

Journal of Industrial Strategic Management

Investigating factors affecting outsourcing of human resources activities of Saman bank

Seyed Ahmad Hosseini Golafshani ^a ,Masoud Samadzadeh ^{b*}

a Faculty Member ,Faculty of Management, Islamic Azad University, South Tehran Branch, Iran

b Corresponding Author, PhD student in public administration ,Faculty of Management, Islamic Azad University, South Tehran Branch, Iran

CHRONICLE

Abstract

Article history:

Received: 04/07/2017

Received in revised:
08/18/2017

Accepted: 10/11/2017

Keywords: 4 to 6

* outsourcing

* human resources

* , management factors

* technical factors

The aim of this study was to investigate effective factors in outsourcing of human resources activities of Saman bank. In this regard, the statistical population of the study consisted of 864 individuals of all employees and related directors in the selected branches of Saman bank and among those individuals, 122 of them were considered as sample size, by using Cochran formula and multistage cluster sampling method. The data collection method has done based on a researcher-made questionnaire. The standard questionnaires have extracted and done in the formulation of questions based on the components of the research. After distributing and collecting questionnaires, data analysis and testing of hypotheses have done by using Structural Equation Modeling Method and by using PLS Smart 2 software in two parts of the measurement model and structural part. In the first part, the technical characteristics of the questionnaire including reliability, convergent validity and divergent validity of PLS-specific questionnaire have investigated. In the second part, the software's significant coefficients have used for examining the research hypothese. Finally, the findings have confirmed the impact of factors like organizational, managerial, economic, strategic, technical and structural, and related institutions on outsourcing of human resources activities of Saman bank.

© All rights reserved

Introduction

In today's changing world, organizations need to engage in a continuous and continuous process of changing in order to avoid moving away from international competitions so they can take advantage of the complex and varied environment opportunities for reducing deficits while standing up against organizational issues (Arriola et al., 2016). Nowadays, almost all organizations have found that human resources must be considered for maintaining competitiveness and improving the performance of their employees; Also in this era, Management in organizations is very important and it is one of the most delicate, difficult and most productive tasks, since by the help of powerful and knowledgeable principals, theories and styles, one can reform the organization's face or establish Planning, organizing and necessary coordinating and from the different sources of the organization, like employees, maximize the benefits and achieve the goals and make them possible (Navid, Taghi Pour zahir and Ahmadi, 2017). As recently as in the United States and Europe, many major well-known organizations in the world have affiliated with their staff, including teaching them within universities and educational institutions (Bahrami and Maleki, 2015: 251).

Therefore, given the increasing growth of human resource activities, the main issue for organizations is to put some of their activities to smaller companies, such activities is referred to the literature of outsourcing management.

In the newest definition of outsourcing, according to Bucki (2017) is an activity that In the business domain, organizations can be justifiable for a duration of time for reducing costs or improving productivity by shifting tasks, operations, jobs, or processes by an intermediary company.

Organizations for outsourcing have reasons like increment of productivity, reduction of costs, promoting the effectiveness, and performance improvements. (Aubert & Rivard 2016; Tourani, Maleki, Ghodousi Moghaddam and Gohari, 2010) The reason behind the emergence of outsourcing in today's competitive world is the reduction of management responsibilities and focusing on managing the organization. On the other word outsourcing is an undeniable process for developing any organization in today's world, and organizations need to use the outsourcing process for competing in today's competitive world (Navidi, 2017) and each organization, due to its conditions and facilities, uses different strategies for promoting and improving these categories. Some organizations outsource all or a part of human resource processes, others use electronic and virtual or combinative methods, but providing a model that covers all dimensions is a concern for all organizations. At the level of the banking industry, there are reasons for financial savings, strategic focus, accessing the advanced technology, improveing the service levels, accessing the specialist and organizational policies for outsourcing of human resources activities too. The process of this assignment is lower for value-added activities and basic activities are done by the bank itself. This will allow the bank for increasing its focus on its core activities and thus increasing its productivity (dastyari, Mohammadi, and Bardestani, 2014.)

Finally, since Saman Bank is not excluded from the risks and challenges it faces outsourcing of human resources activities that may arise, especially with the rapid and qualitative occurred development of recent years in the field of outsourcing and transferring of human resources to private

and nongovernmental organizations at the level of organizations, It seems that, by investigating the factors that affecting the outsourcing, these activities can use these resources better. Also It seems that the banking industry in the country needs a framework and model for outsourcing bankers' activities to reduce potential risks for outsourcing such activities.

Therefore, in this research, we are going to help recognizing decision-makers and senior managers of banking industry by identifying effective factors for making more informed decisions in this field and finally surviving in this turbulent environment and preparing themselves for future changes. Undoubtedly, the results of this study will help policy makers of Saman for planing and making appropriate decisions for related outsourcing human resource activities. Given all raised needs and problems, this paper attempts to answer the fundamental question of what factors must be considered in outsourcing human resources activities?

Most studies in the field of outsourcing to the relationship between outsourcing and earlier variables of externality studies have focused on the relationship between outsourcing and other variables such as organizational performance, and less of the factors influencing outsourcing of human resources activities. and in particular, so far this organization has not been investigated in such organizations as banks. Other because they have paid organizational performance and are less extensively examined by the factors influencing the outsourcing of human resources, and has not been specifically investigated in such organizations as banks. Theoretical framework of research Today, a successful organization is the organization that guides the advanced knowledge of the world to the improvement and development of its human resources, that requires regular and continuous activities at all organizational levels that such organizations are in great need of survival and advancement in

today's world of changing and evolution increasingly (Sides, 2017). Outsourcing is considered as one of the tools for developing organizations and promoting productivity in the form of minimization in recent years by managers and officials of organizations. For the reason of the high risk that each step of the outsourcing process has, outsourcing is considered a strategic decision for many organizations, with a significant failure rate (Shahbazi, 2014). On the other word, one of the main concerns of organizations is the productivity and skill of human resources (Rafie Bakhsh, 2014). According to the reports of American Society for Training and Development (ASTD) in 2014 suggests that the process of investing in human resources affairs grows continuesly and one of the solutions of this goal is the development of an outsourcing tool that has become one of the main concerns of managers and experts in today world. Also it must be mentioned that outsourcing or internal procurement of an activity is one of the most complex organizational decisions and making such decision, as the first part of the outsourcing process, requires identifying all the influential factors (Navidi et al., 2017). Human resource outsourcing has been popular since the early 1990's, especially in the United States, that up to 90% of companies have outsourced their human resources and Western Europe. The main reason for such growth is that many organizations have realized that using external service providers for hiring personnels for performing these tasks in the company is more efficient and less costly. This can be said that by the fact that human resource service providers specialize in their work and they benefit from the cost-benefit effects of the scale and transfer this benefit to their customers. Another reason for why some organizations may pay attention to outsourcing is the need of expertise. They do not have the necessary expertise or their expertise is so old that they need to invest

heavily about it. The studies indicate that almost all organizations have outsourced parts of their human resources responsibilities. In a research study, 94% of the surveyed organizations said that they have outsourced one or more of their human resources (Gurchiek, 2005, quoted by Navidi, 2017).

According to previous research, the human resources that can be outsourced are classified in one of four categories:

- Selection and recruitment
- Education and research
- Salary and benefits
- Integration, relocation and minimization

Outsourcing human resources is becoming more and more popular among

organizations. This activity is vital for service organizations because of the existence of human factors. Due to the researchers, given the importance of quality for service organizations and the need of focusing on their nuclear activities, organizations of non-core activities, such as human resources, are left to service providers. Human resource outsourcing can be applied in different levels like tactical, strategic and evolutionary levels, but this process must be planned carefully and must be managed continuously (Žitkien & Blusyte, 2015).

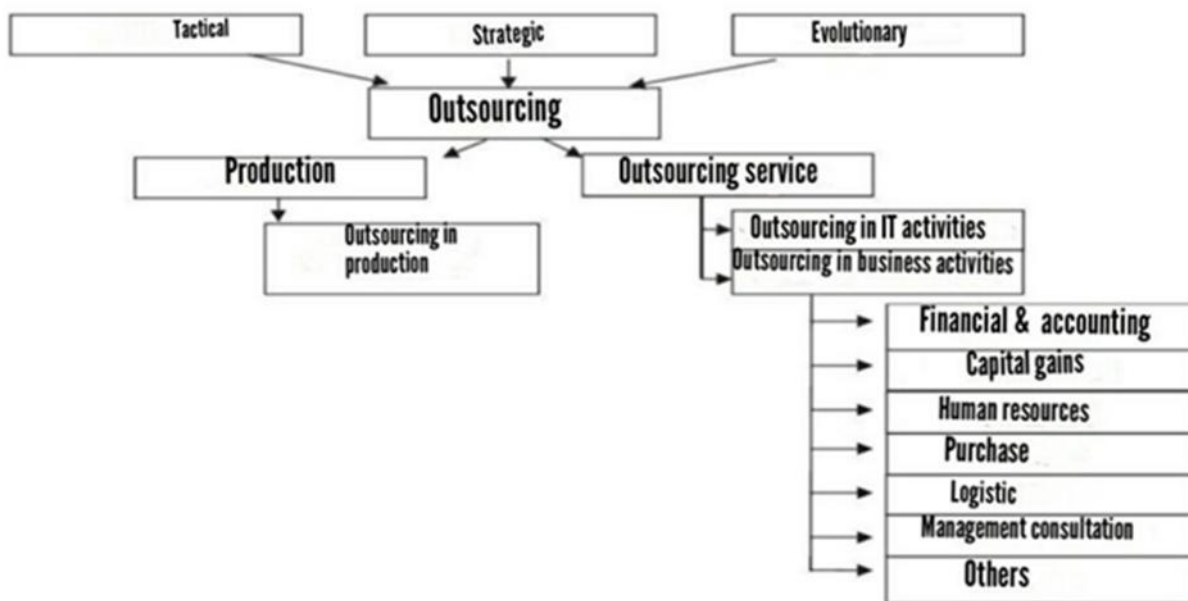


Figure 1. Externality Levels and Types of Activities (Žitkien & Blusyte, 2015: 1

But if we want to detail the functions of the human resource department that are outsourced, we can name the items such as salary list, payroll management, pensions, training, designing and development of programs, educational counseling for business sectors, assessment of programs, strategic plans for transferring and relocating, development of educational

policies, recruitment and selection, advertising, selection, requests, tests, review of resources, preliminary interviews, negotiation of managers' incomes, exit interviews and staff welfare plans (Belkert, 2006, quoted from Navidi, 2017).

The human resources in outsourcing focus on factors related to staff such as morale,

motivation and education and the questions must be answered in this regard are as follows:

- To what extent the staff loyalty and motivation is possible, given the outsourcing of human resources activities? Outsourcing is normally accompanied by the creation of a feeling of job insecurity in the staff and a negative impact on the morale, loyalty and job motivation of them, and the greater the impact, the less willingness to outsource.
- To what extent can employees be trained to work in new sectors, given the outsourcing of human resource activities? If possible, they can train employees who are outsourced to receive new posts since they will reduce the negative impact of outsourcing on employees.
- To what extent is there a high level of human resources for doing this activity in the organization? In cases that Internal human resource workforce is available for specialist personnel, external outsourcing will face with more resistance from the staff, and in this case outsourcing of activities is more risky.

In addition, reviewing the existing literature indicates that there are three main reasons for outsourcing human

resources activities: cost, expertise and capacity.

- A) Cost:** One of the reasons for using outsourcing in human resources is reducing costs. With the advancement of technology, many companies are looking to increase their employees' learning using the facilities of the major education centers, and will save money. (Aubert & Rivard, 2016).
- B) Expertise:** Many organizations lack human resources specialists to adapt to the rapid technological changes, the use of outsourcing will increase the organization's access to diverse range of experts and professionals.
- C) Capacity:** Using human resource outsourcing enables the organization for increasing its internal capacity for responding the rapid changes in the surrounding world (Simmonds & Gibson, 2008).

Also due to the information obtained at the level of Iranian organizations, outsourcing of human resources and Research & Development (R&D) activities are in the fourth and fifth places.

Table 1: Outsourcing activities in Iran (Hajarian and Rohanandeh Pour Langroudi, 2015, quoted from Navidi, 2017).

Row	Items
1	Cleanliness and Procurement
2	Logistics / Distribution
3	Production
4	Human Resources and Administrative Affairs
5	Research and Development
6	Marketing / Market Study
7	after sales service to customer
8	IT Services
9	Production / Purchasing
10	Selling
11	Communication
12	Financial Services / Accounting
13	Legal
14	Security
15	Quality

Due to the extensive studies have done so far on this issue, several factors have been identified that have influenced the outsourcing decision, and there are several conceptual models for decision making in this issue. Factors affecting the decision to outsource have been considered from different aspects in these models. Many organizations have failed to take into account the cost criterion for outsourcing activities and ignoring many other qualitative criteria. Regardless of the several benefits of outsourcing, it has several risk factors that must be considered in the decision making process too. In Table 2. Effective factors in outsourcing human resource activities from the point of view of thinkers

other words, Samantara, Siba and Maha Patra (2013) have suggested that for controlling the risk of outsourcing, a specific model and management model is needed to keep control of the factors involved in outsourcing. In Table 1, the research factors, considering the background shown in the literature on outsourcing in Iran and the world in recent years, have been extracted the strategies and ideas for outsourcing human resource activities in organizations and the arguments that the researcher has examined from qualitative and quantitative of the past studies findings.

Factor	Author and year
Management factors	Grover, Cheon, M & Teng (2017)- Kshetri (2017)- Zailani. et al. (2017)- Cullen. Shanks. Davern & Willcocks (2017)- Shiha & Chiang (2011)- Navidi et al. (2017)- Shahbazi (2014)- Karami et al. (2013)
Organizational factors	Lee (2017)- Kshetri (2017)- Maturina, Pasouchi and Dryer (2017)- Zailani. et al. (2017)- Schmidt, Orghormoz and Rosencrens (2016)- Wing (2015) - Žitkien & Blusyte (2015)- Chaudhuria and Yartlett (2014)- Simmonds & Gibson (2008)- Navidi (2017)- Karami et al. (2013)- Hajjarian & Rohaneh Pour Langroudi (2013)- Hasani (2012).
Economic factors	Sivakumar & Roy (2017)- Aubert & Rivard (2016) – Wing (2015)- Piry(2016)- Hajjarian & Rohaneh Pour Langroudi (2013)-Bahrami & Maleki (2015)- Akbari Jokar & Asadollahi (2014)
Strategic factors	Lee (2017)- Žitkien & Blusyte (2015)- Navidi (2017)
Factors related to the institution	Sivakumar & Roy (2017)- Zailani. et al. (2017)- Varentseva & Rose (2014)- Shiha & Chiang (2011)- Bahrami & Maleki (2015), (Dastyari, Mohammadi & Bardestani, (2014)- Rezaee (2014)- Karami et al. (2013)- Akbari Jokar & Asadollahi (2014)
Technical and structural factors	Un (2017)- Lee, Kim. Kim. Kim & Ahn (2017)- Wing (2015)- Navidi et al. (2017)- Hasani (2012)

Totally, studying the literature of research indicates that six general categories include: management factors, organizational factors, economic factors, strategic factors, affective factors with the

contractor, technical and structural factors. The conceptual model of outsourcing of human resources activities and their effective factors have specified as follows:



Figure 2. Original research conceptual model (Grover, Cheon, M & Teng ,2017, Lee ,2017, Kshetri ,2017)-Sivakumar & Roy,2017)

So the following hypotheses are suggested according to what has been said:

- First hypothesis: Management factors affect the outsourcing of human resource activities.
- Second hypothesis: Organizational factors affect the outsourcing of human resource activities.

- Third hypothesis: technical and structural factors affect the outsourcing of human resources activities.
- Fourth hypothesis: Strategic factors affect the outsourcing of human resources activities.
- Fifth hypothesis: Economic factors affect the outsourcing of human activities.

- Sixth hypothesis: Contractor-related factors affect the outsourcing of human

Material and methods

Since this study is compiled by a questionnaire on the impacts of six factors on the outsourcing of human resources activities, the current study is an applied and quantitative research. In terms of the environmental dimension, it is the type of foundation, and in terms of certainty, for having certain variables and the relation between them (that is, the existence of a hypothesis) is in the type of definite. Also, according to the subject, the nature of this research is descriptive of survey type and descriptive statistics and inferential statistics are used in different stages of research. The statistical population of this research is selected from all the staff and managers with the minimum number of graduates of the Saman Bank Branches of about 468. Using Cochran's formula and according to the 468 of individuals, a sample size of 211 individuals that was calculated using a multistage cluster sampling method and a relative sampling method. In this research, a researcher-made questionnaire was used for collecting

resources activities.

data. Questionnaires were extracted from standard questionnaires using research questionnaires. The questionnaire has 49 items with a 5-point Likert scale (very low = 1, K = 2, somewhat = 3, high = 4, and very much = 5). For determining the validity of the questionnaire, content validity was used. To do this, the questionnaire was approved by several university professors and necessary corrections were made. In the case of structural validity, the least squares and Smart PLS software were used. Structural validity was divided into two types of convergent and divergent narrative validity. Considering that in this research, the AVE (average extracted variance) for all research variables, is higher than 0.5, so the convergent validity of the model structures is verified. In addition, the findings indicated a divergent validity of the measurement tool. Also, the reliability coefficient (CR) and induction of Chronicle have been obtained for measuring reliability higher than 0.7, indicating the reliability of the measuring instrument. The results of the psychometric properties of the tool for the research variables are shown in Table 3:

Table 3- Results of the psychometric properties of the tool for the research variables

	Name of Factor	Number of Indices	Number of Items	CR	AVE	Alpha
Human Resources	Managerial	5	43, 42, 40, 39, 38	0.791	0.633	0.798
	Organizational	15	15, 14, 13, 12, 11, 10, 9, 8, 7, 6, 5, 4, 3, 2, 1	0.846	0.689	0.817
	Economic	13	29, 28, 27, 26, 25, 24, 23, 22, 21, 20, 19, 18, 17, 16	0.823	0.712	0.714
	Strategic	3	51, 50, 49	0.735	0.732	0.776
	Related to the educational institution	8	37, 36, 35, 34, 33, 32, 31, 30	0.812	0.696	0.837
	Technical & structural	5	48, 47, 46, 45, 44	0.834	0.736	0.774

Finally, it must be said that in the analysis and data analysis were used from the

descriptive and inferential statistics including the process of analyzing

covariance structures (structural equation modeling).

Results

A) Sample description:

The below below indicates a sample from a demographic perspective. In the descriptive

statistics section, 63% of men and 37% of women are selected among all staffs and managers with the minimum undergraduate degree are selected as the community. Also the respondents' breakdown by age indicates that the highest percentage of subjects is under the age of 35. In the following, the most sample groups are graduates with the highest degree of work experience of 5 to 10 years.

Table 2- Demographic characteristics

Demographic characteristics	Category	frequency	Percent
Sex	Male	133	63
	Female	78	37
Educational level	Bachelor	116	55
	MA	76	36
	P.H.D	19	9
Age	Less than 35 years old	177	84
	35 up to 45	23	11
	More than 45 years old	11	5
work experience	Less than 5 years	15	7
	Between 5 to 10 years	127	60
	Between 10 to 15 years	46	22
	More than 15 years	23	11

B) Test Model and Research Hypotheses

In this phase, the causal relationship between the factors affecting the outsourcing of human resource in Saman Bank is measured in the

form of a structural model section. As shown in Fig. 1, the impact of these factors and dimensions on each of outsourcing of human resources activities is significant and positive.

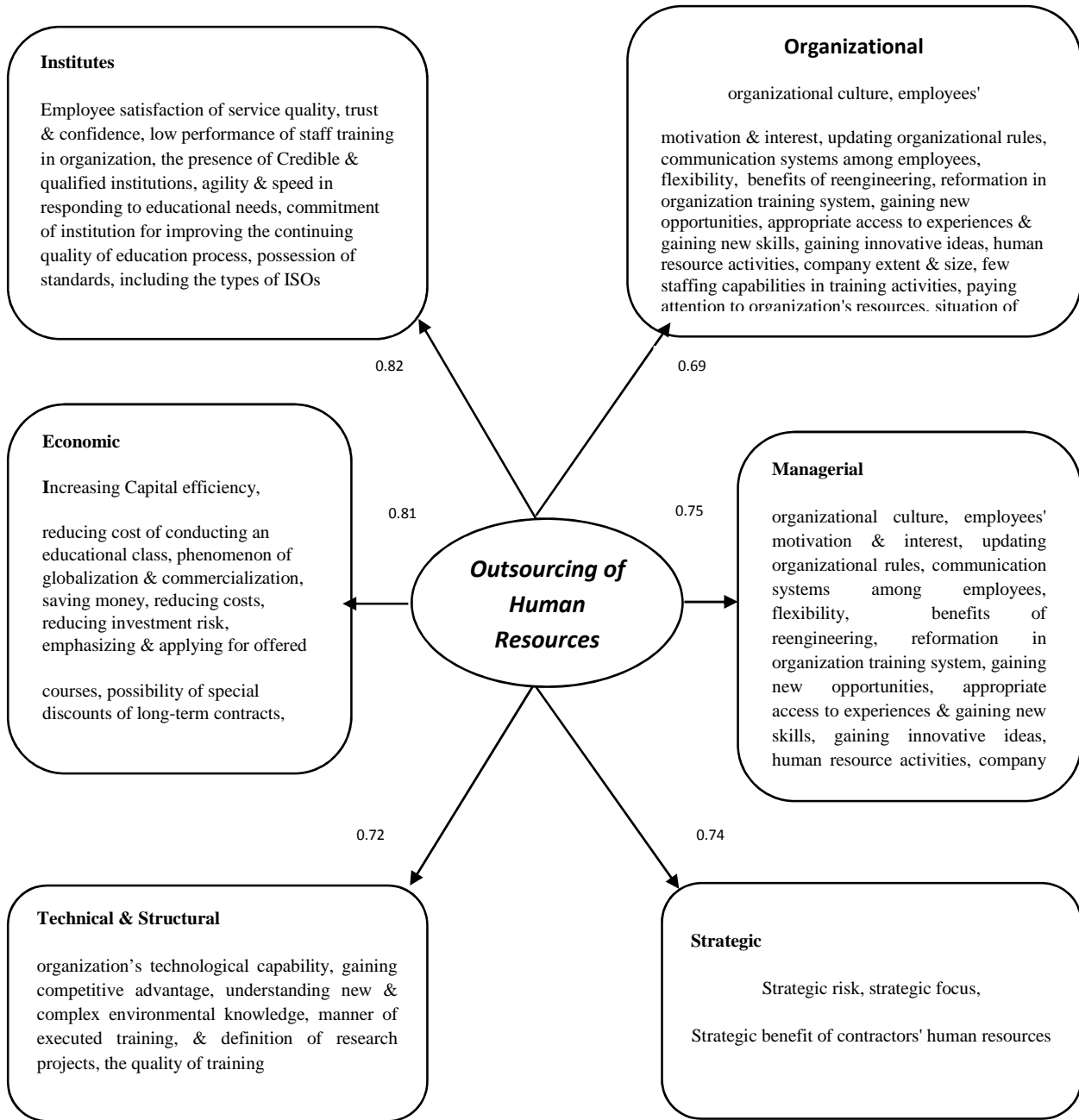


Figure 3. Effective coefficients of resuns of influence on outsourcing of human resources activities

resources activities at the Saman Bank level based on all hypotheses.

In the above figure, the effect of result factor of the research model and the relationship between its main factors and its dimensions are confirmed on the outsourcing of human

Table 5- investigating the research hypotheses

Hypothesises	Standardized coefficients	T-value statistics	Results
Management Factors = » Outsourcing of Human Resource Activities	0.75	14.78	Accepted
Organizational Factors = » Outsourcing of Human Resource Activities	0.69	12.55	Accepted
Technical & structural Factors = » Outsourcing of Human Resource Activities	0.72	15.99	Accepted
Strategic Factors = » Outsourcing of Human Resource Activities	0.74	12.01	Accepted
Economic Factors = » Outsourcing of Human Resource Activities	0.81	13.76	Accepted
Factors related to institutions = » Outsourcing of Human Resource Activities	0.82	19.47	Accepted

Discussion

Research Findings confirms the impact of organizational, managerial, technical, structural, strategic, economic and institutional determinants in outsourcing human resource activities. Managerial factors are of the confirmed factors in this research, improvement of service quality, cooperation and participation with employees, prioritizing organizational goals by managers, applying strategic management, managing managers interactions, managers perceptions of using outsourcing, management and supervision in the success or failure of outsourcing of these activities play a significant role. Undoubtedly, if the quality of the educational services is good, all managers and decision makers will welcome outsourcing. The level of cooperation and participation with employees is another important contributing factor for the true implementation of external human resource outsourcing too. In order to prioritize organizational objectives, the importance of updated and applied training for managers will be revealed and for reaching the goals of services of incubator companies in the field of organizational training, and in this regard, if management has a strategic point of view to the organization, surely and Certainly, traditional means of educating employees will be avoided and they will outsource this activity for benefiting from new

services. Finally, the level of managerial interaction and the sense that the outsourcing of human resource activities is other organizational factors that affect the success or failure of outsourcing these activities. Regarding the organizational factors, the findings of this hypothesis are according to the results of researches like Kshetri (2017), Zailani. et al. (2017), Maturina et al. (2017), Lee (2017), Schmidt et al. (2016), Wing (2015) Žitkien & Blusyte (2015), Chaudhuria and Yartlett (2014), Simmonds & Gibson (2008), , Hajjarian & Rohaneh Pour (2013), Karami et al. (2013) and Hasani(2012). The second factor is the organizational factors, organizational culture, employee motivation and interest, updating of organizational rules and regulations, employee communication systems, flexibility, reengineering benefits, transformation and transformation in the organization's training system, acquisition of new opportunities and opportunities, appropriate access Experience in acquiring new skills, gaining innovative ideas, human resource activities, extent and size of the company, small staff capabilities in activities, paying attention to organizational resources, and the status of qualified personnel in the organization all contribute to outsourcing human resources. Undoubtedly, the qualifications and abilities of managers, the positive perception of managers and the monitoring of the use of outsourcing by managers is

something that can play a significant role in the success process of these activities in the organization, if managers have the vital qualifications or even have a positive perception to these issues, It cannot properly monitor these activities, and virtually outsourcing these activities will face with problems and challenges, On the other hand, outsourcing of human resources is significantly beneficial to managers, because in addition to cost savings, they can easily access human resources specialists. In addition to aforementioned issues, it must be expressed that one of the factors affecting employee satisfaction is the quality of service. Since service quality is directly related to the training of the staff providing these services, managers of organizations for improving the quality of services Uses outsourcing. On the effective management factors affecting the outsourcing of human resources, the findings of researchers like Grover et al. (2017), Kshetri (2017), Cullen et al. (2017), Zailani. et al. (2017), Shiha & Chiang (2011), Shahbazi (2014), Karami et al. (2013) are in confirmation of the findings of the current hypothesis.

Also, the role of technical and structural factors in human resources activities was confirmed, like the technological capability of the organization, the acquisition of competitive advantage, the understanding of new and complex environmental knowledge, the manner in that training is executed and the definition of projects, the quality of training, the existence of a technology capability and infrastructure in the organization is a vitality for outsourcing implementation in the field of human resources since today the use of distance education and the creation of virtual communication is increasing day after day. On the other hand, the way in that the training and definition of the projects of the organization are technically extrapolated in outsourcing is irrevocable since as far as the technical level of the educational activities is concerned, the outsourcing

requires to be more accurate and more efficient. But the existence of the infrastructure needed to outsource human resource training cannot be ignored since one of the outsourcing benefits that have been stressed repeatedly in the literature for reduction of costs and saving employees' time, that needs the use of the communication and information infrastructure that must be considered before the decision to outsource. Of course one must consider one of the drivers of outsourcing access to technology, since organizations tend for improving technical services or they can not find technical knowledge or they need quick and reliable access to new technology. Most traditional human resource services include training, etc. These types of tasks can be managed and run by companies that specialize in the field and infrastructure of these services. The findings of this hypothesis about the role of structural and technical factors with the results of research by researchers have consistency and conformity like Un (2017), Lee et al. (2017), Wing (2015), Galataki and others (2008), Navidi (2017) and Hasani (2012). Undoubtedly, economic and financial factors are of the most influential factors in the outsourcing of human resource organizations. Especially with regard to banks' limited budget and funding, this has become twofold. One of the main reasons for outsourcing activities is reduction of costs. By advancement of technology, many organizations are looking for increasing their employees' learning using the facilities of the major centers, that will save them money. In fact, outsourcing as a simple economic execution tool is more up-to-date on the way of resolving a major organizational problem.

During deciding to outsource, senior executives decide on factors like increasing return on investment, reduction of overhead, phenomenon of globalization and commercialization, saving money, reduction of costs, investment risk reduction, quality of courses and quality of

organization staff, emphasis on the application. Providing courses, organizing training courses outside office hours and holidays, diversifying training courses, special discounts on long-term contracts, holding low-cost re-examinations for those who have not gained the acceptance grade of the exam. Extending of the capacity and variety of training courses, the Institute's willingness for holding courses inside the university, holding a training period in case of lack of quorum due to the number of participants and each of these indicators that won't satisfy their satisfaction will distract them from the outsourcing of human resources activities as a negative factor, so the role of economic factors is outstanding and Irrevocable, that is the subject of research have been confirmed by scholars like Sivakumar & Roy (2017)- Aubert & Rivard (2016)- Wing (2015)- Piry(2016)- Bahrami & Maleki (2015)- Akbari Jokar & Asadollahi (2014)- Hajjarian and Rajahnpour (2013).

Finally, the sixth factor in outsourcing human resource activities is strategic factors, like strategic risk, strategic focus, and employability of contractors' manpower. All of these factors will lead to decisions on outsourcing of human resource management. Outsourcing must be considered as a strategic tool for the organization for enhancing its performance, competitiveness and performance. For having an effective outsourcing, at first the strategic situation of the organization is examined. You need to decide on outsourcing too. While the decision-making phase, outsourcing explicitly examines the motivations, benefits, risks and factors that are involved in outsourcing as a business strategy. Doing this needs a consideration of the organization for the core competencies and the areas for outsourcing, and then it must determine the suitable outsourcing strategy. After completing the first step, there may be multiple tasks or fields for nominating. A private bank must be able

to maintain its core competence for its competitive position and position. This issue is important at the time of outsourcing, since in the course of outsourcing, the core competencies or knowledge that underpins the pivotal merits of the future can be unconsciously transferred to the supplier, and thus the organization may lose its good opportunities that it could have for creating competitive advantage. The pivotal competence must not be outsourced at all, and its knowledge must be forgiven. Outsourcing of core competencies has the potential to dwindle and weaken all that exists in the organization. Strategic perspective is at the heart of organizations, and this issue is taken into account in organizational human resources and its role in empowering employees of the organization, banks have come to the conclusion that they can not have any advantage in all areas. So, it gives away non-core activities to companies that have core competencies in those activities. By the help of non-core activities, managers are hoping to have the ability of adding more value-added roles to the focus of organizations that have outsourced their activities, reducing administrative duties by more than 50% and increasing strategic focus by more than a percentage increase have given. Strategic outsourcing emphasizes on capabilities and Competencies. Here, the focus is on using specialized skills, knowledge of the processes and capabilities found outside the organization, and using these data (inputs) for improving the effectiveness and Performance of the operation. More importantly, if strategic outsourcing is done properly, not only it will help with the operation but also contribute to the competitive and strategic advantages of the organization. The philosophers like Lee (2017), Žitkien & Blusyte (2015), and Navidi et al. (2017) believe that if the organization's strategic plan is to be considered as an organizational learning,

the outsourcing process of these activities will be paid more attention to planners and decision-makers of government agencies for its importance.

Finally, the factors associated with the contractor as external trustees of human resources activities is one of the main elements of the outsourcing success of these activities. Considering and selecting the right contractor is the fourth step and one of the most important levels of outsourcing. Generally, reviewing and creating databases of organizations, companies and brokers of human resource services of the organization are of the tasks of the managers and experts of the organization. Such information is essential for outsourcing the organization's human resources. In addition, large organizations normally use conventional tendering procedures for implementing their outsourcing plans. In any case, choosing of contractor firm has a direct impact on the success or failure of organizational outsourcing projects. So, in their selection, the criteria of scientific, manpower, equipment and resources, experience and operational background, operational processes, and the cost of the house in accordance with the nature and characteristics must already be defined and considered. In fact the outsourcing contract is a bridge between the bank and the contractor. So, in arranging and contracting it, the different dimensions of the issue must be investigated. In contracts, in addition to executing and describing custom services, including time, place and costs, it is vital to consider the quality aspects of the resources used, the methods and processes, the quality, responsibility and role of the company in monitoring the implementation, the test. The mid-term and the end of the period, the number and quality of projects, teaching assignments, work-related activities and scientific activities, etc. Experience has indicated that best programs or contracts need continuous monitoring and improvement too. So,

monitoring the implementation of the contract is an important level that during it the responsibility and procedures must be carefully and seriously addressed in the outsourcing contracts. The factors such as employee satisfaction of service quality, trustworthy and trusted, low performance of human resources in an organization, the existence of credible and competent institutions, agility and speed in responding to educational needs, the commitment of the institution to continuously improve the quality of the educational process, having standards from A variety of ISOs, the reputation and credibility of the Institute, the Institute's welcome to host different conferences in the university can provide the grounds for banks to conclude contracts with active companies working in the field of human resource management, the degree of satisfaction of the staff of the organization, clients and so on ... the quality of services provided by the contractors according to continued cooperation and success or failure and closure of these activities will be outsourced. Since the way contractors operate leads to the emergence or absence of trust and confidence in the relationship between the employer and the contractor, and how it manages the outsourcing of human resource activities. Of course, it must be announced that there are credible institutions that have the credibility of outsourcing human resource activities has been approved too by researchers such as Varentseva and Rose (2014), Shiha and Chiang (2011), Gayani and Class (2008) and Dastyari et al. (2014).

Conclusions

The main conclusions of our research, it must be announced that the outsourcing of human resource activities without risk factors increases and, in many cases, becomes a disaster. Based on current research results, the most important ways for improving the outsourcing of human resources activities is:

Using external experts combined with the use of academic elites. In addition to covering the scientific dimension of the activities, it takes into account the breadth of the applicability of the research results too.

At the same time, outsourcing of human resources activities in the bank will be expanded for enhancing the performance and quality by using the experience of other leading organizations in the world, and appropriate modeling will be considered.

Seminars and workshops on outsourcing human resources and the factors involved in its success for all planners and decision-makers will be celebrated and the successful experiences will be honored. Academic researchers are flexibly involved in outsourcing as researchers, inventors, vendors, or entrepreneurs, since in this way they enhance knowledge and more general skills for outsourcing human resource activities.

For developing and supporting employees who are prone to stimulate the capabilities of talented employees with techniques like hurricane, Numeric and Delphi group, they need to pay more attention and use them more efficiently

References

1. Akbari Jokar, M. R. , Asadollahi, E.. (2014). Outsourcing of management of training organizations and selection criteria as partners of the fourth-level organizations of education, Tehran: *Third Conference on Organizational Training Pathology with a Practical Approach according to Executives Experiences of Organizations.* (in Persian)
2. Arriola, K. R. J., Hermstad, A., Flemming, S. S. C., Honeycutt, S., Carvalho, M. L., Cherry, S. T., ... & Kegler, M. C. (2016). Promoting Policy and Environmental Change in Faith-Based Organizations Outcome Evaluation of a Mini-Grants Program. *Health promotion practice*, 17(1): 146-155.
3. Aubert, B. A., & Rivard, S. (2016). A Commentary on, The role of transaction cost economics in information technology outsourcing research: A meta-analysis of the choice of contract type. *Journal of Strategic Information Systems*, 1(25): 64-67.
4. Bahrami, A. , Maleki, M. H. (2015), Selection of an appropriate educational institution for outsourcing of organizational education (Case study: Qom University). *Management Magazine in Islamic University*, 4(2): 260-242 .(in Persian)
5. Bucki, J. (2017). *The Advantages and Disadvantages of Outsourcing in Business.* Operations & Technology, the balance Reference, Business Dictionary.
6. Chaudhuri, S. & K.R. Bartlett (2014). The Relationship between Training Outsourcing and Employee Commitment to Organization. *Human Resource Development International*, 17 (2): 145-163.
7. Cullen, S., Shanks, G., Davern, M., & Willcocks, L. (2017, January). A Framework for Relationships in Outsourcing: Contract Management Archetypes. In *Proceedings of the 50th Hawaii International Conference on System Sciences.*
8. Dastyari, A., Mohammadi, M., Bardestani, H. (2014). Outsourcing in human resource management. *First International Conference on Economics, Management, Accounting and Social Sciences, Academic Entrepreneurship Company of Anzali Free Zone.* (in Persian)
9. Grover, V., Cheon, M. J., & Teng, J. T. (2017). The effect of service quality and partnership on the outsourcing of information systems functions. *Journal of Management Information Systems*, 12(4): 89-116.
10. Hajjarian, M., Rohaneh Pour Langroudi, R.,(2015). *Outsourcing Strategy*, Master's

thesis for Management .Allameh
Tabatabaei University, (in Persian)

11. Karami, M., Ahanchiyan, M.R. and Siroosi, M. (2013). Outsourcing strategy in enterprise education; lessons for managers. Gorgan: *Second National Conference on Modern Management Sciences, Non-Profit Higher Education Institute, Hakim Jarjani.* (in Persian)
12. Kshetri, N. (2017). Institutional factors affecting offshore business process and information technology outsourcing. *Journal of International Management*, 13(1): 38-56.
13. ee, J. (2017). Strategic risk analysis for information technology outsourcing in hospitals. *Information & Management*, 54(8), 1049-1058.
14. Lee, S., Kim, B. S., Kim, Y., Kim, W., & Ahn, W. (2017). The framework for factors affecting technology transfer for suppliers and buyers of technology in Korea. *Technology Analysis & Strategic Management*, 1-14.
15. ateria, V. C., Pascucci, S., & Dries, L. (2017). Are In-House and Outsourcing Innovation Strategies Correlated? Evidence from the European Agri-Food Sector. *Journal of Agricultural Economics*, 68(1): 249-268.
16. Navidi, A., Taghipour Zahir, A., Ahmadi, S. A.A., (2017), A model for outsourcing educational and research activities of government agencies (Case: Tehran Big Electric Power Distribution Company), *Two executive manages on training organizations*, 8(1) :210-179
(in Persian)
17. Navidi, A., (2017). *Presentation of a model for outsourcing educational and research activities of governmental organizations*, PhD thesis, Islamic Azad University, Science and Research Branch of Tehran. (in Persian)
18. Piry, Z.(2016). *The impacts of Outsourcing Education and Entrepreneurship Plans on Organizational Agility of Imam Khomeini Relief Committee in Zahedan.* University of Sistan and Baluchestan - Faculty of Management and Accounting. (in Persian)
19. Rezaei , M., (2014), *Study of barriers of outsourcing education in sport from the perspective of experts and sports managers of Kurdistan province*, Islamic Azad University, Central Tehran Branch. (in Persian)
20. Samantra, Chitrasen, Saurav Datta,Siba Shankar Mahapatra (2013). Risk assessment in IT outsourcing using fuzzy decision-making approach: An Indian perspective, *Expert Systems with Applications*, 41 (8): 4010–4022.
21. Schmidt, N., Erdogmus, T., & Rosenkranz, C. (2016). Are We That Different? Cultural Patterns and their Effect on Information Technology .*Outsourcing Relationship Quality*.1(21):32-45.
22. Shahbazi, F., (2014). *Evaluation and ranking of key indicators of success in long-term outsourcing of software projects, Case study of Infrastructure Communications Corporation.* Master's thesis for Information Technology , Payame Noor University of Tehran Province(in Persian)
23. Shih, HA, & Chiang, YH. (2011). Exploring the effectiveness of outsourcing recruiting and training activities, and the prospector strategy's moderating effect . *The International Journal of Human Resource Management*, 22(1): 163-180.
24. Sides, E. C. H. T. (2017). *What is organization development?.* Cases and Exercises in Organization Development & Change, 3.
25. Simmonds, D, & Gibson, R. (2008). A model for outsourcing HRD. *Journal of European Industrial Training*, 32(1): 4-18.
26. Sivakumar, K., & Roy, S. (2017). Control systems in outsourcing new product development: role of globalization and digitizability. *European Journal of Innovation Management*, 20(2).

27. Tourani S, Maleki M, Ghodousi-Moghadam S, Gohari M. (2010). Efficiency and Effectiveness of the Firoozgar Teaching Hospital's Pharmacy after Outsourcing, Tehran, Iran. *Journal of Health Administration.*; 12(38): 59-70.
28. Un, C. A. (2017). Absorptive capacity and R&D outsourcing. *Journal of Engineering and Technology Management*, 43, 34-47.
29. Vorontsova, A., & Rusu, L. (2014). Determinants of IT outsourcing relationships: a recipient-provider perspective. *Procedia Technology*, 16, 588-597.
30. Wing NG, Shun.. (2015). A case study on the outsourcing of educational activities in Hong Kong: Issues and considerations. *International Journal of Technical Research and Applications*. 13(1): 35-42
31. Zailani, S., Shaharudin, M. R., Razmi, K., & Iranmanesh, M. (2017). Influential factors and performance of logistics outsourcing practices: an evidence of Malaysian companies. *Review of Managerial Science*, 11(1): 53-93.
32. Žitkien , R., & Blusyt , U. (2015). The management model for human-resource outsourcing among service companies. *Intellectual Economics*, 9(1), 80-89.