

The Sustainability of Human Resource Outsourcing in Higher Education with Special Reference to Lucknow, Uttar Pradesh

Thesis

SUBMITTED TO
BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY, LUCKNOW

BABASAHEB
BHIMRAO
AMBEDKAR
UNIVERSITY



LUCKNOW
प्रज्ञा शील करुणा
ESTABLISHED 1996

FOR THE AWARD OF THE DEGREE OF
Doctor of Philosophy
in
MANAGEMENT

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2019

DECLARATION

I, PRIYANKA RANI, student of Ph.D. hereby declare that the thesis titled "**The Sustainability of Human Resource Outsourcing in Higher Education with Special Reference to Lucknow, Uttar Pradesh**" has been prepared by me under the supervision of Prof. M.S Khan, Professor of Department of Rural Management, School of Management Studies, Babasaheb Bhimrao Ambedkar University (A Central University), Lucknow. No part of this thesis has formed the basis for the award of any degree, diploma or fellowship previously. Further, I declare that the material embodied in the present work is based on original research work and the indebtedness to others has been duly acknowledged at relevant places.

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CERTIFICATE

This is to certify that the thesis titled “**The Sustainability of Human Resource Outsourcing in Higher Education with Special Reference to Lucknow, Uttar Pradesh**” submitted by **Ms. PRIYANKA RANI** is an original research work and has not been previously submitted in part or full for the award of any other degree or diploma to this or any other university.

The thesis submitted to Babasaheb Bhimrao Ambedkar University Lucknow satisfies all the requirements as stipulated in the *Doctor of Philosophy (PhD)* regulations - 1999 as amended in 2008/2010/2013/2016/2018 and it is fit for submission and evaluation for the award of the degree of Doctor of Philosophy of the university.

Date:

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ACKNOWLEDGEMENT

I sincerely express my deep sense of gratitude to God Almighty without whose grace and mercy I could have never come this far in successfully completing the Ph.D programme.

First and foremost, I am deeply obliged to Dr. M.S Khan, Professor of Department of Rural Management, School of Management Studies, Babasaheb Bhimrao Ambedkar University, under whose guidance and care this thesis is prepared. It has been an honour for me to be his Ph.D student. He has helped me in solving many a knotty and tricky problems in the course of my investigation. But for his continuous encouragement and motivation, I could scarcely complete the work in time. I am very thankful to him.

Many thanks to Dr. Kushendra Mishra and all the faculty members of Department of Rural Management, School of Management Studies, Babasaheb Bhimrao Ambedkar University for giving me the opportunity to pursue Doctoral Programme and support during the period of research.

Sincerest thanks is due to my parents, Sri Chandra Dev Ram & Smt. R.D. Devi, for their never ending support in all that I have done till now. Their continuous support and love is the key to all my achievements. Special thanks to my husband Dr. Awadhesh Kumar and my brothers, Praveen Kumar, Naveen Kumar and my sister Rekha Rani for their support & encouragement. Very thanks to all the teachers specially Prof. S.N. Chaturvedi and Dr. J. K. Chaudhary for their blessings and all the persons who have directly or indirectly helped me throughout this journey.

The financial assistance of the University Grant Commission (UGC-JRF) for this research is hereby acknowledged which helped me a lot in attending relevant seminars/ conferences/

workshops within and outside my native city. A special thanks to my university, Babasaheb Bhimrao Ambedkar University (A Central University), Lucknow for providing me the appropriate ambience and infrastructure for this research successfully.

I would also like to extend my gratitude to all the vendors and employees of various universities who gave their valuable time and directly or indirectly helped me to conduct this survey and research in better way.

Thank you

Priyanka Rani
PRIYANKA RANI

TABLE OF CONTENTS

Sl. No.	Chapters	Page No.
1	Introduction	1-16
2	Review of Literature	17-42
3	Research Methodology	43-52
4	Result and Interpretation	53-149
5	Discussion and Suggestions	150-181
6	Conclusion and Limitation	182-185
7	Executive Summary	186-192
	Bibliography	193-204
	Annexure-1	205-208
	Annexure-2	209-212

List of Tables

Tables	Page No.
Table 4.1.1 Percentage and Frequency of gender of the Respondents	54
Table 4.1.2. Percentage and Frequency of Marital Status of the Respondents	55
Table 4.1.3: Percentage and Frequency of Age of the Respondents	56-57
Table: 4.1.4 Percentage and Frequency of Highest Education of the respondents	58
Table: 4.1.5 Percentage and Frequency of Religion of the respondents	59-60
Table: 4.1.6 Percentage and Frequency of Caste of the respondents	61
Table: 4.1.7 Percentage and Frequency of Occupation of the respondents	62-63
Table: 4.1.8 Percentage and Frequency of Salary of the respondents	64
Table 4.2.1 Frequencies and percent of responses for Statement 1	65-66
Table 4.2.2 Frequencies and percent of responses for Statement 2	66
Table 4.2.3 Frequencies and percent of responses for Statement 3	66-67
Table 4.2.4: Frequencies and percent of responses for Statement 4	67
Table 4.2.5: Frequencies and percent of responses for Statement 5	67-68
Table 4.2.6: Frequencies and percent of responses for Statement 6	68
Table 4.2.7: Frequencies and percent of responses for Statement 7	69
Table 4.2.8: Frequencies and percent of responses for Statement 8	69-70
Table 4.2.9: Frequencies and percent of responses for Statement 9	70
Table 4.2.10: Frequencies and percent of responses for Statement 10	70-71
Table 4.2.11: Frequencies and percent of responses for Statement 11	71

Table 4.2.12: Frequencies and percent of responses for Statement 12	71-72
Table 4.2.13: Frequencies and percent of responses for Statement 13	72
Table 4.2.14: Frequencies and percent of responses for Statement 14	73
Table 4.2.15: Frequencies and percent of responses for Statement 15	73-74
Table 4.2.16: Frequencies and percent of responses for Statement 16	74
Table 4.2.17: Frequencies and percent of responses for Statement 17	74-75
Table 4.2.18: Frequencies and percent of responses for Statement 18	75
Table 4.2.19: Frequencies and percent of responses for Statement 19	75-76
Table 4.2.20: Frequencies and percent of responses for Statement 20	76
Table 4.2.21: Frequencies and percent of responses for Statement 21	77
Table 4.2.22: Frequencies and percent of responses for Statement 22	77-78
Table 4.2.23: Frequencies and percent of responses for Statement 23	78
Table 4.2.24: Frequencies and percent of responses for Statement 24	78-79
Table 4.2.25: Frequencies and percent of responses for Statement 25	79
Table 4.2.26: Frequencies and percent of responses for Statement 26	79-80
Table 4.2.27: Frequencies and percent of responses for Statement 27	80
Table 4.2.28: Frequencies and percent of responses for Statement 28	80-81
Table 4.2.29: Frequencies and percent of responses for Statement 29	81
Table 4.2.30: Frequencies and percent of responses for Statement 30	82
Table. 4.3.1 KMO and Bartlett's Test	84
Table 4.3.2: Total Variance Explained	86-88
Table 4.3.3: Statements of Sustainability of Human Resource Outsourcing with their coding	90-91

Table 4.3.4: Rotated Component Matrix	92-93
Table 4.3.5: Code and Name of the factors	93-94
Table 4.4.1: Reliability Statistics	95
Table 4.4.2: Item Statistics of SF 1	95-96
Table 4.4.3: Item-Total Statistics for SF1	96-97
Table 4.4.4: Reliability Statistics	97
Table 4.4.5: Item Statistics of Sustainable factor 2	97
Table 4.4.6: Item-Total Statistics of Sustainable factor 2	97-98
Table 4.4.7: Reliability Statistics of Sustainable factor 3	98
Table 4.4.8: Item Statistics of Sustainable factor 3	98
Table 4.4.9: Item-Total Statistics Sustainable factor 3	98
Table 4.4.10: Reliability Statistics of SF 4	98-99
Table 4.4.11: Item Statistics of SF 4	99
Table 4.4.12: Item-Total Statistics of SF 4	99
Table 4.4.13: Reliability Statistics of SF 5	99
Table 4.4.14: Item Statistics of SF 5	99-100
Table 4.4.15: Item-Total Statistics of SF 5	100
Table 4.4.16: Reliability of SF 7	100-101
Table 4.4.17: Item Statistics of SF 7	101
Table 4.4.18: Item-Total Statistics of SF 7	101
Table 4.5.1: Gender wise Mean, SR, N, t-value and p-value of sustainability factor 1	102
Table 4.5.2: Gender wise Mean, SR, N, t-value and p-value of sustainability	103

factor 2	
Table 4.5.3: Gender wise Mean, SR, N, t-value and p-value of sustainability	104
factor 3	
Table 4.5.4: Gender wise Mean, SR, N, t-value and p-value of sustainability	105
factor 4	
Table 4.5.5: Gender wise Mean, SR, N, t-value and p-value of sustainability	106-107
factor 5	
Table 4.5.6: Gender wise Mean, SR, N, t-value and p-value of sustainability	108
factor 6	
Table 4.5.7: Gender wise Mean, SR, N, t-value and p-value of sustainability	109
factor 7	
Table 4.5.8: Gender wise Mean, SD, N and SR comparison (Independent sample t test)	110-111
Table 4.5.9: Gender wise Independent sample t test	111-114
Table 4.6.1: Marital status wise Mean, SR, N, t-value and p-value of sustainability factor 1	114
Table 4.6.2: Marital status wise Mean, SR, N, t-value and p-value of sustainability factor 2	115
Table 4.6.3: Marital Status wise Mean, SR, N, t-value and p-value of sustainability factor 3	117
Table 4.6.4: Marital Status wise Mean, SR, N, t-value and p-value of sustainability factor 4	118
Table 4.6.5: Marital Status wise Mean, SR, N, t-value and p-value of	119

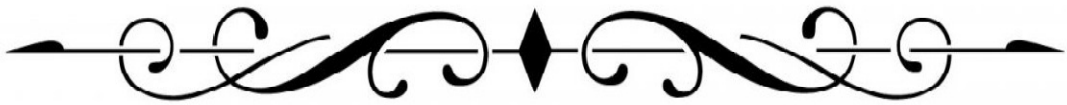
sustainability factor 5	
Table 4.6.6: Marital Status wise Mean, SR, N, t-value and p-value of sustainability factor 6	120-121
Table 4.6.7: Marital Status wise Mean, SR, N, t-value and p-value of sustainability factor 7	122
Table 4.7.0: Mean (\pm SE) of different age group of SF	123-124
Table 4.8.0: Mean (\pm SE) of different educational qualification group of SF	129-130
Table 4.9.0: Summary of one Anova of Sustainability of the outsourced Human Resource	137
Table 4.10.0: Mean (\pm SE) of SF of salary of outsourced human resource	144

List of Figures

Figures	Page No.
Fig: 4.1.1 Gender of the respondents	54
Fig: 4.1.2 Marital Status of the respondents	56
Fig: 4.1.3 Age of the respondents	57
Fig: 4.1.4 Educational Qualification of the respondents	59
Fig: 4.1.5 Religion of the Respondents	60
Fig: 4.1.6 Caste of the Respondents	62
Fig: 4.1.7 Occupation of the respondents	63
Fig: 4.1.8 Salary of the respondents	65
Fig.4.2.3 Scree Plot	89

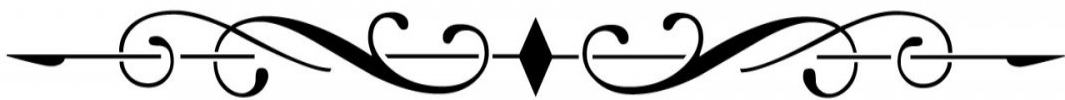
List of Abbreviation

KMO	Kaiser -Meyer-Olkin
HR	Human resource
HRO	Human resource outsourcing
ANOVA	Analysis of variance
OC	Organizational commitment
QWL	Quality of work life
RM	Research methodology
OBC	Other backward class
SC	Schedule Caste
SF	Sustainability Factor



CHAPETR-1

INTRODUCTION



1.1.0 INTRODUCTION

Since the phrase “Survival of the fittest” mentioned by Herbert Spencer after reading the ‘Origin of species’ of Charles Robert Darwin after a long observation made by him on various kind of competitiveness occurring in the nature. The same activities are happening in every field of human life including their survival, jobs, industries, education, commerce & trades, etc. Thus, to survive in a competitive global market and to accomplish long term growth, any organizations need to develop and focus on their core competencies (Kirchner, 2006; Li-Hua & Simon, 2007; Merrifield, 2006; Potkány, 2008). Moreover, organizations always need careful planning and strategy implementation to increase productivity levels and to change the beliefs, attitudes and values of employees (Hirshman, Cords and Hunter, 2005). Hence, employees will then be in a better position to adapt to new technologies and future challenges (C.C. Thomas, 2005).

Human resources are the people who work in an organization. Human resource management refers to the policies and practices involved in carrying out the ‘people’ or human resource aspects of a management position, including recruitment, screening, training, rewarding and appraising (Chandrika 2015). Earlier this management was done by the organizations self but it requires a department to do all the above procedure to get the human resource in their organisaion.

The research was done on the topic “The sustainability of Human Resource Outsourcing (HRO) in Higher Education with special reference to Lucknow, Uttar Pradesh”. The Sustainability was studied with the help of Quality of Work Life and

Organisational Commitment of outsourced employees working in Higher Education.

Quality of Work Life was studied with three variables were as following:

- (a) Quality of Work Life related to Salary,
- (b) Quality of Work Life related to Working condition, and
- (c) Quality of Work Life related to Social integration at work place.

Organisational Commitment was studied with its three components were as following:

- Affective Commitment
- Continuance Commitment
- Normative Commitment

India is second largest populated country in the world after China. Because of the population, trend of working in organization is transforming in present time. It has brought an organized competition in the organization based on cost, efficiency and effectiveness. These are the important factors behind inclination towards the contractual jobs instead of permanent jobs. There is major source of such men power provided through outsourcing. It has provoked the situation of insecurity of job and equitable honorarium. Due to this, the employees are deprived of appropriate job satisfaction. Therefore this study was undertaken to given above major criteria of this research to understand the sustainability of outsourced employees in Higher Education.

Under the study there are two factors plays crucial role in this study. They are as follows:

- OC studies
- QWL studies

1.2.1 SUSTAINABILITY

The sustainability means the ability to be maintained at a certain rate or level. The nexus between sustainability and outsourced human resources is an intangible one (ICAEW, 2004). As sustainability defines the relationship among the employees, employer and the department where the employees are working in the case of outsource human resource. The candidate search is done by the vendor who provides the human resource to the department as per their requirements. So it seems that there is need of sustainable system in the organization who outsource HR. The outsourced HR has to answerable towards the two authorities one who has recruited them and second where they are working with. They have to work according to the two authorities which them in dilemma. In other words it can be said that they are being controlled by two bosses. On the basis of one complaint they may be fired by vendor to satisfy the contractor. They may be replaced very frequently to get the job done without knowing the consent of the employee. Their study is indispensable to understand the system through they are being governed.

This is very essential to know the reason behind this new system because a mass has been pushed to work in this system. A system is a group of interdependent and interrelated subsystems comprising a coherent entity; and functions together as a whole to accomplish sustainable development (ICAEW, 2004). Human Resource Outsourcing is one of the best examples which one is being used to maintain the sustainable development in the organisations now these days. Higher Education is also not untouched. Services were being outsourced was very common but the Human Resource is in trend to keep away burden of recruitment and selection from the administration. So this sustainable system is going to help them.

Sustainable systems present the highest level of activities required in order to make progress towards sustainable development. The achievement of such objectives demands a change in thinking patterns, and lifestyles (ICAEW, 2004). The term systems incorporates Responsible care, Sustainable development of Outsourced Human Resource and Sustainable quality of work life then it will lead to well committed human resource. This system creates potential in human resource which is posing new kind of rivalry among the contracting vendors. Now the vendor has to take care of the human resource from their recruitment to termination. So, the sustainability of outsourced human resource is popular issue that has to be studied to understand their situation regarding salary, working environment, social status, facilities, relationship, growth, development and their satisfaction the commitment towards the employer and vendor. However the vendors are providing a platform for working in the organized environment for the beginners.

1.2.2 QUALITY OF WORK LIFE- MEANING AND DEFINITIONS

In the year 1970s, the concept of Quality of Work Life (QWL) was evolved which aims at integrating the social and psychological needs of employees of the organisation, the distinctive necessities of a particular technology, the structure and processes of the organisation, and social, cultural environment. Many dimensions of work were included in starting phase of development of concept of quality of work life.

The more significant programmes to humanise the workplace includes sufficient and reasonable compensation, development of human abilities, growth and security, safe and healthy work environment and social integration in work environment, work and total life space, constitutionalism, and social relevance of work life. However, the modern

concept of quality of work life is to create a climate at the workplace so that human-technological-organisational interface leads to a better quality of work life.

J. Richard and J. Loy said "QWL is the degree to which members of a work organisation are able to satisfy important personnel needs through their experience in the organisation."

D.S. Cohan explained quality of working life as "a process of joint decision-making, collaboration and building mutual respect between management and employees."

According to Skrovan, "QWL is a process of work organisation which enables its members at all levels to actively participate in shaping the organization's environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organisation and improved quality of life at work for employees".

Analysing the above definitions it was found that QWL is not only concerned with workplace environment in the organisation. Mere providing various facilities in the workplace can't be taken as QWL to the employees but it is beyond this criteria. The basic personal needs of employees and assisting the employees to maintain a balance between work and personal life, helping the employees to lead a decent life in the society and empowering the employees to achieve the basic personal needs can be counted under QWL to the employees. In nutshell, let the employees to feel comfort and happiness by providing friendly environment in the workplace and taking care the behaviorally and psychological well-being can be considered as QWL.

A Quality of Work Life is a philosophy, and a set of principles, where that people are the most key resource in the whatever organization as they are responsible, and capable of a creation the important contribution , trustworthy, important contribution and they should be treated with as dignity and respect. The elements which are pertinent to an

individual's Quality of Work Life that include the task, the corporeal work atmosphere, social environment in the organization, administrative system and association between life on and off the job. Quality of Work Life consists of those opportunities for active involvement in the group working arrangements or difficulties solving that the mutual benefit to employees or employers, are based on labour their management cooperation. People also conceive of Quality of Work Life where as a set of methods, such workgroup are as autonomous, the aim of boosting the job satisfaction and enrichment, high-involvement aimed to increase the productivity of workers. QWL is required to develop of employee's commitment towards the organization and an environment in which this commitment can flourish is most important factor sustainability of employees in the organisation. Thus, Quality of Work Life is a wide-ranging construct that includes an individual's job related factor that leads employees towards their welfare and overall development. As the extent of time spend work experiences gained, stability in working condition which is fulfilling personal needs and devoid of stress and various negative personal consequences that create organisational commitment in the mind of employees for their organisation. Quality of work life refers to the favorableness or favorableness of the work environment (DeCenzo and Robbin, 2004).

1.2.3 ORGANISATIONAL COMMITMENT

The concept of organisational commitment as gained much attention in the field of management and behavioural sciences because of the expected outcomes of commitment. (Mathieu and Zajac (1990) and Meyer and Allen 1990). The nature and idea of the organisational commitment is that a person has a sense of commitment towards their organisations. In the organizations where HR outsourcing is being used, the vendor is

important factor in deciding the Commitment of the employees. The organization have their HR department, the employees are completely devoted towards the “one organization”. But in the case of HR Outsourcing the salary is provided by the vendor so the employees are more inclined towards the vendors. This makes a certain division of commitment into organizational commitment and vendor commitment.

Individual join formal organisations to satisfy their own objectives and goals while adding to the betterment of the organisation. The relationship of a person with the utilizing framework appears as a trade relationship. Both the framework and the individual anticipate a commonly gainful trade. The idea of their conduct is molded by the sort and force of this trade. Researcher and scientists in the field of authoritative conduct have been spending incalculable hours in breaking down the flow of this relationship.

There have been found two types of researches of commitment on the basis of approaches. They are attitudinal approach as well as behavioural approach of commitment. According to the attitudinal approach, commitment develops as a result of some combination of work experiences, perceptions of the organisation and personal characteristics, which lead to positive feelings about an organisation, which in turn becomes commitment (Mowday Porter and Steers 1982).

Further explanation is offered under the guise of exchange theory in which persons with positive attitudes are predisposed to offer commitment in exchange for anticipated future rewards (Angle and Perry 1983).

In the behavioral approach, a person attains a state or position of commitment as a result of engaging in committing behaviors in effect, makes it costly to subsequently reverse a position or disengage from some line of activity. Salancik (1977) articulates the behavioural approach in the phrase "To act is to commit oneself," Committing act could

include building up a non-transferable retirement fund, accruing vacation time, gaining academic tenure or making statements in support of certain issue or objective.

If organisational commitment succeeds, one will continue with the organisation. Vice versa, if professionalism increases, one may leave the organisation to ascribe better heights in the profession. The organisation will be at a loss if its experienced and trained professional leaves the organisation. Hence, it may not always be prepared to lose its professionals. This becomes an interesting phenomenon, interestingly enough, as the tendency to go and stay oscillates across the different personal, structural and occupational specializations.

Organizational commitment is an attitude and behavior which give a picture of the strengths of the linkage between an employee and an organisation and towards each other. This strength is that provide long lasting relationship of an employee for their organisation and to perform their duty. The commitment decides that employee will remain with the organisation or not. John Meyer and Natalie Allen have identified three very different types of organisational commitment. Affective commitment is believed to emerge from the kinds of positive experiences associated with the attitudinal process of development.

Affective commitment is a commitment based on a identification of person and his involvement in an organisation. People with high affective commitment want to stay with an organisation because they like to remain as part of it. Continuance commitment is the type of commitment on the basis of costs that would be incurred to leave the organisation. Normative commitment is a commitment based on ideology or a feeling of obligation to an organisation. People with high normative commitment stay with an organisation because they think that they should do so.

1.2.4 HUMAN RESOURCE OUTSOURCING

HRO is a common practice in India in every sector like Information technology, medical, and even in higher educations. Now a day's almost all industries, institution private, public and government sector are partially or completely involves the HRO in their organisation. At one time an organisation may have many different human resource activities so it is hard to divide it just with all outsourcing or all not outsourcing (Zhao et al). Outsourcing is practice among both private and public organisations. It is a major element of business strategy adopted in various organisation (Kremic, 2004). Widespread practices of HRO in almost every organisation due to its various benefits such as cost, strategy, politics as stated by Tiber Kremic in 2004. The results of HRO because of several reasons like as “the first was to reduce the costs, the second to provide quality support for its employees and the third was to focus on its core HR strategies, and offload the time consuming administrative work(Belcourt M, 2006).” Much of the literature identifies desire to save cost as an explanation for why outsourcing occurs (Arnold,2000; Aubert et al., 1996; Bienstock and Mentzer, 1999; Bergsman,1994; Brandes et al., 1997; Fan, 2000; Kriss, 1996; Larhoven et al.,2000; Vining and Globerman,1999; Willcocks et al.,1995;)

“The level of outsourcing has increased phenomenally across some of the prominent sectors in the last two decades. Mol (2007) finds three waves of outsourcing which have affected globalization and technological changes: a) Manufacturing Processes Outsourcing, b) Information Technology Outsourcing, and c) Business Process Outsourcing (Mol, M.J. 2007).

The human resource outsourcing (HRO) industry in India is at a crucial juncture in its short history. Organizations are increasingly taking up HRO as an opportunity to

streamline processes, reduce costs, get access to the latest technology and tools, consistently achieve better quality, and align human resources with the overall business as quickly as possible. On the other hand, providers are seeking to optimize the quality of services to their clients at a cost that still allows for a profit. Reshaping the business model in a way that benefits both buyers and suppliers is critical to the survival of the industry. Most executives view outsourcing merely as a source of cost reducing. The greatest savings are expected to come from lower labor cost and reduced project timelines. However, outsourcing also creates new challenges and expenses for the organization involved. Those may include vendor selection costs, legal costs, costs of transition and many others. That is why despite the evidence of possible major up-front cost savings many outsourcing vendors have yet to prove that they are able to provide positive ROI in a complex project. The study analyzes the different criteria for outsourcing, highlighting dimensions other than simply cost reduction. Outsourcing is rapidly changing the shape of the modern industry. It is important for companies not to underestimate the speed of this process and seize the opportunities and benefits it offers. This study also analyses the driving factors that encourage companies to make a decision to outsource its human resource function.

1.3.0 RESEARCH GAP

Outsourced employees are those human resource were very commonly seen in the universities of Lucknow. Most of the researches and studies have been conducted on "Organisational Commitment, Quality of Work Life and Human resource Outsourcing" these topics have undertaken separately or with different factors. This study was completely related to outsourced employees in Higher Education. Since this study was directly related with human resources, the factors used to determine the sustainability of the outsourced employees in the Higher Education. The study of sustainability of the HRO was

done by the quality of work life and organizational commitment. Quality of work life provided to the employee was studied to understand the condition of the employees in their organizations and how they were treated in their organizations via various factors that are related to them in the Departments. As the QWL was completely related to the betterment of the employees and the factors of QWL had great impact on the employees. To enhance the QWL, how the Department and the Vendor play their roles. According to the QWL this research understand the impact of the HRO on the Employees. This present the aspect of the employees in the Department where these have to compete the permanent employees were working under the same circumstances.

Another aspect of this research was that to understand the impact of the HRO employees on the development of the department which was studied with OC of the outsourced employees requirement of employees working in the various organisations. This study has taken many latest factors which affect the QWL of employees. Further, a significant number of studies have been done on QWL in the banks, hospitals and PSUs. Only a few studies have been conceded in the service sector. But now this present study was also a small contribution to service sector which was carried out in the Higher education. But the exclusive studies on QWL of outsourced employees are very easily found in the organisations. The present study attempts to cover exhaustively the QWL and Organisatioanal Commitment of outsourced employees in the select Higher education.

1.4.0 RATIONALE

The review of literature was conducted by researcher in the current research has prepared the foundation of this study. This research is important because the QWL has great impact on OC. Both of them are interconnected and have various effects progress of

the employees in the Higher Education. Every employee has their own level of commitment towards their organisation. But study of OC of the outsourced employees in the higher education is unique for this study. Outsourced employees generally found that they have contract of 11 months. Do they get the same level of QWL as the other employees enjoying in their organisation? This study was to understand the organisational commitment and quality of work life of the outsourced employees in Higher Education to understand their sustainability overall.

1.5.0 STATEMENT OF THE PROBLEM

At the time of data collection researcher faced certain technical problems which have affected this research. Most of the respondents faced time scarcity to provide their data through questionnaire during the working hours. To overcome this problem researcher had to visit many times personally to get the data. In this process the research used to take more expenses in the form of time and money. Respondents hesitate to provide their views because there was fear of losing their job in their mind from both the parties. Some of them denied completely filling the questionnaire. Respondents were faced language problem regarding the statements of the questionnaire so they took more time to understand it and to fill the questionnaire properly. It was solved by using Hindi and English the language in the questionnaire.

1.6.0 OBJECTIVE OF THE RESEARCH

The following were the objectives.

1. To study the interrelationship among variables of the sustainability of human resource outsourcing.

2. To compare the mean score of the Sustainability Factors of the Gender, Marital Status of Human resource outsourced in Higher Education.
3. To compare the mean score of the Sustainability Factors of the Age, Highest Education, Experience, Occupation and Salary of Human resource outsourced in Higher Education.
4. To study the driving factors those promote HR outsourcing in Higher Education.
5. To study the effectiveness of HR Outsourcing Activities in Higher Education.

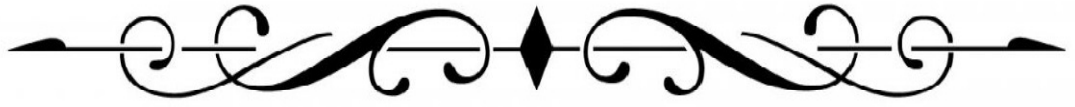
1.7.0 HYPOTHESES OF THE STUDY

1. **H0:** There is no statistically significant interrelationship among variables of the sustainability of human resource outsourcing.
H1: There is statistically significant interrelationship among variables of the sustainability of human resource outsourcing.
2. **H0:** There is no significant difference in the mean scores of sustainability factors of male and female of outsourced Human Resource in Higher Education.
H1: There is significant difference in the mean scores of sustainability factors of male and female of outsourced Human Resource in Higher Education.
3. **H0:** There is no significant difference in the mean scores of sustainability factors of marital status of outsourced Human Resource in Higher Education.
H1: There is significant difference in the mean scores of sustainability factors of marital status of outsourced Human Resource in Higher Education.
4. **H0:** There is no significant difference in the mean scores of sustainability factors of age of outsourced Human Resource in Higher Education

- H1:** There is significant difference in the mean scores of sustainability factors of age of outsourced Human Resource in Higher Education
5. **H0:** There is no significant difference in the mean scores of sustainability factors of education of outsourced Human Resource in Higher Education
- H1:** There is significant difference in the mean scores of sustainability factors of education of outsourced Human Resource in Higher Education
6. **H0:** There is no significant difference in the mean scores of sustainability factors of experience of outsourced Human Resource in Higher Education
- H1:** There is significant difference in the mean scores of sustainability factors of experience of outsourced Human Resource in Higher Education
7. **H0:** There is no significant difference in the mean scores of sustainability factors of occupation of outsourced Human Resource in Higher Education
- H1:** There is significant difference in the mean scores of sustainability factors of occupation of outsourced Human Resource in Higher Education
8. **H0:** There is no significant difference in the mean scores of sustainability factors of salary of outsourced Human Resource in Higher Education
- H1:** There is significant difference in the mean scores of sustainability factors of salary of outsourced Human Resource in Higher Education

1.8.0 CHAPTER PLAN

CHAPTER 1	INTRODUCTION
CHAPTER 2	REVIEW OF LITERATURE
CHAPTER 3	RESEARCH METHODOLOGY
CHAPTER 4	RESULT AND INTERPRETAION
CHAPTER 5	DISCUSIONS AND SUGGESTIONS
CHAPTER 6	CONCLUSION AND LIMITATION
	BIBLIOGRAPHY



CHAPETR-2

REVIEW

DE

LITERATURE



2.1.0 INTRODUCTION

The rationale, objectives and hypotheses have been given in Chapter 1. This present chapter is devoted to review literature. It has been presented under different captions like, the Organisational Commitment, Quality of Work Life. These were researches related to the Organisational Commitment and Quality of Work Life to understand the level of sustainability are as following. Chapter 2 describes the review of literature on Quality of Work Life. It carries a historical review, theoretical background and empirical findings established academic literature of both the variables and its related factors. The brief reviews of literature were given below:

2.2.0 HUMAN RESOURCE OUTSOURCING

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). 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).

In Canada expenditure on HR 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 outsourcing has risen from \$90 million in 2006 to \$1.9 billion in 2007, and continues to grow rapidly (Young L., 2007).

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).

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.

Datar (2003) proposes that some internal activities of the HR function are not core business and could be either permanently or temporarily outsourced.

Greer, Youngblood and Gray (1999) therefore suggest that outsourcing HRIS to a provider is a cost-effective strategy.

Vemula, H. (2012) studied about the real concept of outsourcing especially human resource outsourcing at different level, its present and future trends in the world and so forth. Reduction in cost and improvement in the efficiency is required so that the organisations can think of outsourcing their recruitment activities and concentrate on their core activities. Human Resource Outsourcing (HRO) has come to the surface of business life as a solution. These Multi-national companies decisive to outsource its Human Resources Operations, they had only one major goal in mind and that is cutting their costs. They have decided to outsource end-to-end human resource operations to third party and today it has become the greatest of exposures.

2.3.0 LITERATURE RELATED TO ORGANISATIONAL COMMITMENT

Be loyal to the company, and the company will be loyal to you, a credo emblematic of bygone era obviously understates the complexity involved in a person's attitude toward and behavior within his or her employing organization (Mowday, Porter, & Steers, 1982). The term commitment also nicely explained by Oxford Dictionary as "engagement or involvement that restricts freedom of action". In the same line some researchers were also defined the Organizational commitment as 'the relative strength of a worker's identification with and involvement in an organization' (Porter, Steers, Mowday & Boulian, 1974); (Tett& Meyer, 1993). Over all, the Organisational Commitment: A) Conceptual Organisational Commitment (OC) is defined as the psychological attachment with an organisation, which is partisan and affective. B) Operational OC is defined on the sum total of job involvement, loyalty feeling and organisational identification expressed by the respondent. Formal organizations are capable to fulfill needs of every employee in respective manner. Individuals join formal organisations to fulfill their personal goals and objectives while contributing to the betterment of the organisation. The relationship of an individual with the employing system takes the form of an exchange relationship. Both the system and the individual look forward to a mutually beneficial exchange. The nature of their behaviour is shaped by the type and intensity of this exchange. Theorists and researchers in the field of organisational behaviour have been spending innumerable hours in analysing the dynamics of this relationship.

Moreover, the Organizational commitment is the study of beliefs, attitudes, and behaviors displayed by employee at his workplace. Sometimes behavioral scientists argue that managers who know why workers behave the ways they do are better equipped to motivate

employees to contribute to the achievement of organizational goals. In addition to this the clear observation made by Maxwell (1999) that, it is commitment that gets the job done. This intense dedication is more powerful than our best intentions, willpower, or conditions. Further, he also stated that without commitment, influence is minimal; barriers are unbreachable; and passion, impact, and opportunities may be lost. Henceforth, it is clear with the studies done by Meyer and Allen (1997) that all dimensions of commitment distress a relationship between an employee and an organization and an employee's desire to remain in the organization or to abandon it, and finally they also found that the strength of each dimension is conditioned by different factors.

Continuance commitment refers to an awareness of the costs associated with the organization and normative commitment is stated to reflect a feeling of obligation to continue employment. The study also has suggested that affective, continuance and normative commitments should be considered as components rather than types of commitment as the employee relationship with an organization could reflect varying degrees of all the three. Sharma and Singh (1991) in a comparative study of one public sector and another private sector organization in Western India to find the factors involving affective commitment of Indian managers, have observed that situational factors such as job characteristics and various dimensions of organizational climate have a decisive role to play in influencing OC in conjunction with certain personal attributes. Becker (1992) preferring the multi-constituency approach similar shown that employees commitment to top management, supervisors and workgroups contributed significantly beyond OC in the prediction of certain consequences like intention to quit, prosocial behaviors etc. Grover (1992) in a study of the relation between the level of education and professional

commitment and behavior similar found that attitudinal commitment to the profession did not differ significantly among nurses holding different levels of education. Bourantas and Papalexandris (1992) have studied variables affecting OC in a comparative study of private versus publicly owned organizations in Greece and found that OC among managers in the public sector was lower than that of private sector. The study has revealed that both the type and size of an enterprise as well as the organization culture could affect the OC of the managers.

Considering the previous studies, there are a number of similar studies were done by many researchers from various industries in the field of Organisational Commitment. But, still very few attempts has been made to study the organisational commitment in the banking sector, which covers all private banks including old and new generation banks. McCaul, Hinsz and McCaul (1995) have found out that OC could be conceptualized as employees global attitude towards the organization. The study supported the view that attitudinal commitment is related to retention and behavioral commitment is related to performance. Huselid (1995) and MacDuffic (1995) have studied the effects of HRM systems on OC. Mignerey, Rubin and Gordon (1995), and Ashforth and Saks (1996) have studied the effects of socialization and training on OC. It is suggested that commitment can be affected by training experiences, which, in turn, can influence employees motivation for future training. Biswas and Balaji (1996) in a study of belief in co-operative values congruence was positively related to behavioral intentions and satisfaction measure but not to OC measure. The direction of value congruence is more important in reflecting positive employee attitude. Lund and Barker (2004) have conducted a study on OC of expatriate managers in China. OC was found to be increased most likely as the expatriates improve

their managerial effectiveness through promoting organizational and cultural harmony, maintaining supportive spousal/familial relationship within the organization.

In connection with OC it was observed that, there has been significant review on the organizational commitment literature from the strategies or plan proposed by Becker (1960) through Meyer and Allen (1991) and Meyer and Herscovitch, (2001). To measure organizational commitment Meyer and Allen (1997), developed the questionnaire for getting the detailed observation of the employee at their work performance. Further, 5-point Likert scale (1=strongly decrease, 5=strongly agree) to measure the work performance successfully developed by Kirkman and Rosen (1999); Sigler & Pearson (2000). Even a critical review on Meyer and Allen model of Organizational Commitment where they mentioned their three-component model of organizational commitment which becomes the dominant model for study of workplace commitment has been made by Stephen Jaros (2007). Recently lot of others researches have also been carried out the extensive survey of previous finding on Organizational commitment and compiled the comparative approaches on their views and findings; like Ghosh and Swamy(2014) and Radosavljević, Čilerdžić, and Dragić (2017) did the same. Thus, based on previous study in the field of organisational commitment and the various studies relating to organizational commitments in educational system as well as other industries were comprehensively summarized as follows:

Estiningtyas et al., (2018) analyzed the effect of locus of control and self-efficacy on the employee performance with organizational commitment. Their findings showed that the locus of control and self-efficacy had a positive and significant effect on organizational commitment as well as it had positive effect on employed performance too. Additionally,

Organizational commitment is also established to have a mediating role and it could be a factor for encouraging employee performance improvement.

Metin and Asli, (2018) determined the impact of organizational commitment on employees' work performance by taking the sample number 329 of employees working in businesses operating in Konya Chamber of Commerce and Industry in Turkey. They reported that the affective commitment had a significant and positive impact on work performance, whereas normative commitment and continuance commitment had no significant effect on work performance.

Wael S Zaraket, (2018) explored the historical development of organizational commitment and link this with employer branding, where he delivered a new field of study to human resource management which can enhance the understanding of the relationship between organizational commitment and employer branding.

Nacpil and Lacap, (2018) evaluated the level of job satisfaction and organizational commitment to the employees of a government agency in Region III, Philippines. Through sampling technique and descriptive research design they were identified the respondents and applied the t-test, ANOVA, and Pearson correlation. Their findings revealed that significant differences exist in the level of job satisfaction when grouped according to sex, years of service, and age; whereas, significant differences recorded on basis of years of service and age. Moreover, the significant and positive correlation was also found in their job satisfaction and organizational commitment relationship.

Cherian et al., (2018) investigated the relationship of nurses' organizational commitment with their selected demographic characteristics and finally to evaluated the relationship between nurses' organizational commitment towards their organization and their job

satisfaction at Dubai hospital. The findings shown that majority of nurses (96%) were keen to recommend the organization to others. The nurses (65.2%) with 21-25 years of experience reported for high job satisfaction levels and they wanted to stay till retirement ($p= 0.006$). Purpose to leave organization rises between age of 26 and 45 and steadily falls thereafter until retirement ($p= 0.00$). Whereas, 56.6% of nurses with experience between 0 to 5 years wanted to leave the organization. Overall, Nurses from all age groups favored moderate levels of commitment towards the organization (90.8% for Affective, 80.8% for continuance and 92.4% for Normative Commitment).

M. SaitDinc, (2017) analyzed the relationships between variables by using factor analysis, reliability tests, descriptive statistics, and correlation and regression analyses. There were total of 437 surveys were collected from employees who were working in furniture manufacturing firms in Federation of Bosnia and Herzegovina. The study resulted that “affective” and “normative commitments” have effects on overall job satisfaction. Moreover, the study also suggested that companies which manufacture furniture in Federation of Bosnia and Herzegovina can improve employees’ job performance by influencing their job satisfaction.

Peng et al., (2016) examined the mediating effects of organizational commitment and job satisfaction in the core self-evaluations and job burnout relationship where the findings showed that the identified variables are highly correlated and organizational commitment and job satisfaction significantly arbitrate the relationship of core self-evaluations and job burnout.

Mousa and Alas, (2016) found that teachers’ normative commitment was higher than both their affective and continuance commitment. Further, the analysis of the interviews showed

that workplace spirituality dimensions, cultural diversity aspects, uncertainty issues, and organizational culture traits were the main determinants of teachers' organizational commitment.

Sharma and Sinha, (2015) point out that an increase in employees' age and tenure within organizations raised their perceived cost of leaving and they may also think about their pension, knowledge, job security, and unused vacations upon considering the decision to leave their jobs.

Jayarathna SMDY, (2015) investigated the organizational commitment of academics in Sri Lanka by data collection from 136 reputed academic institutions in Sri Lanka through a self-administered questionnaire. The data were analyzed by a measure developed by Allen and Meyer (1990) to measure affective, continuance and normative commitment. Further, the results showed that there were moderate commitments are exhibited by the academics. This emphasized that the academic institutions need to focus more on developing policies and strategies in enhancing the organizational commitment among the academics where it could create good citizens with extra ordinary knowledge. Moreover, study also revealed that there was no any significant difference found between the organizational commitment level of married and unmarried respondents.

Alade et al., (2015) examined the effect of organisational commitment on job satisfaction among security operatives working in Nigeria universities. There were three hundred (300) security operatives sample were selected from both public and private universities in Kwara State. They revealed that these security operatives, a positive relationship existed between organisational commitment and job satisfaction with affective commitment having

little or no significant relationship and continuance commitment having significant positive relationship.

Anttila, (2014) has made the study to find out the factors affecting employees' organizational commitment within the case organization as well as to know the some strengths and weaknesses in a company. Her findings stated that the employees' organizational commitment is a complex matter; and company has also important role in it, moreover, the factors regarding the organization are not only ones affecting this. Further, study was strongly indicated that the work community and the characteristics of one's work have major impact on one's organizational commitment. Though, organization and the culture create the location for these to be good.

Agata Wołowska, (2014) worked on psychological predictions in organisation, and showed that the psychological climate affects significantly the level of each of the three components of organizational commitment. However, Psychological safety is also a significant predictor for commitment components, but only in a private company. At the same time, correlation level of components particularly related to commitment with psychological safety differs substantially.

Tabatabaei et al., (2013) investigated the relationship of job satisfaction and demographic factors and revealed that there was a correlation between job satisfaction and respondents' sex, age, and education. Additionally, he was also found out that significant differences in job satisfaction be real when respondents are grouped based on sex, marital status, employment status, and salaries.

Azeem, (2010) made the study on relationship of demographic variables, job satisfaction, and organizational commitment. His findings revealed that job satisfaction and organizational commitment of the respondents were at moderate level, but positive relationships also existed among the identified variables. Moreover, it was also indicated that the organizational commitment depend on regular supervision, pay, overall job satisfaction, age, and job tenure.

Conway and Monks, (2009) conducted a research to explore the linkages between employee attitudes to HR practices and organizational commitment.

Özutku, (2008) revealed that there was a positive and significant relationship between affective commitment and continuance commitment and work performance among factory workers, but there was no significant relationship between normative commitment and work performance.

Uygur, (2007) demonstrated a study on bank employees and stated that there was a positive relationship between organizational commitment and employee performance.

Hisrich et al., (2007) reported the various factors that affect organizational performance and these factors were motivation, organizational culture, compensation, Locus of Control, job satisfaction, discipline, work environment and organizational commitment.

Smeenk et al., (2006) in their study on the effects of HRM practices and antecedents on organizational commitment among university employees have observed that the separatist faculty decentralization, compensation, training/ development, positional tenure and career mobility have significant effects. Age, organizational tenure, level of autonomy, working hours, social involvement and personal importance significantly affects the employees□

organizational commitment in the hegemonies faculty. Participation, social interactions and job level are factors that are important in both faculties. The findings indicate that the set of factors affecting the organizational commitment of employees differs between the separatist and hegemonies faculties.

Vanitha et al., (2006) in a study of sex impact on OC and stress among Information Technology (IT) professionals failed to find any significant difference between male and female IT professionals.

Kinnie et al., (2005) studied the effect of HR practices on organizational commitment by dividing employees into three groups such as workers, first-line managers and professionals. They found that there were three common factors shaping all of their commitment; those were rewards and recognition, communication and work-life balance.

Tekleab et al., (2005) found that the employees who came to know that they invested their valuable services on behalf of the employing company which did not return the commitment try to restore the balance lost by lowering the level of their organizational commitment.

Muthuveloo and Rose, (2005) in a study on antecedents and outcomes of OC among Malaysian engineers focusing on the three components of OC like affective, continuance and normative commitments have concluded that positive employee perception enhances OC, which, in turn, leads to positive organizational outcomes.

Vashishta and Mishra, (2004) have studied the relative contribution of social support and occupational stress to OC of supervisors and reported that social support and occupational stress significantly predict the degree of OC.

Gautam et al., (2004) have studied the conceptual differences between OC and identification. Identification was found to be distinguishable from four related commitment concepts (i.e., affective, continuance, normative and attitudinal commitments).

Sandra et al., (2004) reviewed the structured literature on organizational commitment in the workplace and they found that the work place used to provides a new way to look at commitment through levels, elements, antecedents and consequences of organizational and individual commitment.

Van der Velde et al., (2003) demonstrated that workers who were in the initial stage felt relatively less committed to the organization as compared to those in their middle and final career stages. Further, he declared that workers in the last stage of their career may be more committed than at the earlier stages of their career life.

Gallup, (2002) estimated that actively disengaged workers cost the U.S. economy up to \$350 billion per year. However, employee commitment has a positive impact on organizational and individual performance and job satisfaction; low levels of commitment existed in most industries.

TNS Worldwide, (2002) survey also shown that more than a third of employees worldwide admitted to having low levels of commitment to the job and the company and as an alternative are more committed to their careers. Further, it reported that only one in twelve (8%) are 'company-oriented' employees, predominantly committed to their company.

Shepherd and Mathews, (2000) reported that as a person worked for an organization for a longer time, it automatically generated a psychological attachment towards the

organization which enhanced the satisfaction as well as and the loyalty towards the organization and slowly it reduces the absenteeism and turnover.

Rai and Sinha, (2000) have found out that the supervisors' transformational style has significant relationship with OC and the facilitating climate enhances the strength of association of leadership with OC.

Camilleri, (2002) has found out that the higher the position tenure in the organization, the higher will be the degree of overall OC, continuance and normative commitments. The study also has concluded that the degree of the individual, level of ambiguity, conflict and overload role states.

Iverson and Buttigieg, (1999) found organizational commitment to be affected by promotional opportunities and the fact how well employees' ideas are received, which was the same what Kinnie et al. (2005) referred to when talking about communication.

Iverson and Buttigieg, (1999) reported that academics with increased family responsibilities may possible to select family needs over the organizational needs to resolve the work family issues.

Glisson and Derrick, (1999) in their study of 319 human service organization workers have analyzed the effects of multiple predictors on commitment. They showed that leadership and organization's age are the best predictor of commitment.

Currivan, and Brain, (1998) have analyzed the casual relationships in a model of organizational commitment. The studies present a model emphasizing the casual relationships among workplace structures and organizational commitment. Among the

various work place structures, the analysis reveals routine, co-workers support, supervisor support, and distributive justice exert the strongest influences on teacher commitment to their schools. Environmental conditions like job opportunities and union participation consistently influence school commitment. The findings support a basic assumption that structural, environmental, and dispositional factors combine to shape employees commitment to school.

Binu, (1997) studied relationship by the objective of “To understand the level and dynamics of the commitment of professionals - Managers, Consultants, and Scientists - to their respective organisations.

Mayer and Allen, (1997) have found that age is positively correlated with affective and normative commitment, but not with continuance commitment. As with employee age and gender, it is difficult of offer an unequivocal interpretation of the finding. Employees need to acquire a certain amount of experience with an organization to become strongly attached to it or retrospectively develop affective commitment to their organization.

Nortcraft and Neale, (1996) have concluded that organizational commitment is determined by a number of factors, including personal factors (e.g. age, tenure in the organization, disposition, internal or external control attributions); Organizational factors (job design, age of the organization, status of organization, number of employees and the leadership style of one’s supervisor) and non- organizational factors (availability of alternatives). All these factors affect subsequent commitment.

Yuch-Yun, (1995) has studied the relationships among teachers’ perceptions of empowerment, job satisfaction, and organizational commitment in public schools. The

researcher surveyed 1114 teachers from 39 public schools. Pearson product moment correlation coefficients, stepwise multiple regressions and analysis of variance were used to analyze the data. The results indicated that teachers' perceptions of empowerment were significantly related to their job satisfaction and organizational commitments. The teachers who perceived a higher level of empowerment had higher levels of organizational commitment. Among demographic variables gender was found to be positively related to teachers' job satisfaction and their commitment to the organization, although the relationship is very weak. Finally, the teaching position also had a weak and negative relationship with teacher empowerment, job satisfaction and organizational commitment.

Leong, (1994) study shows that, overall, employees with a strong commitment to organization work harder at their jobs and perform better than those with a weak commitment. Significant positive relations have also been reported between employees' commitment and their supervisors' rating of their potential for promotion and their overall performance on the job.

Cameron, (1994) has studied the effects of lay-off and downsizing on OC and similar found out that the results were based on the perception of the fairness of lay off.

Hunt and Morgon, (1994) have suggested that commitment to specific constituencies like top management, supervisors, workers etc actually contribute to employees OC.

Dunham et al., (1994) have found out that perceived job characteristics, organizational dependability and participatory management contribute to creating favorable situations conducive to the development of affective commitment.

Aven, (1993) his meta analytic study has shown that gender and commitment are unrelated. Studies on commitment have provided strong evidence that affective and normative commitments are positively related and continuance commitment is negatively connected to organizational outcomes such as performance and citizenship behaviour.

Becker and Billings, (1993) have discussed OC in terms of four dominant profiles locally committed globally committed committed and uncommitted.

Newman and Krzystofiak, (1993) have studied the negative impact of mergers / acquisitions and have found out in part because of misinformation.

Cohen, (1993) his meta analytic study has revealed that a positive relation exists between organizational tenure and affective commitment. Alternatively however, the correlation between tenure and affective commitment might simply reflect the fact that, overtime those who do not develop strong affective attachment to the organization choose to leave it, and thus only the more highly committed employees among the longer-tenured group remain.

Vanderberg and Lance, (1992) have carried out a longitudinal study of the causal relationship between OC and job satisfaction. The results supported the commitment causes job satisfaction model.

Brockner, (1992) has found evidence for escalation of commitment to tailing course of action as decision makers have shown to persist in a course of action even when they have objective evidence that it is not prudent to do so.

Bourants and Papalexandris, (1992) have studied the differences in organizational commitment between managers in the private sector and in the public sector. The study results show that the commitment of managers decreases along a continuum from private to publicly-owned organizations. Managers report the existences of a gap between the perceived and the desired organizational culture in their firm, and this cultural gap tends to appear more in the public sector. Organizational commitment appears to be influenced negatively by the cultural gap. Therefore, this gap offers a plausible explanation for the lower commitment in public sector firms.

Mayer and Allenm, (1991) in an exploratory and confirmatory analysis of factors that can significantly predict organizational commitment among blue collar workers have reported that promotion, satisfaction, job characteristics, extrinsic and intrinsic exchange along with extrinsic and intrinsic rewards matter much.

Konovsky and Cropanzano, (1991) have found out that the manner in which an organizational policy is communicated has also been linked to affective commitment. Higher affective commitment is found among employees who believed that the organization provided them with an adequate explanation for a new policy, amount of information given and the sensitivity shown in organizational communication.

Mathieu and Zajac, (1990) by giving their meta-analytic evidence have suggested that age and affective commitment are significantly, albeit weakly related, although some studies have reported gender difference in commitment.

Allen and Meyer, (1990) in their study have shown that continuance commitment has been related to employees perceptions about the transferability of their skills and their education

to other organizations. The study of employees who thought that education and training were not easily transferred somewhere else articulated stronger continuance commitment towards their present organization.

Mathieu and Zajac, (1990) made the survey in different academic as well other industries and found that women were more committed to the organization compared to men.

Bateman and Strasser's, (1984) study has revealed that decentralization of authority has been related to higher affective commitment. However the evidence regarding these links is neither strong nor consistent.

Buchman, (1974) has examined organizational commitment between Government managers and business executives using a sample of 279 managers in three industrial and five governmental organizations. The results of the study indicated that managers who felt they were making a real contribution to organizational success were more likely to develop commitment, and the experience had the greatest impact on commitment. Business executives typically reported more positive attitude towards their organization than comparable government executives. This trend shows that business organizations are more successful in stimulating commitment to their purposes than government agencies.

The above observation reflected the organisational Commitment studies were strong evidence in favour of the psychological relationship of an employee with the organization, there is still a need for further corroborative studies across cultures as the various dimensions studied indicate a strong leaning towards culture and thus, influence the work pattern in a country-specific organization. There is also a need to standardize terminologies reflecting Organisational Commitment and the study of antecedents and consequences as

well as the processes requires a different perspective keeping in mind the impact of human resources management measures to improve both the employee and the organization for a better Organisational Commitment. Thus, Organizational Commitment (OC), in a broader sense, can be viewed as an employee's psychological wedding to the organization i.e. an employee continues to serve the same organization throughout his work life. Though organisational Commitment studies indicate strong evidence in favour of the psychological relationship of an employee with the organization, there is still a need for further corroborative studies across cultures as the various dimensions studied indicate a strong leaning towards culture and thus, influence the work pattern in a country-specific organization. There is also a need to standardize terminologies reflecting Organisational Commitment and the study of antecedents and consequences as well as the processes requires a different perspective keeping in mind the impact of human resources management measures to improve both the employee and the organization for a better Organisational Commitment. Thus, Organizational Commitment (OC), in a broader sense, can be viewed as an employee's psychological wedding to the organization i.e. an employee continues to serve the same organization throughout his work life.

2.4.0 LITERATURE RELATED TO QUALITY OF WORK LIFE

Sharma and Goyal, (2003) studied the "QWL among Women Employees in Banking sector" to find the perceived quality of work life. The authors have taken a sample of 250 women employees. Out of 250 samples 212 responses were found valid and thus analysed. The questionnaire model was developed by Sinha and Sayeed (1980) for collection of data. It was further validated. Three private and three public sector banks across the tri-city of Chandigarh, Panchkula and Mohali were chosen for the study. They are ICICI Bank,

HDFC Bank, Axis Bank, SBI, Canara Bank and Punjab National Bank. Descriptive statistics, Analysis of Variance (ANOVA) were employed for analysis of data. The researcher found the mean scores of the various factors of QWL ranging from 3.145 to 4.356. Further, the study revealed that QWL among women employees in the banking sector is satisfactory; however, a difference of opinion was found among women employees of different banks. A comparative analysis among public and private sector banks revealed that QWL is better in private sector banks in some cases and better in public sector banks in others. The authors viewed that further study can be done on the impact of QWL on women employees as regards job satisfaction and or job commitment.

Thornthwaite et al., (2004) enumerated the "Employee Self-Rostering for Work-family Balance: Leading Examples in Austria", examined two leading cases of Austrian organisations providing employee self-rostering for work-family balance, a little-reported area of employment relations innovation. These cases highlighted that employee self-rostering schemes can be successful for managements and employees even in highly routine, mechanized production environments. The authors discussed the factors that encourage the management to adopt such schemes and those factors their retention over time. In both cases, external environmental factors, internal environmental adaptation and the management's embrace of high commitment strategies all influenced managerial decision making. However, these three sets of factors operated in different degrees and in different sequences as between the two cases. In neither case was the institutional environment of any real importance.

Andaleeb et al., (2004) studied the " Participation in the Workplace: Gender Perspectives from Bangladesh". In this research work, the authors said, participation in organisational

decision making in the context of developing countries are limited, especially from a gender perspective. Based on a survey of government and private sector employees in Dhaka, Bangladesh, this study explored the extent to which women have been integrated in the workforce and how both genders perceive their participation in decision making. The organisational climate is perceived as healthy, while communication between the genders does not reflect major barriers or animosities. Yet, in the largely traditional male-dominated organisational setting, it is interesting to note that while overt resistance to women has decreased, subtle hostilities continue to resonate. Such hostilities adversely affect perceived participation. A strain of conservatism also continues to exert some negative influence on the perceived participation, mostly on women.

Huse and Solberg (2006) reported the " Gender- Related Boardroom Dynamics: how Scandinavian Women Make and Can Make Contributions on Corporate Boards". The objective of this article is to examine and conceptualize the gender-related boardroom dynamics that affect women making contributions on corporate boards. Data were collected from eight women directors about their experiences from more than 100 corporate boards. Narrative methods were used in the data analysis. Women as well as men need to understand the power game inside and outside the boardroom. Their contribution depends on the ability and willingness to make alliances with the most influential actors, to spend time on preparations, being present on the most important decision-making arenas, and to take leadership roles. The study having implications for theory as well as practice showed that boardroom dynamics were not neutral to gender. It also gave several practical examples and suggestions on how women can make contributions on corporate boards. The study has its value for developing the role of women directors.

Cross and Linehan, (2006) indicated the "Barriers to Advancing Female Careers in the High-tech Sector: Ireland". The authors aimed to examine the experience of female managers in order to understand why there is a relative scarcity of senior female managers in one of the newest sectors of the Irish economy, the high-tech sector. The authors did the study in a qualitative manner. A series of interviews were carried out with 20 female junior and middle managers in this industry segment. The results of the interviews illustrate that a combination of formal and informal organisational policies and procedures, together with a "self imposed" glass ceiling, hampers women in junior and middle management positions from advancing to senior managerial roles in the high-tech sector of the Irish economy.

Singh et al., (2006) studied the "Constructing a Professional Identity: How Young Female Managers Use Role Models". The authors aimed to explore how young career - minded women use role models. It draws on previous research into how professionals experimented with their identity projections to become partners in professional service firms in the US. In depth interviews were conducted by the author with ten young professional women. The findings also revealed that they actively draw on role models from different domains. In some cases, the role models were personally known to the individual women, whilst in other cases they were personally unknown to them. The women revealed that they preferred to use the learning from external role models rather than focus on individual women from the top of their own professions.

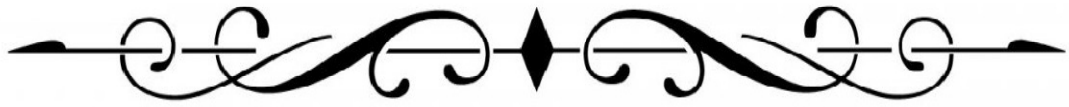
Singh et al., (2006) administered the "Women in Formal Corporate Networks: An Organisational Citizenship Perspective". The authors investigated women's corporate networks and the reported benefits for the women and their employers to gain insight into the motivation for these voluntary activities by drawing on the organisational citizenship

theory. The paper explored the issue using in-depth interviews with chairs and organizers of 12 women's networks, and triangulated the data with an email survey resulting in 164 responses from network members in five companies. The paper identified how networks were set up and managed, as well as the benefits that accrue to the organisation, the leaders and the members. The key findings were the wealth of voluntarily contributed extra-role behaviors and totally business-oriented view of the activities presented by network leaders. Senior women were more likely to report pro social behaviors such as driving change and supporting others. The organisational citizenship theory provided a lens through which to draw insight into actors' motivations for supporting corporate networking.

Sarminah, (2006) presented a paper on "Assessing the Effects of Work and Family Related Factors on Women Well-being". The study determined the relationship of work-related factors (WRF) and family-related factors (FRF) with women well-being and examined the two differential effects of the work and family related factors on two components of women well-being mainly job satisfaction (WV/B) and family satisfaction (WWB1). The sample covered of 500 nonprofessional married-working women from the selected manufacturing and electronic industries in Malaysia. The results hypothesized that work and family related factors are negatively and significantly related to job satisfaction and family satisfaction.

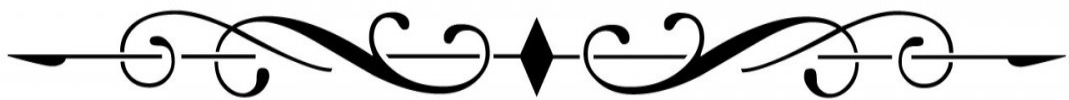
Hence both work and family related factors had a negative and significant effect on job and family satisfaction. The results reveal that WRF have more effect on WWB than WWB1 and FRF have more effect on WWB1 than WWB. The findings and implications for managerial practices are discussed and put forward.

Eileen et al., (2006) described the "Critical Empirical Research in IS: An Example of Gender and the IT Workforce". The authors aimed to add to the growing number of critical empirical studies and to reflect on the process of conducting this type of research, thereby addressing the lack of exemplars for those engaged with critical empirical information systems research. The authors applied the critical lens to a multi-year examination of variation in the career narratives of women in the American IT labor force. While an interpretative epistemology was initially chosen for this research project, over time, analysis of interview data took on an increasingly critical orientation. This, in turn, influenced subsequent fieldwork to become critical in nature. The result indicates that one theoretical contribution is highlighting the role of power dynamics in understanding what lies beneath the surface of observations about these women's experiences in the IT workforce. The second theoretical contribution is helping to shift the focus away from predominantly essentialist theories that dichotomize men and women and toward recognition of the diversity among women in the IT field.



CHAPETR-3

**RESEARCH
METHODOLOGY**



3.1.0 INTRODUCTION

This Chapter dealt with the research methodology which has paved the way to complete this research in the instrumental and technical way. In this section, the researcher concerned with practical research methodology. This has anchored the whole research in a specific way to use the SPSS in order to reach towards the conclusion. This has shaped plan and procedure of this research. The plan and procedure of the research methodology have been presented under the captions of Sample, Tool, Research Design, Procedure of Data Collection and Data Analysis. This methodology incorporated various components: the methods used for data collection, the technique employed for the analysis of data and the instrument used in this study.

The research would be initially exploratory research and it will become conclusive research. To analyse the data, a mix of qualitative and quantitative techniques will be used. Qualitative data consist of words and observations, not numbers (Powell & Renner, 2003). Such data were collected from research article, thesis and various online sources. This requires creativity, discipline and a systematic approach. There is no single or best way. Your process will depend on: (a) the questions you want to answer, (b) the needs of those who will use the information, and (c) your resources. 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 conclusions in the final stages of consensus building. Research Methodology is an instrumental in shaping up the direction of the research. RM makes strong foundation for research and it opens path for future researches too.

3.2.0 HUMAN RESOURCE OUTSOURCING IN LUCKNOW, UTTAR PRADESH

In this research, the literature of the study was carried out to develop the understanding of the core theoretical concept related to the topic related to which has helped in examining that up to what extent literature has been already covered. Afterward the frame was developed to carry out the research. Outsourcing is promoted as one of the most powerful trends in human resources management (Belcourt, 2006). Surveys continue to show that nearly all organizations have outsourced parts of their HR functions (Gurchiek, 2005). Surveys have indicated that about half of the respondents found that it was more expensive to manage the outsourced activity than originally expected and that service levels were not as good as expected (Albertson, 2000).

It seems that outsourcing has allowed the organizations to get out of low value-added administrative work and become more strategic which may be supported with following statements. Its focus dispersed into the health and safety, leadership development, compensation, and employee and labour relations. A research supports with the quotation i.e., 'our department at head office has 12 staff today compared to 40 in 1994. But, with our change in focus, our performance within the organization has taken a quantum leap (Burn, 1997). Terminology in the field of sustainable development is becoming increasingly important because the number of terms continues to increase along with the rapid increase in awareness of the importance of sustainability (Glavic and Lukman, 2007). Now days it

has become very common find the outsourced employee in the Higher education in lucknow.

3.3.0 RESEARCH DESIGN

The research was based on survey method. This study was exploratory cum descriptive type Research Design. This research was constituted of the following:

1. Identification of problem while going through literature review
2. Conceptualization of the problem in a framework and defined the objectives
3. Design the questionnaire
4. Pilot study
5. Analysis of the data collected for the research

The population of the research was defined and the sample size was calculated for this research. The sampling of the study was stratified type. Specification and defined value of these terms was the milestone for this study. All these have been guided the whole research to find the solution of the problems identified in this research.

Research design is the plan and procedure for research that spans the designs from broad assumptions to detailed method of data collection and analysis (Creswell, 2011). The research design has conceptualized the vague thoughts into the concrete objectives which were analysed with the help of statistical tool to reach towards useful results. It has provided the framework to do the collection of data and its analysis in an instrumentalized manner to convert the theoretical concept into the reality. The research design of this study has provided the path to find the solution of the problems decided in this research. Research Design is the plan, structure and strategy of the investigation conceived so as to obtain answer to research question and control variance (Kerlinger 2007, p, 300). There are

three types of research designs. They are quantitative, qualitative and mix of both. On the basis of data research was quantitative as well as qualitative type. Actually it was blend of both. The objectives of this behavioral research were framed in that manner to make it quantitative research.

The instrumental framework was designed to convert the qualitative data into the quantitative data via framing the items of the questionnaire in which the statistical tool was used to analyse the data. So it was intermingle of quantitative and qualitative data. The purpose of this research design was to provide an anticipated and prepared way of achieving the augmented validity and reliability to reach to the conclusions made through the objectives set for the study. The research design was framed to answer the various aspect of it, such as unit of analysis, time frame of the study and the method of data collection. All these have been discussed below:

3.4.0 UNIT OF ANALYSIS

In this research, unit of analysis was the outsourced HR in the higher education in Lucknow, Uttar Pradesh, India. The outsourced HR is recruited through the vendor not by the university. These are the employees working in the higher education were easily accessible in universities of Lucknow. This unit of analysis is belonging to the various age group who are proving their services as office assistant, Office attendant, Security Guard working in Luknow. Lucknow was choosed for sampling because of easy availability of these employees as well as it was in the reach of the researcher. The sample unit of the research represents the population of the outsourced employees working in the Lucknow. The identities of these employees were kept confidential to ensure their privacy in the organization.

3.5.0 TIME FRAME OF THE STUDY

This time period was very important for this research. In this time period researcher collected the quantitative data. This researcher collected the input given by the respondents through the questionnaires during the period from 2016-17. However, this was time duration to understand the behaviour of respondents, vendor as well as the university in detailed manner which drew a lot of information regarding all these and various related factors. This research has involved the interview with the contractor and the questionnaires were filled by outsourced employees working in Higher Education. All these have been done in this time frame with the limitations of privacy of employees, vendor and universities and their time constraints to be the part of this research. The quantitative data was used to have a deep insight about the employee reaction and behaviour to maximize the utility of data and information provided by them. Therefore cross sectional approach has been applied in collection of data for this research in the time frame ranging from 2016-17.

3.6.0 APPROACH OF THE RESEARCH

The phases of this research were designed to find the solutions of the objectives framed for the study. The researcher accepted to complete this present study in the stages described below:

3.6.1 Qualitative Approach

In this approach secondary data used from library, theses, research paper, news paper and websites like Sodhganga etc., which help in making the base of study.

3.6.2 Quantitative Approach

In this the primary data is used and this approach is become the source for generalization.

3.7.0 SAMPLING PROCESS

3.7.1 POULATION OF THE STUDY

Population of this study was the total number of outsourced human resource in following Higher Education of Lucknow. The outsourced employees of the Higher Education in Lucknow, Uttar Pradesh were selected for the study from the following universities:

1. Babasaheb Bhimrao Ambedkar University, Lucknow
2. University of Lucknow
3. Dr. Shakuntala Misra National Rehabilitation University – DSMRU
4. Indian Institute of Management - IIM Lucknow
5. Amity University – Lucknow
6. Babu Banarasi Das University – BBDU

3.7.2 SAMPLING FOR THE STUDY

The population of this study was comprised of HR outsourcing in Higher Education in Lucknow. These are contractual employees recruited by the vendor for the university.

3.7.3 SAMPLE SIZE

The number of employees selected for the study and which represents the population is called sample size. The sample size would be 400 who would be responsible for the purpose of the study which was predetermined on the basis of the population

3.7.4 SAMPLING TECHNIQUE

In this study, the probability sampling technique was used. However, it was not widespread population so this population was found as homogeneous population. As the population was homogenous so the Random sampling was adopted by the researcher.

3.7.5 CHARACTERISTICS OF THE SAMPLE

Characteristic of the sample may be said that sample which represents the while population was taken for this study. There were three type of human resource outsourced in the higher education who were office assistant, office attendant and security guards.

3.8.0 TOOLS

In this study, the data were collected in respect of Organisational commitment, Quality of work Life and human resource outsourcing which had helped to understand sustainability of the outsourced human resource working in higher education. Tool was 5 point Likert scale used to measure the sustainability of HRO in higher education.

3.8.1 Explanation of variables

Variables of the study were quality of work life, ease of human resource outsourcing and commitment of outsourced employees in the higher education.

The details of the tool which was questionnaire are given in the following captions:

3.8.2 Measuring Instruments

All items were linked to a five point Likert type scale, ranging from ‘strongly disagree’ to ‘strongly agree’. A five point was used such as strongly disagree, disagree, neutral, agree and strongly agree.

3.8.3 Statistical Tool

Mean, Correlation, Independent t test and ANOVA were used to test the variables with the help of the SPSS 20.

3.9.0 DATA COLLECTION

Data collection which involved the questionnaire was used to collect the data. The statements, the number of variables, the length of questionnaire and format of real questions used and the scale used in the questionnaire to understand the responses of the respondents. The approach utilized for the collection of the data was the survey method.

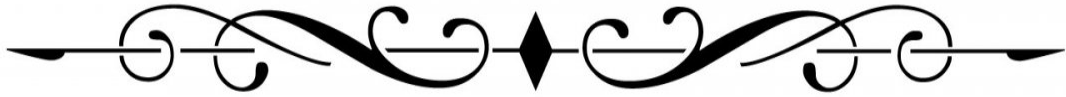
Primary Data: This research has used both primary and secondary data. Primary data will be gathered by survey, interviews and questionnaires from the respondents for the better understanding levels of HR outsourcing. The questionnaire will consist of questions which will focus on the different areas related to the current practices of HR outsourcing.

Secondary Data: Secondary data were collected from published articles in journals, related studies & interconnected books and organizational magazines. These secondary data have categorized in various sources, i.e. Journals of Management, Management books, Literature of Review, Businesses Magazines, Newspapers, and Google web sites from internet, etc.

Data analyses included the stages in the analysis; data was collected in the form of univariate, bivariate and multivariate to understand the study the demography of the population. The responses of the statement or items were collected in the form of 5 point Likert scale to use in the analysis. The computer resources along with the software known as SPSS was used to evaluate the problems of Factor Analysis, the 't- test and ANOVA' in this research.

Factor analysis was to use minimize the data into small number of factor to make it more handle able. The discussion of measurement of scale in the survey, the issues of reliability

and validity and the progressive development of the instrument for survey were first checked through the pilot study. Pilot study was used to amend the statement of the questionnaire which was rechecked to do the final study to get the final result of this research.



CHAPETR-4

RESULT

AND

INTERPRETATION

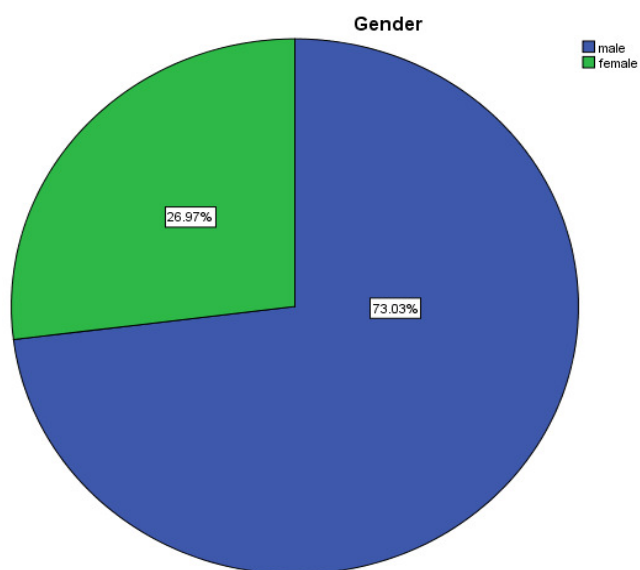


4.1.1: GENDER OF THE RESPONDENTS

In any demographic analysis gender plays an important role. The gender of the respondents affects their opinions. The table below shows the classification of the respondents based on gender:

Table 4.1.1 Percentage and Frequency of gender of the Respondents**Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	222	73.0	73.0	73.0
Valid female	82	27.0	27.0	100.0
Total	304	100.0	100.0	

**Fig: 4.1.1 Gender of the respondents**

The above table shows that 304 respondents forming 73.0 percentage of the total respondents were male, and the remaining 82 respondents forming 27.0 percentage of the total respondents were female.

This study responded that males were dominant in this research.

4.1.2 MARITAL STATUS OF THE RESPONDENTS

In any demographic analysis marital status plays an important role. The marital status of the respondents affects the opinion of the respondents. The table below shows the classification of the respondents based on marital status:

Table 4.1.2: Percentage and Frequency of Marital Status of the Respondents

Marital status

	Frequency	Percent	Valid Percent	Cumulative Percent
Unmarried	161	53.0	53.0	53.0
Valid Married	143	47.0	47.0	100.0
Total	304	100.0	100.0	

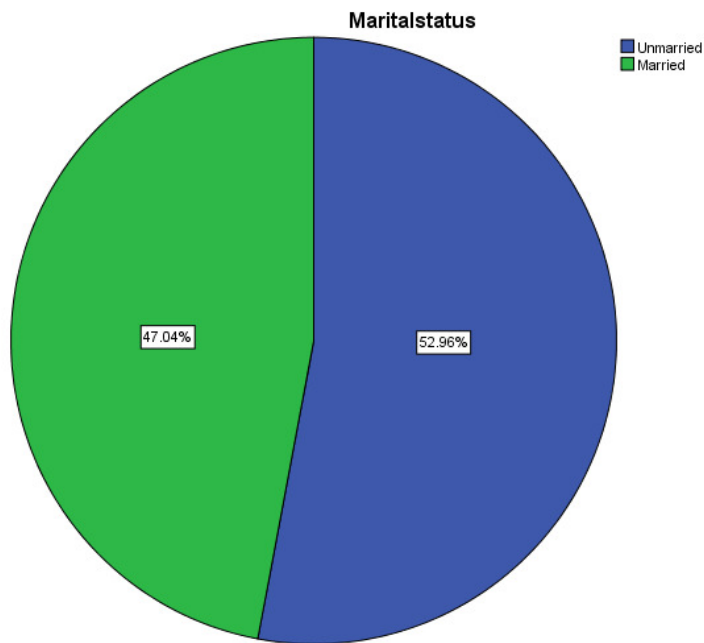


Fig: 4.1.2 Marital Status of the respondents

The above table 4.1.2 shows that 304 respondents forming 53.0 percentages of the total respondents were unmarried, and the remaining 143 respondents forming 47.0 percentages of the total respondents were married.

The study respondents unmarried were more in comparison of married.

Table 4.1.3: Percentage and Frequency of Age of the Respondents

Age				
	Frequency	Percen t	Valid Percent	Cumulative Percent
less than 30 Valid years	166	54.6	54.6	54.6
31-40 years	80	26.3	26.3	80.9

41-50 years	24	7.9	7.9	88.8
51 & more	34	11.2	11.2	100.0
Total	304	100.0	100.0	

In any demographic analysis age plays an important role. Age of the respondents affects their opinions. The table below shows the classification of the respondents based on age:

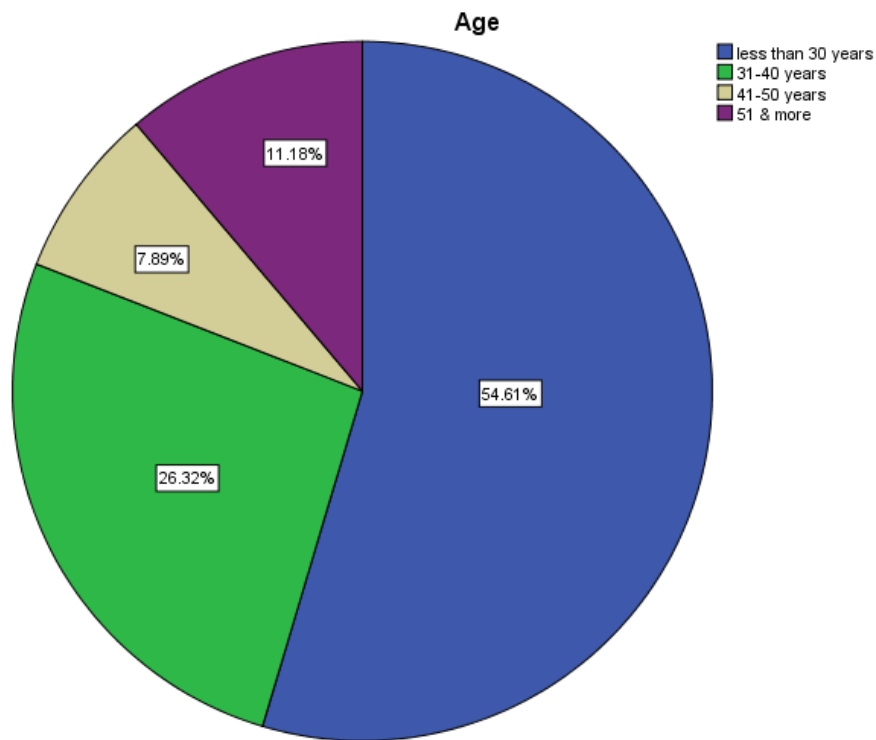


Fig: 4.1.3 Age of the respondents

The above table 4.1.3 shows that 304 respondents forming 54.6 percentage of the total respondents were Less than 30 years, 80 respondents forming 26.3 percentage of the total respondents were between 31 and 40 years, 24 respondents forming 7.9 percentage of the total respondents were between 41 and 50 years, and 34 respondents forming 11.2

percentage of the total respondents were between 51 and more years of age. 246 respondents forming 80.9% of the respondents were between 20 and 40 years of age.

4.1.4 EDUCATIONAL QUALIFICATIONS

The educational qualification of the respondent affects the opinion of the respondents. The table below shows that the classification of the educational qualifications of the respondents

Table: 4.1.4 Percentage and Frequency of Highest Education of the respondents

Highest Educational qualifications

	Frequency	Percent	Valid Percent	Cumulative Percent
Intermediate	31	10.2	10.2	10.2
Graduation	119	39.1	39.1	49.3
Post Graduation	137	45.1	45.1	94.4
Others	17	5.6	5.6	100.0
Total	304	100.0	100.0	

The above table 4.1.4 shows that out of 304 respondents, 137 respondents forming 45.1 percentages of the total respondents are educated up to Post Graduation, 39.1 percentage of the total respondents have Graduation qualification, 10.2% are professionals are intermediate qualified and the rest of the 17 respondents have various other educational qualifications that comprises 5.6% only.

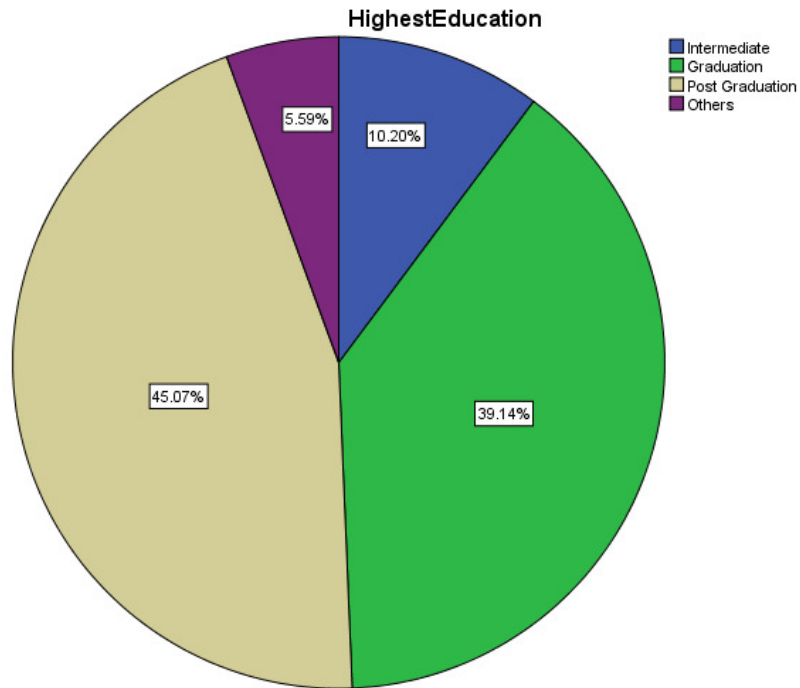


Fig: 4.1.4 Educational Qualification of the respondents

4.1.5 RELIGION OF THE RESPONDENTS

The religion of the respondent affects the opinion of the respondents. The table below shows the classification of the respondents based on religion.

Table: 4.1.5 Percentage and Frequency of Religion of the respondents

		Religion			
		Frequency	Percent	Valid Percent	Cumulative Percent
	Hindu	286	94.1	94.1	94.1
Valid	Muslim	5	1.6	1.6	95.7
	Sikh	13	4.3	4.3	100.0

Total	304	100.0	100.0
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The above table 4.1.5 shows that 304 respondents forming 94.1 percentage of the total respondents are Hindu and these are maximum in number that is 286, 13 Sikh respondents contribute 4.3 percentage of the total respondents and 5 respondents comprises 1.6% are Muslim.

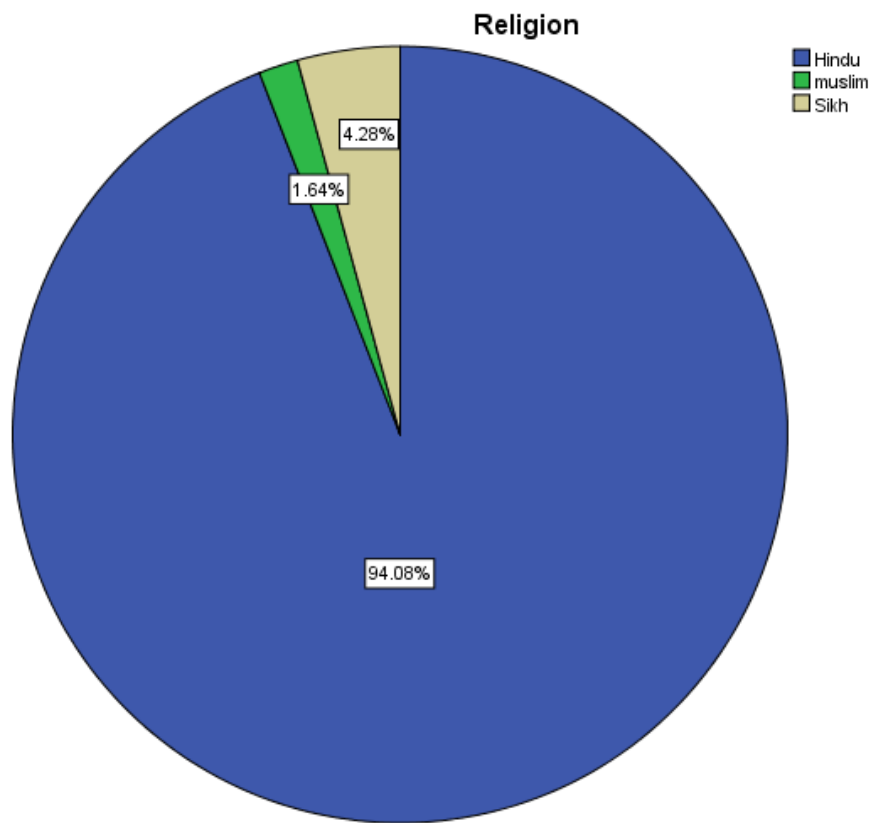


Fig: 4.1.5 Religion of the Respondents

4.1.6 CASTE OF RESPONDENTS

The caste of the respondent affects the opinion of the respondents. The table below shows the classification of the respondents based on caste.

Table: 4.1.6 Percentage and Frequency of Caste of the respondents

		Caste			
		Frequency	Percent	Valid Percent	Cumulative Percent
	General	159	52.3	52.3	52.3
Valid	OBC	85	28.0	28.0	80.3
	SC	60	19.7	19.7	100.0
	Total	304	100.0	100.0	

The above table 4.1.6 showed that 304 respondents comprised of 52.3 percentage of the total respondents were general category and these were maximum in number which was 159, 85 OBC respondents contributed upto 28.0 percentage of the total respondents and left respondents comprised 19.7% were scheduled caste.

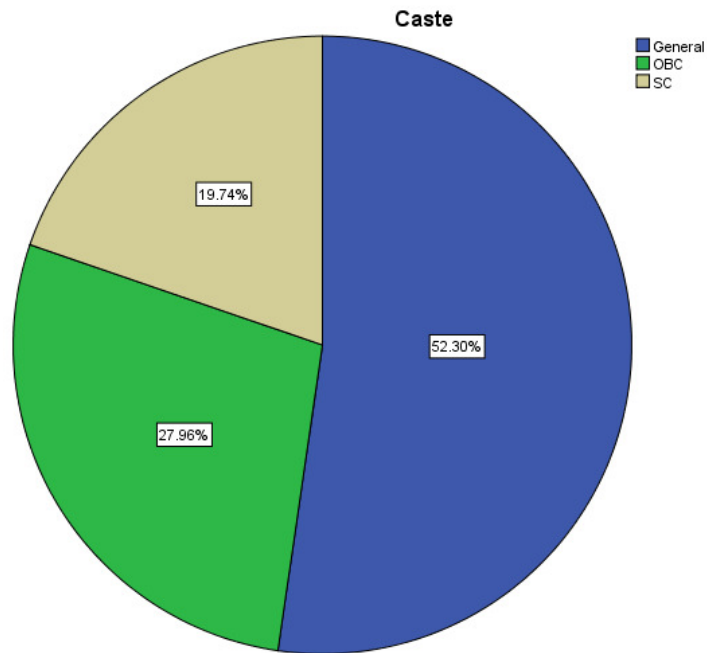


Fig: 4.1.6 Caste of the Respondents

4.1.7. OCCUPATION OF THE RESPONDENTS

The occupation of the respondent affects the opinion of the respondents. The table below shows the classification of the respondents based on occupation.

Table: 4.1.7 Percentage and Frequency of Occupation of the respondents

Occupation

	Frequency	Percent	Valid Percent	Cumulative Percent
office attendant	187	61.5	61.5	61.5
Security Guard	44	14.5	14.5	76.0

office	69	22.7	22.7	98.7
assistant	4	1.3	1.3	100.0
4.00				
Total	304	100.0	100.0	

The above table 4.1.7 showed that 304 respondents comprised of 61.5 percentage of the total respondents were office attendant and these were maximum in number which was 187 in frequency, 44 respondents were security guard who contributed upto 14.5 percentage of the total respondents and left 69 respondents were office assistant comprised 22.7%.

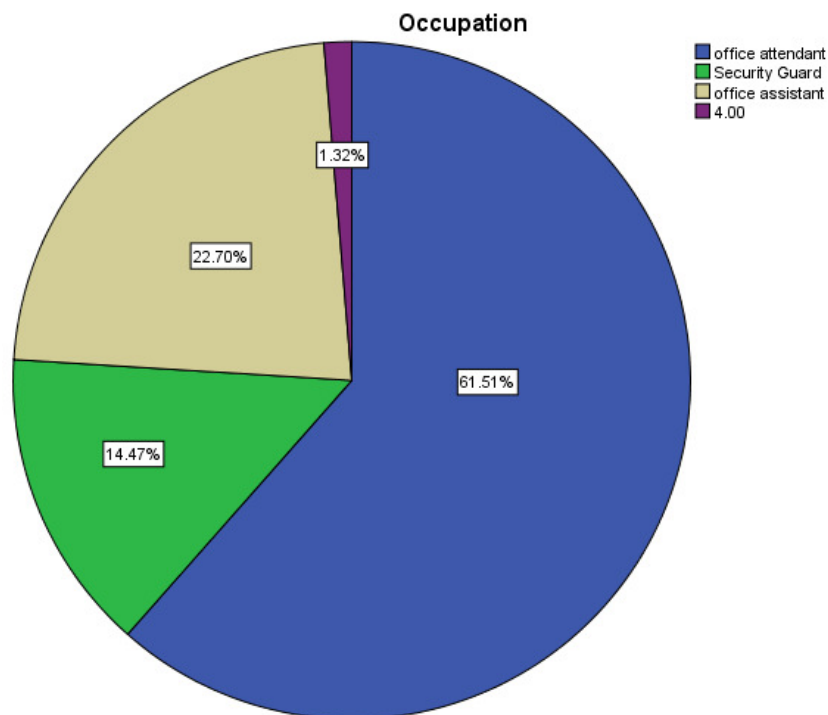


Fig: 4.1.7 Occupation of the respondents

4.1.8. SALARY OF THE RESPONDENTS

The salary of the respondent affects the opinion of the respondents. The table below shows the classification of the respondents based on salary.

Table: 4.1.8 Percentage and Frequency of Salary of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
5000-10000	144	47.4	47.4	47.4
10001-15000	81	26.6	26.6	74.0
15001-20000	79	26.0	26.0	100.0
Total	304	100.0	100.0	

The above table 4.1.8 showed that 304 respondents comprised of 47.4 percentage of the total respondents were getting the salary between Rs. 5000-10000 and these were maximum in number of employees which was the highest frequency, 81 respondents were getting the salary between Rs.10001-15000 who comprised of 26.6 percent of the total respondents and left 79 respondents were under the salary slab of Rs.15001-20000 comprised 26.0% of the outsourced employees in Higher Education.

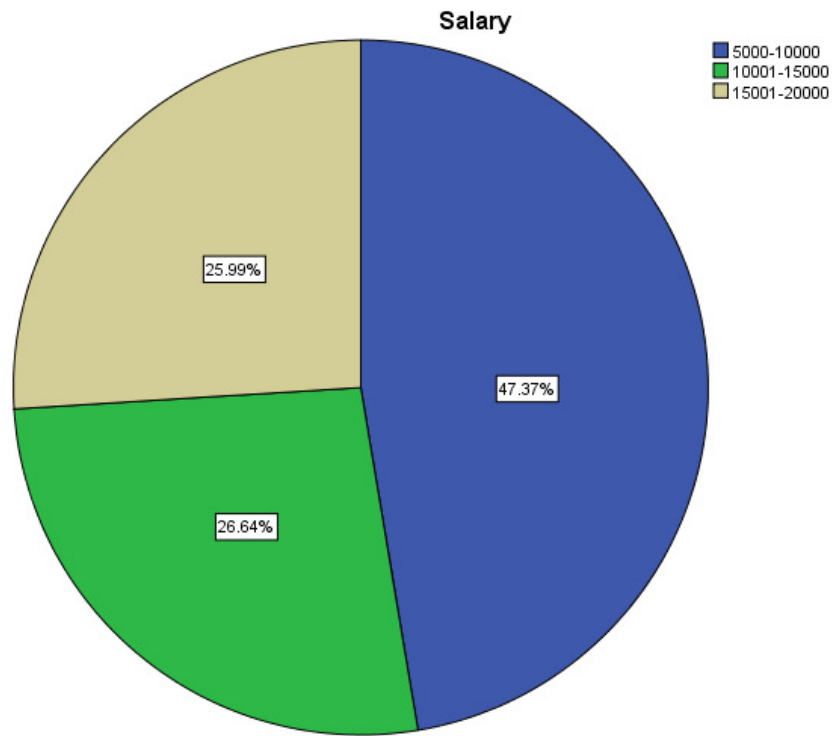


Fig. 4.1.8 Salary of the respondents

4.2.0: FREQUENCIES

Frequency of the responses for the statements to find out the sustainability of human resource outsourcing in higher education was also recorded. These were the frequencies responses of the respondents have been used in this research work.

1. I would be very happy to spend the balance of my career with my current organization.

Table 4.2.1 Frequencies and percent of responses for Statement 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	41	13.5	13.5	13.5
Valid Agree	107	35.2	35.2	48.7

Neutral	46	15.1	15.1	63.8
Disagree	22	7.2	7.2	71.1
strongly disagree	88	28.9	28.9	100.0
Total	304	100.0	100.0	

2. I really feel, organization's problems are my own.

Table 4.2.2 Frequencies and percent of responses for Statement 2

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	59	19.4	19.4	19.4
Agree	95	31.3	31.3	50.7
Neutral	82	27.0	27.0	77.6
Valid Disagree	67	22.0	22.0	99.7
strongly disagree	1	.3	.3	100.0
Total	304	100.0	100.0	

3. I feel like 'part of my family' at this organization.

Table 4.2.3 Frequencies and percent of responses for Statement 3

	Frequency	Percent	Valid Percent	Cumulative Percent

strongly agree	141	46.4	46.4	46.4
Agree	70	23.0	23.0	69.4
Neutral	53	17.4	17.4	86.8
Valid Disagree	4	1.3	1.3	88.2
strongly disagree	36	11.8	11.8	100.0
Total	304	100.0	100.0	

4. I feel 'emotionally attached' to this organization.

Table 4.2.4: Frequencies and percent of responses for Statement 4

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	66	21.7	21.7	21.7
Agree	140	46.1	46.1	67.8
Neutral	68	22.4	22.4	90.1
Valid Disagree	4	1.3	1.3	91.4
strongly disagree	26	8.6	8.6	100.0
Total	304	100.0	100.0	

5. This organization has a great deal of personal meaning for me.

Table 4.2.5: Frequencies and percent of responses for Statement 5

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	65	21.4	21.4	21.4
Agree	103	33.9	33.9	55.3
Neutral	39	12.8	12.8	68.1
Valid Disagree	70	23.0	23.0	91.1
strongly disagree	27	8.9	8.9	100.0
Total	304	100.0	100.0	

6. I do not feel a strong sense of belonging to this organization.

Table 4.2.6: Frequencies and percent of responses for Statement 6

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	89	29.3	29.3	29.3
Agree	134	44.1	44.1	73.4
Neutral	28	9.2	9.2	82.6
Valid Disagree	26	8.6	8.6	91.1
strongly disagree	27	8.9	8.9	100.0
Total	304	100.0	100.0	

7. It would be very hard for me to leave my job at this organization
right now even if I wanted to.

Table 4.2.7: Frequencies and percent of responses for Statement 7

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	90	29.6	29.6	29.6
Agree	92	30.3	30.3	59.9
Neutral	95	31.3	31.3	91.1
Valid strongly disagree	27	8.9	8.9	100.0
Total	304	100.0	100.0	

8. Too much of my life would be disrupted if I leave my organization.

Table 4.2.8: Frequencies and percent of responses for Statement 8

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	42	13.8	13.8	13.8
Agree	90	29.6	29.6	43.4
Neutral	120	39.5	39.5	82.9
Valid Disagree	25	8.2	8.2	91.1
strongly disagree	27	8.9	8.9	100.0

Total	304	100.0	100.0
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9. Right now, staying with my job at this organization is a matter of necessity as much as desire.

Table 4.2.9: Frequencies and percent of responses for Statement 9

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	77	25.3	25.3	25.3
Agree	130	42.8	42.8	68.1
Neutral	55	18.1	18.1	86.2
Valid Disagree	15	4.9	4.9	91.1
strongly disagree	27	8.9	8.9	100.0
Total	304	100.0	100.0	

10. I believe I have too few options to consider leaving this organization.

Table 4.2.10: Frequencies and percent of responses for Statement 10

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	75	24.7	24.7	24.7
Valid Agree	103	33.9	33.9	58.6
Neutral	87	28.6	28.6	87.2

Disagree	11	3.6	3.6	90.8
strongly disagree	28	9.2	9.2	100.0
Total	304	100.0	100.0	

11. One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.

Table 4.2.11: Frequencies and percent of responses for Statement 11

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	97	31.9	31.9	31.9
Agree	87	28.6	28.6	60.5
Neutral	63	20.7	20.7	81.3
Valid Disagree	30	9.9	9.9	91.1
strongly disagree	27	8.9	8.9	100.0
Total	304	100.0	100.0	

12. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.

Table 4.2.12: Frequencies and percent of responses for Statement 12

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	49	16.1	16.1	16.1
Agree	90	29.6	29.6	45.7
Neutral	91	29.9	29.9	75.7
Valid Disagree	36	11.8	11.8	87.5
strongly disagree	38	12.5	12.5	100.0
Total	304	100.0	100.0	

13. I do not feel any obligation to remain with my organization.

Table 4.2.13: Frequencies and percent of responses for Statement 13

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	36	11.8	11.8	11.8
Agree	34	11.2	11.2	23.0
Neutral	94	30.9	30.9	53.9
Valid Disagree	49	16.1	16.1	70.1
strongly disagree	91	29.9	29.9	100.0
Total	304	100.0	100.0	

14. If I get better job, I do not feel it would be right to leave.

Table 4.2.14: Frequencies and percent of responses for Statement 14

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	43	14.1	14.1	14.1
Agree	40	13.2	13.2	27.3
Neutral	61	20.1	20.1	47.4
Valid Disagree	57	18.8	18.8	66.1
strongly disagree	103	33.9	33.9	100.0
Total	304	100.0	100.0	

15. I would feel guilty if I left this organization now

Table 4.2.15: Frequencies and percent of responses for Statement 15

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	66	21.7	21.7	21.7
Agree	46	15.1	15.1	36.8
Neutral	95	31.3	31.3	68.1
Valid Disagree	63	20.7	20.7	88.8
strongly disagree	32	10.5	10.5	99.3

22.00	2	.7	.7	100.0
Total	304	100.0	100.0	

16. This organization deserves my loyalty.

Table 4.2.16: Frequencies and percent of responses for Statement 16

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	82	27.0	27.0	27.0
Agree	147	48.4	48.4	75.3
Neutral	44	14.5	14.5	89.8
Valid Disagree	4	1.3	1.3	91.1
strongly disagree	27	8.9	8.9	100.0
Total	304	100.0	100.0	

17. I would not leave my organization right now because of my sense of obligation to it.

Table 4.2.17: Frequencies and percent of responses for Statement 17

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	41	13.5	13.5	13.5
Agree	84	27.6	27.6	41.1

Neutral	120	39.5	39.5	80.6
Disagree	32	10.5	10.5	91.1
strongly disagree	27	8.9	8.9	100.0
Total	304	100.0	100.0	

18. I owe a great deal to this organization.

Table 4.2.18: Frequencies and percent of responses for Statement 18

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	37	12.2	12.2	12.2
Agree	77	25.3	25.3	37.5
Neutral	60	19.7	19.7	57.2
Valid Disagree	82	27.0	27.0	84.2
strongly disagree	48	15.8	15.8	100.0
Total	304	100.0	100.0	

19. I get this job very easily.

Table 4.2.19: Frequencies and percent of responses for Statement 19

	Frequency	Percent	Valid Percent	Cumulative Percent

strongly agree	34	11.2	11.2	11.2
Agree	45	14.8	14.8	26.0
Neutral	44	14.5	14.5	40.5
Valid Disagree	149	49.0	49.0	89.5
strongly disagree	32	10.5	10.5	100.0
Total	304	100.0	100.0	

20. My future is secured.

Table 4.2.20: Frequencies and percent of responses for Statement 20

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	34	11.2	11.2	11.2
Agree	108	35.5	35.5	46.7
Neutral	118	38.8	38.8	85.5
Valid Disagree	12	3.9	3.9	89.5
strongly disagree	32	10.5	10.5	100.0
Total	304	100.0	100.0	

21. I am satisfied with my salary.

Table 4.2.21: Frequencies and percent of responses for Statement 21

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	90	29.6	29.6	29.6
Agree	84	27.6	27.6	57.2
Neutral	48	15.8	15.8	73.0
Valid Disagree	46	15.1	15.1	88.2
strongly disagree	36	11.8	11.8	100.0
Total	304	100.0	100.0	

21. I am satisfied with my salary in comparison of my friends

Table 4.2.22: Frequencies and percent of responses for Statement 21

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	17	5.6	5.6	5.6
Agree	129	42.4	42.4	48.0
Neutral	80	26.3	26.3	74.3
Valid Disagree	47	15.5	15.5	89.8
strongly disagree	31	10.2	10.2	100.0

Total	304	100.0	100.0
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23. I am happy with extra benefits for me and my family.

Table 4.2.23: Frequencies and percent of responses for Statement 22

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	20	6.6	6.6	6.6
Agree	95	31.3	31.3	37.8
Neutral	70	23.0	23.0	60.9
Valid Disagree	59	19.4	19.4	80.3
strongly disagree	60	19.7	19.7	100.0
Total	304	100.0	100.0	

24. I am well paid for extra hours worked for department.

Table 4.2.24: Frequencies and percent of responses for Statement 24

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	6.9	6.9	6.9
Valid Agree	70	23.0	23.0	29.9
Neutral	82	27.0	27.0	56.9
Disagree	76	25.0	25.0	81.9

strongly disagree	55	18.1	18.1	100.0
Total	304	100.0	100.0	

25. I am satisfied with working hours.

Table 4.2.25: Frequencies and percent of responses for Statement 25

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	55	18.1	18.1	18.1
Agree	138	45.4	45.4	63.5
Neutral	27	8.9	8.9	72.4
Valid Disagree	48	15.8	15.8	88.2
strongly disagree	36	11.8	11.8	100.0
Total	304	100.0	100.0	

26. I am satisfied with quantity of work for me

Table 4.2.26: Frequencies and percent of responses for Statement 26

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	68	22.4	22.4	22.4
Agree	144	47.4	47.4	69.7

Neutral	30	9.9	9.9	79.6
Disagree	35	11.5	11.5	91.1
strongly disagree	27	8.9	8.9	100.0
Total	304	100.0	100.0	

27. I am satisfied with salubrity and health wellness at work

Table 4.2.27: Frequencies and percent of responses for Statement 27

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	26	8.6	8.6	8.6
Agree	187	61.5	61.5	70.1
Neutral	56	18.4	18.4	88.5
Valid Disagree	4	1.3	1.3	89.8
strongly disagree	31	10.2	10.2	100.0
Total	304	100.0	100.0	

28.Ifeel discrimination(social,religious,sexual) at work

Table 4.2.28: Frequencies and percent of responses for Statement 28

	Frequency	Percent	Valid Percent	Cumulative Percent

strongly agree	6	2.0	2.0	2.0
Neutral	78	25.7	25.7	27.6
Disagree	34	11.2	11.2	38.8
Valid strongly disagree	186	61.2	61.2	100.0
Total	304	100.0	100.0	

29.I am satisfied regarding relationship with colleague and boss

Table 4.2.29: Frequencies and percent of responses for Statement 29

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	105	34.5	34.5	34.5
Agree	139	45.7	45.7	80.3
Neutral	9	3.0	3.0	83.2
Valid Disagree	24	7.9	7.9	91.1
strongly disagree	27	8.9	8.9	100.0
Total	304	100.0	100.0	

30. I am satisfied regarding team and colleague commitment towards work

Table 4.2.30: Frequencies and percent of responses for Statement 30

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	62	20.4	20.4	20.4
Agree	189	62.2	62.2	82.6
Neutral	20	6.6	6.6	89.1
Valid Disagree	6	2.0	2.0	91.1
strongly disagree	27	8.9	8.9	100.0
Total	304	100.0	100.0	

4.3.0 ANALYSIS OF PRIMARY DATA

This section includes the analysis of the primary data with the help of SPSS 20 to find the result of the factor analysis, t test and ANOVA. There were 350 questionnaire distributed, out of which 304 questionnaire forms were received. The primary data collection in the form of 304 questionnaire were loaded to the SPSS software for the initial analysis. Overall, there were 30 criteria, which were having an impact on the Sustainability of Human Resource Outsourcing in Higher Education. However, to come out with a Discriminant Analysis output with all the 30 Criteria would lead to a very lengthy model. To counter the same, the Factor Analysis was used for the data reduction.

4.3.1 FACTOR ANALYSIS RESULTS

The Factor Analysis was applied to identify of the core factors that affect the sustainability of human resource outsourcing with the help of organisational commitment and quality of work life in Higher Education. This technique was considered appropriate as it requires no preexisting of functional relationships and is a well known for data reduction. It is used to reduce large number of variables into a few numbers of core factors. The existence of clusters of large correlation coefficients between subset of variables suggested that those variables could be measuring aspect of the same underlying dimension. These underlying dimensions are known as factor or latent variables.

4.3.2: ADEQUACY TEST OF SAMPLE

The Kaiser-Meyer-Olkin is the measure of sampling adequacy, which varies between 0 and 1. The values closer to 1 are better and the value of 0.6 is the suggested minimum. The Bartlett's Test of Sphericity is the test for null hypothesis that the correlation matrix has an identity matrix. Taking this into consideration, these tests provide the minimum standard to proceed for Factor Analysis.

4.3.3: TEST HYPOTHESIS REGARDING INTERRELATIONSHIP BETWEEN THE VARIABLES

H0: There is no statistically significant interrelationship among variables of the sustainability of human resource outsourcing.

H1: There is statistically significant interrelationship among variables of the sustainability of human resource outsourcing.

4.3.4 SPSS OUTPUT:

The data were calculated with the help of SPSS 20 to find the quantitative solution for this research.

Table. 4.3.1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.839
Approx. Chi-Square		10865.316
Bartlett's Test of Sphericity	Df	435
	Sig.	.000

Normally, $0 < \text{KMO} < 1$

If KMO is greater than 0.5, the sample is adequate.

Here, $\text{KMO} = 0.839$ which indicates that the sample is adequate and researcher may proceed with the Factor Analysis.

4.3.5: BARTLETT'S TEST OF SPHERICITY

Taking a 95% level of Significance, $\alpha = 0.05$ The p-value (Sig.) of $.000 < 0.05$, therefore the Factor

As $p < \alpha$, we therefore reject the null hypothesis H_0 and accept the alternate hypothesis (H_1) that there was statistically significant interrelationship among variable.

The Kaiser-Meyer Olkin (KMO) and Bartlett's Test measure of sampling adequacy was used to examine the appropriateness of Factor Analysis. The approximate of Chi-square is

10865.316 with 435 degrees of freedom, which is significant at 0.05 Level of significance. The KMO statistic of 0.839 is also large (greater than 0.50). Hence Factor Analysis is considered as an appropriate technique for further analysis of the data

4.3.4: BARTLETT'S TEST OF SPHERICITY

Taking a 95% level of Significance, $\alpha = 0.05$

The p-value (Sig.) of $.000 < 0.05$, therefore the Factor Analysis is valid.

Interpretation: As the table 4.3.1 shows that KMO and Bartlett's Test value the significance (.000) was less than the assumed value (0.05). So the null hypothesis was rejected & alternative hypothesis was accepted. It was concluding that 'significant factors' contributing towards sustainability of human resource outsourcing can be identified from 30 variables sustainability of human resource outsourcing variables.

4.3.5: EIGEN VALUES (Select those components with Eigen Values ≥ 1)

The initial components are the numbers of the variables used in the Factor Analysis. However, not all the 30 variables will be retained. In the present research only the 7 factors were extracted by combining the relevant variables. The Eigen values are the variances of the factors. The total column contains the Eigen value. The first factor will always account for the most variance and hence have the highest Eigen values. The next factor will account for as much of the left over variance as it can and the same will continue till the last factor. The percentage of variance represents the percent of total variance accounted by each factor and the cumulative percentage gives the cumulative percentage of variance account by the present and the preceding factors. In the present research the first 7 factors explain 79.89% of variance.

The rotation sums of the squared loading represent the distribution of the variance after the varimax rotation with Kaiser Normalisation. The varimax rotation tries to maximize the variance of each of the factor.

Table 4.3.2: Total Variance Explained

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.821	46.071	46.071	13.821	46.071	46.071	7.513	25.044	25.044
2	3.044	10.146	56.217	3.044	10.146	56.217	3.915	13.050	38.094
3	2.023	6.743	62.960	2.023	6.743	62.960	3.885	12.949	51.043
4	1.647	5.490	68.450	1.647	5.490	68.450	3.065	10.216	61.259
5	1.260	4.199	72.649	1.260	4.199	72.649	2.138	7.125	68.384
6	1.102	3.675	76.324	1.102	3.675	76.324	1.885	6.282	74.666

7	1.07 1	3.569	79.893	1.071	3.569	79.893	1.56 8	5.227	79.893
8	.872	2.906	82.799						
9	.788	2.627	85.425						
10	.710	2.368	87.793						
11	.546	1.821	89.614						
12	.476	1.588	91.202						
13	.417	1.388	92.590						
14	.392	1.308	93.899						
15	.273	.911	94.809						
16	.254	.847	95.656						
17	.198	.659	96.315						
18	.167	.558	96.873						
19	.148	.494	97.367						
20	.133	.443	97.810						
21	.118	.392	98.202						
22	.107	.358	98.560						
23	.096	.319	98.879						
24	.082	.273	99.152						
25	.067	.224	99.376						
26	.053	.176	99.552						
27	.051	.170	99.723						
28	.036	.119	99.842						

29	.025	.083	99.924						
30	.023	.076	100.000						

Extraction Method: Principal Component Analysis.

4.5.6: EXTRACTION OF FACTORS

On the basis of Varimax Rotation with Kaiser Normalisation, 7 factors have been extracted. Each factor is constituted of all those variables that have factor loadings greater than 0.5. 30 variables were clubbed into 7 factors. 7 factors were extracted from the 30 variables used in the study. These 7 extracted factors explained 79.89% of the variability the sustainability of human resource outsourcing in higher education. This explains over three-fourth of the variability.

4.5.7: SCREE PLOT

The scree plot graphs the Eigen value against the each factor. We can see from the graph that after factor 7 there is a sharp change in the curvature of the scree plot. This shows that after factor 7 the total variance accounts for smaller and smaller amounts.

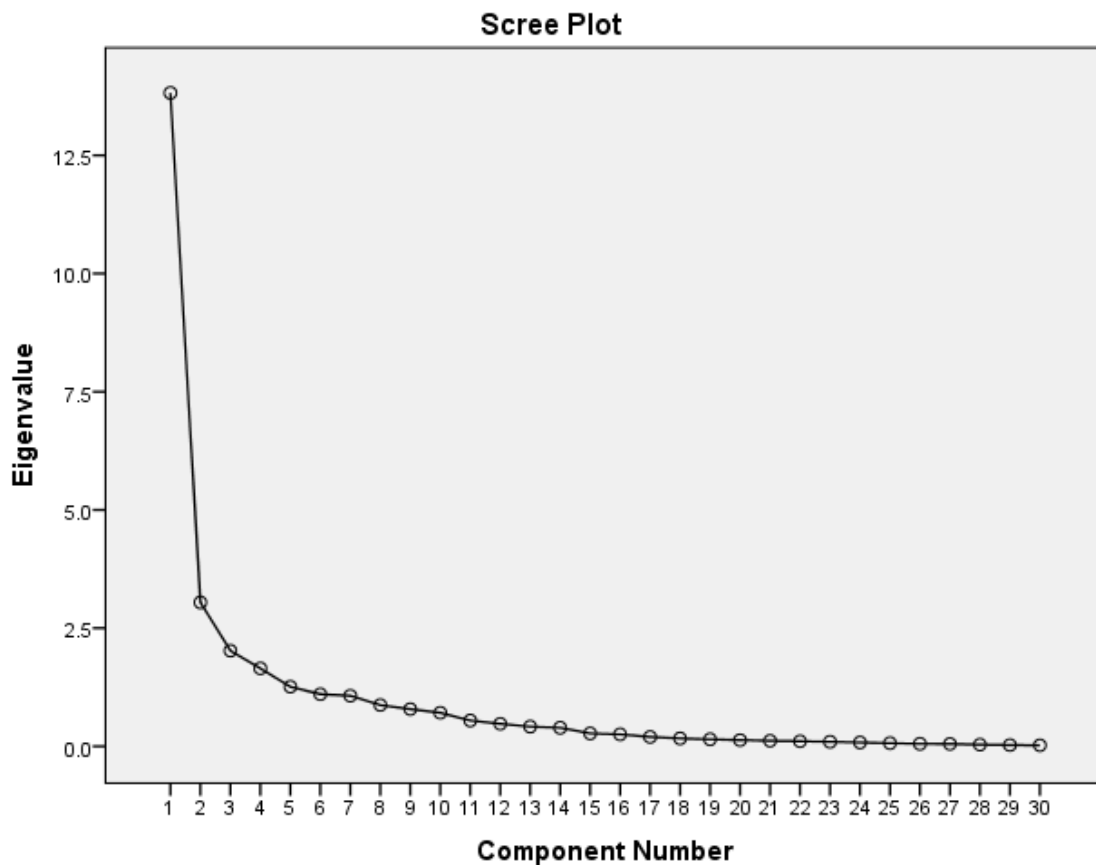


Fig.4.2.3 Scree Plot

4.5.8: IDENTIFICATION OF THE CORE FACTORS

The Rotated Factor Matrix represents the rotated factor loadings, which are the correlations between the variables and the factors. The factor column represents the rotated factors that have been extracted out of the total factor. These are the core factors, which have been used as the final factor after data reduction. According to the grouping of the factors, each group of factors is named which will represent the grouped factor and represent the factors.

4.5.9: CODES OF STATEMENTS

There were 30 statement has been used to study the Sustainability of Human Resource Outsourcing in higher education. Every statement was provided with the unique code. The code of the statements in the table below:

Table 4.3.3: Statements of Sustainability of Human Resource Outsourcing with their coding:

S. No.	Statements	Code
1.	I would be very happy to spend the balance of my career with my current organization.	OC1
2.	I really feel, organization's problems are my own.	OC2
3.	I feel like 'part of my family' at this organization.	OC3
4.	I feel 'emotionally attached' to this organization.	OC4
5.	This organization has a great deal of personal meaning for me.	OC5
6.	I feel a strong sense of belonging to this organization.	OC6
7.	It would be very hard for me to leave my job at this organization right now even if I wanted to.	OC7
8.	Too much of my life would be disrupted if I leave my Organization.	OC8
9.	To be remain with this job is necessary for me.	OC9
10.	I believe I have too few options to leave this organization.	OC10
11.	I continue my job due to scarcity of available alternatives.	OC11
12.	I do not leave this job because it will require considerable personal	OC12

	sacrifice.	
13.	I do not feel any obligation to remain with my organization.	OC13
14.	If I get better job, I do not feel it would be right to leave.	OC14
15.	I would feel guilty if I left this organization now.	OC15
16.	This organization deserves my loyalty.	OC16
17.	I would not leave my organization due to obligation of it.	OC17
18.	I owe a great deal to this organization.	OC18
19.	I got this job very easily.	HRO19
20.	My future is secured.	HRO20
21.	I am satisfied with my salary.	QS21
22.	I am satisfied with my salary in comparison of my friends.	QS22
23.	I am happy with extra benefits for me and my family.	QS23
24.	I am well paid for extra hours worked for department.	QS24
25.	I am satisfied with working hours.	QWC25
26.	I am satisfied with quantity of work for me.	QWC26
27.	I am satisfied with salubrity and health wellness at work.	QWC27
28.	I feel discrimination (social, religious, sexual) at work.	QSI 28
29.	I am satisfied regarding relationship with colleague and boss.	QSI 29
30.	I am satisfied regarding team and colleague commitment towards work.	QSI 30

Table 4.3.4: Rotated Component Matrix

Rotated Component Matrix^a

	Component						
	1	2	3	4	5	6	7
OC10	.838						
OC03	.801						
OC04	.790						
OC06	.736						
OC01	.661					.632	
QWC25	.644						
OC09	.643						
QSI29	.630		.541				
QWC26	.621				.416		
OC07	.619	.458					
QWC27	.563		.465				
OC13	.543	.539					
QSI30	.529		.421	.458			
OC16	.520						
OC11	.517	.514		.423			
HRO19		.771					
OC14		.767			.451		
OC17	.438	.642					
OC08	.460	.524		.458			

QS21			.814				
QS23			.752				
QS22			.729				
HRO20			.661				
OC05				.850			
OC18			.403	.687			
QS24					.677		
OC12	.466				.601		
OC02						.878	
QSI28							-.888
OC15							.574

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Table 4.3.5: Code and Name of the factors

Core Factors	Statements of Sustainability	Name of Sustainability factors	Code of Sustainability factors	Name given by the researcher
1	OC10, OC 03, OC 04, OC06, OC 01, QWC 25, OC 09, QSI	Sustainability factor 1	SF 1	Belongingness, Emotional Attachment, Job necessity, Scarcity of Alternative and Sense of Belongingness,

	29, QWC 26, OC 07, QWC 27, OC 13, QSI 30, OC 16, OC 11.			satisfaction with working hours and relationship with colleague
2	HRO 19, OC14, OC17.	Sustainability factor 2	SF2	Easy availability of job
3	QS 21, QS 23, QS 22, HRO 20.	Sustainability factor 3	SF 3	Satisfaction with Salary
4	OC 05, OC 18.	Sustainability factor 4	SF 4	Personal meaning
5	QS 24, OC 12.	Sustainability factor 5	SF5	Better payment and not able to leave the job
6	OC 02.	Sustainability factor 6	SF6	Affection towards the organization
7	QSI 28, OC 15.	Sustainability factor 7	SF7	Continuance with job and social, religious and Sexual discrimination

4.6.0: RELIABILITY

Reliability may be said as the degree to which the result of a measurement, calculation, or specification can be depended on to be accurate. Reliability have been checked with the help of Cronbach's Alpha. Out of the 7 factors extracted, factor 1 consisted of 15 statements. These 15 statement represents factor 1 which resulted in cronback alpha is 0.955 have been given below:

Reliability (Sustainable factor 1)

Table 4.4.1: Reliability Statistics

Cronbach's Alpha	N of Items
.955	15

Table 4.4.2: Item Statistics of SF 1

	Mean	Std. Deviation	N
OC01	3.0329	1.45977	304
OC03	2.1151	1.33371	304
OC04	2.2895	1.08778	304
OC06	2.2533	1.21255	304
OC07	2.2961	1.15378	304
OC09	2.2928	1.15319	304
OC10	2.3783	1.15684	304
OC11	2.3651	1.25400	304
OC13	3.3882	1.32281	304
OC16	2.2072	1.13734	304

QWC25	2.5395	1.26063	304
QWC26	2.3586	1.17442	304
QWC27	2.4507	1.04559	304
QSI29	2.1250	1.21765	304
QSI30	2.1645	1.05270	304

Table 4.4.3: Item-Total Statistics for SF1

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC01	33.2237	175.613	.608	.956
OC03	34.1414	172.340	.775	.952
OC04	33.9671	174.296	.898	.949
OC06	34.0033	170.881	.912	.949
OC07	33.9605	172.850	.893	.949
OC09	33.9638	173.203	.881	.949
OC10	33.8783	175.573	.794	.951
OC11	33.8914	174.229	.769	.952
OC13	32.8684	184.392	.421	.960
OC16	34.0493	175.961	.796	.951
QWC25	33.7171	174.322	.761	.952
QWC26	33.8980	175.392	.787	.951
QWC27	33.8059	180.995	.681	.954

QSI29	34.1316	179.085	.635	.955
QSI30	34.0921	179.087	.748	.952

Reliability (Sustainable factor 2)

Table 4.4.4: Reliability Statistics

Cronbach's Alpha	N of Items
.775	3

Table 4.4.5: Item Statistics of Sustainable factor 2

	Mean	Std. Deviation	N
OC14	3.4276	1.41469	304
OC17	2.7138	1.09319	304
HRO19	3.3158	1.18807	304

Table 4.4.6: Item-Total Statistics of Sustainable factor 2

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC14	6.0296	4.075	.605	.721
OC17	6.7434	5.300	.603	.712
HRO19	6.1414	4.762	.647	.658

Reliability (Sustainable factor 3)

Table 4.4.7: Reliability Statistics of Sustainable factor 3

Cronbach's Alpha	N of Items
.827	4

Table 4.4.8: Item Statistics of Sustainable factor 3

	Mean	Std. Deviation	N
QS21	2.5428	1.37810	304
QS22	2.8421	1.09065	304
QS23	3.1711	1.23361	304
HRO20	2.6776	1.08151	304

Table 4.4.9: Item-Total Statistics Sustainable factor 3

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
QS21	8.6908	7.752	.726	.749
QS22	8.3914	9.308	.710	.760
QS23	8.0625	9.359	.575	.818
HRO20	8.5559	9.805	.627	.795

Reliability (Sustainable factor 4)

Table 4.4.10: Reliability Statistics of SF 4

Cronbach's Alpha	N of Items
.670	2

Table 4.4.11: Item Statistics of SF 4

	Mean	Std. Deviation	N
OC05	2.6480	1.27859	304
OC18	3.0921	1.26572	304

Table 4.4.12: Item-Total Statistics of SF 4

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC05	3.0921	1.602	.503	.
OC18	2.6480	1.635	.503	.

Reliability (Sustainable factor 5)

Table 4.4.13: Reliability Statistics of SF 5

Cronbach's Alpha	N of Items
.690	2

Table 4.4.14: Item Statistics of SF 5

Item Statistics

	Mean	Std. Deviation	N
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OC12	2.7336	1.21788	304
QS24	3.1842	1.20462	304

Table 4.4.15: Item-Total Statistics of SF 5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC12	3.1842	1.451	.526	.
QS24	2.7336	1.483	.526	.

Reliability (Sustainable factor 6): SF 6 had only one item. Cronbach's alpha is a measure used to assess the reliability or the internal consistency of a set of scale or test items.

Therefore there was no reliability for SF6.

Reliability (Sustainable factor 7)

Table 4.4.16: Reliability of SF 7

Reliability Statistics

Cronbach's Alpha ^a	N of Items
-.957	2

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Table 4.4.17: Item Statistics of SF 7

Item Statistics

	Mean	Std. Deviation	N
OC15	2.8750	1.26810	304
QSI28	4.2237	1.01603	304

Table 4.4.18: Item-Total Statistics of SF 7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC15	4.2237	1.032	-.332	.
QSI28	2.8750	1.608	-.332	.

4.7.0: RESULTS AND INTERPRETATION OF GENDER

The methodologies used to collect the data have been given in Chapter 3. The technique used to analyze the data has been given in the previous chapter. This chapter deals with result and interpretation on the basis of test applied with help of SPSS are as follows:

OBJECTIVE: To compare the mean score of the Sustainability Factors of the Gender of Human resource outsourced in Higher Education.

H0: There is no significant difference in mean scores of Sustainability Factor 1 (SF1) of male and female outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 1 (SF1) of male and female outsourced HR in higher education.

Table 4.5.1: Gender wise Mean, SR, N, t-value and p-value of sustainability factor 1

Gender	N	Mean \pmSR	t-test	p value
Male	222	36.36 \pm 1.02	0.841	0.285
Female	82	35.99 \pm 1.19		

Interpretation for SF1: The above table 4.3.1 shows that the average value of sustainability of outsourced male is higher than that of the female outsourced human resource in higher education with respect to sustainability factor1 (SF1). Hence it may be concluded that outsourced males are more sustainable in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately of male and female outsourced employees and then both were compared with the help of independent sample t-test.

The p value of 0.285 shows the difference between Male and Female with respect to the SF1 is not significant. (Vide table 4.3.1). It indicates that mean scores of sustainability factor1 of male and female outsourced human resource in higher education do not differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of

Sustainability Factor 1 (SF1) of male and female outsourced HR in higher education” is accepted. Further the mean score of sustainability factor1 of male employees is 36.36 which is higher than those of female employees whose mean score of sustainability factor1 is 35.99. It may therefore be said that male and female were found almost similar sustainability in higher education with respect to SF1.

H0: There is no significant difference in mean scores of Sustainability Factor 2 (SF2) of male and female outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 2 (SF2) of male and female outsourced HR in higher education.

Table 4.5.2: Gender wise Mean, SR, N, t-value and p-value of sustainability factor 2

Gender	N	Mean ±SR	t-test	p value
Male	222	9.29±0.22	0.137	0.104
Female	82	9.89±0.26		

Interpretation for SF 2: The above table 4.5.2 shows that the average value of sustainability of outsourced female is higher than that of the male outsourced human resource in higher education with respect to sustainability factor 2 (SF2). Hence it may be concluded that outsourced females are more sustainable than male in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately male and female outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test.

The t value of 0.137 shows the difference between Male and Female with respect to the SF2 is not significant. (Vide table 4.5.2). It indicates that mean scores of sustainability factor2 of male and female outsourced human resource in higher education do not differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 2 (SF2) of male and female outsourced HR in higher education” is accepted. Further the mean score of sustainability factor 2 of male employees is 9.29 which are higher than those of female employees whose mean score of sustainability factor 2 is 9.89. It may therefore be said that male and female were found to have sustainability to the same extent in higher education.

Table 4.5.3: Gender wise Mean, SR, N, t-value and p-value of sustainability factor 3

Gender	N	Mean ±SR	t-test	p value
Male	222	11.35±0.27	0.387	0.159
Female	82	9.89±0.36		

Interpretation for SF 3: The above table 4.5.3 shows that the average value of sustainability of outsourced male is higher than that of the female outsourced human resource in higher education with respect to sustainability factor 3 (SF3). Hence it may be concluded that outsourced males are more sustainable than female in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately male and female outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test. The hypothesis for the same is as below:

H0: There is no significant difference in mean scores of Sustainability Factor 3 (SF3) of male and female outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 3 (SF3) of male and female outsourced HR in higher education.

Interpretation of t values of SF 3: The t value of 0.387 shows the difference between Male and Female with respect to the SF3 is not significant. (Vide table 4.5.3). It indicates that mean scores of sustainability factor 3 of male and female outsourced human resource in higher education do not differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 3 (SF3) of male and female outsourced HR in higher education” is accepted. Further the mean score of sustainability factor 3 of male employees is 11.35 which are higher than those of female employees whose mean score of sustainability factor4 is 10.91. It may therefore be said that outsourced male and female were found to have sustainability to the same extent in higher education of Lucknow.

Table 4.5.4: Gender wise Mean, SR, N, t-value and p-value of sustainability factor 4

Gender	N	Mean ±SR	t-test	p value
Male	222	5.90±0.15	0.013	0.001
Female	82	5.30±0.17		

Interpretation for SF 4: The above table 4.5.4 shows that the average value of sustainability of outsourced male is higher than that of the female outsourced human resource in higher education with respect to sustainability factor 4 (SF 4). Hence it may be concluded that outsourced males are more sustainable than female with respect to SF 4 in

the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately male and female outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test. The hypothesis for the same is as below:

H0: There is no significant difference in mean scores of Sustainability Factor 4 (SF4) of male and female outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 4 (SF4) of male and female outsourced HR in higher education.

Interpretation of t values of SF 4: The t value of 0.013 shows that the difference between Male and Female with respect to the SF 4 is highly significant. (Vide table 4.5.4). It indicates that mean scores of sustainability factor 4 of male and female outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 4 (SF4) of male and female outsourced HR in higher education” is rejected. Further the mean score of sustainability factor 4 of male employees is 5.90 which are higher than those of female outsourced employees whose mean score of sustainability factor 4 is 5.30. It may therefore be said that outsourced male were found to have better sustainability than male with respect to SF 4 in higher education of Lucknow.

Table 4.5.5: Gender wise Mean, SR, N, t-value and p-value of sustainability factor 5

Gender	N	Mean \pm SR	t-test	p value
Male	222	11.35 \pm 0.27	0.385	0.055

Female	82	9.89±0.36		
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Interpretation for SF 5: The above table 4.5.5 shows that the average value of sustainability of outsourced male is higher than that of the female outsourced human resource in higher education with respect to sustainability factor 5 (SF5). Hence it may be concluded that outsourced males are more sustainable than female in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately male and female outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test. The hypothesis for the same is as below:

H0: There is no significant difference in mean scores of Sustainability Factor 5 (SF5) of male and female outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 5 (SF5) of male and female outsourced HR in higher education.

Interpretation of t values of SF 5: The p value of 0.055 shows the difference between Male and Female with respect to the SF5 is not significant. (Vide table 4.5.5). It indicates that mean scores of sustainability factor 5 of male and female outsourced human resource in higher education do not differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 5 (SF5) of male and female outsourced HR in higher education” is accepted. Further the mean score of sustainability factor 5 of male employees is 5.98 which are higher than those of female employees whose mean score of sustainability factor5 is 5.74. It may therefore be said that outsourced male

and female were found to have sustainability to the same extent in higher education of Lucknow.

Table 4.5.6: Gender wise Mean, SR, N, t-value and p-value of sustainability factor 6

Gender	N	Mean \pmSR	t-test	p value
Male	222	11.35 \pm 0.27	0.817	0.460
Female	82	9.89 \pm 0.36		

Interpretation of mean for SF 6: The above table 4.5.6 shows that the average value of sustainability of outsourced male is higher than that of the female outsourced human resource in higher education with respect to sustainability factor 6 (SF6). Hence it may be concluded that outsourced males are more sustainable than female in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately male and female outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test. The hypothesis for the same is as below:

H0: There is no significant difference in mean scores of Sustainability Factor 6 (SF6) of male and female outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 6 (SF6) of male and female outsourced HR in higher education.

Interpretation of t values of SF 6: The p value of 0.46 shows the difference between Male and Female with respect to the SF6 is not significant. (Vide table 4.5.6). It indicates that mean scores of sustainability factor 6 of male and female outsourced human resource

in higher education do not differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 6 (SF6) of male and female outsourced HR in higher education” is accepted. Further the mean score of sustainability factor 6 of male employees is 2.53 which are higher than those of female employees whose mean score of sustainability factor6 is 2.50. It may therefore be said that outsourced male and female were found to have sustainability to the same extent in higher education of Lucknow.

Table 4.5.7: Gender wise Mean, SR, N, t-value and p-value of sustainability factor 7

Gender	N	Mean \pmSR	t-test	p value
Male	222	11.35 \pm 0.27	0.023	0.001
Female	82	9.89 \pm 0.36		

Interpretation of mean for SF 7: The above table 4.5.7 shows that the average value of sustainability of outsourced female is higher than the male outsourced human resource in higher education with respect to sustainability factor 7 (SF7). Hence it may be concluded that outsourced females are more sustainable than male with respect to SF7 in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately male and female outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test. The hypothesis for the same is as below:

H0: There is no significant difference in mean scores of Sustainability Factor 7 (SF7) of male and female outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 7 (SF7) of male and female outsourced HR in higher education.

Interpretation of t values of SF 7: The p value of 0.00 shows that the difference between Male and Female with respect to the SF 7 is highly significant. (Vide table 4.5.77). It indicates that mean score of sustainability factor 7 of male and female outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factors 7 (SF7) of male and female outsourced HR in higher education” is rejected. Further the mean score of sustainability factor 7 of female employees is 9.89 which are higher than those of female outsourced employees whose mean score of sustainability factor7 is 9.29. It may therefore be said that outsourced female were found to have better sustainability than male with respect to SF 7 in higher education of Lucknow.

Table 4.5.8: Gender wise Mean, SD, N and SR comparison (Independent sample t test)

T-Test

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
SF1	Male	222	36.3559	15.27232	1.02501
	Female	82	35.9878	10.78808	1.19134
SF3	Male	222	11.3514	4.10859	.27575
	Female	82	10.9146	3.27806	.36200
SF4	Male	222	5.9009	2.37046	.15910

	Female	82	5.3049	1.61543	.17839
	Male	222	5.9820	2.24710	.15082
SF5	Female	82	5.7439	1.71278	.18914
	Male	222	2.5315	1.06631	.07157
SF6	Female	82	2.5000	1.02138	.11279
	Male	222	7.1937	1.40566	.09434
SF7	Female	82	6.8415	1.09397	.12081
	Male	222	9.2973	3.28742	.22064
SF2	Female	82	9.8902	2.42928	.26827

Table 4.5.9: Gender wise Independent sample t test

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper

SF 1	Equal variances assumed	1.14 5	.28 5	.200	302	.841	.36805	1.83621	- 3.2453 3	3.9814 3
	Equal variances not assumed			.234	204.28 0	.815	.36805	1.57161	- 2.7306 0	3.4667 0
SF 3	Equal variances assumed	1.99 4	.15 9	.866	302	.387	.43672	.50440	-55587	1.4293 0
	Equal variances not assumed			.960	180.05 3	.339	.43672	.45506	-46123	1.3346 6
SF 4	Equal variances assumed	28.1 62	.00 0	2.10 3	302	.036	.59602	.28347	.03819	1.1538 6
	Equal variances not assumed			2.49 3	211.94 4	.013	.59602	.23903	.12484	1.0672 1

SF 5	Equal variances assumed	3.69 7	.05 5	.870	302	.385	.23808	.27358	-.30029	.77645
	Equal variances not assumed			.984	188.77 0	.326	.23808	.24191	-.23912	.71528
	Equal variances assumed	.548	.46 0	.231	302	.817	.03153	.13626	-.23661	.29968
SF 6	Equal variances not assumed			.236	150.41 1	.814	.03153	.13358	-.23240	.29547
	Equal variances assumed	14.6 98	.00 0	2.05 1	302	.041	.35223	.17178	.01420	.69026
SF 7	Equal variances not assumed			2.29 8	184.73 6	.023	.35223	.15328	.04982	.65464

SF 2	Equal variances assumed	2.66 3	.10 4	- 1.48 9	302	.137	-.59295	.39812	1.3763 9	.19050
	Equal variances not assumed			- 1.70 7	194.94 9	.089	-.59295	.34735	- 1.2779 8	.09209

4.8.0: RESULTS AND INTERPRETATION OF MARITAL STATUS

OBJECTIVE: To compare the mean score of the Sustainability Factors of the marital status of Human resource outsourced in Higher Education.

Table 4.6.1: Marital status wise Mean, SR, N, t-value and p-value of sustainability factor 1

Marital Status	N	Mean ±SR	t-test	p value
Unmarried	161	33.88±0.60	0.003	0.001
Married	143	39.89±1.56		

Interpretation of mean for SF1: The above table 4.6.1 shows that the average value of sustainability of married have higher than the unmarried outsourced human resource in higher education with respect to sustainability factor 1 (SF1). Hence it may be concluded that outsourced married are more sustainable than unmarried with respect to SF1 in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated

separately married and unmarried outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test. The hypothesis for the same is as below:

H0: There is no significant difference in mean scores of Sustainability Factor1 (SF1) of married and unmarried outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 1 (SF1) of married and unmarried outsourced HR in higher education.

Interpretation of t values of SF 1: The t value of 0.001 shows that the difference between Married and Unmarried with respect to the SF 1 is highly significant. (Vide table 4.6.1). It indicates that mean scores of sustainability factor 1 of married and unmarried outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 1 (SF1) of married and unmarried outsourced HR in higher education” is rejected. Further the mean score of sustainability of married is 38.92 higher than the unmarried employees whose mean score of sustainability is 33.88 of the outsourced human resource in higher education with respect to sustainability factor 1 (SF1).

It may therefore be said that married were found to have better sustainability than the unmarried outsourced human resource.

Table 4.6.2: Marital status wise Mean, SR, N, t-value and p-value of sustainability factor 2

Marital Status	N	Mean ±SR	t-test	p value
Unmarried	161	9.79±0.18	0.049	0.001
Married	143	9.07±0.31		

Interpretation of mean for SF2: The above table 4.6.2 shows that the average value of sustainability of unmarried have higher than the married outsourced human resource in higher education with respect to sustainability factor 2 (SF2). Hence it may be concluded that outsourced unmarried are more sustainable than married with respect to SF2 in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately married and unmarried outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test. The hypothesis for the same is as below:

H0: There is no significant difference in mean scores of Sustainability Factor2 (SF2) of married and unmarried outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 2 (SF2) of married and unmarried outsourced HR in higher education.

Interpretation of t values of SF 2: The t value of 0.001 shows that the difference between Married and Unmarried with respect to the SF 2 is highly significant. (Vide table 4.6.2). It indicates that mean scores of sustainability factor 2 of married and unmarried outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 2 (SF2) of married and unmarried outsourced HR in higher education” is rejected. Further the mean score of sustainability of unmarried is 9.79 higher than the married employees whose mean score of sustainability is 9.08 of the outsourced human resource in higher education with respect to sustainability factor 2 (SF2).

It may therefore be said that unmarried were found to have better sustainability than the married outsourced human resource.

Table 4.6.3: Marital Status wise Mean, SR, N, t-value and p-value of sustainability factor 3

Marital Status	N	Mean \pmSR	t-test	p value
Unmarried	161	10.52 \pm 0.26	0.001	0.005
Married	143	12.02 \pm 0.36		

Interpretation of mean for SF 3: The above table 4.6.3 shows that the average value of sustainability of married have higher than the unmarried outsourced human resource in higher education with respect to sustainability factor 3 (SF3). Hence it may be concluded that outsourced married are more sustainable than unmarried with respect to SF3 in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately married and unmarried outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test. The hypothesis for the same is as below:

H0: There is no significant difference in mean scores of Sustainability Factor3 (SF3) of married and unmarried outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 3 (SF3) of married and unmarried outsourced HR in higher education.

Interpretation of t values of SF 3: The p value of 0.005 shows that the difference between Married and Unmarried with respect to the SF 3 is significant. (Vide table 4.6.3). It indicates that mean scores of sustainability factor 3 of married and unmarried outsourced

human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 3 (SF3) of married and unmarried outsourced HR in higher education” is rejected. Further the mean score of sustainability of married is 12.02 higher than the unmarried employees whose mean score of sustainability is 10.52 of the outsourced human resource in higher education with respect to sustainability factor 3 (SF3).

It may therefore be said that married were found to have better sustainability than the unmarried outsourced human resource.

Table 4.6.4: Marital Status wise Mean, SR, N, t-value and p-value of sustainability factor 4

Marital Status	N	Mean ±SR	t-test	p value
Unmarried	161	5.01±0.157	0.001	0.031
Married	143	6.55±0.179		

Interpretation of mean for SF 4: The above table 4.6.4 shows that the average value of sustainability of married have higher than the unmarried outsourced human resource in higher education with respect to sustainability factor 4 (SF4). Hence it may be concluded that outsourced married are more sustainable than unmarried with respect to SF4 in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately married and unmarried outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test. The hypothesis for the same is as below:

H0: There is no significant difference in mean scores of Sustainability Factor 4 (SF4) of married and unmarried outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 4 (SF4) of married and unmarried outsourced HR in higher education.

Interpretation of t values of SF 4: The p value of 0.139 shows that the difference between Married and Unmarried with respect to the SF 4 is not significant. (Vide table 4.6.4). It indicates that mean scores of sustainability factor 4 of married and unmarried outsourced human resource in higher education do not differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 4 (SF4) of married and unmarried outsourced HR in higher education” is accepted. It may therefore be said that both Married and Unmarried outsourced human resource were found to have sustainability to the same extent in higher education with respect to sustainability factor 4 (SF4).

Table 4.6.5: Marital Status wise Mean, SR, N, t-value and p-value of sustainability factor 5

Marital Status	N	Mean \pm SR	t-test	p value
Unmarried	161	5.93 \pm 0.15	0.862	0.031
Married	143	5.89 \pm 0.19		

Interpretation of mean for SF 5: The above table 4.6.5 shows that the average value of sustainability of unmarried have higher than the married outsourced human resource in higher education with respect to sustainability factor 5 (SF5). Hence it may be concluded that outsourced unmarried are more sustainable than married with respect to SF 5 in the

higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately married and unmarried outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test. The hypothesis for the same is as below:

H0: There is no significant difference in mean scores of Sustainability Factor5 (SF5) of married and unmarried outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 5 (SF5) of married and unmarried outsourced HR in higher education.

Interpretation of t values of SF 5: The p value of 0.031 shows that the difference between Married and Unmarried with respect to the SF 5 is significant. (Vide table 4.6.5). It indicates that mean scores of sustainability factor 5 of married and unmarried outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 1 (SF1) of married and unmarried outsourced HR in higher education” is rejected. Further the mean score of sustainability of unmarried is 5.93 higher than the unmarried employees whose mean score of sustainability is 5.90 of the outsourced human resource in higher education with respect to sustainability factor 5 (SF5).

It may therefore be said that unmarried were found to have better sustainability than the married outsourced human resource.

Table 4.6.6: Marital Status wise Mean, SR, N, t-value and p-value of sustainability factor 6

Marital Status	N	Mean \pm SR	t-test	p value
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Unmarried	161	2.68±0.09	0.003	0.001
Married	143	2.33±0.07		

Interpretation of mean for SF 6: The above table 4.6.6 shows that the average value of sustainability of unmarried have higher than the married outsourced human resource in higher education with respect to sustainability factor 6 (SF6). Hence it may be concluded that outsourced unmarried are more sustainable than married with respect to SF 6 in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately married and unmarried outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test. The hypothesis for the same is as below:

H0: There is no significant difference in mean scores of Sustainability Factor6 (SF6) of married and unmarried outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 6 (SF6) of married and unmarried outsourced HR in higher education.

Interpretation of t values of SF 6: The t value of 0.001 shows that the difference between Married and Unmarried with respect to the SF 6 is highly significant. (Vide table 4.6.6). It indicates that mean scores of sustainability factor 6 of married and unmarried outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 6 (SF6) of married and unmarried outsourced HR in higher education” is rejected. Further the mean score of sustainability of unmarried is 2.69 higher than the married employees whose mean score of

sustainability is 2.33 of the outsourced human resource in higher education with respect to sustainability factor 6 (SF6).

It may therefore be said that unmarried were found to have better sustainability than the married outsourced human resource.

Table 4.6.7: Marital Status wise Mean, SR, N, t-value and p-value of sustainability factor 7

Marital Status	N	Mean \pmSR	t-test	p value
Unmarried	161	6.77 \pm 0.09	0.001	0.001
Married	143	7.46 \pm 0.11		

Interpretation of mean for SF 7: The above table 4.6.7 shows that the average value of sustainability of married have higher than the unmarried outsourced human resource in higher education with respect to sustainability factor 7 (SF7). Hence it may be concluded that outsourced unmarried are more sustainable than married with respect to SF 7 in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately married and unmarried outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test. The hypothesis for the same is as below:

H0: There is no significant difference in mean scores of Sustainability Factor 7 (SF7) of married and unmarried outsourced HR in higher education.

H1: There is no significant difference in mean scores of Sustainability Factor 7 (SF7) of married and unmarried outsourced HR in higher education.

Interpretation of t values of SF 7: The p value of 0.001 shows that the difference between Married and Unmarried with respect to the SF 7 is highly significant. (Vide table 4.6.7). It indicates that mean scores of sustainability factor 7 of married and unmarried outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 7 (SF7) of married and unmarried outsourced HR in Higher education” is rejected. Further the mean score of sustainability of married is 7.47 higher than the unmarried employees whose mean score of sustainability is 6.77 of the outsourced human resource in higher education with respect to sustainability factor 7 (SF7).

It may therefore be said that married were found to have better sustainability than the unmarried outsourced human resource.

4.9.0: AGEWISE RESULTS AND INTERPRETATION

ANOVA (Age wise)

OBJECTIVE: To compare mean scores of Sustainability Factor 1 of the age groups less than 30 years, 31-40 years, 41-50 years and 51& more of the Outsourced Human Resource in Higher Education of Lucknow.

Table 4.7.0: Mean (\pm SE) of different age group of SF

Parameters	less than 30 years	31-40 years	41-50 years	51 & more	Total	F	P
SF1	38.68 \pm 1.22 ^b	40.16 \pm 0.70 b	26.46 \pm 1.96 a	22.15 \pm 1.75 ^a	36.26 \pm 0. 81	22.67* *	p=0.00 1

SF2	10.56±0.20 ^c	9.46±0.18 ^b	9.50±0.40 ^b	4.00±0.43 ^a	9.46±0.1	72.83*	p=0.00
					8	*	1
SF3	12.58±0.30 ^b	9.74±0.31 ^a	10.17±0.98	8.94±0.50 ^a	11.23±0.	17.45*	p=0.00
			a		22	*	1
SF4	5.74±0.18 ^b	5.30±0.19 ^a	4.79±0.44 ^a	7.41±0.25 ^c	5.74±0.1	9.84**	p=0.00
		b			3		1
SF5	6.24±0.16 ^{bc}	5.49±0.21 ^{ab}	6.88±0.58 ^c	4.65±0.28 ^a	5.91±0.1	8.80**	p=0.00
					2		1
SF6	2.40±0.08 ^b	3.34±0.08 ^c	1.70±0.21 ^a	1.79±0.10 ^a	2.52±0.0	36.43*	p=0.00
					6	*	1
SF7	7.49±0.11 ^b	6.76±0.10 ^a	6.25±0.12 ^a	6.59±0.18 ^a	7.10±0.0	12.55*	p=0.00
					8	*	1

* Significantly Different (p<0.05), ** Significantly Different (p<0.01)

The values bearing different superscripts in rows (a, b, c ...) differ significantly

H0: There is no significant difference among the mean scores of Sustainability Factor

1 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 1

of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 1: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis 'There is no significant difference among the mean scores of Sustainability Factor 1 of the

age groups less than 30 years, 31-40 years, 41-50 years and 51& more of the Outsourced Human Resource in Higher Education of Lucknow' is rejected.

Regarding SF 1 each group less than 30 years and 31-40 years differ significantly ($p < 0.01$) from each group 41-50 years and 51& more.

H0: There is no significant difference among the mean scores of Sustainability Factor 2 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 2 the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 2: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis 'There is no significant difference among the mean scores of Sustainability Factor 2 of the age groups less than 30 years, 31-40 years, 41-50 years and 51& more of the Outsourced Human Resource in Higher Education of Lucknow' is rejected.

Regarding SF 2 each group 31-40 years and 41-50 years differ significantly ($p < 0.01$) from each group less than 30 years and 51& more. Age group 'less than 30 were also differing significantly from 51 and more than that.

H0: There is no significant difference among the mean scores of Sustainability Factor 3 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 3 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 3: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis ‘There is no significant difference among the mean scores of Sustainability Factor 3 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow’ is rejected.

Regarding SF 3 each group 31-40 years, 41-50 years and 51 & more differ significantly ($p < 0.01$) from the age group less than 30 years.

H0: There is no significant difference among the mean scores of Sustainability Factor 4 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 4 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 4: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis ‘There is no significant difference among the mean scores of Sustainability Factor 4 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow’ is rejected.

Regarding SF 4 each group 'less than 30' years differ significantly($p < 0.01$) from 41-50 years and '51 & more'. Age group 31-40 years differ significantly ($p < 0.01$) from the age group 51 & more.

H0: There is no significant difference among the mean scores of Sustainability Factor 5 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 5 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 5: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis 'There is no significant difference among the mean scores of Sustainability Factor 5 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow' is rejected.

Regarding SF 5 the age group '41-50 years' differ significantly ($p < 0.01$) from the group '51 & more' and age group 'less than 30' also showed the significant difference from group '51 & more'. In addition to this, the age group 31-40 also differ significantly from age group 41-50 years.

H0: There is no significant difference among the mean scores of Sustainability Factor 6 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 6 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 6: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis ‘There is no significant difference among the mean scores of Sustainability Factor 6 of the age groups less than 30 years, 31-40 years, 41-50 years and 51& more of the Outsourced Human Resource in Higher Education of Lucknow’ is rejected.

Regarding SF 6 the age group ‘41-50 years’ and ‘51 & more’ differ significantly ($p < 0.01$) from the group ‘less than 30’ and 31-40 years; but the age group 30 and 31-40 also differ significantly ($p < 0.01$).

H0: There is no significant difference among the mean scores of Sustainability Factor 7 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 7 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 7: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis ‘There is no significant difference among the mean scores of Sustainability Factor 7 of the age groups less than 30 years, 31-40 years, 41-50 years and 51& more of the Outsourced Human Resource in Higher Education of Lucknow’ is rejected.

Regarding SF 7 the age group ‘less than 30 years’ differ significantly ($p < 0.01$) from the groups ‘31-40 years’, ‘41-50 years’ and ‘51 & more’.

4.10.0: HIGHEST EDUCATION WISE RESULTS AND INTERPRETATION

ANOVA (HIGHEST EDUCATION WISE)

OBJECTIVE: To compare mean scores of Sustainability Factors of the Education wise groups i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

Table 4.8.0: Mean (\pm SE) of different educational qualification group of SF

Parameters	Intermediate	Graduate	Post Graduate	other	Total	F	P
SF1	27.06 \pm 0.97 ^a	39.50 \pm 1.78 b	35.81 \pm 0.66 b	33.88 \pm 3.56 b	36.26 \pm 0.81	7.00**	p=0.001
SF2	7.70 \pm 0.44 ^a	8.83 \pm 0.36 ^a	10.27 \pm 0.18 b	10.41 \pm 0.37 b	9.46 \pm 0.18	9.43**	p=0.001
SF3	7.32 \pm 0.32 ^a	12.52 \pm 0.43 c	10.66 \pm 0.23 b	14.00 \pm 0.60 ^c	11.23 \pm 0.22	22.49*	p=0.001
SF4	4.36 \pm 0.08 ^a	6.76 \pm 0.25 ^c	5.21 \pm 0.14 ^b	5.53 \pm 0.21 ^b	5.74 \pm 0.13	18.67*	p=0.001
SF5	3.65 \pm 0.18 ^a	7.11 \pm 0.18 ^c	5.61 \pm 0.15 ^b	4.18 \pm 0.53 ^a	5.92 \pm 0.12	40.81*	p=0.001

SF6	1.74±0.08 ^b	2.13±0.07 ^c	3.06±0.09 ^a	2.29±0.21 ^a	2.52±0.0	30.31*	p=0.00
					6	*	1
SF7	7.83±0.11 ^b	7.17±0.15 ^a	6.88±0.10 ^a	7.00±0.24 ^a	7.10±0.0	4.65**	p=0.00
					8		1

* Significantly Different (p<0.05), ** Significantly Different (p<0.01)

The values bearing different superscripts in rows (a, b, c ...) differ significantly

H0: There is no significant difference among the mean scores of Sustainability Factor 1 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 1 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 1: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 1 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow**’ is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 1, group of outsourced human resource having educational qualification of Graduation and Post Graduation differ significantly ($p < 0.01$) from the groups of outsourced human resource having educational qualification of Intermediate and other qualification. Also HR having Intermediate differ significantly ($p < 0.01$) from HR having other qualifications.

H0: There is no significant difference among the mean scores of Sustainability Factor 2 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 2 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 2: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 2 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow**’ is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 2, group of outsourced human resource having educational qualification of Intermediate and Graduation differ significantly ($p < 0.01$) from the groups of outsourced human resource having educational qualification of Post Graduate and other qualifications.

H0: There is no significant difference among the mean scores of Sustainability Factor 3 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 3 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 3: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis '**There is no significant difference among the mean scores of Sustainability Factor 3 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow**' is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 3 group of outsourced human resource having educational qualification of Graduation and others qualifications differ significantly ($p < 0.01$) from the groups of outsourced human resource having educational qualification of Intermediate and Post

Graduation. In addition to this the HR having educational qualification Intermediate also differ significantly ($p < 0.01$) from HR having Post Graduate.

H0: There is no significant difference among the mean scores of Sustainability Factor 4 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 4 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 4: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 4 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow**’ is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 4 group of outsourced human resource having educational qualification of Post Graduation and other qualifications differ significantly ($p < 0.01$) from the groups of outsourced human resource having educational qualification of intermediate and Graduate. It was also found that HR who have educational qualification Intermediate differ significantly ($p < 0.01$) from HR who were Graduate.

H0: There is no significant difference among the mean scores of Sustainability Factor 5 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 5 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 5: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 5 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow**’ is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 5, it was found that group of outsourced human resource having educational qualification of Intermediate and other qualifications differ significantly ($p < 0.01$) from the groups of outsourced human resource having educational qualification of Graduate and Post Graduate.

H0: There is no significant difference among the mean scores of Sustainability Factor 6 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post

graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 6 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 6: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 6 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow**’ is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 6, it was found that group of outsourced human resource having educational qualification of Post Graduate and other qualifications differ significantly ($p < 0.01$) from the groups of outsourced human resource having educational qualification of Intermediate and Graduate. . It was also found that HR who have educational qualification Intermediate differ significantly ($p < 0.01$) from HR who were having Graduate.

H0: There is no significant difference among the mean scores of Sustainability Factor 7 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 7 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 7: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 7 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow**’ is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 7, it was found that group of outsourced human resource having educational qualification of Graduation, Post Graduate and other qualifications differ significantly ($p < 0.01$) from the group of outsourced human resource having educational qualification of Intermediate.

4.11.0: EXPERIENCE WISE RESULTS AND INTERPRETATION

ANOVA (EXPERIENCE WISE)

OBJECTIVE: To compare mean scores of Sustainability Factor of the Experience wise groups i.e. 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ experience of the Outsourced Human Resource in Higher Education of Lucknow.

Table 4.9.0: Summary of ONE ANOVA of Sustainability of the Outsourced Human Resource

Mean (\pm SE), F and p value of SF of experience of outsourced human resource

Parameters	1-3 years	3-5 years	5-7 years'	More than 7 years'	Total	F	P
SF1	34.53 \pm 0.61 ^b	44.82 \pm 2.08 ^c	33.36 \pm 1.11 ^b	25.56 \pm 1.82 ^a	36.26 \pm 0.81	24.41*	p=0.001
SF2	10.1\pm0.17^c	11.13\pm0.27^d	7.97\pm0.33^b	4.59\pm0.40^a	9.46\pm0.18	88.29*	p=0.001
SF3	10.34 \pm 0.26 ^a	12.48 \pm 0.52 ^b	14.33 \pm 0.34 ^c	9.32 \pm 0.39 ^a	11.23 \pm 0.22	17.59*	p=0.001
SF4	5.67\pm0.16^b	6.68\pm0.25^b	6.19\pm0.36^a	4.76\pm0.22^b	5.74\pm0.13	15.08*	p=0.001
SF5	2.80 \pm 0.10 ^b	2.19 \pm 0.09 ^c	2.87 \pm 0.15 ^{bc}	2.02 \pm 0.10 ^a	5.92 \pm 0.12	10.74*	p=0.001
SF6	2.80\pm0.10^b	2.19\pm0.09^a	2.87\pm0.15^b	2.02\pm0.10^a	2.52\pm0.06	11.67*	p=0.001
SF7	7.04 \pm 0.10 ^b	7.70 \pm 0.17 ^c	5.97 \pm 0.08 ^a	6.80 \pm 0.16 ^b	7.10 \pm 0.08	16.69*	p=0.001

* Significantly Different (p<0.05), ** Significantly Different (p<0.01)

The values bearing different superscripts in rows (a, b, c ...) differ significantly

H0: There is no significant difference among the mean scores of Sustainability Factor

1 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years' and

‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 1 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 1: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.9.0). It indicates that groups having different experiences differ significantly. Thus the null hypothesis **‘There is no significant difference among the mean scores of Sustainability Factor 1 of the groups with 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow’** is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 1, it was found that group of outsourced human resource with experience of **1-3 years, , 5-7 years’** differ significantly ($p < 0.01$) from the group of outsourced human resource having **3-5 years and ‘more than 7 years’**. It was also found that the group of outsourced human resource having experience of 3-5 years differ significantly significantly ($p < 0.01$) from the group of outsourced human resource having experience of **‘more than 7 years’**

H0: There is no significant difference among the mean scores of Sustainability Factor 2 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 2 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years' and 'more than 7 years' of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 2: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.9.0). It indicates that groups having different experiences differ significantly. Thus the null hypothesis **'There is no significant difference among the mean scores of Sustainability Factor 2 of the groups with 1-3 years, 3-5 years, 5-7 years' and 'more than 7 years' of the Outsourced Human Resource in Higher Education of Lucknow'** is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 2, it was found that all the group of outsourced human resource with experience of **1-3 years, , 5-7 years', 3-5 years and 'more than 7 years'** differ significantly ($p < 0.01$) from each other. It may therefore be said that each group of outsourced human resource in Higher education showed different sustainability pattern.

H0: There is no significant difference among the mean scores of Sustainability Factor 3 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years' and 'more than 7 years' of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 3 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years' and

‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 3: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.9.0). It indicates that groups having different experiences differ significantly. Thus the null hypothesis **‘There is no significant difference among the mean scores of Sustainability Factor 3 of the groups with 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow’** is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 3, it was found that group of outsourced human resource with experience of **1-3 years, and ‘more than 7 years’** differ significantly ($p < 0.01$) from the group of outsourced human resource having **3-5 years and 5- 7 years’**. It was also found that the group of outsourced human resource having experience of 3-5 years differ significantly ($p < 0.01$) from the group of outsourced human resource having experience of **‘5- 7 years’**.

H0: There is no significant difference among the mean scores of Sustainability Factor 4 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 4 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 4: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.9.0). It indicates that groups having different experiences differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 4 of the groups with 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow**’ is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 4, it was found that group of outsourced human resource with experience of **1-3 years, 3-5 years and ‘more than 7 years’** differ significantly ($p < 0.01$) from the group of outsourced human resource having **5- 7 years’**.

H0: There is no significant difference among the mean scores of Sustainability Factor 5 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 5 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 5: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.9.0). It indicates that groups having different experiences differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 5 of the groups with 1-3 years, 3-5 years, 5-7 years’ and ‘more**

than 7 years' of the Outsourced Human Resource in Higher Education of Lucknow' is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 5, it was found that group of outsourced human resource with experience of 5-7 years' differ significantly ($p < 0.01$) only from the group of outsourced human resource having **'more than 7 years'**. **It was also found that** that group of outsourced human resource with experience of 1-3 years' differ significantly ($p < 0.01$) only from the group of outsourced human resource having **'3-5 years'**.

H0: There is no significant difference among the mean scores of Sustainability Factor 6 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years' and 'more than 7 years' of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 6 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years' and 'more than 7 years' of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 6: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.9.0). It indicates that groups having different experiences differ significantly. Thus the null hypothesis **'There is no significant difference among the mean scores of Sustainability Factor 6 of the groups with 1-3 years, 3-5 years, 5-7 years' and 'more than 7 years' of the Outsourced Human Resource in Higher Education of Lucknow'** is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 6, it was found that group of outsourced human resource with experience of 3-5 years and **‘more than 7 years’** differ significantly ($p < 0.01$) only from the group of outsourced human resource having 1-3 years and 5-7 years’.

H0: There is no significant difference among the mean scores of Sustainability Factor 7 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 7 of the groups with years of experience of 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 7: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.9.0). It indicates that groups having different experiences differ significantly. Thus the null hypothesis **‘There is no significant difference among the mean scores of Sustainability Factor 7 of the groups with 1-3 years, 3-5 years, 5-7 years’ and ‘more than 7 years’ of the Outsourced Human Resource in Higher Education of Lucknow’** is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 7, it was found that group of outsourced human resource with experience of 1-3 years and **‘more than 7 years’** differ significantly ($p < 0.01$) only from the group of outsourced human resource having 3-5 years and 5-7 years’. **It was also found that** that group of outsourced human resource with experience of **‘3-5 years’** differ significantly ($p < 0.01$) only from the group of outsourced human resource having ‘5-7 years’.

4.12.0: SALARYWISE RESULTS AND INTERPRETATION

OBJECTIVE: To compare mean scores of Sustainability Factors of the salary (in Rs) wise groups i.e. 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

Table 4.10.0: Mean (\pm SE) of SF of salary of outsourced human resource

Parameters	5000-10000	10001-15000	15001-20000	Total	F	P
SF1	38.07 \pm 1.10 ^a	35.05 \pm 2.23 ^a	34.19 \pm 0.62 ^a	36.26 \pm 0.81	2.33**	p=0.099
SF2	9.40\pm0.19^b	8.07\pm0.48^a	10.97\pm0.22^c	9.46\pm0.18	19.90**	p=0.001
SF3	12.06 \pm 0.30 ^b	11.56 \pm 0.49 ^b	9.340 \pm 0.34 ^a	11.23 \pm 0.22	13.12**	p=0.001
SF4	5.93\pm0.17^b	6.82\pm0.23^c	4.19\pm0.36^a	5.74\pm0.13	33.69**	p=0.001
SF5	6.30 \pm 0.14 ^b	5.70 \pm 0.28 ^{ab}	5.44 \pm 0.24 ^a	5.92 \pm 0.12	4.86**	p=0.008
SF6	2.47\pm0.10^b	2.03\pm0.07^a	3.11\pm0.10^c	2.52\pm0.06	24.547**	p=0.001
SF7	7.12 \pm 0.11 ^a	7.23 \pm 0.17 ^a	6.92 \pm 0.13 ^a	7.10 \pm 0.08	1.11**	p=0.331

* Significantly Different (p<0.05), ** Significantly Different (p<0.01)

The values bearing different superscripts in rows (a, b, c ...) differ significantly

H0: There is no significant difference among the mean scores of Sustainability Factor 1 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 1 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 1: The p value 0.099 is not significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different experiences do not differ significantly. Thus the null hypothesis '**There is no significant difference among the mean scores of Sustainability Factor 1 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow**' is accepted.

It may therefore be said that all the groups of outsourced human resource with **salary (Rs) between 5000-10000, 10001-15000 and 15001-20000** were found to have sustainability to the same extent in higher education.

H0: There is no significant difference among the mean scores of Sustainability Factor 2 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 2 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 2: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different experiences differ significantly. Thus the null hypothesis '**There is no significant difference among the mean scores of Sustainability Factor 2 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow**' is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 2, it may therefore be said all the group of outsourced human resource with **salary (Rs) found between 5000-10000** were differed significantly ($p < 0.01$) from **10001-15000 and 15001-20000**. It was also found that that group of outsourced human resource with **salary (Rs) between 10001-15000** were differed significantly ($p < 0.01$) from group of outsourced human resource with **salary (Rs) 15001-20000**.

H0: There is no significant difference among the mean scores of Sustainability Factor 3 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 3 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 3: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different experiences differ significantly. Thus the null hypothesis '**There is no significant difference among the mean scores of Sustainability Factor 3 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow**' is rejected. Therefore it may be said that alternate hypothesis is accepted.

It may therefore be said the groups of outsourced human resource with **salary (Rs) between 5000-10000 and 10001-15000** were differed significantly ($p < 0.01$) from group of outsourced human resource with **salary (Rs) 15001-20000**.

H0: There is no significant difference among the mean scores of Sustainability Factor 4 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 4 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 4: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different salaries differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 4 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow**’ is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 4, it may therefore be said all the group of outsourced human resource with salary (Rs) found between 5000-10000 were differed significantly ($p < 0.01$) from 10001-15000 and 15001-20000. It was also found that that group of outsourced human resource with salary (Rs) between 10001-15000 were differed significantly ($p < 0.01$) from group of outsourced human resource with salary (Rs) 15001-20000.

H0: There is no significant difference among the mean scores of Sustainability Factor 5 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 5 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 5: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different salaries differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 5 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow**’ is rejected. Therefore it may be said that alternate hypothesis is accepted.

It may therefore be said the groups of outsourced human resource with **salary (Rs) between 5000 -10000** were differed significantly ($p < 0.01$) from group of outsourced human resource with **salary (Rs) 15001-20000**.

H0: There is no significant difference among the mean scores of Sustainability Factor 6 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 6 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 6: The p value 0.008 is highly significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different salaries differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 6 of the groups with salary (Rs) between 5000-10000, 10001-**

15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow' is rejected. Therefore it may be said that alternate hypothesis is accepted.

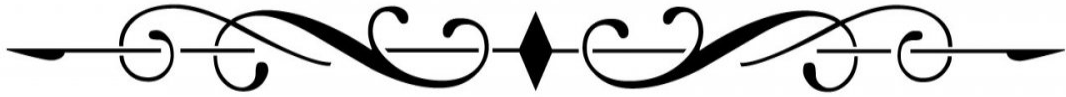
Regarding SF 6, it may therefore be said all the group of outsourced human resource with **salary (Rs) found between 5000-10000** were differed significantly ($p < 0.01$) from **10001-15000 and 15001-20000**. It was also found that that group of outsourced human resource with **salary (Rs) between 10001-15000** were differed significantly ($p < 0.01$) from group of outsourced human resource with **salary (Rs) 15001-20000**.

H0: There is no significant difference among the mean scores of Sustainability Factor 7 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

H1: There is significant difference among the mean scores of Sustainability Factor 7 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow.

Interpretation of SF 7: The p value 0.099 is not significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different experiences do not differ significantly. Thus the null hypothesis '**There is no significant difference among the mean scores of Sustainability Factor 7 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow'** is accepted.

It may therefore be said that all the groups of outsourced human resource with **salary (Rs) between 5000-10000, 10001-15000 and 15001-20000** were found to have sustainability to the same extent.



CHAPETR-5

DISCUSSION

AND

SUGGESTIONS



5.1.0 INTRODUCTION

The results and their interpretations which were already explained in detailed the previous chapter. Based on that finding, this present chapter is devoted to provide the discussion and conclusion of the interpretations of the analysis in this section. Furthermore, this chapter also discusses the contradiction and the similarities with the studies already done earlier. The major conclusions supported by the evidences have already been presented in earlier chapters.

This chapter has been divided into three sections namely General Information related to organizational commitment and quality of work life, literature review, followed by five chapters namely Introduction, Review of Literature, Research Methodology, Result and Analysis and Findings.

The main aim of this study is to investigate the relationship between commitment and quality of work life to study the sustainability of outsourced human resource in higher education. This chapter also examines these seven factors of the sustainability on the basis analysis performed with the help of SPSS 20 to get the solution of ANOVA and t-test. Factor analysis has also been conducted to study the organisational commitment and quality of work life. It is very important for the outsourced human resource to study whether employees are committed towards their organization or not. To understand the perseverance of the organization is able to enhance the level of quality of work life of the outsourced employees in the higher education of Lucknow. and to identify which among the three components of organizational commitment is the most important driver that

relates to public and private Indian banking employees. This study attempts to answer the following objectives:

1. To study the interrelationship among variables of the sustainability of human resource outsourcing.
2. To compare the mean score of the Sustainability Factors of the Gender and Marital Status of Human resource outsourced in Higher Education.
3. To compare the mean score of the Sustainability Factors of the Age, Highest Education, Experience, Occupation and Salary of Human resource outsourced in Higher Education.
4. To study the driving factors those promote HR outsourcing in Higher Education.
5. To study the effectiveness of HR Outsourcing Activities in Higher Education.

5.2.0 DISCUSSION

The purpose of this study is to examine the research objectives, which included Demographic Profile of the Respondents who are outsourced human resource from Higher education. Secondly, we find out the analysis with the help of SPSS 20 to get factors contributing towards the sustainability of outsourced employees in higher education in Lucknow. Further to find out the various relationships of the demographic factors and how it is contributing towards the organizational commitment and quality of work life in higher education.

Demographic Profile of the Respondents (Employees)

- The profile of the respondents exhibited that the majority of respondents are male in case of Higher Education. Out of 304 respondents forming 73.0 percentage of the total respondents are male, and the remaining 82 respondents forming 27.0 percentage of the total respondents are female.

This study responds that males were dominant population in this research. It means they find the job in this field therefore it may be said that male population is more sustainable in the higher education as compare to female population on the basis of survey done on outsourced human resource in the higher education of Lucknow.

- From the table 4.1.2 shows that 304 respondents forming 53.0 percentages of the total respondents are unmarried, and the remaining 143 respondents forming 47.0 percentages of the total respondents are married.

The study respondents unmarried are more in comparison of married but it may therefore be said that married and unmarried outsourced human resource were contributing their services almost in the same proportion.

- From the table 4.1.3 showed that 304 respondents forming 54.6 percentage of the total respondents are Less than 30 years, 80 respondents forming 26.3 percentage of the total respondents are between 31 and 40 years, 24 respondents forming 7.9 percentage of the total respondents are between 41 and 50 years, and 34 respondents forming 11.2 percentage of the total respondents are between 51 and more years of age. 246 respondents forming 80.9% of the respondents are between 20 and 40 years of age.
- The above table 4.1.5 shows that 304 respondents forming 94.1 percentage of the total respondents are Hindu and these are maximum in number that is 286, 13 Sikh

respondents contribute 4.3 percentage of the total respondents and 5 respondents comprises 1.6% are Muslim.

- The above table 4.1.6 showed that 304 respondents comprised of 52.3 percentage of the total respondents were general category and these were maximum in number which was 159, 85 OBC respondents contributed upto 28.0 percentage of the total respondents and left respondents comprised 19.7% were scheduled caste.
- The above table 4.1.7 showed that 304 respondents comprised of 61.5 percentage of the total respondents were office attendant and these were maximum in number which was 187 in frequency, 44 respondents were security guard who contributed 14.5 percentage of the total respondents and left 69 respondents were office assistant comprised 22.7%.

5.3.0: DISCUSSION OF PRIMARY ANALYSIS OF DATA

This section includes the analysis of the primary data with the help of SPSS 20 to find the result of the factor analysis, t test and ANOVA. There were 350 questionnaire distributed, out of which 304 questionnaire forms were received. The primary data collection was in the form of 304 questionnaires. These were loaded in the SPSS software for the analysis of data. Overall, there were 30 criteria which were chosen to study the sustainability. These were having huge impact on the Sustainability of Human Resource Outsourcing in Higher Education. However, to come out with a Discriminant Analysis output with all the 30 Criteria would lead to a very lengthy model. To counter the same, the Factor Analysis was used for the data reduction.

As per the Table 4.2.1 showed that KMO and Bartlett's Test of sphericity values. Normally, the KMO is the test of Adequacy and the value must follow the criteria of

$0 < KMO < 1$. If KMO value is greater than 0.5, the sample is adequate. In this present research, KMO value was found, (KMO = 0.839) which indicated that the sample was adequate and researcher may proceed with the Factor Analysis.

BARTLETT'S TEST OF SPHERICITY

Taking a 95% level of Significance, $\alpha = 0.05$

The p-value (Sig.) of $.000 < 0.05$, therefore the Factor Analysis is valid.

As $p < \alpha$, therefore the researcher has rejected the null hypothesis H_0 and accepted the alternate hypothesis (H_1) that there was statistically significant interrelationship among variables. Bartlett's Test was to measure of validity of the factor analysis. The approximate of Chi-square is 10865.316 with 435 degrees of freedom, which is significant at 0.05 Level of significance. The KMO statistic of 0.839 is also large (greater than 0.50). Hence Factor Analysis is considered as an appropriate technique for further analysis of the data.

Factors analysis has filtered out 7 factors from the 30 statements which were used to study the sustainability of the outsourced human resource in the higher education. This has helped to concise the study. The criteria which have been used to frame the factors are given below:

Belongingness, Emotional Attachment, Job necessity, Scarcity of Alternative and Sense of
Belongingness, satisfaction with working hours and relationship with colleague
Easy availability of job
Satisfaction with Salary
Personal meaning
Better payment and not able to leave the job

Affection towards the organization
Continuance with job and social, religious and Sexual discrimination

EIGEN VALUES (Select those components with Eigen Values ≥ 1)

The initial components were the numbers of the variables used in the Factor Analysis. However, not all the 30 variables will be retained. In the present research only the 7 factors were extracted by combining the relevant variables. The Eigen values are the variances of the factors. The total column contains the Eigen value. The first factor will always account for the most variance and hence have the highest Eigen values. The next factor will account for as much of the left over variance as it can and the same will continue till the last factor. The percentage of variance represents the percent of total variance accounted by each factor and the cumulative percentage gives the cumulative percentage of variance account by the present and the preceding factors. In the present research the first 7 factors explain 79.89% of variance.

The rotation sums of the squared loading represent the distribution of the variance after the varimax rotation with Kaiser Normalisation. The varimax rotation tries to maximize the variance of each of the factor.

From the table 4.2.2, it was found on the basis of Varimax Rotation with Kaiser Normalisation, 7 factors have been extracted. Each factor is constituted of all those variables that have factor loadings greater than 0.5. 30 variables were clubbed into 7 factors. 7 factors were extracted from the 30 variables used in the study. These 7 extracted factors explained 79.89% of the variability the sustainability of human resource outsourcing in higher education. This explains over three-fourth of the variability.

OBJECTIVE: To compare the mean score of the Sustainability Factors of the Gender and Marital Status of human resource outsourced in Higher Education.

5.4.0: GENDERWISE DISCUSSION:

DISCUSSION OF SF 1: The p value of 0.285 shows the difference between Male and Female with respect to the SF1 is not significant. (Vide table 4.3.1). It indicates that mean scores of sustainability factor1 of male and female outsourced human resource in higher education do not differ significantly. Therefore the null hypothesis is accepted. Further the mean score of sustainability factor1 of male employees is 36.36 which are higher than those of female employees whose mean score of sustainability factor1 is 35.99. It may therefore be said that male and female were found almost similar sustainability in higher education with respect to SF1. So the male and female have similar level of sustainability with respect to **‘Belongingness, Emotional Attachment, Job necessity, Scarcity of Alternative and Sense of Belongingness, satisfaction with working hours and relationship with colleague’**. In other words it may be said that male and female outsourced human resource have similar level of commitment and quality of work life.

DISCUSSION OF SF 2: From the table 4.5.2 showed that the average value of sustainability of outsourced female is higher than that of the male outsourced human resource in higher education with respect to sustainability factor 2 (SF2). Hence it may be concluded that outsourced females are more sustainable than male in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately male and female outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test.

The t value of 0.137 showed that the difference between Male and Female with respect to the SF2 is not significant. (Vide table 4.5.2). It indicates that mean scores of sustainability factor 2 of male and female outsourced human resource in higher education have not differ significantly. Thus the null hypothesis was accepted. Further the mean score of sustainability factor 2 of male employees is 9.29 which are higher than those of female employees whose mean score of sustainability factor 2 is 9.89. It may therefore be said that male and female were found to have sustainability to the same extent in higher education. It may therefore be said that male and female were found almost similar sustainability in higher education with respect to SF2. So the male and female have similar level of sustainability with respect to commitment of the employees 'If I get better job, I do not feel it would be right to leave' and 'I would not leave my organization due to obligation of it'. In other words it may be said that male and female outsourced human resource have similar level of commitment in human resource outsourcing.

DISCUSSION OF SF 3: From the table 4.5.3 it was shown that the average value of sustainability of outsourced male is higher than that of the female outsourced human resource in higher education with respect to sustainability factor3 (SF3). Hence it may be concluded that outsourced males are more sustainable than female in the higher education of Lucknow. To test this relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately male and female outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test.

The t value of 0.387 shows the difference between Male and Female with respect to the SF 3 is not significant. (Vide table 4.5.3). It indicates that mean scores of sustainability factor

3 of male and female outsourced human resource in higher education do not differ significantly. Thus the null hypothesis was accepted. Further the mean score of sustainability factor 3 of male employees is 11.35 which are higher than those of female employees whose mean score of sustainability factor 4 is 10.91. It may therefore be said that outsourced male and female were found to have sustainability to the same extent of quality of work life in higher education of Lucknow. SF 3 dealt with the study on 'I am satisfied with my salary', 'I am satisfied with my salary in comparison of my friends' and 'I am happy with extra benefits for me and my family' to understand the concern of salary provided to the HR outsourcing in the higher education of Lucknow.

DISCUSSION OF SF 4: Table 4.5.4 showed that the average value of sustainability of outsourced male is higher than that of the female outsourced human resource in higher education with respect to sustainability factor 4 (SF4). Hence it may be concluded that outsourced males are more sustainable than female with respect to SF4 in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately male and female outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test.

The t value of 0.013 shows that there were difference between Male and Female with respect to the SF 4 is highly significant. (Vide table 4.5.4). It indicates that mean scores of sustainability factor 4 of male and female outsourced human resource in higher education differ significantly. Thus the null hypothesis was rejected. Further the mean score of sustainability factor 4 of male employees is 5.90 which are higher than those of female outsourced employees whose mean score of sustainability factor 4 is 5.30. It may therefore

be said that outsourced male were found to have better sustainability than male with respect to SF 4 in higher education of Lucknow. 'This organization has a great deal of personal meaning for me' and 'I owe a great deal to this organization' were studied in the factor named SF 4.

DISCUSSION OF SF 5: This study was on the Better payment and not able to leave the job of the outsourced human resource in higher education. The statement used in this study were 'I do not leave this job because it will require considerable personal sacrifice' and 'I am well paid for extra hours worked for department'. The table 4.5.5 has shown that the average value of sustainability of outsourced male is higher than that of the female outsourced human resource in higher education with respect to sustainability factor 5 (SF5). Hence it may be concluded that outsourced males are more sustainable than female in the higher education of Lucknow. To test the relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately male and female outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test.

The p value of 0.055 shows the difference between Male and Female with respect to the SF 5 is not significant. (Vide table 4.5.5). It indicates that mean scores of sustainability factor 5 of male and female outsourced human resource in higher education do not differ significantly. Thus the null hypothesis was accepted. Further the mean score of sustainability factor 5 of male employees is 5.98 which are higher than those of female employees whose mean score of sustainability factor 5 is 5.74. It may therefore be said that outsourced male and female were found to have sustainability to the same extent in higher

education of Lucknow. Therefore it may be said that commitment and salary related quality of work life were similar in the case of male and female.

DISCUSSION OF SF 6: ‘I really feel, organization’s problems are my own’ was studied in this section to understand the commitment of the outsourced HR in higher education. The table 4.5.6 shown that the average value of sustainability of outsourced male is higher than that of the female outsourced human resource in higher education with respect to sustainability factor 6 (SF6). Hence it may be concluded that outsourced males are more sustainable than female in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately male and female outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test.

The p value of 0.46 shows the difference between Male and Female with respect to the SF 6 is not significant. (Vide table 4.5.6). It indicates that mean scores of sustainability factor 6 of male and female outsourced human resource in higher education do not differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 6 (SF6) of male and female outsourced HR in higher education” is accepted. Further the mean score of sustainability factor 6 of male employees is 2.53 which are higher than those of female employees whose mean score of sustainability factor 6 is 2.50. It may therefore be said that outsourced male and female were found to have sustainability to the same extent in higher education of Lucknow.

DISCUSSION OF SF 7: from the table 4.5.7 it was shown that the average value of sustainability of outsourced female is higher than the male outsourced human resource in higher education with respect to sustainability factor 7 (SF7). Hence it may be concluded that outsourced females are more sustainable than male with respect to SF7 in the higher education of Lucknow. To test the above relationship independent sample t-test was applied. To check the significance of this difference, mean scores were calculated separately male and female outsourced employees in higher education of Lucknow and then both were compared with the help of independent sample t-test.

The p value of 0.00 shows that there were difference between Male and Female with respect to the SF 7 is highly significant. (Vide table 4.5.77). It indicates that mean score of sustainability factor 7 of male and female outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factors 7 (SF7) of male and female outsourced HR in higher education” is rejected. Further the mean score of sustainability factor 7 of female employees is 9.89 which are higher than those of male outsourced employees whose mean score of sustainability factor 7 is 9.29. It may therefore be said that outsourced female were found to have better sustainability than male with respect to SF 7 in higher education of Lucknow. In other words it may be said that feeling of continuance of job and social, religious as well as sexual discrimination was found more in female than in male outsourced HR in higher education.

5.6.0: MARITAL STATUS WISE DISCUSSION

Discussion of t values of SF 1: The t value of 0.00 shows that the difference between Married and Unmarried with respect to the SF 1 is highly significant. (Vide table 4.6.1). It

indicates that mean scores of sustainability factor 1 of married and unmarried outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 1 (SF1) of married and unmarried outsourced HR in higher education” is rejected. Further the mean score of sustainability of married is 38.92 higher than the unmarried employees whose mean score of sustainability is 33.88 of the outsourced human resource in higher education with respect to sustainability factor 1 (SF1).

It may therefore be said that married were found to have better sustainability than the unmarried outsourced human resource.

Discussion of t values of SF 2: The t value of 0.00 shows that the difference between Married and Unmarried with respect to the SF 2 is highly significant. (Vide table 4.6.2). It indicates that mean scores of sustainability factor 2 of married and unmarried outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 2 (SF2) of married and unmarried outsourced HR in higher education” is rejected. Further the mean score of sustainability of unmarried is 9.79 higher than the married employees whose mean score of sustainability is 9.08 of the outsourced human resource in higher education with respect to sustainability factor 2 (SF2).

It may therefore be said that unmarried were found to have better sustainability than the married outsourced human resource.

Discussion of t values of SF 3: The p value of 0.005 shows that the difference between Married and Unmarried with respect to the SF 3 is significant. (Vide table 4.6.3). It indicates that mean scores of sustainability factor 3 of married and unmarried outsourced

human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 3 (SF3) of married and unmarried outsourced HR in higher education” is rejected. Further the mean score of sustainability of married is 12.02 higher than the unmarried employees whose mean score of sustainability is 10.52 of the outsourced human resource in higher education with respect to sustainability factor 3 (SF3).

It may therefore be said that married were found to have better sustainability than the unmarried outsourced human resource.

Discussion of t values of SF 4: The p value of 0.139 shows that the difference between Married and Unmarried with respect to the SF 4 is not significant. (Vide table 4.6.4). It indicates that mean scores of sustainability factor 4 of married and unmarried outsourced human resource in higher education do not differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 4 (SF4) of married and unmarried outsourced HR in higher education” is accepted. It may therefore be said that both Married and Unmarried outsourced human resource were found to have sustainability to the same extent in higher education with respect to sustainability factor 4 (SF4).

Discussion of t values of SF 5: The p value of 0.031 shows that the difference between Married and Unmarried with respect to the SF 5 is significant. (Vide table 4.6.5). It indicates that mean scores of sustainability factor 5 of married and unmarried outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 1 (SF1) of married and unmarried outsourced HR in higher education” is rejected. Further the mean score of

sustainability of unmarried is 5.93 higher than the unmarried employees whose mean score of sustainability is 5.90 of the outsourced human resource in higher education with respect to sustainability factor 5 (SF5).

It may therefore be said that unmarried were found to have better sustainability than the married outsourced human resource.

Discussion of t values of SF 6: The t value of 0.00 shows that the difference between Married and Unmarried with respect to the SF 6 is highly significant. (Vide table 4.6.5). It indicates that mean scores of sustainability factor 6 of married and unmarried outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 6 (SF6) of married and unmarried outsourced HR in higher education” is rejected. Further the mean score of sustainability of unmarried is 2.69 higher than the married employees whose mean score of sustainability is 2.33 of the outsourced human resource in higher education with respect to sustainability factor 6 (SF6).

It may therefore be said that unmarried were found to have better sustainability than the married outsourced human resource.

Discussion of t values of SF 7: The p value of 0.001 shows that the difference between Married and Unmarried with respect to the SF 7 is highly significant. (Vide table 4.6.6). It indicates that mean scores of sustainability factor 7 of married and unmarried outsourced human resource in higher education differ significantly. Thus the null hypothesis “There is no significant difference in mean scores of Sustainability Factor 7 (SF7) of married and unmarried outsourced HR in Higher education” is rejected. Further the mean score of sustainability of married is 7.47 higher than the unmarried employees whose mean score of

sustainability is 6.77 of the outsourced human resource in higher education with respect to sustainability factor 7 (SF7).

It may therefore be said that married were found to have better sustainability than the unmarried outsourced human resource.

5.7.0: AGEWISE DISCUSSION

Discussion of SF 1: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis ‘There is no significant difference among the mean scores of Sustainability Factor 1 of the age groups less than 30 years, 31-40 years, 41-50 years and 51& more of the Outsourced Human Resource in Higher Education of Lucknow’ is rejected.

Regarding SF 1 each group less than 30 years and 31-40 years differ significantly ($p < 0.01$) from each group 41-50 years and 51& more.

Discussion of SF 2: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis ‘There is no significant difference among the mean scores of Sustainability Factor 2 of the age groups less than 30 years, 31-40 years, 41-50 years and 51& more of the Outsourced Human Resource in Higher Education of Lucknow’ is rejected.

Regarding SF 2 each group 31-40 years and 41-50 years differ significantly ($p < 0.01$) from each group less than 30 years and 51& more. Age group ‘less than 30 were also differing significantly from 51 & more.

Discussion of SF 3: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis

‘There is no significant difference among the mean scores of Sustainability Factor 3 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow’ is rejected.

Regarding SF 3 each group 31-40 years, 41-50 years and 51 & more differ significantly ($p < 0.01$) from the age group less than 30 years.

Discussion of SF 4: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis ‘There is no significant difference among the mean scores of Sustainability Factor 4 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow’ is rejected.

Regarding SF 4 each group ‘less than 30’ years differ significantly ($p < 0.01$) from 41-50 years and ‘51 & more’. Age group 31-40 years differ significantly ($p < 0.01$) from the age group 51 & more.

Discussion of SF 5: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis ‘There is no significant difference among the mean scores of Sustainability Factor 5 of the age groups less than 30 years, 31-40 years, 41-50 years and 51 & more of the Outsourced Human Resource in Higher Education of Lucknow’ is rejected.

Regarding SF 5 the age group ‘41-50 years’ differ significantly ($p < 0.01$) from the group ‘51 & more’ and age group ‘less than 30’ also showed the significant difference from group ‘51 & more’. In addition to this, the age group 31-40 also differ significantly from age group 41-50 years.

Discussion of SF 6: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis ‘There is no significant difference among the mean scores of Sustainability Factor 6 of the age groups less than 30 years, 31-40 years, 41-50 years and 51& more of the Outsourced Human Resource in Higher Education of Lucknow’ is rejected.

Regarding SF 6 the age group ‘41-50 years’ and ‘51 & more’ differ significantly ($p < 0.01$) from the group ‘less than 30’ and 31-40 years; but the age group 30 and 31-40 also differ significantly ($p < 0.01$).

Discussion of SF 7: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.7.0). It indicates that various age group differ significantly. Thus the null hypothesis was rejected. Regarding SF 7 the age group ‘less than 30 years’ differ significantly ($p < 0.01$) from the groups ‘31-40 years’, ‘41-50 years’ and ‘51 & more’.

5.8.0: HIGHER EDUCATION WISE DISCUSSION

Discussion of SF 1: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis was rejected. Therefore it may be said that alternate hypothesis is accepted. Regarding SF 1, group of outsourced human resource having educational qualification of Graduation and Post Graduation differ significantly ($p < 0.01$) from the groups of outsourced human resource having educational qualification of Intermediate and other qualification. Also HR having Intermediate differ significantly ($p < 0.01$) from HR having other qualifications.

Discussion of SF 2: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis was rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 2, group of outsourced human resource having educational qualification of Intermediate and Graduation differ significantly ($p < 0.01$) from the groups of outsourced human resource having educational qualification of Post Graduate and other qualifications.

Discussion of SF 3: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis was rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 3 group of outsourced human resource having educational qualification of Graduation and others qualifications differ significantly ($p < 0.01$) from the groups of outsourced human resource having educational qualification of Intermediate and Post Graduation. Also HR having educational qualification Intermediate differ significantly ($p < 0.01$) from HR having Post Graduate.

Discussion of SF 4: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis was rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 4 group of outsourced human resource having educational qualification of Post Graduation and other qualifications differ significantly ($p < 0.01$) from the groups of

outsourced human resource having educational qualification of intermediate and Graduate. It was also found that HR who have educational qualification Intermediate differ significantly ($p < 0.01$) from HR who were Graduate.

Discussion of SF 5: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis '**There is no significant difference among the mean scores of Sustainability Factor 5 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow**' is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 5, it was found that group of outsourced human resource having educational qualification of Intermediate and other qualifications differ significantly ($p < 0.01$) from the groups of outsourced human resource having educational qualification of Graduate and Post Graduate.

Discussion of SF 6: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis '**There is no significant difference among the mean scores of Sustainability Factor 6 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow**' is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 6, it was found that group of outsourced human resource having educational qualification of Post Graduate and other qualifications differ significantly ($p < 0.01$) from the groups of outsourced human resource having educational qualification of Intermediate and Graduate. . It was also found that HR who have educational qualification Intermediate differ significantly ($p < 0.01$) from HR who were having Graduate.

Discussion of SF 7: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.8.0). It indicates that groups having different educational qualifications differ significantly. Thus the null hypothesis '**There is no significant difference among the mean scores of Sustainability Factor 7 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow**' is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 7, it was found that group of outsourced human resource having educational qualification of Graduation, Post Graduate and other qualifications differ significantly ($p < 0.01$) from the group of outsourced human resource having educational qualification of Intermediate.

5.9.0: EXPERIENCE WISE DISCUSSION

From the Table 4.9.0 it was found regarding SF 1 that group of outsourced human resource with experience of **1-3 years, , 5-7 years**' differ significantly ($p < 0.01$) from the group of outsourced human resource having **3-5 years and 'more than 7 years'**. It was also found that the group of outsourced human resource having experience of 3-5 years differ

significantly significantly ($p < 0.01$) from the group of outsourced human resource having experience of **'more than 7 years'**

Regarding SF 2, it was found that all the group of outsourced human resource with experience of **1-3 years, , 5-7 years', 3-5 years and 'more than 7 years'** differ significantly ($p < 0.01$) from each other. It may therefore be said that each group of outsourced human resource in Higher education showed different sustainability pattern.

Regarding SF 3, it was found that group of outsourced human resource with experience of **1-3 years, and 'more than 7 years''** differ significantly ($p < 0.01$) from the group of outsourced human resource having **3-5 years and 5- 7 years'**. It was also found that the group of outsourced human resource having experience of 3-5 years differ significantly ($p < 0.01$) from the group of outsourced human resource having experience of **'5- 7 years''**.

Regarding SF 4, it was found that group of outsourced human resource with experience of **1-3 years, 3-5 years and 'more than 7 years''** differ significantly ($p < 0.01$) from the group of outsourced human resource having **5- 7 years'**.

Regarding SF 5, it was found that group of outsourced human resource with experience of 5-7 years' differ significantly ($p < 0.01$) only from the group of outsourced human resource having **'more than 7 years'**. **It was also found that** that group of outsourced human resource with experience of 1-3 years' differ significantly ($p < 0.01$) only from the group of outsourced human resource having **'3-5 years'**.

Regarding SF 6, it was found that group of outsourced human resource with experience of 3-5 years and **'more than 7 years'** differ significantly ($p < 0.01$) only from the group of outsourced human resource having 1-3 years and 5-7 years'.

Regarding SF 7, it was found that group of outsourced human resource with experience of 1-3 years and **‘more than 7 years’** differ significantly ($p < 0.01$) only from the group of outsourced human resource having 3-5 years and 5-7 years’. **It was also found that** that group of outsourced human resource with experience of **‘3-5 years’** differ significantly ($p < 0.01$) only from the group of outsourced human resource having ‘5-7 years’.

5.10.0: SALARY WISE DISCUSSION

Discussion of SF 1: The p value 0.099 is not significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different experiences do not differ significantly. Thus the null hypothesis **‘There is no significant difference among the mean scores of Sustainability Factor 1 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow’** is accepted.

It may therefore be said that all the groups of outsourced human resource with **salary (Rs) between 5000-10000, 10001-15000 and 15001-20000** were found to have sustainability to the same extent in higher education.

Discussion of SF 2: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different experiences differ significantly. Thus the null hypothesis **‘There is no significant difference among the mean scores of Sustainability Factor 2 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow’** is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 2, it may therefore be said all the group of outsourced human resource with **salary (Rs) found between 5000-10000** were differed significantly ($p < 0.01$) from **10001-**

15000 and 15001-20000. It was also found that that group of outsourced human resource with salary (Rs) between 10001-15000 were differed significantly ($p < 0.01$) from group of outsourced human resource with salary (Rs) 15001-20000.

Discussion of SF 3: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different experiences differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 3 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow**’ is rejected. Therefore it may be said that alternate hypothesis is accepted.

It may therefore be said the groups of outsourced human resource with **salary (Rs) between 5000-10000 and 10001-15000 were differed significantly ($p < 0.01$) from group of outsourced human resource with salary (Rs) 15001-20000.**

Discussion of SF 4: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different salaries differ significantly. Thus the null hypothesis ‘**There is no significant difference among the mean scores of Sustainability Factor 4 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow**’ is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 4, it may therefore be said all the group of outsourced human resource with **salary (Rs) found between 5000-10000 were differed significantly ($p < 0.01$) from 10001-15000 and 15001-20000. It was also found that that group of outsourced human resource**

with **salary (Rs) between 10001-15000** were differed significantly ($p < 0.01$) from group of outsourced human resource with **salary (Rs) 15001-20000**.

Discussion of SF 5: The p value 0.001 is highly significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different salaries differ significantly. Thus the null hypothesis '**There is no significant difference among the mean scores of Sustainability Factor 5 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow**' is rejected. Therefore it may be said that alternate hypothesis is accepted.

It may therefore be said the groups of outsourced human resource with **salary (Rs) between 5000 -10000** were differed significantly ($p < 0.01$) from group of outsourced human resource with **salary (Rs) 15001-20000**.

Discussion of SF 6: The p value 0.008 is highly significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different salaries differ significantly. Thus the null hypothesis '**There is no significant difference among the mean scores of Sustainability Factor 6 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow**' is rejected. Therefore it may be said that alternate hypothesis is accepted.

Regarding SF 6, it may therefore be said all the group of outsourced human resource with **salary (Rs) found between 5000-10000** were differed significantly ($p < 0.01$) from **10001-15000 and 15001-20000**. It was also found that that group of outsourced human resource with **salary (Rs) between 10001-15000** were differed significantly ($p < 0.01$) from group of outsourced human resource with **salary (Rs) 15001-20000**.

Discussion of SF 7: The p value 0.099 is not significant at the level of 0.01 (vide table 4.10.0). It indicates that groups having different experiences do not differ significantly. Thus the null hypothesis '**There is no significant difference among the mean scores of Sustainability Factor 7 of the groups with salary (Rs) between 5000-10000, 10001-15000 and 15001-20000 of the Outsourced Human Resource in Higher Education of Lucknow**' is accepted.

It may therefore be said that all the groups of outsourced human resource with **salary (Rs) between 5000-10000, 10001-15000 and 15001-20000** were found to have sustainability to the same extent.

DISCUSSION OF OBJECTIVE 4: The driving factors that promoted HR outsourcing in Higher Education was to survive in a competitive global market and to accomplish long term growth, any organizations need to develop and focus on their core competencies (Kirchner, 2006; Li-Hua & Simon, 2007; Merrifield, 2006; Potkány, 2008). Moreover, organizations always need careful planning and strategy implementation to increase productivity levels and to change the beliefs, attitudes and values of employees (Hirshman, Cords and Hunter, 2005). Hence, employees will then be in a better position to adapt to new technologies and future challenges (C.C. Thomas, 2005). At one time an organisation may have many different human resource activities so it is hard to divide it just with all outsourcing or all not outsourcing (Zhao et al). Outsourcing is practice among both private and public organisations. It is a major element of business strategy adopted in various organisation (Kremic, 2004). Widespread practices of HRO in almost every organisation due to its various benefits such as cost, strategy, politics as stated by Tiber Kremic in 2004.

DISCUSSION OF OBJECTIVE 5: In the support of the effectiveness of HR Outsourcing Activities in Higher Education. It may found that better position to adapt to new technologies and future challenges (C.C. Thomas, 2005). “The first was to reduce the costs, the second to provide quality support for its employees and the third was to focus on its core HR strategies, and offload the time consuming administrative work (Belcourt M, 2006).” Literature also identified the desire to save cost as an explanation for why outsourcing occurs (Arnold,2000; Aubert et al., 1996; Bienstock and Mentzer, 1999; Bergsman,1994; Brandes et al., 1997; Fan, 2000; Kriss, 1996; Larhoven et al.,2000; Vining and Globerman,1999; Willcocks et al.,1995;)

5.2 SUGGESTIONS

In first part suggestions are recommended to education sector and in second part suggestions are provided to the academia in management field. The two sections of suggestions are presented below:

5.2.1 Suggestion for Education Sector

1. The organizations intend to outsource the Human Resource and the functions have to evaluate the vendor on the basis of their expertise for HR services because the selection of the vendor has to done according to auction. They must also inspect the competence of vendors to deliver HR services effectively along with their capacity to make more efficient than before.
2. In the current scenario of competition it being difficult for an organization to hire and retain all requisite human talent. This is also because of instability and wishing to gain some better opportunities. Therefore, the organization must first assess the talent deficit which organization wants to fill. The vendors must be hired keeping in priority the

needs of the organization to compensate in-house talent deficit. It may therefore HR outsourcing can be resorted to as a strategy option to make up of paucity of in-house talent but should not be 100%.

3. The organizations may opt for HR outsourcing; either it may help the organization to save money or operational cost by reducing HR expenses. It may therefore cost reduction is also important factor to be considered before they prefer HR outsourcing.
4. In present time the expectations of employees from organizations are increasing rapidly. They wish for better quality of life. The organization may be treated as employee brand if it is able to offer valuable HR services. So the business organization must think HR outsourcing as a route to provide inimitable HR services.
5. To make sure the success of HR projects, the organizations must conceptualize the HR outsourcing projects in very properly by taking into account expectations of the organizations from HR vendors. The objectives to be achieved by HR outsourcing, identifying the parameters helping in selecting the right outsourcing partner and ensuring effective organization communication which essentially requires effective support and involvement of top management.
6. After selecting HR outsourcing service provider the organization may put focus on operational activities of HR outsourcing projects by taking into account short and long term objective the organization aims to achieve, developing control mechanism to monitor the progress of outsourcing projects and building coordination between organization and vendor.
7. To further ensure the success of HR outsourcing project the top management of business organization must review the execution of HR outsourcing project on the basis of performance criteria set earlier and regular feedback must be provided to the vendors.

Suitable performance rewards and penalties must also be decided in advance to keep the outsourcing project on right track.

8. Even HR outsourcing May lead to various gains for the organization, there are definitely human cost to be taken into account. It is strongly suggested that organizations must take into confidence all employees, who will be directly or indirectly affected by the company's decision to outsource its HR functions. In absence of that the employees attitude and behavior will likely to be adversely affected.
9. No goal can be achieved if specific performance standards are not decided in advance. Therefore it is suggested the business organization first should establish the performance criteria in view of the business performance it expects to achieve through HR outsourcing for instance return on investment, cost saving, organizational productivity in advance and so that the utility of HR outsourcing and its contribution to organizational performance can be ensured.

5.2.2 Suggestion for Academicians and Researchers

1. The present study was conducted in the area of Education. However, human resource outsourcing is very popular and widespread in service sector. The future research work may examine the sustainability of HR outsourcing in various other sectors.
2. The present research work studied the human resource outsourcing in large sized universities whereas three types of employees were examined who were part of HR outsourcing seem to be quiet vast study. This may be studied on other aspects of HR outsourcing like performance, training and development etc. The way and the procedure of the vendor to get talent. HR department of vendor employing general HR talent rather

than specific expertise because of the cost. Future researches may do some efforts to fill this gap.

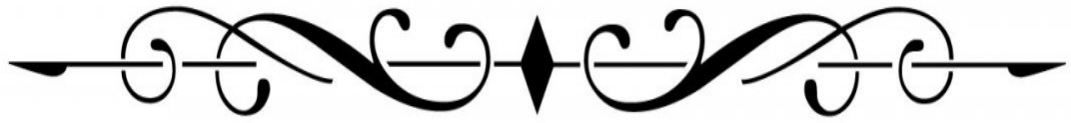
3. HR outsourcing is considered to be a strategic option not only for cost saving and value added services but also a substitute to talent deficit which may be the part of future studies. Therefore future researchers may study human resource outsourcing as an alternative but taking consideration of development and the quality of life.
4. As the government policies are changing with the time which may be studied regarding the HR outsourcing. It is quite nascent phase in service sector for India so policies become very important to research on it. The success of HR outsourcing industry will largely depend upon vendors' availability and the type of expertise available in the country. This is an area which is still largely untouched so far. Thus, research study need to be initiated in this direction also.
5. Because of rapid growth HR outsourcing industries in India whereas no empirical study has been reported in the context of the HR working. Therefore it may be good time to study the emergence and growth of HR outsourcing industry in India to formulate the better policies for them or to make it employees friendly too.
6. HR outsourcing has two major actors. One is the organization where the HR work and the other is vendor for HR services. It was very hard to find few work have been reported where the vendor and the organization relationship have been studied. Therefore it may be said that it dire need to study vendor client relationship in context of HR outsourcing in Indian context.
7. The present research work focused on assessing the sustainability of human resource outsourcing in higher education. Further research may be conducted where the sustainability of HR outsourcing in the context of employees other than those of HR

department may be studied. This is an important area of study since the attitude and behavior of employees will largely influence the effectiveness of HR outsourcing.

8. This research work have examined the sustainability of HR outsourcing of higher education was done however there is need to study the sustainability of HR outsourcing on financial performance of the organization. Future researcher may consider this aspect.
9. The present study was conducted in national capital region of Lucknow therefore it may not be said that this study would be a true representative of state of HR outsourcing in the whole country. Therefore comparative studies of different regions may be taken for research.

SUMMARY

In this chapter, the limitations and suggestions were discussed for the future research; recommendations of the study suggestions for the future research, applied significance of the study for the employee and the administration of the higher education were discussed.

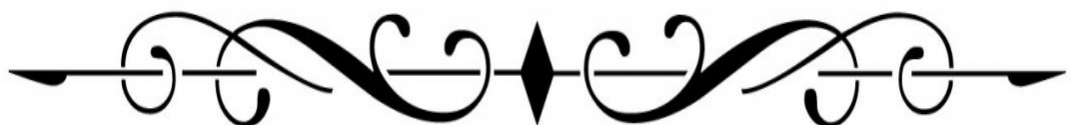


CHAPETR-6

CONCLUSION

AND

LIMITATIONS



6.0 INTRODUCTION

This chapter presents the limitations of this research work and suggestions for future research work related to this study. Furthermore, this chapter also portrays the applied significance and its implications in the higher education. The few limitations supported by the evidences have been already given in earlier chapters.

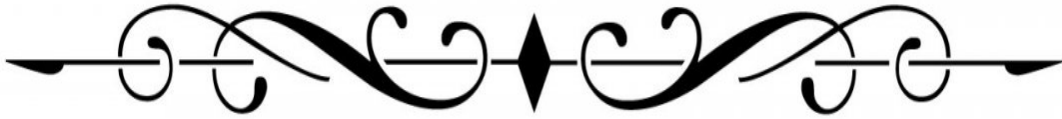
6.1 LIMITATIONS OF THE STUDY

- Besides this, the workers are expected to show a high level of organizational commitment to their job and organizations at all times and the outsourcing vendor because they don't want to lose their job.
- Employees ask the researcher to get the permission of the respective head of the department to fill the questionnaire because they have some fear in their mind.
- The present study is unique as it is an attempt to describe the relationship between organizational commitments, quality of work life of the outsourced human resource in the higher education of Lucknow.
- This study is considerable because of its insight and contributions it provides knowledge of sustainability of outsourced human resource in higher education. With this study provide the information about quality of work life of office assistant, office attendant and security guards who have been outsourced in higher education. Vendors' better understanding of the employee commitment and quality of work life inherent in

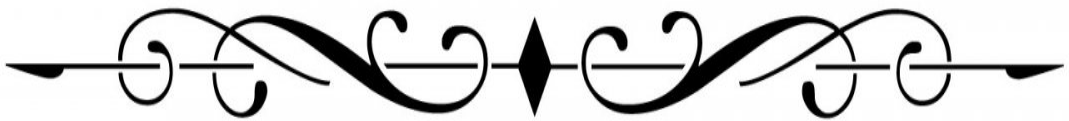
the functions of their workforce through the antecedents including gender, marital status, age, experience, job position, qualification, income and salary. Furthermore, this study develops an understanding of the commitment process and its relationship with employee' quality of work life to endorse commitment among employees and achieve their organizational goals effectively. Higher education may utilize the research findings to formulate suitable strategies to address the commitment and QWL related problems of their employees.

- The impact of government policies on HR outsourcing was found to help the organizations in reducing their HR cost and bring about substantial improvement in the HR services, increase in HR efficiency, enhancing employee productivity and helping in auditing of HR services. It contradicts with QWL of the employees.
- It was also revealed that HR outsourcing allowed the organization to focus on core business functions and provided more time and attention to HR people to focus on strategic issues of the organizations and helped in being acknowledged as strategic business partner and thus enhancing their reputation. Enhancing concentration on core business activities was found another reason to outsource HR functions. 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.
- Three major HR outsourcing functions namely payroll outsourcing, employee training outsourcing, recruitment outsourcing were identified to influence significantly employees job satisfaction level as the job satisfaction level of the employees were

decreased significantly as a result of implementation of such outsourcing. However, the outsourcing of Recruitment (non-executive) was instrumental in increasing the number of jobs but satisfaction level may be cared in future.



EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

It is not the strongest or the most intelligent who will survive but those who can best manage change. The law of evolution is that the strongest survives those who are most social. They show strongest existence in the world. In the same way the phrase “Survival of the fittest” mentioned by Herbert Spencer, since long back (1864), in his own economic theories and Darwin's biological ones (Natural selection theory). The same activities are happening in every field of human life including their survival, jobs, industries, education, commerce & trades, etc. Thus, to survive in a competitive global market and to accomplish long term growth, any organizations need to develop and focus on their core competencies (Kirchner, 2006; Li-Hua & Simon, 2007; Merrifield, 2006; Potkány, 2008). Moreover, organizations always need careful planning and strategy implementation to increase productivity levels and to change the beliefs, attitudes and values of employees (Hirshman, Cords and Hunter, 2005). Hence, employees will then be in a better position to adapt to new technologies and future challenges (C.C. Thomas, 2005).

Human resources are the people who work in an organization. Human resource management refers to the policies and practices involved in carrying out the ‘people’ or human resource aspects of a management position, including recruitment, screening, training, rewarding and appraising (Chandrika 2015). Earlier this management was done by the organizations self but it requires a department to do all the above procedure to get the human resource in their organisaion.

The research was done on the topic “The sustainability of Human Resource Outsourcing (HRO) in Higher Education with special reference to Lucknow, Uttar Pradesh”. The

Sustainability was studied with the help of Quality of Work Life and Organisational Commitment of outsourced employees working in Higher Education.

Organized competition in the organization based on cost, efficiency and effectiveness. These are the important factors behind inclination towards the contractual jobs instead of permanent jobs. There is major source of such men power provided through outsourcing. It has provoked the situation of insecurity of job and equitable honorarium. Due to this, the employees are deprived of appropriate job satisfaction. Therefore this study was undertaken to given above major criteria of this research to understand the sustainability of outsourced employees in Higher Education.

Outsourced employees are those human resource were very commonly seen in the universities of Lucknow. Most of the researches and studies have been conducted on "Organisational Commitment, Quality of Work Life and Human resource Outsourcing".

The in view of this concept of the objectives was desined broader which enumerated the study the interrelationship among variables of the sustainability of human resource outsourcing. Including comparison of the mean score of the Sustainability Factors of the Gender, Marital Status of Human resource outsourced in Higher Education as well as the mean score of the Sustainability Factors of the which involved Age, Highest Education, Experience, Occupation and Salary of Human resource outsourced in Higher Education. Lastly, study also emphasized on the driving factors those promote HR outsourcing in Higher Education and effectiveness of HR Outsourcing Activities in Higher Education.

The review of literature was conducted by researcher in the current research has prepared the foundation of this study. This research is important because the QWL has great impact on OC. Both of them are interconnected and have various effects progress of the employees in the Higher Education. Every employee has their own level of commitment towards their organisation. But study of OC of the outsourced employees in the higher education is unique for this study. Outsourced employees generally found that they have contract of 11 months. Do they get the same level of QWL as the other employees enjoying in their organisation? This study was to understand the organisational commitment and quality of work life of the outsourced employees in Higher Education to understand their sustainability overall.

The driving factors that promoted HR outsourcing in Higher Education was to survive in a competitive global market and to accomplish long term growth; any organizations need to develop and focus on their core competencies (Kirchner, 2006; Li-Hua & Simon, 2007; Merrifield, 2006; Potkány, 2008). Moreover, organizations always need careful planning and strategy implementation to increase productivity levels and to change the beliefs, attitudes and values of employees (Hirshman, Cords and Hunter, 2005). Hence, employees will then be in a better position to adapt to new technologies and future challenges (C.C. Thomas, 2005). At one time an organisation may have many different human resource activities so it is hard to divide it just with all outsourcing or all not outsourcing (Zhao et al). Outsourcing is practice among both private and public organisations. It is a major element of business strategy adopted in various organisation (Kremic, 2004). Widespread practices of HRO in almost every organisation due to its various benefits such as cost, strategy, politics as stated by Tiber Kremic in 2004.

In the support of the effectiveness of HR Outsourcing Activities in Higher Education; it may found that better position to adapt to new technologies and future challenges (C.C. Thomas, 2005). “The first was to reduce the costs, the second to provide quality support for its employees and the third was to focus on its core HR strategies, and offload the time consuming administrative work (Belcourt M, 2006).” Literature also identified the desire to save cost as an explanation for why outsourcing occurs (Arnold,2000; Aubert et al., 1996; Bienstock and Mentzer, 1999; Bergsman,1994; Brandes et al., 1997; Fan, 2000; Kriss, 1996; Larhoven et al.,2000; Vining and Globerman,1999; Willcocks et al.,1995;)

At the time of data collection researcher faced certain technical problems which have affected this research. There were 350 questionnaire distributed, out of which 304 questionnaire forms were received. Most of the respondents faced time scarcity to provide their data through questionnaire during the working hours. To overcome this problem researcher had to visit many times personally to get the data. The primary data collection was in the form of 304 questionnaires. And examine the primary data the SPSS 20 software was used to find out the result of the factor analysis, t test and ANOVA. Overall, there were 30 criteria which were chosen to study the sustainability. These were having huge impact on the Sustainability of Human Resource Outsourcing in Higher Education.

To compare the mean score of the Sustainability Factors of the Gender and Marital Status of human resource outsourced in Higher Education was also summarized and found that it was also differ significantly and varied organisation to organisation. However, the mean scores of SF 5 and SF 6 of male and female outsourced human resource in higher education do not differ significantly. Thus the null hypothesis was accepted. The observation also

indicated that the outsourced females are more sustainable than male in the higher education of Lucknow like group SF 7 reflected the same.

The finding based on their educational qualification was summarized and found that all the groups of outsourced human resource having educational qualification of Graduation and Post Graduation differ significantly ($p < 0.01$) from the groups of outsourced human resource having educational qualification of Intermediate and other qualification. Also HR having Intermediate differ significantly ($p < 0.01$) from HR having other qualifications. However, there is no significant difference among the mean scores of SF 5, SF 6 and SF 7 of the groups with Educational qualifications i.e. Intermediate, Graduate, Post graduate and other educational qualifications of the Outsourced Human Resource in Higher Education of Lucknow', except SF 1, SF 2 and SF3.

The experience wise distribution among the HR outsourced with respect to factor analysis in higher education, it was mostly found that group by the experience each group somehow differ significantly to each other. The group SF 1 showed that outsourced human resource with experience of 1-3 years, , 5-7 years' differ significantly ($p < 0.01$) from the group of outsourced human resource having 3-5 years and 'more than 7 years'. And it was also found that the group of outsourced human resource having experience of 3-5 years differ significantly ($p < 0.01$) from the group having experience of 'more than 7 years'. Interestingly, it was reported in all the groups like SF 2, SF 3, SF 4, SF 5, SF 6 and SF 7 that HR outsourced having the experience of 1-3 years is differ significantly to HR outsourced having the experience of 3-5 years and 5-7 years or more than 7 years respectively. Except SF 2, where it was observed that all the group of outsourced human

resource with experience of 1-3 years, , 5-7 years', 3-5 years and 'more than 7 years' differ significantly ($p < 0.01$) from each other.

On the basis of salary distribution among the HR outsourced with respect to factor analysis in higher education, it was reported that group SF 1 have shown sustainability when they get the salary in between 5000-10000, 10001-15000 and 15001-20000. Whereas, other group like as SF 2, SF 3, SF 4, SF 5, SF 6 and SF 7 were differ significantly when they getting the salary in between 5000-10000, 10001-15000 and 15001-20000, like in group SF 3 the outsourced human resource with salary (Rs) between 5000-10000 and 10001-15000 were differed significantly ($p < 0.01$) from group of outsourced human resource with salary (Rs) 15001-20000.. It was also observed that the salary is too low as per their daily need, but for shake of organisation and their personnel, they live into the organisation. Sometimes, they jumped to other organisation when they found the better opportunities.

In this process researches are taken more expenses in the form of time and money. Respondents hesitate to provide their views because there was fear of losing their job in their mind from both the parties. Some of them denied completely filling up the questionnaire. Respondents were faced language problem regarding the statements of the questionnaire so they took more time to understand it and to fill the questionnaire properly. It was solved by using Hindi and English the language in the questionnaire. Suggestions to the researchers are to study the various aspects employees in human resource outsourcing.

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Annexure-1

You are being asked to participate in the survey to provide the primary data for my Thesis. This questionnaire is a part of my Ph.D. Programme and the information required is purely for the research purpose. Your responses will be kept completely confidential. No individual data will be reported. You are kindly requested to spare some of your valuable time and respond. THANK YOU!

PERSONAL INFORMATION

Please complete the following biographical information which will only be used in statistical analysis for academic purpose.

Name..... Email & Mobile.....

Gender: (a) Male..... (b) Female.....

Marital Status: (a) Unmarried (b) Married.....

Age: (a) Less than 30 years..... (b) 31-40 years

(c) 41-50 years (d) 51 & more.....

Highest Education (a) Intermediate..... (b) Graduation.....

(c) Post Graduation..... (d) diploma..... (e) Others

Specify -----

Religion Hindu..... Muslim..... Sikh..... Christian.....

Gen OBC..... SC..... ST.....

Experience: Inception..... (a) 1-3 years..... (b) 3-5 years.....

(c) 5-7 years..... (d) more than 7 years.....

Salary: <5000..... 5000-10000..... 10001-15000..... 15001-20000.....

20001-25000..... 25001-30000

In how many organizations have you worked?.....

Occupation -----

Name of Department..... Name of organization -----

Please Tick

Strongly Agree (SA) =1 Agree (A)=2 Neutral (N)=3 Disagree (D) = 4 Strongly Disagree (SD)=5	Strongly Agree =1	Agree =2	Neutral =3	Disagree = 4	Strongly Disagree =5
1. I would be very happy to spend the balance of my career with my current organization. मुझे वर्तमान संगठन में अपना पूरा करियर बिताना पसंद है					
2. I really feel, organization's problems are my own. मुझे सचमुच लगता है , संगठन की समस्याएं मेरी खुद की					

हैं					
3. I feel like 'part of my family' at this organization. मुझे इस संगठन में मेरे परिवार का हिस्सा जैसा महसूस होता है					
4. I feel 'emotionally attached' to this organization. मुझे इस संगठन से भावनात्मक लगाव है।					
5. This organization has a great deal of personal meaning for me. इस संगठन का मेरे लिए बहुत ही व्यक्तिगत मायने हैं					
6 I feel a strong sense of belonging to this organization. मुझे इस संगठन से बहुत अपनापन है।					
7. It would be very hard for me to leave my job at this organization right now even if I wanted to. मैं चाहते हुए भी इस समय इस नौकरी को छोड़ना बहुत मुश्किल होगा					
8. Too much of my life would be disrupted if I leave my Organization. संगठन छोड़ने पर मेरी ज़िंदगी बहुत बाधित होजाएगी					
9. To be remain with this job is necessary for me. इस नौकरी के साथ रहना मेरे लिए जरूरी है					
10. I believe I have too few options to leave this organization. मेरा मानना है कि मेरे पास इस संगठन को छोड़ने पर विचार करने के लिए बहुत कम विकल्प हैं।					
11. I continue my job due to scarcity of available alternatives. उपलब्ध विकल्पों की कमी के कारण मैं अपनी नौकरी जारी रखता/ती हूँ					
12. I do not leave this job because it will require considerable personal					

sacrifice. मैं यह काम इसलिए नहीं छोड़ता क्योंकि इसमें व्यक्तिगत बलिदान की आवश्यकता होगी					
13. I do not feel any obligation to remain with my organization. मैं इस संगठन के साथ रहने के लिए मजबूर हूँ					
14. If I get better job, I do not feel it would be right to leave. अगर मुझे बेहतर नौकरी मिलती है, तबभी इस नौकरी को नहीं छोड़ना					
15. I would feel guilty if I left this organization now मुझे अफ़सोस होगा अगर मैं यह नौकरी छोड़ूंगा/गी					
16. This organization deserves my loyalty. यह संगठन मेरी निष्ठा के योग्य है					
17. I would not leave my organization due to obligation of it. मैं अभी संगठन की बाध्यताओं वजह से यह नौकरी नहीं छोड़ूंगा/गी					
18. I owe a great deal to this organization. मैं इस संगठन का ऋणी (कर्जदार) हूँ					
19. I got this job very easily. मुझे यह नौकरी बहुत आसानी से मिला।					
20. My future is secured. मेरा भविष्य सुरक्षित है					
21. I am satisfied with my salary. मैं अपने वेतन से संतुष्ट हूँ					
22. I am satisfied with my salary in comparison of my friends मैं अपने दोस्तों की तुलना में अपने वेतन से संतुष्ट हूँ					
23. I am happy with extra benefits for me and my family. मैं अपने और मेरे परिवार के लिए अतिरिक्त लाभों से खुश हूँ					

24. I am well paid for extra hours worked for department. मैं विभाग के लिए काम किया अतिरिक्त घंटे के लिए अच्छी तरह से भुगतान मिलता है					
25. I am satisfied with working hours. मैं काम के घंटे से संतुष्ट हूँ					
26. I am satisfied with quantity of work for me मैं अपने लिए काम की मात्रा से संतुष्ट हूँ					
27. I am satisfied with salubrity and health wellness at work मैं कार्यस्थल पर स्वास्थ्य कल्याण से संतुष्ट हूँ					
28. I feel discrimination (social, religious, sexual) at work मेरे कार्यस्थल पर भेदभाव (सामाजिक, धार्मिक, यौन) होता है					
29. I am satisfied regarding relationship with colleague and boss मैं सहयोगी और मालिक के साथ संबंध से संतुष्ट हूँ					
30. I am satisfied regarding team and colleague commitment towards work मैं काम के प्रति टीम और सहयोगियों की प्रतिबद्धता से संतुष्ट हूँ					

CURRICULUM VITAE

PRIYANKA RANI

PhD (Pursuing) in HR

DRM, School of Management

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Cell Phone Number: +91 7784068430, +91 9140685732**E-Mail ID:** priyankarani3004@gmail.com**PROFILE**

As a professional I believe in strong sense of responsibility, dedication and positive attitude. Looking for intellectually stimulating work process and value addition to my job, the organization and myself. ‘Opportunity to work ‘is all I look forward to’ success will follow’, is my belief.

CAREER OBJECTIVE

As I move ahead in my career I want learn & grow at each step, so as to accomplish my goals, would like to work with an academic organization, which helps me develop my skills, thereby achieving new heights.

EDUCATION QUALIFICATIONS

Pursuing PhD at Babasaheb Bhimrao Ambedkar University (A Central University) Lucknow

Qualified UGC National Eligibility Test June-2011 and Junior Research fellowship (JRF) and Assistant Professor.

Professional Qualification:

Qualification	Institute/Board	Name of College	Year
MBA	GBTU	Institute of Technology & Management, Gorakhpur	2011

Academic Qualifications:

Qualification	Institute/Board	Institute/Board	Year
Graduation	University	DDU Gorakhpur University Gorakhpur	2009
Intermediate	CBSE	N E RLY Sr. Sec School Gorakhpur	2005
High School	CBSE	N E RLY Sr. Sec School Gorakhpur	2003

PUBLICATIONS IN JOURNAL

- Rani, P & Khan, M S (2014) **“Impact of Human Resource Development on Organisational Performance”** Indian Journal of Applied Research (IJAR), Volume 4, Issue 12, December 2014 (ISSN 2249-555X)
- Rani, P & Khan, M S (2015) **“Impact of Human resource Outsourcing on Organizational Performance and its Efficiency”** Commerce And Business Studies December 2015(ISSN 0974-1879)
- Rani, P & Khan, M S (2017) **“The Review of Rationale and Challenges posed by Human Resourcing Outsourcing”** Nov 2017 Special Issue Vol-07 Online International Interdisciplinary Research Journal, {Bi-Monthly}, (ISSN 2249-9598)
- Rani, P (2017) **“An Analytical Study of Human Resource Outsourcing in Higher Education”**Oct –Dec 2017 (ISSN 22395-4965)

PAPER PRESENTATION

- Rani, P & Khan, M S (2014) **“HR Outsourcing in Higher Educational Institutions: Emerging Trends in Global Era”** “International Seminar on Global Politics and Governance in 21st Century: Emerging Trends in Global Concerns” 22-23 March 2014 held at Babasaheb Bhimrao Ambedkar University (A Central University) Lucknow
- Rani, P (2016) **“The Effect of Human Resource Outsourcing in Higher Education”** International Seminar on Globalization Environment and Social Justice: Perspectives, Issues and Concerns 15-16 February held at Department of Sociology, Babasaheb Bhimrao Ambedkar University (A Central University) Lucknow
- Rani, P (2016) **“Sustainability of Employees in an organization recruited through HR Outsourcing”** International Conference on Changing Paradigm of management practices for Sustainable Development 5-6 March 2016 held at School for Management Studies Babasaheb Bhimrao Ambedkar University (A Central University) Lucknow
- Rani, P (2016) **“An Empirical Study of HRO in Higher Education”** National Seminar on Higher Education: Challenges and Need of Reformation 5-6 October 2016 held at Kalicharan Post Graduate College, Lucknow, UP
- Rani, P (2016) **“Impressions of Globalization on Indian Social and Cultural Values”** National Seminar on Impact of Globalization on Indian Institutional Society 12-13 November 2016 held at Department of Sociology, MBS P. G. College, Varanasi
- **“Rani, P (2016) “An Analytic study to understand the Impact of Globalisation in Nation Building”** An Interdisciplinary National Seminar on Culture and Nation Building: Challenges and Solution 3-4 December 2016 held at Department of Sociology, mahatma Gandhi Kashi Vidhyapith, Varanasi
- Rani, P (2017) **“Education provides a bright Path to protect the rights of Divyang Children”** An Interdisciplinary National Seminar on Protection of Rights of Divyang Children 18-19 March 2017 held at Department of Sociology, DAV PG College Varanasi

- Rani, P (2017) “The Review and Rationale and Challenges posed by Human Resource Outsourcing” National Seminar on Twenty Five Years of Economic Reforms in India: The Path Ahead 25-26 March 2017 held at Department of Economics, University of Allahabad
- Rani, P (2018) “The Empirical study of Problem at Education among woman” National Seminar on Indian Woman in Contemporary Society:Challenges and Solutions on 17-18 Feb 2018 in dept of Sociology, MBS P.G. College, Gangapur, Varanasi sponsored by ICSSR.
- Rani, P (2018) “The Empirical study of Problem among woman faced during Cash to Cashless Economy ” National Seminar on Cash to Cashless Economy :Challenges and Solutions on 09-10 Feb 2019 organised by Mahamaya Govt. Degree college, Mohana, Lucknow.

WORKSHOPS

- **Ten Days Research Methodology Programme** held at Department of Sociology, Banaras Hindu University (BHU) from 19-28 September 2014
- **Ten Days Research Methodology Programme** held at Department of Geography, Delhi University (DU) from 26 December 2014-04 January 2015
- **Seven Days FDP** held at Department of Applied Economics, University of Lucknow (LU) from 24-30 sep 2016
- **Ten Days Research Methodology Programme** held at MNNIT, Allahabad from 2-11 June 2017
- **15 Days Research Methodology Programme** held at Department of Rural management School of Management studies, from 11-25 January 2018

SUMMER TRAINING

Title of the Project: Recruitment and Selection in Bharti AXA Life Insurance Company.

Organization Name: Bharti AXA Life Insurance Company

Main objective: To ensure effectiveness of recruitment and selection exercises.

Research Report:

Research Report is prepared on topic “EMPLOYEE’S SATISFACTION FROM WELFARE FACILITIES IN HINDALCO”.

Permanent Address

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Current Address:

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Personal Information:

Father's Name - Chandra Dev Ram

Date of Birth - 30/04/1987

Sex - Female

Nationality - Indian

Marital Status - Single

Languages - English, Hindi

Hobbies:

Listening Music, Reading Books, Sports

Strength:

Positive Attitude, Teamwork, Honesty & Good human relations.

Achievements:

Active Player of Athletics

Gold Medal in Javelin Throw at College Sports (2010)

Bronze Medal in 400 m race at College Sports (2010)

Bronze Medal in Long Jump at College Sports (2010)

Bronze Medal in 100 m race at College Sports (2011)

Bronze Medal in 400 m race at College Sports (2011)

Silver Medal in Long Jump at Babasaheb Bhimrao Ambedkar University Sports (2013)

Silver Medal in 400 m race at Babasaheb Bhimrao Ambedkar University Sports (2013)

Date: 05-04-19

Place: Lucknow

Priyanka Rani

Signature of student