

Antecedents and Consequences of Human Resource Outsourcing; A Perspective from Higher Educational Institutions

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Abstract

Human Resource Outsourcing has numerous advantages in all Educational Institutions to trim down their expenses, to support up profitability keeping in mind the end goal to create superb items and administrations that can fulfill the clients require, can remain in competitive market to center around focal point of competition (Belcourt, 2006). This study focused on the antecedents and consequences of human resource outsourcing. The data was taken from past literature and results revealed that lacking human resource, demand for access to knowledge and risk management has positive effect on human resource outsourcing. Human resource outsourcing has a positive effect on competitive advantage, service production, time management and private publications and negative effect on employee morale.

Keywords: Human resource outsourcing, Educational Institutions.

Introduction

Human Resource Outsourcing has turned out to be one of the commonplace considerations to the media and business terms. Outsourcing is used in business like an umbrella term which is utilized in various fields of work, for example, IT area, and educational section as a human assets (Elmuti, 2003). The idea of Outsourcing is practically used in various fields of work. Human Resource Outsourcing is a term used to contract with another organization or an expert to complete a particular functions (Bolat & Yalmiz, 2009). The generally used meaning of Human Resource is "the exchanging of an inside business reason or capacities, in addition to any associated resources, to an outside temporary worker or specialist who offers a characterized benefit for a specific time period, at a decided however potentially talented worth" (Heywood, 2001).

According to current information completed and benefit concerned about economy, the accomplishment of various associations has moved as of achievement of "physical" resources to gradual addition of intangible "human" resources. "Human capital, are much characterized as the item level collection of individual knowledge, aptitudes, and capacities (KSAs), is speculated to be a standout amongst the most basic resources for unit viability" (Barney J. B., 1998)The basic factors from which human resource outsourcing built different perspective of the organization (Barney J. a., 2001) and "human resource theory" (Willis, 1986).

Human Resource Outsourcing dates support to the 1970s. Toward the begin of Outsourcing which was just concerned with I.T related problem and issues, yet uncompromisingly an ever increasing number of organizations perceived that they couldn't be expert in other than maybe a couple fields (Barney J. B., 1998). The conclusion made them to dispose of different regions of action and delegate them to expertise. A large portion of the organizations outsource their faculty in various ways since organizations are not ready to deal with all obligations of a business inside as a reason organizations outsource a portion of their undertakings to outsiders. From business term to educational institutes Human Resource Outsourcing is generally used, on the basis that educational institutions are not ready to have specific educators, PHD Scholars and managerial representatives at once.

Human Resource Outsourcing has numerous advantages in all Educational Institutions to trim down their expenses, to support up profitability keeping in mind the end goal to create superb items and administrations that can fulfill the clients require, can remain in competitive market to center around focal point of competition (Belcourt, 2006) Human resource outsourcing and its underlying stage of development is separated into two periods, one is from 1989 to 1990 and second was post 1990s. Outsourcing was not formally rehearsed as a business approach in 1989, in spite of the fact that the organization, around then organizations was not totally independent to run each function internally, in this way organizations began to outsource those functions which they have no expertise or ability to finish the project. Moving forward in 1990s, Organization began concentrating on risk management and cost reduction strategies. At that point Organizations began moving towards Human resource outsourcing, and tried outsource those functions which were critical to maintain a business yet have not have any connection with center of business, for example, hiring of workers.

As indicated by global writing the significant worries about Human resource outsourcing has been expanded regarding its indicator and outcomes in various fields of work (Gilley, Rasheed 2000).

Today, keeping and acquiring a main area in the market has turns out to be to a great degree testing assignment because of tremendous utilization of advances and new assets. The sensational difficulties influencing the organization and work which increments are demand for access to knowledge, data innovation, business forms, absence of expertise, diminutive organization procuring less representatives, item and service quality, expanding of task and finishing of responsibility within specific time, these elements contorted changes in all organization (Cooper, 2003).

Human resource outsourcing encourages the institutions to remain in competitive markets. As indicated by (Cooper, 2003). Human resource outsourcing has its own particular advantages and dangers. In this study we examine the indicator and outcomes of human resource outsourcing in educational institutions. This examination can assist us with establishing a structure which obviously features about the variables and outcomes of human resource outsourcing in higher educational institutions of Quetta Baluchistan. A review on Outsourcing has done in various fields in different nations and in addition in Pakistan however there is an exceptionally constrained overview done in higher educational institutions in Pakistan. The primary issue which impacted to narrow down this review in Quetta Balochistan was outsourcing human resource in higher educational institutions of Quetta Balochistan.

This study is centered around the indicator and results of human resource outsourcing in . Further, it helped us to build up a structure which would plainly feature the components and results of human resource outsourcing in higher educational institutions of "Quetta", Pakistan alongside preferences and detriments of Human asset outsourcing approaches. The Baluchistan was taken for investigate on the grounds that this province has less proficiency rate. The examination includes extremely most recent precise and hypothetical work which straightforwardly addresses the indicators and results of Human Resource outsourcing. The points of interest of Human resource outsourcing are recorded as cost reduction, demand for access to knowledge, lack of expertise, and risk management. The outcomes of Human resource outsourcing are employee morale, management and communication issues. There are numerous elements of outsourcing yet the most regular variables are as talked about.

Objectives of study

This study was deliberated to answer the main research Question:

RQ 1: What factors derived to outsource Human resource?

RQ 2: What are the consequences of human resource outsourcing?

Literature Review:

Human Resource Outsourcing is the hot deliberation nowadays and scholars have extraordinary thoughts and point of view about the practicability of Human Resource Outsourcing. A few researchers argued that Human Resource outsourcing can profit association in various ways like; diminishment in cost, increment benefit quality and effortlessly access to specialists in particular areas (Csoko, 1995). According to Cooke (2005) human resource outsourcing limits in execution of organization in various ways like making inefficient aspects amongst representatives and employees which are new to the association's workforce methodology and culture, which restricts the organization capabilities to create inside workforce. Numerous researchers have viewpoint that every association's tasks, which incorporates Human resource administration, should contact with each other keeping in mind the end goal to help the company's competitive advantages and execution of strategies (Cappelli, 1992; Wright P. M., 1992). Gilley (2000) contemplated that in human resource outsourcing an organization sends human assistance and human resource outsourcing is a procedure tools, when reasonably used can lead the organization in outsourcing execution. Human Resource outsourcing happens when an association enters to an agreement with another association to offer administrations or its assembling items or a important capacity or activity. Wirunphan (2016) characterized human resource outsourcing as "items provided to the multinational firm by autonomous providers from around the globe" and "the degree of parts and finished items provided to the firm by free providers" and as indicated by Lei (1995) it is "the dependence on outside hotspots for amassing parts and other regard including all functions". Human resource Outsourcing isn't only a getting decision; all firm contract representatives for their organizations or on the other hand purchase parts of their tasks. Startlingly, we recommend that human resource outsourcing is less essential and addresses the major decision to reject the disguise of an activity (Burkholder, 2006). Human resource outsourcing is a training these days used by various organizations to diminish costs by exchanging part of work to outside providers as opposed to finishing it internally (Rimmer, 1991). Agreeing to (Swister, 1997) the pattern of human resource management outsourcing is from the past perspective of cost savings funds to get the competitive advantages, he anticipated that outsourcing is the resource management to proficient organization for the diminishment of cost and makes human resource expertise empower to center around the endeavor human resource.

Methodology

This article is based on secondary data taken from the literature as all the hypotheses were proved by the literature. The study is the extended version of research previously conducted by (Afshan, Abbas, Khan and Shahid, 2018) in which same variables were taken and tested empirically.

The hypotheses developed for this study are written as follow:

H1: Lacking human resource expertise has positive effect on human resource outsourcing.

H2: Demand for access to knowledge has a positive effect on human resource outsourcing.

H3: Risk management has positive effect on human resource outsourcing.

H4: Human resource outsourcing has a positive effect on competitive advantages.

H5: Human resource outsourcing has positive effect on service / product value.

H6: Human resource outsourcing has a negative effect on organization employee morale.

H7: Human resource outsourcing has positive effect on time management and communication issues

H8: Human resource outsourcing intensity level differs between public and private Organizations.

Literature Analysis

Antecedents of Human Resource Outsourcing

The pattern of organization outsourcing and Human resource outsourcing is developing nearly in all organization and as well in educational institutions and different studies showing that all organization have outsourced department of their Human resource (Belcourt, 2006). Human resource outsourcing is the main understanding if the organization is experiencing absence of expertise or can't stand to contract or hire employees (Gurchiek, 2005). As Lepak and Snell (1999) said the organizations with skilled people and human resource management were servicing inside the organization regularly, and now most organizations outsourced to out as subcontractor. As per Cook (1999), 93% of institutions outsource human resource responsibility or program, a current study shows that in near future majority of the firms will make use of human resource outsourcing. In reality, human asset outsourcing associates with something beyond better working proficiency. However, in the event that most organization in the similar business were to choose the comparative kind of clarification, for example, human resourcing outsourcing, the given advantage would never be dominant, as organization would all meet to the similar plan of action (Porter, 1996).

Lacking Human Resource Expertise

The study demonstrates that the greater part of the association have outsourced distinctive parts of their Human Resource activities (Gurrchiek, 2005). For workforce arrangement, IBM outsourced its all human Resource divisions to earn revenue, adaptability in gain, responsibility, forcefulness also, benefit. In an organization function of human resource outsourcing is preparing, enlisting, brief staffing and organization benefits (Woodall, J.2009). Alexandria, N (2008) stated, "Outsource when some individual can show improvement over you" and employees may see profession advancement while outsourcing activities to the expertise. The use of human resource expertise can likewise diminish the commitments and risk for organization.

The above literature proved the hypothesis that

H1: Lacking human resource expertise has positive effect on human resource outsourcing.

Demand for Access to Knowledge

There are a variety of activities that organization manage themselves are these days being outsourced, similar to students accommodation, health care exercises, organization management, book shops, food services, security frameworks, alumni class relations, website updates and campus maintenance (Wood, 2000; Lee and Clery, 2004). Once demand for excess to knowledge and service potentials are met or exceeded, the clients (students, staff) be likely to move up the truthfulness ladder, which is broadly reported response to improved satisfaction (Alves & Raposo, 2014; Cassel and Eklof, 2001; Chang and San, 2005; Heskett, 1997; Zeithaml, 2000). When institutions work at full capability and need additional staff to deal with enhanced movement, they may support to outsource an amount of activities to facade to some degree than to procure more employees. As Belcourt (2006) differs that the majority of the instructive organizations don't choose human resource experts fully expecting even though staff numbers reach around 100 or still 400. Human resource functions anyway like finance and benefits must be performed in all institutions, in spite of size. small educational institutions therefore swing to particular human resource outsourcing to get those essential activities completed (Greer et al., 1999).

The above literature proved the hypothesis that

H2: Demand for access to knowledge has a positive effect on human resource outsourcing.

Risk Management

All organizations aren't expert in human resource management, IT management, accounting ability or educational capacities. Institutions may put in weeks, even so frequently months to discover a skilled employee for a particular task to enlist which might be very expensive and even boring for organization. After that institution is obligated to prepare the employee for the particular project, which might be very expensive for initiate, and the outcome may have heavy bills toward the finish of the task. Basically organization can outsource business administrations and different errands, which might be productive for organization and empower them to complete their responsibility inside expected time period. In European nations, association's managers confront minimization in state of employees benefits, wherever the law requests balance with the customers of association's permanent human resources (Matiaske et al., 2006; storrie,2002).In all organization human resource and capital are the most vital items in muddled financial circumstances and organization require talented employees which can achieve core organization strategies. With the support of human resource outsourcing organization can free up capital and time to move their business forward. Business performance may control managers' practices of choosing to offer unique levels of benefits to employees on various business understandings. Human resource outsourcing has been used at Mount St. Mary's college in Maryland, which, due to the current financial recession, experienced improved occupation management from old students (Lipka,2010). This discussion proved the following hypothesis.

H3: Risk management has positive effect on human resource outsourcing.

Consequences of Human Resource Outsourcing

In unsteady and frequently confused circumstances, firms need to make and bolster an exceptional plan of resources to build organizational competitiveness. These stand-out plans of benefits are consolidated with aptitudes and limits, every now and again recommended to as focus abilities to outsource human resource (Lipka, 2010). The turbulent and changing nature of the earth suggests that these internal activities can't remain static. They ought to be relentlessly progressing because of technology and innovations. Thusly, firms must continue putting resources into and overhaul their activities to make new key advancement choices. Change of component focus capacities requires creative and expertise accumulation after some time (organizational discovering that is talked about in a later area). In this manner, these imperceptible human resource outsourcing can be abused and used to develop new things and new imperfection units and to out-battle competitors(Storrie,2002). Another outcomes of outsourcing is security and guaranteeing consistence with directions, for example, the Family Education Rights and Privacy Act (FERPA) in taking care of student's personal data and grades (Lipka, 2010; Young, 2009). A 2004 ACS Education Services survey found that higher educational institutions regularly did not outsource HR functions and accounting due to concerning protection issues (June, 2005). In a few circumstances, employees feel frenzy of losing occupations (Wohl, 2007). Nadwomy (2007) prescribes that losing employments are not for the most part connected with human resource outsourcing in higher educational organizations. Human resource outsourcing may, maybe additionally offer more noteworthy quality in cost estimations since merchant may give longer period contract costs and remarkable economies of scale, including better administration over cost insecurity. The rapid improvement of human resource outsourcing prescribes that both public, private organization expect benefits by outsourcing. frequently some organization in different conditions will expect benefits. For example, all organizations may expect costs reductions and risk management in spite of the way that in government outsourcing, the investment cost venture reserves are just about small piece of what the private organization achieves (Kakabadse and Kakabadse, 2000). It is hard to altogether list every possible advan-

tage of human resource outsourcing yet some of the organization's benefits are adequately broad that they are shared crosswise over organizations.

Competitive Advantages

Human asset outsourcing additionally exhibits an enhanced possibility for educational institutions to challenge of the quality administrations to students way of life and requests. For example, if students claims skilled personnel for research assistance for the late night administrations, in spite of the fact that institutions can't bear the cost of 24-hour services, at that point human resource outsourcing facilities like the IT administrations and offer 24-hour phone or online help might be a practicable option (McClure, 2010). Scarcely any educational organizations utilized human resource outsourcing to run with interest for money related help benefits in occupied periods toward the beginning of the academic day (Johnner, 2008). Different researchers have distinctive purposes of perspectives on HR outsourcing. As indicated by Swister (1997) the pattern of human resource management outsourcing is from the past perspective of cost reserve funds to acquire the competitive advantages, he further anticipated that outsourcing is the resource management to proficient institution for the lessening of cost and makes human resource supervisors empower and to achieve core strategies of the organization, human resource administration arranging and approach shape system point. Human resource outsourcing is complicated for the basic leadership process, and the wrong choice can have strong negative outcomes regardless of whether it is reasonable to invert human resource outsourcing decision, for example, controlling costs which results to disconnect contracts (Davis, 2005; Phipps and Merisotis, 2005). Human resource outsourcing isn't a prompt answer for administration and hierarchical inconveniences (Johnner, 2008; VanHom et al., 2001). For the most part, the writing audit prescribes that if an outside specialist can finish an administration of best quality on a lower cost than the organizations human resource outsourcing turns into a possible option. Going before to human resource outsourcing, various issues must be found like consequence for human resource, lawful, tax, budgetary, operational and moral matters (McClure, 2010). The Decrease in assets and in addition platform intensity have upheld organizations to look at their techniques for making products and ventures likewise to roll out improvements in systems with a specific end goal to expand financial profit. To have the capacity to proceed and be gainful in existing globalization time, institutions have sought after consistent change, set up creation, reengineered business forms, and joined supply chains (Brannemo, 2006).

The investigation of Wohl (2007) agreed out in 1999 on 3,964 organizations, separately with in excess of 200 employees in every organization in European nations. The survey concentrated on four unique parts of human resource outsourcing: enlistment and choice, work environment outplacement/diminishment preparing and improvement and pay and advantages. The investigation found that roughly 97% of the organization in the examination utilized outside specialists in human resource to cover least one of the essential administration territories. The results demonstrated that preparation and improvement activities were the most widely recognized "purchased in benefit". As indicated by various studies 33% of organization used outside suppliers in no less than three of the parts perceived. Though half of the analyzed organization stayed persevering in the utilization of outside suppliers, 40% expressed development in their utilization. In exact, 32% of U.K organization made a routine with regards to outside suppliers for pay and advantages. In spite of the fact that this exact sign conveys some valuable dreams into the kinds of human resource outsourcing exercises that organization are sourcing from external suppliers, it offers just inadequate and shallow picture because of the quantifiable nature and the size of the surveys (Young, 2009). This discussion has proved that following hypothesis is correct.

H4: Human resource outsourcing has a positive effect on competitive advantages.

Product and service Quality

Zeithaml (1988) characterized service quality as imperative or magnificence in giving services and Crosby (1979) expressed that service quality alluded to as conformance to wants and necessities, and as satisfying the desires for a client's (Juran, 1988). A continuous meaning that can be found in these clarifications is that quality is basically consumer compulsive (Kassim, 2010). To some degree, reason for these subtle meanings of service quality is identified with heterogeneity, indistinctness and intangibility which separate services (Hoffman and Bateson, 2006). According to Phipps et al., (2005) human resource outsourcing contracts can lessen the dangers and vulnerabilities and enhances the product and service quality. An organization can use the human resource ability of a particular division which empowers the organization to focus on higher need work, which helps in formation of key objectives, new tasks and change in educational institution which create competitive advantage. The estimation of products and services moves toward becoming on "stars" and "question marks" in some organization. To contend with competitors, educational institutions may manage outside gatherings to circulate ongoing changed services that student age desires (Martin & Sameis, 2010). Accessible literature additionally talks about related human resource outsourcing, for example, employees' morale and reliability, danger of irregularity, absence of self-determination, absence of management and communication issues, weak employee morale and personality, the difference in educational culture merged by business culture, disappointment of control and management, low service quality, loss of employments and decrease in pay rates and advantages (Wood, 2000; Kirp, 2002; Moore, 2002; Phipps et al., 2005). The top consideration which forces an educational institution to outsource human resource is the interest for more workplace at a lower cost. apparent savings funds come from having less in-house human resource staff. In 2004 the audit of vital human resource management about HR outsourcing, 56% of the 169 studied human resource specialists said that their organization outsourced human resource functions to boost benefits and diminish working charges, and 41% to diminish the measure of human resource staff and related costs (Angell et al., 2008).

In the event that the organization outsources human resources accurately, it can enhance service quality, spare time and money, and permitted human resource time for core strategies. deprived human resource outsourcing, however, might bring lesser service quality and the customers may have awful behavior towards lower service quality. Most often human resource outsourcers offer satisfactory levels of services, yet no one of them express extraordinary service. fundamentals of higher education as "focus of learning" have been changing over into educational businesses whenever they endeavor to win with different businesses (universities) for customers in the state of students and talented staffs ((Donaldson and McNicholas, 2004). Inside this unique situation, the effect of educational administrations as a key differentiator between institutions ends up essential in getting and maintaining a competitive boundary. Most importantly, inside the higher educational businesses, institutions branding has been developing as an essential consideration (Kotler, 1995; Paramewaran, 1995). As "oral" (WOM) is a very appropriate inside university surroundings where, because of close interactions as regular enthusiastic, individual, experiential and social exchanges, "fine or awful news" can voyage and spread quickly (Fornell et al., 1996; Gounaris, 2003). Likewise, non-scholarly effectiveness in the educational institutions can be associated with exertion of time, trade of significant data, spread of opinion, sports achievement and fruitful event management. For instance, Alumni that is well keep up by graduated students and existing students can give certainty an institutions by WOM and other accommodating endeavors. In this manner, both personnel staff and students can impact non-academic and academic effectiveness and surrenders inside an higher education institution. This output can be as proposal, and reducing in complaints (Angell et al.,

2008). The above shown discussion has proved that H5: Human resource outsourcing has positive effect on service / product value.

Organization's Employee Morale

Elmuti and Kathawala (2000) studied that one of the hazard which impact on execution and employee morale in organization is human resource outsourcing. Uprooting of employees is the aftereffect of outsourcing because human resource outsourcing is a kind of reconstruction. All organization attempt to give security, emotions and having a place and feeling of recognizable proof, if all these are frustrated then employees may feel retaliatory and angry. Babcock (2004) expressed that 33% of human resource experts tries to oppose human resource outsourcing in light of the fact that the human resource experts worried about losing their career. The organization which endeavor to outsource their representative may confront dissatisfactions by their employee. although a few study locate that human resource outsourcing may diminish institutional uniqueness and morale. As indicated by Grywalski (2001) it could enhance institutional uniqueness if organization may concentrate more on the core management in place of assist administration. At the point when educational institution give in-house benefits, the administration will be more plausible to be selective and adjusted, thus a few organizations may dread of losing their separating edge (Moore, 2002). The conclusion of above literature depicted following:

H6: Human resource outsourcing has a negative effect on organization employee morale.

H7: Human resource outsourcing has positive effect on time management and communication issues

H8: Human resource outsourcing intensity level differs between public and private organizations.

Conclusion

This study focused on the antecedents and consequences of human resource outsourcing. The research is done from the perspective of higher educational institute. The data was taken from past literature and results revealed that lacking human resource, demand for access to knowledge and risk management have positive effect on human resource outsourcing. Human resource outsourcing has a positive effect on competitive advantage, service production, time management and private publications and negative effect on employee morale. Quetta is the city of Baluchistan which is underdeveloped province of Pakistan and therefore this study was the conducted there.

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