

EVALUATING THE POTENTIAL RISKS ASSOCIATED WITH HR OUTSOURCING IN CROSS SECTIONAL INDUSTRIES – A PERSPECTIVE OF EMPLOYEES

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Key words: *Cronbach's Alpha, employee's perceptions, employee's morale, core competencies employee productivity, potential risks, outsourcing.*

Abstract

This paper investigates the potential risks of HR outsourcing on the employee's perceptions in the select IT companies as well as Pharmacy Companies in Hyderabad. The world of human resource management is changing more rapidly than we can imagine. Recognizing these challenges of the select industries, it has opened the space for assessing the employee's perceptions and intentions towards outsourcing of facilities, services, and amenities to meet their job related needs. The tools applied in the study are; SRT, t test, ANOVA. This paper also suggests certain possible solution to the above said problem where the employees resist to outsourcing.

Findings: There is a significant impact on organizational performance as well as on performance management system. HR outsourcing could not carry any potential risks with respect to concentrating more strategic performance, development planning and improved quality services of employee between IT and Pharmacy industries.

1. INTRODUCTION

Now a day's outsourcing is need of the hour both in private and public organizations. Perhaps most organizations now outsource some of their functions. As it has been used most popularly in one form or other, it has become a frequent topic discussion. Countless reasons why outsourcing is initiated have been identified by researchers. Despite there are certain inherent risks associated, organizations may expect to achieve the expected benefits through successful outsourcing. There is an abundance of outsourcing literature where many benefits, risks, motivators, and decision factors have been presented although the relationships, commonalities and disparity among the contents of these studies have not been investigated.

Human Resource Departments are primarily concerned with the management of people within organizations, focusing on policies and systems. They handle multiple areas related to recruitment, training and development, performance management, rewards, compensation benefits etc. HR today has come a long way from the personnel management and industrial relations days when there was more focus to balancing of organizational practices with requirements arising from collective bargaining and governmental laws to understanding the needs of employees and delivering programs accordingly to enhance employee satisfaction and engagement.

As the scope of HR widened, organizations are choosing to outsource practices like recruitment, payroll, benefits administration, training etc., to companies who hold a core competence in it. It also proves to be cost effective. At the same time the companies have to assess the impact of outsourcing on the employee's perceptions. Unless understanding the overview of select industries in terms of business growth and development apart from HR concepts, it is difficult to assess the implications of HR outsourcing services in employee's perceptions perspective.

Both Pharmaceutical industry and the IT industry are two fast pace growing industries, hence the reason to be chosen for the study.

1.1 Pharmacy Industry: The Indian pharmaceuticals market is the third largest in terms of volume and thirteenth largest in terms of value, as per a report by Equity Master. It holds important position in the global pharmaceuticals sector. The country has a big chunk of scientists and engineers who have the potential to steer the industry ahead to an even higher level. And its market is expected to grow over 15 per cent per annum between 2015 and 2020. The interesting point is that the global pharmacy industry growth rate (which is 5%) is less than Indian Pharmacy industry growth rate.

1.2 IT Industry: India is the world's largest sourcing destination for the information technology (IT) industry, which account for 67 per cent of the US\$ 124-130 billion market. The industry has 10 million of workforces. More importantly, the industry has led the economic transformation of the country and altered the perception of India in the global economy.

Indian IT companies are providing IT services with cost effectiveness and which is approximately 3-4 times cheaper than the US. However, India is also gaining prominence in terms of intellectual capital with several global IT firms setting up their innovation centers in India. The Indian IT sector is expected to grow at a rate of 12-14 per cent for FY2016-17 in constant currency terms. The sector is also expected triple its current annual revenue to reach US\$ 350 billion by FY 2025

1.3 CONCEPTS OF THE STUDY

- What is HR Outsourcing? Human Resource Outsourcing (HRO) is a competitive method to manage costs and enable the company's core resources to focus on strategic initiatives rather than simple managing HR operations.

- What HR functions typically outsourced? Payroll, benefits administration, recruitment and tasks related to risk management sit on the top of the list of HR functions commonly outsourced.

- What are HR Practices? Any practice that enhancing competencies human capital, system, process.

- What is employee's perception? In this study the employee's perceptions means the attitude of employees towards outsourcing of HR functions. In other words how employees responded/ reacted towards the outsourcing practices of the select industries with respect to their jobs and its environment.

1.4 REVIEW OF LITERATURE

The following recent studies in HR practices have been reviewed in Indian Context;

Tibor Kremic (2006) stated in his study (Outsourcing decision support: a survey of benefits, risks, and decision factors) that a number of trends and relationships are identified.

Ramesh T (2005) studied the changes occurring in the field of human resource management in today's era. In his study, he observed that HR functions are concerned with a variety of activities that significantly influence almost all areas of an organization.

Emmah Nyarangi (2017) The study's findings revealed that outsourcing temporary staff is more economical than handling them in house. Outsourcing did give time for the human resource department to concentrate on their core activities and improved overall organizational performance.

Baltes, B. B., Zhdanova, L. S., & Parker, C. P. (2009). Their study advances our understanding of the psychological climate construct by addressing a generally ignored issue of frame of reference through measuring psychological climate with an organizational referent (PCo) and an individual referent (PCi). PCo reflects employee perceptions of their organizational environment in general; whereas, PCi reflects employee perceptions of their own experiences within an organization. This study found that a) there are mean level differences between the two types of psychological climate, b) the two types of psychological climate uniquely predict job satisfaction, and c) a discrepancy between the two types of psychological climate is found to relate to job satisfaction.

Ferrer, J. (2005). They outlined the territory of employee engagement and explore the relationship between employee engagement and concepts of employee commitment.

1.5 OBJECTIVES

1. To identify the potential risks understand the innate feelings of employees while HR is being outsourced in the select industries i.e. Pharmacy and IT.

2. To examine the impact of HR outsourcing on the organizational performance in select industries
3. To analyze the impact of HR outsourcing on the Performance Management System in select industries
4. To examine the impact of HR outsourcing on promotion and strategic performance of employees in select industries
5. To give suggestions and recommendations for the improvement of employees outlook towards HR outsourcing of the select industries.

1.6 LIMITATIONS OF THE STUDY

This study confined to Pharmacy and IT industry in around the Hyderabad city only. The respondents include different grades of employees of Pharmacy and IT companies.

1.7 METHODOLOGY

A survey was conducted for exploring the implications of typical outsourcing services on employee perception in Pharmacy and IT companies in and around Hyderabad area. It has been focused on the Pharmacy and IT companies of Hyderabad area in Southern India.

Sample design and sample method: The sampling method used in the study is convenience sampling technique. Sixteen Pharmaceutical units were selected from Hyderabad area. These units include: Novartis, Raje Retail Pvt. Ltd, Bayer Pharmaceutical Pvt. Ltd , Abbott Healthcare, Inogeat Laboratories Pvt. Ltd, Dr Reddy's, DIVIS Laboratories Pvt. Ltd, Hetro Drugs, Therdose Pharmaceutical Pvt. Ltd, Shanthabiotech Pvt. Ltd, Arobindo Pharmaceutical Pvt. Ltd, Natco Pharmaceuticals, Arch Pharmaceutical Laboratories, Vasudha Pharmaceutical Pvt. Ltd, Neoland Laboratories Pvt. Ltd and Synthous. Twenty three IT units were selected which include; CA Technologies Ltd, Oasis Ltd, Live Apps Solutions, Verizon Data Services, Infosys, Subhasni Software Solutions, Bally, CSE, Vamainfo, Pegasystems, Serco Pvt. Ltd, Sri Technologies, IBM, Amazon Developers, Accenture, Deloitte, Beam, Dell Computers, TCS, CTS, Capgemini Technology, Microsoft, JP Morgan Chase and Mc Graw Hill Financial.

Sample size: This is a qualitative research study which provides an empirical evidence to approve and disprove the hypothesis formulated. The population (IT and Pharmacy employees) of the study is finite. The area of the study is Hyderabad city. The sample units include; different grades of employees. The sample size of respondents for Pharmacy and IT companies are 150 and 170 respectively. The sample size for the study was determined using the following formula developed by Yamane (1967).

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

n denotes sample size, N indicates the population size and e is the level of precision. For this study, level of precision is presumed as 0.056. According to <https://www.quora.com>, the total workforce of Software companies is about 200000 employees and the workforce of Pharmacy is about 100000 in Hyderabad. Therefore the population size for the study is 300000 employees. By substituting these values in the above equation; the required sample size becomes approximately 320.

Data Collection: The scaling technique used for the sample variables is Likert scale ranging from 1 to 5 points. Period of study is 2017-2018. For the purpose of this research, both primary and secondary data has been collected to present a comprehensive overview of the employee’s perception in both Pharmaceutical and IT industry in the select region. Primary data through questionnaire and secondary data through published sources. The statistical techniques and tool used in the study are mean, standard deviation, mean deviation, independent t-test, scale reliability test (SRT). The internal consistency of the set of variables is measured with Cronbach’s Alpha. It is also called scale reliability test (SRT). It is expressed as a number between 0 and 1.

Table 1: Reliability Statistics

Cronbach’s Alpha	No of Items
.832	15

Source: Author calculation through SPSS20v.

Reliability estimates the amount of measurement error either in scale or in a test. It can be interpreted as the correlation of test with itself. Squaring this correlation and subtracting from 1.00 produces the index of measurement error. In accordance with Nunnally (1978), the Cronbach's α value of any item should be at least 0.70 for being selected. Notwithstanding this fact, any item having Cronbach's α value more than 0.60 will be acceptable (Malhotra, 1993). The range of alpha for internal consistency is between 0.70 to 90. If it is above 0.90 may suggest redundancies and show that the test length should be shorten. From the table, the reliability of the test is 0.832. The random error in the scale is 0.307 ($0.832 \times 0.832 = 0.693$; $1.00 - 0.693 = 0.307$). As the estimate of reliability increases, the fraction of a test score that is attributable to error will de-crease.

1.8 ANALYSIS AND DISCUSSION

The collected data has been processed through SPSS and the results have furnished in the table 1 and 2.

Table 1: Showing mean and SD values of employee's issues over outsourcing

Variables	Industry	N	Mean	SD
Decrease in employee morale	Pharmacy	150	2.8667	1.32435
	IT	170	3.3412	1.20701
Risk & Uncertainty factors	Pharmacy	150	3.1733	1.13957
	IT	170	3.5529	1.00302
Less confidentiality	Pharmacy	150	3.2933	1.09634
	IT	170	3.2471	1.24896
Loss of control	Pharmacy	150	3.1733	1.04108
	IT	170	3.3529	1.31181

Source: Compiled questionnaire data using IBM SPSS20

Employee Morale: It is defined as the job satisfaction, outlook, and feelings of well-being an employee has within a workplace setting. Proven to have a direct effect on productivity, it is one of the corner stone's of business. It has been considered as a powerful driver of employee's performance in all organizations. Extensive research demonstrates its benefits in productivity, profitability, customer satisfaction, and worker's health. By measuring morale

with employee surveys many business owners and managers have long been aware of a direct, causative connection between that morale, (which includes job satisfaction, opinions of their management and many other aspects of the workplace culture) and the performance of their organization.

From the table 1, it has been observed that the mean and SD (2.8667 and 1.32436) of employee's opinion about the impact of outsourcing process on their morale are revealing that there is neither strongly agrees nor strongly disagree in the pharmacy industry. In other words the HR outsourcing does not alter the morale of employees in the pharmacy industry. Where as in IT industry the mean and SD (3.3412 and 1.20701) shows that there was a considerable decrease in the employee's morale.

Risk and Uncertainty Factors: The outsourcing literature cautioned of the following potential risks: unrealized savings, employee morale issues, over dependence on a supplier, lost corporate knowledge and future opportunities, and dissatisfied customers. It is also noted that outsourcing may fail because of inadequate requirements definition, a poor contract, lack of guidance in planning or managing an outsourcing initiative, or because of poor supplier relations.

Less confidentiality: Larger the outsourcing greater the scope for leaking of confidential information of the company.

By observing the mean and SD (3.2933 and 1.09634) of the pharmacy industry, there was considerable impact of HR outsourcing on the risk and uncertainty factors of employees. The mean and SD of IT industry with respect to Less confidentiality are 3.2471 and 1.24896 which means that there is also a considerable impact outsourcing on the same factors.

Loss of control: Larger the outsourcing greater the dilution of control

By observing the mean and SD (3.1733 and 1.04108) of the pharmacy industry, there was considerable impact of HR outsourcing on the loss of control factors of employees. The mean and SD of IT industry with respect to loss of control are 3.3529 and 1.31181 which means that there is also a considerable impact outsourcing on the same factors.

Table 2: Showing f and p-value of employee's issues over HR outsourcing between IT and Pharmacy industries

Variables	Industry	Sum of Squares	df	Mean Square	F	p-value
Decrease in employee morale	Between Groups	17.942	1	17.942	11.24	0.001
	Within Groups	507.545	318	1.596		
	Total	525.487	319			
Risk & Uncertainty factors	Between Groups	11.483	1	11.483	10.05	0.002
	Within Groups	363.517	318	1.143		
	Total	375	319			
Less confidentiality	Between Groups	0.171	1	0.171	0.123	0.726
	Within Groups	442.717	318	1.392		
	Total	442.888	319			
Loss of control	Between Groups	2.571	1	2.571	1.807	0.18
	Within Groups	452.317	318	1.422		
	Total	454.888	319			

Source: Compiled questionnaire data using IBM SPSS20

H_0 : There is no significant impact of HR outsourcing on the employee's morale and risk and uncertainty factors between IT and Pharmacy industries

H_1 : There is a significant impact of HR outsourcing on the employee's morale and risk and uncertainty factors between IT and Pharmacy industries

From the table 2, it has been observed that the calculated f value and p-value are; 11.24, 0.001 and 10.05, 0.002 which is less than 0.05 which means that the null hypotheses have been rejected and alternate hypotheses are accepted. Therefore, it can be concluded that there is a considerable negative impact of HR outsourcing on the employee morale and risk and uncertainty factors between IT and Pharmacy industries.

H_0 : There is no significant impact of HR outsourcing on the less confidentiality and loss of control between IT and Pharmacy industries

H_1 : There is a significant impact of HR outsourcing on the less confidentiality and loss of control between IT and Pharmacy industries

From the table 2, it has been observed that the calculated f value and p-values are; 0.123, 0.726 and 1.807, 0.18 which are more than 0.05 which means that the null hypotheses has been accepted and alternate hypotheses are rejected. Therefore, it can be concluded that there is no considerable significant impact of HR outsourcing on the less confidentiality and loss of control between IT and Pharmacy industries

Organizational performance:

Table 3: Showing Organizational performance

Variable		t-test for Equality of Means			
		t	df	p-value	Mean Difference
Impact of Outsourcing on Organizational Performance	Equal variances assumed	-2.148	318	0.032	-0.29882
	Equal variances not assumed	-2.171	317.266	0.031	-0.29882

H_0 : There is no impact of HR outsourcing on the organizational performance between IT and Pharmacy Industry

H_1 : There is a impact of HR outsourcing on the organizational performance between IT and Pharmacy Industry

From the Table 3, the calculated t and p-value between IT and pharmacy are -2.148 and 0.032 for the impact of HR outsourcing on organizational performance. The p-value 0.032 is less than 0.05. Therefore, it decided to reject the null hypotheses at 5% level of significance, which means that there is a significant impact of HR outsourcing on organizational performance between two select industries.

Table 4: Showing f and p-value of organizational performance between IT and Pharmacy industries

Variable		Sum of Squares	df	Mean Square	F	p-value
Concentrating on core competencies	Between Groups	0.01	1	0.01	0.012	0.91
	Within Groups	244.74	318	0.77		
	Total	244.75	319			
Improving HR efficiencies	Between Groups	9.191	1	9.191	8.303	0
	Within Groups	351.997	318	1.107		
	Total	361.188	319			
Internalizing Vendor knowledge	Between Groups	21.353	1	21.353	19.92	0
	Within Groups	340.847	318	1.072		
	Total	362.2	319			
Organizing Training & Development	Between Groups	19.026	1	19.026	17.32	0
	Within Groups	349.362	318	1.099		
	Total	368.388	319			
Relieving of time consuming and routine functions	Between Groups	25.06	1	25.06	22.74	0
	Within Groups	348.223	316	1.102		
	Total	373.283	317			
Enhancing employee productivity	Between Groups	6.388	1	6.388	5.196	0.02
	Within Groups	390.999	318	1.23		
	Total	397.388	319			

Source: Compiled questionnaire data using IBM SPSS20

H_0 : There is no significant impact of HR outsourcing on Concentrating on core competencies between IT and Pharmacy industries

H_1 : There is a significant impact of HR outsourcing on Concentrating on core competencies between IT and Pharmacy industries

From the table 4, it has been observed that the calculated f value and p-values is ; 0.012 and 0.91 which is more than 0.05 which means that the null hypotheses has been accepted and alternate hypotheses is rejected.

Therefore, it can be concluded that there is no considerable significant impact of HR outsourcing on concentrating on core competencies between IT and Pharmacy industries

H_0 : There is no significant impact of HR outsourcing on the Improving HR efficiencies, Internalizing Vendor knowledge, Organizing Training & Development, Relieving of time consuming and routine functions, Enhancing employee productivity and between IT and Pharmacy industries

H_1 : There is a significant impact of HR outsourcing on the Improving HR efficiencies, Internalizing Vendor knowledge, Organizing Training & Development, Relieving of time consuming and routine functions, Enhancing employee productivity and between IT and Pharmacy industries

From the table 4, it has been observed that the calculated f value and p-values are; 8.303 and 0, 19.92 and 0, 17.32 and 0, 22.74 and 0, 5.196 and 0.02 which are less than 0.05 which means that the null hypotheses has been rejected and alternate hypotheses are accepted. Therefore, it can be concluded that there is a considerable significant impact of HR outsourcing on the improving HR efficiencies, internalizing vendor knowledge, organizing Training & Development, relieving of time consuming and routine functions, enhancing employee productivity and between IT and Pharmacy industries.

Performance Management System: Systems that facilitate the attainment of individual and corporate goals. Performance management systems enable you to track and monitor the performance of individual employees, departments, and the organization overall. These systems are often based on organizational and job specific competencies which need to be obtained for successful job performance. The components included in performance management systems include: lists of accomplishments, goals and objectives, results from 360-Degree feedback processes, supervisor rating, individual development plans.

Table 5: Showing f and p-value of performance management system between IT and Pharmacy industries

Variable		Sum of Squares	df	Mean Square	F	Sig.
Performance Planning & Goal setting	Between Groups	14.587	1	14.587	18.19	0
	Within Groups	255.085	318	0.802		
	Total	269.672	319			
Performance Evaluation	Between Groups	19.984	1	19.984	21.55	0
	Within Groups	294.887	318	0.927		
	Total	314.872	319			
Development Planning	Between Groups	1.066	1	1.066	1.253	0.26
	Within Groups	270.68	318	0.851		
	Total	271.747	319			
Training	Between Groups	5.162	1	5.162	7.241	0.01
	Within Groups	226.685	318	0.713		
	Total	231.847	319			
Overall performance management system	Between Groups	23.985	1	23.985	25.1	0
	Within Groups	303.862	318	0.956		
	Total	327.847	319			

Source: Compiled questionnaire data using IBM SPSS20

H_0 : There is no significant impact of HR outsourcing on the performance planning and goal setting, performance evaluation, training and overall performance management system between IT and Pharmacy industries

H_1 : There is a significant impact of HR outsourcing on the performance planning and goal setting, performance evaluation, training and overall performance management system between IT and Pharmacy industries

From the table 5 it has been observed that the calculated f value and p-values are; 18.19 and 0.000, 21.55 0.000, 7.241 and 0.010, 25.1 and 0.000 which are less than 0.05 which means that the null hypotheses has been rejected and alternate hypotheses are accepted. Therefore, it can be concluded that there is a considerable significant impact of HR outsourcing in the performance planning and goal setting, performance evaluation, training and overall performance management system between IT and Pharmacy industries.

H_0 : There is no significant impact of HR outsourcing on the development planning between IT and Pharmacy industries

H_1 : There is a significant impact of HR outsourcing on the development planning between IT and Pharmacy industries

From the table 5, it has been observed that the calculated f value and p-values are; 1.253 and 0.26 which is more than 0.05 which means that the null hypotheses has been accepted and alternate hypotheses is rejected. Therefore, it can be concluded that there is no considerable significant impact of HR outsourcing in the development planning between IT and Pharmacy industries.

Support for promotions: These are required to improve the individual and organizational productivity.

Table 6: Showing t and p-value of employee performance records for promotional decisions between two select industries

Variable		t-test for Equality of Means			
		t	df	p-value	Mean Dif
Employee performance records for promotional decisions	Equal variances assumed	-1.3	318	0.194	0.1341
	Equal variances not assumed	1.31	315.59	0.193	0.1341

Source: Compiled questionnaire data using IBM SPSS20

H_0 : There is no significant impact of HR outsourcing on employee performance records for promotional decisions between IT and Pharmacy industries

H_1 : There is a significant impact of HR outsourcing on employee performance records for promotional decisions between IT and Pharmacy industries

From the table 6, it has been observed that the calculated t value and p-values is ; 0.194 and 0.1341 which is more than 0.05 which means that the null hypotheses has been accepted and alternate hypotheses is rejected. Therefore, it can be concluded that there is no considerable significant impact of HR outsourcing on employee performance records for promotional decisions between IT and Pharmacy industries.

Role of HR Professionals: Their role is vital in the organizational development.

Table 7: Showing t and p-value of HR professionals

Variable		t-test for Equality of Means			
		t	df	p-value	Mean Dif
Is HR outsourcing enables HR professionals to concentrate more strategic performance	Equal variances assumed	-1.96	318	0.051	-0.20078
	Equal variances not assumed	-1.98	317.16	0.048	-0.20078

Source: Compiled questionnaire data using IBM SPSS20

H_0 : There is no significant impact of HR outsourcing on HR outsourcing enables HR professionals to concentrate more strategic performance between IT and Pharmacy industries

H_1 : There is a significant impact of HR outsourcing on HR outsourcing enables HR professionals to concentrate more strategic performance between IT and Pharmacy industries

From the table 7, it has been observed that the calculated t value and p-values is ; -1.96 and 0.051 which is more than 0.05 which means that the null hypotheses has been accepted and alternate hypotheses is rejected. Therefore, it can be concluded that there is no considerable significant impact of HR outsourcing on HR outsourcing enables HR professionals to concentrate more strategic performance between IT and Pharmacy industries.

Service quality: It is considered as one of the most important parameter to understand the HR outsourcing in the select industries.

Table 8: Showing t and p-value of Service quality

Variable		t-test for Equality of Means			
		t	df	p-value	Mean Dif
Improved quality services	Equal variances assumed	1.83	318	0.068	0.16314
	Equal variances not assumed	1.83	310.54	0.069	0.16314

H_0 : There is no significant impact of HR outsourcing on improved quality services between IT and Pharmacy industries

H_1 : There is a significant impact of HR outsourcing on improved quality services between IT and Pharmacy industries

From the table 8, it has been observed that the calculated t value and p-values is ; 1.83 and 0.068 which is more than 0.05 which means that the null hypotheses has been accepted and alternate hypotheses is rejected. Therefore, it can be concluded that there is no considerable significant impact of HR outsourcing on improved quality services between IT and Pharmacy industries.

1.9 CONCLUSION

The focus of this research work is to understand the potential risks associated with HR outsourcing in the select industries. From the above analysis it was found that there could be potential risks on the employee morale, risk and uncertainty factors, improving HR efficiencies, internalizing vendor knowledge, organizing Training & Development, relieving of time consuming and routine functions, enhancing employee productivity between IT and Pharmacy.

Further, it was found that there could be potential risks on considerable significant impact of HR outsourcing in the performance planning and goal setting, performance evaluation, training, overall performance management system, performance records for promotional decisions and confidentiality and loss of control between IT and Pharmacy industries.

It was interestingly discovered that there is no positive impact of HR outsourcing on concentrating more strategic performance, development planning and improved quality services of employee between IT and Pharmacy industries.

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