outsourcing HR activities can encourage the HR function to become more strategic by spending less time on meeting cost objectives and addressing developmental goals – in terms of specific HR knowledge – and more time on strategic planning (Kosnik, Ji & Hoover, 2006; Stopper, 2005).

Currently, it seems the most common outsourcing HR activities are recruitment, payroll, training and development, benefit administration and legal compliance, and the administration or transaction process of HR. Research conducted by Elmuti (2003) shows the top HR activities that their respondents outsourced or decided to outsource were payroll, administration of retirement plans, and benefit administration.

However, HR outsourcing is no longer strictly about recruitment, payroll, training and development, and legal compliance. Organisations increasingly report that they outsource many more HR activities (See Figure 2.1). This implies that, organisations and HRO providers will become business partners. It seems that in the future, HR providers will take full responsibility for their client’s HR function. In turn, to understand the nature of their client’s business, HRO providers need to consider the context of their client, including organisational culture and structure.

Figure 2.1: *Future trend of HRO*



Source: (Jeffay, Bohannon, & Laspisa 1997, p. 45).

Hence, it appears that outsourcing as a HR strategy is increasing in popularity. It appears important therefore, that organisations should consider the impact of making outsourcing choices, especially given the potential for positive impact.

2.4 Benefits of Outsourcing HR

According to KPMG International (2006), 78 percent of their respondents in Asia see cost saving as the primary reason for outsourcing the HR function. It could be said that cost saving is the first reason for many organisations to outsource their internal HR function. There is also evidence that shows organisations can avoid a huge investment because they can deal with cost-effective HR providers (Marquez, 2007a). Shelgren (2004) agrees that outsourcing the HR function may help organisations forecast their HR activities budget because providers are paid on a monthly or yearly basis.

Another cited benefit of outsourcing the HR function is a more efficient service. It is argued that the ability, skill and knowledge of HRO providers is better than that of in-house HR staff (Heywood, 2001). Thus, the organisation will benefit from HRO providers because HR activities are their core competencies. For instance, Stainburn (2007) reported that the expertise of HRO providers on different employment and remuneration regulations is an advantage for organisations operating in more than one country.

Another significant benefit from outsourcing the HR function is that the organisation can focus on core business or core competencies. In research conducted by KPMG International (2006), 68 percent of respondents in Asia see outsourcing of the HR function as the opportunity to focus on their core competencies.

Moreover, organisations can gain many benefits from the more efficient services provided by HRO providers. Indeed, they can improve the quality of their

HR activities, a conclusion which is supported in The Conference Board survey. For example, Shelgren (2004) reports organisations can pay 99 percent of employee claims within two weeks and provide service responses as required within 48 hours, when compared with running HR activities in-house. Outsourcing HR activities also provides organisational flexibility in dealing with the challenges of a constantly changing environment (Makenna & Walker, 2008; Young S., 2007).

Another example of an organisation that enjoys the benefits of outsourcing HR activities includes BP Amoco and Exult (Outsourcing Provider). The case study of BP Amoco and Exult provided by Robinson and Kalakota (2004) shows that British Petroleum (BP) Amoco (an international energy and petrochemicals organisation) uses the service of Exult as a outsourcing provider, responsible for procedures and administration of HR activities. This strategy enables BP Amoco to focus on strategic planning, and policy decisions. BP Amoco and Exult have agreed to multi-year contract valued at \$600 million. As a result of this contract, outsourcing HR activities simplifies operations at BP Amoco. Furthermore, BP Amoco enjoys the benefits of a professional service from Exult. For instance, Exult provides HR high technology activities including web-service for employees. Moreover, HR activities at BP Amoco, including payroll, and employee services have become quicker, more convenient and more accurate.

There are three significant factors that have contributed to the successful outsourcing of HR activities at BP Amoco. First, it is quite clear that BP Amoco was paying attention to organisational decision making regarding organisational core competency. BP Amoco decided to increase their budget for their core competencies

– which are locating and drilling for oil – rather than investing their money in other activities.

Second, it seems BP Amoco was paying attention to their employees. BP Amoco allowed employee representatives to get involved in the outsourcing decision. Later, some of their employees become Exult's employees. Moreover, BP Amoco paid termination contract fees for their employees who were laid off and this termination contract fee satisfied most of their employees.

Third, in terms of the outsourcing process options, BP Amoco used a transition option for the first stage. This option provided BP Amoco with more time to convert, integrate, compile and transfer their activities and data to Exult. Moreover, BP Amoco was able to evaluate the service provided by Exult before signing a full contract.

The case studies of the Royal Borough of Kensington and Chelsea, provided by Northgate HR Information Solution (2007), show that the Royal Borough of Kensington and Chelsea are home to over 150,000 residents, employing over 6,500 workers. After they outsourced their HR activities, including personnel services and recruitment processes, they received an 'excellent' rating by the Comprehensive Performance Assessment.

A significant factor that led to the successful outsourcing of HR activities at the Royal Borough of Kensington and Chelsea was the level of employee satisfaction with the process. The Royal Borough of Kensington and Chelsea could benefit from

the state of the art technology used by the outsourcing providers. This outsourcing process, therefore, helped to reduce employee workload and make the HR activities operate more efficiently. In turn, employees were no longer having to be involved in complicated routine transactional HR activities and could focus on more interesting and challenging work.

Both of these examples demonstrate that employee involvement is integral in determining the success on outsourcing decisions. In contrast to this, a lack of employee involvement and understanding of the outsourcing process can lead to a negative experience when it comes to outsourcing, as the following research shows.

2.5 Pitfalls of Outsourcing HR

KPMG International Research found that many problems can occur when organisations introduce outsourcing processes. The research found that 52 percent of the respondents said outsourcing providers are lacking in knowledge, 47 percent of respondents said outsourcing providers are non-responsive, and 35 percent of respondents said outsourcing providers have low performance standards. Therefore, not every organisation will have success when outsourcing their HR activities.

An example of an organisation disappointed with the decision to outsource is the case study of British Telecom and Accenture's ePeopleServe, provided by Robinson and Kalakota (2004). Accenture, a leading outsourcing provider, provides outsourcing HR services to many organisations. ePeopleServe is one of the many services provided by Accenture. On the other hand, British Telecom (BT) is one of the world leaders in communication services, operating in Europe, America, and

Asia. ePeopleServe was outsourced by Accenture for \$75 million to BT. For unknown reasons, this outsourcing effort cost BT dearly, having to pay up to \$5 million for additional costs, totalling \$80 million. As a result, BT concluded that this additional cost was unacceptable. Robinson and Kalakota (2004) comment that there are many hidden costs behind the outsourcing agreement which organisations might not be able to control. These include expenditure for upgrading the system due to the rapid improvement in computer reliability and functionality, expenditure for training costs due to a lack of skilled employees, and the expenditure for incomplete projects due to the inability of some outsourcing providers to effectively transfer their knowledge.

Hence, outsourcing HR functions may not be the best pathway to cost savings, especially if effective HR activities in the organisation already exist (Marquez, 2007a). Marquez (2007b) provides an example of an organisation that invested their budget in building self service benefits, and related internal activities. As a result, HR costs were decreased by 11 percent. Marquez also suggested that while HR outsourcing might be the best option for many organisations, it is better if organisations try to develop their own HR activities before going for HR outsourcing trends. Thus, it could be said that the investment in internal HR activities could bring a cost saving benefit to organisation as well (Thomas D., 2005).

Research also reveals that there may not be an issue if outsourcing HR functions are linked to mechanical processes such as payroll, but problems could arise when organisations outsource HR functions related to employees (Kessler, Shapiro & Purcell, 1999). According to research conducted by Kessler et al. (1999),

organisations may face serious obstacles when outsourcing HR activities if adequate attention is not paid to the remaining HR employees. Outsourcing can produce negative feelings in employees that remain in-house (Kakabadse & Kakabadse, 2000), and these feelings can impact on organisational culture. There is some evidence to suggest that in-house employees may suffer from job insecurity, decreased productivity, decreased employee morale, decreased employee loyalty, increased absenteeism, and increased employee turnover (Kakabadse & Kakabadse, 2000; Labib & Abbelbaum, 1993). Not only that, if not managed well, outsourcing HR can result in interpersonal and group conflict between the external and internal employee groups (Grauman & Paul, 2005).

Research conducted by Grauman and Paul (2005) shows that outsourcing HR activities can also increase the risk of losing confidential information; including reports, audit trails, and personal data. Domberger (1998) believes that in-house knowledge and skills could also be lost. Furthermore, Domberger cites that, similar to the issue of lost in-house knowledge and skills, is the issue of lost organisational innovation and knowledge when outsourcing occurs. Research has also shown that organisations may have to face decreasing organisational productivities, as a consequence of this loss of employee skills and knowledge (Berry, 2005; King, 2004).

In addition to this, organisations may experience a loss of control over HR activities if they introduce outsourcing (Domberger, 1998; Marquez, 2007b). This is affected by the quality of HR provider and the service agreement that exists between the provider and the organisation (Grauman & Paul, 2005).

One could speculate that in order to determine if outsourcing HR functions is a good idea, the dependencies on many situations of each organisation, including employee attitudes, should be considered. There is some evidence showing that employee perspectives, including attitudes and behaviour, play a significant role in organisational decision making to determine whether or not to outsource (Kessler, Shapiro & Purcell, 1999).

Mehlman (2003) postulates that outsourcing can also impact on an organisation at a macro level. For instance, when organisations consider outsourcing their activities to other countries, it may lead to many problems, including community disruption, unexpected lay-offs, and displaced professionals in the home country. These problems occur because the home country is at a permanent cost disadvantage when compared with other places like China, India, Russia and Eastern Europe, where HR costs are low. If organisations shift their plants or industries to low-cost countries, significant economic flow-on effects which include an increase in the unemployment rate and a decrease in the skills of the available workforce in the long term may occur.

Failure to realise cost savings because of hidden costs, poor service and lack of responsiveness by outsourcing providers emerge as a result of an ineffective outsourcing relationship.

2.6 Factors to Consider when Outsourcing

Some authors suggest that there are certain factors which organisations should consider before deciding to outsource, including activities that involve

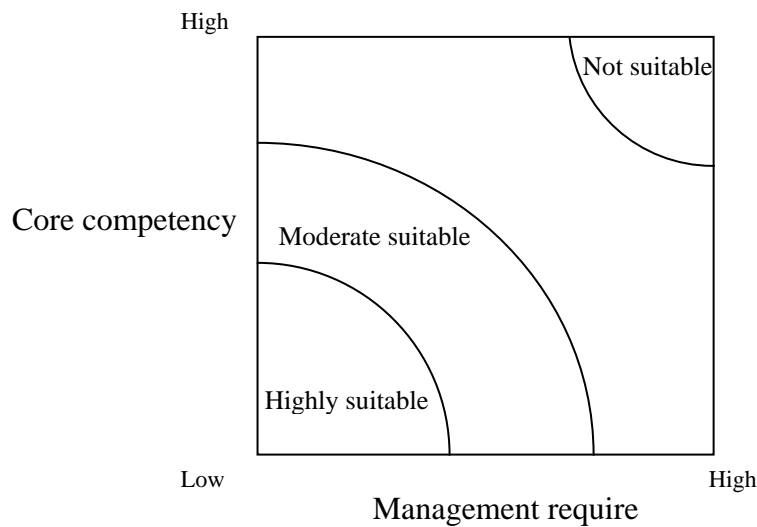
disproportionate time management, activities that are not associated with other work activities, and activities that require a high skill of expertise (Heywood, 2001). These factors very much reflect the reasons outlined above for the increase in outsourcing as a HR strategy.

Specifically, organisations have to consider factors such as cost, the management required, and interaction issues. Organisations should be considering which HR activities are suitable for outsourcing. Specifically, organisations should ask two fundamental questions: (1) what will be the impact of outsourcing the HR activities on the organisation? and (2) how will it impact on the activities and employees that are not outsourced?

Mullur's model (See Figure 2.2) outlines a way of determining which activities to outsource based on the view of core competency and management requirements.

This figure suggests that the higher the core competency and management requirement, the less likely the activity will be suitable for outsourcing. Other factors however also need to be considered when making an outsourcing decision. Kim and Won (2007) suggest that organisations should examine their characteristics, including size, budget, environment and culture when making outsourcing decisions. As organisational cultures, climates and structures differ, so to will the type of outsourcing used in the organisation

Figure 2.2: *Task suitability*



Source: (Muller, 1996, p. 449).

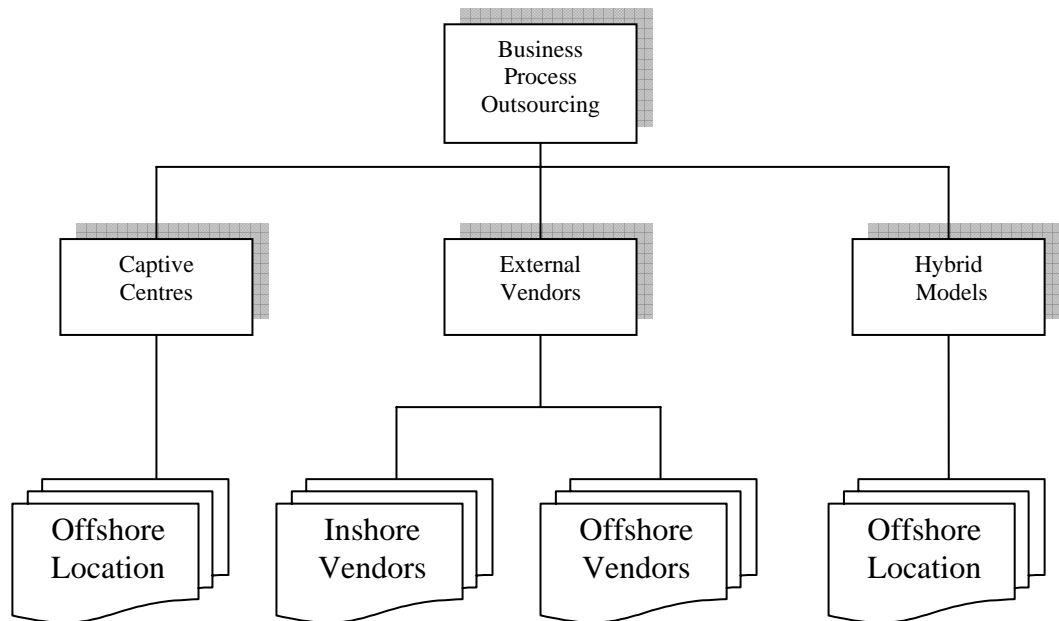
2.7 Model for Business Process Outsourcing (BPO)

Brudenall's (2005) model of business process outsourcing presents three main outsourcing strategies: captive centres, external vendors, and hybrid models (See Figure 2.3). Organisational structure, culture, status and other environmental factors influence the choice of strategy adopted.

Organisations choosing the captive model have two major characteristics which relate to pursuing new markets: opening new offices or plants in overseas locations; or setting up new subsidiaries. Captive centres can be suitable choices for global organisations – such as IBM, Samsung and Toyota – which have more experience in the global market. Brudenall (2005) mentions that global organisations

which choose this captive model have to pay attention to the differentiation between culture and business logistics issues.

Figure 2.3: *Models for business process outsourcing (BPO)*



Source: (Brudenall, 2005, p. 112)

External vendors (providers) primarily focus on transferring organisational activities to low-cost countries. Organisations may contract external providers to take responsibilities for their activities. Moreover, external providers could be both inshore providers and offshore providers. Mostly, organisations will choose countries that can provide low-cost services, then choose their internal activities to outsource, and finally choose an external provider.

The hybrid model is a mix between the captive centres model and the external vendor model. Brudenall (2005) points out that the hybrid model is similar to the

joint venture strategy. Organisations will outsource their activities by using services from offshore providers in the form of a partnership. In this model, the captive centre will function as a significant strategy for outsourcing providers who open their new offices in overseas locations in order to support outsourcing services for many organisations in that country.

2.8 Outsourcing Option

Outsourcing providers are now specialising in a great range of services and, as such, can claim to have a specific level of competency and predictable pricing for a set range of services. Rothery and Robertson (1995), present further outsourcing options that depend on the level of expertise required. These options include full outsourcing, selective outsourcing, transitional outsourcing, and transformational outsourcing.

Full outsourcing is a first option for many organisations (Jeffay, Bohannon & Laspisa, 1997). However, there is the requirement for outsourcing providers to maintain and provide expertise in several or all services and functions. However, it could be argued that full outsourcing represents considerable complexity to both organisations and outsourcing providers.

Rothery and Robertson (1995) suggested that selective outsourcing could provide more benefits to organisations in terms of comparisons between internal and external functions.

Some organisations have limited resources (budget, skill and intellectual capital) to maintain or develop internal activities. Hence, transitional outsourcing could be the best option for such organisations. Transitional outsourcing refers to situations where organisations outsource antiquated activities and technology platforms because of limited resources to update.

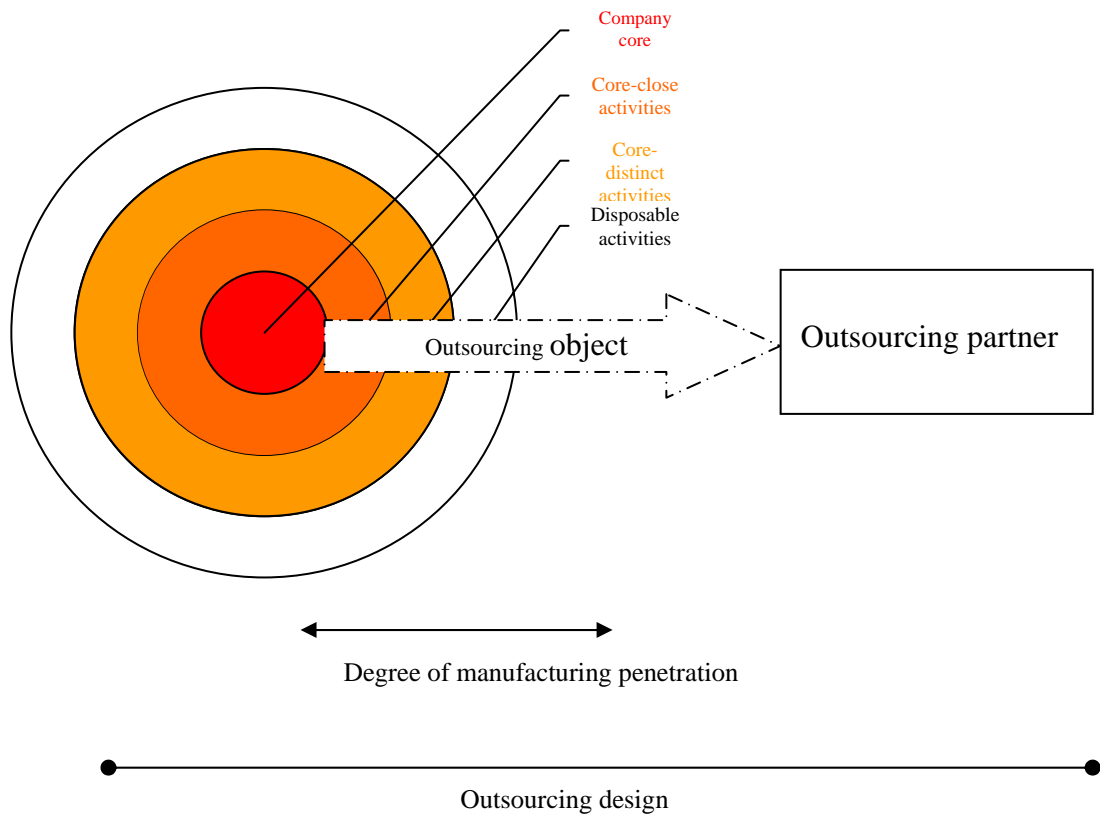
On the other hand, transformational outsourcing is different from transitional outsourcing. Transformational outsourcing requires organisations to contract outsourcing providers to develop their existing activities in order to improve their in-house employee skills and capabilities.

As indicated in several of the outsourcing models, it seems that no right answer exists as to when to introduce HR outsourcing, the type of outsourcing which is most appropriate, or indeed which HR activities are needed to be outsourced. The research done by Pommerenke and Stout (1996) suggests that the size of HR functions is associated with the use of HR outsourcing. However, most organisations including the hospital industry frequently use transitional outsourcing for their HR function which involves the sub-contracting of all day-to-day HR activities to a service provider.

2.9 Outsourcing Decision Making

The general outsourcing model developed by Arnold (2000) illustrates that there are four components which need to be reviewed when making outsourcing decisions (see Figure 2.4): outsourcing subject, outsourcing object, outsourcing partner, and outsourcing design.

Figure 2.4: *Outsourcing model*



Source: (Arnold, 2000, p. 24).

Initially, organisations should focus on outsourcing the subject, which involves the decision making process to determine if outsourcing is a viable option. Organisations should then consider which internal activities might be outsourced. Outsourcing objects refers to the activity which might be outsourced and is linked to the degree of manufacturing penetration with respect to organisation activities, including core activities, core-close activities, core-distinct activities, and disposable activities. Arnold (2000) states that if the activity is a core competency, highly specific and important for organisational strategy, it makes no sense to outsource these kinds of activities.

Next, organisations should consider an outsourcing partner from all possible outsourcing providers. Finally, when outsourcing internal activities, organisations need to formulate the most appropriate outsourcing design

In addition to this, Arnold (2000) suggests that organisations should focus on three major governance structures when making outsourcing decision. These include the price of external services, management control, and other governances, including contracts or strategic alliances. Despite addressing specific decision making with regard to outsourcing, this model places no regard on employee involvement.

Overall, none of the models reviewed above examine the role of employees in the decision making process. This is surprising given the evidence which suggests that employee attitudes and behaviours towards the outsourcing decision can influence the success of the outsourcing process.

2.10 Outsourcing and Employee Perspective

Kessler, Shapiro and Purcell (1999) examined the impact of external activities (outsourcing) on employment relations from the point of view of the employee. In this case, the facets of the business that had been outsourced were mostly in the service, finance, and personnel areas. This research relied on the results from a two phase survey. The first survey was conducted a few weeks after the outsourcing process was initiated, and 103 responses were obtained . The second survey was conducted 18 months later, resulting in only 48 responses.

The results from this survey revealed that employees reported greater satisfaction with their job if three factors were present: career development opportunities; reward and training assessments; and organisational respect. Conversely, the survey found that a negative attitude from employees stemmed from new career development stress, because employees were unable to adapt to the new environment and technology. In addition to this, a few employees indicated that they were wary of the new monitoring system that allowed new employers to monitor them much more closely and tightly.

Logan, Faught and Ganster (2004) examined the impact of the outsourcing process on employee attitudes and behaviour. The respondents involved with this research were truck drivers and supervisors who were working for an outsourcing provider. This research relied on both pre-event (i.e. pre-outsourcing) and post-event data collection. The pre-event data was collected through interviews. The post-event data collection method was a survey questionnaire, resulting in 500 responses.

The result from this survey revealed that to achieve a successful outsourcing process, organisations should consider three main issues which can affect employee attitudes. Firstly, the organisation should create a positive first impression by focusing on the quality and reputation of the provider. Secondly, the organisation should pay attention to employee involvement and satisfaction about the decision. Results from the study showed that failure to meet employee demands impacted on employee self-esteem, and increased the risk of employee turnover. Finally, communication between the organisation's decision-makers and the employees is vital. In particular, the study revealed that the outsourcing issues, including the

reason for outsourcing and the benefits to employees are key areas of communication.

Other research has also examined the impact of outsourcing on employee behaviour, including employee psychological involvement (Pearce, 1993). A mix of questionnaire and interview data was collected from participants at three divisions of a large aerospace company. The survey resulted in 223 responses, which were then combined with 25 interview responses.

The results from this survey indicated that when outsourcing occurs, internal employees may feel less trust in the organisation. This leads to reduced levels of employee performance and cooperation. Outsourcing providers may also find it difficult to adapt to the new social and organisational culture. This mismatch can end with conflict between internal employees and the external providers. Hence, the relationship between internal employees and external providers seems critical in ensuring the successful implementation of outsourcing decisions.

Specifically, the research identified that communication regarding the outsourcing process; the choice of outsourcing partner or process and the relationship between this provider and internal employees; and the benefits that employees see as an outcome of the decision making process all play an important role in determining the success of the outsourcing decision.

2.11 Conceptual Framework

The objective of this research thesis is to identify the factors that affect an organisation's decision to outsource the HR function and the impact of this decision on employee attitudes and behaviours, and subsequently the success of the outsourcing process.

This research thesis will develop a conceptual model and attempt to validate this model so that managers can respond to the challenges presented by making the decision to outsource HR functions.

Derivation of conceptual model

The reviewed literature has identified a number of key findings:

The decision to outsource. When the idea of outsourcing is raised, the organisation's first decision is to identify the importance of the internal activities and nominate those activities which should be outsourced. Employee involvement appears to be a significant factor in making this decision and can influence the level of trust and commitment employees have in the organisation (Fiorito, Bozeman, Young & Meurs, 2007; Simmonds & Gibson, 2008).

The type of outsourcing (e.g. full, selective, transitional, or transformational).

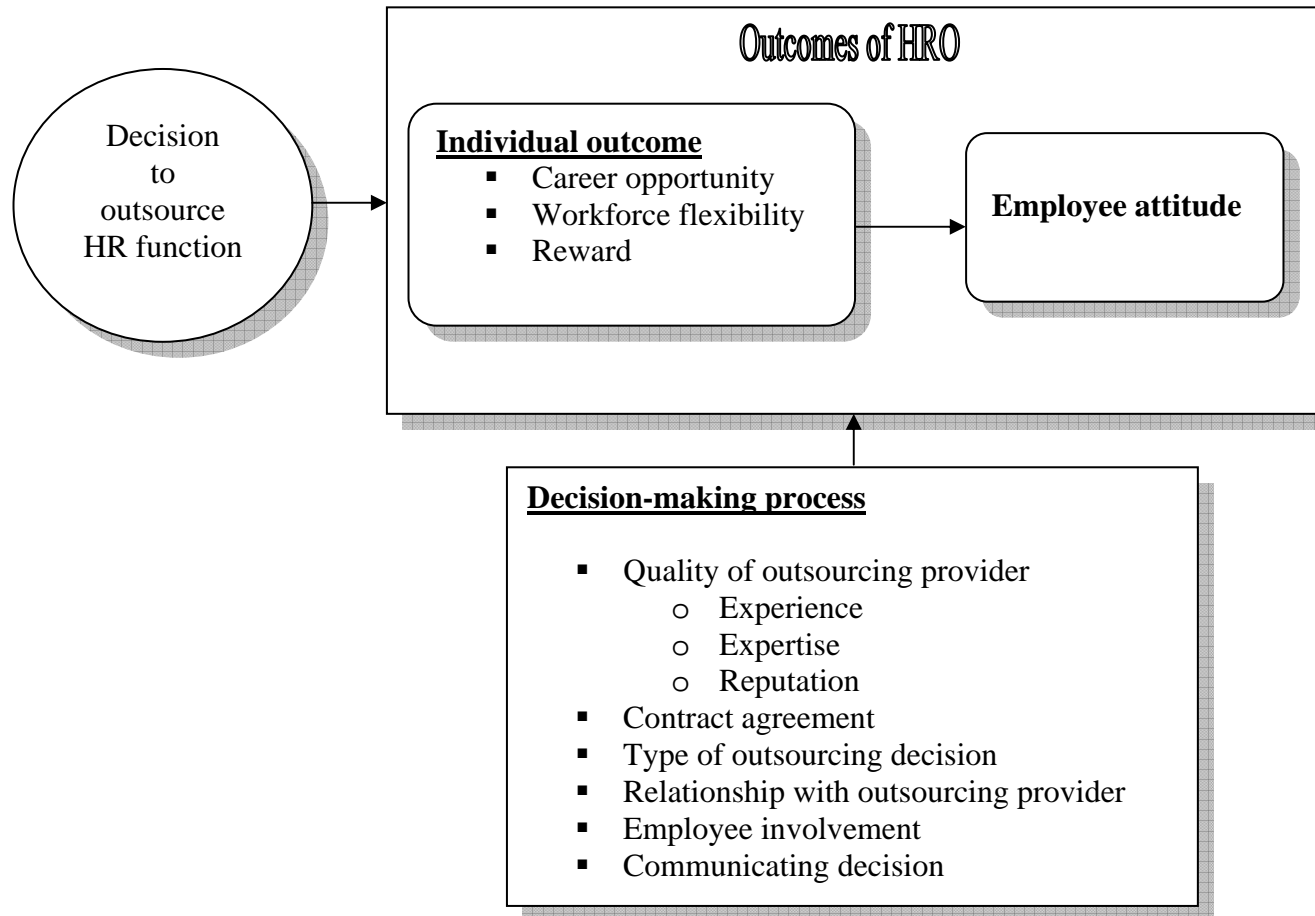
Each option has its own benefits and managers should consider which option is suitable for their organisation. The choice of outsourcing impacts on employees and these impacts need to be identified. However none of the models reviewed in this Chapter identify the importance of employees in this process.

Communicating the decision. Communication between management and employees is given particular importance in most management literature (Amidon & Blythe, 2008; Butcher & Hind, 2005; King, 2009; Lewin, 2007; Unalan, Tengilimoglu & Akdemir, 2009). However, in the context of organisational outsourcing, communication can impact on attitudes and behaviours at work. Hence, it appears important for the organisation to communicate the outsourcing issues, including the reason to outsource, and the benefits of outsourcing to employees (e.g. ability to follow a new career path, attracting and retaining key employees).

Selection of outsourcing providers. The research has shown that it is important to screen the choice of outsourcing providers based on needs, experiences and specialisation (Lau & Zhang, 2006; Savidge, 2008; Wagner, 2009). It appears important that organisations create a positive first impression to employees by focusing on the quality and reputation of the provider, as this appears to affect the success of the outsourcing process. Any incompatibility between the external provider and the existing organisational culture or structure may lead to conflict between internal employees and external employees if not managed appropriately. Hence, time should be spent on developing a relationship between the organisation's employees and the provider. Consideration should also be given to the legal issues in terms of contract requirements (e.g. regulation term, purchase option, reward option, termination fees) in order to minimise uncertainty and increase the opportunity for satisfaction with the process.

Given these conclusions, a conceptual model has been designed (see Figure 2.5).

Figure 2.5: *Conceptual model*



Research Questions

Based on this model, the following research questions will be addressed:

(1) Does the decision to outsource impact on employee attitudes towards the outsourcing process?

(2) Does the decision-making process impact on employee attitudes towards the outsourcing process?

(3) Does the individual outcome regard the outsourcing process impact on employee attitudes towards the outsourcing process?

To analyse the data, a mix of qualitative and quantitative techniques will be used. These techniques will be described in Chapter 3.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology will focus on examining the significance of a qualitative research approach to address the research questions. This Chapter also presents a discussion of the Delphi technique, including types and benefits of the Delphi technique, the selection of study participants and the process used to collect data. Finally, this Chapter will highlight the data analysis steps that will be used to investigate the efficacy of the conceptual model.

3.2 Study Research Focus

The objective of this research thesis is to examine the impact of outsourcing decisions on employee attitudes and behaviours. In order to meet this objective, a qualitative methodology to gather data from experts and specialists working in the HR field in Thailand will be used.

Ghuri and Gronhaug (2005) defined qualitative research as a process of planning, executing and investigating in order to find answers to specific questions by using a set of quality data. Patton (2002) further adds that qualitative research is the process of collecting, analysing and using qualitative data. Conducting qualitative research has been likened to constructing, framing and presenting something within a particular dialogue and conducting it in the context of certain kinds of social

arrangements, involving funding, cognitive authority and power (Maykut & Morehouse, 1994).

With this broad understanding of qualitative research established, the question of which qualitative inquiries and methods are best suited to this type of research arose. Many researchers point out that the choice of qualitative inquiry and method depend on the research aim, research problem, and research design (Miller & Dingwall, 1997; Patton, 2002; Remenyi, Williams, Money & Swartz, 1998; Tharenou, Donohue & Cooper, 2007). Moreover, the capabilities of the researcher and resources available for the research study – including research funds and research support – also play a significant role (Silverman, 2004).

Ary, Jacobs, Razavieh and Sorensen (2006) commented that there are many qualitative research approaches and different approaches use different methodologies. The *narrative studies* approach suits the basic aims and objectives of this research. Patton (2002) suggests that qualitative data within the narrative studies approach consists of in-depth interview transcripts, life history narratives, historical memories, and creative nonfictions. Moreover, the author also points out that data from the narrative studies approach shows the ideas, cultures, and patterns of individual experiences.

According to Patton (2002), qualitative data comes from three methods of data collection: in-depth interview; direct observation; and written documents. Moreover, Ary et al. (2006) also suggested that there are many ways to gather qualitative data within the narrative studies approach; such as interviews, personal

diaries, journals and letters. Despite the various choices, the in-depth interview is most suited to the narrative studies approach and this research because it provides direct information that details the experiences, opinions, feelings, and knowledge of the participants. Given that the outcomes of this research rely heavily on the knowledge, expertise and experience of the participants, the Delphi Technique will be used to gather data.

3.3 Delphi Technique

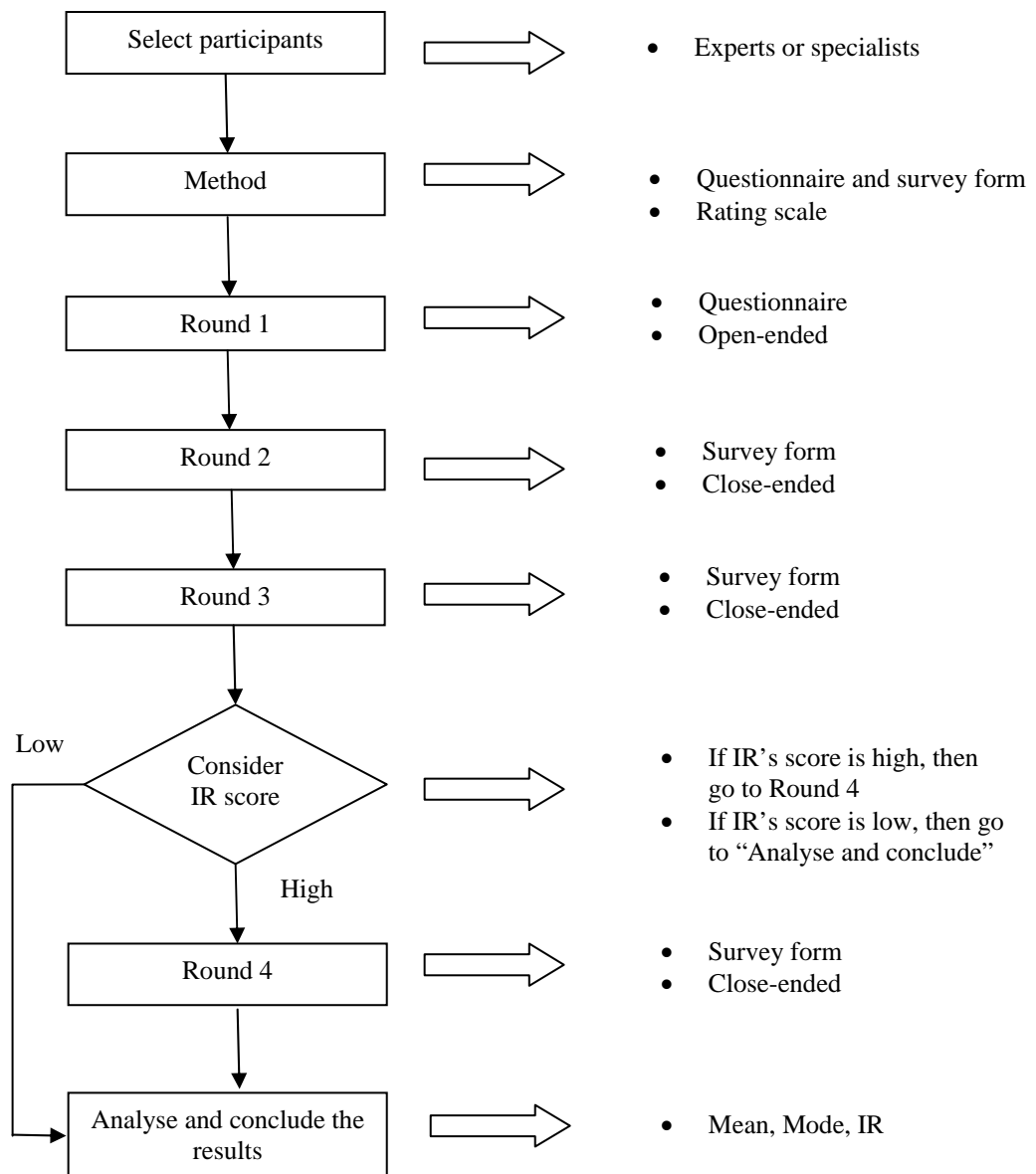
Ducanis (1970) refers to the Delphi technique as the method used to predict the future of any circumstance. Green, Armstrong and Graefe (2007) suggest that the Delphi method is an effective method of forecasting, estimating and making decisions. It is designed to obtain the knowledge and opinions of experts, and allow experts to respond to the opinions given by other experts. It then allows experts to refine their forecasts, estimates and opinions.

There are many advantages to using the Delphi technique. First of all, data from the Delphi technique is trustworthy because it is gathered from experts or specialists in the specified field (Gibson & Miller, 1990). Furthermore, the data is also more accurate because the researcher polls until the results show stability (Villiers, Villiers & Kent, 2005). Moreover, the Delphi technique employs feedback loops which allow participants to compare group responses and then accept or change their opinions in each round of data collection (Preble, 1984).

However, there are some limitations to the Delphi technique which should also be considered. There may be a lower response rate since participants may not be

interested in the topic or may be busy with their own responsibilities. As the Delphi technique requires at least three or four rounds of data gathering (Hsu & Sandford, 2007; Johnson, 1993), it could annoy, disturb, or bore the participants, and the researcher(s) may face the problem of data loss or late return of data. In order to address these problems, this research thesis will adopt a modified version of the Delphi technique.

Figure 3.1: *The original delphi technique process*



There are two main types of the Delphi technique: original and modified (Jensen, 1996). In the original Delphi technique, data is gathered over four main rounds using a questionnaire and rating scale as the main method. The main techniques of data analysis are quantitative methods which include mode, median, mean and inter-quartile range. (Armstrong, 2001; Hsu & Sandford, 2007; Macmillan, 1971; Wicklein, 1993). These methods are all represented in Figure 3.1.

Armstrong (2001) mentions that quantitative methods are expected to be used when enough data exists. As there is a general lack of quantitative information in the present field being investigated regarding the impact that outsourcing has on individuals, qualitative methods with the Delphi framework will be used (i.e. in-depth interview) to generate knowledge about this research topic. Hence, a modified Delphi technique will be explored.

The modified Delphi technique is one in which the researcher uses modified steps or a modified method to gather data with the aim of reducing the limitations of the original Delphi technique (Jensen, 1996; Johnson, 1993).

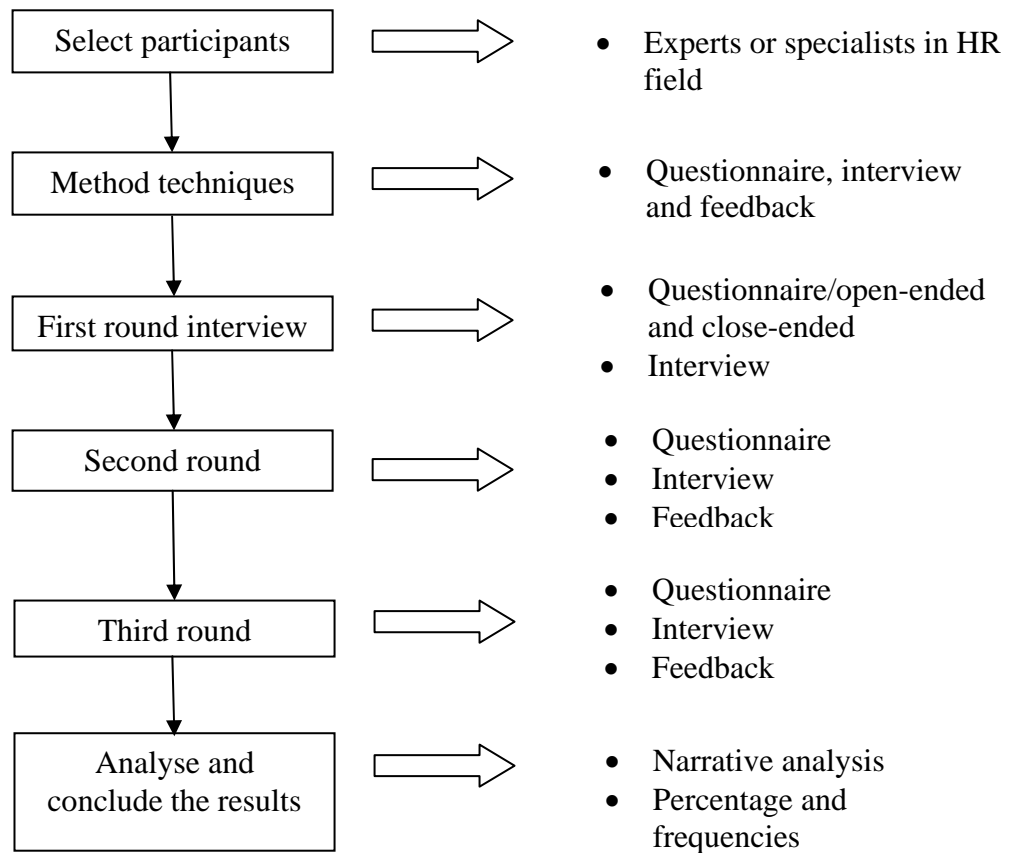
The essence of a modified Delphi technique is a modified method for collecting, organising, reviewing and revising the opinions of experts. Many researchers use a modified Delphi technique to augment the methods of gathering data, with the aim of completing the objective of the research and reducing the limitations of the original Delphi technique, particularly with regard to the amount of time required (Poolpatarachewin, 1980; Wicklein, 1993). There are many modified Delphi techniques to choose from.

For example, one modified Delphi technique is the “Delphi conference,” which entails the gathering of data using conferencing. After a conference session, the researcher repeats the data collection process by distributing a questionnaire to all participants and then encourages a group discussion. In this aspect of the “Delphi conference”, the researcher can observe the behaviour of participants (Kaynak, Bloom & Leibold, 1994; Turoff, 1970), which leads to a more comprehensive understanding of the issue at hand.

Another example of a modified Delphi technique is called EDFR (Ethnographic Delphi Futures Research). To make the data more reliable, this modified technique utilises open-ended interview questions that allow participants the opportunity to adjust, change, and modify their opinions (Poolpatarachewin, 1980; Passig, 1998). This modified version of the Delphi technique will be used in this research thesis, as it offers the opportunity to explore the research issue in a more flexible way.

Additionally, this research thesis will utilise both qualitative and quantitative information generated from in-depth interviews with experts in the field. The process will involve the selection of participants, in-depth interviews, and feedback techniques, as well as three main rounds of interview sessions. Details of the modified Delphi technique used in this research thesis are shown in Figure 3.2.

Figure 3.2: *The process of modified delphi technique*



3.4 Selection of Participants

Ary et al. (2006) define sampling as the process of selecting participants from a population of interest. The researcher must clearly define the target population so as to keep within the objectives of the study. In order to gather the necessary information, the participants selected for this study, were classified as experts in the Human Resource (HR) field. Experts are defined as those individuals who have worked in HR for the last two to five years (minimum), who currently work in an organisation that outsources some or the majority of HR-related activities, or those who provide HR outsourcing services. Moreover, another major selection criterion

for this research thesis was that of HR employees in the high profile organisations and HR outsource providers because these organisations account for the largest market share of their business such as computer industrial (i.e. Samsung Co., Ltd. (Thailand), Hewlett-Packard Development Co., Ltd. (Thailand) and Hutchison CAT Wireless Multimedia Co., Ltd. (Thailand)), and Hospital industrial (i.e. Siriraj Hospital).

Bartlett, Bartlett and Reio (2008) identify two sampling techniques: probability (random) and non-probability (non-random). For the purpose of this research, 'Convenience Sampling', a non-probability sampling method, has been selected. Ary et al. (2006) suggest that convenience sampling is used where the researcher faces time and cost constraints in the selection of the sample. Further to this, Andaleeb, Siddiqui and Khandakar (2007) state that if data are hard to collect, non-probability sampling is generally used.

To determine the sample size of the population, Armstrong (2001), Dalkey (1972), and Ludwig (1997) suggest that in general, the size of the group of participants in a Delphi study should be between 5 to 20 persons. Moreover, Macmillan (1971) also stated that the number of specialists generally used in the Delphi technique is 17 to 20. Based on these guidelines, a target of 20 participants was set for this research. Experts were identified as Managing Directors (MD), Managers, and HR employees, and represented five organisations that either outsource some or the majority of HR related activities, or are providers of HR outsourcing services.

The research context is Thailand. There is evidence to show that most organisations in Thailand are moving one or more HR activities to an outsourcing provider (Beaman & Eastman, 2004; Datar, 2003; Siengthai & Bechter, 2005), and that the HR outsourcing market in Thailand is growing rapidly. Beaman and Eastman (2004) stated that countries in Asia/Pacific – including Thailand – have a high response rate in catching up with new technology. As the improvement of computer networking, it allows organisation's access to HRO services on-line (i.e. online payroll and online transaction). Datar (2003) supports that HR activities that are most frequently outsourced in Asia/Pacific – including Thailand – were Recruitment, Training and development, Payroll and Legal compliance.

As this research will be conducted in Thailand, it is expected that most participants will be Thai nationals; however, this may not necessarily be the case. As the researcher is proficient in both Thai and English, there are no restrictions on the participants in terms of language spoken. However, the interview invitation form, information letter, consent form, the interview schedule, and the summary sheet from interview session 1 and 2 will be translated for participants if necessary (see Appendix G, Appendix H, Appendix I, Appendix J, Appendix K, and Appendix L for examples).

3.5 Method

As part of the Delphi process, in-depth interviews will be used to gather data. There are several reasons why the interview and feedback techniques used in this modified Delphi technique are appropriate for this research. First, interview techniques are more adaptable than other data collection techniques because, the

researcher can follow up on ideas and opinions presented by the participants. Second, interview techniques are effective in obtaining qualitative data from experts because they allow participants to express their opinions, and as a result, the researcher can get in-depth responses and data (Patton, 2002). Furthermore, feedback techniques allow participants to compare their opinions with the feedback of the group, and they then have the opportunity to modify their answers (Armstrong, 2001).

Before beginning with an interview session, the researcher will provide an informed consent or interview invitation form to all participants (see Appendix A). This form introduces the researcher, the objectives of the research, the way in which the interview will be conducted, the researcher's address for contact purposes, and the like. For those who agree to participate in the research they are given an information letter (see Appendix B) and an interview consent form (see Appendix C) at the time of the interview session. Furthermore, all participants will be required to complete and sign an information letter and interview consent form before participating in the interview session.

In the interview session, each participant will meet for approximately one hour with the researcher to discuss the topic at hand. An initial interview schedule will be used in each round of the data collection process in order to standardise the form, content and process of the interview. Permission will be sought from participants to tape record the interviews in order to capture the opinions of the experts, which will be useful for later data analysis. Patton (2002) states that a researcher can best conduct a full and fair interview by using a tape recorder. Patton also notes that a tape recorder not only makes data more accurate, but allows the

researcher to pay more attention to the participant during the interview process. Furthermore, handwritten notes will be taken to ensure the efficacy of the data collection process and could be helpful later when the researcher analyses the data; taking notes in this manner is also a backup for the tape recording (Patton, 2002).

The outline of the interview schedule is set out in seven sections, including:

1. Section 1: Defining outsourcing HR
2. Section 2: Employee attitudes toward outsourcing HR operations
3. Section 3: Process knowledge about outsourcing HR operations
4. Section 4: Process of internal/external communication about outsourcing HR operations
5. Section 5: Process involvement about outsourcing HR operations
6. Section 6: Work efficiency, willingness to work, work responsibility, and commitment
7. Section 7: Personal information

There will be three rounds of interviews. The first round will seek responses to open-ended questions. The purpose of the open-ended questions in this round is to obtain general feedback from participants. In turn, the response will be used to summarise the ideas from the first round and to establish a feedback loop with interviewees for a second round of data collection in order to gain a consensus. This is an important feature of the modified Delphi technique. The purpose of feedback such as this is to allow participants to become acquainted with the responses from the group and compare them with their own opinions (Armstrong, 2001).

Questions in the second round interview are similar to those in first round interviews. However, the researcher will prepare the second round questions by summarising all the ideas that were collected from the first round interviews (see Appendix E) and provide these summaries at the end of each question, allowing the participant to understand the group response and compare it with their own opinion. The purpose of the second round interview is to allow participants to confirm or change their opinions.

In the last interview round, a summary of the main ideas from the second round (see Appendix F) will once again be given to participants in the hope of gaining a consensus. The main purpose of considering feedback in the second and third round is to measure the validity of the responses. In addition to this, to avoid the limitations associated with the original Delphi technique (i.e. lower response rate data loss and late return of data), the researcher will conclude all data gathering after this third interview and complete the analysis.

During the interview sessions, the researcher will translate both the interview schedule and a summary sheet of the group responses from English to Thai, enabling participants to have more confidence and proficiency in their communication with the researcher. Moreover, after the third round interview, the researcher will translate all interview data from Thai to English and will begin to analyse all data.

3.6 Data Analysis

A two-phase data analysis process will be used with the information collected. Firstly, at the end of the first and second interview sessions, the researcher

will analyse and summarise all the ideas from these sessions to establish a feedback loop with interviewees in order to gain consensus.

Secondly, after the third interview session, a mix of qualitative and quantitative techniques will be used. Qualitative responses will be examined via the narrative analysis method to summarise key findings and present conclusions.

Richmond (2002) explained that the narrative analysis method is becoming an effective way for researchers to learn, examine and analyse the perspective of participants in order to understand their experiences in real life. Moreover, Cortazzi (1993) also suggested that the narrative analysis method is an innovative technique used in many kinds of research, allowing the researcher to learn about a participant's thoughts, culture and experience.

The narrative analysis method used to analyse the qualitative data in this research was derived from Powell and Renner (2003). This method describes the basic steps of narrative data analysis, which are explained below.

Step one

In this step, the researcher organises the data in relation to the interview questions. He or she will look at the answers from the various participants and consolidate them in order to identify similarities and differences.

Step two

In this step, the researcher will code or label the data by classifying it into categories that summarise it and give it meaning. Powell and Renner (2003) suggest that there are two main approaches to categorising data: present and emergent approaches.

The present approach entails the researcher beginning with a list of themes or categories from the extant literature, then searching the data for information matching those themes or categories. The emergent approaches means the researcher will first read through all the data, and then will find the themes or categories related to the data.

This research will utilise both approaches. The researcher will begin with a list of themes or categories established through the literature review, and extend to new themes or categories after reading through all the data.

Step three

In step three, after the researcher classifies the data into themes or categories, he or she will begin to identify the relationships between these themes or categories. Powell and Renner (2003) suggest that when two or more themes or categories appear together in the data, they may have a cause and effect relationship. They state that understanding this allows for an easy way of finding the relationship between themes or categories, and it will help the researcher in their discussion.

Step four

Step four is the cutting and sorting of all data. The researcher will use phrases and quotations to identify the data that relates to the identified themes or sub-themes. Powell and Renner (2003) suggest that it does not matter what type of technique the researcher uses. Whether they work with a hard copy (e.g., a printed copy or handwriting), or by using computer software (e.g., Ethnography, NUD*IST, NVivo or Microsoft Word), the researcher must have a way to identify the source of all the data that has been cut and sorted.

Quantitative data tools (via the SPSS software program) may be used to present information regarding descriptive statistics (i.e. percentage and frequencies regarding sample profile), and cross-tabulations will be used whenever possible to identify patterns of responses. For example, percentages and frequencies will represent the highest number of responses or the most common opinion from within the group. This quantitative data will be used to support qualitative conclusions in the final stages of consensus building.

Quantitative data will be analysed by coding the data into the SPSS software program. To draw easy conclusions from the entire data, the researcher will use cross-tabulations and bar charts to display all quantitative data. The researcher will again use frequencies and percentages to show the highest number of group responses or the most common opinions from the group responses.

3.7 Conclusion

To sum up, the research methodologies used in this research study were outlined in this Chapter. The concept of a qualitative approach and the use of a modified Delphi technique to collect data were also examined. The interview schedule for each phase of a modified Delphi technique was described and the narrative data analysis approach was presented. Chapter 4 will provide details of, the results from this data collection process.

CHAPTER FOUR

FINDINGS

4.1 Introduction

As indicated in the previous Chapter, this research used a modified Delphi technique to gather data from experts in the HR field to explore the issues surrounding outsourcing HR activities. In this Chapter, the results of the data collection process are presented in two main sections: (1) Respondent Profile—which presents information about the profile of the study participants; and (2) Consensus Results—which uses the narrative analysis method to address the research questions.

This research was carried out in Thailand, where 20 interviews were conducted and the participants was a group of five managing directors, five managers and ten employees, representing five organisations that either outsource some or the majority of HR related activities or are providers of HR outsourcing services. The following section discusses the profile of the study participants.

4.2 Profile of Participants

The majority of the respondents in the sample were female (75%). Moreover, the majority of the respondents in the sample were 26 - 30 years old (65%) (See Table 4.1), and held a Bachelor's degree (65%) (See Table 4.2). Furthermore, the majority of the respondents in the sample had salary per month more than 28,000 Baht (Thai currency) (See Table 4.3).

Table 4.1: *Age of respondents*

Age

	Year old	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-30	13	65.0	65.0	65.0
	31-35	6	30.0	30.0	95.0
	>40	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Table 4.2: *Qualification of respondents*

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor degree	13	65.0	65.0	65.0
	Master degree	7	35.0	35.0	100.0
	Total	20	100.0	100.0	

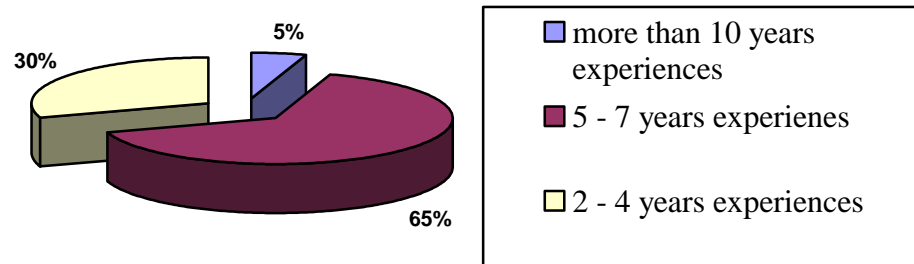
Table 4.3: *Income of respondents*

Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12001-16000	1	5.0	5.0	5.0
	16001-20000	4	20.0	20.0	25.0
	20001-24000	3	15.0	15.0	40.0
	24001-28000	5	25.0	25.0	65.0
	>28000	7	35.0	35.0	100.0
	Total	20	100.0	100.0	

Moreover, in reference to employment in the HR field, the majority of the respondents in the sample had an average of five to seven years of work experience (65%). This is illustrated in Figure 4.1 below.

Figure 4.1: *Work experience of participants*



In addition, the majority of the respondents in the sample (70%) said they had been involved in outsourcing HR arrangements.

As consequence, this profile was considered representative of HR professionals in Thailand. The research supports the understanding that HR outsourcing is a common implementation strategy in most organisations in Thailand with many moving one or more HR activities to an outsourcing provider (Datar, 2003; Siengthai & Bechter, 2005; Thapanachai, 2004). From this evidence, it seems that most HR professionals in Thailand had HR outsourcing experience.

4.3 Results from Delphi – Consensus Results

Interviews were analysed via a process of cutting and sorting (Powell & Renner, 2003), allowing the use of phrases and quotations from the resultant data to be used to explain conclusions. Quoted text implies that the quote below the paragraph relates or supports a theme or a sub-theme.

Furthermore, the omissions of some sentences at the beginning, inside, or at the end of sentences, are indicated by the use of ellipsis points ‘. . .’. Moreover, text in square brackets ‘[]’ implies that the word is removed and added by the researcher because the word could be a direct reference to participants (i.e. name), groups, an organisation (i.e. outsourcing provider), or a country.

Note that Powell and Renner (2003) suggest that when working with narrative data, it is essential to keep track of the source or context of the quotes. To identify the source, all phrases or quotations will refer to (1) the section number, (2) the question number, and (3) participant number (See Appendix D for more information).

The analysis of the interviews began with a list of themes or categories which addressed the key features of the conceptual model outlined in Chapter Two. This included factors affecting employee attitude (i.e. personal characteristic, experience, culture and social force), employee behaviour (i.e. employee knowledge, employee involvement, communication), and work behaviour outcomes (i.e. efficiency, willingness, responsibility, commitment). Emerging themes and sub-themes from the interviews are shown as list below:

Competitive advantages

- Organisational strategy
- Career opportunity
- Focus on core competency
- Flexibility

Knowledge perspective issues

- Internal knowledge
- Process knowledge
- Provider knowledg

Impact of outsourcing on employees

- Knowledge transferred

Factors impacting on employee attitudes and behaviours

- Communication
- Involement

Practical recommendations for creating a successful outsourcing partnership

Competitive advantage

When considering the outsourcing of HR activities, management perspectives are part of outsourcing initiatives and become a priority discussion issue (Quinn, 1999). Management must understand organisational expectations, and must also ensure that the outsourcing process offers a higher value than in-house activities. In other words, outsourcing processes must offer a competitive advantage to be considered an effective strategy (Arnold, 2000; Aubert, Rivard & Patry, 1996; Barthelemy, 2003; Smith & Smith, 2003).

Many issues related to competitive advantage emerged during the interview process. In this research, five issues emerged that were classified as sub-components of the competitive advantage theme. Specifically, the majority of the participants explained that outsourcing has many benefits including being part of organisational strategy, career development/opportunity, allowing a focus on core competency, and

improved flexibility. All of these issues can be linked to developing and sustaining a competitive advantage.

Organisational strategy

The majority of participants (75%) identified outsourcing as an organisational strategy in order to achieve a competitive advantage. Respondents mentioned that there was increasing competitiveness in the business world, and that in order to succeed, ways to increase the speed of work, and decrease the size of the workforce were required. Re-engineering and downsizing tactics appear as significant factors in driving organisational strategy towards decreasing the size of workforce. One way in which respondents better managed downsizing and re-engineering was to use the service of an outsourcing provider. With the outsourcing service, respondents reported that they could reduce the size of the workforce whilst at the same time maintaining performance levels because the outsourcing provider had more knowledge and skill to perform the relevant tasks. The following quotes support this notion:

“. . . as you know, [Country] used to have an economic crisis and [organisation] used to reduce the size of workforce, so the outsourcing provider could be the answer for them.” (Section 2, Question 1, Participant 1).

“I think today, we have a highly competitive market, so I think [organisation] should think about speed of work . . . For me, to reduce organisational structure is the best way to increase speed of work . . . However, we have to think about how to reduce organisational structure without losing organisational performance as well. I

think an outsourcing process is one strategy to answer this question. I think with outsourcing process, [organisation] should reduce organisational structure by reducing the size of the workforce without losing organisation performance, because most outsourcing providers have a great knowledge of a specific field.” (Section 2, Question 4, Participant 20).

Career opportunity

Another issue related to seeking competitive advantage through outsourcing was the possibility of improving career opportunities. Most of the participants (55%) commented that when the organisation introduced outsourcing processes, it created different career opportunities for employees. In order to maintain a level of ownership and to control the performance of the outsourcing service, internal employees were typically given more responsibility in managing the performance of the service providers. This allowed individuals to increase the range and depth of skills used in their day-to-day work practices, and thereby increased knowledge development and sharing, a key ingredient in developing a competitive advantage (Kakabadse & Kakabadse, 2002; Sharkie, 2003; Sharpe, 1997). This summation is supported by the following comments:

“I think employees will have greater career opportunity because before the organisation introduced outsourcing the employee worked as an operator. After the organisation introduced outsourcing the employee will become an inspector, to inspect a new system that operates by the outsourcing provider. . .” (Section 2, Question 3, Participant 3).

Furthermore, another issue related to careers was the opportunity to obtain a new career for employees. Internal employees felt that they had an opportunity for a new career with an outsourcing provider, or establish their own business in cases where they were discharged from the organisation. Evidence affirming the possibility of these new job opportunities is provided below:

“. . . as HR outsource services increase, internal employees may have an opportunity to obtain a new job with the outsourcing provider, or maybe run their own outsourcing business.” (Section 2, Question 3, Participant 10).

Another respondent remarked:

“. . . I think it is an opportunity for both external and internal employees. Internal employees may have an opportunity to discuss new job positions with the outsourcing provider. For example, after [organisation] was using the service from [outsourcing provider], one of my colleagues resigned and it was a surprise that he came back again as an external employee from [outsourcing provider].” (Section 2, Question 3, Participant 11)

With the issue of career opportunity, several participants (55%) noted that it improved employee commitment and work responsibility. Opportunities for promotion also increased feelings of loyalty, as told by several interviewees:

“. . . employees have a chance to develop themselves and their career. They may have the opportunity to get a promotion. I think with a chance to get a

promotion, it could increase commitment and with a new duty as inspector or supervisor, I think it also increases employee responsibility as well . . .” (Section 2, Question 3, Participant 20).

Focus on core competency

The majority of participants (70%) identified the focus on core competency as a significant factor affecting organisational decision making, and possibly affecting organisational performance when it comes to outsourcing. Outsourcing was seen to provide an opportunity for the business and employees to focus on core competencies, because the outsourcing provider was responsible for non-core competencies or day-to-day operations. Such a strategy was said to improve organisational core competencies, which participants felt could increase both organisational performance and profit, as explained by some respondents:

“I think it may depend on organisational objectives. In our case, the profit of [organisation] depends on customer service and support. We don’t have much time to work with every activity in the organisation. As I can see so far, the main benefit after outsourcing HR operations is that the organisation may not have a lot of responsibility, and then we could spend more time with other special tasks which can increase our profit . . .” (Section 2, Question 1, Participant 8).

“. . . it seems to me that internal HR employees in [organisation] could focus only on other tasks, while I took the responsibility of day-to-day operations . . .” (Section 2, Question 1, Participant 10)

The majority of participants (75%) commented that using services from outsourcing providers reduced employee work load in terms of job tasks and job responsibilities, which could enable employees to focus only on specific duties. By focusing on specific duties, efforts towards improving efficiency were possible, thereby increasing the chances of achieving a competitive advantage. Particular evidence of this notion is provided in the following quotes:

“ . . . some of my colleagues told me that ‘this is very good because it is not our responsibility anymore, we will have more time to do our job’. I think because the outsourcing provider was doing the tasks instead of them, and with the additional time that they have, I am sure that they could do their task much better than before.” (Section 2, Question 4, Participant 15).

Many employees (50%) and several managers (40%), however, appeared concerned that outsourcing was not always beneficial. Specifically, an increase in work hours for some employees was the norm once outsourcing was introduced. For instance, some participants mentioned that they had to get involved with the outsourcing process, and this increased their job responsibilities and work load. With extra job duties to perform, work performance and work efficiency was considered to be negatively affected. Particular evidence of this different point of view is provided below:

“ . . . The one issues that I used to hear from my colleagues was that they have to work more than their usual work-time just for getting the outsourcing process

done. It seems to me that a lot of responsibility consumes a lot of energy and then it could decrease their performance.” (Section 2, Question 4, Participant 5).

Hence, it appears that in order for outsourcing to be considered advantageous to organisational personnel, some effort must be made to identify the impact of outsourcing on job duties and responsibilities.

Flexibility

Workforce flexibility was another significant issue cited by several participants (60%) as an outcome of outsourcing HR activities. For instance, outsourcing was seen as an effective way of managing staff shortages because outsourcing providers were able to offer staff and service, 24 hours per day, 365 day per year. The main advantage of this is shift work flexibility for all employees, which impacts on the degree of willingness to work as discussed by some interviewees:

“. . . Mostly, outsourcing services is more helpful for organisations that have shift work, like many of our clients, such as [list of organisation]. By using the outsourcing service, they may not worry about staff shortage and staff absenteeism. As usual, their internal employees have annual leave, sick leave, and guess what? Outsourcing providers can provide everyday service for organisation or 365 days’ service and I’m sure that the organisation’s operation would prefer not to be interrupted by staff shortage and staff absenteeism anymore. Moreover, I am sure that flexible shift work could make their employees feel happy and relaxed, because they can choose a suitable shift to work that relates to their work life . . .” (Section 2, Question 1, Participant 6).

Moreover, flexibility between the amount of staff and the job requirements seems highly profitable when using an outsourcing service. Many respondents commented that the organisation is better able to balance staff supply and demand, which has positive budget implications. These notions are evident in the comments below:

“. . . organisations can re-arrange the amount of external employees by focussing on the size of the task if [organisation] has 10 permanent employees, but the job can be done by using only 5 employees, then [organisation] may lose the benefit of hiring 10 permanent employees. In contrast, when [organisation] has a task which can be done by using 5 employees, then [organisation] can arrange with [outsourcing provider] to provide only 5 external employees, in this case [organisation] will only pay a salary for 5 external employees, not 10 permanent employees . . .” (Section 2, Question 3, Participant 7).

Another issue related to flexibility is efficiency; a term continuously brought up during the interviews. Greater efficiency is the goal of any management team, with the main objective being to achieve maximum output from minimum input. In other words, many organisations expect to get a maximum outcome by only using limited resources (Leavitt, Pondy & Boje, 1989; Newton & Kleiner, 1999). Outsourcing seems to offer opportunities to achieve such efficiency outcomes.

For instance, the majority of participants (65%) cited cost minimisation as a key factor that affected the organisation’s decision to outsource HR operations. As knowledge, skill, and technology in the business world change rapidly, outsourcing

allows organisations to stay abreast of these changes without the significant capital investment as some participants noted below:

“. . . as I can see, the organisation will also get more benefits from new technology systems used by outsourcing providers, in our case SAP system HR Modules. From my point of view, it is not necessary to invest in those technologies because it will change immediately after investing in it, and then you have to invest in the new version again and again.” (Section 2, Question 1, Participant 3).

Moreover, organisations can also reduce the cost of recruiting and training new employees, employee welfare, and compensation for external employees because it is the outsourcing provider’s responsibility to invest in those activities. The comment below supports this summation:

“. . . it could reduce a recruitment budget., The organisation does not pay for job advertisements, or training new employees, and because they are external employees, the organisation will not have a responsibility to the external employee’s welfare and compensation.” (Section 2, Question 1, Participant 9).

In addition to this, controlling the budget was also one of the main reasons why organisations decided to outsource some or all of their internal activities. Outsourcing allows organisations to estimate the exact budget because the outsourcing service agreement or contract entered into is defined by a period of time (i.e. month or year). These sentiments are clearly expressed by the following quote:

“. . . organisation could easily control their budget because they know the exact budget of HR functions. When they are outsourcing their HR activities the organisation has to make a contract with the outsourcing provider, and the contract will show the period of time to use the service.” (Section 2, Question 1, Participant 6).

In connection with the issue of controlling HR costs (i.e. reduce cost of recruitment, training and development, welfare, and compensation), some interviewees suggest that organisations can invest more in other functions that they think will create a higher profit margin, such as production, innovation, sales and customer service. Therefore the organisation can, thereby once again focus on core competencies and strive for a greater competitive advantage. Particular evidence of this sentiment is provided below:

“. . . organisations could control their budget with HR function because the organisation knows exactly how much they have to invest on their HR function. Then the organisation could spend more money on their main function. In our case, production, sales and customer service is more important for us . . .” (Section 2, Question 1, Participant 17).

Time minimisation was also extensively cited by the majority of participants (90%) as a reason for outsourcing. Most of the projects or tasks that were looked after by the outsourcing provider were likely to be achieved on time. This is because of the skill, knowledge, and experiences of the outsourcing provider, and/or because of the restriction of the contract agreement which states that the outsourcing provider

must achieve the task no later than the due time or face a financial penalty. With a lesser amount of time to complete the job, some interviewees felt that this could relieve stress on internal employees, as is evidenced by the following quotes:

“. . . any tasks that the outsourcing provider is responsible for will finish on time because it is determined by contract, and every contract has a penalty condition in case the outsourcing provider cannot finish the task on time.” (Section 2, Question 1, Participant 15).

“. . . jobs that are the responsibility of the outsourcing provider could finish on time because outsourcing providers have knowledge and experience. I think internal employee might feel happy that the job was finished on time as this could reduce their stress.” (Section 2, Question 1, Participant 20).

Finally, to gain a greater competitive advantage from the outsourcing service, the majority of participants (80%) suggested that the organisation should pay attention to the management method that could help the organisation decide whether or not to outsource their HR function, such as through a SWOT analysis or benchmarking methodology as suggested by some interviewees:

“. . . As [outsourcing provider], we suggest our clients do a SWOT analysis, or benchmark. This helps to identify the benefits of using outsourcing processes and identify any possible threats which could occur after using the outsourcing process . . .” (Section 3, Question 1, Participant 6).

Hence, it appears that the decision to outsource is a significant one which has individual and organisational outcomes. Many issues related to competitive advantages were a significant factor when an organisation considers outsourcing, especially relating to core competency, work load implication, workforce flexibility, cost and time efficiencies. However, a decision to outsource is complicated. In order to identify the benefit and threats of the outsourcing process, organisations should focus on a management method (i.e. SWOT analysis and benchmark) to make the decision. In addition to this, making a good decision might not guarantee a successful outcome. It still can be considered a negative outcome if knowledge of the provider, attitudes of remaining employees and how to manage the process are not considered at length.

Knowledge perspective issues

Metreweli (2008) states that the knowledge data, including all information about the service and application, and all metadata about the item used, are most important for the change process to run smoothly when outsourcing is the goal. In this research many issues related to knowledge were identified as important to the success of the outsourcing decision. Specifically, the majority of the participants explained that when organisations make an outsourcing decision, organisations should focus on three main components: internal knowledge existing within the organisation, process knowledge, and provider knowledge.

Internal knowledge

The majority of participants (80%) commented that the knowledge and capability of internal employees, including knowledge of the outsourcing process and

the organisation's culture and structure, were the main factors affecting the success or failure of the outsourcing process. Without this knowledge, interviewees remarked that it leads to an unfinished and disjointed outsourcing process, as evidenced by the statements below:

“. . . I can say now, if internal employees have a sound knowledge and understanding of the process of outsourcing HR activities, the development of SAP system HR Modules in [organisations] may go as fast as expected. This is because the knowledge and understanding of the process of outsourcing HR activities will reduce employee error.” (Section 3, Question 5, Participant 2).

“. . . but an organisation also needs to understand and have a knowledge of organisational structure and culture because when implementing the outsourcing process, organisations will be able to explain those issues to external employees, to ensure that external employees understand organisational structure and culture.” (Section 3, Question 6, Participant 16).

Moreover, internal knowledge and capability not only affected the success or failure of the outsourcing process, it also affected both the employees' emotions and behaviours regarding the outsourcing strategy. A lack of knowledge about the outsourcing process would limit the impact that employees could have upon the process as suggested by the following quotations:

“. . . do you know how an individual's skills affect his feelings? In my opinion, I think if they have limited skill, they will feel so worried about their job

and the process, that they will think they will lose their job because they do not have enough skill.” (Section 2, Question 6, Participant 12).

“ . . . individual’s skill, I think if internal employees have poor skills they will feel so worried about this process . . . well, in my experience, this could slow down the progress because employees do not understand the process, and do not know what they should do.” (Section 3, Question 4, Participant 12).

Process knowledge

Connected to the knowledge of internal issues is the knowledge and understanding of the outsourcing process, according to many of the participants (90%). Many commented that there were significant steps in the outsourcing process and the organisation should concentrate on all phases of the process, but especially needs analysis and job analysis given the impact of outsourcing on these two HR responsibilities. This is suggested by the remarks below:

“ . . . all phases have their own value, so organisations should focus on every phase; however, I seriously think the organisation should focus on need analysis to figure out why the outsourcing of HR functions is important to the organisation . . .” (Section 3, Question 2, Participant 12)

“ . . . should pay attention to need and job analysis because without in-depth job analysis, outsourcing providers will not understand the significance of a task, and cannot provide the right service....at least, it is always a good idea to evaluate the new service against the existing services, using benchmarking or SWOT. I’m sure

that this will provide helpful data for the organisation, when consideration of suppliers is undertaken.” (Section 3, Question 2, Participant 18)

Moreover, most participants (70%) recognised that the contract agreement phase was also a significant stage of the outsourcing process. It is important that organisations consider this phase carefully because outsourcing providers only complete the tasks that appear in the contract agreement. The following quote supports this issue:

“. . . my concern is that there has always been a problem with the details of the contract. Some outsourcing providers will not deliver services or tasks that do not appear in the details of the contract. Therefore, organisations should make sure that they put everything they want into the contract . . . I want to point out that these are usual steps that organisations have to know, to ensure a smooth outsourcing process.” (Section 3, Question 2, Participant 6).

In addition to this, most participants (85%) noted that the transition phase where the knowledge of the outsourcing provider was transferred to the internal employees was also of significance when an organisation decided to use the outsourcing service. Inner organisational performance depended on successfully transferring this internal knowledge. The following quote supports this issue:

“. . . my concern is about the SAP system HR modules installation process. In my experience, to install the system takes some time and effort, as well as passing on all the knowledge and techniques to internal employees. Failure to pass on the

knowledge could decrease organisational performance . . .” (Section 3, Question 2, Participant 3).

Hence, the type of agreement reached with the outsourcing provider is of significance, especially given the knowledge transfer component of the agreement.

Provider knowledge

Knowledge, experience, and capability of the outsourcing providers were considered significant factors affecting an organisation’s decision to outsource as discussed by many of participants (85%). It was made apparent in the majority of the interviews that organisations might make a decision to use outsourcing services because the outsourcing provider has significant knowledge, experience, and capability. Respondents consider that knowledge and capability of the outsourcing provider, impact task completions and the success or failure of the outsourcing process. Evidence for this conclusion is provided below:

“In my opinion, employees in [organisation] and [organisation]’s itself will both benefit from the knowledge and experience of the outsourcing provide., As I see it, [outsourcing provider] knowledge of the SAP system HR module is good. At least it is better than our knowledge, and we can improve our performance by learning from them . . .” (Section 2, Question 1, Participant 2).

“It seems to me that [outsourcing provider] may have greater experience, knowledge and technology in the HR field than [organisation], and I could say that

failure or success in the outsourcing process depends on the knowledge of the outsourcing provider . . .” (Section 2, Question 1, Participant 7).

In addition to this, the qualifications of the outsourcing provider were cited as another significant consideration when deciding to outsource. There were many outsourcing providers who were not highly qualified in a specific field (i.e. HR activity), or could not offer a high quality of service. Therefore, organisations should be seriously concerned about how to choose the right outsourcing provider. Particular evidence is provided in the comment below:

“. . . some outsourcing providers are sending new graduate students from university to work as external employees. These new graduate students may not have any experience and this could damage an organisation’s performance . . .” (Section 5, Question 5, Participant 2)

This theme has described factors related to knowledge perspective issues, which could impact an organisation’s decision to outsource. Issues include knowledge of internal employees, the knowledge regarding the process of outsourcing, and knowledge of external employees or provider.

Impact of outsourcing on employees

In considering the factors that impact an organisation’s decision to outsource, the impact on employees is paramount, as the interviewees all expressed a connection between successful outsourcing and positive employee experiences.

For instance, most of the participants (75%) mentioned that the knowledge of the provider and the knowledge transferred from provider to employee and vice versa positively impacted employee knowledge and skill development. This, in turn, had a follow-on effect of improving an individual's competitive advantage.

Particularly, interviewees remarked that they could improve their competencies in the HR field based on the outsourcing provider's knowledge, skills and expertise. This is especially true when learning recent information technology called "SAP HR," which can increase the speed of HR processes. Note that Hasebrook (2001) defined SAP HR as software technical support for HR information storage, selection, process, and decision support. These sentiments are clearly expressed by the following quote:

"As [an] internal employee, I can learn new knowledge; I know how to analyse and perform HR activities by using SAP system HR Modules from the outsourcing provider and adapt this knowledge to my own core competency . . . [organisation] can improve and develop their HR activities by using a new technology from the outsourcing provider, in this case, SAP system HR Modules, to catch up with their competitors." (Section 2, Question 1, Participant 2).

"Most of the organisations . . . told me that working closely with outsourcing providers everyday is more helpful . . . because employees learn and adapt knowledge, experiences, and new technologies from outsourcing providers." (Section 2, Question 1, Participant 16).

Furthermore, the majority of participants (85%) commented that significant benefits in the form of learning adaptability and flexibility could result from the knowledge, experience, and skill of the outsourcing provider. This is evidenced by the following comments:

“. . . internal employees will have an expert to look up to and internal employees can learn from them. As the expert in the HR field, they are able to put a great idea, or great HR system into organisation.” (Section 2, Question 1, Participant 5).

Although the above sentiment was commented upon by most of the participants, if an organisation would like to gain benefits from the knowledge, experiences and skills of an outsourcing provider, the organisation must ensure that the outsourcing provider has the opportunity (and the willingness) to transfer this ability, skill, and knowledge to internal employees. This was remarked upon by some interviewees:

“Employees will gain more by learning from the knowledge and experience of the outsourcing provider. In our case, the, [outsourcing provider] tries to explain everything related to the SAP system HR module during the transition phase . . .” (Section 2, Question 1, Participant 4).

Further to this, the capability and intention of internal employees to receive such new knowledge was canvassed as a significant issue. It was noted by several respondents that the organisation should establish training courses or seminar

sessions to ensure that internal employees gained knowledge and skills from the outsourcing provider. Examples of support statements are presented below.

“. . . before implementing the process of outsourcing HR operations, an organisation should invite the outsourcing provider to establish a training course or a seminar, to ensure that the outsourcing provider has a chance to explain anything to internal employees . . .” (Section 3, Question 6, Participant 12).

During the interviews, it was evident that there were several reasons why the transferring of knowledge had failed after the outsourcing of HR activities. In particular, time period limitations in agreed-upon service contracts, and the mismatch between organisational culture and environment were cited as reasons for ineffective knowledge transfer. This failure to transfer knowledge was reported to affect in-house skills, employee development, and also employee organisational innovation as stated by a number of interviewees:

“. . . organisations may not have their own HR development because all developments are done by the outsourcing provider. Sometimes, because of the outsourcing provider’s reluctance to transfer anything to the organisation, the internal employee does not get anything from the outsourcing provider. I feel like they did not want to explain anything to me.” (Section 2, Question 4, Participant 11).

“. . . I think the contract between [organisation] and the outsourcing provider may be restricted by a limited period. For example, a one-year contract or two-year

contract, even five-year contracts. Some activities or knowledge may not transfer or develop in such a limited time.” (Section 2, Question 4, Participant 2).

“. . . it needs some time and effort to pass all knowledge and technique to internal employees, and it is not only about the skill to transfer the knowledge, it was related to our organisational environment as well. You know sometimes, the environment around our organisation is very moody because of the coming of the outsourcing process, and then you expect our staff to study with them, or even listen to them . . .” (Section 3, Question 2, Participant 3).

Hence, the conclusions above show that outsourcing decisions have an impact on employees. The next section explores this issue in more detail.

Factors impacting employee attitudes and behaviours

Two main issues regarding employee attitudes and behaviours were highlighted as outcomes of outsourcing. Specifically, the majority of the participants mentioned that communication and involvement in decision making were significant factors impacting employee attitudes and behaviours toward outsourcing.

Communication

Effective communication has been identified in countless research papers as significant to organisational success (Darling & Beebe, 2007; Kitchen & Daly, 2002). Communication has been shown to develop structural thinking, get messages to employees, create influential power inside the organisation and also between employees (Gottschalk & Saether, 2005; Kikoski, 1999). As a result of establishing

effective communication, organisations and their employees have enhanced abilities to think and speak clearly with confidence or to communicate with hi-impact to different types of listeners. Not only that, communication has been highlighted as a way to manage conflict and develop better solutions. In other words, good communication is central to organisational success and leads to productive relationships between organisations and their staff (Allen & Chandrashekar, 2000; Hendry, 1995; Smith & Smith, 2003). Hence, it is not surprising that many of the respondents in this study cited communication as central to the success of the outsourcing decision.

The majority of participants (80%) noted that if their organisation had communicated more about the rationale behind the outsourcing decision to employees, they would have felt more engaged with the process and therefore supported and collaborated more with the organisation and the provider. It appears that reducing uncertainty around the outsourcing decision can be of great benefit to the organisation as evidenced by the following quote:

“ . . . if organisations tell their people about the outsourcing process, at least it will be out in the open. And if the organisation can explain the benefits after introducing the outsourcing process, then employees will want to participate in this process . . .” (Section 4, Question 4, Participant 9).

Moreover, interviewees identified a relationship between the degree of communication and the readiness to outsource. To ensure all employees in the organisation were ready, the organisation had to make sure they were communicating

with the employees before the process was undertaken. Most participants noted this idea, which is cited below:

“. . . at least organisations should tell their employees about the process one or two months beforehand, thus allowing them enough time to prepare themselves for any changed situation.” (Section 4, Question 4, Participant 1).

“In my experience, outsourcing HR operation is not a one day operation, and we cannot plan this process just for a day or a week. The process does not just appear and then the organisation says: ‘ok, we will use this process’. This is a continuous process, it should take a bit of time for employees to get into the process . . .” (Section 4, Question 5, Participant 9).

The need for greater communication between internal employees and external employees is widely cited by most participants (65%) as central to the success of the outsourcing process. Interviewees believed that the greater the degree of communication between internal and external employees, the greater the understanding and the greater the likelihood of success of the outsourcing process. This is stated below:

“. . . well, in terms of communication, I think communication between internal and external employees is the main issue. If they are speaking the same language, we will have a high level of co-operation and developing a new system in [organisation] could be a success . . .” (Section 4, Question 4, Participant 2).

The majority of participants (80%), however, were concerned that the lack of communication between the organisation and employees brought on negative feelings towards outsourcing. Without communication or explanations, employees felt insecure and disagreed with the outsourcing process, thereby affecting commitment and collaboration towards the process as stated below:

“. . . ok, sometimes misunderstanding of the outsourcing process could happen. Employees may not receive the full message regarding the outsourcing process from the organisation, and then they do not understand the importance of outsourcing,. Finally, employees will oppose the process,and, for sure, they will not give any convenient help to the provider.” (Section 2, Question 6, Participant 3).

“. . . it only has an input, but does not have any outcome. Let’s say that the organisation outsources the HR operation without telling their people, the employees will think of this process as coming from nowhere. Why didn’t the organisation tell us? Can we trust the organisation?” (Section 4, Question 3, Participant 9).

Hence, it appears that involvement in the decision making process is considered to be beneficial to the success of the outsourcing decision, based on the employees perspective.

Involvement

Research suggests that allowing employees to get involved in any organisational process is a key factor to success and effective (Ang, 2002; Bryson, 1999; Bryson & Millward, 1997; Chiu, 1999). Moreover, many researchers conclude

that employee involvement is a core policy to ensure a good relationship between the organisation and its employees. Involvement can impact on decision making outcomes and influence absenteeism rates, attitudes, work performance, and employee turnover (Brown, Fakhfakh & Sessions, 1999; Pereira & Osburn, 2007; Steel & Lloyd, 1988). Once again, the term ‘involvement’ became a frequent citation during the interview process.

Specifically, the majority of participants (75%) cited that if employee involvement in the decision to outsource was limited, the greater the risk of individuals feeling insecure about their job. This insecurity brought on feelings of reduced commitment, job withdrawal, lack of employee support, and lack of collaboration. This is suggested below:

“. . . if an organisation does not allow employees to get involved in this process, then employees may feel that the organisation does not trust them and it is not necessary for them to give any commitment to the organisation. Well, the employees will not be working as much as they used to.” (Section 5, Question 3, Participant 9).

“. . . one of my subordinates said that ‘I am useless, that’s why the organisation does not allow me to get involved. I am so worried about my future career as I know he does not want to work with us anymore.’” (Section 5, Question 3, Participant 14).

In contrast, for those reporting a high degree of involvement in the outsourcing process, more positive relationships between the organisation and employee ensued, and a greater degree of collaboration between employees was described:

“ . . . if an organisation allows employees to get involved in the process, I am sure that this could make concerned parties understand each other,, especially internal employees. And I am quite sure that it could lead to a well-intentioned relationship between the two and remove all stress or any barrier from an employee. By the way, I am sure that this could lead to a successful operation.” (Section 5, Question 4, Participant 13)

Hence, involvement carries positive outcomes such as a smooth outsourcing process, effective teamwork, and a stronger sense of duty and responsibility. Examples are provided below:

“ . . . to allow employees to get involved in any phase of outsourcing HR activities, organisations will have enthusiastic employees who will work responsibly and cooperate with outsourcing providers.” (Section 5, Question 4, Participant 5).

“ . . . employees will feel that they are valuable to the organisation, and the organisation may gain from that kind of feeling by way of a commitment from employees.” (Section 5, Question 4, Participant 11).

However, most participants (50%) noted that a higher degree of employee involvement might not always end up with positive outcomes. Occasionally, getting involved in the process meant employees having additional job duties to perform, leading to stress and exhaustion. An example is provided below:

“ . . . I feel the other way. I think allowing employees to get too involved in the outsourcing process may decrease their performance in their routine duties because they may waste their time with the outsourcing process . . .” (Section 5, Question 3, Participant 17).

“ . . . another of my subordinates said that ‘getting too involved in the progress means I must have more work to do. It was not good at all.’” (Section 5, Question 4, Participant 14).

Therefore, there appears to be a number of practical factors to consider when developing an outsourcing relationship which is of benefit to the organisation, its employees and the provider. This is the focus of the next section.

Practical recommendation for creating a successful outsourcing partnership

It was clear from the interviews that training courses and seminar sessions were considered most helpful in making employees and the provider aware of the knowledge sharing possible as part of the agreement. The majority of participants (80%) commented that establishing training courses and seminar sessions were the best way to transfer the knowledge and skills of outsourcing providers to internal employees, and to ensure that internal employees have outstanding knowledge

regarding the outsourcing process. With training courses and seminar sessions, organisations could create good relationships and friendly environments among employees and outsourcing providers, which could lead to positive outcomes in terms of transferring knowledge and skills, and a high degree of collaboration and responsibility among employees. Further support for this conclusion is evidenced below:

“. . . before implementing the process of outsourcing, I think the organisation should establish a training course to make sure that all employees have knowledge and an idea about this process . . . I am recommending that the organisation establish a “service’s mind” training course. If employees have a service’s mind, the organisation could increase cooperation levels between the employees and the outsourcing provider.” (Section 3, Question 6, Participant 6).

“As I’m experienced in dealing with lots of organisations which want to outsource some of their HR activities, my concern is about how to transfer the knowledge, skill, and technique that we have to their internal employees. Something must be done at the beginning of the outsourcing process. For example, ensure that we have a good relationship with internal employees, for without a good relationship they will not be listening to us at all.” (Section 3, Question 6, Participant 7).

Moreover, establishing training courses and seminar sessions were the best way to ensure positive attitudes and feelings from internal employees about the outsourcing process. Employees would then feel secure with their job because they have sufficient knowledge and skill. Even if employees were no longer a member of

the organisation they may still have more confidence with their future career. This idea was stated by the following interviewees:

“ . . . organisations should establish all training sessions that employees want, because this is the way to help internal employees have more confidence with their ability and skill. Although, in the near future, they will no longer work with the organisation, they will have a high skill level and ability that may attract other organisations to recruit them. As a result, internal employees would not complain about anything to do with the process.” (Section 3, Question 6, Participant 17).

Furthermore, most of the participants (85%) felt that regular meetings and seminars with employees were the best way to ensure a high degree of communication. With regular meetings and seminars, the organisation was able to explain the details of the outsourcing process to their employees, and thus increase the trust between the organisation and the employees. This is implied in the quotes below:

“ . . . oh, I could say that communication has many forms. I think the organisation should have at least a seminar or a meeting with internal employees to explain all information about the outsourcing HR operation . . .” (Section 4, Question 1, Participant 9).

“ . . . set a regular meeting with internal employees and explain the situation to them . . . in every regular meeting the organisation has to introduce external

employees to internal employees. Basically, just let them introduce themselves to each other.” (Section 4, Question 1, Participant 12).

In addition to this, to ensure a smooth outsourcing process and a strong relationship between employees and the outsourcing provider, the majority of participants (80%) held the strong belief that the organisation should invite or allow the outsourcing provider and employees to join in any announcement, meeting, seminar, or training session. These sentiments are clearly expressed by the following quotes:

“. . . organisation has to build a good relationship between internal and external employees by creating both formal and informal meetings . . . you know. Right, people will get along very well with other people, when they are not stressed. So, just let them have some parties together.” (Section 4, Question 1, Participant 19).

“In regular meetings and seminars, the outsourcing provider should get involved and exchange or share their opinions with the organisation and its employees.” (Section 4, Question 5, Participant 7).

One particular suggestion, commented on by the majority of the participants (70%), was the “employee survey” as an effective option for allowing the organisation to know what their employees thought about the outsourcing process and what their employees want. The following quotes support this issue:

“I think the best way for an organisation to communicate with internal employees is by doing a survey. In this case, the organisation will understand and know how employees think about introducing outsourcing HR activities into the organisation . . .” (Section 4, Question 5, Participant 1).

Most participants (55%) note that many employees were influenced by their colleagues and other people around them. Therefore, the organisation should find convincing persons or a person who has influential power to communicate with employees, and it might be the better choice for organisations to ensure employees have more confidence in the outsourcing process. The following quote supports this issue:

“In my experience, I think an organisation should make a person responsible for communicating the news of outsourcing HR activities to all employees. That person should garner respect from all internal employees . . .” (Section 4, Question 5, Participant 2)

4.4 Conclusion

The interviews have lead to the following conclusions:

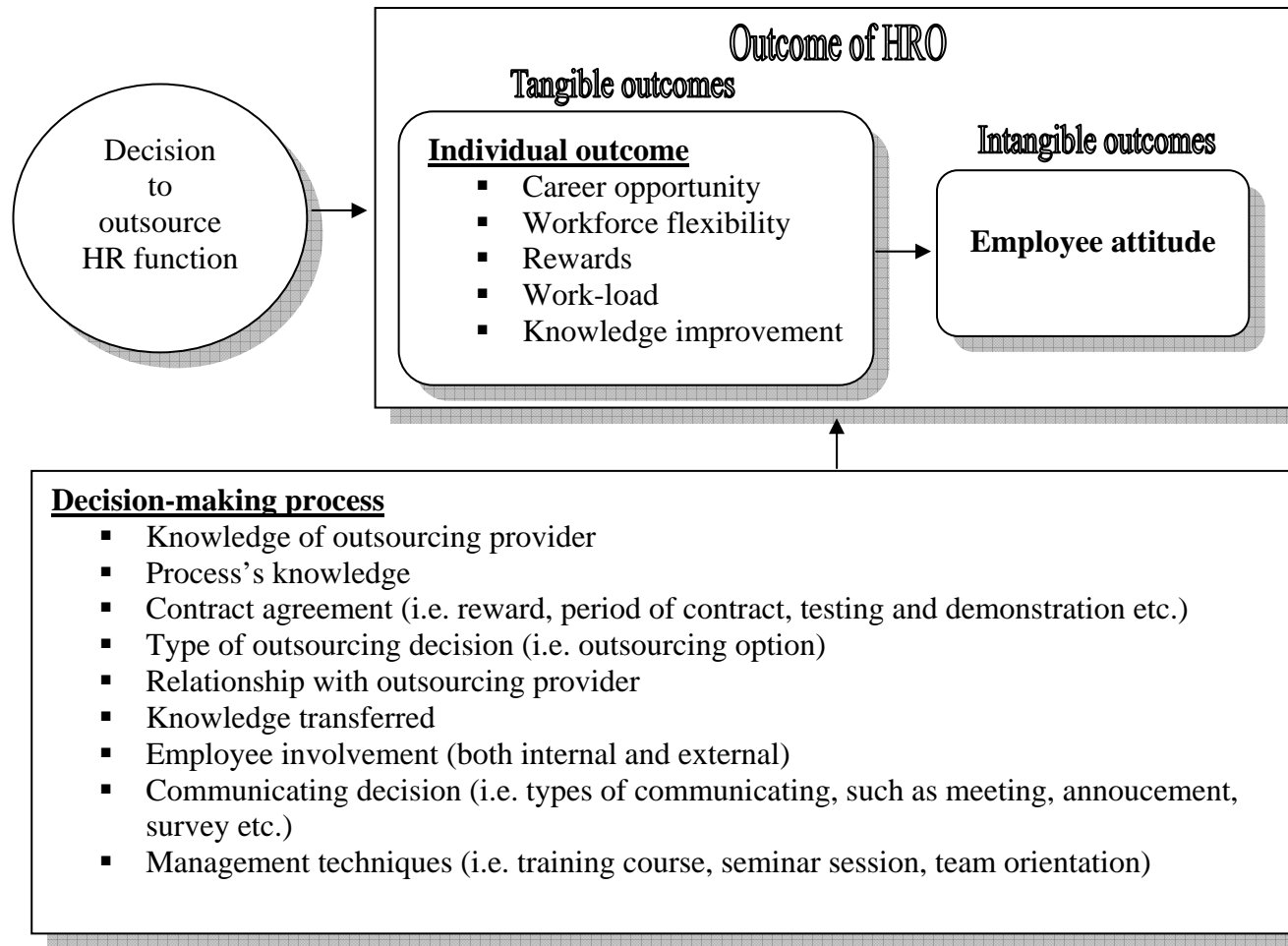
- (1) The outsourcing process is mainly undertaken to create competitive strategy via an increase in career development opportunities, a focus on core competencies, improving workforce flexibility, and/or improving efficiency.
- (2) Knowledge transference, sharing and utilisation are central to the success of the outsourcing decision. This transference is often influenced by the type of agreement in place with the provider and how this agreement is managed.

(3) Employee involvement and communication were found to be significant factors which could help create positive attitudes and work behaviours toward the outsourcing process.

(4) Training sessions, meetings, seminars, employee surveys, and finding a convincing person to communicate with employees, as well as allowing both internal and external employees to get involved in any process of outsourcing service, were seen as crucial to the success of the outsourcing process.

These conclusions give rise to an revised conceptual model (see Figure 4.2) which outlines the factors that influence employee attitudes towards decisions to outsource the HR function.

Figure 4.2: Revised conceptual model



CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This Chapter presents a brief overview of the thesis including the aims, literature review, and methodology of the research. This is followed by a discussion of the key findings related to the research questions. This Chapter also presents a series of recommendations regarding outsourcing the HR function and the impact of such a decision on employee attitudes and behaviours. The limitations of the existing research will also be discussed. This Chapter will conclude with a revised conceptual model of the factors that influence employee attitudes and behaviours regarding the outsourcing of the HR function.

5.2 Overview of Thesis

The aim of the research was (1) to identify those factors which impact the decision to outsource HR activities, (2) to identify what factors can affect employee attitudes regarding the outsourcing decision, and (3) to determine how these attitudes will influence perceptions about the success of the outsourcing decision.

The importance of the outsourcing process as an organisational strategy, the advantages and disadvantages of using the service of outsourcing, and especially, the significance of the organisation's consideration of the employees' perspective were discussed in this thesis.

The research literature in Chapter Two identified many issues relating to the rise of HR outsourcing, essential factors which affected organisational decision making to outsource, benefits and pitfalls of Human Resource Outsourcing (HRO), and presented examples of organisations which had succeeded and failed as a result of the outsourcing decision. A conceptual framework was proposed at the end of this Chapter and a conceptual model revealed there to be three main factors: (1) Decision to use the HRO; (2) Decision-making process including quality of outsourcing provider (i.e. experience, expertise, reputation), contract agreement, type of outsourcing decision, relationship with outsourcing provider, employee involvement, and communicating decision; (3) Individual outcome including career opportunity and workforce flexibility; that impact on employee attitudes.

The methodology used in this research to examine the factors and outcomes of outsourcing the HR function was presented in Chapter Three. A qualitative approach to data collection in order to explore the research focus was undertaken. Particularly, the use of the Delphi technique as the data collection technique of choice was discussed. Information regarding the sample of interest was provided as well as the details of the data analysis method to be used.

In Chapter Four, the results of the data that were collected through a modified Delphi process were analysed into two main sections: (1) respondent profile, which presented information about the profile of the study participants; and (2) consensus results, which used the narrative analysis method to address the research questions. A revision of the conceptual model was revealed again at the end of Chapter Four.

5.3 Discussion of Key Findings

This section will discuss the key findings from the data analysis carried out and presented in Chapter 4. These key findings focus on factors which impact on the decision to outsource HR activities, employee attitudes regarding the outsourcing process, and how employee attitudes impact on the potential success of the outsourcing decision.

Key finding 1: Competitive advantage is major factor which impacts the decision to outsource

Throughout this study there were many factors which impacted on the decision to outsource. However, these factors can all be linked to the goal of striving for competitive advantage. The results of the Delphi study show that organisations recognised both internal and external environmental factors as catalysts for outsourcing the HR function. The rise of the internet and information technology, workforce diversity, globalisation, new legislation, work life balance issues, and skills and staff shortage issues were especially important determinants regarding the decision to outsource the HR function. In order to meet the unexpected challenges and maintain a competitive advantage, the interview outcomes suggest that using outsourcing of HR as part of organisational strategy was important as a source of competitive advantage. Outsourcing was deemed to significantly increase the speed of work, and thereby create greater organisational efficiencies.

This outcome is supported by others who suggest outsourcing as one way of gaining competitive advantage (Dess, Lumpkin & Eisner, 2008; Hirshman, Cords & Hunter, 2005; Thompson, Strickland & Gamble, 2005). Other research also suggests

that outsourcing can help organisations better manage the speed of work without reducing organisational performance (Kosnik, Ji, & Hoover, 2006; Wang, Gwebu, Wang & Zhu, 2008).

Workforce flexibility appears to be a significant factor that affects the decision to outsource. The results from the Delphi study show that workforce flexibility can improve the opportunity to obtain a competitive advantage by providing a solution to staff-shortage problems. This may increase organisational performance because organisational operations can continue to function without interruptions resulting from absenteeism or turnover. The results also suggest that when employees can choose from flexible work shifts, their attitude toward their willingness to work improved. However, others (e.g. Hiltrop, Jenster & Martens, 2001) argue that workforce flexibility may have a negative impact on employee outcomes. Hiltrop et al. point out that with increased workforce flexibility, employees are able to change their job more frequently, which could in fact reduce employee commitment and skill development.

Reducing HR costs clearly provided another competitive advantage for organisations undertaking outsourcing HR. It was found that by outsourcing to HR providers, organisations could reduce the cost of recruiting, training, and compensating new employees. This is affirmed by S. Young (2007), who stated that rather than cutting the budget by reducing wages or salary rates, many organisations reduce expenditures on recruiting, training and other management costs by retaining their core workers and outsourcing temporary workers to help the core worker. However, S. Young (2007) identified that there were many reasons when outsourcing

did not costs, especially if the quality of the provider did not meet organisational requirements. Concerns about standards often led to contract termination, and subsequently providers could not complete the work on time. The importance of choosing the right provider was a theme echoed throughout this research also.

Key finding 2: The degree of communication in relation to the outsourcing process affects employee attitudes

In this study, it appears that the degree of communication is a significant factor affecting employee attitudes towards outsourcing. When there was open communication between the organisation's decision makers and employees, interviewees reported a more positive attitude and a culture of understanding about the circumstances for outsourcing. This understanding leads to a positive attitude toward outsourcing. A high degree of communication improves understanding regarding the circumstances and the reasons for using the outsourcing service, which improves employee responsibility and collaboration (Lee & Kim, 1999; Sparrow, 2004).

On the other hand, it was found that without communication or explanation of the circumstances, negative feelings and emotions (i.e., feelings of insecurity, stress, and distrust) resulted. Prasad and Prasad (2007) report that the outsourcing process is similar to other on-going operations in which there is a highly complex process of organisational life, which results in the feelings of confusion, stress, and decline in commitment. In order to prevent those outcomes, clear communication of sufficient information is necessary, and hence should be built into any process involving the decision to outsource.

There is no question that organisations need effective communication in the workplace, but organisations should make sure that communication is evident across several channels, including between the organisational decision-makers and the outsourcing provider, between the organisation's decision makers and internal employees, between the organisation's decision makers and external employees, and also between external and internal employees. Failure to support communication at all of these levels leads to low morale, distrust, and lack of commitment, which can breed negative attitudes and thereby affect productivity (Appelbaum, Lopes, Audet, Steed et al., 2003; Butcher & Hind, 2005; Sinickas, 2005; Tzafrir, Harel, Baruch & Dolan, 2004).

Key finding 3: The degree of employee knowledge and capability affects employee attitudes towards outsourcing

This study revealed that the degree of employee knowledge and capability could affect both employee emotions and attitudes towards the outsourcing decision. Specifically, if employees sensed that their skills and knowledge were below standard when compared to other employees – either from within or outside of the organisation – they felt stressed and insecure about their position. This appears to result in a negative attitude toward the outsourcing process. This outcome is supported by Brooks (2006), who stated that with change strategy in organisations, including downsizing, re-organisation, and outsourcing, job security seems to be decreased. These issues impact on employees in terms of performance, motivation, commitment, and attitude, and hence is an important factor influencing the outsourcing process.

On the other hand, if employees felt that their knowledge and capability were above standard, they felt confident and secure with their position. This appears to result in a positive attitude towards the outsourcing decision. Kessler, Shapiro and Purcell (1999) support this outcome and state that through the outsourcing process, employees could be given greater opportunity for career development. This can be achieved through training and working with specialists from outside the company to increase the quality of their work, which could increase their chance at career promotion. These issues influence employees in terms of individual confidence and motivation (Adams, 2006; Hutchins, 2004). Hence, it appears that having a clear picture of the existing knowledge in the workplace and of the knowledge gaps which external employees are filling is a pre-requisite for positive attitudes towards the outsourcing process.

Key finding 4: The degree of employee involvement affects employee attitudes

In this study, employee involvement was determined to be a significant factor in building a positive attitude toward the outsourcing decision. For instance, employees expressed greater loyalty when the organisation allowed them to become involved in the process. This relationship could be seen as a positive outcome. However, there were mixed views about this outcome in this study. Employees experienced negative attitudes towards the outsourcing decision when little or no involvement was practiced by the organisation. In this case, it seemed that employees felt upset, insecure and dissatisfied with the organisation. Brooks (2006) states that a feeling of distrust and lack of motivation results in a negative attitude when employees feel that they are not a part of the outsourcing process. Alternatively, if employees feel involved, greater commitment toward the outsourcing process and

organisation could result. Hence, it appears that employee involvement is a prerequisite for a successful outsourcing decision.

Key finding 5: Implications of the results

Based on the results, a positive attitude towards HRO seems to lead to a high degree of collaboration and support from employees, which leads to positive employee experiences. Brooks (2006) supports this conclusion suggesting that a positive attitude leads to employee satisfaction, which in turn, leads to motivation toward work.

The results suggest that by allowing an outsourcing provider to take responsibility for non-core competencies, it creates a chance for employees and organisations to concentrate on core competencies; including marketing, production, and customer service; resulting in increased organisational performance and profits. By focusing on core competencies, employees focus on their main duty, and thereby increase their work efficiency (Lau & Zhang, 2006). This outcome, however, has workload implications.

With increased employee involvement in the outsourcing process, employees may have more duties to complete. This increase in work load can also result in job stress and employee turnover (Lombardi & Miner, 1995). Petersen (2003) points out that there are many organisational strategies that could increase employee workload, such as downsizing, outsourcing, employee ownership concepts, and employee involvement. With these kinds of strategies, employees might have additional work to perform rather than focus on their main tasks, and this could decrease the

efficiency of their work. However, there are many ways to cope with work overload. Lombardi and Miner (1995) suggest that organisations should consider the quality of the outsourcing provider.

It seems that if the outsourcing provider is lacking in knowledge, skill and experience, organisation will expect employees to increase their duties, which may mean they have to handle too many tasks. Moreover, the management skills, especially relationship management and team-orientation, also play as significant role. Beaman and Eastman (2004) mention that organisations must build a strong relationship with outsourcing providers. Then they will see themselves as a part of the organisation and they will work harder to help the organisation be successful. As a consequence, managers should make sure that outsourcing providers and employees are working as one. It seems without team-orientation and relationship management, employees might work unaccompanied and this could increase their overall workload.

5.4 Theoretical recommendations

This research studies the impact of outsourcing HR functions on employee attitudes and behaviours. In order to avoid the negative attitudes of employees regarding the HR outsource, the importance of employee perceptions and relationship management are significant theoretical recommendations.

Pay attention to employee perceptions

The employees' perspective was the most significant discussion when organisations considered implementing the outsourcing service (Cooper, 2006; Goody & Hall, 2007; Kavcic & Tavcar, 2008; Kessler, Shapiro & Purcell, 1999; Stroh & Treehuboff, 2003). Fiorito, Bozeman, Young and Meurs (2007) emphasised that employee commitment might increase because organisations pay attention to employee involvement, and employees believe their organisation cares about them; this refers to the concept of "perceived organisational support" (POS).

An "employee survey" was suggested in this research finding as an effective approach for allowing the organisation to know what their employees thought and wanted. Many researchers emphasised that employees are the greatest asset and there is an advantage to organisation who truly understand their employees; with employee feedback or opinion, an organisation might have various data to determine a particular action regarding the outsourcing HR activity issue (Kaman & Barr, 1991; Poncheri, Lindberg, Thompson & Surface, 2007; Saul, 1989). Goldman (2007) supports that through employee surveys, the organisation can maintain employee satisfaction and organisational performance.

In addition to this, many researchers emphasised that employees can significantly affect the outcome of any projects (Brown & Cregan, 2008; Cooper, 2006; Fiorito, Bozeman, Young & Meurs, 2007; Logan, Faught & Ganster, 2004; Robinson & Kalakota, 2004). Therefore, employee involvement plays a significant role for organisational change and development themes, including the issue of contracting out in-house services. Employee involvement is necessary so employees

may have a participation in organisational change (Alas, 2008; Fox, Code, Gray & Smith, 2002; Simmonds & Gibson, 2008).

With employee involvement, organisations can create positive attitudes among their employees through satisfaction, loyalty, and commitment. In turn, it is clear that with employee involvement, organisations can increase organisational efficiency, productivity, flexibility, and competitiveness in the views of Fox, Code, Gray and Smith (2002), and Mamman and Rees (2005)

Martin, Parsons and Bennett (1995) identified a “team-based employee involvement (EI)” program for organisations. As a result of this study, employees who get involved in EI programs were reported to possess a high degree of commitment and a positive attitude. Moreover, there was greater communication about the detail of the project among employees who got involved in the EI program.

Pay attention to relationship management

Enlow and Ertel (2006), and Lin, Pervan and McDermid (2007) claim that good relationships and friendly environments among employees and outsourcing providers or among employees and managers can lead to a high degree of collaboration and responsibility.

Kavcic and Tavcar (2008), and Tzafirir, Harel, Baruch and Dolan (2004) examined that when building a good relationship between employees and managers, trust will occurred among them, and this was a significant factor for creating effective relationship management. Moreover, they also indentified two theories,

including “exchange theory” and “resource-based view theory” as conceptual, thus supporting organisations needing to create friendly environments and effective relationship management.

To create effective relationship management, organisations should consider the perception of trust and distrust. Adler (2005) identified the popular support program called “The Swift Trust Exercise.” With this exercise, employees and managers can meet the following objectives, including;

- understanding the condition of trust and distrust,
- understanding how individual decisions affect team-based decisions,
- understanding how project management affects the requirement of outsourcing process, resolving the conflict in communicating issues,
- understanding the risks associated with distrust in a business relationship,
- and discussing the implication of trust and distrust.

In addition to this, Friedman, Tidd, Currall and Tsai (2000), and Hall (2000) emphasised that a lack of relationship could increase a high level of conflict. This may effect individual and group performance, and thus employees may experience stress. Greenberg and Baron (1997), and Rahim (1992) support that there were many dysfunctional outcomes of conflicts, including attitudinal exhaustion (i.e. negative view), stress, and job burn-out, communication between employees may be reduced, job satisfaction and performance may be reduced, and organisational commitment and loyalty may be reduced. As consequence, it seems organisations with a lack of relationship between employees and management may cause many negative results.

5.5 Practical recommendations

From the beginning of the HR outsourcing process, there are many things that an organisation should consider. This thesis makes a number of practical recommendations in six major issues including; clarity regarding outsourcing needs, choosing the right outsourcing providers, paying attention to the detail of service agreements, paying attention to knowledge transferred, paying attention to evaluation systems, and also creating an effective communication strategy.

Be clear about outsourcing needs

The first most significant phase in any outsourcing process is to identify the need for using an outsourcing process (Brannemo, 2006; Ghassemieh, Thach & Gilinsky, 2005). It was suggested by many researchers that with unclear reasons for contracting out an in-house service, an organisation might not be able to achieve the full benefits of outsourcing HR functions (Al-kaabi, Potter & Naim, 2007; Kim & Won, 2007).

Similarly to any new procedures, the organisation must also pay attention to the management approach that can help them decide whether or not to outsource their HR functions. Many researchers suggest using “SWOT analysis” and the “benchmark method” (Al-kaabi, Potter & Naim, 2007; Franceschini, Galetto, Pignatelli & Varetto, 2003; Kavcic & Tavcar, 2008; Meybodi, 2008; Nair & Prasad, 2004; Sandhya, 2008).

Choose the right outsourcing providers

Goody and Hall (2007), and Klass, Gainey, McClendon and Yang (2005) mention that the lack of service's quality from the outsourcing providers was the key reason why organisations terminated the outsourcing service and brought back the in-house service. Moreover, Hall (2000) and Cogburn (2007) support that qualified providers could lead to a successful outsourcing process, however, there was a low number of available outsourcing providers for comprehensive HRO.

In order to gain the full benefit from the outsourcing process, organisations must make sure that the outsourcing provider is meeting the requirements in terms of qualifications, skills, and knowledge (Alexis, 2008; Goody & Hall, 2007). However, there is a question of how the organisation assesses the outsourcing provider's knowledge and capacity before deciding to sign or extend the contract agreement. There are many ways to assess the outsourcing provider's knowledge and capacity, including the request for a trial period or the request for a demonstration (i.e. HRIS software demonstration). Moreover, organisations need to ask for a track record and detailed references from outsourcing providers (Jeffay, Bohannon & Laspisa, 1997).

In particular, the research done by Jeffay, Bohannon and Laspisa (1997) suggested that to gain the full benefit from an outsourcing provider, organisations must look at the outsourcing provider as an internal service. Moreover, they suggested the skills which outsourcing providers should have, including firsthand knowledge, international compensation and benefits experience, general HR experience, ability to communicate the service's task, and wide-ranging administration experience.

In addition to this, findings in this study have shown the implications of outsourcing knowledge and skills. Organisations can create a positive first impression on employees by focussing on the quality and reputation of the provider, especially provider knowledge.

Pay attention to the detail of the service agreement

Lack of attention to the outsourcing process, unable to meet business requirements and timeframes, and low service standards are all potential difficulties that could happen to any organisation if clear and specific contracts are not created (Goody & Hall, 2007; Kavcic & Tavcar, 2008; Kim & Won, 2007).

Goody and Hall (2007) suggest that the organisation should consider the service agreement or contract in which it enters into with the outsourcing provider. From the results and data, the risk involved in an outsourcing relationship is increased through an unclear agreement or contract (Grimshaw & Miozzo, 2006; Indridason & Wang, 2008; Kavcic & Tavcar, 2008). The research finding mentions that most providers would only complete the tasks that appear in the contract agreement. This can lead to conflict and a lack of cooperation between the provider and internal employees.

Therefore, the practical recommendation is that the organisation should clearly understand that nothing should be assumed and everything should be written in the service agreement. When making a service agreement or contract, organisations should be aware of including specific tasks into the service conditions. In the contract agreement, organisations must not only focus on the pricing

agreement and term of data confidentiality, but the expectation of the organisation regarding the outsourcing provider must also be clearly and specifically written to avoid conflict issues between all parties. Goody and Hall (2007), Groden (2000), and Indridason and Wang (2008) support that the contract should clearly define the scope of work, along with including contract cost, contract duration, defining performance measures, defining penalties, and defining evaluation proposals.

Pay attention to knowledge transferred

Many researchers emphasised that organisations must make sure that any knowledge or techniques used by the outsourcing provider be transferred to the internal employees, otherwise organisations would lose internal skill and knowledge (Grimshaw & Miozzo, 2006; Kavcic & Tavcar, 2008; Koh, Ang & Straub, 2004; Lin, Pervan & McDermid, 2007). The finding in this research shows that training courses and seminar sessions were the best way to transfer the knowledge and skills of outsourcing providers to internal employees and to ensure that internal employees have knowledge regarding the outsourcing process. Wallace and Ipson (1992) supported that the development of training programs to improve workforce skill, knowledge, and capability benefit the organisation in the long term.

In addition, there is an implication related to transferring the knowledge from outsourcing providers to employees. Fiorito, Bozeman, Young and Meurs (2007) mention that a strong training program established by the organisation and outsourcing provider will benefit employees through a higher sense of job security, job advancement, and career opportunities. Based on these benefits, it could create a high degree of employee commitment.

A recent study by Zaleska and Menezes (2007) examined the claim that more highly skilled employees may attract valuable employees from other organisations. In turn, this could lead to a high degree of job satisfaction and employee commitment through the employees' perspective.

Pay attention to evaluation systems

Organisations should establish and keep an eye on evaluation system as a follow up activity after implementing the outsourcing service, and need to evaluate how this outsourcing HR function process can be modeled to fit the overall business strategy and objectives so that focus is maintained and employees take the necessary ownership (Goody & Hall, 2007). This evaluation program should involve checking on the outsourcing progress in all targeted categories, such as skill acquisition, timing, problems encountered, and means elected to resolve any conflicts.

The practical recommendation is that an organisation should establish an "evaluation committee" to deal with the evaluation system; the evaluation committee should include a range of managers and employees from all parties. Moreover, the evaluation committee may have to employ an "evaluation form" or other evaluation tools which will be used to check-off the category of the the outsourcing process. Most research suggests that the "Balanced Scorecard" is an accepted tool that organisations use to assess the potential cause and effect of each measure (Grodin, 2000; Kaplan & Norton, 1992; Lowe & Jones, 2004).

There are several categories that the evaluation committee should monitor; it was suggested that the evaluation committee focus on key performance indicators

(Coggburn, 2007; Espino-Rodriguez & Gil-Padilla, 2005; Fernandez, 2009; Groden, 2000; Martin & Singh, 2004), and the committee needs to establish upfront how and when these will be assessed or measured:

- Outsourcing service and deliverables are met on time.
- Actual savings that is measurable.
- Performance budget.
- Performance appraisal on internal employees in organisation, external employees from outsourcing provider, and outsourcing provider itself.
- Employees feel positive and motivated.

As consequence, outsourcing HR function's program is similar to all programs and policies, in that learning comes after implementation; therefore, evaluating and reviewing with 360-degree feedback will ensure a more holistic view and systematic evaluation of the success of the outsourcing HR service. In addition to this, it is required that the evaluation committee must establish a report of the evaluation's results and must annually present to the board of directors of the organisation.

Create an effective communication strategy

In order to gain full support and cooperation from employees, the organisation should consider how the outsourcing project is going to affect employees and then communicate these issues to them (Indridason & Wang, 2008). One key consideration is to ensure that two-way communication occurs in any circumstances, as this is the key in the relationship between managers and employees, or employees and the outsourcing provider (Pawar, 2007).

Elmuti (2003) mentions that organisations could decrease a negative effect, including low levels of morale and employee performance, by creating effective communication across organisations. Butcher and Hind (2005) also comment that an effective communication strategy could help organisations achieve five main objectives, including (1) maintaining a high level of process's performance, (2) avoiding a negative feeling from employees (i.e. feel insecure with their job), (3) protecting organisational reputation by avoiding propaganda or gossip issues, (4) helping organisation to build a good relationship between internal employees and outsourcing provider, and (5) maintaining high levels of morale and energy of employees.

To create an effective communication strategy, it must begin with establishing the "communication committee" to deal with the communication strategy. The communication committee includes a range of employees from any parties, including internal employees from many functions in the organisation, external employees from outsourcing providers, and managers from both the organisation and outsourcing provider (Butcher & Hind, 2005; Tuck, 2007). Findings in this research support that to ensure a smooth outsourcing process and to build a strong relationship among all parties, organisations should invite or allow the outsourcing provider and employees (both internal and external) to join in any circumstances.

After establishing the communication committee, it becomes a main responsibility for the committee to communicate the detail of the outsourcing process across the organisation by using a range of management tactics. This research

suggested that training courses and seminar sessions could create a good relationship which leads to a positive work outcome. Furthermore, this research has suggested that organisational announcements, regular meetings, and seminars with employees are a best practice solution to ensure a high degree of communication. It is suggested that with regular meetings and seminars, the organisation has a chance to explain the details of the outsourcing process to the employees. This could reduce any signs of negativity towards the outsourcing. Gainey (2003), and Indridason and Wang (2008) support that regular and precise communication could create a high level of trust between all parties.

As a complexity of outsourcing process, there was a suggestion made by Butcher and Hind (2005). It seems top managers and executives as business leaders were the persons who know more about the process and also gained more respect from employees. Therefore, top managers and executives should be involved in any communication strategies (Indridason & Wang, 2008; Tuck, 2007). The finding in this research supported that many employees were influenced by their fellow workers and social trends. This can have a strong impact on employee attitudes. Therefore, the organisation may have to find convincing persons or a person who has influential power to communicate with employees (Tzafrir, Harel, Baruch & Dolan, 2004).

5.6 Limitations and further study

This research has resulted in many interesting key findings. However, the research has several limitations that need to be acknowledged. The first limitation is that this research was conducted in the context of outsourcing the HR function in Thailand. The research context may not be generalisable or relevant to other

countries because of the differentiation of organisational culture and social characteristic. Hence, it is important that any model examining the impact of outsourcing on HR identify social and cultural nuances which may influence employee attitudes and the like (Cohen & Sawad, 2007; Gainey, 2003; Kavcic & Tavcar, 2008; Kaweevisultrakul & Chan, 2007; Klass, Gainey, McClendon & Yang, 2005; Lamminmaki, 2007; Stage, 1999).

Moreover, the research was conducted in Thailand where it seems the knowledge of outsourcing the HR function is rather limited because organisations seem quite cautious about sharing organisational information and are highly concerned about confidential information. It is also apparent that most interviewees seem uncomfortable to express their opinion when the discussion is beyond their position, responsibility, or power. Again this outcome is tied in with national culture.

A research study done by Stage (1999) showed, the comparison between Thai employees in American subsidiaries and Thai employees in local organisations; it was apparent that most Thai employees did not have much authority and freedom to make a decision. Moreover, a research study conducted by Deveney (2005) focused on Thai culture by examining Thai students. The research mentions that Thai nationals are friendly, sociable, and academically able, however, Thai nationals are likely to be passive and respond only to direct questions. Thus, they may lack contribution in discussions and hardly express their opinion.

Furthermore, there are limitations associated with recording the opinion of interviewees. It appears permission to use a tape recorder during the interview was denied by a number of interviews. Therefore, hand writing and memory were the main techniques used. This may increase the risk of data loss by way of memory recall and illegible hand writing.

In addition to this, there are limitations linked to the conceptual model. The conceptual model in this research thesis was constructed in three stages. The conceptual model at the first stage (Chapter 2) was based on the literature review, however, this might not represent real world circumstances, as there is the lack of theoretical framework and research related to HRO which is not up to date. In order to build a revised conceptual model (Chapter 4) closer to real world circumstances, the results from Delphi Study were used. However, due to the limitations with this study already mentioned, especially cultural issues, there may be some attributes or factors that were not mentioned in the interview session. Therefore, a refined conceptual model (Chapter 5) still needs further development in future studies.

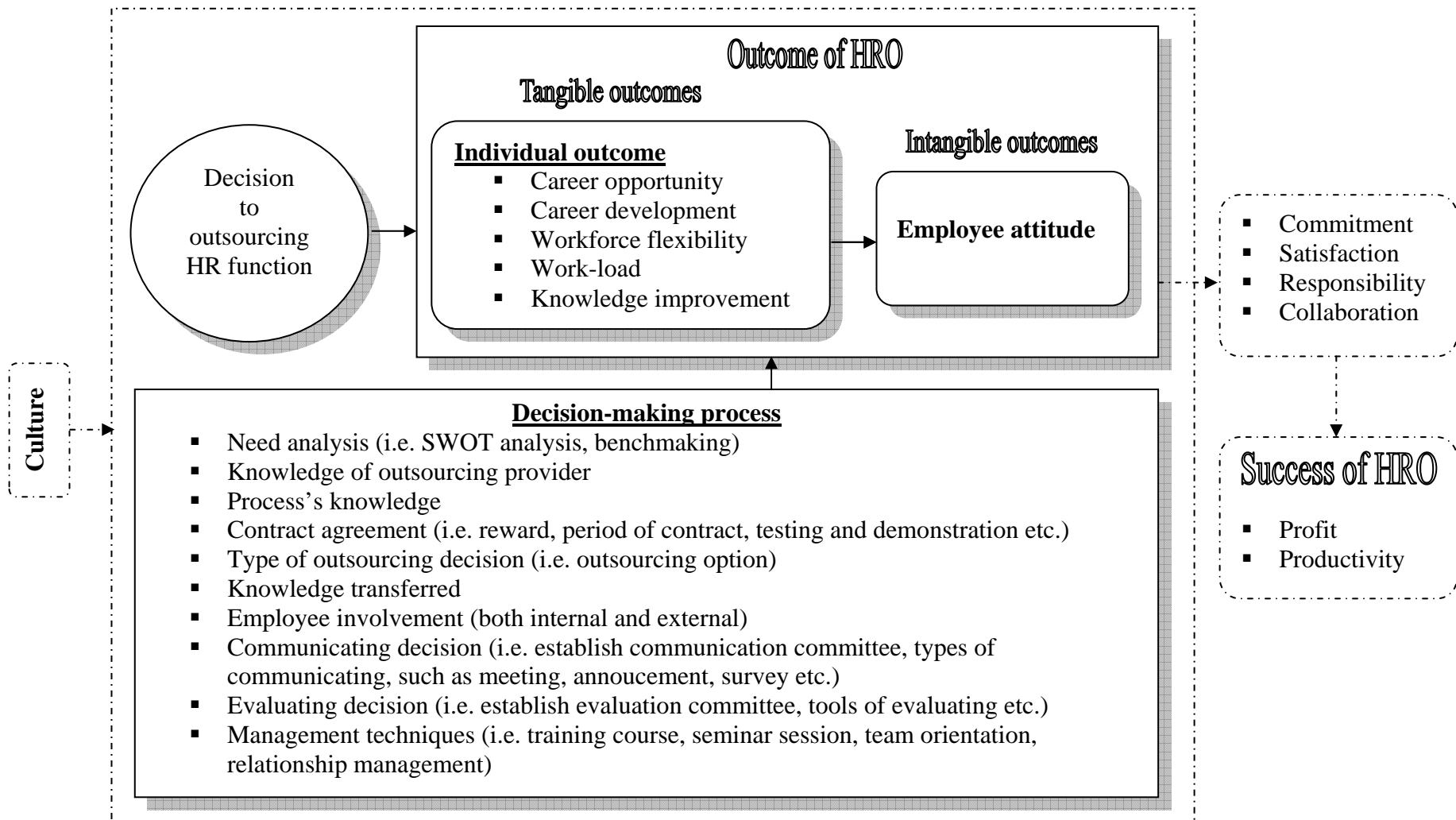
As a result of these limitations, it is clear that further research and additional time to gather data is needed. To create more valuable results, future researchers should gather data in different contexts or in other countries. Moreover, to deliver a trustworthy result which is closer to the real world context, the research must also study the differentiation of cultures (both social culture and organisational culture), as cultural issues are a significant factor that influence employee attitudes. Along with this, further research should also study the process after the implementation of the outsourcing service, and assess the success of HRO by considering organisational

profit and organisational productivity as measures of success. Finally, further research should study different organisational activities, including the accounting and IT functions, for more generalisable results.

Theoretical recommendations, practical recommendations, and the limitations of study, give rise to a refined conceptual model (see Figure 5.1) that illustrates the factors which influence employee attitudes. In this refined conceptual model, there were many additional factors that influence the decision-making process, and these factors will effect the outcome of HRO, both tangible outcomes (individual outcome) and intangible outcomes (employee attitudes). In addition to this, there were many management techniques that managers should consider to ensure effective communication, a good relationship with HRO, and successful improvement of transferred knowledge.

However, there are some factors which the researcher did not address, but which seem to be important considerations in terms of model extension. For instance, cultural issues (both social culture and organisational culture) will play a significant role when organisations decide to outsource HR function (Nadeem, 2009; Lamminmaki, 2007; Wright, 2008). In addition to this, the outcome of HRO, both individual outcomes and employee attitudes, will effect commitment, satisfaction, responsibility and collaboration, which are part of a successful HRO program (Goody & Hall, 2007; Kakabadse & Kakabadse, 2000; Labib & Abbelbaum, 1993). These are the factors that should appear in a refined conceptual model, but did not receive attention in this research.

Figure 5.1: Refined conceptual model



5.7 Conclusion

The aims of this research thesis was to classify the factors that impact on the decision to outsource HR activities, and the factors that affect employee attitudes regarding the outsourcing decision. Examination of how employee attitudes regarding outsourcing the HR function impact on organisational outcomes and work behaviour was also studied. In order to pursue these aims, the research used a modified Delphi technique to collect data from experts who worked in organisations that either outsourced some or the majority of HR related activities, or provided HR outsourcing services.

The results of this research created a valuable finding that shows an understanding of the impact of outsourcing HR activities on employee attitudes and behaviours. The finding pointed out that there were many factors that affect the decision to outsourcing the HR function. However, the finding suggested that these factors must produce a higher competitive advantage, and employee perspectives should be watched closely by organisations when they are deciding to outsource the HR function.

Moreover, the results suggest that organisations should (1) establish effective communication across all levels of the organisation; (2) be aware of knowledge perspective issues, especially internal knowledge, provider knowledge and knowledge transferring; and (3) involve employees in the phases of the outsourcing HR process if HRO is to be considered a successful strategy.

Finally, the research thesis established a range of practical recommendations as a technical guide for consideration regarding employee attitudes and behaviours when making a decision to outsource. It is clear that this research thesis addressed its stated aims, and provided outcomes that were generally positive.

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APPENDICES

Appendix A: Interview Invitation (English language)

Understanding the impact of outsourcing HR activities on employee attitudes and behaviour

Dear _____,

Re: Participation in a Research Study

I am a postgraduate student at Murdoch University, Western Australia, and I am seeking your assistance in completing a research project which is looking into the factors that impact the decision to outsource Human Resource activities.

I am hoping that as a professional who has been working within the HR field, which you may be willing to consent to be part of a Delphi study where we discuss what you see as critical issues in the outsourcing of HR activities.

In this Delphi study, researcher choose to use personal interview (at a time and location convenient to each participant) with the aim of reaching a consensus about the important factors to consider when making decisions about outsourcing HR and what the implications are for this outsourcing. Each experts meet for one hour sessions to discuss the topic at hand. However, it is likely that a consensus will not be reached with only one session. It is expected that participation in the study will involve about four hours of your time in total.

I understand that this is a significant time commitment. Your opinions would be invaluable to my study. Of course you can withdraw from the study at any time. If you decide to withdraw, any material you have given us will be destroyed. Withdrawing from the research will have no consequences for your ongoing participant in the program.

If possible, with your consent, I would like to tape record our sessions so that I can ensure complete accuracy of data gathered. Once the study is complete I am happy to provide you with a detailed report of the findings and you will remain anonymous throughout the presentation of my results.

I would be happy to discuss the project further. I can be reached at the following address;

Mr. Jaturong Sriwongwanna
Mobile Phone no. +61-431-132-662
E-mail address. jsriwongwanna@hotmail.com

If you are able to participate, please kindly fill in the consent form below, which I will retain for my records.

Thank you in advance for your assistance.

Yours sincerely,

Mr. Jaturong Sriwongwanna

Consent Form (to be returned to researcher)

I, (fill in name here),

Agree to participate in the study

Do not agree to participate in the study

Agree to being tape-recorded during the study

Do not agree to being tape-recorded during the study

Understanding the impact of outsourcing HR activities on employee attitudes and behaviour

Dear, Participation in a Research Study

As personal interview, it allows for a face-to-face situation and it can be a versatile and flexible two-way communication which provides the opportunity for feedback to the participants.

This research will provide important information to the participants as to how various stakeholders view the decision to outsource HR. This may result in more harmonious and transparent decision-making in the organisation and hopefully improved organisational performance.

Once the study is complete I am happy to provide you with a detailed report of the findings as required and sending to participant's postal address.

Signature of Researcher

Date

Understanding the impact of outsourcing HR activities on employee attitudes and behaviour

For the Participant

I have read the invitation letter, which explains the nature of the research and the possible risks. The information has been explained to me and all my questions have been satisfactorily answered.

I am happy to participate in the study and for the interview/session to be audio recorded as part of this research. I understand that I do not have to answer particular questions if I do not want to and that I can withdraw at any time without consequences.

I agree that research data gathered from the results of the study may be published provided my name or any identifying data is not used. I have also been informed that I may not receive any direct benefits from participating in this study.

I understand that all information provided by me is treated as confidential and will not be released by the researcher to a third party unless required to do so by law.

Signature of Participant

Date

For the Researcher

I have fully explained to _____ the nature and purpose of the research, the procedures to be employed, and the possible risks involved.

Signature of Participant

Date

Signature of Researcher

Date

Understanding the impact of outsourcing HR activities on employee attitudes and behaviour

Introduction

Thank you for agreeing to participate in this study. This questionnaire is separated into seven sections, as follows:

Section 1: Defining outsourcing HR

Section 2: Employee attitudes toward outsourcing HR operations

Section 3: Process knowledge about outsourcing HR operations

Section 4: Process of internal/external communication about outsourcing HR operations

Section 5: Process involvement about outsourcing HR operations

Section 6: Work efficiency, willingness to work, work responsibility, and commitment

Section 7: Personal information

Please take as much time as necessary to complete these questions.

Interview Number

Start at (Time)

Interview Date

Finish at (Time)

Section 1: Defining outsourcing HR

This section is designed to provide background information about your experience and understanding of outsourcing HR operations.

1. How long have you worked in the HR field?

below 2 years

2 – 4 years

5 – 7 years

8 – 10 years

more than 10 years

2. What are your main tasks as an HR professional in this organisation?

3. Can you define the outsourcing of HR function in your own words?

4. Have you been involved in outsourcing HR arrangements (yes/no)?

➤ If “yes”, can you please explain?

5. What was your level of involvement with outsourcing HR arrangements?

(5: Fully involved, 4: Above average involvement, 3: Average involvement, 2: Less than average involvement, 1: Very little involvement)

6. What were your responsibilities while you were involved with the outsourcing of HR operations?

➤ If “no”, who do you think should be involved in outsourcing HR arrangements?

Section 2: Employee attitudes toward outsourcing HR operations

This section contains questions that relate to employee attitudes toward outsourcing HR operations. It also seeks to obtain information about what you consider to be the strengths, weakness, opportunities and threats of outsourcing HR activities.

1. In your experience, what are the strengths (if any) of using an outsourced HR operation for both a) an internal HR employee and b) the organisation itself (i.e. organisation which outsources their HR operation)?

2. In your experience, what are the weaknesses (if any) of using an outsourced HR operation for both a) an internal HR employee and b) organisation itself (i.e. organisation which outsources their HR operation)?

3. In your experience, what opportunities (if any) are there to be gained from using an outsourcing HR operation for both a) an internal HR employee and b) the organisation itself (i.e. organisation which outsource their HR operation)?

4. In your experience, what are the threats (or risks) (if any) of using an HR operation for both a) an internal HR employee and b) i.e. the organisation itself (organisations which outsource their HR operation)?

5. Thinking about your own experience, can you identify any factors that affect organisational decision making about outsourcing HR operations? (For example, cost saving, experience etc)

6. Thinking about your own experience, can you identify any factors that affect employee attitudes towards outsourcing HR operations? (For example, personal characteristic, personal experience etc)

7. Thinking about your experience, can you identify any policy established by your organisation that may affect work behaviour (for example, communication, involvement, knowledge, attitude) towards outsourcing HR decisions?

8. In what way? (In terms of, for example, work behaviour, willingness to work, responsibility, and efficiency) has this policy affected behaviour?

Section 3: Process knowledge about outsourcing HR operations

This section asks questions that relate to the knowledge of employees towards the process of outsourcing HR operations and considers the impact knowledge has regarding the process of outsourcing HR operations.

1. Thinking about your experience, can you identify the steps an organisation would take in making a decision about outsourcing the HR operation?

2. In your experience, which phase or step in the process of outsourcing HR operation should an internal HR group and organisation try to master?

3. In your experience, what level of knowledge should an internal HR group have (5: Exceptional knowledge, 4: Above acceptable, 3: Acceptable, 2: Less than acceptable, 1: Not acceptable) regarding the process of outsourcing HR operations, and why?

4. Can you comment on the impact caused by a lack of knowledge regarding the process of outsourcing HR operations may have?

5. Can you comment on any benefits gained by having a great extent of knowledge regarding the process of outsourcing HR operations?

6. In your experience, what could be done differently to ensure the internal HR group and the organisation have appropriate knowledge, regarding the process of outsourcing HR operations? (for example, employee training)

Section 4: Process of internal/external communication about outsourcing HR operations

This section asks questions that relate to the extent of communication between organisations and internal HR groups, and its effects on the process of outsourcing HR operations.

1. In your experience, what type of communication policies should be used by an internal HR group during the outsourcing HR operation? (e.g. having formal group meetings and making announcements)

2. In your experience, what is the level of communication that an organisation should have (5: A great extent, 4: Above average extent, 3: Average extent, 2: Less than average extent, 1: No measure/extent) regarding the outsourcing HR operation, and why?

3. Can you comment on how a lack of communication between the organisation and the internal HR group regarding the outsourcing HR operation can come about?

4. Can you comment on what you see as the benefits gained by having a great deal of communication between the organisation and the internal HR groups regarding outsourcing of HR operations?

5. With regard to communication, what would you suggest might be done differently when making decisions to outsource?

Section 5: Process involvement about outsourcing HR operations

This section asks questions that relate to the involvement of internal HR groups, and considers the impact of employee involvement regarding the process of outsourcing HR operations.

1. In your experience, in which phase or step in the process of outsourcing HR operation should an internal HR group get involved?

2. In your experience, what level of involvement should an internal HR group have (5: Fully involvement, 4: Above average, 3: Average, 2: Less than average, 1: Much less than average) regarding the outsourcing HR operation, and why?

3. Can you comment on the impact caused by a lack of employee involvement regarding outsourcing of the HR operation?

4. Can you comment on any benefits gained by significant employee involvement regarding the outsourcing HR operation?

5. Regarding the type of involvement, what could you suggest might have been done differently when making outsourcing HR decisions?

Section 6: Work efficiency, willingness to work, work responsibility, and commitment regarding the outsourcing HR operation

This section contains questions that relate to work behaviour after outsourcing of the HR operation.

1. In your experience, what steps can staff from the internal HR group take to ensure smooth inter-operation with an external HR service provider?

2. In your experience, what happens to staff from internal HR groups after outsourcing HR operations? What would you suggest might have been done differently to address these issues?

3. In your experience, how do employee attitudes towards outsourcing the HR function affect employee work behaviour? Can you provide any examples?

Section 7: Personal Information

This section seeks information about personal data. It is necessary to collect this data in order to report on the study profile and make a conclusion about the generalise ability of results. However, this information will in not, in any way, personally identify you. Furthermore, all results will be aggregated for reporting purposes.

1. Gender? Male Female

2. What is your age? 20 – 25 26 – 30
 31 – 35 36 – 40
 more than 40

3. What are your highest educational qualifications?
 TAFE (Technical and Further Education) or Technical College

 Bachelor's degree Master's degree Doctoral degree

4. What is your current income per month?

 below 8,000 bath/currency 8,000 – 12,000 bath/currency
 12,001 – 16,000 bath/currency 16,001 – 20,000 bath/currency
 20,001 – 24,000 bath/currency 24,001 – 28,000 bath/currency
 more than 28,000 bath/currency

Section 2: Employee attitudes toward outsourcing HR operations

- List of the strengths from interview session 1
 - Competitive advantage/Strategy
 - Reduce staff shortage problem
 - Reduce size of workforce
 - Focus on core competency
 - Access to knowledge of outsourcing providers
 - Cost-saving
 - Time-saving
 - Reduce work-load
 - Control budget
- List of the weaknesses from interview session 1
 - It harms employee feeling
 - Decreasing employee commitment
 - Decreasing employee knowledge and development
 - Lack of relationship between organisation and employees, or organisation and outsourcing providers
- List of opportunities from interview session 1
 - Employees can access the knowledge of outsourcing providers
 - Reduce work overload
 - Time saving
 - Employee can focus on core duties

- Cost saving
- List of the threats from interview session 1
 - Lost of organisation information
 - Lack of job development
 - Increase of Job loss
 - Lack of relationship between organisation and employees
 - Decrease of employee commitment
 - Decrease of employee responsibility
- List of factors that affect employee attitudes towards outsourcing HR operations, from interview session 1
 - Individual though
 - Individual characteristic
 - Direct experiences
 - Culture
 - Influence from friends
 - Influence from society
 - Influence from media (i.e. television, newspaper)
 - Lack of communication from organisation

Section 3: Process knowledge about outsourcing HR operations

- level of knowledge an internal HR group should have, from interview session 1
 - 5: Exceptional knowledge, (-)
 - 4: Above acceptable, (50%)

- 3: Acceptable, (50%,)
 - 2: Less than acceptable,
 - 1: Not acceptable
- Which phase in the process of outsourcing HR operation should an internal HR group and organisation try to master, from interview session 1
 - Job analysis
 - Need analysis
 - Selecting outsourcing providers
 - Contract agreement
 - Selecting service option
 - Implementation of the service
 - Evaluating of the service
- List of the impacts caused by a lack of knowledge regarding the process of outsourcing HR operations may have, from interview session 1
 - Decrease of process's performance
 - Decrease of employee's performance
 - Organisation have to spend more money to increase their employee's knowledge
 - Increase of operation time period
- List of the benefits gained by having a great extent of knowledge regarding the process of outsourcing HR operations, from interview session 1
 - Increase employee responsibility

- Increase of process's performance
- Increase of employee's performance
- Cost saving
- Time saving
- List of recommendation regarding the process of outsourcing HR operations, from interview session 1
 - Focusing on size of organisation
 - Establish training course
 - Establish the seminar
 - Establish a handbook, to explain the process.
 - Allow employees involvement in any process.

Section 4: Process of internal/external communication regarding outsourcing HR operations

- level of communication that an organisation should have, from interview session 1
 - 5: A great extent, (40%)
 - 4: Above average extent, (30%)
 - 3: Average extent, (30%)
 - 2: Less than average extent,
 - 1: No measure/extent
- List of type of communication policies that should be used by an internal HR group during the outsourcing HR operation, from interview session 1
 - Explanation

- Group meeting
 - Organisation Announcement
 - Seminar
 - Publication (i.e. organisational newspaper)
- A list of comments on how a lack of communication between the organisation and the internal HR group regarding the outsourcing HR operation can come about, from interview session 1
 - Negative feeling and emotion of employees
 - Decrease in employee responsibility
 - Decrease in process' performance
- A list of the benefits gained by having a great deal of communication between the organisation and the internal HR groups regarding outsourcing of HR operations, from interview session 1
 - Positive feeling of employees
 - Increased employee responsibility
 - Increase the understanding between organisation and employees
 - Increase a good environment across organisation
 - Increase the process's performance
- With regard to communication, what would you suggest might be done differently when making decisions to outsource, from interview session 1
 - Regular meetings between manager and employees
 - Notice board

- Announcement by organisation regarding the outsourcing project
- Seminar
- Training employees

Section 5: Process involvement about outsourcing HR operations

- Level of involvement should an internal HR group should have, from interview session 1
 - 5: Full involvement, (10%)
 - 4: Above average, (30%)
 - 3: Average, (60%)
 - 2: Less than average,
 - 1: Much less than average,
- List of the impact caused by a lack of employee involvement regarding outsourcing of the HR operation, from interview session 1
 - Increase in employees' negative feelings
 - Decreased employee responsibility
 - Decreased process's performance
 - Decreased employee's knowledge
- List of benefits gained by significant employee involvement regarding the outsourcing HR operation, from interview session 1
 - Decrease in employees' negative feelings
 - Increased employee responsibility
 - Increased process's performance
 - Increase in employees' knowledge

- Increase in effective relationships between employee and outsourcing provider
 - Increase in effective relationships between employee and organisation
- Regarding the type of involvement, what could you suggest might have been done differently when making outsourcing HR decisions, from interview session 1
 - Establish the training course to ensure a good relationship between employee, organisation and outsourcing provider

Section 6: Work efficiency, willingness to work, work responsibility, and commitment regarding the outsourcing HR operation

- In your experience, what happens to staff from internal HR groups after outsourcing HR operations? What would you suggest might have been done differently to address these issues, from interview session 1
 - Try to increase employee responsibility
 - Try to avoid employees' negative feelings by allowing employee to get involved in the outsourcing process
 - Establish effective communication (i.e. meeting, announcement, training, regular meeting)
 - Clearly explain the career path to employees

Section 1: Defining outsourcing HR

- All parties should get involved on outsourcing process (i.e. internal and external employees, manager from organisation, and outsourcing provider)

Section 2: Employee attitudes toward outsourcing HR operations

- List of the strengths from interview session 2
 - Competitive advantage/Strategy
 - Reduce staff shortage problem
 - Reduce size of workforce
 - Focus on core competency
 - Access to knowledge of outsourcing providers
 - Cost-saving
 - Time-saving
 - Reduce work-load
 - Control budget
 - 24 hours service
 - 365 days service
- List of the weaknesses from interview session 2
 - It harms employee feeling
 - Decreasing employee commitment
 - Decreasing employee knowledge and development

- Lack of relationship between organisation and employees, or organisation and outsourcing providers
 - Control issues (control employee and control outsourcing providers)
- List of opportunities from interview session 2
 - Employees can access the knowledge of outsourcing providers
 - Reduce work overload
 - Time saving
 - Employee can focus on core duties
 - Career development
 - Career opportunity
 - Cost saving
 - Workforce flexibility
- List of the threats from interview session 2
 - Lost of organisation information
 - Lack of job development
 - Increase of Job loss
 - Lack of relationship between organisation and employees
 - Decrease of employee commitment
 - Decrease of employee responsibility
- List of factors that affect employee attitudes towards outsourcing HR operations, from interview session 2
 - Individual thought

- Individual characteristic
- Direct experiences
- Culture
- Influence from friends
- Influence from society
- Influence from media (i.e. television, newspaper)
- Lack of communication from organisation
- Lack of skill and knowledge

Section 3: Process knowledge about outsourcing HR operations

- level of knowledge an internal HR group should have, from interview session 2
 - 5: Exceptional knowledge, (5%)
 - 4: Above acceptable, (75%)
 - 3: Acceptable, (20%,)
 - 2: Less than acceptable,
 - 1: Not acceptable
- Which phase in the process of outsourcing HR operation should an internal HR group and organisation try to master, from interview session 2
 - Job analysis
 - Need analysis
 - Selecting outsourcing providers
 - Contract agreement
 - Selecting service option

- Implementation of the service
 - Evaluating of the service
 - All phases
- List of the impacts caused by a lack of knowledge regarding the process of outsourcing HR operations may have, from interview session 2
 - Employee feeling
 - Employee responsibility
 - Decrease of process's performance
 - Decrease of employee's performance
 - Organisations have to spend more money to increase their employee's knowledge
 - Increase of operation time period
- List of the benefits gained by having a great extent of knowledge regarding the process of outsourcing HR operations, from interview session 2
 - Avoiding negative feeling of employees
 - Avoiding an unpleasant organisational environment
 - Increase employee responsibility
 - Increase of process's performance
 - Increase of employee's performance
 - Cost saving
 - Time saving
- List of recommendation regarding the process of outsourcing HR operations, from interview session 2

- Focusing on size of organisation
- Transfer the knowledge across every level of organisation
- Establish training course
- Establish the seminar
- Establish a handbook, to explain the process.
- Allow employees involvement in any process.

Section 4: Process of internal/external communication regarding outsourcing HR operations

- level of communication that an organisation should have, from interview session 2
 - 5: A great extent, (50%)
 - 4: Above average extent, (30%)
 - 3: Average extent, (20%)
 - 2: Less than average extent,
 - 1: No measure/extent
- List of type of communication policies that should be used by an internal HR group during the outsourcing HR operation, from interview session 2
 - Explanation
 - Group meeting
 - Organisation Annoucement
 - Seminar
 - Employee survey

- Publication (i.e. organisational newspaper)
- A list of comments on how a lack of communication between the organisation and the internal HR group regarding the outsourcing HR operation can come about, from interview session 2
 - Negative feeling and emotion of employees
 - Decrease in employee responsibility
 - Decrease in the process' performance
- A list of the benefits gained by having a great deal of communication between the organisation and the internal HR groups regarding outsourcing of HR operations, from interview session 2
 - Positive feeling of employees
 - Increased employee responsibility
 - Increase the understanding between organisation and employees
 - Increase a good environment across organisation
 - Increase the process's performance
- With regard to communication, what would you suggest might be done differently when making decisions to outsource, from interview session 2
 - Employee survey
 - Project presentation by manager to employees
 - Regular meetings between manager and employees
 - Notice board
 - Announcement by organisation regarding the outsourcing project

- Seminar
- Training employees

Section 5: Process involvement about outsourcing HR operations

- Organisation should allow employees to become involved in any phases of outsourcing HR operation
- Level of involvement an internal HR group should have, from interview session 2
 - 5: Full involvement, (50%)
 - 4: Above average, (30%)
 - 3: Average, (20%)
 - 2: Less than average,
 - 1: Much less than average,
- List of the impact caused by a lack of employee involvement regarding outsourcing of the HR operation, from interview session 2
 - Increase in employees' negative feelings
 - Decreased employee responsibility
 - Decreased processes' performance
 - Decreased employee knowledge
 - Decreased employee development
- List of benefits gained by significant employee involvement regarding the outsourcing HR operation, from interview session 2
 - Decrease in employees' negative feelings
 - Increased employee responsibility
 - Increased process's performance
 - Increase in employees' knowledge

- Increased employee opportunity regarding career development and opportunity
 - Increase in effective relationships between employee and outsourcing provider
 - Increase in effective relationships between employee and organisation
- Regarding the type of involvement, what could you suggest might have been done differently when making outsourcing HR decisions, from interview session 2
 - Establish the training course to ensure a good relationship between employee, organisation, and outsourcing provider

Section 6: Work efficiency, willingness to work, work responsibility, and commitment regarding the outsourcing HR operation

- In your experience, what happens to staff from internal HR groups after outsourcing HR operations? What would you suggest might have been done differently to address these issues, from interview session 2?
 - Try to increase employee responsibility
 - Try to avoid employees' negative feelings by allowing employee to get involved in the outsourcing process
 - Establish the organisation committee to look after employees

- Establish effective communication (i.e. meeting, announcement, survey, training, regular meeting)
 - Clearly explain the career path to employees
 - Focus on culture
- In your experience, how do employee attitudes towards outsourcing the HR function affect employee work behaviour? Can you provide any examples, from interview session 2
 - With negative feeling, it leads to negative behaviours
 - With positive feeling, it leads to positive behaviours

**การศึกษาถึงผลกระทบของการนำแรงงานภายนอกด้านบริหารทรัพยากร
มนุษย์มาใช้ในองค์กรที่มีต่อทัศนคติและพฤติกรรมของบุคลากรในองค์กร**

เรียน _____,

ผู้มีส่วนร่วมทุกท่านในงานวิจัย

ข้าพเจ้านักศึกษาในหลักสูตรปริญญาเอกทางด้านบริหารทรัพยากรมนุษย์จาก Murdoch University Perth, Australia มีความประสงค์ที่จะขอความร่วมมือในการเรียนเชิญให้ทุกท่านเข้ามามีส่วนร่วมในงานวิจัยเรื่อง การศึกษาถึงผลกระทบของการนำแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์มาใช้ในองค์กรที่มีต่อทัศนคติและพฤติกรรมของบุคลากรในองค์กร

เนื่องจากงานวิจัยนี้ ได้ทำการเก็บรวบรวมข้อมูลในแบบ Delphi Study ซึ่งจำเป็นอย่างยิ่งที่จะต้องได้รับข้อมูลจากผู้มีประสบการณ์โดยตรง และ มีความรู้ความสามารถอย่างสูงในวิชาชีพ ดังนั้นข้าพเจ้าคาดหวังว่าท่านจะกรุณาตอบรับเพื่อเข้ามามีส่วนรวมในงานวิจัยนี้

ขั้นตอนในการเก็บรวบรวมข้อมูลแบบ Delphi Study นั้น ผู้ทำการวิจัยจะใช้วิธีการสัมภาษณ์โดยตรงกับผู้ตอบรับเข้ามามีส่วนรวมในงานวิจัยนี้ ณ เวลา และ สถานที่ที่สะดวกต่อผู้ตอบรับเข้ามามีส่วนรวมในงานวิจัยนี้ และ การเก็บรวบรวมข้อมูลแบบ Delphi Study มีวัตถุประสงค์เพื่อหาผลสรุปของปัจจัย ที่มีผลต่อการตัดสินใจในการนำแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์มาใช้ในองค์กร ผู้วิจัยจะสัมภาษณ์ผู้ตอบรับเข้ามามีส่วนรวมในงานวิจัยเป็นระยะเวลา 1 ชั่วโมงต่อการสัมภาษณ์ 1 รอบแต่อย่างไรก็ดี เนื่องจากการจะได้มาซึ่งบทสรุปของเนื้อหา นั้น การสัมภาษณ์กับผู้ตอบรับเข้ามามีส่วนรวมในงานวิจัยนั้น อาจจำเป็นที่จะต้องมีการดำเนินการสัมภาษณ์ 3 รอบโดยประมาณ

ผู้จัดทำงานวิจัยนี้ ได้มีคาดหวังถึงความร่วมมือจากผู้ que ่ตอบรับเข้ามามีส่วนร่วมในงานวิจัยทุกท่าน เนื่องจากความคิดเห็นของทุกท่านที่ตอบรับเข้ามามีส่วนร่วมในงานวิจัยนี้นั้นมีประโยชน์เป็นอย่าง ยิ่งต่องานวิจัยในครั้งนี้แต่อย่างไรก็ตามผู้ que ่ตอบรับเข้ามามีส่วนร่วมในงานวิจัยสามารถที่จะถอนตัว จากการให้ความร่วมมือในงานวิจัยนี้ได้ตลอดเวลาและข้อมูลต่างๆของผู้ que ่ตอบรับเข้ามามีส่วนร่วม ในงานวิจัยที่ได้นำเสนอมาจะไม่ถูกนำไปดำเนินการเปิดเผยต่อสาธารณะแต่อย่างใด

ทั้งนี้ผู้ que ่ตอบรับเข้ามามีส่วนร่วมในงานวิจัยท่านใดมีความประสงค์จะให้ความร่วมมือในงานวิจัยนี้ ผู้จัดทำงานวิจัยคาดหวังว่า ท่านจะอนุญาตให้ทางผู้จัดทำงานวิจัยจัดเก็บข้อมูล โดยการบันทึกเทป เพื่อความแม่นยำของข้อมูลนอกจากนี้แล้ว ทางผู้จัดทำงานวิจัยขอรับรองว่าหลังจากงานวิจัยได้แล้ว เสร็จ ผู้จัดทำงานวิจัยจะจัดส่งข้อมูลที่ได้จากการวิเคราะห์แล้ว คืนกลับไปให้ผู้ que ่ตอบรับเข้ามามีส่วนร่วมในงานวิจัย นอกจากนี้ข้อมูลต่างๆจะถูกเก็บรักษาเป็นความลับ

นอกจากนี้ทางผู้จัดทำงานวิจัยมีความยินดีเป็นอย่างยิ่งที่จะปรึกษา และ แลกเปลี่ยนข้อมูลข่าวสาร เกี่ยวกับงานวิจัยในด้านอื่นๆ ซึ่งผู้ que ่ตอบรับเข้ามามีส่วนร่วมในงานวิจัยสามารถติดต่อผู้จัดทำงาน วิจัยได้ตามที่อยู่ด้านล่างนี้

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ถ้าท่านใดมีความสนใจที่จะเข้ามามีส่วนร่วมในงานวิจัยนี้ ขอความกรุณากรอกแบบฟอร์มยินยอม เข้ามามีส่วนร่วมในงานวิจัยในเอกสารที่แนบมาสุดท้ายนี้ทางผู้จัดทำงานวิจัยขอกราบขอบพระคุณ ในความร่วมมือของทุกท่าน

ด้วยความเคารพอย่างสูง

จตุรงค์ ศรีวิงษ์วรรณะ

แบบฟอร์มยินยอมเข้ามีส่วนร่วมในงานวิจัย (กรุณาส่งกลับผู้จัดทำงานวิจัย)

ข้าพเจ้า,

- ยินดีที่จะเข้ามีส่วนร่วมในงานวิจัยนี้
- ไม่ยินดีที่จะเข้ามีส่วนร่วมในงานวิจัยนี้

- ยินดีที่จะให้มีการบันทึกเทปเพื่อใช้ในการเก็บข้อมูล
- ไม่ยินดีที่จะให้มีการบันทึกเทปเพื่อใช้ในการเก็บข้อมูล

การศึกษาถึงผลกระทบของการนำแรงงานภายนอกด้านบริหารทรัพยากร
มนุษย์มาใช้ในองค์กรที่มีต่อทัศนคติและพฤติกรรมของบุคลากรในองค์กร

เรียน, ผู้มีส่วนร่วมในงานวิจัย

ผู้จัดงานวิจัยขอเรียนให้ผู้ตอบรับเข้ามามีส่วนร่วมในงานวิจัยนี้ ได้ทราบว่า การเก็บข้อมูลใน
งานวิจัยนี้มีรูปแบบของการสัมภาษณ์โดยตรงระหว่างผู้จัดงานวิจัย และ ผู้ที่ตอบรับเข้ามามีส่วน
ร่วมในงานวิจัย

ผู้จัดงานวิจัยจะจัดเตรียมข้อมูลที่สำคัญต่างๆ ให้กับผู้ที่ตอบรับเข้ามามีส่วนร่วมในงานวิจัยเพื่อ
ให้ผู้ตอบรับเข้ามามีส่วนร่วมในงานวิจัยได้เข้าใจถึงรูปแบบในการตอบคำถาม และ หลังจากที่มี
การรวบรวมข้อมูล และ ประมวลผลเป็นที่แล้วเสร็จ ผู้จัดงานวิจัยจะจัดเตรียมรายงานเพื่อส่งคืน
ข้อมูลย้อนกลับไปให้กับผู้ที่ตอบรับเข้ามามีส่วนร่วมในงานวิจัยนี้ ทั้งนี้ก็เพื่อประโยชน์ต่อตัวผู้ที่
ตอบรับเข้ามามีส่วนร่วมในงานวิจัย

ลายมือชื่อของผู้จัดงานวิจัย

วัน/เดือน/ปี

**การศึกษาถึงผลกระทบของการนำแรงงานภายนอกด้านบริหารทรัพยากร
มนุษย์มาใช้ในองค์กรที่มีต่อทัศนคติและพฤติกรรมของบุคลากรในองค์กร**

สำหรับผู้ตอบรับเข้ามามีส่วนร่วมในงานวิจัย

ข้าพเจ้าได้อ่าน และ ได้ทำความเข้าใจแบบฟอร์มเรียนเชิญเข้าร่วมในงานวิจัย ซึ่งได้อธิบายรูปแบบ
ของการวิจัย รูปแบบของการรวบรวมข้อมูล และความเสี่ยงที่อาจเกิดขึ้นในการเข้ามามีส่วนร่วม
งานวิจัยนี้

ข้าพเจ้ามีความยินดีที่จะเข้าร่วมในงานวิจัยนี้ และ มีความยินดีที่จะให้ผู้จัดทำงานวิจัยได้บันทึกเทป
เพื่อเก็บข้อมูลในการสัมภาษณ์ นอกจากนี้แล้ว ข้าพเจ้าทราบถึงสิทธิ์ของข้าพเจ้าที่สามารถยกเลิก
การเข้ามามีส่วนร่วมในงานวิจัยนี้ได้ตลอดเวลา

ข้าพเจ้ายินดีเป็นอย่างยิ่งที่จะให้ผู้จัดทำการวิจัยนี้ นำข้อมูลที่ได้จากการสัมภาษณ์ไปใช้เพื่องานด้าน
การวิจัย และ ข้าพเจ้าเข้าใจดีว่าจะไม่ได้รับผลประโยชน์ใดๆจากการเข้ามามีส่วนร่วมงานวิจัยนี้

นอกจากนี้ข้าพเจ้าทราบและเข้าใจเป็นอย่างดีว่าทางผู้จัดทำงานวิจัยจะเก็บข้อมูลต่างๆเกี่ยวกับตัว
ข้าพเจ้าเป็นความลับโดยไม่ทำการเผยแพร่แก่บุคคลที่สามแต่ประการใด

ลายมือชื่อของผู้มีส่วนร่วมในงานวิจัย

วัน/เดือน/ปี

สำหรับผู้จัดทำงานวิจัย

ข้าพเจ้าผู้จัดทำงานวิจัยนี้ ได้ทำการชี้แจง และ อธิบายข้อมูลต่างๆที่เกี่ยวข้องกับงานวิจัยนี้ ดังเช่น จุดประสงค์ของงานวิจัย ขั้นตอนในการเก็บรวบรวมข้อมูล และ ความเสี่ยงในการเข้ามามีส่วนร่วม ในงานวิจัยนี้ แก่ _____ เป็นที่เรียบร้อยแล้ว

ลายมือชื่อของผู้มีส่วนร่วมใน

วัน/เดือน/ปี

ลายมือชื่อของผู้จัดทำงานวิจัย

วัน/เดือน/ปี

**การศึกษาถึงผลกระทบของการนำแรงงานภายนอกด้านบริหารทรัพยากร
มนุษย์มาใช้ในองค์กรที่มีต่อทัศนคติและพฤติกรรมของบุคลากรในองค์กร**

คำอธิบาย

แบบสอบถามชุดนี้แบ่งเป็นทั้งหมด 7 ส่วนดังนี้

- Section 1: ความหมายและคำจำกัดความของแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)
- Section 2: ทัศนคติของพนักงานที่มีต่อการนำแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร
- Section 3: ความเข้าใจในกระบวนการต่างๆของรูปแบบแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)
- Section 4: กระบวนการติดต่อสื่อสารระหว่างองค์กรและพนักงานในส่วนที่เกี่ยวข้องกับการนำเอาแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร
- Section 5: การมีส่วนร่วมของพนักงานในองค์กรที่มีต่อการนำเอาแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร
- Section 6: ผลกระทบหลังจากองค์กรนำเอาแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร
- Section 7: ข้อมูลส่วนบุคคล

รหัสการสัมภาษณ์

เวลาเริ่มสัมภาษณ์ (Time).....

วันที่สัมภาษณ์

เวลาหยุดสัมภาษณ์ (Time).....

Section 1: ความหมายและคำจำกัดความของแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)

การสัมภาษณ์ในส่วนที่หนึ่งนี้ จะเป็นการสัมภาษณ์ถึงพื้นฐานความเข้าใจ และประสบการณ์ของผู้
ถูกสัมภาษณ์ที่มีต่อแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)

1. ระยะเวลาในการทำงาน หรือ มีส่วนเกี่ยวข้องกับงานด้านบริหารทรัพยากรมนุษย์

() น้อยกว่า 2 ปี () 2-4 ปี () 5 - 7 ปี

() 8 – 10 ปี () มากกว่า 10 ปี

2. หน้าทีหรือส่วนรับผิดชอบของคุณที่มีภายในองค์กรที่คุณทำงาน?

3. กรุณาให้คำจำกัดความของคำว่า “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)”?

4. คุณเคยมีส่วนร่วมในการนำเอาแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร หรือไม่ (ใช่ หรือ ไม่)?

- ถ้า “ใช่”, เหตุใดคุณจึงเข้ามามีส่วนร่วม?

5. ระดับของการมีส่วนร่วมของคุณอยู่ในระดับใด? (5: มีส่วนร่วมเต็มที่, 4: มีส่วนร่วมในระดับมาก, 3: มีส่วนร่วมในระดับปานกลาง, 2: มีส่วนร่วมในระดับน้อย, 1: มีส่วนร่วมในระดับน้อยมาก)

6. หน้าที่หรือความรับผิดชอบใดที่คุณได้รับ ในขณะที่คุณมีส่วนร่วมในการนำแรงงาน
ภายนอก ด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร?

➤ จากคำถามข้อ 4 ,ถ้าคุณตอบว่า ”ไม่” แล้วคุณคิดว่าใครในองค์กรบ้างที่ควรจะต้องมีส่วน
ร่วมในการนำแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ใน
องค์กร?

Section 2: ทัศนคติของพนักงานที่มีต่อการนำแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร และ ข้อดี, ข้อเสีย, โอกาส, และ ความเสี่ยง (SWOT analysis) ของ
แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)

1. จากประสบการณ์ของคุณ กรุณาอธิบายถึง “ข้อดี” ของการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร โดยอธิบาย “ข้อดี” ที่อาจจะเกิดขึ้นกับ 1) ต่อพนักงานในองค์กร และ 2) ต่อองค์กรที่นำเอาแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้

2. จากประสบการณ์ของคุณ กรุณาอธิบายถึง “ข้อเสีย” ของการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร โดยอธิบาย “ข้อเสีย” ที่อาจจะเกิดขึ้นกับ 1) ต่อพนักงานในองค์กร และ 2) ต่อองค์กรที่นำเอาแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้

3. จากประสบการณ์ของคุณ กรุณาอธิบายถึง “โอกาส” ของการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร โดยอธิบาย “โอกาส” ที่อาจจะเกิดขึ้นกับ 1) ต่อพนักงานในองค์กร และ 2) ต่อองค์กรที่นำเอาแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้

4. จากประสบการณ์ของคุณ กรุณาอธิบายถึง “ความเสี่ยง” ของการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร โดยอธิบาย “ความเสี่ยง” ที่อาจจะเกิดขึ้นกับ 1) ต่อพนักงานในองค์กร และ 2) ต่อองค์กรที่นำเอาแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้

5. จากประสบการณ์ของคุณ กรุณายกตัวอย่าง และ อธิบายถึงปัจจัย (ตัวอย่างเช่น การลดต้นทุน, ต้องการประสบการณ์ของแรงงานภายนอก)ที่มีผลต่อการตัดสินใจขององค์กรในการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร

6. จากประสบการณ์ของคุณ กรุณายกตัวอย่าง และ อธิบายถึงปัจจัย (ตัวอย่างเช่น ความคิดส่วนบุคคล, ประสบการณ์ตรง) ที่มีผลต่อทัศนคติของพนักงาน ที่มีต่อการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร

7. จากประสบการณ์ของคุณ กรุณายกตัวอย่าง และ อธิบายว่าองค์กรควรมีนโยบายใด (ตัวอย่างนโยบายเช่น ให้นักงงานมีส่วนร่วมในขั้นตอนต่างๆ, ให้ความรู้ที่ถูกต้องของการ outsource แก่พนักงาน, ประกาศหรือประชุมกับพนักงาน) เมื่อมีการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร

8. จากคำตอบข้อ 7, นโยบายที่องค์กรนำมาใช้นั้นจะมีผลกระทบใดต่อพฤติกรรมในการทำงานของพนักงาน (ตัวอย่างเช่น นโยบายขององค์กรอาจมีผลกระทบต่อความตั้งใจในการทำงาน มีผลกระทบต่อความรับผิดชอบ ในการทำงาน, มีผลกระทบต่อประสิทธิภาพในการทำงาน)?

Section 3: ความเข้าใจในกระบวนการต่างๆของรูปแบบแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) และ ผลกระทบของความเข้าใจนั้น

1. จากประสบการณ์ของคุณ กรุณาอธิบายถึงขั้นตอนในการนำ “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร

2. เมื่อองค์กรมีการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร จากประสบการณ์ของคุณ องค์กร และ พนักงานควรจะให้ความสำคัญหรือศึกษาถึงรูปแบบและขั้นตอนในส่วนใดบ้าง (ตัวอย่างเช่น ขั้นตอนการ outsource, ขั้นตอนการร่างสัญญา, ความจำเป็นในการ outsource เป็นต้น)

3. จากประสบการณ์ของคุณ คุณคิดว่าความรู้และความเข้าใจของพนักงานที่มีต่อกระบวนการการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ควรอยู่ในระดับใด เพราะเหตุใด (5 = มากที่สุด, 4 = มาก, 3 = ปานกลาง, 2 = น้อย, 1 = น้อยมาก)

4. จากประสบการณ์ของคุณ กรุณาอธิบายถึงผลกระทบของการที่พนักงาน และ องค์กร ไม่ เข้าใจ ในกระบวนการ การนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร (เช่นเมื่อพนักงานไม่เข้าใจกระบวนการ outsource พนักงานอาจจะไม่ให้ความร่วมมือที่ดีต่อองค์กรในการ outsource)?

5. จากประสบการณ์ของคุณ กรุณาอธิบายถึงผลกระทบของการที่พนักงาน และ องค์กร เข้าใจ ในกระบวนการ การนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร(เช่น เมื่อพนักงานเข้าใจกระบวนการ outsource พนักงานจะมีความตั้งใจในการช่วยองค์กร)

6. จากประสบการณ์ของคุณ คุณคิดว่าองค์กรควรมีนโยบายหรือวิธีการใด ในการให้ความรู้แก่พนักงาน เกี่ยวกับกระบวนการ การนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร

Section 4: กระบวนการติดต่อสื่อสารระหว่างองค์กรและพนักงานในส่วนที่เกี่ยวข้องกับการนำเอา
แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร

1. จากประสบการณ์ของคุณ องค์กรควรมีนโยบายใดในการอธิบาย และชี้แจงต่อพนักงาน
เกี่ยวกับการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้
ในองค์กร (เช่น มีการประชุมกับพนักงานเกี่ยวกับนโยบายในการ outsource)

2. จากประสบการณ์ของคุณ นโยบายในการอธิบายและชี้แจงต่อพนักงาน เกี่ยวกับการนำเอา
“แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร มี
ความสำคัญในระดับใด (5 = มากที่สุด, 4 = มาก, 3 = ปานกลาง, 2 = น้อย, 1 = น้อยมาก)

3. จากประสบการณ์ของคุณ กรุณาอธิบายถึงผลกระทบ ถ้าองค์กร ไม่ให้ความสำคัญ กับ
นโยบายด้านการอธิบายชี้แจงต่อพนักงาน ในการนำเอา “แรงงานภายนอกด้านบริหาร
ทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร (เช่น ถ้าไม่มีนโยบายในการชี้แจงเลย
พนักงานก็อาจจะเกิดความสับสน และไม่สนองตอบกับกระบวนการ)

4. จากประสบการณ์ของคุณ กรุณาอธิบายถึงผลกระทบถ้าองค์กร ให้ความสำคัญ กับนโยบายด้านการอธิบายชี้แจงต่อพนักงาน ในการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร (เช่นองค์กรให้ความสำคัญกับนโยบายในการชี้แจง พนักงานก็อาจจะไม่เกิดความสับสนและสนองตอบกับกระบวนการต่างๆ ได้ด้วยความเต็มใจ)

5. จากประสบการณ์ของคุณ คุณจะแนะนำองค์กร เกี่ยวกับนโยบาย ในการอธิบายและชี้แจงในการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร อย่างไร

Section 5: การมีส่วนร่วมของพนักงานในองค์กรที่มีต่อการนำเอาแรงงานภายนอกด้านบริหาร

ทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร

1. จากประสบการณ์ของคุณ ขึ้นตอนใดในกระบวนการการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ที่พนักงานในองค์กรควรมีส่วนร่วม

2. จากประสบการณ์ของคุณ การมีส่วนร่วมของพนักงานในกระบวนการการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร มีความจำเป็นมากน้อยเพียงใด (5 = มากที่สุด, 4 = มาก, 3 = ปานกลาง, 2 = น้อย, 1 = น้อยมาก)

3. จากประสบการณ์ของคุณ กรุณาอธิบายถึงผลกระทบในด้านไม่ดีถ้าองค์กรไม่ให้นักงงานมีส่วนร่วมในกระบวนการการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร (เช่นถ้าพนักงานไม่มีส่วนร่วมก็อาจจะทำให้พนักงานรู้สึกว่โดนทอดทิ้ง โดยองค์กรทำให้ไม่มีความกระตือรือร้นในการทำงาน เป็นต้น)

4. จากประสบการณ์ของคุณกรุณาอธิบายถึง ผลกระทบในด้านดี ถ้าองค์กรให้พนักงานมีส่วนร่วมในกระบวนการการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร (เช่นเมื่อพนักงานมีส่วนร่วมในกระบวนการ พนักงานก็อาจจะได้เรียนรู้สิ่งใหม่ๆ ทำให้พนักงานมีทัศนคติที่ดีต่อกระบวนการ outsource)

5. จากประสบการณ์ของคุณ คุณจะแนะนำสิ่งใหม่ๆอะไรบ้าง ต่อองค์กรที่เกี่ยวกับการให้พนักงานมีส่วนร่วมในกระบวนการการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร

Section 6: ผลกระทบหลังจากองค์กรนำเอาแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR
outsorce) มาใช้ในองค์กร

1. จากประสบการณ์ของคุณ เมื่อองค์กรมีการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsorce)” มาใช้ในองค์กร พนักงานในองค์กรควรจะปฏิบัติตนเช่นไร เพื่อให้การทำงานประสบผลสำเร็จด้วยดี ทั้งต่อตัวพนักงานเองและต่อองค์กร (เช่น ให้ความร่วมมือที่ดีต่อพนักงาน outsorce เพื่อให้มีประสิทธิภาพในการทำงานที่ดีขึ้น เป็นต้น)

2. จากประสบการณ์ของคุณ เมื่อองค์กรมีการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsorce)” มาใช้ในองค์กร จะเกิดอะไรขึ้นกับพนักงานในองค์กร (เช่น มีความตั้งใจในการทำงานหรือไม่, ลาออก) และถ้าเกิดปัญหาขึ้นองค์กรควรทำอย่างไร เพื่อลดปัญหานั้น

3. จากประสบการณ์ของคุณ คุณคิดว่าทัศนคติของพนักงานที่มีต่อ การนำ “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsorce)” มาใช้ในองค์กรจะมีผลกระทบต่อพฤติกรรมในการปฏิบัติงานของพนักงานอย่างไร?

Section 7: ข้อมูลส่วนบุคคล

- | | | |
|--------------|--|--|
| 1. เพศ? | <input type="checkbox"/> ชาย | <input type="checkbox"/> หญิง |
| 2. อายุ? | <input type="checkbox"/> 20 – 25 ปี | <input type="checkbox"/> 26 – 30 ปี |
| | <input type="checkbox"/> 31 – 35 ปี | <input type="checkbox"/> 36 – 40 ปี |
| | <input type="checkbox"/> มากกว่า 40 ปี | |
| 3. การศึกษา? | <input type="checkbox"/> วิทยาลัยเทคนิค | <input type="checkbox"/> ปริญญาตรี |
| | <input type="checkbox"/> ปริญญาโท | <input type="checkbox"/> ปริญญาเอก |
| 4. รายได้? | <input type="checkbox"/> ต่ำกว่า 8,000 บาท | <input type="checkbox"/> 8,000 – 12,000 บาท |
| | <input type="checkbox"/> 12,001 – 16,000 บาท | <input type="checkbox"/> 16,001 – 20,000 บาท |
| | <input type="checkbox"/> 20,001 – 24,000 บาท | <input type="checkbox"/> 24,001 – 28,000 บาท |
| | <input type="checkbox"/> มากกว่า 28,000 บาท | |

Appendix K: Summary sheet from Interview session 1 (Thai language)

Section 2: ทักษะคิของพนักงานที่มีต่อการนำแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร และ ข้อดี, ข้อเสีย, โอกาส, และ ความเสี่ยง (SWOT analysis) ของ
แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)

- รายการของการวิเคราะห์ข้อดี ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - ความได้เปรียบด้านการแข่งขัน และ กลยุทธ์
 - ลดปัญหาการขาดแคลนจำนวนพนักงาน
 - ลดขนาดขององค์กร
 - มุ่งให้ความสำคัญกับความสามารถหลัก
 - เข้าถึงแหล่งข้อมูลความรู้ขององค์กรที่ให้บริการแรงงาน
ภายนอก
 - ลดค่าใช้จ่าย ประหยัด
 - ประหยัดเวลา
 - ลดปัญหางานหนัก หรือ งานล้น
 - ง่ายต่อการควบคุมงบประมาณ

- รายการของการวิเคราะห์ข้อเสีย ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - มีผลต่อความรู้สึกรักของพนักงาน
 - มีผลต่อความจงรักภักดีต่อองค์กร
 - มีผลต่อการพัฒนาความรู้ของพนักงานในองค์กร
 - มีผลต่อความสัมพันธ์อันดีของพนักงานกับองค์กร หรือ องค์กร
กับบริษัทให้บริการแรงงานภายนอก

- รายการของการวิเคราะห์โอกาส ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - พนักงานสามารถเข้าถึงความรู้ของบริษัทผู้ให้บริการแรงงาน
ภายนอก
 - โอกาสในการลดภาวะงานสิ้น
 - ประหยัดเวลาในการทำงาน
 - พนักงานมีโอกาสมุ่งสนใจแต่หน้าที่หลัก
 - ประหยัดค่าใช้จ่าย

- รายการของการวิเคราะห์ความเสี่ยง ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - เสี่ยงต่อการสูญเสียข้อมูลสำคัญขององค์กร
 - เสี่ยงต่อการขาดแคลนการพัฒนาของพนักงาน

- อัตราการว่างงานเพิ่มขึ้น
 - เสี่ยงต่อการขาดความสัมพันธ์อันดีระหว่างองค์กรและพนักงาน
 - เสี่ยงต่อการลดลงของความภักดีของพนักงาน
 - เสี่ยงต่อการลดลงของความรับผิดชอบของพนักงาน
- รายการของปัจจัยที่มีผลกระทบต่อทัศนคติของพนักงานที่มีต่อกระบวนการการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 1

- ความคิดเห็นส่วนบุคคล
- ลักษณะประจำตัวของแต่ละบุคคล
- ประสบการณ์โดยตรง
- วัฒนธรรม
- ได้รับอิทธิพลจากเพื่อนฝูง
- ได้รับอิทธิพลจากสังคม
- ได้รับอิทธิพลจากสื่อต่างๆ เช่น โทรทัศน์ หรือ หนังสือพิมพ์
- ขาดการติดต่อสื่อสารจากองค์กร

Section 3: ความเข้าใจในกระบวนการต่างๆของรูปแบบแรงงานภายนอกด้านบริหารทรัพยากร

มนุษย์ (HR outsource) และ ผลกระทบของความเข้าใจนั้น

- ระดับของความรู้ของพนักงานที่มีส่วนเกี่ยวข้องต่อกระบวนการ การนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร
ควรอยู่ในระดับใด ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - 5 = มากที่สุด, (-)
 - 4 = มาก, (50%)
 - 3 = ปานกลาง, (50%,)
 - 2 = น้อย,
 - 1 = น้อยมาก

- ขั้นตอนใดในกระบวนการ การนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ที่พนักงานควรมีความรู้ ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - การวิเคราะห์งาน
 - การวิเคราะห์ความต้องการ
 - การเลือกบริษัทที่ให้บริการแรงงานภายนอก

- ขั้นตอนของการทำเอกสารสัญญาและข้อตกลง
 - การเลือกรูปแบบของบริการแรงงานภายนอก
 - การประเมินผลของบริการแรงงานภายนอก
- รายการของผลกระทบที่เกิดจากการขาดความรู้ความสามารถที่เกี่ยวข้องกับการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - ทำให้คุณภาพของพนักงานลดลง
 - ทำให้คุณภาพของระบบการทำงานลดลง
 - องค์กรจำเป็นต้องสูญเสียเงินเพิ่มขึ้น เพื่อเพิ่มพูนความรู้ของพนักงาน
 - ระยะเวลาในการรับบริการแรงงานภายนอกเพิ่มขึ้น
- รายการของผลดีที่เกิดจากการมีความรู้ความสามารถที่เกี่ยวข้องกับการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - ความรับผิดชอบของพนักงานเพิ่มมากขึ้น
 - คุณภาพของระบบเพิ่มมากขึ้น

- คุณภาพของพนักงานเพิ่มมากขึ้น
 - ประหยัดเงิน
 - ประหยัดเวลา
- นโยบายหรือวิธีการใด ในการให้ความรู้แก่พนักงาน เกี่ยวกับกระบวนการ การนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - ควรให้ความสนใจหรือมุ่งไปที่ขนาดขององค์กรเป็นสำคัญ
 - จัดเตรียมการฝึกอบรม
 - จัดเตรียมการสัมมนา
 - จัดทำคู่มือที่อธิบายถึงขั้นตอนในกระบวนการของบริการ
แรงงานภายนอก
 - ควรให้พนักงานมีส่วนร่วมในกระบวนการต่างๆ

Section4: กระบวนการติดต่อสื่อสารระหว่างองค์กรและพนักงานในส่วนที่เกี่ยวข้องกับการนำเอา

แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร

- ระดับของการติดต่อสื่อสารในองค์กรที่มีส่วนเกี่ยวข้องต่อกระบวนการ การนำเอา

“แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร

ควรอยู่ในระดับใด ข้อมูลจากการสัมภาษณ์รอบที่ 1

- 5 = มากที่สุด, (40%,)
- 4 = มาก, (30%)
- 3 = ปานกลาง, (30%,)
- 2 = น้อย,
- 1 = น้อยมาก

- นโยบายใดในการอธิบายและชี้แจงต่อพนักงาน เกี่ยวกับการนำเอา “แรงงาน

ภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร (เช่นมีการ

ประชุมกับพนักงานเกี่ยวกับนโยบายในการ outsource) ข้อมูลจากการสัมภาษณ์

รอบที่ 1

- การชี้แจงอธิบาย
- การประชุม

- การประกาศ
 - การจัดสัมมนา
 - การจัดทำสิ่งพิมพ์ เช่น หนังสือเวียน
- ผลกระทบถ้าองค์กรไม่ให้ความสำคัญกับนโยบายด้านการอธิบายชี้แจงต่อพนักงาน ในการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - เกิดผลกระทบด้านลบต่อความรู้สึกของพนักงาน
 - ความรับผิดชอบของพนักงานลดลง
 - คุณภาพของพนักงานลดลง
 - ผลกระทบถ้าองค์กรให้ความสำคัญกับนโยบายด้านการอธิบายชี้แจงต่อพนักงาน ในการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - เกิดผลในด้านดีต่อความรู้สึกของพนักงาน
 - ความรับผิดชอบของพนักงานเพิ่มมากขึ้น
 - เกิดความเข้าใจอย่างสูงระหว่างองค์กรและพนักงาน
 - สิ่งแวดล้อมภายในองค์กรดีขึ้น

- คุณภาพของพนักงานเพิ่มขึ้น
- คุณจะแนะนำองค์กร เกี่ยวกับนโยบายในการอธิบายและชี้แจงในการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร อย่างไร ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - การพบปะเป็นประจำของพนักงานและผู้จัดการ
 - บอร์ดที่ใช้ในการตีตประกาศ
 - การประกาศชี้แจงขององค์กร
 - การสัมมนา
 - การฝึกอบรม

Section 5: การมีส่วนร่วมของพนักงานในองค์กรที่มีต่อการนำเอาแรงงานภายนอกด้านบริหาร

ทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร

- ระดับของการเข้ามามีส่วนร่วมของพนักงานที่มีส่วนเกี่ยวข้องต่อกระบวนการ การนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ควรอยู่ในระดับใด ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - 5 = มากที่สุด, (10%,)

- 4 = มาก, (30%)
- 3 = ปานกลาง, (60%,)
- 2 = น้อย,
- 1 = น้อยมาก

- ผลกระทบในด้านไม่ดี ถ้าองค์กรไม่ให้พนักงานมีส่วนร่วมในกระบวนการการ

นำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ใน

องค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 1

- มีผลต่อความรู้สึกในด้านลบของพนักงาน
- ความรับผิดชอบของพนักงานลดลง
- คุณภาพของพนักงานลดลง
- ความรู้ของพนักงานลดลง

- ผลกระทบในด้านดีถ้าองค์กรให้พนักงานมีส่วนร่วมในกระบวนการการนำเอา

“แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร

ข้อมูลจากการสัมภาษณ์รอบที่ 1

- ความรู้สึกด้านลบของพนักงานลดลง
- ความรับผิดชอบของพนักงานเพิ่มมากขึ้น

- คุณภาพของพนักงานเพิ่มมากขึ้น
 - ความรู้ของพนักงานเพิ่มมากขึ้น
 - เพิ่มความสัมพันธ์ที่ดีระหว่างพนักงานและบริษัทให้บริการ
แรงงานภายนอก
 - เพิ่มความสัมพันธ์ที่ดีระหว่างพนักงานและองค์กร
- คุณจะแนะนำสิ่งใหม่ๆอะไรบ้างต่อองค์กร ที่เกี่ยวกับการให้พนักงานมีส่วนร่วม
ในกระบวนการการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR
outsource)” มาใช้ในองค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 1
 - จัดเตรียมการฝึกอบรมเพื่อเพิ่มความสัมพันธ์อันดีระหว่าง
พนักงานกับองค์กรและบริษัทให้บริการแรงงานภายนอก

Section 6: ผลกระทบหลังจากองค์กรนำเอาแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR
outsource) มาใช้ในองค์กร

- จากประสบการณ์ของคุณ เมื่อองค์กรมีการนำเอา “แรงงานภายนอกด้านบริหาร
ทรัพยากรมนุษย์ (HR outsource)” มาใช้ใน องค์กร จะเกิดอะไรขึ้นกับพนักงานใน

องค์กร และถ้าเกิดปัญหาขึ้นองค์กรควรทำอย่างไรเพื่อลดปัญหานั้น ข้อมูลจากการ

สัมภาษณ์รอบที่ 1

- องค์กรควรพยายามสร้างให้พนักงานมีความรับผิดชอบมากยิ่งขึ้น
- องค์กรควรหาหนทางในการระงับการเกิดความรู้สึกที่ไม่ดีของพนักงาน โดยการให้พนักงานเข้ามามีส่วนรวมในระบบการจ้างงานจากแรงงานภายนอก
- องค์กรควรสร้างระบบการติดต่อสื่อสารให้มีประสิทธิภาพ เช่น การพบปะกันของพนักงานและผู้จัดการ, การประกาศ, การฝึกอบรม เป็นต้น
- องค์กรควรอธิบายถึงสถานการณ์ต่างๆแก่พนักงาน

Appendix L: Summary sheet from Interview session 2 (Thai language)

Section 1: ความหมายและคำจำกัดความของแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)

- ทุกหน่วยงานควรจะต้องเข้ามามีส่วนร่วมในกระบวนการนำเองแรงงานภายนอกมาใช้ในองค์กร เช่น พนักงานจากหน่วยงานภายในองค์กร พนักงานจากบริษัทให้บริการแรงงานภายนอก ผู้จัดการจากทั้งสององค์กร เป็นต้น

Section 2: ทักษะคติของพนักงานที่มีต่อการนำแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร และ ข้อดี, ข้อเสีย, โอกาส, และ ความเสี่ยง (SWOT analysis) ของแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)

- รายการของการวิเคราะห์ข้อดี ข้อมูลจากการสัมภาษณ์รอบที่ 2
 - ความได้เปรียบด้านการแข่งขัน และ กลยุทธ์
 - ลดปัญหาการขาดแคลนจำนวนพนักงาน
 - ลดขนาดขององค์กร
 - มุ่งให้ความสำคัญกับความสามารถหลัก

- เข้าถึงแหล่งข้อมูลความรู้ขององค์กรที่ให้บริการแรงงาน

ภายนอก

- ลดค่าใช้จ่าย ประหยัด
- ประหยัดเวลา
- ลดปัญหางานหนัก หรือ งานล้น
- ง่ายต่อการควบคุมงบประมาณ
- การให้บริการตลอด 24 ชั่วโมง
- การให้บริการตลอดปี หรือ 365 วัน

- รายการของการวิเคราะห์ข้อเสีย ข้อมูลจากการสัมภาษณ์รอบที่ 2

- มีผลต่อความรู้สึกรักของพนักงาน
- มีผลต่อความจงรักภักดีต่อองค์กร
- มีผลต่อการพัฒนาความรู้ของพนักงานในองค์กร
- มีผลต่อความสัมพันธ์อันดีของพนักงานกับองค์กร หรือ องค์กร

กับบริษัทให้บริการแรงงานภายนอก

- มีผลต่อการควบคุม เช่น การควบคุมพนักงานจากบริษัทที่ให้

บริการแรงงานภายนอก

- รายการของการวิเคราะห์โอกาส ข้อมูลจากการสัมภาษณ์รอบที่ 2
 - พนักงานสามารถเข้าถึงความรู้ของบริษัทผู้ให้บริการแรงงาน
ภายนอก
 - โอกาสในการลดภาวะงานสั้น
 - ประหยัดเวลาในการทำงาน
 - พนักงานมีโอกาสมุ่งสนใจแต่หน้าที่หลัก
 - การพัฒนาของอาชีพการงาน
 - โอกาสในอาชีพการงาน
 - ประหยัดค่าใช้จ่าย
 - ความยืดหยุ่นขององค์กร

- รายการของการวิเคราะห์ความเสี่ยง ข้อมูลจากการสัมภาษณ์รอบที่ 2
 - เสี่ยงต่อการสูญเสียข้อมูลสำคัญขององค์กร
 - เสี่ยงต่อการขาดแคลนการพัฒนาของพนักงาน
 - อัตราการว่างงานเพิ่มขึ้น
 - เสี่ยงต่อการขาดความสัมพันธ์อันดีระหว่างองค์กรและพนักงาน
 - เสี่ยงต่อการลดลงของความภักดีของพนักงาน

- เสี่ยงต่อการลดลงของความรับผิดชอบของพนักงาน
- รายการของปัจจัยที่มีผลกระทบต่อทัศนคติของพนักงานที่มีต่อกระบวนการ การนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 2
 - ความคิดเห็นส่วนบุคคล
 - ลักษณะประจำตัวของแต่ละบุคคล
 - ประสบการณ์โดยตรง
 - วัฒนธรรม
 - ได้รับอิทธิพลจากเพื่อนฝูง
 - ได้รับอิทธิพลจากสังคม
 - ได้รับอิทธิพลจากสื่อต่างๆ เช่น ทีวี หรือ หนังสือพิมพ์
 - ขาดการติดต่อสื่อสารจากองค์กร
 - พนักงานขาดความรู้ความสามารถ

Section 3: ความเข้าใจในกระบวนการต่างๆของรูปแบบแรงงานภายนอกด้านบริหารทรัพยากร

มนุษย์ (HR outsource) และ ผลกระทบของความเข้าใจนั้น

- ระดับของความรู้ของพนักงานที่มีส่วนเกี่ยวข้องต่อกระบวนการ การนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร
ควรอยู่ในระดับใด ข้อมูลจากการสัมภาษณ์รอบที่ 2
 - 5 = มากที่สุด, (5%)
 - 4 = มาก, (75%)
 - 3 = ปานกลาง, (20%,)
 - 2 = น้อย,
 - 1 = น้อยมาก

- ขั้นตอนใดในกระบวนการ การนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ที่พนักงานควรมีความรู้ ข้อมูลจากการสัมภาษณ์รอบที่ 2
 - การวิเคราะห์งาน
 - การวิเคราะห์ความต้องการ
 - การเลือกบริษัทที่ให้บริการแรงงานภายนอก

- ขั้นตอนของการทำสัญญาเอกสารและข้อตกลง
 - การเลือกรูปแบบของบริการแรงงานภายนอก
 - การประเมินผลของบริการแรงงานภายนอก
 - ทุกขั้นตอน
- รายการของผลกระทบที่เกิดจากการขาดความรู้ความสามารถที่เกี่ยวข้องกับการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 2
 - เกิดผลกระทบต่อความรู้สึกรักของพนักงาน
 - เกิดผลกระทบต่อความรับผิดชอบของพนักงาน
 - ทำให้คุณภาพของพนักงานลดลง
 - ทำให้คุณภาพของระบบการทำงานลดลง
 - องค์กรจำเป็นต้องสูญเสียเงินเพิ่มขึ้น เพื่อเพิ่มพูนความรู้ของพนักงาน
 - ระยะเวลาในการรับบริการแรงงานภายนอกเพิ่มขึ้น

- รายการของผลดีที่เกิดจากการมีความรู้ความสามารถที่เกี่ยวข้องกับการนำเอา

“แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร

ข้อมูลจากการสัมภาษณ์รอบที่ 2

- ป้องกันความรู้สึกที่ไม่ดีของพนักงาน
- ป้องกันการเกิดภาวะแวดล้อมที่ไม่เป็นมิตร
- ความรับผิดชอบของพนักงานเพิ่มมากขึ้น
- คุณภาพของระบบเพิ่มมากขึ้น
- คุณภาพของพนักงานเพิ่มมากขึ้น
- ประหยัดเงิน
- ประหยัดเวลา

- นโยบายหรือวิธีการใด ในการให้ความรู้แก่พนักงาน เกี่ยวกับกระบวนการ การ

นำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ใน

องค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 2

- ควรให้ความสนใจหรือมุ่งไปที่ขนาดขององค์กรเป็นสำคัญ
- ถ่ายทอดความรู้ไปทุกๆ ส่วนขององค์กร
- จัดเตรียมการฝึกอบรม

- จัดเตรียมการสัมมนา
- จัดทำคู่มือที่อธิบายถึงขั้นตอนในกระบวนการของบริการ

แรงงานภายนอก

- ควรให้พนักงานมีส่วนร่วมในกระบวนการต่างๆ

Section 4: กระบวนการติดต่อสื่อสารระหว่างองค์กรและพนักงานในส่วนที่เกี่ยวข้องกับการนำเอา

แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร

- ระดับของการติดต่อสื่อสารในองค์กรที่มีส่วนเกี่ยวข้องต่อกระบวนการ การนำเอา

“แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร

ควรอยู่ในระดับใด ข้อมูลจากการสัมภาษณ์รอบที่ 2

- 5 = มากที่สุด, (50%,)
- 4 = มาก, (30%)
- 3 = ปานกลาง, (20%,)
- 2 = น้อย,
- 1 = น้อยมาก

- นโยบายใดในการอธิบายและชี้แจงต่อพนักงาน เกี่ยวกับการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร (เช่น มีการประชุมกับพนักงานเกี่ยวกับนโยบายในการ outsource) ข้อมูลจากการสัมภาษณ์

รอบที่ 2

- การชี้แจงอธิบาย
 - การประชุม
 - การประกาศ
 - การจัดสัมมนา
 - การจัดทำแบบสอบถามกับพนักงานในองค์กร
 - การจัดทำสิ่งพิมพ์ เช่น หนังสือเวียน
- ผลกระทบถ้าองค์กรไม่ให้ความสำคัญกับนโยบายด้านการอธิบายชี้แจงต่อพนักงาน ในการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 2
 - เกิดผลกระทบด้านลบต่อความรู้สึกของพนักงาน
 - ความรับผิดชอบของพนักงานลดลง
 - คุณภาพของพนักงานลดลง

- ผลกระทบถ้าองค์กรให้ความสำคัญกับนโยบายด้านการอธิบายชี้แจงต่อพนักงาน

ในการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มา

ใช้ในองค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 2

- เกิดผลในด้านดีต่อความรู้สึกของพนักงาน
 - ความรับผิดชอบของพนักงานเพิ่มมากขึ้น
 - เกิดความเข้าใจอย่างสูงระหว่างองค์กรและพนักงาน
 - สิ่งแวดล้อมภายในองค์กรดีขึ้น
 - คุณภาพของพนักงานเพิ่มขึ้น
- คุณแนะนำองค์กร เกี่ยวกับนโยบายในการอธิบายและชี้แจงในการนำเอา

“แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร

อย่างไร ข้อมูลจากการสัมภาษณ์รอบที่ 2

- การทำแบบสอบถามกับพนักงานในองค์กร
- การอภิปรายถึงระบบการทำงานของผู้จัดการต่อพนักงาน
- การพบปะเป็นประจำของพนักงานและผู้จัดการ
- บอร์ดที่ใช้ในการตีประกาศ
- การประกาศชี้แจงขององค์กร

- การสัมมนา
- การฝึกอบรม

Section 5: การมีส่วนร่วมของพนักงานในองค์กรที่มีต่อการนำเอาแรงงานภายนอกด้านบริหาร

ทรัพยากรมนุษย์ (HR outsource) มาใช้ในองค์กร

- ระดับของการเข้ามามีส่วนร่วมของพนักงานที่มีส่วนเกี่ยวข้องกับกระบวนการ การ

นำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ใน

องค์กร ควรอยู่ในระดับใด ข้อมูลจากการสัมภาษณ์รอบที่ 2

- 5 = มากที่สุด, (50%,)
 - 4 = มาก, (30%)
 - 3 = ปานกลาง, (20%,)
 - 2 = น้อย,
 - 1 = น้อยมาก
- ผลกระทบในด้านไม่ดี ถ้าองค์กรไม่ให้นักงงานมีส่วนร่วมในกระบวนการการ
- นำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ใน
- องค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 2

- มีผลต่อความรู้สึกในด้านลบของพนักงาน
 - ความรับผิดชอบของพนักงานลดลง
 - คุณภาพของพนักงานลดลง
 - ความรู้ของพนักงานลดลง
 - พนักงานขาดการพัฒนาในสายงาน
- ผลกระทบในด้านดีถ้าองค์กรให้พนักงานมีส่วนร่วมในกระบวนการการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsourcing)” มาใช้ในองค์กร

ข้อมูลจากการสัมภาษณ์รอบที่ 2

- ความรู้สึกด้านลบของพนักงานลดลง
 - ความรับผิดชอบของพนักงานเพิ่มมากขึ้น
 - คุณภาพของพนักงานเพิ่มมากขึ้น
 - ความรู้ของพนักงานเพิ่มมากขึ้น
 - เพิ่มโอกาสในอาชีพการงาน
 - เพิ่มความสัมพันธ์ที่ดีระหว่างพนักงานและบริษัทให้บริการ
- แรงงานภายนอก
- เพิ่มความสัมพันธ์ที่ดีระหว่างพนักงานและองค์กร

- คุณจะแนะนำสิ่งใหม่ๆอะไรบ้างต่อองค์กร ที่เกี่ยวกับการให้พนักงานมีส่วนร่วม

ในกระบวนการการนำเอา “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR

outsourc) มาใช้ในองค์กร ข้อมูลจากการสัมภาษณ์รอบที่ 2

- จัดเตรียมการฝึกอบรมเพื่อเพิ่มความสัมพันธอันดีระหว่าง

พนักงานกับองค์กรและบริษัทให้บริการแรงงานภายนอก

Section 6: ผลกระทบหลังจากองค์กรนำเอาแรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR

outsourc) มาใช้ในองค์กร

- จากประสบการณ์ของคุณ เมื่อองค์กรมีการนำเอา

“แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsourc)” มาใช้ในองค์กร

จะเกิดอะไรขึ้นกับพนักงาน ในองค์กร และ ถ้าเกิดปัญหาขึ้น องค์กรควรทำ

อย่างไรเพื่อลดปัญหานั้น ข้อมูลจากการสัมภาษณ์รอบที่ 2

- องค์กรควรพยายามสร้างให้พนักงานมีความรับผิดชอบมาก

ยิ่งขึ้น

- องค์กรควรหาหนทางในการระงับการเกิดความรู้สึกที่ไม่ดีของพนักงาน โดยการให้พนักงานเข้ามามีส่วนร่วมในระบบการจ้างงานจากแรงงานภายนอก
 - จัดตั้งหน่วยงานไว้คอยดูแลพนักงานโดยเฉพาะ
 - องค์กรควรสร้างระบบการติดต่อสื่อสารให้มีประสิทธิภาพ เช่น การพบปะกันของพนักงานและผู้จัดการ, การประกาศ, การฝึกอบรม เป็นต้น
 - องค์กรควรอธิบายถึงสถานการณ์ต่างๆแก่พนักงาน
 - มุ่งความสนใจไปที่วัฒนธรรมขององค์กร
- ทักษะคติของพนักงานที่มีต่อ การนำ “แรงงานภายนอกด้านบริหารทรัพยากรมนุษย์ (HR outsource)” มาใช้ในองค์กร จะมีผลกระทบต่อพฤติกรรมในการปฏิบัติงานของพนักงานอย่างไร?
 - ถ้าพนักงานมีความรู้สึกที่ไม่ดี หรือ มีทัศนคติที่ไม่ดี จะทำให้พนักงานมีพฤติกรรมที่ไม่ดีตามไปด้วย
 - แต่ถ้าพนักงานมีความรู้สึกที่ดี หรือ มีทัศนคติที่ดี ก็จะทำให้พนักงานมีพฤติกรรมที่ดีตามไปด้วย