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Identification and Ranking of Effective Factors on Outsourcing Activities in the Governmental Organizations

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ABSTRACT

As most of the governmental institutions' credits are spent on credit costs, outsourcing of activities can be considered as a way to economize on costs, with increasing proficiency and efficiency. The aim of this study is the identification and ranking of effective factors of activities' outsourcing in governmental institutions. The Statistical population of bachelors and masters are about 290 people. Based on Cochran formula the sample size is 165 individuals. Consulting with some experts and doing library and field researches are used in this study in order to collect the data and identify the effective factors of outsourcing. Also the questionnaires, which are used in this study, are fluent and permanent based on professors' ideas. Expert Choice software, with the AHP method, is used for ranking the above factors. The data derived from this study show that the preferences of factors which affect outsourcing is as: financial factors (0.126), management factors(0.060), strategic factors(0.031), management of human resources factors(0.016), cultural factors(0.005). Also the rate of incompatibility for the criteria is 0. 05 in this study as the rate of durable incompatibility is less than 0. 1. So the results, which show the assessment of the logical credit of answers, are provided in this study.

Keywords: outsourcing, AHP, financial factors, cultural factors, management of human resources factors, strategic factors, managing factors.

Introduction

Nowadays, outsourcing is not a phenomenon. Out-sourcing means that an organization does its main activities and gives the other activities to the other institutes. It is a simple of executive tool which is going to use more and more. Although the commercial and industrial managers are trying to use outsourcing strategy, practically they encounter different conceptual issues. Both their managers and consultants try to identify these issues to use outsourcing more effectively. Nowadays, around the world millions jobs are moved to countries which are further away the management of the projects. It is an important point to mention that the jobs which are given to the other institutions are not just the jobs which are less skilled. Outsourcing decreases the costs to 39%. Also by this collaboration, there would be a benefit such as entering to the main markets. (Donald, 1998). An outsourcing organization investigated on 1200 organizations in order to

understand truly that why the organization outsource their activities. They found out that there are 10 potential advantages in using outsourcing which are:

1. Increasing the concentration of the organization on a specific activity.
2. Availability in the universal level.
3. Availability of the capital fund
4. Accelerating in getting the advantages of reconstruction.
5. Sharing the risk.
6. Delivering sources for the other goals.
7. Injecting the money to the organization.
8. Decreasing the control on the cost of activities.
9. Availability to the sources (external).
10. The management of the hard or uncontrollable duties.

By considering the internal problems of Iran, the several boycotts, decreasing the oil price and the government's decreasing budget; the organizations are in hard positions. They encounter many difficult situations in order to gain their goals. Nowadays organizations are widely using outsourcing in order to develop their efficiency and proficiency and accelerate in achieving their goals with the least cost and the highest proficiency. Achieving the above advantages, by increasing the differentiation strategy, is a great challenge. The organizations encounter this challenge and have to get these advantages by increasing the proficiency, using new technology and improving the management skills. Therefore, the organizations outsource their activities to achieve more advantages and consider the improvement of their products and services. Although the word outsourcing does not have an old history, but it is not a new activity and is used a lot. The assignment of the activities such as collecting tax for the contractors was a kind of outsourcing in the ancient Rome. In 18 and 19 centuries the contractors were assigned to do some activities such as taking care of the street lights, managing the prisons and collecting the tax in England. Nearly at the same time the delivery of postal consignment in America and Australia and building and managing of railway and distribution of water sources in French are the instances of outsourcing. Therefore we can conclude that the outsourcing was done before and during the industrial revolution. (Khodaverdi, 2010). The word "outsourcing" means making decision about objectivation of the activities in the most cases. The terms such as "making or buying" and "merger or dissolution of activities" refer to outsourcing. Some writers use the word "outsourcing" for decisions related to the general merger. Outsourcing means assignment of some internal activities of an organization to its provider who is out of the organization and the assignment of the right of making decision to the external provider, based on the contraction. In outsourcing, in addition to assignment of activities, the producer agents (workers, facilities, equipment, technology and the other possessions) and the right of making decision (responsibility and the right of making decision in activities) are assigned in the most cases. (Khodaverdi, 2010). There is a summary of some related studies in Iran and foreign countries in the following table:

The Writer's Name and Date	The Summary of Results
Mohammad Reza Motadel Et Al, 2011	In this study the effective factors on outsourcing decisions of information technology projects were identified and their importance factors were determined by using the group hierarchical analysis method. Also the score of outsourcing of each project in the management of the information technology of national purification and distribution was determined by using zero- one programming method (Knapsack method) and limitation of the budget. Then suitable projects were prioritize for outsourcing and 6 main criterions were recognized which are as follow: strategic importance of the project, the needed technology features of the projects, the costs, the features of the project, the providers' features and the organization's features.
Mohammad Reza Mehregan et al, 2011	The aim of study was providing a multi-branch decision model in order to outsource the process of Azintaneh company. The results were that outsourcing from near is in the highest level in comparison to outsourcing from far distances and non-outsourcing and it is prioritized. Also the method of network analysis is the most appropriate method in choosing strategic options of outsourcing for company.
Ali Anvarian et al, 2012	In this study, a model was provided by Multi criteria decision and hierarchical analysis. This model is used for making decisions for activities which can be outsourced, and determining suitable strategy for outsourcing. The results which had been found out are in the following: the common outsourcing (0.45), non-outsourcing (0.42) and the complete outsourcing (0.12). According analysis, although the environmental factors are more important than issues related to management and product, and non-outsourcing is prioritized, but finally the common outsourcing strategy was selected due to the other scores.
Mojgan Zafar nejad, 2012	The goal of this study is investigation on the role of managers' beliefs of the profits and risks as decision making factors in outsourcing commercial processes. The result is that outsourcing is an important and inevitable subject in the management of value chain which its main and final goal is the improvement of financial condition, the efficiency of the organization and the reduction of business and investment risks.
Fatemeh Shahidifar, 2014	The goal of this study is the investigation on the managers' mental knowledge and awareness of the achieved profit and risk which are as decision making factors in outsourcing commercial processes. The results of this project shows that all the general and specific theories are confirmed, it means that the high level of outsourcing risks of commercial processes affect negatively and the high level of profits from outsourcing affects positively on the tendency toward increasing the level of outsourcing. Financial risks, operational risks, negative psychological risks and the advantages of costs, the improvement of products' quality, accessibility to the technical interests, and concentration on the advantages of competition positively affects the inclination to increase the level of outsourcing the commercial processes in Mehr-e Eghtesad bank. Also the priority of the risk secondary factors' influence is as follow: financial risk, operational risk, psychological risk and strategic risk. The secondary factors of the profits are as the advantages of cost, the improvement of products' quality, accessibility to the technical interests, and the concentration on advantages of competition.
Cris Heris, 2008	Cris Heris mentions 11 factors for outsourcing in his article. These factors have an important role in attracting human resources from foreign countries. The factors are as follows: Substraction, security, skill/ the quality of working, the reality and identity of outsourcing (understanding the conflicts in the intended country), geographical and political conditions, culture, interval, the difficulty of visiting and supervising the websites of the intended countries, the difficulty of transaction of resources, the flow of increasing the prices and the workers' reactions.
Shartar Charterchi,2009	This study is based on the analysis of the collected data of 60 outsourcing companies in India by minimum variance method. 5 fields of study are as: strategists' clear perspective, compatibility of professionals, centralizing industrialists, conservative controllers and coworker's proficiency. More investigations by Kruskal test shows that the organizations' outsourcing is connected to better function in different organizational parameters.
Kung et al, 2012	The aim of this study is providing a research model which shows that how different outsourcing strategies effect on organizational controlling mechanisms. The results driven from this case study are the investigations on the relations among outsourcing strategies, organizational controlling and the results of outsourcing. In addition to these results, it is explained that how the trust and knowledge adjust the influences between outsourcing strategies and processes controlling.
Lie et al,2012	The goal of this study is providing a general framework for evaluation and simulation outsourcing risks in supply chain. The key variables of function and risk outsourcing are analyzed by statistical concepts. Lie concluded that the new settings in outsourcing of delivery in Milk-Run system, reduces the total cost and time of delay in delivery to the costumer.

The research method

The research method in this study is descriptive; it means that the variables are studied without changing. The research's goal is practical; it means that after providing the statement of the problem, it is looking for a logical framework in order to find effective factors in outsourcing and ranking activities. The sample size is 165 people by using *Cochran formula and the method of sampling is simple random. The library and internet such as books, articles and case studies are used to collect the data related to theoretical foundations and derive the primary index and factors.* Also decisionmatrix is used to rank the effective factors of activities' outsourcing. The

analysis hierarchical process (AHP) is a well-known multipurpose decision making technique. This method can be used while the act of making decision encounters with some competitors and decision criteria. The foundation of this method is based on the comparisons of the weekdays and the decider starts by decision hierarchical tree. The decision hierarchical tree shows the comparable factors and competitors. (Adel Azar, 2013). Based on AHP method, weights can be determined by paired comparison between two criteria. The experts compare the pairs to determine related weights by using preferential scales which are between 1 and 9. Each comparison is provided as a numerical value. At this stage, the collected data have to be analyzed by their order of importance. It means that a hierarchical combination is used for determining the preferences due to the criterion scale and the sum of them is written in a lower level and it will be continuing. Questionnaire is used for this purpose. These components are provided in the Questionnaire due to the literature reviews and the professors' ideas.

Table 1. The effective components on outsourcing the activities.

Factors	components	sources
Financial	Decreasing the costs	Chashmberah, 2010- Jean Geas, 1997- Kane, 2010
	Creating liquidity	Chashmberah, 2010-Bloomberg, 1998
	changing the costs from variable to invariable	
Management	Accessibility to the contractors' facilities	Moghadas, 2007- -Porou, 2006
	Increasing the efficiency	Ghaderi, 2005- Alvani, 2008- Raowlf, 2001
	Improvement of the presented function and service	Khodaverdi, 2010- Lily, 2005
Cultural	Increasing the effectiveness by concentrating on centered activities	Khodaverdi, 2010- Kazazi, 2006
	The management of hard or uncontrollable tasks	
	Developing the culture of partnership and collaboration	Jones, 1998- Atal, 2005
Strategic	Training the workers in new parts	Kimjani, 2004- Hall, 2006
	Human resources' high skill	Kimjani, 2004- Hall, 2006
	Gaining innovative ideas	Chashmberah, 2010- Lingfield, 2003
Human Sources	Variety of services	Chashmberah, 2010- cheely, 2000
	Increasing the flexibility	Liu Heath, 1995-1996
	Allocating resources to the strategic priorities	Bloomberg, 1998- Kane, 2010
Human Sources	Improving and increasing the concentration on fundamental competence	Moqadas, 2007- Arnold, 2000
	Profited by contractors' human resources	Alvani, 2010- Drucker 1956
	Concentrating the power and obligation on centered activities	Boosi, 2008- Alvani, 2010
Human Sources	Solving the problem (such as personal problems and etc.)	
	Releasing human resources for other purposes	Khodaverdi 2010- Mc Carty 2004

While AHP is used as a decision making tool, first of all an appropriate hierarchical tree must be provided. The hierarchy of making decision is a tree which has different levels. (Adel Azar, 2013). The first level of each tree shows the goal of making decision and the last level of each tree shows the options which are compared and are competing to be chosen. The middle levels show factors which are the criterion for the options. In this study, the first level (the goal) contains the

outsourcing of activities, the second level (the effective factors on outsourcing activities) contains financial factors, management factors, human resources factors, cultural factors and strategic factors and the third level is the factor's components.

The AHP process begins from this level to gain the goal. It will be done in four processes by mathematical concepts.

The first level: paired comparison

The compared charts are provided from up to down based on the hierarchical tree. In the other word, the competitors in the third level must be compared pairwise with the factors in second level. The experiences show that the deciders can compare perfectly by using 1.9 to 9. (Adel Azar, 2013). Therefore using the table 3.3 is as a standard scale in compared scoring.

Table 2- The scale of pairwise comparison in AHP

The level of importance in pairwise comparison	Numerical value
Equal preference	1
Preferred a few	3
Preferred a lot	5
Preferred very much	7
Fully preferred	9
middle	2, 4, 6, 8

At the beginning of the pairwise comparison, the pairwise importance equivalent must be determined by ranking, and then the numerical value of it must be written in the table. It would be normal that the diagonal of the matrix is shown with number 1 since the preference of a system to itself is equal. The comparison matrix in AHP is an invertible matrix.

One of the best methods to combine the comparison tables is using the geometric mean. (Adel Azar, 2013). A_{ij} component which is related to K factor is to compare i and j components. Therefore the geometric mean is calculated for all components as bellow:

Relation 1: $a_{ij} = (\pi^n a_{ij}^k)^{1/n}$

The second level: the derivation of preferences from the group comparison table. The concept of normalization and weighted mean is used in order to determine the preferences. The bellow relation is used in AHP to normalize the numbers of comparison tables.

Relation 2: $r_{ij} = \frac{a_{ij}}{\sum_{i=1}^m a_{ij}}$

In this relation r_{ij} component is normalized. After normalizing the amounts of each level, the weighted mean is calculated. The amount derived from weighted mean shows the preference of each option.

The third level: the selection of the best option

To select the best system, it is necessary to multiply the numbers of each level to the factors' numbers. This mathematical calculation is a weighted mean for each factor. The presented vector shows the factors' preferences.

The fourth level: the rate of compatibility

The importance of AHP, in addition to combination of different levels, the hierarchy of making decision and considering several factors, is in calculating the rate of compatibility. Rate of compatibility is a mechanism which determines the compatibility of the comparisons. This

mechanism shows that how reliable the preferences are. The experiences show that if the rate of compatibility is less than 0.10, the compatibility of comparisons can be accepted. Otherwise they must be compared again. In order to compare the rate of compatibility, several researches have been done which the best way is usage of the specific vectors. (Adel Azar, 2013)

Therefore the achieved fixed rate for hierarchy (all matrixes) must be 10% or less. Otherwise the information must be modified in terms of quality. This is done by reconsideration on the questions asked for paired comparison. Also by the evaluation, accuracy and efficiency of the experts and the validity of their judgment can be measured by using these results. If this issue is not organized exactly, it will lose. In this case, the hierarchy needs revision. (Qodsi poor, 2002).

The process is as the following:

- A) The preference of each factor is determined by using normalization logic and weighted mean.
- B) Weight sum vector (WSV) is calculated. The main amount of comparisons is multiplied by the factors' preferences and finally the sum is provided.
- C) Compatibility vector (CV) is calculated. This vector is calculated by dividing WSV components by factors' preferences.
- D) θ_{MAX} is calculated. It is the average of CV.
- E) Compatibility index (CE) is calculated. This index is defined for individual comparisons based on relation 3 and group comparison based on relation 4. (Adel Azar, 2013).

Relation 3: $CE = \frac{\theta_{MAX} - N}{N - 1}$

Relation 4: $CE = \frac{\theta_{MAX} - N}{N}$

N is the number of competitors.

- F) The rate of compatibility (CR) is calculated. It is as the following:

Relation 5: $CR = \frac{CI}{RI}$

In this relation RI is the amount of accidental index. This index is gotten from the attached table of Saati and Harker's thesis.

The tools of analysis

Expert choice software is used in this study for entering the data and quantitative data analysis.

Criteria's ranking

EC software is used in order to facilitate and increase the accuracy in the above levels. The geometric mean of experts' ideas about questionnaire's parameters is provided in table 3:

Table 3: The geometric mean of the distributed questionnaires

	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	3.1	3.2	3.3	3.4	4.1	4.2	4.3	4.4	5.1	5.2	5.3	5.4
1.1	1.000	7.05	8.089	7.058	7.452	6.589	5.026	7.586	6.025	7.055	6.325	6.508	5.262	6.786	7.001	6.223	7.254	6.589	7.892	8.980
1.2	0.131	1.000	4.256	3.025	4.235	7.245	4.256	4.023	4.025	6.251	4.256	6.284	5.021	6.875	6.895	6.235	6.258	7.027	5.565	7.869
1.3	0.143	0.145	1.000	1.012	8.250	4.256	5.260	5.036	7.980	7.025	4.689	4.218	5.360	5.289	3.258	6.780	6.147	4.235	6.568	7.021
1.4	0.144	0.184	0.249	1.000	4.089	5.236	4.980	4.980	6.845	6.875	4.288	4.239	5.023	4.265	3.897	4.250	5.218	6.255	4.025	7.025
2.1	0.134	0.236	0.121	0.245	1.000	3.98	3.17	3.058	7.058	4.856	4.398	3.598	4.237	4.023	3.698	4.028	6.246	5.266	8.125	6.025
2.2	0.152	0.138	0.235	0.191	0.235	1.000	1.98	3.025	6.369	4.058	4.987	3.258	6.890	4.369	8.256	5.786	4.080	5.277	7.973	6.459
2.3	0.199	0.235	0.190	0.183	0.194	0.242	1.000	2.025	7.058	7.065	5.560	6.256	6.078	5.698	7.256	4.025	4.098	5.364	6.253	6.589
2.4	0.132	0.249	0.199	0.201	0.142	0.142	0.199	1.000	6.021	2.035	4.259	4.258	5.025	5.367	7.224	5.250	7.986	5.124	4.058	5.326
3.1	0.166	0.248	0.125	0.146	0.142	0.157	0.142	0.166	1.000	4.055	6.258	4.269	5.369	5.987	4.225	6.758	4.256	4.132	4.509	4.032
3.2	0.142	0.160	0.142	0.145	0.206	0.246	0.142	0.491	0.247	1.000	7.978	6.325	5.296	6.253	6.028	7.589	4.213	4.028	4.026	5.298
3.3	0.158	0.235	0.213	0.234	0.227	0.201	0.180	0.235	0.160	0.125	1.000	6.178	4.367	5.023	4.078	7.054	4.002	7.058	4.711	5.029
3.4	0.154	0.159	0.237	0.236	0.278	0.307	0.160	0.235	0.234	0.158	0.162	1.000	6.329	5.304	6.089	4.886	4.398	4.036	5.055	4.029
4.1	0.190	0.199	0.187	0.199	0.236	0.145	0.165	0.199	0.166	0.189	0.229	0.158	1.000	5.069	4.990	6.032	6.023	5.892	6.099	6.980
4.2	0.147	0.145	0.189	0.199	0.249	0.229	0.176	0.186	0.167	0.160	0.199	0.189	0.197	1.000	5.089	6.070	4.065	6.032	4.785	6.021
4.3	0.143	0.145	0.307	0.257	0.270	0.121	0.138	0.138	0.237	0.166	0.245	0.164	0.200	0.197	1.000	4.568	6.023	5.128	4.058	5.025
4.4	0.161	0.160	0.147	0.235	0.248	0.173	0.248	0.190	0.148	0.132	0.142	0.201	0.166	0.165	0.219	1.000	4.882	5.187	6.808	5.780
5.1	0.138	0.160	0.163	0.192	0.160	0.245	0.244	0.125	0.235	0.237	0.250	0.227	0.166	0.246	0.166	0.205	1.000	3.26	4.119	2.36
5.2	0.152	0.142	0.236	0.160	0.190	0.190	0.186	0.195	0.242	0.248	0.142	0.248	0.170	0.166	0.195	0.193	0.157	1.000	4.326	3.125
5.3	0.127	0.180	0.152	0.248	0.123	0.125	0.160	0.246	0.222	0.248	0.212	0.198	0.164	0.209	0.246	0.147	0.198	0.159	1.000	1.112
5.4	0.111	0.127	0.142	0.142	0.166	0.155	0.152	0.188	0.248	0.189	0.199	0.248	0.143	0.166	0.199	0.173	0.195	0.199	0.249	1.000

After collecting the information of the table 3, the related numbers entered EC software. Its output and the ranking of factors are provided in table 4.

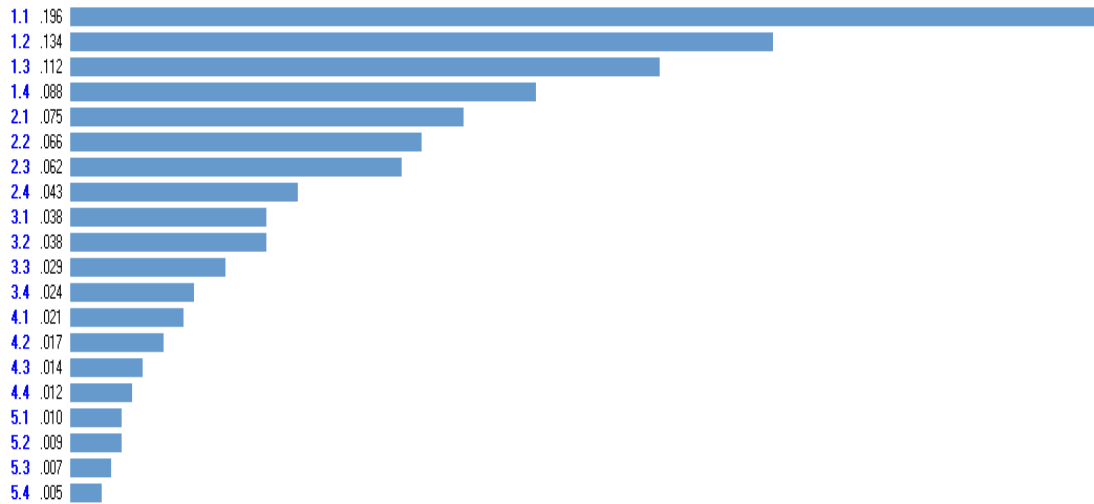
Table 4: The ranking of effective factors on outsourcing

Rank	Components	The Average Importance	Preferences
1	Financial factors	0.126	1
1.1	Decreasing the costs	0.196	1
1.2	Accessibility to the contractor's facilities	0.134	2
1.3	Creating liquidity	0.112	3
1.4	Changing the costs from variable to invariable	0.088	4
2	Management factors	0.060	2
2.1	Increasing the efficiency	0.075	1
2.2	Management of hard or uncontrollable tasks	0.066	2
2.3	Improvement of the presented function and service	0.062	3
2.4	Increasing the effectiveness by concentrating on centered activities	0.043	4
3	Strategic factors	0.031	3
3.1	Increasing the flexibility	0.038	1
3.2	Allocating resources to the strategic priorities	0.037	2
3.3	Improving and increasing the concentration on fundamental competence	0.029	3
3.4	Variety of services	0.024	4
4	Human resources factors	0.016	4
4.1	Releasing human resources for other purposes	0.024	1
4.2	Solving the problem (such as personal problems and etc.)	0.017	2
4.3	Concentrating the people's power and obligation on centered activities	0.014	3
4.4	Profited by contractors' human resources	0.012	4
5	Cultural factors	0.007	5
5.1	Human resources' high skill	0.010	1
5.2	Training the workers in new parts	0.009	2
5.3	Gaining innovative ideas	0.007	3
5.4	Developing the culture of partnership and collaboration	0.005	4

The ranking of the effective factors of outsourcing is provided in the following diagram by the order of importance:

Synthesis with respect to:

Goal
Overall Inconsistency = .05



Incompatibility rare

As mentioned before, if the compatibility rate is less than 0.10 the compatibility of comparisons can be accepted; otherwise they must be compared again. (Adel Azar, 2013). The rate of incompatibility is 0.05. The durable rate of incompatibility is less than 0.1, so the results show the assessment of logical validity. Also the rate of incompatibility for the financial factors is 0.07 and for other factors (management, strategic, human resources and cultural) is 0.09. These results show the assessment of logical validity of the managers' answers.

Discussion and conclusion:

In our country the managers and deciders do not consider to the concept of outsourcing for different reasons, so effective researches have not done in outsourcing the activities in governmental management. Nowadays there is no law about outsourcing the activities in governmental organizations while they can improve and have more efficiency by outsourcing the activities in different levels, out of governmental organizations and applying a controlling and supervising system. In 2015 %98.40, %53.89 and %21.97 are achieved respectively from 1.747.228.775 million rials of cost of credit, 508.854.394 million rials of credits of capital asset and 106.734.000 million rials of owning financial possessions. In cost of credit more than %90 relates to the salary of the governmental employees which is increasing every day. Reducing the costs is in the first rank in effective outsourcing by considering the results of research. The organization can reduce the costs by outsourcing most of its activities and other governmental organizations' activities. It can achieve the enough budgets for other purposes by releasing resources. Another effective purpose of outsourcing is the increasing of effectiveness. The governmental organizations increase the effectiveness and efficiency of their employees by giving the free time to them, making them to work on main activities of organization and training them

by outsourcing. Nowadays the governmental organizations are widely forced to outsource with the least cost and the most proficiency in order to increase the efficiency and accelerating in achieving the organization's goals. Achieving the above advantages is a great challenge which the organizations encounter and they must get them by increasing the proficiency, using new technology and achieving the management skills. Therefore in order to achieve more advantages the organizations must outsource their activities and consider the improvement of the products and services quality. The organizations must keep the main activities for themselves and assign other activities to other organizations which are skillful in these activities. For example the activities like ranking the contractors and consultants can be given to reliable institutes. So the time and financial resources of the organization is saved. Also different methods are used to give over the governmental and public activities to private sectors and the organizations select the best option by considering the services and specific features of the activities. By considering the results of the research, the main advantages of outsourcing in organization include: decreasing the costs, accessibility to the contractors' facilities, creating liquidity, changing the costs from variable to invariable, increasing the effectiveness by concentrating on centered activities, improvement of proficiency by achieving the specialization, skills and technologies which were not accessible before, gaining innovative ideas and using better for other purposes. On the other hand the specific position of the organization makes them to use outsourcing in order to increase the efficiency and improve the quality of services in their activities. The activities of the organizations in addition to increase the producing and industrial activities in the economics of the country and create different job chances, improves the economics of the country and gets the country out of depression and finally improves the efficiency of the human resources. Anyway this research is a small but effective step in governmental organizations. By considering the achieved results, the governmental organizations can get their purposes by above ranking (financial factors, management factors, strategic factors, human resources factors and cultural factors).

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