

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

Abstract of 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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UTTAR PRADESH, INDIA

2019

ABSTRACT

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.