

Factors Determining Employment Outsourcing in Public and Private Sectors

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Outsourcing is one of business kinds that influences development and organization of business processes. It earned scientific attention more than 20 years ago, and at present is increasingly establishing itself in public sector as a measure to reduce operation costs and provide qualitative services. This article presents the analysis of the field that has earned little scientific attention - the factors of employment outsourcing. That is why the aim of the article is to establish the factors determining the choice of employment outsourcing in both public and private sectors. With reference to the results of expert evaluation, the main differences and similarities buying employment services from outside in public and private sectors have been identified. In private sector, the factor that has a positive impact on employment outsourcing is absence of personnel department while in public sector, competences of the companies that provide employment services and available database resources are considered to be the most influential factors. The experts from both sectors were unanimous appointing it is the factors having the impact while choosing an outsourcing service provider. Employment outsourcing in public sector is negatively influenced by reluctance to dismiss long-term employees as well as poor quality of the service and increased costs. The latter factors also determine the actions in private sector to refuse a current outsourcing supplier and switch to another.

Keywords: *outsourcing, employment outsourcing, public and private sectors.*

Introduction

Relevance of the topic. Recently, globalization, increasing competition and market pressure pose new challenges for managers and companies (Greblikaite & Krisciunas, 2012). During the period of recession and saving, operation cost reduction is becoming the highest priority for managers. Public opinion about public companies says that they are too big, inefficient and not able to react to environmental changes. According to Barton (2006), such attitude is supported by Public Choice Theory. As it is stated by the supporters of this theory, in order to minimize state monopoly, the size of public companies has to be reduced by privatizing them, and outsourcing from private business sector should be applied for the rest part of public services. Government outsourcing should incur cost saving for governments (Alonso *et al.*, 2013).

Although public sector dominates providing the major community services, it does not prevent private service providers from participating in these markets. In this case, governments seek to influence the volumes of consumption by free service provision and ensure a minimal level of consumption of a particular service (e.g. minimal level of education, minimal level of labour offers and so forth). Most of activities that are financed from state funds are performed by public sector itself, and the majority of public services are protected from competitive market forces. However, there are examples (Australian experience, Webster, Harding, 2000) when an activity financed from state funds is performed by private institutions opened to external competition. One of such examples is employment outsourcing.

Scientific literature focuses on the establishment of the impact of outsourcing factors in private sector (Amiti & Wei, 2004; Jain & Natarajan, 2011; Gewald, 2010; Ok, 2011; Gonzalez *et al.*, 2012; Aubert *et al.*, 2004; Jain & Natarajan, 2011; Addison *et al.*, 2011; Ee *et al.*, 2013; Costa, 2001; Lacity *et al.*, 2009; Susomrith *et al.*, 2013; Shih & Chiang, 2011 and etc.).

The problems of outsourcing in public sector have been researched by the following scientists: (Abdul *et al.*, 2004) analyzed outsourcing and quality performance in Malaysia's public work department; (Moschuris & Kondylis, 2006) analyzed outsourcing in public hospitals and health sector (Nikolic & Maikish, 2006; Antucheviciene *et al.*, 2013; Barton, 2006) studied public sector accountability using outsourcing; (Rajabzadeh *et al.*, 2008) created a generic model for outsourcing process in public sector; (Elinder & Jordahl, 2013) researched the efficiency of public sector outsourcing in preschools and primary schools; (Shoup *et al.*, 2012) examined three outsourcing contracts and their implication for Turkey cultural heritage sector (museums and archaeological sites) and so forth. As it can be seen from previous studies, employment outsourcing has been hardly researched (apart from Webster, Harding, 2000), so it is important to establish what factors are the main and how they influence private and public sectors obtaining personnel search and selection, training, refresher course/workshop, work safety and other services from outside.

The aim of the article is to establish the factors determining the choice of employment outsourcing in public and private sectors. To fulfill the aim of the research, the following objectives have been raised: 1) to analyze the factors determining the choice (rejection) of

outsourcing in public and private sectors; 2) to present the methodology of the research; 3) applying the method of expert evaluation, to identify and compare the factors determining employment outsourcing in Lithuanian public and private sectors.

The object of the article is the factors of employment outsourcing. *The methods of the research* include logic, systematic analysis of the scientific literature based on comparative and summary methods and the method of expert evaluation. In order to achieve the aim, qualified experts with work experience not shorter than 3 years working in public and private sectors were questioned. Different sectors have been selected purposefully in order to compare positive and negative factors determining employment outsourcing in both sectors. The rest of the paper is organized as follows: section 2 systematizes the factors that have positive and negative impact on outsourcing in public and private sectors; section 3 describes the methodology and data; section 4 presents the results and section 5 concludes.

Background

According to (Burnes & Anastasiadis, 2003), outsourcing is one of the fastest-growing and arguably most important areas of business activity and is a good practice in both sectors (private and public). Since the end

of 1990, scientific attention to the necessity of outsourcing in public sector has increased, and the spectrum of outsourcing services has expanded starting from cleaning and ending with financial or product development/design functions. (Gonzalez *et al.*, 2012) systematized the results of the studies carried out by different authors on the need of IT outsourcing in finance sector and found that cost advantages are not the main reason for applying IT outsourcing. Finance sector (banks) apply outsourcing due to the reason that it enables to focus on core activities, helps to create a coordinated strategy of business and information technology systems, improves processes and service quality, ensures transparency. (Ok, 2011) presents the following classification of outsourcing motivating factors: access to cheaper resources and increasing competition, access to scarce and distinctive resources, reduction of other production costs.

Although the spectrum of outsourcing application in both sectors is mainly determined by political environment, for instance, legal and governmental barriers (Elinder & Jordahl, 2013; Ok, 2011), the authors of this article focus on the analysis of internal factors since they are considered to be significant applying an outsourcing. The results of the research have revealed that in both private and public sector, the effect of the factors determining the choice of outsourcing is similar (see Table 1).

Table 1

Factors for Outsourcing (source: prepared by the authors)

Author, year, sector	The factors that have an impact on company's/sector's results	Positive (+)/ Negative (-)
Juma'ñ, & Wood 2000; <i>Private sector</i>	Reduction in investment in assets; reduction in research and development; reduction in employment costs; reduction in long-term obligation with respect to employees' rights and pensions, capital investment;	+
Moschuris & Kondylis, 2006; <i>Public sector</i>	Cost saving and increased management time in core business; customer satisfaction;	+
Burnes & Anastasiadis, 2003; <i>Private (Insurance) and public (Police forces) sectors</i>	Allows to concentrate more time and resources on developing their core competences and activities;	+
	Failing to develop the core competences and activities ;	-
Barton, 2006; <i>Public sector</i>	Reducing the size of government and cost saving;	+
Aubert <i>et al.</i> , 2004; <i>Private sector</i>	Reduction in producing cost per unit;	+
Rajabzadeh <i>et al.</i> , 2008; <i>Public sector</i>	Increase of service flexibility; cost reduction; improvement of organization focus; obtaining world class capabilities; resources savings; advantage of reengineering benefits; risk sharing; response to the variety of customer's demands; better customization; better management of organization functions;	+
	Dependence on the provider;	-
Jain & Natarajan 2011; <i>Private sector</i>	Process improvement; services improvement and cost transparency higher than cost savings;	+
Addison <i>et al.</i> , 2011; <i>Private sector</i>	Reduced sales per employee, technological sluggishness, low wages in offshoring firms;	-
Alonso <i>et al.</i> , 2013; <i>Public sector</i>	Outsourcing was not associated with a reduction in public sector's size regarding expenditure and employment;	-
Shoup <i>et al.</i> , 2012; <i>Public sector</i>	Significantly increased number of visitors and amount of revenues for the revolving fund that controls commercial operations within the Ministry of Culture and Tourism;	+
Gonzalez <i>et al.</i> , 2012; <i>Private sector</i>	Focusing on strategic issues, increasing flexibility, the quality improve, facilitating access to technology, reducing the risk obsolescence, saving staff and technology costs, following fashions;	+
	Providing staff qualification, lack of compliance with the contract by the provider, dependence on the provider, loss of technical knowledge, provider's inability to adapt to new technologies, hidden costs, unclear cost-benefit relationship, security problems, irreversibility of the decision, staff problems; staff opposition;	-
Ok, 2011; <i>Private sector</i>	Reduction of labour costs, improved competitiveness, reduction in other costs, tax and regulatory advantages;	+
Lonsdale & Cox, 2000; <i>Private IT sector</i>	Loss of core activities; being leveraged by suppliers; loss of strategic flexibility; suffering interruptions to supply; receiving poor quality of supply; a fall in employees' morale; a loss of internal coherence; confidentiality leaks; loss of intellectual property rights;	-
	Focus of resources on core activities; cost reduction; convert fixed costs to variable; benefit from the supplier's investment and innovation; improved time to market.	+

As it can be seen from Table 1, commonality between public and private sectors is revealed by the decision to use or not to use the services from outside. The decision is determined by numerous factors which can be classified into the following groups: financial (cost saving in different spheres and so forth), strategic (choice of a supplier with a view to increasing quality, improving the service and so forth) and other factors positively or negatively influencing outsourcing (see Table 1). In many cases, the decision on outsourcing in public sector is made not by an organization itself, but by the government. The main difference comparing outsourcing in public and private sectors lies not in the motives that determine the choice of outsourcing, but in the process during which an outsourcing supplier is selected. In public sector, the process of outsourcing as well the specificity of the contracts are strictly regulated following the legal base, so an outsourcing supplier has to meet particular audit requirements, each outsourcing service is acquired on the basis of procurement which partly burdens the use of outsourcing while, in private sector, both an outsourcing process and the selection of a supplier is much simpler because private companies can freely engage a desired outsourcing supplier.

Using outsourcing for service provision, the professionals of a particular sphere are engaged. The companies that apply outsourcing in their activities, can focus on the strengthening of their competitive advantage and at the same time indirectly use the competitive advantage of other companies. Of course, the effect of specialization has to be considered as well. The companies that provide the services of narrow specialization usually ensure higher quality than the companies of wider specialization. Treating outsourcing as a service sector, the same tendency can be noticed, i.e. the more specialized services are provided by a company (a subcontractor) the more qualitative they are (Amiti & Wei, 2004; Abdul *et al.*, 2004).

(Juma'h & Wood, 2000) found that the effect of outsourcing on different terms (short-term and long-term) can differ. For example, applying an outsourcing, employment costs can go down: during the short-term, a company saves on wages while during the long-term it saves on retirement benefits and employees' rights; the costs of research and development can decrease during the short-term due to the direct access to immediate technologies while during the long-term they can decrease while solving future problems.

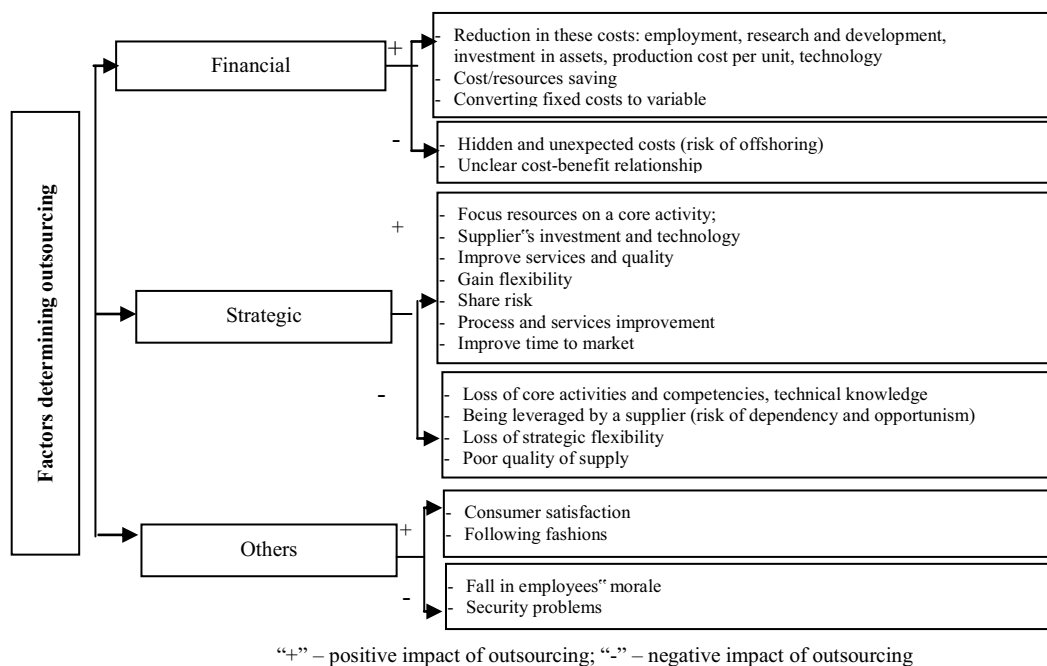


Figure 1. Classification of outsourcing factors in respect of company's position (source: prepared by the authors)

As it can be seen from Figure 1, cost saving in different company's activity spheres is one of the main advantages of outsourcing. In order to save costs in public sector, scientists propose to transfer the ideas from private sector. Unfortunately, in practice, there are cases when government outsourcing only at the beginning (in the initial stage) associates with lower costs in public sector because, during the long term, positive effects of outsourcing can be cancelled "due to the dynamic nature of contractual relationships between governments and the private companies providing the outsourced services"

(Alonso *et al.*, 2013, p. 6). The results of the research carried out by Alonso (2013) revealed that outsourcing did not reduce the size of public sector either in respect of employment or expenses while other public sector's research (Moschuris & Kondylis 2006; Rajabzadeh *et al.*, 2008; Barton, 2006; and others) revealed a positive impact of outsourcing on cost reduction.

Summarizing, it can be stated that the decision to apply or not to apply outsourcing should be made by a company by identifying its core competences and by evaluating its opportunities. If the decision to apply

outsourcing has been made, the company has to select a service provider. In this case, state enterprises, contrary to the ones operating in private sector, face bureaucratic barriers while following the procedures of procurement. The empirical research carried out by the authors and introduced in the next part of the article should help the companies to identify the main factors that have an influence on the decision to use or not to use outsourcing.

Methodology and data

Substantiation of the selected research method. Development of the employment services industry is one of the indicators reflecting the situation in the labour market because the companies providing the services of personnel search/rent faster than others feel the changes of demand and supply. Statistical data of Lithuanian companies that provide employment services showed that the number of such companies rose by 4,3 times from 2005 to 2012. With reference to the data of the survey of senior and mid-level managers carried out by *BPO House* in 2010, 92 per cent of the companies in Lithuania have transferred a part of their processes to an outside provider. With reference to the data of the survey, the main transferred activities included IT services (58 per cent) and personnel search and selection (28 per cent). It can be seen that the services of personnel search and selection are used by a significant percentage of companies, so the rise in the need of employment outsourcing is plausible.

Collection of the information about employment outsourcing, especially in public sector, was difficult due to the rare use of personnel search and selection services from outside and considering the fact that some companies do not use such services at all. The method of expert evaluation was selected due to the specificity of the topic and the lack of the detailed information in statistical databases. It enabled to obtain the evaluations of particular experts on the factors that determine buying such outside services related to human resources as personnel search and selection, training, refresher courses/workshops, security at work and others, and so positively or negatively influence company's decision to use or not to use employment outsourcing.

Expert selection and characteristics. Selecting the experts, companies' managers (if company does not have any personnel department)/personnel department managers directly responsible for personnel hiring and training were involved. The qualified professionals from public and private sectors with work experience not shorter than three years were selected as experts. The total number of the experts made 13 people. According to (Augustinaitis *et al.*, 2009), in order to retain the reliability and accuracy of expert evaluation, it is recommended to include not less than five experts.

The aim and process of the research. The expert evaluation was performed in three stages:

- Questionnaire formation;
- Survey of the experts;
- Analysis and summarizing of the survey results.

With reference to the analysis of the scientific literature, in the first stage of the research, the questionnaire for the expert survey was formed. The

questionnaire consisted of two parts. The first part "*The spread of personnel search and selection services from outside*" included a few questions of a closed type with possible alternatives of the answer. The first question "Do you use personnel search and selection services from outside?" was aimed at the establishment whether the companies operating in Lithuanian public and private sectors are inclined to use employment outsourcing. Further question "What personnel search and selection services from outside do you use and how often do you do that?" was aimed at the establishment of the nature and frequency of the use of personnel search and selection services from outside. The second part of the questionnaire "*Internal factors that have an impact on buying personnel search and selection services from outside*" included the questions with Likert evaluation scale, where 1 means that a factor or a criterion does not have any impact, and 5 – it has very a significant impact on company's decision to engage the services of personnel search and selection provided by an outside supplier. The decision is measured by evaluating *the factors that have an impact on buying outside personnel search and selection services; the factors influencing buying of such outside services as personnel training, refresher courses/workshops, security at work and others that are related to human resources; the factors following which an outside service provider is selected; the factors that discourage from buying outside personnel search and selection services; the factors that discourage from buying of such outside services as personnel training, refresher courses/workshops, security at work and others that are related to human resources.*

The expert survey was carried out via e-mail, telephone or questioning the expert personally. It lasted from November 25, 2013, to December 9, 2013. The data of the survey were processed using the Microsoft Office Excel and SSPS software packages.

Results of the empirical research

The empirical research included calculations of Cronbach's alpha coefficients ($\alpha_{\text{public sector}} = 0,742$, $\alpha_{\text{private sector}} = 0.804$) which showed that formulated questions adequately reflect the targeted size. Experts' answers can be considered statistically reliable because value p is lower than 0,05.

With reference to the expert evaluation, public companies are less inclined to use personnel employment services from outside due to the complexity of the procedure, imperfections of legislation and full-use of the functions performed by the personnel department.

The results of the expert survey enabled to establish the main factors that have an impact on buying personnel search and selection services from outside in both private and public sector. The factors with mean values equal or/and higher than 3 are considered to be important and having a positive impact on personnel search and selection outsourcing while mean rank shows to what factors the expert gives the priority (see Table 2).

Comparing the factors of personnel search and selection outsourcing in both sectors, the main difference has appeared: private companies mainly use personnel search and selection outsourcing because of the absence of

personnel department while public companies are attracted to use these services because of the competence and databases of the companies that provide employment

services. The similarity in both sectors is that such factors as confidentiality retention or time costs are considered to be significant to personnel search and selection.

Table 2

Factors of personnel search and selection outsourcing in public and private service sectors (source: prepared by the authors)

Factors of personnel search and selection outsourcing in public sector			Factors of personnel search and selection outsourcing in private sector		
Factor	Mean Rank	Mean	Factor	Mean Rank	Mean
Competence and databases of the companies that provide employment services	3,17	4,66	Absence of personnel department	3,08	3,85
Time costs	2,83	4,33	Competence and databases of the companies that provide employment services	2,83	3,57
Confidentiality retention	2,33	3,66	Confidentiality retention	2,08	3
Absence of personnel department	1,67	2,66	Time costs	2,00	3,28

The results of the expert survey revealed that 100 per cent of the companies operating in private sector and 80 per cent of the ones in public sector use personnel training, refresher courses/workshops, security at work and other outside services related to human resources. The main factors that determine outsourcing of these services in both

public and private sectors are as follows: meeting of company's need for personnel (mean_{private sector} = 4,28; mean_{public sector} = 4,66), concentration on more efficient management (mean_{private sector} = 4,14; mean_{public sector} = 4,66) and focus on core activities (mean_{private sector} = 4,14; mean_{public sector} = 4,33) (see Table 3).

Table 3

Factors of personnel training, refresher courses/workshop, and safety at work outsourcing in public and private sectors (source: prepared by the authors)

Factors of personnel training, refresher courses/workshops, safety at work outsourcing in public sector			Factors of personnel training, refresher courses/workshops, safety at work outsourcing in private sector		
Factors	Mean Rank	Mean	Factors	Mean Rank	Mean
Meeting of company's need for personnel	8,00	4,66	Meeting of company's need for personnel	7,36	4,28
Concentration on more efficient management	8,00	4,66	Concentration on more efficient management	6,93	4,14
Focus on core activities	7,33	4,33	Focus on core activities	6,71	4,14
Lack of personnel for particular activities	7,33	4,33	Process reorganization efficiency	6,29	4,00
Process reorganization efficiency	5,83	3,66	Cost saving	6,07	4,00
Time costs	5,00	3,66	Time costs	5,50	3,71
Technical assistance	4,67	3,33	Lack of personnel for particular activities	5,29	3,71
Direction of available local resources to other activities	4,00	3,00	Direction of available local resources to other activities	4,57	3,42
Cost saving	3,17	3,00	Technical assistance	3,86	3,14
Risk sharing with another company	1,67	2,00	Risk sharing with another company	2,43	2,57

As it can be seen from the results of the expert survey, private companies, obtaining outsourcing of personnel training, refresher courses/workshops and security at work services consider cost saving as important factor (mean value 4) while for the companies operating in public sector cost saving is the factor of medium importance (mean value 3). Other factors explicated in Table 3 have similar importance for the companies operating in both sectors, so it can be concluded that public and private sectors, obtaining outsourcing of personnel training, refresher courses/workshops and security at work, give priorities to the same factors (except cost saving).

Opinions of the experts from both sectors were also very similar pointing the criterions of outsourcing services. The results have revealed that the biggest impact in selecting a provider of outsourcing service is made by such factors as price (mean_{public} value 5, mean_{private} value 4,57) and service quality (mean_{public} value 5, mean_{private} value 4,57).

The survey also included the questions on the factors that have a negative impact on the use of the analyzed outsourcing services. The answers of the experts enabled to classify negative factors of outsourcing to causal factors and consequence factors (see Table 4).

Table 4

Negative factors of employment outsourcing in public and private sectors (source: prepared by the authors)

Factors that have negative impact on employment outsourcing in public sector		Factors that have negative impact on employment outsourcing in private sector	
Causal	Consequence	Causal	Consequence
Dismissal of long-term employees (mean 3,25)	Poor service quality (mean 4,75) Increased costs (mean 4,5)		Poor service quality (mean 4,85) Increased costs (mean 4,71) Interrupted service provision (mean 3,14) Loss of intellectual property rights (mean 3,42)

Summarizing the results of the expert evaluation, the following conclusions can be made:

1) Private sector fully exploits the advantages of employment outsourcing. Firstly, employment outsourcing

provides a unique opportunity to hire necessary professionals without having a personnel department in the company. Secondly, the services of personnel training, refresher courses/workshops and security at work help private companies to save costs;

2) service quality and price are the factors pointed as the most significant ones while selecting outsourcing service provider in both sectors;

3) the opinion of the experts on the factors that discourage from the use of employment outsourcing in public and private sectors revealed that poor service quality and increased expenses would lead to the search of another outsourcing service provider. Also, exceptionally in public sector, long-term employees are treated better than outsourcing service providers.

Conclusions

Summarizing the results of the research, the following conclusions can be made:

1) After the analysis of outsourcing advantages and disadvantages in different sectors, the main differences between outsourcing application in public and private sectors have been identified. Public companies, seeking to obtain employment or other services from outside, have to follow complicated procedures of procurement; they more often than private companies face bureaucratic procedural barriers of contract making and outsourcing engagement, cannot freely choose a desired service provider. For private companies, ordering of services from outside is much

simpler, managers just have to evaluate company's financial state, identify the need for a particular service and make the decision to apply outsourcing. Both private and public sector have similar decision motives (financial, strategic and attributable to the group of other motives) concerning the necessity of outsourcing in a company.

2) The results of the expert evaluation revealed that in Lithuania, application of employment outsourcing is spread in private sector rather than in public sector. The main motive of private sector companies to apply personnel search and selection outsourcing services is related to the lack of personnel department in the company while the main factor for applying this type of outsourcing in public sector is competence and databases of the companies that provide employment services. The use of personnel training, refresher courses/workshops and safety at work outsourcing services help to save costs for private companies while in public sector, these services are used due to the lack of personnel to perform these activities. In both public and private sectors, the use of employment outsourcing services is linked with such positive factors as meeting company's need for personnel, concentration on more efficient management and focus on core activities.

3) Expert evaluations revealed that negative factors of employment outsourcing, as in the case of public sector, appear due to the reluctance to dismiss long-term employees, when an employment service is of poor quality or, as in the case of both sectors, when the costs increase.

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Veiksniai, lemiantys įdarbinimo išorinaudą valstybiniame ir privačiame sektoriuose

Santrauka

Temos aktualumas. Pastaruoju metu globalizacija, didėjanti konkurencija bei rinkų spaudimas kelia naujų iššūkių vadybininkams ir įmonėms (Greblikaite, Krisciunas, 2012). Nuosmukio ir taupymo laikotarpiu įmonės veiklos sąnaudų mažinimas tampa aukščiausiu vadovų prioritetu. Visuomenėje paplitusi nuomonė, kad valstybinės įmonės yra per didelės, neefektyvios ir nereaguojančios į aplinkos pokyčius. Barton (2006) teigimu, tokią nuostatą palaiko ir viešojo pasirinkimo teorija (angl. *Public choice theory*). Teorijos šalininkų nuomone, siekiant minimizuoti valstybės monopoliją, valstybinių įmonių dydis turi būti sumažintas jas privatizuojant, o likusioms viešosioms paslaugoms taikoma išorinauda iš privataus verslo sektoriaus. Valstybinė išorinauda turėtų padėti vyriausybei sutaupyti išlaidų sąskaita (Alonso *ir kt.* 2013).

Nors valstybinis sektorius dominuoja teikiant daugumą bendruomeninių paslaugų, tai neužkerta kelio privatiems paslaugų teikėjams dalyvauti šiose rinkose. Šiuo atveju, vyriausybės siekia daryti įtaką vartojimo apimtims nemokamu paslaugų teikimu, siekdamos užtikrinti bent jau minimalų tam tikros paslaugos vartojimo lygį (pvz., minimalaus išsilavinimo lygio, minimalaus darbo pasiūlymų lygio ir pan.). Dauguma valstybės lėšomis finansuojamų veiklos rūšių yra vykdomos paties valstybinio sektoriaus ir daugelis valstybinių paslaugų yra apsaugotos nuo konkurencinių rinkos jėgų. Tačiau yra pavyzdžių (Australijos patirtis, Webster, Harding 2000), kai valstybės lėšomis finansuojama veikla yra vykdoma privačių institucijų, atvirų išorinei konkurencijai. Vienas iš tokių pavyzdžių yra įdarbinimo išorinauda. Įdarbinimo paslaugų sektoriaus plėtra – vienas iš rodiklių, parodantis ekonominę situaciją darbo rinkoje, nes personalo paieškos ir nuomos įmonės greičiausiai pajaučia paklausos ir pasiūlos pokyčius. Lietuvos įdarbinimo paslaugas teikiančių įmonių statistiniai duomenys parodė, kad įmonių skaičius nuo 2002 iki 2012 m. padidėjo 4, karto. BPO House 2010 m. aukščiausio ir vidutinio lygio vadovų apklausos duomenimis Lietuvoje 92 proc. įmonių yra perdavę dalį procesų išoriniam tiekėjui. Apklausos duomenimis, pagrindinės perduodamos veiklos yra IT paslaugos (58 proc.), tiekimas ir logistika (33 proc.), transportas (31 proc.), po to yra personalo paieškos ir atrankos paslaugos (28 proc.). Matyti, kad personalo paieškos ir atrankos paslaugomis naudojasi nemaža procentinė dalis įmonių, todėl, tikėtina, įdarbinimo išorinaudos poreikis ateityje turėtų didėti.

Mokslinėje literatūroje didesnis dėmesys skiriamas išorinaudos veiksnių privačiame sektoriuje poveikiui nustatyti (Amiti, Wei, 2004; Jain, Natarajan, 2011; Gewald, 2010; Ok, 2011; Gonzalez *ir kt.* 2012; Aubert *ir kt.* 2004; Jain, Natarajan, 2011; Addison *ir kt.* 2011; Ee *ir kt.*, 2013; Costa 2001; Lacity *ir kt.*, 2009; Susomrith *ir kt.*, 2013; Shih, Chiang, 2011).

Išorinaudos problematiką viešajame sektoriuje tyrė šie mokslininkai: Abdul-Rashid Abdul-Aziz, Ali (2004) išorinaudą ir kokybės įgyvendinimą Malaizijos valstybiniame darbo skyriuje; Moschuris, Kondylis (2006) išorinaudą sveikatos sektoriuje, t. y. valstybinėje ligoninėse (Nikolic, Maikish, 2006; Antucheviciene *ir kt.*, 2013); Barton (2006) tyrė viešojo sektoriaus atsikaitomybę savo veikloje naudojant išorinaudą; Rajabzadeh *ir kt.* (2008) sukūrė išorinaudos proceso bendro pobūdžio viešajame sektoriuje modelį; Elinder, Jordahl (2012) tyrė viešojo sektoriaus išorinaudos efektyvumą ikimokyklinėse įstaigose ir pradinėse mokyklose; Shoup *ir kt.* (2012) nagrinėjo tris išorinaudos sandorius ir jų įtaką Turkijos kultūros paveldui (muziejams ir archeologinėms vietoms) ir kt.

Kaip matyti iš anksčiau atliktų studijų, įdarbinimo išorinauda tyrinėta itin mažai (išskyrus Webster, Harding, 2000), todėl svarbu nustatyti, kokie veiksniai yra svarbiausi ir kaip jie veikia privatų ir valstybinių sektorių, įsigyjant personalo paieškos ir atrankos bei personalo apmokymo, kvalifikacijos kėlimo kursų seminarų, darbo saugos paslaugas iš išorės.

Straipsnyje išsikeltu *tikslu* siekiama nustatyti įdarbinimo išnaudos pasirinkimą lemiančius veiksnius valstybiniame ir privačiame sektoriuose. Tyrimo tikslui pasiekti išskeliami šie uždaviniai: 1) išanalizuoti veiksnius, nulemiančius išnaudos (ne)pasirinkimą valstybiniame ir privačiame sektoriuose; 2) pateikti tyrimo metodologiją; 3) ekspertinio vertinimo metodu nustatyti ir palyginti įdarbinimo išnaudą veikiančius veiksnius Lietuvos viešajame ir privačiame sektoriuose.

Straipsnio objektas – įdarbinimo išnaudos veiksniai.

Pirmoje straipsnio dalyje autorės nustatė, kad sprendimą taikyti ar netaikyti išnaudą, turėtų priimti įmonė, identifikuodama pagrindines kompetencijas ir, antra, įvertindama savo galimybes. Jeigu apsisprendžiama taikyti išnaudą, įmonė turi pasirinkti paslaugos tiekėją. Šiuo atveju valstybinėms įmonėms, priešingai nei privačiame sektoriuje veikiančioms įmonėms, tenka susidurti su biurokratinėmis kliūtėmis, atliekant viešųjų pirkimų procedūras. Empirinei daliai surinkti informaciją apie įdarbinimo išnaudą, ypač valstybiniame sektoriuje, buvo sudėtinga dėl nedažno personalo paieškos bei atrankos paslaugomis iš išorės tiekėjų naudojimosi, kai kurių įmonių atveju nesinaudojimu visai. Dėl nagrinėjamos temos specifiškumo bei išsamios informacijos trūkumo statistinėse duomenų bazėse, buvo pasirinktas ekspertinio vertinimo metodas. Naudojantis juo buvo surinkti atskirų ekspertų vertinimai apie personalo paieškos ir atrankos paslaugų bei personalo mokymų, kvalifikacijos kėlimo kursų seminarų, darbo saugos ir kt. paslaugų, susijusių su žmogiškaisiais ištekliais, pirkimo iš išorės veiksmus, teigiamai arba neigiamai veikiančius įmonės apsisprendimą dėl įdarbinimo išnaudos naudojimo. Empirinio tyrimo tikslu buvo siekiama padėti įmonėms identifikuoti veiksnius, kurie yra svarbiausi, priimant sprendimą naudotis ar nesinaudoti išnauda. Ekspertinio vertinimo metu gauti rezultatai parodė, kad privatus sektorius iki galo išnaudoja įdarbinimo išnaudas teikiamus privalumus. Pirmiausiai, įdarbinimo išnauda suteikia unikalią galimybę, neturint įmonėje personalo skyriaus, pasisamdyti reikalingus specialistus. Antra, personalo mokymo, kvalifikacijos kėlimo kursų seminarų, darbo saugos išnauda padeda privatioms įmonėms taupant kaštus. Paslaugos kokybiškumas ir kaina – abiejų sektorių išskirti svarbiausi veiksniai, renkantis įdarbinimo paslaugas teikiančią įmonę. Ekspertų, neigiamai įdarbinimo išnaudą veikiančių veiksnių, vertinimas valstybiniame ir privačiame sektoriuose parodė, kad paslaugos nekokybiškumas ir išaugusios išlaidos vestų prie kito, užsakomosios paslaugos teikėjo paieškos, be to, išskirtinai valstybiniame sektoriuje ilgalaikiai darbuotojai vertinami geriau nei išorinių paslaugų teikėjai.

Mokslinės literatūros analizė ir empirinio tyrimo rezultatai leidžia daryti šias išvadas:

- 1) Išanalizavus išnaudos privalumus bei trūkumus įvairiuose sektoriuose, nustatyti pagrindiniai valstybinio ir privataus sektoriaus išnaudos taikymo atvejų skirtumai. Valstybinėms įmonėms, siekiant įsigyti įdarbinimo ar kitas paslaugas iš išorės, būtina atlikti sudėtingas viešųjų pirkimų procedūras. Jos dažniau nei privačios įmonės susiduria su biurokratinėmis sutarčių sudarymo ir išnaudos samdos procesinėmis kliūtėmis, negali laisvai rinktis norimo užsakomosios paslaugos teikėjo. Privačioms įmonėms užsisakyti paslaugas iš išorės yra paprasčiau, pakanka įmonės vadovybei, įvertinus įmonės finansinę padėtį ir atitinkamos paslaugos poreikį, priimti sprendimą dėl išnaudos taikymo. Privatų ir valstybinių sektorių vienija apsisprendimo motyvai (finansiniai, strateginiai ir priskirti kitai grupei) dėl išnaudos reikalingumo įmonei.
- 2) Ekspertinio vertinimo rezultatai parodė, kad Lietuvoje įdarbinimo išnaudos taikymas labiau paplitęs privačiame nei valstybiniame sektoriuje. Privataus sektoriaus pagrindinis personalo paieškos ir atrankos paslaugų išnaudos taikymo motyvas siejamas su personalo skyriaus nebuvimu įmonėje. Valstybiniam sektoriui svarbiausias šio tipo išnaudos taikymo veiksnys - įdarbinimo paslaugas teikiančių įmonių kompetencija ir turimų duomenų bazių ištekliai. Personalo mokymo, kvalifikacijos kėlimo kursų seminarų, darbo saugos išnaudos samda privačių įmonių atveju padeda taupyti kaštus, o valstybiniame sektoriuje šios paslaugos dažniau perkamos dėl personalo trūkumo šioms veikloms atlikti. Valstybinių ir privatų sektorių minėtų paslaugų taikant išnaudą sieja tokie teigiami veiksniai, kaip įmonės personalo poreikių patenkinimas, koncentracija į efektyvesnę įmonės valdymą ir didesnis dėmesio skyrimas pagrindinei veiklai atlikti.
- 3) Ekspertų vertinimai parodė, kad neigiami įdarbinimo išnaudos veiksniai valstybinio sektoriaus atveju, kyla dėl nenoro atleisti ilgalaikius darbuotojus, arba išryškėjus, jog suteikta įdarbinimo paslauga buvo suteikta nekokybiškai ar išaugo išlaidos abiejų sektorių atvejais.

Raktažodžiai: *išnauda, įdarbinimo išnauda, privatus ir valstybinis sektorius.*

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