OUTSOURCING EFFECTS ON ORGANISATIONAL PERFORMANCE IN NIGERIAN BANKING INDUSTRY (A STUDY OF FIDELITY BANK PLC.)

[1]**Dr. Kabuoh Margret Nma,**
[2]**Chigbu, Ishmael Okey PhD &**[3]
Abasilim Chinwe, PhD
[1&2]Business Administration & Marketing Department
Babcock University-Shagamu, Ogun State
[3]Business Administration Department,
Yaba College of Technology Lagos

Abstract
Out sourcing business was not popular until 1989 when it was introduced as a business strategy. Today in Nigeria, most organization is practicing outsourcing activity in order to boost businesses. This paper investigated the effects of outsourcing on organizational performance in Nigerian banking industry using Fidelity bank Plc. as our study case. The survey research made use of both primary and secondary data. 33 out of 50 staff of the bank mainly Human resource department staff was interviewed via a simple but well structure questionnaire. Texts, journals, and internet were reviewed for the secondary data. Percentage, & regression analysis aided by statistical package for Social Scientist (SPSS) made the study analysis which was confirmed with the T-test. Result exposed that outsourcing has significant relationship with bank performance which consequently enhances competitive advantage. Recommendations stated thus; Benchmarking and environmental scanning be used to guide strategic outsourcing, identification of organizational challenges firstly before contracting a vendor. There is need for occasional review of vendor's activities which may necessitate new contract. Open co-operative relationship as well as reward based approach was recommended.

Keywords; *Outsourcing, Effects, Organisational Performance, Banking, Vendor*

Background to the Study

The need for outsourcing arose as the inability for one company to poses all required service capability to function effectively and efficiently. Outsourcing is the business practice whereby companies contract out selected operations to other companies that specialize in those operations for cost efficiency and enhanced performance. Outsourcing is part of strategic planning which organizations use to achieve set goals. Kramer, (1998) views strategic planning as a management's game plan for strengthening the performance of the enterprise and it is considered as the formal process of determining long run objectives and how to achieve them. For an organization to successfully pursue its course of action, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action (Kabuoh, 2013). A firm should firstly identify her inadequacy before involving in outsourcing activity otherwise, there may be mismanagement leading to ineffectiveness.

No organization is self sufficient neither is such operating in isolation. In one way or the other, organizations may need the services of one another directly or indirectly in other to survive. This may be in form of outsourcing which is the business practice where firms irrespective of their number of employees, experience and status, solicit the services of other firms of those aspect where they are incompetent. Outsourcing was not formally identified as a business strategy until 1989 (Mullin, 1996). This initial period was the Evolution stage while as the current stage is known as strategic partnership stage. This is strategic as organizations outsource complementary service departments as customer services, auditors etc for their importance.

Most organizationslack the technical knowhow when it comes to managerial capacity in house. The few managers as well as other staff for selfish reason may not be committed. At times, none or inadequate incentives by the employers may result to poor performance and organizational collapse. Lack of outsourcing communication plan or ignorance has led most firms especially the banking sector packing, at times being acquired or at best being merged with other bank due to insufficient capital base required by Central Bank of Nigeria. Overwhelming competition in the industry may call for external hands in form of contract staff as direct hiring is more costly.

The main objective of this study was to determine the effect of outsourcing on bank performance in Nigeria using Fidelity bank Plc. as case study. Specifically, the study investigated the extent of change in organizational growth caused by outsourcing as well as competitive edge. Most banks are now downsizing while engaging contract staff with less pay as a way of saving cost. Fidelity bank plc., one of the Nigerian conservative surviving banks has been chosen as the researcher having worked in such bank, will no doubt be an advantage eliciting needed data from former collogues.

Theoretical and Conceptual frame work

Fellow theorists state the following theories which have been used to explain the organizational performance and success rate obtaining in outsourcing practices;.

Core competencies
Stakeholder's theory
Resources-dependent theory
Transaction cost theory (TCT)
Agency cost
Partnerships

Core Competencies

The essence is that core competencies should be kept in-house, but that other things that the organization does which are not deemed core, or critical to its mission or function, should be considered for outsourcing. Therefore the key to outsourcing is to purchase from outside only those activities that are no essential to the company's distinctive competence. An outsourcing decision thus depends on the fraction of total value added by the activity under consideration and by the amount of competitive advantage in that activity for the company or business unit. Generally, a company can only outsource if the technical knowhow is lacking and the fraction of total value is small and the competitive advantage in the activity is low.

Stakeholders Theory

This was exposed by Freeman from stakeholder theory dragged into, to management theory. Freeman (1984) stressed that corporate bodies have a wide coverage of accountability which connotes transparency and enhancesperformance.

Stakeholder theory can be therefore seen as any group or individual outsourced or in sourced who can positively impact on the achievement oforganizational objective. Donalson and Preston (1995) affirmed that this theory focuses

Website: http://www.internationalpolicybrief.org **ISSN** (Electronic):1741-8771 **ISSN** (Print): 1741-8763

Resource Dependency Theory (RPT)

RPT theory is based on the premise that directors make available resources to promote organizational success. This resources among others include human resource (outsource employees). Information resource can also be externally sourced. Daily, Malton & Cannella (2003) view that the performance of an organization for the achievement of their various objectives is a function of available information to the management.

Transaction Cost Theory (TCT)

Transaction cost theory TCT; a more conventional economic approach is used. Organization may buy from the market, or develop in-house, and decisions are based on the relative cost, composed of the costs of production, and costs of the transaction, of the exchange .TCT considers the asset specificity (to what extent can an asset, such as specialized software or product, be redeployed), uncertainty in the environment, as well as the frequency of the transaction. Williamson (1996) gave this concept a booster by describing the transaction cost theory as a multidisciplinary association between Economics, law, and society. He opined that firm as an entity is made up of people with diverse objectives and views.

For information services and systems the transaction costs concern the costs involved in setting up and monitoring the contract, as opposed to the costs of doing the work in-house and producing the service or product in-house. If the decision is made to outsource, then the aim is to reduce those transaction costs as much as possible, and that can be done by collaborative working with other institutions, which require a similar product or service, to share the work involved in setting up and monitoring the contract. The transaction cost theory (TCT) perspective is useful in examining the contributions to transaction costs, and how these might be reduced.

Agency Cost Theory (ACT)

Agency cost theory expands on one aspect of TCT, as it deals with the different perspectives of risk that client and supplier have, and differentiates between outcome based contracts, and behavior-based contracts. If the client distrusts the supplier then the extent of monitoring required will be greater for the client, than it would be if the client could wholly trust the supplier to deliver. The client has two main choices: a contract which stipulates payment by results (an outcome-based contract), or a contract that states the supplier should do certain things at stipulated times, or spend a certain amount of time on certain functions. If one cannot trust a supplier to deliver a product some months down the line, then it might pay to ensure that it looks as if they are doing something. On the supplier side, a behavior-based contract at least allows them to claim that they did spend x hours on this task, even if the outcome could not be achieved as originally intended. Agency cost theory helps to distinguish the most productive and fairest method of minimizing risks for both client and supplier. (Jensen, and Meckling, 1976), (Arrow, 1971). (Ross 1973) Agency theory problems occur when parties involved are having conflicting interest. It occurs when one party (the principal) delegates duty to another (agent) who performs that work.

Partnerships

Partnership are not one theory but some of the outsourcing research examined the development of trust between client and supplier, usually based on aspects of organization theory, social exchange theory or social contract theory. Partnerships are not totally altruistic arrangements and there are usually some elements of exchange (if you do this for me, I'll do that for you). One problem for public sector outsourcing

Website: http://www.internationalpolicybrief.org **ISSN** (Electronic):1741-8771 **ISSN** (Print): 1741-8763

arrangements is the need for transparency and accountability, which makes partnership working difficult to reconcile with the apparent prohibition on becoming too costly with the outside supplier.

The concept of outsourcing came from the American terminology "outside resourcing", meaning get resources from the outside. The term was later used in the economic terminology to indicate the use of external sources to develop the business, which typically were using their internal resources.
According to an article published in The Economist, Tim Hindi stated that outsourcing is an old phenomenon that has made its presence felt since the time of the Second World War, knowing a remarkable trend especially after 1990.

According to some estimates, in 1946 only 20% of the value added of US goods and services from external sources, 50 years later, the proportion has tripled, reaching 60%. The same is repeated by Rob Aalders, in "The IT Outsourcing Guide", which supports the fact that outsourcing is not a new phenomenon, that even now 50 years companies have outsourced advertising, legal services, maintenance and production (Aalders, 2001, p. 38). Duhamel and Quelin say that outsourcing is often accompanied by a transfer of material and human resources to the chosen provider. It has the task of substituting domestic services in a medium or long term relationships (on average five-six years) with the customer enterprise (Quelin, Duhamel, 2003,pp. 647-661).

Although outsourcing is seen by many as a future trend, which brings many benefits to the partners, yet there are voices that question the effects of this phenomenon. Henry Kissinger is one of them, making some sarcastic comments on outsourcing during a lecture at Las Vegas, wondering if America will still remain a great power or at least a dominant one in the context of the growing importance of outsourcing. He is joined by Gary Hamel who is aware of the changes taking place in the world, and the speed of these changes. He says in the book "Leading the Revolution" that the world is aware that we have entered a new era dominated by major changes, but the question is whether we like these changes?

In recent years, the specialty literature was focused increasingly on outsourcing strategy when addressing the topic selected "Design Variant". The plan for the development of a system is found and the option of outsourcing and as well as how this solution can be used during any project to implement the system. If in the choice of outsourcing routine activities, accounting, human resources, marketing, things are relatively clear and can call on previous experiences in the systems development, quite a few problems appear, due to demanding requirements of clients, lack of experience leading to difficulties in selecting the strategy that best meet business objectives (Outsourcing Institute, 2002).
Studying the views of the authors, we could identify the following options for outsourcing, given the multiple criteria of classification (Wilcocks, Fitzgerald, 1993, pp. 201-217).

I. The proportion of outsourcing: total, selective, partial.
II. Outsourcing can be applied in: human resources, project development management, and service management.
III. The outsourcing contract can be: general, transitional or of an economic process.
IV. The type of outsourcing relationships can be described as: one provider
\- one customer, one supplier more customers, some vendors - a client or several

- Vendors - more customers.

V. The period of outsourcing can be on long term or short term.

VI. Location of the supplier is local, international (offshore) and regional(near shore) - closer to the customer.

The phenomenon of outsourcing generally refers to procurement of materials and services inputs by a firm from a source outside. In this context, outsourcing can be both internal and international. Internal outsourcing is the purchase by a company of services or material inputs from a source located in another firm within the same country. International outsourcing is defined as the purchase by a company of services or material inputs from a source located in another country. This term includes both intra-firm international outsourcing (by which foreign supplier of inputs is still held by the firm), and distance international outsourcing (by which foreign supplier of inputs is independent of the company that uses inputs). International outsourcing is part of imports of goods and services of the country. Another term often used for international outsourcing is "off shoring".
International outsourcing is mostly used by firms in advanced economies, which directs part of the work by companies located in developing countries in particular to reduce costs.

The novelty at this time in the field of outsourcing is that it has gained momentum in the services. For a long time the service sector was considered impenetrable to international competition. With improved communications technology, such as the internet, services can cross political borders via the airwaves, getting at the same time, access to cheap labour, but well prepared. Although outsourcing may be expected to bring long term benefits, there may be adjustment costs in the form of job losses, a process visible especially at the microeconomic level, since even in the advanced process, outsourcing service is stated.

Outsourcing incentives

There can be seen some factors that influence changes in the world and, at the same time, make outsourcing attractive to business people around the world. Globalization and competitiveness force companies to find better ways to develop and use the technologies of information to obtain competitive advantages and increased performance. Development of information systems has become increasingly expensive, requiring human resources skills and competencies growing, highly trained and professionals. To cope with fierce competition, companies must be efficient, to provide products to market on time and within a budget as small. Moreover, the requirements and preferences are in a continuous change. In response to these challenges, companies are trying to transfer the responsibility of having specialists, facilities and equipment to a third party, localized mostly in developing countries where there is great potential for human and multiple opportunities, which favors the development projects in a short time and at minimal cost.

Strategy", that the effect of globalization can generate cost savings (or cost of energy production), and reducing distribution channels. "Part of this reduction may be caused by aggressive companies multinationals to spread their techniques throughout the world. Thus, Porter (1980; p.86) argues that, 'regardless of case, globalization leads to reducing impediments to global competition".

Positive & negative aspects of the concept

When we talk about the positives, we can immediately think of the employees of the provider who are offered permanent training in their field. According to Mark, Kevin and Carlo, (2006) outsourcing is a strategic tool used by organizations to achieve competitive advantage. The unfavorable economic context determines the large companies to outsource business processes in the main line, thereby sacrificing a part of control over resources and information to reduce costs. The level of savings (from oral interview) conducted by outsourcing companies is estimated to between 10 to 15% on the total cost, mainly due to economies of scale.

Besides financial considerations, there are some advantages of outsourcing, such as increased focus on core processes, access to resources not available internally and standardizing processes. On the other hand, there are some concerns about outsourcing, and organizational strength, loss of control and doubts about the quality and performance. Outsourcing initially a preferred option for small businesses and no collateral sufficient to support activities of their specialization, in recent years has become a solution for medium and large firms.

Advantages

In Romania and in Eastern Europe, the process of outsourcing is a relatively new phenomenon, which is viewed with skepticism and considered by many to be one full of risks. In highly developed countries, things are better defined, and outsourcing, in some cases, is considered a natural and necessary process in improving the situation of the company.

The outsourcing Institute, a strong voice in the field of outsourcing, has built a top 10 reasons that a company would have to resort to such services:

1. Education and operations control;
2. Improving company focus;
3. Gaining access to the various possibilities;
4. Free internal resources for other purposes;
5. Resources are not available within the company;
6. Accelerate the benefits reengineering;
7. Driving is expensive for some time
8. Employment equity becomes available
9. Sharing risks
10. Capital injection

There are also additional benefits such as specialized, complete, professional solutions ease of installation and configuration, integrated applications, powerful, flexible and secured, increase accuracy, productivity and efficiency, reduced or even eliminate storage needs.

Also, outsourcing brings benefits at the macroeconomic level, directing capital flows to developing economies in the process. These capital flows materializing by building units of production and in creating jobs, helping to raise living standards and sustainability of these economies primarily by reducing unemployment rate and by increasing the gross domestic product.

Disadvantages

There are also obvious disadvantages, arising from outsourcing arrangement.

One disadvantage is lack of adequate knowledge of the client outsourcer environment, both internally and externally. Of course, with good collaboration, communication and patience, this impediment can be easily removed.

A second disadvantage would be an incorrect definition of the objective of outsourcing activity, after a serious analysis of the outsourcing decision. Decision must be made taking into account both benefits and other considerations. For these considerations we can remember poor alignment of objectives, response time and equity, with control by various methods; pre supply, and the difference in mentality between "the company employees" and "outsource colleagues" level of personal pride to compensation packages".

Outsourcing results are not immediate. Most organizations had a 20% decline in labor productivity in the first year of an outsourcing contract, mainly because of time spent on knowledge transfer to the outsourcing provider. At the macroeconomic level, the disadvantages are more pronounced for advanced economies, because the outsourced activities are transferred to a different economy, and along with it and jobs, leading to a diminution of the living standards and an increasing rate at least on short-term of unemployment.

Methodology

The survey research method was used. Primary data was elicited via the administration of 33 questionnaires of two sections, the bio data of the staff of mainly Human Resources Department of Fidelity bank plc. Victoria Island Lagos and related questions to the topic out of which two most related to the hypotheses were analysed in simple percentage method. The population was given as 50 and 33 was determined by Yamane method without any biases using 1% as error margin. 100% response rate was received. Text books and journals aided the secondary data sources. Two hypotheses were formulated, results from respondents were analysed with regression analysis with the aid of statistical package for social scientists (SPSS). Further, the result was subjected to T-test for confirmation.

Yamane

$$n = \frac{N}{1+Ne^2}$$

Where n= sample size desired

N=Study population, e=error margin, 1 is constant

$$n = \frac{50}{1+50\,(0.1)2} = 33$$

Research question of change in firm's performance

TABLE 1 : Response on as a result of outsourcing, has profit margin increased?

	Frequency	Percent	Cumulative Percent
Yes	33	100	100
No	0	0	
Total	33	100	

Source: Field Survey, March, 2013.

The table reveals that 33 representing 100% chose yes to the fact that outstanding project has led to increase edge in profit making.

Question on outsourcing atmosphere (LIKERT SCALE)

Table 2: Response on has your bank gained competitive advantage as a result of business outsourcing?

	Frequency		Cumulative Percent
Strongly agree	25	75.8	75.8
Agree	8	24.2	100
Partially agree	0	0	
Disagree	0	0	
Strongly disagree	0	0	
Total	33	100	

Source: Field Survey, March, 2013.

The table reveals that 25(75.8%) chose strongly agree, 8(24%) agree to the fact that their bank has gained competitive advantage over the years as a result of outsourcing.

Analyses and interpretation of variables

Restatment of hypotheses

Hypothesis 1:

H0: Outsourcing cannot enhance significant change in organization performance.

H1: Outsourcing can enhance significant change in organization performance.

Hypothesis 2:

H0: Outsourcing cannot enhance significant change in organization competitive edge.

H1: Outsourcing can enhance significant change in organization competitive edge.

Model

$Y' = a + bx + u$

Where Y' the predicted value of variable Y for a selected X value.

a-the Y intercept. It is the estimate value of Y

When X = 0. If the estimates of Y where the regression line crosses the Y-axis When X is zero.

b-the slope of the line or the average change in Y for each change of one unit in the independent variable X

X- any value of the independent variable that is selected.

Testing of hypotheses

The Statistical Package for Social Sciences (SPSS) was used to test and established the relationships that existed between outsourcing and organizational performance.

Confirming the significance of 'R', thus the hypothesis was tested using t-test at a 95% confidence interval (5%significant level) having degree of freedom of n-2.

Hypothesis 1
Variable entered/removed (b)

Mode	Variables Entered	Variables Removed	Method
1	The outsourced activity would becostly in terms of money and /or time(a)		

a. All requested variables entered
b. Dependent Variable: The performance evaluation of the vendor is based on pre-defined performance target mentioned in the outsourcing agreement.

MODEL SUMMARY

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815(a)	.664	.580	7.002 93

a. Predictors: (Constant), The outsourced activity would be costly in terms of money and/or time.

ANOVA (B)

Mode	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	387.36	1	387.336	7.898	.048(a)
Residual	196.164	4	49.041		
Total	583.500	5			

a. Predictors: (Constant), the outsourcing activity would be costly in terms of money and/or time.
b. Dependent Variable: The performance evaluation of the vendor is based on pre-defined performance target mentioned in the outsourcing agreement.

Regression Analysis **COEFICIENTS**

Mode	Unstandardized Coefficients		Standardized Coefficients	B	Sig.
	B	Std. Error	Beta	t	Std. Error
1 Constant)	-2.014	3.914		-.515	.634
The Outsoursed activity Would be costly in terms of money and/or time	1.366	.486	.815	2.810	.048

a. Dependent Variable: The performance evaluation of the vendor is based on pre-defined performance target mentioned in the outsourcing agreement.

Interpretation

From the table above, R=0.815[(a)], R^2=0.664 & adjusted Rsq.=0.580. This implies that there is a strong relationship between outsourcing and organization growth. The variables contributed 81.5% to the opinion that the performance evaluation of the vendor is based on pre-defined performance target mentioned in the outsourcing agreement. This is also established by F-value at 7.898 which is significant at the level of 0.48.

T = TEST

t_c = 2.810

t_t = 2.021

t_c<tt

Decision Rule

If t-calculated is less than the t-tabulated, the null hypothesis will be accepted while the alternate hypothesis will be rejected but if t-calculated is greater than the t-tabulated then the null hypothesis will be rejected while alternate hypothesis is accepted t-calculated (2.810) > t-tabulated (2.021), therefore the null hypothesis (H_0) is be rejected while alternative hypothesis (H_1) is accepted.

Testing of hypothesis 2

Variables Entered/Removed(b)

Mode	Variables Entered	Variables Removed	Method
1	The outsourced activity would be costly in terms of money and /or time(a)		

a. All requested variable entered

b. Dependent Variable: Your bank gained competitive advantage in business via outsourcing.

Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843(a)	.710	.638	6.06233

A. Predictors: (Constant), the outsourced activity would be costly in terms of money and/or time

ANOVA (B)

Mode	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	360.493	1	360.493	9.809	.035(a)
Residual	147.007	4	36.752		
Total	507.500	5			

a. Predictors: (Constant); The outsources activity would be costly in terms of money and/or time.

b. Dependant Variable: Your bank gained competitive advantage in business via outsourcing

Coefficients(a)

Mode		Unstandardized Coefficients		Standardized Coefficients	B	Sig.
		B	Std. Error	Beta	T	Std. Error
1	(Constant)	-1.749	3.389		-.516	.633
	The outsoursed activity wouldbe costly in terms of money and/or time	1.318	.421	.843	3.132	.035

a. Dependent Variable: Your bank gained competitive advantage in business via outsourcing.

Interpretation

From the table above, R=0.843[a], R^2=0.710 and adjusted R^2- 0.638. This implies that there is a strong relationship between outsourcing and organization competitive edge. The variables contributed 84.3% to the opinion that the performance evaluation of the vendor is based on pre-defined performance target mentioned in the outsourcing agreement. This is also established by F-value at 9.809 which is significant at the level of 0.35.

T = TEST

t_c = 3.132

t_t = 2.021

t_c>tt

Decision Rule

If t-calculated is less than the t-tabulated, the null hypothesis will be accepted while the alternate hypothesis will be rejected but if t-calculated is greater than the t-tabulated then the null hypothesis will be rejected while alternate hypothesis is accepted, t-calculated (3.132) > t-tabulated (2.021), therefore the null hypothesis (H_0) is rejected while alternative hypothesis (H_1) is accepted.

Conclusion and Recommendations

The paper from literature, analysed data and results concluded that organizations as Fidelity bank save cost engaging external staff (contract staff) because these category of staff receive less pay more than their counterparts with same status who are full staff. The outsourced employees are more committed in their deliverables as they work harder to retain their jobs and even be considered as permanent staff. The bank gained competitive advantage via outsourcing over others as well as positive organizational change in performance.

Outsourcing brings benefits at the macroeconomic level, directing capital flows to developing economies in the process. These capital flows materializing by building units of production and in creating jobs, helping to raise living standards and sustainability of these economies primarily by reducing unemployment rate and by increasing the gross domestic product. The study concluded also that there is significant relationship between outsourcing and organisatinal performance and that outsourcing is a strategic tool to run and sustain the bank ever expected capital base slated by Central Bank of Nigeria. As a result of inadequate financial position caused by high operating cost, most banks are being liquidated, acquired and at times merged with another.

From the above study findings, the following recommendations are suggested;

1. Environmental scanning and Benchmarking should be done on regular bases using SWOT analysis to leverage over other competitors both bank competitors and the outsource companies. There is need to solicit re-tendering of the outsourced contract to other providers to encourage competition and enhance efficiency. This could be achieved smoothly applying multiple criteria shopping around for best qualified vendor.
2. Outsourcing should be done for business value and strategic advantages. It is paramount to ensure that the outsourcing project is in line with the current strategic position of the organization working towards future direction. Firms should really identify the need for outsourcing before involving in such as wrong decision may wreck the activities of such firms.
3. Incentive to be given to the best practice either to the individual staff or to the service provider to appreciate a good job delivered. An open co-operative relationship should be encouraged to foster cordial friendship outside the normal "work-pay" contract.

In summary, the study recommends outsourcing activity to other organisations that currently do not practice it. This does not overlook the activities of the main staff but to serve as job complimentary, cost reduction and improved performance.

References

Arrow, K. J.(1971). Essay in "the Theory of Risk Bearing', Chicago, Marham Publishing Company.

Daily, C. M., Malton, R. D., & Cannella, A.A. (2003). "Corporate Governance: Decades of Dialogue and Data." Academy of Management Review 28.

Donaldson, T. & Preston, L. E. (1995). "The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications." Academy of Management Review 20 (1).

Freeman, R. E. (1984). "Strategic Management: A Stakeholder Approach." Boston, Pitman.

Jensen, M. C., & MecklinG, W. H.(1976). "Theory of the firm: Managerial behavior. Agency costs and ownership structure." Journal of Financial Economics,305-60.

Kabuoh, M. N. (2013) "Marketing Strategy as a Correlate of Organisations' Performance" Programme & Book of Abstract. First International Conference on Research and Sustainable Development.1(1)9.

Outsourcing Institute, (2002). "How and Why Outsource", 1a www.outsourcing.com/howand/phases/main.htm, 25/09/11

Porter, M. (1980). "Competitive strategies" The Free Press, New York.

Quelin, B., Duhamel, F. (2003). "Bringing together strategic outsourcing and corporate strategy: Outsourcing motives and risks." European Management Journal, 21 (5), 2003,pp.647-661.

Ross, S. (1973). "The economic theory of agency: The principal's problem." American Economic Review, 63 (2), 134-39.

Wilcocks, L., and Fitzgerald, G. (1993). "Market as Opportunity? Case Studies in Outsourcing Information Technology and Services" Journal of Strategic Information Systems, Vol.2, No.3.