

Consequences of Outsourcing Strategies on Employee Quality of Work Life, Attitudes and Performance in Nepalese Commercial Banks

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Abstract

This study examines the consequences of outsourcing strategies on employee quality of work life, attitudes and performance in Nepalese commercial banks. The dependent variable is organizational performance. The selected independent variables are employee satisfaction, employee commitment, cost-efficiency, quality control, training and development and leadership behaviour. The primary source of data is used to assess the opinions of the respondents regarding employee satisfaction, employee commitment, cost-efficiency, quality control, training and development and leadership behaviour. The study is based on primary data of commercial banks with 120 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The regression models are estimated to test the significance and importance of consequences of outsourcing strategies on employee quality of work life, attitudes and performance in Nepalese commercial banks.

The result shows that employee satisfaction is positively correlated to organizational performance. It indicates that higher the employee satisfaction, higher would be the organizational performance. Likewise, the result shows that employee commitment is positively correlated with organizational performance. It indicates that higher the employee commitment, higher would be the organizational performance. The result also reveals that cost-efficiency is positively correlated with organizational performance. It indicates that increase in cost-efficiency leads to increase in organizational performance. Similarly, training and development is positively correlated with organizational performance. It indicates that providing proper training and development to employees leads to increase in organizational performance. Likewise, quality control is positively correlated to organizational performance. It indicates that better the quality control of products, higher would be the organizational performance.

Keywords: employee satisfaction, employee commitment, quality control, cost-efficiency, training and development, organizational performance

1. Introduction

Outsourcing strategy is a business approach that views outsourcing as an important organization-wide and long-term strategic initiative designed to achieve a sustainable competitive advantage (Jennings, 2002). Nyameboame and Haddud (2017) reported that improvement in productivity and performance as a result of the use of outsourced services. The government

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is beginning to realize the potential of technology in improving the face of banking sector in Nepal, increased investments towards developing new and efficient technological solutions are visible. Similarly, Barthelemy and Adsit (2003) stated that one of the seven deadly sins of outsourcing and argued that most of these claim about the positive association between outsourcing and firm performance during the nascent stage of outsourcing. Be it for the benefits of lower cost, increased productivity and flexibility or just a way to tap specialized skills outside of the company itself, more than 90 percent of companies confirm that outsourcing has been a part of their overall business strategy. Cost efficiency remains the primary explanation for the development of outsourcing.

Firms evaluate outsourcing to determine if current operation costs can be reduced and if saved resources can be reinvested in more competitive processes. Some researchers contend that an important source of cost reductions is the outsourcing firm's access to economies of scale and the unique expertise that a large outsourcing vendor can deliver (Anderson and Weitz, 1986; Roodhooft and Warlop, 1999). Since these outsourcing contract receivers are typically servicing many clients, they often achieve lower unit costs than can any single company. On the other hand, outsourcing contract-granting firms generally engage in several different activities besides the core activity. By outsourcing some of these activities, they can concentrate their resources on the core business in which they have unique economies of skills or knowledge. As a result, the outsourcing contract-granting firms can reduce their operations expense and overhead expense.

Kroes and Ghosh (2010) defined outsourcing as the allocation of business activities from a source internal to an organization to a source outside of the organization. Having a satisfied and happy workforce strengthens the District by lowering employee turnover, increasing employee productivity, increasing customer satisfaction and promoting loyalty. Similarly, Locke (1976) defines job satisfaction as «a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences». Moreover, Kim and Mauborgue (1999) concluded that value innovation involves new product concept or new way of developing a business opportunity using the existing technologies and knowledge. Likewise, Niazi (2011) examined the training and development strategy and its role in organizational performance. The study found that there is a positive relationships between training and development strategies and organizational performances.

Khan *et al.* (2011) examined the impact of training and development

on organizational performance. The results showed that training and development, on the job training, training design and delivery style have significant effect on organizational performance and all these have positively affect the organizational performance. Similarly, Oluwaseun (2018) examined the employee training and development as a model for organizational success. The study found that training and development is positively correlated and claimed statistical significant relationship with employee performance and effectiveness and can advance organizational growth and success. Further, Ongori (2007) described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Moreover, Irefin and Mechanic (2014) examined the effect of employee commitment on organizational performance in Coca Cola Nigeria Limited Maiduguri, Borno State. The results revealed a positive relationship between employee commitment and employees' job performance.

Dordevic *et al.* (2020) examined the impact of employees' commitment on organizational performances. The study found that affective commitment of employees have positive and statistically significant impact on organizational performance. Likewise, Andrew (2017) studied the employees' commitment and its impact on organizational performance. The results of the study indicated that the employees' commitment is significantly related to organizational performance. Similarly, Aka and Amodu (2016) studied the effects of employee commitment on organisational performance in the banking industry: An evidence from first bank Enugu Zonal Offices. The study found that there is a strong positive and significant relationship between employee commitment and organizational performance. Likewise, Chen, *et al.* (2006) examined the relationship between organizational commitment, and job performance. The study found that there is a positive relationship between organizational commitment and job performance.

Alghamdi (2018) examined total quality management and organizational performance: A possible role of organizational culture. The Pearson correlation analysis revealed that the relationship between TQM and organizational performance is a positive and statistically significant. Similarly, Sabella *et al.* (2014) studied on quality management practices and their relationship to organizational performance. The results showed that TQM constructs used in this study are positively related to hospital performance. Likewise, Jaafreh and Al-abedallat (2013) studied the effect of quality management practices on organizational performance in Jordan: An empirical study. The study found that there is significant and positive relationship between quality management and organization performance. Similarly, Ngambi and Nkemkiafu (2015)

examined the impact of total quality management on firm's organizational performance. The result shows that there is positive and significant relationship between total quality management and organizational performance.

In the context of Nepal, Shrestha and Mishra (2011) studied on leadership styles, employees' commitment to organizational change, and organizational performance: A study in a Nepali technology based organization. The study found that there is a significant relationship between leadership styles, employee's commitment to change, and organizational performance. Similarly, Dhakal (2016) studied on web development projects outsourcing. The study found that finish companies are interested in outsourcing projects to offshore partners, and the Nepalese counterparts are ready to work too. Likewise, Risal (2018) examined employee's commitment and organizational performance: An empirical evidence from life insurance companies in Kathmandu, Nepal. The study found that employee commitment had a positive effect on productivity. Likewise, Chalise (2020) studied on training and development in Nepalese commercial banks. The study found that there is positive and significant relationship between training and development and organizational performance.

The above discussion shows that empirical evidences vary greatly across the studies on the consequences of outsourcing strategies on employee quality of work life, attitudes and performance in commercial banks. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exists in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the consequences of outsourcing strategies on employee quality of work life, attitudes and performance in Nepalese commercial banks. Specifically, it examines the relationship of employee satisfaction, employee commitment, cost efficiency, quality control, training and development, and leadership behaviour with organizational performance in Nepalese commercial banks.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data which were collected from 120 respondents through questionnaire. The study employed convenience

sampling method. The respondents' views were collected on employee satisfaction, employee commitment, cost-efficiency, quality control, training and development, leadership behaviour and organizational performance. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that organizational performance depends upon consequences of outsourcing strategies on employee quality of work life, attitudes and performance. The dependent variable selected for the study is organizational performance. Similarly, the selected independent variables are employee satisfaction, employee commitment, cost-efficiency, quality control, leadership behaviour and training and development. Therefore, the model takes the following form:

$$OP = \beta_0 + \beta_1 ES + \beta_2 EC + \beta_3 QC + \beta_4 CE + \beta_5 LB + \beta_6 TD + e$$

Where,

OP= Organizational performance

ES= Employee satisfaction

EC = Employee commitment

QC= Quality control

CE= Cost-efficiency

LB= Leadership behaviour

TD= Training and development

Employee satisfaction was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly disagree and 1 for strongly agree. There are 5 items and sample items include "I am satisfied with my job", "I feel recognized and appreciated at my job" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.723$).

Employee commitment was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly disagree and 1 for strongly agree. There are 5 items and sample items include "I would recommend this as a good place to work", "There is long lasting bond between this company and people like me" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.787$).

Quality control was measured using a 5-point Likert scale where

the respondents were asked to indicate the responses using 5 for strongly disagree and 1 for strongly agree. There are 5 items and sample items include “Outsourcing leads to improve quality of the goods and services”, “Higher quality products increase customer loyalty” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.760$).

Cost efficiency was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly disagree and 1 for strongly agree. There are 5 items and sample items include “Outsourcing has provided the accurate information of some fixed costs and variable costs”, “Outsourcing has enabled this business to economize on product cost” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.741$).

Leadership behaviour was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly disagree and 1 for strongly agree. There are 5 items and sample items include “Leader acts as friendly with members of the group”, “Helps group members get along with each other” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.754$).

Training and development was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly disagree and 1 for strongly agree. There are 5 items and sample items include “I get proper training and development here”, “Training helps me a lot to do the job effectively and efficiently” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.728$).

Organizational performance was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly disagree and 1 for strongly agree. There are 5 items and sample items include “Outsourcing new innovative tools and techniques increase the organizational performance”, “Committed outsourced employee devoted their full efficiency towards organizational performance improvement” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.713$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Cost efficiency

The term cost efficiency denotes real or genuine saving in costs resulting to the elimination of wasteful and inessential elements from the design and

practices for production of the product (Akeem, 2017). Jiang *et al.* (2006) investigated the impact of outsourcing on firms' operational performance. The study found that there is a positive and a significant impact of outsourcing on the firms' cost-efficiency and performance. Similarly, Smith *et al.* (1998) studied on information systems outsourcing. The study found that outsourcing information systems significantly lower overhead costs and increases the firms' performance. Likewise, Bolat and Yilmaz (2009) examined the relationship between outsourcing and organizational performance. The study revealed that there is a positive and a significant impact of cooperation with vendor on organizational efficiency. Similarly, Bryce and Useem (1998) analysed the impact of corporate outsourcing on company value. The study found that there is a positive and a significant impact of well-designed and well managed outsourcing on operating cost reduction and firms' performance. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between cost-efficiency and organizational performance.

Quality control

Quality control (QC) is a procedure or set of procedures intended to ensure that a manufactured product or performed service adheres to a defined set of quality criteria or meets the requirements of the client or customer. Kamanga and Ismail (2016) examined the effects of outsourcing on organization performance in manufacturing sector in Kenyan firms. The study found that there is a positive and significant relationship between quality and organization's performance. Likewise, Lee and Kim (1999) examined the impact of partnership quality on outsourcing success. The study found that there is a positive relationship between partnership quality and outsourcing success. However, Gorzig and Stephan (2002) indicated that difficulty for monitoring the quality of outsourced services diminishes profitability. Similarly, Shammot (2011) examined quality management practices and their impact on organizational performance, and customer behaviour. The study found that there is a significant relationship between quality control and organizational performance. Likewise, Demirbag *et al.* (2006) assessed the relationship between TQM implementation and organizational performance. The study found that there is a positive relationship between TQM practices and non-financial performance. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between quality control and business

performance.

Employee satisfaction

Employee satisfaction is a broad term used by the HR industry to describe how satisfied or content employees are with elements like their jobs, their employee experience, and the organizations they work for. Latif *et al.* (2013) examined the impact of employee's job satisfaction on organizational performance. The study found that there is positive correlation between job satisfaction and organizational performance. Similarly, Omotayo (2017) examined the employee job satisfaction and organizational performance. The study found that there is a positive and significant correlation between employee satisfaction and organizational performance. Likewise, Silveira (2019) found that employee satisfaction is positively associated with organizational performance. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between employee satisfaction and organizational performance.

Employee commitment

Employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization (Ongori, 2007). Similarly, Khan (2010) investigated the impact of employee commitment (affective commitment, continuance commitment and normative commitment) on employee job performance. The study found a positive relationship between employee commitment and employees' job performance. Similarly, Chen *et al.* (2006) examined the relationship between organizational commitment, and job performance. The study found that there is a positive relationship between organizational commitment and job performance. Likewise, Becker *et al.* (1996) found that there is a positive and significant relationship between employee commitment and job performance. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between employee commitment and organizational performance.

Training and development

Training and development refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks. Adaobi and Snr (2022) assessed the employees training and development on

organizational performance. The study revealed that there is a positive impact of training and development on organizational performance. Likewise, Obi-Anike and Ekwe (2014) analysed the impact of training and development on organizational effectiveness. The study found a positive relationship between training/development and organizational effectiveness. Further, Khalid *et al.* (2019) examined entrepreneurial training and organizational performance. The study found that there is a significant impact of entrepreneurial training on organizational performance. Moreover, Glaveli and Karassavidou (2011) found a positive and significant relationship between training and development and organizational performance. Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between training and development and organizational performance.

Leadership behaviour

Leadership behaviours are the combination of specific characteristics that leaders have and the actions they take. Zhu *et al.* (2005) examined the connection between the transformational leadership style and organizational performance. The study showed a positive relationship between the transformational leadership and the organizational performance. Likewise, Igbaekemen (2014) examined the impact of leadership style on organisation performance: a strategic literature review. The study found that there is a positive relationship between leadership behaviour and organizational performance. In addition, Nayak and Mishra (2005) analysed the impact of leadership style on organizational effectiveness. The study revealed that leadership styles of managers and supervisors highly influence the organizational effectiveness. Based on it, this study develops the following hypothesis:

H₆: There is a positive relationship between leadership behaviour and organizational performance.

3. Results and Discussion

Correlation analysis

Correlation is a term that refers to the strength of a relationship between two variables. A strong or high correlation means that two or more variables have strong relationship with each other, while a weak or low correlation means that the variables are hardly related. This section of the study presents the results and discussions of the correlation analysis. The correlation measures the strength of the linear relationship between variables. The strength of linear association between two numerical variables in a sample of population

is determined by the correlation coefficient.

Table 1 shows the computation of Kendall's Tau correlation coefficients matrix consequences of outsourcing on organizational performance.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent and independent variables. The correlation coefficients are based on 120 observations. The dependent variable is OP (Organizational performance). The independent variables are ES (Employee satisfaction), EC (Employee commitment), CE (Cost-efficiency), QC (Quality control), TD (Training and development) and LB (Leadership behaviour).

Variables	Mean	S.D.	ES	EC	CE	QC	TD	LB	OP
ES	2.44	0.65	1	0.333**	0.239**	0.164*	0.165*	0.236**	0.122
EC	2.46	0.61		1	0.278**	0.316**	0.338**	0.288**	0.298**
CE	2.51	0.67			1	0.247**	0.328**	0.331**	0.223**
QC	2.28	0.69				1	0.363**	0.216**	0.427**
TD	2.23	0.63					1	0.309**	0.304**
LB	2.55	0.66						1	0.298**
OP	2.25	0.55							1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows the Kendall's Tau correlation coefficients of dependent and independent variables for consequences of outsourcing on organizational performance. The study shows that employee satisfaction is positively correlated with organizational performance. It indicates that higher the employee satisfaction, higher would be the organizational performance. Likewise, the study shows that employee commitment is positively correlated with organizational performance. It means higher the employee commitment level, higher would be the organizational performance. The result also reveals that cost-efficiency is positively correlated with organizational performance. It means that increase in cost-efficiency leads to increase in organizational performance. Similarly, quality control is positively correlated with organizational performance. It indicates that improves the quality of products, higher would be organizational performance. Likewise, training and development is positively correlated with organizational performance. It means providing better training and development leads to increase the organizational performance. Similarly, leadership behavior is positively correlated with organizational performance. It indicates that effective leadership behavior leads higher organizational performance.

Regression analysis

Regression analysis is a statistical process for estimating the relationships among variables. The regression results were estimated where employee satisfaction, employee commitment, quality control, cost-efficiency, training and development and leadership behavior are used as independent variables and dependent variable is the organizational performance.

The regression result of employee satisfaction, employee commitment, quality control, cost-efficiency, training and development, leadership behavior and organizational performance in Nepalese commercial banks is shown in Table 2.

Table 2

Estimated regression result of employee satisfaction, employee commitment, quality control, cost-efficiency, training and development, and leadership behavior on organizational performance

The results are based on 120 observations using linear regression model. The model is $OP = \beta_0 + \beta_1 ES + \beta_2 EC + \beta_3 CE + \beta_4 QC + \beta_5 TD + \beta_6 LB + e$ where the dependent variable is *OP* (Organizational performance). The independent variables are *ES* (Employee satisfaction), *EC* (Employee commitment), *CE* (Cost-efficiency), *QC* (Quality control), *TD* (Training and development) and *LB* (Leadership behaviour).

Model	Intercept	Regression coefficients of						Adj. R ²	SEE	F-value
		ES	EC	CE	QC	TD	LB			
1	1.72 (8.98)**	0.221 (2.90)**						0.06	0.53	8.41
2	1.28 (6.69)**		0.393 (5.25)**					0.18	0.50	27.65
3	1.41 (7.84)**			0.334 (4.88)**				0.16	0.50	23.85
4	1.15 (8.22)**				0.489 (8.19)**			0.35	0.44	67.20
5	1.29 (8.00)**					0.425 (6.14)**		0.23	0.48	37.73
6	1.29 (7.16)**						0.376 (5.54)**	0.20	0.49	30.75
7	1.24 (5.86)**	0.03 (0.45)	0.37 (4.24)**					0.17	0.50	13.83
8	0.96 (4.35)**	0.01 (0.22)	0.30 (3.45)**	0.23 (3.20)**				0.23	0.48	13.38
9	0.80 (3.97)**	0.02 (0.35)	0.17 (2.10)*	0.09 (1.31)	0.37 (5.32)**			0.38	0.43	19.48
10	0.76 (3.78)**	0.03 (0.40)	0.14 (1.67)	0.06 (0.93)	0.33 (4.46)**	0.12 (1.51)		0.39	0.43	16.21
11	0.68 (3.31)**	0.04 (0.61)	0.12 (1.44)	0.03 (0.43)	0.31 (4.19)**	0.10 (1.30)	0.13 (1.82)	0.40	0.43	14.34

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at 1 percent and 5 percent level respectively.
- iii. Organizational performance is dependent variable.

The regression results show that the beta coefficients for employee satisfaction are positive with the organizational performance. It implies that employee satisfaction has a positive impact on organizational performance. This finding is consistent with the findings of Omotayo (2017). Likewise, the beta coefficients for employee commitment are positive with the organizational performance. It indicates that employee commitment has a positive impact on organizational performance. This finding is consistent with the findings of Khan (2010). In addition, the beta coefficients for cost-efficiency are positive with the organizational performance. It indicates that cost-efficiency has a positive impact on organizational performance. This result is consistent with the findings of Jiang *et al* (2006). Further, the beta coefficients for quality control are positively related with the organizational performance. It indicates that quality control has a positive impact on the organizational performance towards outsourcing strategies. This finding is consistent with the findings of Kamanga and Ismail (2016). In addition, the beta coefficients for training and development are positive with the organizational performance. It indicates that proper employee training and development has positive impact on the organizational performance. This finding is similar to the findings of Adaobi and Snr (2022). Further, the beta coefficients for leadership behaviour are positive with the organizational performance. It indicates that effective leadership style have positive impact on the organizational performance. This finding is consistent with the findings of Zhu *et al.* (2005).

4. Summary and conclusion

Organizational performance is an overview of the organization work in achieving its objectives which is influenced by the organization resources. Those resources may include physical resources such as human resources and intangible resources such as regulations, information, and policies. The concept of organizational performance refers to whether the organization does well in discharging the administrative and operational functions pursuant to the mission and whether the organization actually produces the actions and outputs pursuant to the mission or the institutional mandate.

This study attempts to examine the Consequences of outsourcing strategies on employee quality of work life, attitudes and performance in Nepalese commercial banks. This study is based on primary data with 120 observations.

The study showed that employee satisfaction, employee commitment, cost-efficiency, training and development, leadership behavior and quality control have positive impact on organizational performance. The study also

concludes that quality control is the most influencing factor followed by training and development that explains the organizational performance and in Nepal.

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