

**HUMAN RESOURCE OUTSOURCING AND ORGANIZATIONAL PERFORMANCE: IT'S
IMPACT ON MICRO-FINANCE CORPORATIONS**

BY

**Kim Timileyin DAVIDS
MGS1706680**

**DEPARTMENT OF BUSINESS ADMINISTRATION,
FACULTY OF MANAGEMENT SCIENCES,
UNIVERSITY OF BENIN,
BENIN CITY, EDO STATE**

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**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT SCIENCES,
UNIVERSITY OF BENIN, BENIN CITY IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF (B.Sc.) DEGREE IN BUSINESS
ADMINISTRATION.**

DECEMBER 2022

DECLARATION

I, **Kim Timileyin DAVIDS** hereby declare that this project work was entirely my work and my composition. This project has not been presented for the award of a degree in this University or any other Institution of higher learning for examination (Both within and outside Nigeria).

KIM TIMILEYIN DAVIDS
(Student)

Date

CERTIFICATION

This is to certify that this research work titled “**Human Resource Outsourcing and Organizational Performance: Its impact on Micro-Finance Corporations**” done in fulfilment of the requirements for the award of a degree of Bachelor of Science (B.Sc.) in Business Administration was carried out by Kim Timileyin Davids under the supervision of Mr. Lawal Bamidele.

MR. LAWAL BAMIDELE
(Project Supervisor)

Date

Dr. S. ADEKUNLE
(Project Cordinator)

Date

DR. O. V. IGUISI
(Head of Department)

Date

DEDICATION

This project is dedicated to the Almighty God, my source of strength, resilience, provision, guidance and for his grace throughout the period of this program. To the wonderful and lovely family whose love has been a source of strength and peace.

ACKNOWLEDGEMENT

Firstly, my sincere gratitude goes to the Almighty God for his grace, love and guidance during the course of this academic programme. My heartfelt appreciation goes to my mum, Mr. Michael Eromosele Davids and my mum Mrs. Remilekun Funmilayo Davids and my siblings: Karen Erinayo Davids, Monjola Debora Davids, Kikidaope Davids for their love, support, prayers and encouragement.

I appreciate the efforts of my credible friends during the course of this research work for their morale support, May God bless you all in all ramifications. To my friends, I say thanks guys for making my stay in University of Benin an enjoyable and memorable one and my wonderful course mates. May God bless you all; see you guys at the top

I also want to sincerely appreciate my supervisor, Mr. Lawal Bamidele for his patience, his professional disposition, advice and insight throughout the period of this research work.

Thank you very much Sir.

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ABSTRACT

This study was done to examine the impact of Human Resource Outsourcing on the organizational performance of different micro-finance corporations. Specifically the objective was to firstly determine the relationship between outsourcing human resource and organizational profitability of the micro-finance corporation, and to also find out whether outsourcing human resource leads to increase in profitability of different micro-finance corporation.

The study used the descriptive survey because the data needed for this study is of primary nature and the sampled elements and the variables under investigation are to be observed without any attempt to control or manipulate them. This is a process where data are collected from the sample population through questionnaire. And with the help of Statistical Package of Social Sciences (SPSS) version 22.0 on the completed questionnaire to assess the relative strength of response to each of the items on the questionnaire.

The findings revealed that there is a relationship between Human Resource Outsourced (HRO) functions and organizational performance and reasons for outsourcing Human Resource functions in your organisation include: to provide human resource service which your organization cannot provide, ensure effectiveness in the human resource services/activities, save money to reduce operating cost, to have access to talent and expertise, streamline human resource service, make up for reduction in HRM staff, and ensure compliance with standard. This study recommended that management of micro-finance corporations could outsource their Human Resource function to ensure they are able to focus on core functions in the organization and that it also helps to measure Human Resource functions.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The strategic value of an activity determines its capability as a source of competitive advantage. Barney (2014) states that sustainable competitive advantage is a result of possessing immobile resources that permit clear product or service differentiation. However, not all resources have the ability to be a source of sustainable competitive advantage for the average firm. (Barney 2014) also concludes that for a resource to have that type of potential, it must clearly satisfy these four conditions: be valuable, imperfectly imitable, non-substitutable and rare. The strategic resources that satisfy the conditions for being sources of competitive advantage are superior assets and capabilities and distinctive core competences (Prahalad & Hamel, 2017). Distinctive important capabilities are those processes that involves a combination of the physical and human resources of the organization and which are later responsible for the organization's tactics and explicit knowledge. (Pardon-Robaina, 2019). The debate on human resource outsourcing is polarised. Human resource outsourcing is seen as an opportunity for the human resource function by some and as a threat by others. The first view suggests that human resource outsourcing is an instrument creating time for human resource to become a strategic partner. The second view considers human resource outsourcing as a cost cutting instrument

gradually reducing human resource staff. (Delmotte, Sels, 2016). The increase in the competitive aspects and the importance of increasing bottom line performance of the organization have caused management to seek ever increasing cost-saving solutions which includes outsourcing which is seen to contribute to organizational efficiency and effectiveness and is aimed at minimizing costs and maximizing profits for the organization. Outsourcing as an alternative strategy being used in today's businesses has become a standard feature in modern organization.

Dwyner and Tanner (2015) describe outsourcing as the process of finding other organizations to supply the buying organization with products or services, usually those that was previously created in-house. It is a strategic trend, caused in part by a trend where organizations focus on their core businesses and outsource their human resource functions. However, most outsourcing issues are centred on transferring management and handling of technology to highly specialized organizations, it also involves other departments like the human resource department. Considerations with regards to human resource management issues might add some complexity to the entire outsourcing landscape.

Sinderman (2015) and Carney (2017) suggest that outsourcing providers are taking increasing responsibility in realms that have traditionally remained in-house. Carney (2017) noted that 42 percent of communication firms, 40 percent of computer manufacturers and 37 percent of semiconductor companies in the US rely on global outsourcing. A survey which was conducted by the National Manpower Board in 2008, indicates that more than

72 percent of Nigerian business organizations surveyed were involved in at least one type of outsourcing function. Jennings (2016) affirms that human resource expenses are the primary reasons behind outsourcing.

Initially, much of outsourcing as a strategy is concerned with easily definable issues which are previously carried out internally in the organization. These activities remain a part of the outsourcing continuum today, but the big opportunities gotten in outsourcing is in strategic partnership with organizations for specific but not always easy-to-define, types of activities. It is not uncommon now for a whole department to be fully outsourced to another organization. While outsourcing might prove highly beneficial for many small organizations, it also has many disadvantages. It is paramount that each firm accurately assesses their needs to determine if outsourcing may be a viable option. Often, moves to integrate outsourcing within the overall strategic management of an organization can be highly controversial. While some research on outsourcing tend to support its use because of the perceived and actual benefits others are not sure yet of its long term effects. It is paramount to consider both sides of the outsourcing business because while it may be a boom to those that host outsourced services, it can also be bad for affected business and industries.

Outsourcing has matured into an indispensable management tool. Drucker (2016) noted that of all the powerful management tools to emerge in the last half of the 20th century outsourcing uniquely compels managers to ask “what to do,” thereby increasing the central

management challenge (Awino, Z.B., & Mutua, J.M. 2014). All of the elements of outsourcing strategy combined are what make it a unique management practice that can be used by small firms. Outsourcing providers are partners, which may be given significant managerial discretion for how to deliver the service, who manage the day-to-day delivery of that service. The value they create is sometimes based on being long-term partners who understand the business, and can deliver on the requirements of the relationships, and also look ahead to how they can better service client firms.

1.2 Statement of the problem

Despite the trend towards human resource outsourcing evidence of its performance effects is scarce. Appealing arguments have made the case both for and against outsourcing as a means of achieving long-run competitive advantage (Ellram, L., & Billington 2016). On the one hand, by outsourcing human resource management tasks to specialist organizations, organizations may better focus on their most value-creating activities, thereby maximizing the potential effectiveness of those activities. In addition, as outsourcing increases, cost may decline, and investment in facilities, equipment, and manpower can be reduced (Hern, C., Knight, L., Lamming 2015). On the other hand, anecdotal evidence suggests that increased reliance on outsourcing may lead to reduced innovation (Kotabe, 2016), eventual competition from outsourcing partners (Bettis et al, 2017), and reductions in control of the task in question. Thus, the performance effects of outsourcing are uncertain. However, the

researcher is examining the impact of outsourcing human resource functions on organizational performance in different micro-finance corporations.

1.3 Objectives of the study

1. To determine the relationship between outsourcing human resource and organizational profitability in micro-finance corporations
2. To find out the challenges of outsourcing human functions in different micro-finance corporations
3. To find out whether outsourcing human resource leads to increase in profitability in different micro-finance corporations

1.4 Research Questions

The broad objective of this study is to examine the extent to which Human Resource Outsourced (human resource outsourcing) functions justifies job satisfaction among employees of the micro-finance corporations in Edo State. While the specific objectives include the following:

- To determine if there is relationship between human resource outsourced (human resource outsourcing) functions and job satisfaction among
- To ascertain reasons for outsourcing human resource functions in your organisation

- To determine the benefits derived by your organisation from human resource outsourcing (human resource outsourcing)
- To establish the Human resource functions your organisation has outsourced

1.5 Research Hypothesis

- H0: There is no significant relationship between the effects of Outsourcing Human Resource Function and organisational Performance in different micro-finance corporations
- H1: There is a significant relationship between the effects of Outsourcing Human Resource Function and organisational Performance in different micro-finance corporations

1.6 Significance of the study

This study is significant to the following:

To the researcher, since research is a continuous process in the academic field, it will help widen up the vocabulary and horizon of the researcher in his academic pursuit. To future researchers, the study will help the students who will need to carry out research on the topic closely related to the one of this study and will serve as a secondary source of data to them. To the human resource managers, it will help them to know their responsibilities as well as the importance outsourcing of human functions

1.7 Scope of the study

This study on the impact of outsourcing human resource function on organizational performance in micro-finance corporations in Benin City, This covers their human resource outsourcing approaches used in different micro-finance corporations in Nigeria with a view of identifying its effects on organizational performance and effectiveness

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Human resource outsourcing may be considered as a way that can improve the efficiency of any company (Lawler & Mohuman resourceman, 2019). As the inner and outer organizational environment changed, the concept of the human resource function has changed the emphasis has been on shifting jobs and strategic human resource management not on conventional organizational and administrative viewpoints. To stay alive in the modern business globe, a company needs to concentrate on resilience. To achieve this, corporations are required to emphasize on key and core qualifications when making deals on non-core tasks with an outsider entity to perform this role as one of their key operations. This shift in focus requires a more strategic human resource function (Francis & Keegan, 2016). Human resource outsourcing is one such strategy as cost reduction, increased flexibility, access to advanced technology and focus on core activities of the organisation. Outsourcing is a conscious handing over of particular value chain activities to external sources (Michael J. Hall, 2016). A firm can disaggregate several functions and keep sensitive functions inhouse, while outsourcing others. Human Resource is a very important

department in an organization, it is rather an intense pillar of an organization, companies are realizing the importance of hiring, training and retaining their employees, therefore tremendous importance is needed to be given to human resource Portfolio (Steven & Thomson 2019). Human resource outsourcing is the outsourcing of peripheral but necessary administrative tasks such as payroll, benefits, education/training, recruiting personnel, administration, to realize economies of scale and achieve standardization of services (Lau & Zhang, 2006). Rapidly changing market dynamics and global competitive pressures have caused organizations to spend more time focusing on their core business. The reasons for doing so vary widely when comparing the practices of higher performance organizations to their less successful counterparts. The most common tasks which companies outsource including things like payroll processing, attendance and time record keeping, and the filing of and paying of business taxes. However, while these duties used to comprise the majority of the tasks of the human resource department, this is no longer true. Today, human resource departments have many more duties to handle, and as these duties grew, so has the size of the standard human resource department grown. This means, of course, that the cost of human resources has grown over the years as the departments have been given more and more tasks. The concept of human resource outsourcing is growing popular with each passing day (Kotabe 2015).

2.2 Empirical Review

Petronile (2013), studied the impact of human resource outsourcing on organizational performance among book publishing industry in Kenya, problematic of her study based on how the highly competitive environment along with customers' demands for tailored products and services has forced companies to continuously evaluate, improve and re-engineer their operation. The research design adopted was descriptive. The population of the study was made up of 30 firms operating in the publishing industry in Kenya. The study used primary data collected through self-administered structured questionnaire. The study's finding was that the firms outsource printing services, support services, distribution, production, advertising services and technology services. It also found that outsourcing of functions influences the performance of publishing firms because it enhances productivity, flexibility, better quality of product, operating cost reduction, technology advancement and customer satisfaction. The study recommended that the firms should continue outsourcing other services which they do not have competitive advantage over its competitors so that they can continue improving their performance.

John Mba (2012), studied about human resource outsourcing strategies and organizational performance in Nigeria manufacturing sector, Problematic of this study based on how globalization of practices motivated by increased competition between manufacturing and service delivery organizations has accelerated firms to generate value of money through human resource outsourcing through efficient use of limited resources. The study used a stratified sampling technique to reach at 120 sample elements for the study. Questionnaire were

administrated and the data collected were analyzed by using regression analysis. The findings showed that firms that outsource some of their activities experience a reduction of average cost, increase sales turnover and profitability, improve expertise, enhance service quality and save time for core activities. But it was recommended for organizations to continue to control more the contractor's activities in order to ensure compliance with best practices.

Joseph Akinbola (2012) did a research regarding the effects of human resource outsourcing strategies on the organizational performance of fast foods industry in Lagos, problematic of this study based on how the fast food industry in Nigeria was enduring very rapid innovation and explosive growth. 300 questionnaires were administered to 10 chosen fast food organization in Lagos to get primary data that conducted correct research questions and thuman resourceee hypotheses were tested appropriately. The study found that outsourcing so far has positively affected the performance of fast food industry and the empirical findings determined that the industry has benefited from outsourcing its business process to reduce cost operation. The study found that outsourcing of certain technical form of business that has to do with knowledge and professionalism improve customers' relationship. The study recommended that fast food companies should maintain business relationships that would help in transaction negotiation with outsourcing vendors to boost the profitability of organizations.

Randall smith (2018), studied about the impact of human resource outsourcing on organizational performance in Century Bottling Company Limited, problematic of the study based on the benefits and challenges organizations face in outsourcing their non-core activities. The data was gathered and then analyzed to meet the purpose of the study though with various limitations ranging from financial constraints to time constraints. The findings show that organizations outsource to get special expertise, speed up delivery of services, decrease cost and get enough time to focus on their core activities. The study recommends that organizations should outsource some of their services so as to reduce costs and emphasize on core activities. The gap is that the research has not emphasized on the contribution of outsourced activities on the organizational performance.

Muweesi (2011), studied about the effect of human resource outsourcing on organizational performance in private organizations in Uganda a case study of Uganda Telecommunication Limited, problematic of the study based on how Uganda telecommunication Limited have outsource part of their business activities such as selling airtime and provision mobile money services as a way of improving their performance. However, they have not entirely realized the full benefit of outsourcing. This study used quantitative method as a research design, purposive sampling technique was used to select the managers while simple random was used to select the rest of respondents. The findings disclosed that outsourcing of Uganda Telecommunication Limited positively contributed to cost efficiency. The study determined that outsourcing at Uganda Telecommunication

Limited in some way positively contributed to profitability at a lower level. Concluded by recommending the companies that are part of Uganda Telecommunication Limited to outsource more in order to benefit more on cost efficiency. As conclusion, all these studies have dealt with the contribution of outsourcing to the organizational performance. The main problem was the suffering of organizational performance due to a various number of reasons among which outsourcing strategy played a big role. They used questionnaires, interviews and observation to collect data and analysis was made manually. All studies found that the outsourcing activities contribute to the firm's performance. Human resource outsourcing has been credited to increase the organization growth in terms of profitability and productivity. But the common gap is that the evidence provided by all those studies about outsourcing and its positive impact on the organizational performance is vague. Therefore, this study will greatly emphasize on that gap in order to clarify and complete them.

2.3 Theoretical Framework

This study will be supported by the following theories: resource-based view theory, agency theory, knowledge theory and transaction cost economics. Transaction cost economics theory arguments that an organization wants to balance transaction cost and production cost in their decision to insource or outsource (Charles, 2013, p. 9). Organizations offer a service function in house, when it is economically more cost effective than buying the similar service function from the third party. For this purpose,

when transaction cost is high the organization prefer to provide the service function internally rather than buying from external provider. Transaction cost economics is recognized to provide the best decision-making instruments to assist firms on deciding whether to outsource and to prepare themselves for upcoming outsourcing disposition. This helps in making effective decisions concerning outsourcing. Even if it has some disadvantages, particularly when it comes to the requirement of assets transactions necessary to outsource activities. The fewer requirements for assets transactions there are the easier to create more comprehensive and detailed contracts and the better probability of outsourcing an activity and vice versa. To put it easily, an activity is outsourced if a total profit after increasing income and reducing costs is higher than the total transaction costs of outsourcing.

Resource-based theory deals with identifying and utilizing existing resources more effectively within the organization (Johansson, 2004, P. 32). The Resource Based View examines the relationship between internal qualities of a company and its situation, although it rejects two traditional assumptions in the Porter neoclassical model. The model suggests that a sustainable competitive advantage count on the market position and anticipate that companies that have fewer internal skills and resources are more feasible to outsource its activities. This approach looks a company as a set of unique strategic resources, able to create a sustainable competitive advantage. Its objectives to figure out competitive advantages and limitations of resources in adopting these advantages, as well

as to look at a company's capability to identify such advantages, develop and protect them (Bustinza et al., 2010). The resource-based view in outsourcing, develops from a recommendation of an organization that lacks useful, insufficient, exceptional resources and capabilities, organization should look for an external provider in order to overcome that weakness. Therefore, those resources are useful for the organization because it assists the organization to carry out strategies in an effective way that enhance efficiency and effectiveness of the organization. Further, agency theory of human resource outsourcing involves the relationship between outsourcing organization (outsourcer) and service provide(vendor) and the incentive of the vendor and client to implement outsourcing services (Perunovic and Pedersen, 2017, P. 10). Knowledge-based theory in human resource outsourcing suggests how knowledge is shared among organizations (partners) and how organizations collaborate to produce goods and services. Knowledge sharing play an important role in the success of human resource outsourcing arrangement where it create a positive impact in managing relationship between partners. Vendors can adopt opportunistic behavior for its own advantage at any time the opportunity or chance arises. Opportunism can be described as the tendency to mislead clients in order to obtain high benefit. Opportunism is expected to appear in relationships where there is an agent (or vendor) and a principal (or client or outsourcer). Moral, social norms, and damage of reputation reduce the risk of opportunism to a certain level but cannot avoid all opportunistic behaviors (Wilkins, 2009). Opportunism generally consist of thuman resourceeee indications, which aremoral hazard, adverse selection and imperfect

commitment. Moral hazard arises when it is not feasible for the client to consider the vendor's behavior without acquiring additional costs. In cases where the outsourcer cannot notice poor performance, the vendor can accuse poor performance on factors above its control. Adverse selection rise when the client cannot investigate the vendor's characteristics. If the client fails to deal with adverse selection, the client will meet complications in selecting a suitable vendor. Finally, lack of commitment which indicate the incapacity of the vendor and the client to entirely perpetrate in business relationship (Bremmer, 2018).

2.4 Conceptual Review

2.4.1 Human Resource Outsourcing Trends

According to a recent research conducted by a global human resource and business processes outsourcing provider (Talent2), 80-90% of human resource executives are using human resource outsourcing as a solution to major challenges in human resource functions such as recruitment 64% and retention 50%. (Nelson Hall, 2018) his June human resource Outsourcing Index backs this survey up with reporting a 10% increase in confidence in the human resource outsourcing sector as it is seen as a solution for addressing skills shortage and focus on investing on development.

A large-scale study carried out by Dataquest Inc in 2019 covering 3964 organizations (each with more than 200 employees) in 15 European countries found that 97 percent of the

human resource departments outsource some of their human resource activities. According to this study, nearly half of all organizations are reporting an increase in the use of service providers over the last three years”. In a recent survey by The Conference Board, more than three-quarters of companies who responded reported that “they currently outsource a major human resource function or plan to in the near future”, And a recent SHRM study reported that “more than 42 percent of employment and recruiting functions have been outsourced”. According to Dataquest Inc., “the human resource outsourcing market in the U.S. is expected to grow from a \$21.7 billion industry in 2016 to a \$58.5 billion industry by 2019.

2.4.2 Concept of Outsourcing

The usual human resource operations are divided into two categories: 1) operational and 2) strategic. Each category holds various functions such as following:

Operational	Strategic
<p>Payroll</p> <p>Insurance</p> <p>Recruitment</p> <p>Newsletter</p> <p>Database</p>	<p>Career management</p> <p>Participation</p> <p>Selection</p> <p>Organization Change</p> <p>Compensation</p> <p>Training</p>

Performance management

Figure 1.1: Human resource operations (PASO 2017)

According to a survey done by PASO (2017) and listed in a research paper by Personnel Review Journal, the most outsourced functions are described in percentages in the below table:

Human Resource Activity	Percentage of organisation using
1. Payroll	71.8
2. Training	60.5
3. Temporary agency work	52.6
4. Recruitment and selection of operational and support staff	20.0
5. Advice on personnel policy	18.4
6. Recruitment and job selection of managerial staff	15.1
7. Drawing up of job or wage classification	7.6
8. Outplacement	4.7
9. Appraisal	4.5
10. Career guidance	2.0

Figure 1.2: Incidence of human resource outsourcing

While the level of human resource activities outsourced by companies in numbers are presented as follows:

Number of human resource only outsourced	%	%human resource outsourcing org
0	10.8	
1	15.1	16.9
2	26.6	29.8
3	22.4	25.1
4	11.9	13.3
5	7.9	8.9
6	3.3	3.7
7-10	2.0	2.3

Notes: Average (on ten-points scale) figures weighted according to industry and size. Source: PASO (2019)

The listed tables can show that most tactical or operational transactions are commonly outsourced. Aon Hewitt, Business Development (SEA & India), says that. “What is outsourced and what aspects are retained depends on the governance and control mechanisms in place.” The privacy regulations and policies within the company and the

confidential of an operation as well as its strategic importance will be a key aspect to consider when deciding which functions to outsource which is related to the levels of outsourcing.

2.4.3 Who Outsources Human Resources?

The three types of human resource Outsourcing companies are Human Resources Organizations, Professional Employer Organizations, and Administrative Services Organizations. Each offers different individual options in Outsourced human resource.

1. HUMAN RESOURCES ORGANIZATION

Human Resources Organizations (human resource outsourcings) provide either some or all tasks in human resource. The majority of human resource organization allow large businesses (1000+ employees) to choose which human resource services they would like outsourced (Devan, 2017). When only some functions are dealt with by the human resource organization, a co management relationship or shared human resource relationship is made between it and the business (this is typically the conservative approach to those first Outsourcing human resource.) When all functions of human resource are outsourced, the human resource Outsourcing organization takes full responsibility. In large organizations, the Strategic human resource role remains an internal position; however, most administrative and tactical roles are outsourced (This can also be achieved in smaller

organizations (typically under 200 employees) using a professional employer organization or Professional Employer Organization.

2. PROFESSIONAL EMPLOYER ORGANIZATION (PEO)

A Professional Employer Organization (PEO) handles all human resource tasks and is usually more beneficial for small- and mid-sized businesses (under 200 employees). When a business outsources human resource to a Professional Employer Organization, they enter a co-employment relationship, in which the professional employer organization becomes the employer of record. This practice is also known in the past as Staff Leasing or Employee Leasing. From a government and legal standpoint, this type of human resource outsourcing involves the professional employer organization sharing responsibility for the employees. Using a professional employer organization for your human resource Outsourcing has a number of added bonuses. Firstly, because a Professional Employer Organization is a backing for a much larger group of employees than a small- or mid-sized organization, they may receive tax rates at a much lower rate than an individual firms. Also, because the professional employer organization is the employer of record, financial liability for the organization decreases due to the shared burden. Outside of Outsourcing human resource, PEOs also will often provide worker's compensation insurance, outsourced payroll,

performance management, recruiting and background screening and other various employment administrative tasks depending on the needs of the business that hires them.

3. ADMINISTRATIVE SERVICES ORGANIZATION (ASO)

The third human resource Outsourcing Scenario is an administrative services organization, or (ASO). Administrative services organization outsource human resource differently than the first two types of organizations because they focus mostly on the administrative side of human resource and there exists no co-employment relationship between an administrative services organization and the business that hires the administrative services organization. This flavour of outsourcing is typically viewed as in between the 200-1000 employee range of professional employer organization and human resource outsourcing. Not surprisingly the various functions that administrative services organization provide include:

- 1) Safety Management
- 2) Compliance
- 3) Payroll Services
- 4) Pension Administration
- 5) Worker's Compensation

2.4.4 Levels Of Outsourcing

There are different levels of outsourcing and they include:

Tactical outsourcing

There are set of circumstances where help is needed only for a short-term period or for accustomed and unnecessary functions which doesn't relate to the organization's core plan of action. Sometimes the lack of required talents or resources, the need to reduce head counts and reorganise the company are good reasons to do strategic outsourcing. They can generate instant cost savings, reduce the need for future investments and relieve the burden of operations such as staffing. Sometimes tactical outsourcing is a good opportunity to enhance the relations with the partnered outsourcing company and move forward to strategic outsourcing.

STRATEGIC OUTSOURCING

In this level, the relation between the firm and the outsourcing vendor moves from a buyer and supplier relationship to a partnership. If something were to go wrong both parties can work together to set it back on track, where the outsourcing partner handles all functions of a particular area. It helps in reducing in-house management costs and focuses more on tactical issues and benefits from the outsourcing proficiency and deliberate processes. Examples includes IT outsourcing, legal outsourcing, payroll outsourcing, hiring, training & development outsourcing. The distinctness between tactical and strategic outsourcing depends mainly in the relationship between the company and the vendor, as long as the firm is aware of the advantages and disadvantages of each level, and have the right decision, outsourcing projects can be very impactful for small organizations.

TRANSFORMATIONAL OUTSOURCING

This means associating with another company to accomplish swift, notable and viable improvement in enterprise-level performance. It is concentrated on producing value and reduces costs. This kind can be seen in long term collaboration programmes and partnerships for testing and development which may be (Knowledge process outsourcing (KPO)) or growth strategies. The kind of outsourcing on which human resource functions are considered and is the most popular is called the business process outsourcing (BPO). These processes are split into front-office tasks and back-office tasks. Front office tasks are very often related to customer-oriented matters like customer service, technical support and

marketing. Back office tasks generally deals with internal work such as payroll, purchasing and billing.

2.4.5 Types of Outsourcing

There are human resources basic types of outsourcing as described by Mark et al (2016).

The outsourcing forms include the following:

1. Business process outsourcing (BPO): According to Thomas and Rick, (2015) business process outsourcing (BPO) is defined simply as the movement of business processes from inside the organization to an external service provider. With the global telecommunications infrastructure now well established and consistently reliable, business process outsourcing initiatives often include shifting work to international providers when organizational needs for outsourcing cannot be met locally. (Mark, 2016) pointed out that business process outsourcing (BPO) is a subset of outsourcing that involves the contracting of the operations and responsibilities of specific business functions (or processes) to a third-party service provider. it has to do with setting up a cooperation with a single supplier or service providers.

2. Knowledge process outsourcing (KPO): knowledge process outsourcing has to do outsourcing of core business activities which often are competitively important. Therefore KPO includes processes that demands up to date information search, analytical, interpretation and technical skills as well as some savvy and decision-making. The concept

of knowledge process outsourcing is information driven. It means that it is a continual process of creation and dissipation of information by bringing closer the information industry leaders to produce knowledge in an industry whose areas of involvement includes marketing, research and development, advertising and allied services (Agarwal, 2019).

3. Information technology outsourcing (ITO): ITO has to do with Information technology being perceived as a service or support function. Majorly it aims at bringing down IT costs though outsourcing firms retains strategic control. Numerous suppliers sourcing are not as perturbed with partnerships as the aim is to promote innovation and create rivalry between suppliers, although suppliers will form alliances between themselves for bidding purposes.

2.4.6 Reasons for Outsourcing

Some of the familiar reasons firms get involved in outsourcing advances includes;

1. Cost effectiveness: Although asset costs are increasing due to the impact of the global financial crisis, organizations cannot increase their production cost due to the high level of competition in today's markets. It is compulsory for firms therefore to look for strategies which reduces asset costs. Treehuboff (2016) claims that outsourcing is seen as a cost saving tactics, with organizations outsourcing their non-core functions whilst still maintaining customer service, and thereby gaining a competitive advantage. Worldwide operations and the aim of organizational growth naturally put pressure on firms to invest in human capital. However, this investment can be very costly. The maintenance and

development of key human resource personnel to manage and administer such large and diverse workforces is significant.

2. Focus on core competencies: Many organizations make a decision to outsource some organizational activities. This is because they want to focus on their main competencies, and see low value in increasing in-house activities outside of this core. Specifically, outsourcing human resource activities can reduce the work load of existing human resource staff, thereby allowing the organization to primarily focus on strategic decision making and developing core competencies. Cook (2018) supports the view that outsourcing human resource activities can allow managers to pay attention to their core business rather than spend valuable time on human resource activities that are becoming increasingly more complex and advanced.

3. Strategic human resource: Organizations increasingly acknowledge the strategic importance of the human resource function. As human resource management perspectives change from operational and administrative, to strategic, human resource becomes more aligned with organizational goals and strategy. This change has increased the focus of outsourcing the human resource function, and it is steadily building momentum in many organizations (Merritt, 2017) Hence, outsourcing the human resource function is seen as a significant part of contemporary human resource strategy. More importantly however, research supports that outsourcing human resource activities can encourage the human resource function to become more strategic by spending less time on meeting cost

objectives and addressing developmental goals – in terms of specific human resource knowledge – and more time on strategic planning (Kosnik, Ji & Hoover, 2016).

4. Sharing risks: Outsourcing certain components of your business processes help the organization to shift responsibilities to the outsourced organization. The outsourced firm is in most cases the expert and thus should be able to plan for those risks factors better. On another other hand the outsourced firm should be able to meet your growth demands. It will be unlikely that they will have a group of experienced people on demand. Selecting your partner when outsourcing will be a principal and strategic decision; you will be apportioning risks, strategy and obviously also your goals.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter in this is to present the methodology adopted by the researcher in carrying out this project. The chapter outlined the research design, population, the sample size and other procedures needed to carry out the research. It covered the research instrument and the procedure for collecting the primary data and alongside with the methods of data analysis.

3.2 Research Design

This study used the descriptive survey design because the data needed for this study is of primary nature and the sampled elements and the variables under investigation are to be observed without any attempt to control or manipulate them. This is a process where data

are collected from the sample population thuman resource outsourcingugh questionnaire. The scope for this research work covers the collection of data from respondent comprising of non-academic staffs of University of Benin, Edo state. The data was collected thuman resource outsourcingugh personal administration of the research questionnaire.

3.3 Population of the Study

The population is all outsourced employee of selected Mobile operators in Edo State specifically MTN Nigeria, 9Mobile (formerly Etisalat), Airtel Nigeria and Globacom. The reason for the selection of the Telecommunication industry is that is it believed the industry has contributed to the socioeconomic development of the country.

3.4 Sampling Size determination and Sampling Technique

In the view of the researcher in order to gain the advantage of an in-depth study and effective coverage, samples are drawn using the random and convenience sampling technique from total population. To get the number of samples effective and efficient for the research study, the Yaro Yamane formula is used in determining the sample size:

$$n = \frac{N}{1+N(e)^2}$$

Where: n = sample size

N = The total estimate population of respondent selected = 4,721

e = The level of significance = 5% = 0.05 on the basis of 95% confidence level

I = Constant areas = 1

$$\begin{aligned}n &= \frac{4,721}{1+4,721(0.0025)^2} \\n &= \frac{4,721}{1+4,721(0.0025)} \\n &= \frac{4,721}{1+11.8025} \\n &= \frac{4,721}{12.8025} \\&= 368.75 \\&= 400 \text{ (Approximately)}\end{aligned}$$

3.5 Source of Data

The data source is where the data derives from, when it comes to the research data, data sources are more like the platform that allows the transit of research information. There are two types of data included in the data source: secondary data and primary data, the following part will distinguish these two types of data in detail.

3.5.1 Primary Data

These are data that are gotten by the researchers themselves, normally researchers have clear aims on the type of data they need, thus more focusing on the research problem may be done, more pertinent to the particular research objectives (Boeije, 2016). The approaches of getting primary data totally depends on the researcher's subjective behavior, those behaviors include experiments,

observations and communication (Ghauri & Gronhaug, 2012). The communication of which is normally carried out via surveys and interviews, one main advantage of this method is feasible and easy -to-handle, and that might be the reason why many people firstly consider this method when they conduct the overall plan for the research.

Needless to say, sources of primary data are indeed very helpful to enhance the validity and reliability of study on account of its consistency with research question. Nonetheless, it is generally accepted that, collecting primary data is time-consuming and always with substantial expenses, moreover, researchers should pay attention to the all procedures concerning the efficiency of data collection, deviations of result caused by factors which are not able to control, such as the willingness of respondents

3.6 Model Specification

The Ordinary Least Squares (OLS) method was the estimation approach for this research. The model relating the independent variables to the dependent variable was done with the help of multiple regression analysis. The model is given as:

$$ORP = P_0 + P_1PACA + P_2CO + P_3SM + P_4HCBA + P_5COE + e \dots \dots \dots (1)$$

ORP=Organizational performance from outsourcing human resources

PACA= Payroll/compensation administration

CO = Compliance of the outsourced human resource

SM = Safety management

HCBA = Healthcare/other benefits administration

COE = Cost effectiveness

β_i = regression parameters or coefficients to be estimated; $i = 1 \dots 5$

And a priori expectations: $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5 > 0$

3.7 Research Instrument

This study uses a cross-sectional questionnaire as the main research instrument, the item for each responses where needed are already written and all that would be needed as response would be to tick by the respondent. The questions were derived from the statement of problems research questions and research objectives. The questionnaire will be divided into two section (A) and (B). Section A comprised of demographic and personal questions while section B treated other important questions relating to solving the research question stated in this study using Likert scale ranging from strongly agree (SA), agree (A), undecided (U), disagree (D), and strongly disagree (SD). Questionnaires are preferable for the study because of the nature of data collected (primary) due to the fact that they are incredibly economical in terms of finances, time, energy and also have the capacity of making possible an accessible analysis because they are overall in their prompt serviceable form.

3.9 Research Methods

This refer to the approach that is used to gather and examine data. There are two approaches available for researchers to get the primary data, which are qualitative and quantitative methods. The type of research method used is based on the goal of the researchers, which may be "whether the aim is to specify the

type of data to be gotten in advance of the study or to allow it to appear from participants in the project” (Creswell, 2003).

3.9.1 Quantitative Methods

This is said to be the “entailing the body of numerical data and showing the view of relationship between theory and research as inferrible, a preference for natural science approach, and as having an rationalist conception of social reality” (Bryman, 2007). The main feature of quantitative research is the use of statistical analysis. Except that, quantitative research is result-oriented, which do not reflect researcher’s perspectives, assuring subjective factors have the least influence on study. Additionally, quantitative research is essentially about testing hypotheses, and it is more scientific on measurements. There are several types of quantitative research, such as structured questionnaires, experimental research, and correlation methods. The questionnaire is most typical methods from this category, the researchers using this method require selecting a sample of population, and techniques commonly used include non-probability sampling and probability sampling.

The comprehensive difference and comparison between qualitative research and quantitative research is illustrated in Table 1 below:

Table 1 Qualitative versus quantitative methods (Johnson, B 2008, p34 & Lichtman, M 2006, p7-8).

3.10 Reliability and Validity

To ensure the validity of the questionnaire used, experts were consulted (supervisor) to look at the items on the questionnaire in relation to its ability to achieve the stated objectives of the research, level of coverage and logicity for the intended respondents. A pilot test was also carried out using convenience-sampling method. Cronbach's Alpha coefficient obtained from the pilot test. The table below indicated that level of reliability for each of the parameters measuring in the intended research questions

Questions	Cronbach's Alpha
Human Resource functions outsourced (human resourceFO)	0.72
Reasons for outsourcing Human Resource Functions (ROhuman resourceF)	0.82
Benefits From outsourcing Human	0.68

3	Recruitment of Employee	3.84	1.36	Agreed
4	Health care/other benefits administration	1.68	1.45	Disagreed
5	Employee background check	3.64	1.42	Agreed
6	Human resource management information system development	3.55	1.44	Agreed
7	Performance Management	2.05	1.54	Disagreed
GRAND MEAN		3.21	1.44	POSITIVE

N=100; Key: 1.00 – 2.49 = Disagreed; 2.50 – 5.00 = Agreed.

Results from Table 1 shows that the respondents agreed to payroll/compensation Administration with a mean of 3.87 and standard deviation of 1.50. Also, the respondents responses to item 2 which is Employee Training has a mean of 3.87 and standard deviation of 1.42 meaning the respondents agreed with the statement. Similarly, item 3 which is Recruitment of Employee has a mean of 3.84 and standard deviation of 1.36 meaning the respondents agreed with the statement. More so, the respondents response to item 4 which is Health care/other benefits administration has a mean of 1.68 and standard deviation of 1.45 showed the respondents disagreed with the statement. Also, the responses to item 5 which is Employee background check has a mean of 3.64 and standard deviation of 1.42, meaning the respondents agreed with the statement. Furthermore, the respondents responses to item 6 which is human resource management information system development has a mean of 3.55 and standard deviation of 1.44; meaning they agreed with the statement.

Lastly, item 7 which is Performance Management has a mean of 2.05 and standard deviation of 1.29 meaning the respondents disagreed with the statement. This implies that there relationship between Human Resource Outsourced (human resource outsourcing) functions and job satisfaction among given that our grand mean is higher than our mean decision rule of 2.50.

Research Question 2: What are reasons for outsourcing Human Resource functions in your organisation?

Table 2:

SN	Items	Mean	Std. Deviation	Remark
1	To provide human resource service which your organization cannot provide	3.74	1.33	Agreed
2	To ensure effectiveness in the human resource services/activities	3.92	1.33	Agreed
3	To save money to reduce operating cost	3.88	1.41	Agreed
4	To have access to talent and expertise	3.53	1.58	Agreed
5	To streamline human resource service	3.70	1.50	Agreed

6	To make up for reduction in human resource management staff	3.92	1.27	Agreed
7.	To ensure compliance with standard	3.44	1.29	Agreed
GRAND MEAN		3.78	1.40	POSITIVE

N=100; Key: 1.00 – 2.49 = Disagreed; 2.50 – 5.00 = Agreed

Results from Table 2 shows that the respondents agreed that to the items answering research question two with their mean response greater than our mean decision rule of 2.50. Therefore, we can conclude that reasons for outsourcing Human Resource functions in your organisation include: to provide human resource service which your organization cannot provide, ensure effectiveness in the human resource services/activities, save money to reduce operating cost, to have access to talent and expertise, streamline human resource service, make up for reduction in human resource management staff, and ensure compliance with standard

Research Question 3: What are the benefits derived by your organisation from human resource outsourcing (human resource outsourcing)?

Table 3:

SN	Items	Mean	Std. Deviation	Remark
1	Reduced human resource cost	3.87	1.32	Agreed
2	Increase employee productivity	3.91	1.37	Agreed
3	Help business to focus on core function	3.88	1.32	Agreed

4	Help in measuring human resource functions	3.78	1.36	Agreed
5	Ensure human resource efficiency	3.75	1.36	Agreed
6	Building reputation of the company	4.00	1.15	Agreed
GRAND MEAN		3.85	1.27	HAS BENEFITS

N=100; Key: 1.00 – 2.49 = Disagreed; 2.50 – 5.00 = Agreed.

Results from Table 3 showed that the respondents agreed that Results from Table 2 shows that the respondents agreed that to the items answering research question with their respective mean and standard deviation: Reduced human resource cost (mean:3.87), Increase employee productivity (mean: 3.91), Help business to focus on core function (mean: 3.88), Help in measuring human resource functions (mean: 3.78), Ensure human resource efficiency (3.75), and Building reputation of the company (mean: 4.00). Therefore, we can say conclusively that given that the grand mean of the respondents is greater than our mean decision rule of 3.0, the benefits derived by your organisation from human resource outsourcing (human resource outsourcing) are: Reduced human resource cost, Increase employee productivity, Help business to focus on core function, Help in measuring human resource functions, Ensure human resource efficiency, and Building reputation of the company

Research Question 4: what are the Human resource functions your organisation has outsourced?

Table 4:

SN	Items	Mean	Std. Deviation	Remark
1	The way my job provides for steady employment	3.75	1.46	Agreed
2	The chance to do something that makes use of my abilities	3.62	1.57	Agreed
3	The chance to try my own methods of doing the job	3.09	1.66	Agreed
4	The freedom to use my own judgement	3.58	1.57	Agreed
5	The feeling of accomplishment I get from the job	3.89	1.21	Agreed
6	My pay compared to the amount of work I do	1.83	1.33	Disagreed
GRAND MEAN		3.72	1.53	POSITIVE

N=100; Key: 1.00 – 2.49 = Disagreed; 2.50 – 5.00 = Agreed.

Results from Table 4 shows that the respondents agreed with the statement that: way my job provides for steady employment with a mean of 3.75 and standard deviation of 1.46; chance to do something that makes use of my abilities with a mean of 3.62 and standard deviation of 1.57; chance to try my own methods of doing the job with a mean of 3.09 and standard deviation of 1.66; freedom to use my own judgement with a mean of 3.58 and standard deviation of 1.57; feeling of accomplishment I get from the job with a mean of 3.89 and standard deviation of 1.21; also, but disagreed with the statement: My pay compared to the amount of work I do with a mean of 1.83 and standard deviation of 1.33. This implies that given that the grand mean of the respondents was 3.7 which is greater than our mean decision rule of 3.0, the Human resource functions your organisation has

outsourced include: way my job provides for steady employment, chance to do something that makes use of my abilities, chance to try my own methods of doing the job, freedom to use my own judgment and feeling of accomplishment I get from the job.

HYPOTHESIS TESTING

Hypothesis 1

There is no significant relationship between the effects of Outsourcing Human Resource Function and organisational Performance in different micro-finance corporations.

Table 5:

Chi-Square Tests	Value	df	Sig. Value	----
	5.377 ^a	4	.001	

42

Outsourcing and		--
	2.299	
Human Resource Performance		
N of Valid Cases	400	

The result in table 5 showed that there is a significant statistical association between Outsourcing Human Resource Function and organisational Performance in different micro-finance corporations given the p-value is lesser than the p-value decision rule of .05. Therefore, the null hypothesis “There is no relationship between the effects of Outsourcing Human Resource Function and organisational Performance in different micro-finance corporations” should be rejected.

Discussion of Findings

The result from research question one showed that there relationship between Human Resource Outsourced (human resource outsourcing) functions and job satisfaction. This is in corroboration with Griffin, (2013) who in his study stated that business executives and managers in recent have understood that Human Resource Outsourced (human resource outsourcing) functions and job satisfaction of workers are intertwined.

The result of research question two indicated reasons for outsourcing Human Resource functions in your organisation include: to provide human resource service which your

organization cannot provide, ensure effectiveness in the human resource services/activities, save money to reduce operating cost, to have access to talent and expertise, streamline human resource service, make up for reduction in human resourceM staff, and ensure compliance with standard. This is in agreement with the study of Atalay (2013) asserts that one of the many reasons for outsourcing Human Resource functions in your organisation is to provide human resource service which your organization cannot provide amongst others.

The result with regards to research question thuman resourceeee showed benefits derived by their organisation from human resource outsourcing (human resource outsourcing) are: Reduced human resource cost, Increase employee productivity, Help business to focus on core function, Help in measuring human resource functions, Ensure human resource efficiency, and Building reputation of the company. This is in agreement with the study of Yavuz, (2010) who asserted that Reduced human resource cost, Increase employee productivity, Help business to focus on core function, Help in measuring human resource functions, and Ensure human resource efficiency are benefits of human resource outsourcing.

The result with regards to research question four showed that the human resource functions the respondents organisation has outsourced include: way my job provides for steady employment, chance to do something that makes use of my abilities, chance to try my own methods of doing the job, freedom to use my own judgment and feeling of accomplishment

I get from the job. This is in agreement with the report of Denicolai, &Zucchella (2014), who in their studies asserted that in recent many organizations are beginning to outsource human resource so as to improve company and staff performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter covers summary, conclusion and recommendation.

Summary

The main purpose of this study was to examine the extent to which Human Resource Outsourced (HRO) functions justifies job satisfaction among employees of the micro-

finance corporations in Edo State. Four research questions were raised and answered and one hypotheses were formulated and tested to guide the direction of the study.

The study adopted a descriptive survey research design. 400 respondents were used as the sample population. The instrument for data collection for the study was questionnaire. The questionnaire was made up of two sections, A and B. Section A was made up of demographic variables of the respondents while section B was made up of 4 parts; B, C, D, and E. The instrument was subjected to content validity by the researcher's two supervisors and one expert from the respondents Department. The questionnaire was administered to the respondents by the researcher with the help of four research assistants who were briefed on how to administer the instrument. Mean and Standard deviation was used to answer research questions 1-4. Chi-Square was used to test the hypotheses. The hypotheses were tested at 0.05 level of significance.

Findings

The major findings of the study were as follows:

- there relationship between Human Resource Outsourced (human resource outsourcing) functions and job satisfaction
- reasons for outsourcing Human Resource functions in your organisation include: to provide human resource service which your organization cannot provide, ensure effectiveness in the human resource services/activities, save money to reduce

operating cost, to have access to talent and expertise, streamline human resource service, make up for reduction in human resource management staff, and ensure compliance with standard

- benefits derived by your organisation from human resource outsourcing (human resource outsourcing) are: Reduced human resource cost, Increase employee productivity, Help business to focus on core function, Help in measuring human resource functions, Ensure human resource efficiency, and Building reputation of the company
- the Human resource functions your organisation has outsourced include: way my job provides for steady employment, chance to do something that makes use of my abilities, chance to try my own methods of doing the job, freedom to use my own judgment and feeling of accomplishment I get from the job

Conclusion

Based on the findings of the study, the researcher concludes that there relationship between Human Resource Outsourced (human resource outsourcing) functions and job satisfaction and reasons for outsourcing Human Resource functions in your organisation include: to provide human resource service which your organization cannot provide, ensure effectiveness in the human resource services/activities, save money to reduce operating cost, to have access to talent and expertise, streamline human resource service, make up for reduction in human resource management staff, and ensure compliance with standard.

More so, benefits derived by your organisation from human resource outsourcing (HRO) are: Reduced human resource cost, Increase employee productivity, Help business to focus on core function, Help in measuring human resource functions, Ensure human resource efficiency, and Building reputation of the company. Lastly, Human resource functions an organisation has outsourced include: way my job provides for steady employment, chance to do something that makes use of my abilities, chance to try my own methods of doing the job, freedom to use my own judgment and feeling of accomplishment I get from the job

Recommendations

Based on the findings of the study and the conclusion, the following recommendations were made:

- 1 there relationship between Human Resource Outsourced (human resource outsourcing) functions and job satisfaction. Therefore, companies should outsource human resource management in their organization

- 2 reasons for outsourcing Human Resource functions in your organisation include: to provide human resource service which your organization cannot provide, ensure effectiveness in the human resource services/activities, save money to reduce operating cost, to have access to talent and expertise, streamline human resource service, make up for reduction in human resource management staff, and ensure compliance with standard. Therefore, companies should adopt outsourcing of human resource management
- 3 Benefits derived by your organisation from human resource outsourcing (HRO) are: Reduced human resource cost, Increase employee productivity, Help business to focus on core function, Help in measuring human resource functions, Ensure human resource efficiency, and Building reputation of the company. Hence, it is something to establish in organizations.
- 4 The Human resource functions your organisation has outsourced include: way my job provides for steady employment, chance to do something that makes use of my abilities, chance to try my own methods of doing the job, freedom to use my own judgment and feeling of accomplishment I get from the job. Therefore, companies both public and private should follow this ble print to increase productivity within the organization.

Contribution to Knowledge

This study investigated extent to which Human Resource Outsourced (human resource outsourcing) functions justifies job satisfaction among employees of the micro-finance corporations in Edo State. The study has contributed to knowledge in that the study, has contributed the provision of empirical data provided better understanding on Human Resource Outsourced (human resource outsourcing) functions justifies job satisfaction among employees of the micro-finance corporations in Edo State. The study also has laid down the foundation for further research in the line of the study.

Suggestion for Further Studies

The following suggestions were considered valuable for further studies by researchers who may be interested in this topic:

The present study used micro-finance corporations in Edo State; therefore, the scope of the study should be expanded or replicated in other geo-political zones and other banks should be researched upon.

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APPENDIX I

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Q 1	400	1	4	3.87	1.59
Q 2	400	1	4	3.87	1.42
Q 3	400	1	4	3.84	1.36
Q 4	400	1	4	1.68	1.45
Q 5	400	1	4	3.64	1.42

Q 6	400	1	4	3.55	1.44
Q 7	400	1	4	3.64	1.54
Q 8	400	1	4	2.05	1.33
Q 9	400	1	4	3.74	1.57
Q 10	400	1	4	3.92	1.38
Q 11	400	1	4	3.88	1.39
Q 12	400	1	4	3.53	1.58
Q 13	400	1	4	3.70	1.36
Q 14	400	1	4	3.92	1.41
Q 15	400	1	4	3.44	1.63
Q 16	400	1	4	3.78	1.48
Q 17	400	1	4	1.13	1.38
Q 18	400	1	4	1.16	1.36
Q 19	400	1	4	3.11	1.23
Q 20	400	1	4	3.87	1.47
Q 21	400	1	4	3.78	1.99
Q 22	400	1	4	3.75	1.23
Q 23	400	1	4	4.00	1.47
Q 24	400	1	4	3.75	1.99
Q 25	400	1	4	3.62	1.41
Q 26	400	1	4	3.09	1.23
Valid N (listwise)	400				

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.377 ^a	3	.
Likelihood Ratio			.
Linear-by-Linear Association	2.299	1	.001
N of Valid Cases	400		

a. 2 cells have expected count less than 4. The minimum expected count is 1.