



## IMPACT OF OUTSOURCING HUMAN RESOURCE ON FIRM'S EFFICIENCY IN THE HOSPITALITY INDUSTRY

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### Abstract

*One of the most potent trends in human resources management is outsourcing. Verifying the connections between employee happiness and organizational efficacy and human resource outsourcing is the aim of this study. An organized approach to literature review is used in this work. Structured questionnaires and in-person interviews were used to gather primary data. In order to compile this study, a total of 33 research articles were examined, cited, and analyzed. To analyze with greater validity and context exploration, a mixed method approach has been used. To investigate the link between independent and dependent variables, a hypothesis was developed. The primary drivers of human resource management in organizations were identified as cost reduction, concentrating on core competencies, and gaining access to outside expertise. Comparatively to managers in organizations where human resources are not outsourced, managers in those that do report higher levels of satisfaction with several aspects of outsourcing. The findings demonstrate that employee satisfaction, organizational performance, and efficiency are all significantly impacted by human resource outsourcing.*

**Keywords :** *Human Resource Outsourcing, Organizational Efficiency, Satisfaction, Performance.*

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**Introduction:** According to research that has been done over the years, businesses that outsource some or all of their non-essential tasks are better equipped to focus their valuable resources on gaining a competitive edge. The literature evaluations and most recent surveys conducted by various organisations demonstrate that the HRO market is expanding and will continue to expand at a quicker rate than it is now (Kodwani, 2008). LeslieA (2005), In order to increase efficiency, service, and cost, businesses and industries are outsourcing their business processes related to human resources. Vendors promise organisations high-quality services at lower costs. Human resources outsourcing has grown quite effective globally thanks to this mutual condition of affairs (Poornachandrika,

2020). The degree of HRO was not significantly influenced by industry or firm size. The majority of the businesses reported that they had successfully attained both cost benefits and resource-based benefits via HRO equally and favourably (Seetharaman A, 2018).

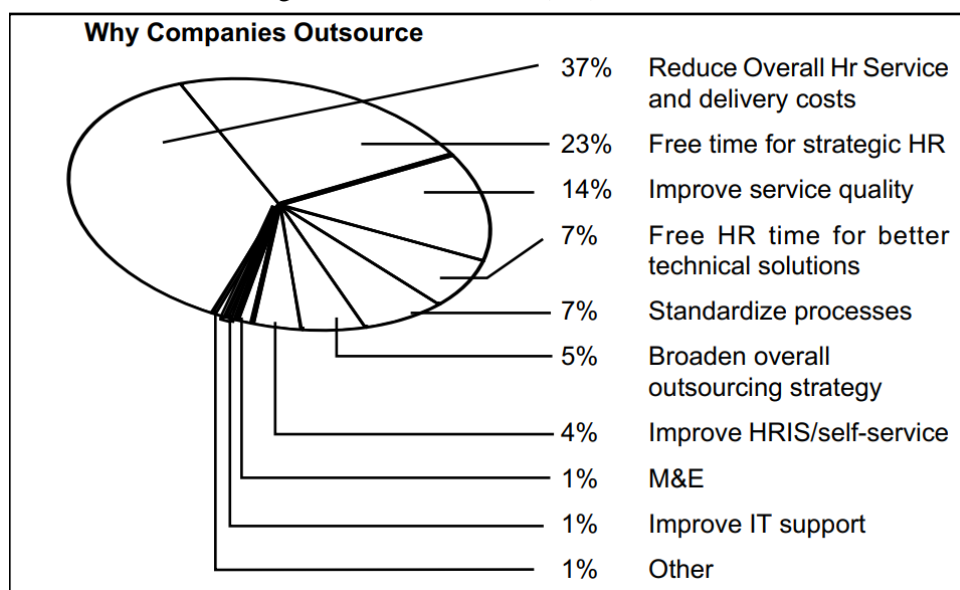
A component of business process is outsourcing human resources. There are various perspectives on human resource outsourcing; the first is that organisations should change their own HR division, while the second is concerned with expenses."The prime drive of HR division outsourcing is lowering the costs that has organisations strive towards the goals." (Delmotte & Sels, 2008; Abdul-Halim et al., 2009; Nadda et al., 2017). Most businesses now prefer outsourcing HR functions, which is growing quickly. (Ordanini &



Silvestri, 2008) especially RPO, or Recruitment Process Outsourcing, which would require businesses to outsource the HR recruitment function.

A further analysis of the literature reveals that there are three primary drivers of HR outsourcing: the need to

cut costs across the board (37%), free up time for strategic HR (23%), enhance service quality (14%), HR resources for more effective technical solutions (7%), standardising procedures (7%), and enhancing HRIS (4%), etc.



Human Resource Outsourcing: Issues and Challenges, Amitabh Deo Kodwani, the Journal of Nepalese Business Studies, Jan 2007, Vol. IV No. 1

Source: (Elmuti, 2003, p. 36)

**Human resource outsourcing in hospitality industry:** To increase service and product quality, reduce expenses, and boost operational performance, hospitality businesses have been using a variety of solutions. Examples of these decisions include the elimination of processes, downsizing, and establishing strategic alliances through franchising or contracting. Another one of these tactics is outsourcing. Hospitality companies may be able to better concentrate on their core capabilities through outsourcing. Also, as outsourcing grows, expenses could decrease and investments in resources like space, technology, and labour could be scaled back. However earlier studies also suggested that a greater reliance on outsourcing could result in less innovation (Kotabe et al., 2004; Batinic, 2013; Ko, 2019).

Outsourcing is one of the potential personnel solutions that the hotel business may use, according to Guerrier and Lockwood (1989). Even while they discovered that the majority of hotels outsource their pastry and laundry, there was no uniformity in other practises. They draw the conclusion from their analysis that core tasks are typically internalised, albeit they do find some externalisation of important hotel activities. This could indicate a shift in perception of what can be outsourced. According to Allmendinger (1994), hotels are becoming less likely to hire workers on a full-time basis. He also expresses amazement at the variety of tasks that are outsourced (Davidson et al., 2011).

**Research Objectives:** This study's main objective is to investigate the affects of HR outsourcing on hospitality performance.

1. To evaluate the effect of outsourcing human resources on an firm's efficiency.
2. To evaluate the effect of outsourcing human resources on an employee's performance.
3. To determine issues in adopting Human Resource Outsourcing.

**Literature review:**
**Human Resource Outsourcing and Organizational Performance:**

Few organisations are able to deploy world-class practises due to resource constraints. All areas of

competition will receive resources. As a result, in order to achieve a competitive edge, they must choose areas where they will concentrate their resources (Hamel and Prahalad, 1994;). Companies might improve their organisational performance by outsourcing services that are not generated by core competencies to specialist organisations (Kotabe, 1989) According to Gilley and Rasheed (2000), there are three causes for this. For starters, acquiring non-strategic services helps the business to focus on what it truly excels at, namely services with high strategic value (Gilley, et. al. 2004).

**Impact of Human Resource Outsourcing**

Impact on Companies	<ul style="list-style-type: none"> <li>→ Employee reactions</li> <li>→ HR executives taking part in operational and strategic decisions</li> <li>→ Elimination of bureaucracy</li> <li>→ Customer service improvements</li> <li>→ Growth of self-service platform</li> <li>→ Slimming down staff</li> <li>→ Cost savings</li> <li>→ Model will serve to guide other organizational functions</li> </ul>
Impact on HR Profession	<ul style="list-style-type: none"> <li>→ Internal HR at significant disadvantage in cost per transaction</li> <li>→ Loss of control of key processes</li> <li>→ Enhanced credibility</li> <li>→ Strategic focus</li> <li>→ Decentralized structure</li> <li>→ Internal politics – HR as business partner</li> <li>→ Move to customer service culture</li> <li>→ Management and Organizational Development</li> <li>→ New roles – consultant and HR strategist</li> <li>→ Develop competencies to remain valuable</li> <li>→ HR is exposed and more visible as organizational function</li> <li>→ HR is far more measurable</li> <li>→ Align HR strategy with corporate goals</li> </ul>
Impact on Career of HR professionals	<ul style="list-style-type: none"> <li>→ Transformation – from transactional administrator to business partner that sets strategy</li> <li>→ Develop competencies to negotiate and manage vendor relationships</li> <li>→ Demonstrate ability to provide business solutions for customer prob.</li> <li>→ Change bureaucratic culture</li> <li>→ Develop strategic expertise necessary to manage human capital</li> <li>→ Deliver exceptional customer service</li> <li>→ Sharpen your skills</li> <li>→ Build/Develop your network</li> <li>→ Stay on top of trends and their implications</li> <li>→ Utilize vendors now so that they can help you later</li> </ul>

Source : (Mahipatsinh Sagar, R, 2011

**Training and its effect on performance:**

According to the findings, hospitality organisations that outsource their training activities perform better in terms of stakeholders, which in the current study include employment growth/stability, employee morale, customer relations, and supplier relations. Yet, outsourcing training is frequently incompatible with the political backdrop and self-interests of executives who have decided to conduct training in-house (Tannenbaum and Woods, 2003).

**Recruitment and selection and its effect on performance:** Outsourcing the recruitment and selection process has a long history and is rapidly expanding. Recruiting process outsourcing (RPO) has matured in terms of contract size, scope, and length as a natural consequence of mass purchase of recruiting services. RPO capitalises on two primary motivations for outsourcing: acquiring essential knowledge and minimising expenses (Norman, 2013; Mwangi, 2017).

**Human Resource Information Systems (HRIS) and its effect on performance:** Hotels focus on the performance of the services they provide to customers in order to gain a competitive advantage and achieve a high level of customer satisfaction, in addition to maintaining the hotel's market position and market share, so hotels seek to maintain the hotel's reputation in the market, so performance is related to increased profitability and customer service delivery (meeting satisfactorily or exceeding customers' demand). Human Resource Information Systems can increase profits by nearly 100%. (Harazneh, 2017).

**Payrolls and its effect on performance :** According to the data collected, the majority of respondents agreed that payroll systems should be outsourced, with 65% arguing that outsourcing this system to an expert vendor would not only free up time to focus on other activities, but it would also help the organisation avoid penalties for errors, omissions, or late payroll tax filings, which can be costly, and report timely and

accurately to the government. The remaining 35% opposed payroll outsourcing, citing the fact that outsourcing payroll systems to an external supplier entailed passing confidential employee information to the latter, jeopardising security and confidentiality (Mwangi, 2017).

**Outsourcing Impact on Employees Satisfaction:** According to Adenike et al. (2017), satisfaction is a state of completion. Employee satisfaction is defined as a pleasant state of employees' experiences at work that motivates them to complete their jobs satisfactorily. It is worth noting that employee happiness, in addition to enhancing organisational efficiency, considerably improves employees' general well-being, so helping to integrate the overall interests of both the company and the employees . 52

According to a 2004 SHRM human resource outsourcing poll, HR outsourcing resulted in a decline in customer service (25% of respondents), a less personal relationship with employees (37% of respondents), and a decrease in employee morale (6% of respondents) in some circumstances. 57 Outsourcing reduced customer service (25% of respondents), reduced personal relationships with employees (37% of respondents), and reduced employee morale (6% of respondents).

There is no clear agreement in the literature as to which HR activities should be outsourced because what constitutes a core or noncore activity is determined by particular organisations (Gilley & Rasheed, 2000). As a result of the differing degree of HRO maturity characterised by different needs, the HR functions outsourced may differ across countries (Siew-Chen & Seow-Voon, 2016).

There are essentially no research on the degree of HRO among enterprises in the services sector, offering no clue for comparison with other sectors. High management support has been identified as one of the most important elements influencing outsourcing

success (Ee, Abdul-Halim, & Ramayah, 2013), although research into top management and HR managers' involvement in HRO decisions is limited. Furthermore, the majority of the existing HRO literature explored the 'what,' 'when,' and 'why' of outsourcing, with a focus on outsourcing decision-making (Lievens and Corte, 2008; Wehner, Giardini, & Kabst, 2012). The much-needed insights into the 'who,' 'how,' and 'where' of HRO are inadequate. As a result, HRO researchers such as (Khatri and Budhwar, 2002; Shen, 2005; Chiang et al. 2010 and Siew-Chen & Seow-Voon, 2016) have called for more research in the Asian context in order to provide appropriate guidance to organisations in developing countries such as Malaysia, because HRO trends vary at different points across countries.

#### Research Methodology:

#### Sample Selection and Data Collection Procedure:

#### Reliability Analysis and interpretation

Sr. No.	Variable Name	Number of Items	Cronbach's Alpha	Remark on Reliability
1.	Impact of HRO on employee satisfaction	16	0.929	Excellent
2.	Impact on Efficiency of the Organization	16	0.963	Excellent
3.	Issues in adoption of HR Outsourcing	16	0.938	Excellent

The reliability of each variable was assessed by using Cronbach's alpha.

With 16 items, the first variable, "Impact of HRO on employee satisfaction," has a strong Cronbach's alpha of 0.929. With regard to the effect of human resource outsourcing on organizational efficiency in the context of the hospitality industry, this outcome is categorized as "Excellent," suggesting strong internal consistency. This variable's dependability highlights the items' coherence and interconnectedness.

A higher Cronbach's alpha of 0.963 was obtained from the reliability analysis for the variable "Impact on Efficiency of the Organization." This variable has 16 items, and its strong reliability indicates a reliable and

In this research, Delhi-NCR hospitality organizations are selected to be population and sample for hypotheses testing because most of hotels and other hospitality services are available in thi region. The database in this research is collected from primary as well as secondary source. Operation managers, core managers, and other important heads actively participating in HR outsourcing decision-making processes in the hospitality sector comprise this sample.. The questionnaires were mailed to 500 employees of 50 different organizations using a simple random sample procedure; only 300 of the surveys are valid.

**Analysis and Interpretations:** The statistical analysis was performed using SPSS. HR managers of 35 luxury hotels were approached from Delhi-NCR. There were total 48 questions framed to collect the data under the heading of different variables.

consistent way to measure how outsourcing human resources affects organizational efficiency in the hospitality sector. The reliability of organizational efficiency-related factors impacted by HR outsourcing strategies is further supported by the strong alpha value.

Cronbach's alpha for the following variable, "Issues in adoption of HR Outsourcing," was 0.938, indicating strong internal consistency. Based on 16 questions, this outstanding reliability gives confidence in the correctness of replies pertaining to the difficulties that hotel industry firms experience when implementing HR outsourcing.

### Correlation Analysis and Interpretations

Correlation between HRO and the organization's efficiency			
		HRO	OE
HRO	Pearson Correlation	1	.760
	P-Value		.000
	N	300	300
OE	Pearson Correlation	.760	1
	P-Value	.000	
	N	300	300

P-Value. Correlation is significant at the 0.01 level.

**Table 1**

HRO and organization's efficiency are significantly correlated.

The association between organization's efficiency (OE) and human resource outsourcing (HRO) in the context of the hospitality industry was investigated using correlation analysis. The purpose of the analysis was to see whether these two factors significantly correlate with one another.

Pearson correlation coefficient of 0.760 between HRO and organization's efficiency found in the study. This shows strong positive relationship between the two variables. A high level of statistical significance is indicated by the corresponding P-value of 0.000, which is quite low. The study shows that organization's efficiency will intensify if the firm enhance outsource activities.

Correlation between HRO and employee satisfaction			
		HRO	ES
HRO	Pearson Correlation	1	.799
	P-Value		.000
	N	300	300
ES	Pearson Correlation	.799	1
	P-Value	.000	
	N	300	300

P-Value. Correlation is significant at the 0.01 level.

**Table 2**

HRO and employee satisfaction are significantly correlated.

The association between employee satisfaction (ES) and human resource outsourcing (HRO) in the context of the hospitality industry was investigated using correlation analysis. The purpose of the analysis was to see if these two factors significantly correlate with one

another.

Pearson correlation coefficient of 0.799 between HRO and Employee Satisfaction found in the study. This shows strong positive relationship between the two variables. A high level of statistical significance is indicated by the corresponding P-value of 0.000, which is quite low. The study shows that employee satisfaction level will intensify if the firm enhance

outsource activities.

### Conclusion

The key ideas of HRO, their effects on worker happiness and organizational effectiveness, and the main problems and obstacles associated with HR outsourcing were all attempted to be highlighted. The HRO market is expanding and will continue to grow at a higher rate than it is now, according to evaluations of the literature and recent surveys conducted by different organizations. The report suggests that the hospitality sectors have accepted the outsourcing of human resources activities based on its findings.

These hotels mostly outsource HRIS, staff training and development, and recruiting and selection because to the risks associated with outsourcing certain HR operations. They also contract out the administration of benefits and payroll. Employee performance and the HR department's efficiency both rise when these tasks are outsourced. When placed under a professional service provider, employees' performance improves because of the professional services that outsourcing agents give. While there are undeniable advantages to HRO, there are also a number of difficulties that need to be addressed before HRO can be widely adopted. When preparing to outsource HR tasks, one must exercise extreme prudence. Companies that want to increase operational efficiency use services like human resource outsourcing, where they hire workers from companies that supply these resources by having a service level agreement where both parties agree on the services that the resource will provide.

Therefore, it can be said that outsourcing improves a company's performance since it allows them to focus on their core competencies and operations. Additionally, it is more cost-effective to outsource temporary staff than to manage them internally.

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