THE IMPACT OF HUMAN RESOURCE OUTSOURCING ON EMPLOYEE PERFORMANCE (A CASE STUDY OF ACCESS BANKPLC)

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Abstract

Majority of the research on human resources concentrate on their overall impact on productivity and on the business as whole; Lesser research considers how the perception of the methodand conditions of employmentaffectsemployee's work psychology, their attitudes and how thisreflectson their performances especially in the financial sector. Thus, this research examinedthe impact of human resource outsourcing on employee performance in one of the Nigerian Deposit Money Banks, Access Bank Plc. The conceptual framework of this connection between being an outsourced employee in Access bank and performance is synthesized mostly from primary sources of which the data was gathered using questionnaires, observation and oral interviews,and structured based onthe research hypothesis. The questionnaires were distributed to some respondents to express their opinions, and observations on their employment status and work outputs. While observation and oral interviews were equally used to gather more insights into the research premise. Thus, the Bank's employees weresampled using simple random sampling and 84 respondents were used for this study. The results of this research

paper supported the conceptual framework, and indicated a significant relationship between being outsourced employee and work performance. It indicated the concept of outsourcing in the selected bank and how the outsourced employees perceive the mode and conditions of their employment and how this perception reflects on performance. Its findingsechoed their opinions and the level of commitments vis a vis their method of recruitment, the adverse implications on performance and then offered practical recommendations on how to bridge the obvious gaps between the core employees of the bank and those outsourced for improved performance and efficiency.

Keywords:
Outsourcing, human resources, HR outsourcing, employee performance.

1. INTRODUCTION

In today's dynamically changing business world, the outsourcing of the human resources is rapidly evolving as one of the most exciting business trends. This outsourcing trends and processes – which may arguably add little or no value in achieving their business objectives- are being recognized by increasing number of businesses and chiefly echoes the need for organisations to focus their resources and time on their core operations. Thus, the Human Resource Outsourcing (HRO) can be said to be a significant strategic HR initiative, engineered to assist businesses to shed some weights, to channel resources towards their main objectives, to simultaneously control their bottom lines, gain cost and time, and to provide cutting edge HR strategies simply by simply utilizing the services of a third party to take care of the HR functions that would have normally been done by the organisation.

Therefore, Human Resource Outsourcing (HRO) is viewed as a type of business-measure subcontracting that encompasses all activities related to human resources, beginning with recruitment and ending with finance and other benefits. It is common forHR functions to be outsourced, either completely or partially, to contractors outside the organization. This practice aids an organization'stime and money management. It is increasingly being recognized as a critical choice for business elements. The HRO practice reduces HR costs by developing a diverse set of skills, an unrivaled range of adaptability, and spreading and sharing risks to improve a company's image (Elmuti et al., 2010; Cicek and Ozer, 2011).

Human Capital Outsourcing is thus the process by which an

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organization or individual hires another company or individual to perform a specific HR taskson their behalf,in order to gain some mutual benefits from the engagement. It is the business practice of one company hiring another to perform HR services that would otherwise be performed by in-house employees. Outsourced tasks are frequently tasks that could be performed by the company itself, but in many cases, contracted to another to undertake with some sort ofmutual benefits.

Human resource outsourcing has been shown to improve performance: Most companies' decision to outsource is a major strategic activity because it involves weighing the potential cost savings against the consequences of losing time and control over the products or services. Outsourcing refers to the proactive integration and coordination of common items and materials, processes, designs, technologies, and supplies across global purchasing, engineering, and operating locations (Monczka, 2015). Outsourcing and supply chain management have been shown to play an important role in achieving competitiveness among companies all over the world, with increasing scholarly and executive attention over the last couple of decades. The progression of different companies from domestic purchasing to international purchasing and then to global outsourcing can be visualized as increasing interest in outsourcing.

Huang, Luther, Michael, and Roszaini (2013) concluded that human capital is an organization's most valuable asset. It is a combination of aptitude factors that distinguish organizations and play a role in their performance and production. On the other hand, Human Capital can be seen as the knowledge, skills, competencies,

and attributes embodied in individuals that can assist them in the economic well-being of an organization. Among the organization's intangible assets, human capital is critical. It is a significant intangible asset that draws more competitive advantage, particularly in knowledge-intensive industries where greater amounts of knowledge, skills, and expertise drive greater volumes of competitive advantage by ensuring survival (Munjuri, K'Obonyo, &Ogutu, 2015).

Several factors drive HR outsourcing in today's businesses: Companies must provide quality services and products at competitive prices in order to remain relevant and viable, which means that organizations must always have the right kind of people at the right time and in the right place. In recent years, organizations have outsourced an increasing number of activities, including human resource functions, in an effort to improve service and product quality, reduce production cycle times, lower costs, increase their focus on core competencies, and improve overall organizational performance.Organizations appear to be focusing on a relatively narrow set of functions and contracting out the rest to third-party vendors (Bearden, 2013); however, despite the fact that there are many outsourcing activities in the bank, the outsourcing of training, recruitment and selection, human resource information systems, and payroll in commercial banks is rarely mentioned; thus, the focus of this study is on the impact of human resource outsourcing on employee performance with a focus on Access Bank Plc.

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2. LITERATURE REVIEW

Outsourcing is a relativelyinnovative phenomenon that is rapidly gaining traction in modern organizations. It was discovered that Outsourcing the recruitment process is primarily used to increase organizational efficiency by saving managerial time and money (Corbett, 2014). Outsourcing is a type of business process outsourcing (BPO) in which an employer outsources all or a portion of its recruitment processes to a third-party service provider. 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 duration as a natural outgrowth of mass purchasing of recruiting services. RPO focuses on two primary reasons for outsourcing: acquiring needed expertise and lowering costs (Norman 2013). The selection process includes several critical steps to ensure that the organization not only attracts the best talent in the industry, but also provides them with the most exciting and challenging work environment. It was established that recruitment process outsourcing (RPO) enables Talent Acquisition to easily scale recruiting capacity to meet demand, gain a better understanding of recruitment costs, and resolve tensions associated with peak, valley, and even equilibrium requisition demand cycles. RPO also offers rapidly changing organizations a scalable, more cost-effective method of managing recruitment resources (Prater, 2014).

Global and domestic regulatory changes place significant strain on the capital requirements of financial institutions.As a result of rising regulatory costs, an increasing number of banks and financial services firms are turning to recruitment process outsourcing to improve the quality of their hires, increase the success rate of employee training programs, and increase employee retention rates. Partnering with a proven expert can help

banks and other financial institutions achieve new levels of enterprise productivity and efficiency (Prater, 2014). Not to mention that recruitment specialists have more advanced techniques, such as multiple sourcing channels, websites, and recruitment software that can easily find thousands of applicants, increasing the likelihood that the best person for the job will be found (Maidment, 2014).

Paying everyone in the organization and on time is a basic requirement for a company to run smoothly and implement ambitious HR strategies. Payroll can be costly and complex, so businesses must assess payroll-related processes to determine the best strategy and keep this critical function under control. Payroll processing is the most transactional, routine HR activity, and it is the most frequently outsourced HRM activity (Norman, 2016). Because the organization and the vendor are in contact, the rapid evolution of internet technology and its availability has enabled complex processes such as payroll to be outsourced. Payroll has been established as one of the most important activities for a business.A salary is an employee's single most important connection to an organization and the foundation of employee motivation. Payroll data is critical and highly confidential. Any seasoned HR professional understands that it has the potential to make or break an employee's relationship with his or her employer. Given this scenario, as well as the time and effort required to maintain payroll administration and data security, many businesses around the world outsource payroll to specialists.

According to (IDC) India, training outsourcing is a continuous transfer of the organization and implementation of one or more entire training processes to an external services provider. There are two kinds of training outsourcing: Outsourcing of specific training activities -

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In this case, specific training activities are outsourced. Comprehensive total training- The entire training function is outsourced in this case.

Although companies have long outsourced training delivery, it has been revealed that the level of outsourcing is rapidly increasing, which is based on two facts: training increases an organization's competitive advantage, and outside training increases an organization's performance. The increase in the number of training projects and the nature of those projects has been driving the increase in outsourcing of training activities (Friedman 2015), and (Gainey and Klass, 2014) highlighted the strategic importance of outsourced training in their study. The researchers use the transaction cost economy, social exchange theory, and the resource-based view to identify factors that are thought to influence client satisfaction with external training vendors. According to the findings, socially oriented trust and contractual specificity mediate the relationship (Norman 2013).According to the (Accenture 2015) report, high performance organizations outperformed their peers in productivity (as measured by sales per employee) by 27 percent, revenue growth by 40 percent, and net income growth by 50 percent.

Training is one of the most multifaceted functions in business. Corporate training is a difficult and complex operation. A small group of people is expected to design, deliver, and manage a wide range of training ranging from field repair to sales skills, IT technology, new manager training, new hire training, and executive education. To meet the wide range of training demands, many functions must be outsourced.Often, a company is required to quickly roll out a large program and requires skilled trainers to deliver existing programs. These functions are frequently outsourced to seasoned training firms. With such a diverse and ever-changing set of content, training managers are constantly on the

lookout for outsource providers for courses, seminars, and events.

It was discovered that increased complexity and information turnover in the HR area is widely managed by external experts. Human Resource Information Systems (HRIS) and other HR software play an important role in people management (Stone, 2016). The study confirms that HRIS has evolved into a critical mechanism for organizations to improve productivity and maintain a competitive advantage. Furthermore, he contends that HRIS can integrate critical HR data and organizational strategy. Constant technological updates render HRIS obsolete, necessitating large expenditures to upgrade, modify, and maintain it, of which any organization may not have the specialized skills in-house to handle these particular challenges. HRIS development necessitates professional expertise, which many organizations do not have. (Pritchard, 2014)

2.1 EMPLOYEE PERFORMANCE

Moving the recruitment process to a recruitment agency saves the Bank Managers a significant amount of time, allowing for more efficient planning. Post Bank Kenya is adopting new human resource practices such as hiring external agencies for recruitment in order to increase the organization's profitability, efficiency, and performance, which according to (Mansen, 2015) can be beneficial to other organizations that do the same. Employee commitment and loyalty are critical for achieving high outputs while remaining efficient (Sharma and Punia, 2014).

Employee commitment is important for an organization, and most especially in the banking industry, because committed employees are familiar with the organization's culture, goals, values, and objectives, which external recruitment agencies are not (Meyer and Allen, 2015),

which is critical to an organization's effectiveness and competitiveness in today's world. Organizations should consider various aspects when outsourcing the recruitment process because employees take valuable knowledge with them when they leave an organization, as well as the waste of time and resources invested in them (Corbett, 2014).

2.2 THEORETICAL REVIEW

2.2.1 Transaction Cost Theory

The transaction cost model proposes a comparison of the costs incurred by internal production versus market purchases. The transaction cost was created with the idea that the organization must be able to analyze the costs associated with task planning, adaptation, and monitoring under various governance structures. According to the theory, to comply with cost-conscious corporate governance strategies, the option of buying should be considered in terms of price because it may offer cheaper solutions than preparing internally. According to Aron, Clemons, and Reddi (2012), an organization's management must be able to weigh the cost of performing a specific task within the organization versus the cost of performing the task outside the organization.That is, they must be able to weigh the costs of conducting their production processes internally (insourcing) versus outsourcing to an entity with the technological know-how and other resources to complete the task at a lower cost and more effectively (outsourcing). The decision to buy from the market or develop in-house is based on the cost of acquiring that product or service, which can be calculated using both the production cost and the transaction cost.

2.2.2Empirical Review

Kiptum (2014) studied the effects of outsourcing on organizational productivity using selected Kenyan parastatals as case studies. To collect

data from respondents, the study used a descriptive research design with a questionnaire survey method. According to the findings, contracting out was the most commonly used method of outsourcing in the surveyed parastatals. Security, cleaning, and disposal were the most frequently outsourced services. Outsourcing these services also resulted in lower operational costs and better resource management, according to the report. The study suggested that, in addition to contracting out, parastatals should use other forms of outsourcing.

Jirawuttint (2015) investigated the impact of human resource management outsourcing on the performance of multinational corporations in Thailand. The study sought to establish a link between recruitment activities, payroll management, and human resource information systems, training administrationin particular, and organizational performance. According to the study, training administration has a positive and significant impact on human resource cost efficiency but has no effect on effective human resource development and flexibility. Furthermore, training administration had a negative and significant impact on organizational performance.

Jepkogei (2016) investigated the impact of outsourcing human resources activities on employee engagement at the Rural Electrification Authority. The research was carried out across the five departments of the Rural Electrification Authority's headquarters in Nairobi. It was guided by two theories and a model, specifically Kolb's experiential learning theory, socio-technical systems theory, and Andrew Brown's engagement pyramid model. It used a descriptive survey design with quantitative methods. The study aimed for 114 employees and used Nassiuma's formula to calculate the sample size, which was discovered to

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be 54. According to the study, payroll outsourcing had the greatest impact on employee engagement. Furthermore, it was discovered that outsourcing recruitment services had a negative impact on employee engagement.

3. RESEARCH METHODOLOGY

The descriptive research design was chosen for this study which examined the subject matter using a population consisting of the selected bank's employees in Lagos Island region. The Total population of the Bank staff in the Island is 150 staff. The sample size for the study was determined by the statistical formula for selecting from finite population as formulated by Yamane (1964). Therefore, based on Taro Yamane's formula, the sample size for this study is approximately One Hundred and Nine (109) respondents.

The data for this research work was primarily sourced using questionnaire, observation and interviews. Descriptive Statistics was used to analyze the data generated from the socio–demographic variables. All the hypotheses for the study were subjected to appropriate statistical analysis and tested at 0.05 level of significance. Data were analyzed using SPSS software version 20.0. This shows the frequency distribution and percentage of all important variables.

4. RESEARCH HYPOTHESES

H_0 - There is no significant relationship between human resource outsourcing and employee performance in Access Bank

H1 - There is a significant relationship between human resource outsourcing and employee performance in the Bank

5. DATA PRESENTATION AND ANALYSIS

This chapter focuses on the analysis of data collected based on questionnaires administered to respondents' in their various locations. It also used oral interviews to gather more insights into the research assumptions. The responses and results were presented using frequency distribution table and percentage. 109 questionnaires were distributed but only 84 were completed.

5.1 Socio-Demographic Characteristics of Respondents

Table 5.1.1: Socio-Demographic Characteristics of Respondents

S/N	Variables	Frequency	Percentage
	Age:		
	21-30	44	52.40
1	***31-40 years***	36	42.80
	41-50 years	2	2.40
	51 and above	2	2.40
	Total	**84**	**100.00**
	Marital status:		
	Single	38	45.20
2	***Married*** 26	31.00	
	Divorced	20	23.80
	Total 84	**100.00**	
	Academic Qualifications:		
	OND/NCE	8	9.50
3	***B.SC/HND*** 42	50.00	
	M.SC/MBA	28	33.40
	Others 6	7.10	
	Total	**84**	**100.00**

Source: Authors computation, 2022

The above socio-demographic table signifies that majority of the

respondents (95%) were between the ages of 20 to 40 years, while only 5% were above 40 years. 45% of whom were single, 31% married, while approximately 24% were divorced. Also 33% of the respondents were Master's Degree holders, 50% have either B.SC or HND qualifications, while 10% are OND or NCE holders.

5.1 Research Questions:

- **What are the impacts of human resources outsourcing on the employee performance in Access Bank Plc?**
- **Is there any relationship between being an outsourced employee and the job performance in the bank?**
- **Does human resources outsourcing have any significant effect on employee performance in Access bank?**

Table 5.2.1Research Survey Representation

S/N	The impacts of human resources outsourcing on the employee performance in Access Bank Plc	Strongly Agree	Agree	Indifference	Disagree	Strongly Disagree
1	Outsourced employees are not adequately motivated and hence do not give their utmost best on the job.	40 47.60%	32 38.10%	8 9.50%	2 2.40%	2 2.40%
2	There is ina dequate job satisfaction for most of the outsourced employees, hence they are likely to search for another possible job which may have adverse effects on their overall performance.	26 31%	38 45.20%	10 11.90%	10 11.90%	
3	There is significantly lower job commitment from outsourced employees compared to the core staff of the bank.	42 50%	28 33.40%	6 7.00%	4 4.80%	4 4.80%
4	There is inadequate cooperation between outsourced employees and other colleagues that are not outsourced in the bank which may have adverse effect on team spirit.	32 38.10%	38 45.20%	4 4.80%	8 9.50%	2 2.40%

Source: Authors computation, 2022

5.3. Findings

Following the respondents' opinion; approximately 48% of respondents strongly agreed that there is inadequate motivation to enable the outsourced employees of the bank to deliver effectively on their job,

38%simply agreed on the assumption, 9.5% were indifferent, while slightly below 5% of the respondents were of the opinion that they are adequately motivated to carry out their job effectively.This implies that more than 85% of the sampled respondents believed that the outsourced employees do not get adequate motivation and as such may not deliver efficiently, while just about 5% believed to be fully motivated to deliver effectively.

According to the sampled respondents also, 76% believe that job satisfaction is low for most of the outsourced employees, which elicitsthe desire to scout for other employment options with the attendant effect on their overall performance;12% neither agreed nor disagreed on this category, another 12% disagreed, while none strongly disagreed to this assumption.

Furthermore, approximately 83% agreed that there is significantly lower job commitment from the outsourced employees compared to the core employees of the bank, about 10% disagreed to the assumption while 7% of the respondents were indifferent.

In the same vein, 83% of the respondents believed that there is inadequate cooperation between the outsourced employees and their counterparts who are not outsourced employees in the bank which may have adverse effect on the team spirit, 12% disagreed while 5% neither agreed nor disagreed.This indicatedinsufficient rapports and some sort of disconnect between the outsourced and the core staff of the organization.

5.4. *Test of Hypothesis*

H_0: There is no significant relationship between human resource outsourcing and employee performance in Access Bank

Table 5.4.1 Pearson correlation

	Value	Asymp. StdError[a]	Approx. T[b]	Approx. Sig.
Interval by Pearson's R	.854	.037	8.331	.000[c]
Interval Ordinal by Spearman Correlation	.927	.032	11.332	.001[c]
N of Valid Cases	84			

5.4.2 Analysis

The above table gives a correlation of .927 which showed a strong direct correlation between human resource outsourcing and employee performance in Access Bank while p-value of 0.001 which is considered less than 0.05. On the backdrop of the aforementioned analyses the null hypothesis is at 5% level of significance is rejected while the alternative hypothesis is accepted. Thus, the analysis inferred that there is significant relationship between human resource outsourcing and employee performance in the Bank

6. DISCUSSION

The seminar paper examined the impact of human resource outsourcing on employees' performance using Access Bank as a case study with a random sampling of Eighty-Four (84) employees in the organization, at a specific region (Lagos Island). The aim of this study is to determine the impact of human resource outsourcing mechanism using the selected bank while examining the relationship between outsourcing and employee performance within the organization. For this study, both primary and secondary data were used, which included a structured questionnaire and oral

interviews to elicit information from the target respondents who are employees of Access bank Nigeria in Lagos Island, while the secondary data includes the use of related materials and literatures.

The finding showed that most of the outsourced employees in Access Bank believe that they do not get adequate motivation and as such do not give their optimal performances on the job. It also revealed that the outsourced workforce ishardly committed to the bank and usually scout for other jobs even while still on their employ. Most of the respondents are also of the opinion that there abound inadequate cooperation and lack of rapports between the outsourced employees and those who are not outsourced (otherwise known as the core employees of the bank). The review of their responses also suggested that most of the outsourced staff scout for other job opportunities which could affect their level of job focus.

The summary of the results of these findingssupport the notion that a large chunk of the outsourced employees in Access Bank Plc lack enthusiasm for the job as a result of their employment status and contract, that they have low level of motivation, are largely uncooperative with their counterparts, and are mostly uncommitted to their jobs knowing that they have only a couple of years or so to spend with the bank; these translate negatively on their job performance.

7. MANAGERIAL IMPLICATIONS AND NOTABLE DISADVANTAGES OF HR OUTSOURCING IN THE BANK

Further findings of this study,chiefly synthesized from primary data and mainly focused on the outsourced staff of Access Bank, disclosed that the duration of contracts for most outsourced staff in the organization is about 2 years; although the contract could be renewed, however, this time frame put pressure on these outsourced employees who spend their first

years trying to familiarize themselves on the job and the second year with the mindset that the contract will soon terminate, “so what next for me”. The realization that their job will soon be terminated - with the possibility that it may not be renewed - places a high level of pressure on these employees who may be tempted to cut corners on the job knowing that they may soon leave the job so why go the extra miles. This feeling affects the level and quality of service they give out to the bank's customers which may affect customer satisfactions.

It was also gathered that there is significant disconnect between the outsourced employees and the core employees of the organization with the later feeling more superior than the former. This could create a “them versus us” atmosphere which is not too good for business and could create conflict within the organization if not proactively managed.

Another notable disadvantage of HR outsourcing, in this case, is the significant difference on remunerations between the out sources when compared with their counterparts. This could lead to the possibility of these outsourced employees indulging in inducing gratifications from the customers to supplement their pay, and may sometimes take out their frustrations on their customers with a possible negative impact oncustomer satisfaction.

8. RECOMMENDATIONS

` Based on the findings of this research, the following recommendations may be beneficial for financial organisations engaging in HR outsourcing:

- Financial institutions practicing Human resource outsourcing with limited or short contract period like Access Bank should create a more welcoming environment where their outsourced staff are treated equitably,

to create an enabling avenue for the outsourced staff to thrive without fear or prejudice.

- The management should provide a certain job security for these contract staff that would ignite a sense of belonging which will help these interns (as they are called) to feel like an integral part of the organizational structure and goal. This which will increase their job satisfaction level and translate to higher productivity.Also, increasing their contract period or making their contract indefinite would not be such a bad idea in this regard.
- The organization should encourage self-development among the outsourced staff with the aim and assurance of converting them to full or core staff when they upgrade their qualifications by way of furthering their education. It was learnt that part of the reasons why these employees are outsourced in the first place is due to their level of education which is mostly lower than those on the direct employ of the bank. So, giving them the avenue to further their education while still working may instill the hope that they wouldbe converted to full employees if they could acquire the necessary qualifications, perform efficiently as an outsourced and meet the bank's approved age bracket; this could go a long way in motivating them to put in their best on the job.
- Training and retraining of these individuals on the objectives and core values of the organization would bridge the knowledge gaps, enhance customer service and retention while driving enhance job performance for these employees.
- The organization should frequently appraise and reward outstanding outsourced employees as a way of motivating them and other employees to perform efficiently. Best performing interns and those that differentiate themselves positively while serving as outsourced (interns) employees should be recommendedfor exceptional rewards/awards. Halls

of fame could be instituted to recognize these exceptional performers as part of the motivational factors. This practice could instill a healthy competition among these employees and boost job satisfaction, induce loyalty and enhance productivity.

9. CONCLUSION

Having found a significant relationship between human resource outsourcing and employee performance, this study resolves that outsourced employee of Access Bank have lower level of motivation, job satisfaction and commitment, and are more likely to leave their employment compared with the non-outsourced employee. In other words, outsourced staffs are less likely to remain in the organization to complete the terms of their contract when compared to their counterpart due to certain perceptions and practices, hence the recommendations for organizations with outsourced employeesto adopt an all-inclusive organizational structure with adequate enabling environment where outsourced employees could confidently feel like a vital part of the organization as previously suggested, to ensure optimal performance.

10. THEORETICAL CONTRIBUTIONS

This seminar paper shed light on the impacts of human resources outsourcing and employees' performance by reviewing existing literature. Our contribution emphasizes the importance of understanding where the impacts of human resources outsourcing are best represented in employees' performance, as well as where academics in general are focusing their attention. We aimed to provide inductive insights into the current state of human resources outsourcing in employees' performance through the use of a literature-driven and systematic methodology that can be replicated for

future research opportunities for both academics and industry professionals.

Thus, this study may aid academics and industry professionals in understanding how human resources outsourcing affects employees' perceptions and performances. This work shed light on potential research areas on the impacts of human resources outsourcing and employees' performance, allowing academics and industry professionals to collaborate. Furthermore, these findings provide an opportunity for industry professionals to educate themselves on potential adjustments and behaviors that may benefit the organization's employees' performance in terms of human resources outsourcing.

11. LIMITATIONS

This paper, like many other research work, had its own limitations: time and finance were the major constraints to this research paper coupled with limited access to databases on some required information and some hesitations in responding to further inquiries on the subject matter from the sampled respondents.

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