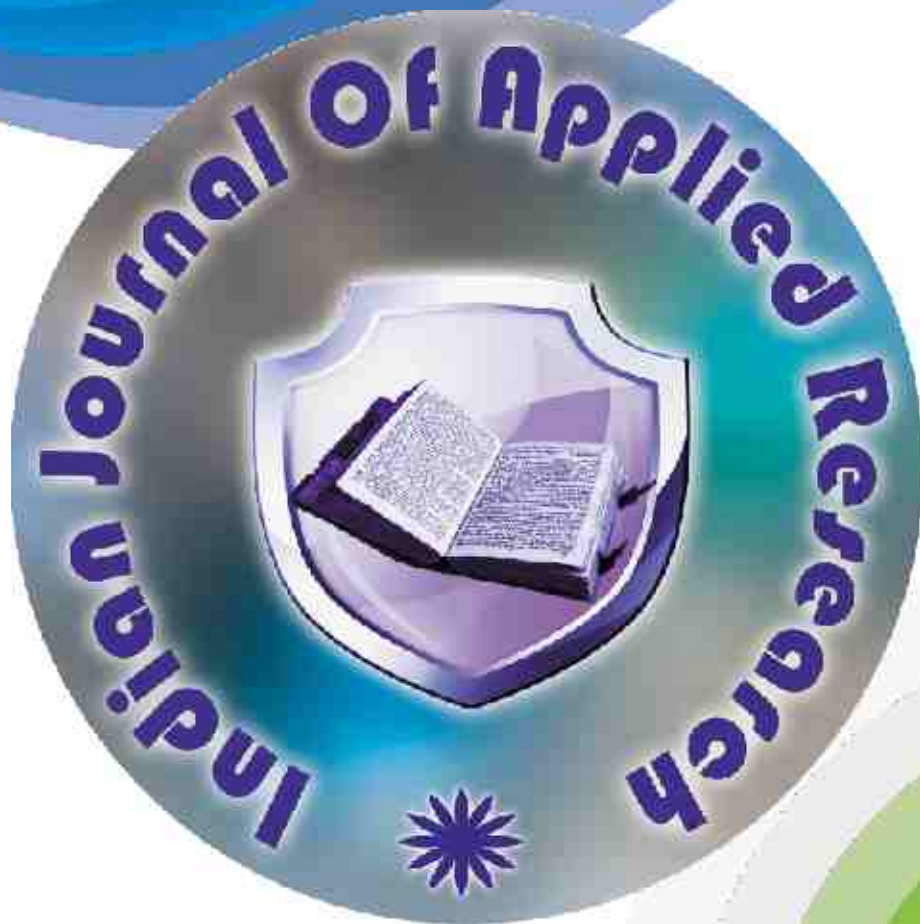


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Human Resource Outsourcing: A Strategy For Gaining Competitive Advantage

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ABSTRACT

Today the issue is not so much about what you could not do yourself efficiently, but what you do not want to do, for whatever business reason. The human resource management field presents a particularly interesting arena for outsourcing. Much attention has been given to the growing use of temporary workers provided by the "staffing" industry but alongside it, and much less noticed, has been the growing Human Resource Business Process Outsourcing industry (HR-BPO) which takes over whole HR activities. In the present paper an attempt is being made to study the factors attracting outsourcing and the possible challenges facing the outsourcing of activities. To make it more vibrant and acceptable some suggestions were also made at the end.

Keywords : Challenges, Human, Resources, Knowledge, Skill.

Introduction:

Outsourcing is part of the change in organizational structure of the companies that has extensive effect. In today's ever changing technological environment staying on top of the cutting edge technology and having knowledge of the latest tools are a must to successfully take advantage of them having specialized knowledge in house could be very expensive and futile, since new technologies come about very often. In these situations outsourcing make a lot of sense. Outsourcing creates strategic value by creatively examining the process and changing the way it is processed. BPO helps in innovative thinking as companies mainly focus on organizations core competencies and make equally talented outside partners to handle non-core competencies. The various area of business which could be outsourced are administration, finance and accounting, human resources, logistics and distribution, payment services, sales, marketing and customer care. There is a need for careful attention to HRM issue to achieve positive results. The human resources department is critical for employee welfare in an organization, no matter the nature and size of the unit. It is needless to mention that the motivated, innovative and satisfied employee can create wonders for a company.

The Concept:

BPO is not at all a new concept. It is as old as the hills. Of late, it has been identified as BPO in the corporate nomenclature and gained importance in these days. The outsourcing was seen both in manufacturing and services sector. The Kings and Nawabs used to outsource the construction works to the expert architects and builders, who used to build palaces for them.

Outsourcing usually defined as the procurement via the market of an item or service that the firm is normally capable of producing or providing itself. The basic philosophy behind BPO is crystal and clear "Do what you do best and leave everything else to business process outsourcers". It is concerned with the delegation of back end administrative functions that are necessary to run a business but are not a part of the core business.

Historically, reducing operating cost has been the main reason

for outsourcing. Outsourcing, at present, has become an integral part of the business performance transformation, as this allows resources to be pooled on core competencies. The core function of the human resource department is to ensure employee satisfaction and excellent performance. Outsourcing allows HR to make a solid contribution to the development of a company. HR outsourcing may be defined as "a process of outsourcing consisting of specific tasks like recruitment, making payroll, employee benefits, administration, employee logistic management, training and development to an outside agency having professionalism in these respective areas". Employee outsourcing is gaining momentum in foreign countries to take advantage of the outsourcing. Therefore, the question why to outsource is irrelevant but what and when to outsource is a matter to be discussed.

Driving Forces:

Many companies both in service and manufacturing field are after the outsourcing of its human resource function. Several factors are proving to be the driving force for the outsourcing. Some of the important factors have been discussed here.

1. Improving the company's focus: Outsourcing allows the company to focus on its core business, in delegating operational tasks to a third party. HR outsourcing implies there is an exclusive contact point for operational questions regarding the starting point, whereby numerous supervisors are involved who are dedicated to managing the relationship with suppliers and internal staff, planning, etc. These supervisors can now concentrate on increasing the business.
2. Focusing on core competencies: The need of the hour is to concentrate on core and critical activities and outsource the rest to achieve desired results. The company CEO and other top management people spend sufficient time to look after the core activities and new ways of improving the same. The companies focus on core competencies increases efficiency without having to invest in people and technology.
3. Low investment: The Company can reduce the cost of ownership and up gradation as it is outsourced. They can invest on core competencies of the business.

4. Freeing up resources for other Purposes: Every organization faces limited resources. HR outsourcing allows an organisation to redirect its resources, particularly people, from lateral activities to those with superior 'added value'. People whose energy is focused internally can shift to a more external focus on the client.
5. Commitment to the technological: Evolution In order to be successful, an outsourcing agreement should be based on a relationship of deep trust, between the service supplier and one's own staff. This closeness, linked to contractual conditions that demand technological updating, ensures the ongoing satisfactory development of all technological infrastructures.
6. Reducing operating costs Companies that try to do everything themselves often incur substantial costs for research, development, marketing and implementation, which they end up passing on to their clients. The external supplier's smaller cost structure resulting from economies of scale, along with the efficiency derived from specialization, reduce the company's operational costs and thus provide a clear competitive advantage
7. Customer satisfaction: By supplying the quality product/service at a low cost to the customers will helps to maximize their satisfaction and they will remain loyal to the products/services resulting in retaining and even improving the market share.
8. Revenue increase: By outsourcing the non-core activities the cost of the production decreases which, in turn, increases the revenue of the company. The company can go for diversification of products and expansion of the area of the business and earn more revenue for the company.
9. Accessing resources not available internally: Companies resort to outsourcing because they do not have the resources they need internally. HR outsourcing provides a viable alternative to build up the capacities they need from scratch.
10. Freeing up financial resources: HR outsourcing can reduce the need to invest capital funds in non-core business operations. Instead of acquiring the resources by using capital funds, these can be contracted whereby they are paid per service. HR outsourcing can also improve certain financial ratios for the company in eliminating the need to demonstrate a return on capital investments in non-strategic areas.
11. Improved competitiveness: The time and energy saved due to outsourcing of the non-core and non-critical activities can be concentrated effectively on core activities which results in improved quality of products at a reasonable rate. This will help to improve the competitiveness in the market.

Challenges

Although several factors have contributed to the growth of outsourcing activity but there are many issues of concern the BPO is facing at present. The following are the important challenges to be addressed earnestly.

1. Lack control: Company can lose control over the processes and quality of the output of the outsourced activities.
2. Process level lock in: There is a risk of process level lock in i.e., the employees of the owner company if get used to the routine work and some one supports him/her from back for other works, they cannot work independently the whole process work after some time.
3. Economic and Geo-political stability: Since BPO vendors are located in low cost developing countries which are many a times geographically far placed from its customers, the anxiety of possible instability in the service providers country of location on economic and political front is a point to be noted. The disaster recovery and business continuity plans and procedure of the service provider will be an important aspect to be evaluated before outsourcing.

4. Dependency: As many of the non-core activities have been outsourced and the company gets the results at the end, the company loses the capacity to learn the aspects by itself. So, regarding the activities outsourced they have to be dependant on the vendors.
5. Reputation risk: Any mistake by the service provider may lead to bad reputation in the market for the company and its clients.
6. Selection of service provider: Failure to choose a qualified and compatible service provider and to structure an appropriate outsourcing agreement may lead to on going operational problems or even a severe business disruption.
7. Vendor management: Establishing control mechanisms to effectively communicate and track the vendors servicing is a major challenge.
8. People specific: Outsourcing of human resource function may create some specific problems like attrition, poaching of experienced people by competitors, level of absence, stress, long training period and the big investments associated with the training etc.

Some Suggestions:

The following suggestions are being made to facilitate the HR outsourcing as a part of organizations success.

1. If the labour force is decreased in the company due to outsourcing they are to be fairly treated. An effective HRM plan should include appropriate support strategies like financial and career counseling service, retraining, assistance with interview techniques, sub-contracting etc.
2. Establish measurable standard for BPO vendors' performance and conduct performance review from time to time. The client should visit vendors site to check security procedures.
3. The ultimate objective of production and distribution is customer satisfaction. An outsourcing arrangement should facilitate to achieve this objective. Therefore, there is a need for continuous monitoring customer feed back and measuring their satisfaction levels.
4. Create a harmonious industrial environment and to minimize the potential for industrial disputation prior to and during change over to the new service provider.
5. The outsourcing contract needs to clearly articulate expectations of both the sides and compensation in case of dispute or breach of contract.

Conclusions:

Corporations are looking beyond the traditional process management service offerings and are seeking answers to larger, strategic-level questions in particular, how to manage human capital in light of the need for flexibility, accuracy, and predictability. With the ever increasing speed of business activity and market changes throughout the world, the ability of a company to adjust continually its staff functions in the light of business exigencies is a primary focus, and, not incidentally, is redefining the human resources function. Thus, larger companies are looking for HR outsourcing offerings that combine proven expertise in process and systems with the ability to serve as service integrators, linking process management with strategic human capital. In doing so, global corporations are discovering both the desire and the need to outsource their entire HR function. The companies they turn to in order to do so will be those that are creating the service-integrating strategies of the future, and who also understand the role of human resources as it is changing and taking a new place at the centre of corporate management. It may be concluded that the outsourcing is not a bad business but the problems which crop up due to outsourcing are taken care of. A careful selection of vendor and continuous feedback from customers will go a long way in the success of outsourcing arrangement.

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