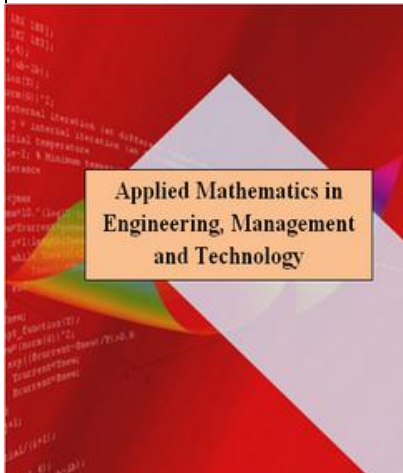


Investigation of effective factors to improving Outsourcing in the Qazvin welfare Organization

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Abstract:

Outsourcing is to deposit some liabilities to a company or a third party and contracting with them to do certain things. In other word, in the basic concept, outsourcing means that a part of company's activities are outsourced. And if fact the company will be out of the process and tasks are performed by a third party. In this study, effective factors to improving outsourcing in Qazvin welfare organization were studied. This research was a survey and application type. And the method of data collection was the field method and the tools for information gathering were questionnaire. In this study, effective factors to improving outsourcing were examined on aspects such as economic factors, political and executive. And research hypothesis were designed based on these components. And finally, by using SPSS software and statistical techniques, all designed hypotheses have been proposed.

Keywords: Outsourcing, economic factors, political factors, application factors, legal factors

1.Introduction

Outsourcing means to deposit some liabilities to a company or a third party and contracting with them to do certain things. In other words, outsourcing means that some parts of a company's activities are outsourced. In fact, the company is pulled out the process and works are done by a third party. As a small business owner, you probably think that you are going to outsource a part of their business. The benefit of outsourcing is obvious and experts suggest it in all industries from information technology and accounting to marketing and human resources as a response to reduce costs in the business offer. The simplest definition of outsourcing strategy is that outsourcing occurs when target implementation of tasks and operations that are supplied through internal sources by using a communication with external supplier in the desired field in long-term. Welfare organization is one of the organizations that is responsible for solving many social problems in different dimensions. The welfare organization of country is created in order to achieve higher goals of Islamic Republic system for providing social justice, establishing social welfare and safeguarding the honor of family as the most basic and important institution of the family and providing the fields of independence and economic self-sufficiency, social, cultural and educational and rehabilitation and empowerment of poor families. Since having a dynamic culture and society depends on building a dynamic and thriving structure. So, in order to better doing the high volume daily activities, refers and clientele caused to welfare organization to outsource some its activities to the private sector. On the other hand, the public nature of these organizations leads to slowing down the works. But there is another problem that welfare organization has some problems in outsourcing its activities, so it should be investigated that what factors will improve the outsourcing process in this organization. To answer this question in this study, the effective factors to improving the outsourcing in welfare organization of Qazvin city were investigated. Due to the importance of outsourcing issue for welfare organization and by investigating the effective factors to improving outsourcing, we can achieve to a regular model for outsourcing activities. Also, in the field of outsourcing, there are not proper researches on welfare organization and by doing this investigation we, can cover the research gap in this field. By considering the state's emphasis in civil service law and administrative reform program based on downsizing and privatization government process, we can consider guidelines for successful outsourcing of processes in government agencies, especially the welfare organization.

Research Hypothesis

- economic factors are effective to improving outsourcing in Qazvin welfare organization.
- Political factors are effective to improving outsourcing in Qazvin welfare organization.
- Legal factors are effective to improving outsourcing in Qazvin Welfare Organization.
- Executive factors are effective to improving outsourcing in Qazvin Welfare Organization.

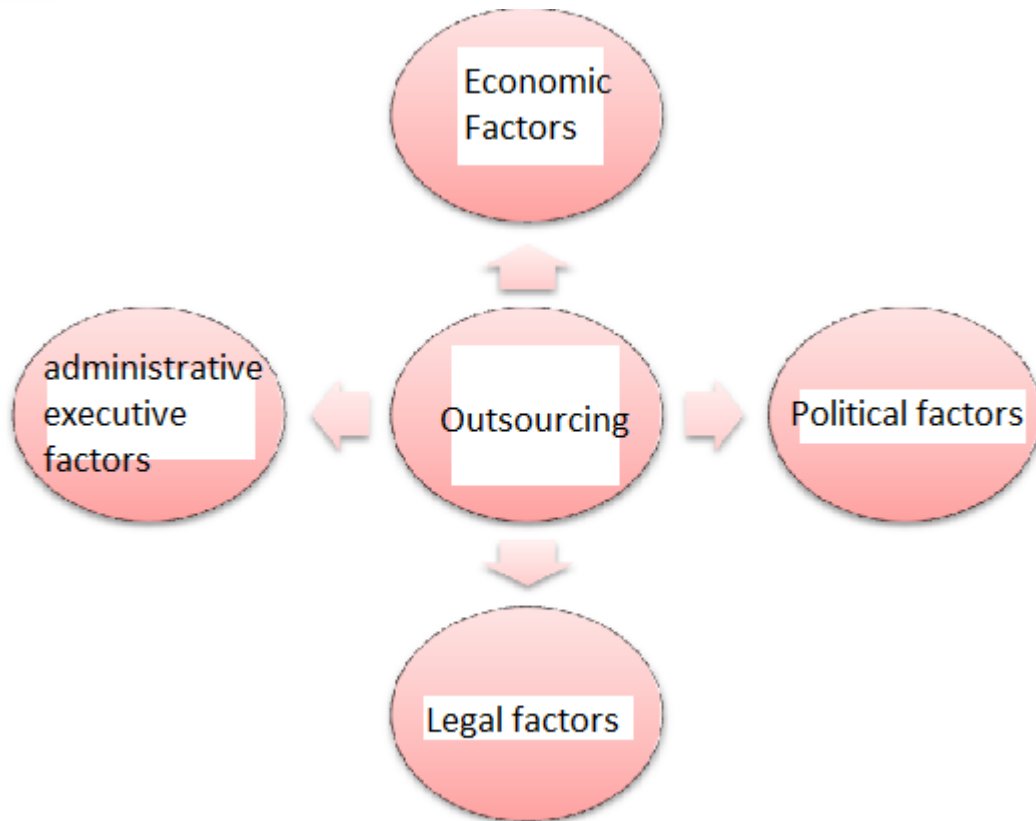
Outsourcing factors

- economic factors: include all the economic factors and series of financial issues that can accelerate the outsourcing process. And we can say that economic can analyzes the situation and relations that are in the realm of many outsourcing process.
- Political factors: include all factors that are entered from the side of governing system on countries or interest on outsourcing process and it can accelerate to its correct implementation.
- Legal factors: it is a set of instructions that are performed by organizations and they act as a mediator in the process of outsourcing among peoples. And it shows the rules and regulations and circulars which are developed by the competent authority.
- Administration-implementation factors: it is a set of administrative bureaucracy that are used for storage and retrieval and exchange of documents and administrative data.

2-Research Methodology

to collect information in the field of research literature and background, library method is used. So, by reading books, essays and the researches of other researchers, the required information was collected. For reviewing from staffs and answer to the questions of research, field method is used. In this stage, researcher collects the questionnaire by attending in Qazvin welfare organization. Data collection tools were collected by a questionnaire or distributing these questionnaires among the statistical population of data. The statistical population of this research is the different parts of welfare organization. For sampling, we use Morgan table and desired population for this research is 400 and sample is 230. In this study, the effective factors to improving outsourcing in Qazvin Welfare organization were investigated.

- independent values in this research are four factors (economic, political, legal, administrative-executive).
- Dependent variable in this outsourcing research was considered as dependent variable.
- T-test for significance test include the identified outsourcing factors of welfare organization
- Friedman test for ranking the effects of improving outsourcing factors
- SPSS16 used software



Research Findings

The results of one-sample t-test

	Test value=3					
	Test statistic	Degree of freedom	significance	Average difference	Confident distance 95%	
Stability of the national economy	-1.987	249	.048	-.08800	low	high
Increasing the economic demand for private sector	21.886	249	.000	1.00400	-.1752	-.0008
Developing investing culture	24.387	249	.000	1.02000	.9137	1.0943
Profiting some of the organization's activity	22.601	249	.000	.98800	.9376	1.1024
Dissolving some loss part of organization	22.121	249	.000	.94800	.9019	1.0741
Eliminating the political doubts about outsourcing	6.239	249	.000	.38000	.8636	1.0324
Fixing opposing interest groups	23.538	249	.000	1.02000	.2600	.5000
Political cooperation with other organizations	24.011	249	.000	1.09600	.9347	1.1053
Creating strong	24.133	249	.000	1.06000	1.0061	1.1859

laws						
Directing the administrative policies with outsourcing policy	21.904	249	.000	1.01600	.9735	1.1465
Removing the restrictive laws and heavy taxes	24.768	249	.000	1.08400	.9246	1.1074
Legislating organizational and non-organizational laws	22.406	249	.000	1.00000	.9978	1.1702
Removing the manager's and employee's resistance	9.834	249	.000	.58800	.4702	.7058
Elimination of weak management in the private sector	21.044	249	.000	.97200	.8810	1.0630
Eliminating bureaucratic delays and complications	22.228	249	.000	.99200	.9041	1.0799
Fixing poor management in implementing privatization policies	22.418	249	.000	.98400	.8975	1.0705
Establishing appropriate administrative structure	23.368	249	.000	1.00000	.9157	1.0843
Creating appropriate structural platform in organization	23.531	249	.000	1.02800	.9420	1.1140
	23.531	249	.000	1.02800	.9157	1.0843
					.9420	1.1140

The results of the t-statistic calculation show that all 18 components are from effective factors to improving outsourcing. In other word, since a significant amounts of items are smaller than 0.05. it can be said that the hypothesis of 3 time higher than component's average and their no-significant are rejected and hypothesis (1) is accepted. According to the results of Freidman test, we can say that political cooperation with other organizations is the most important factor to improving outsourcing and ranking the effective factors to improving outsourcing are as follows:

The results of Friedman Test:

Factor's rank	component
1	Political cooperation with other organization
2	Removing restrictive laws and heavy taxes
3	Creating strong laws
4	Creating appropriate structural platform
5	Fixing the opposing interest groups
6	Directing administrative politics with outsourcing policies
7	Developing investment culture
8	Legislating organizational and non-organizational laws
9	Creating appropriate administrative structure
10	Increasing the economic demand of private sector
11	Eliminating the management weakness in implementing privatization policies
12	Profitability of some organization's activities
13	Eliminate bureaucratic delays and complications
14	Fixing the poor management in the private sector
15	Dissolving some loss parts of organization
16	Eliminating the manager's and employee's resistance
17	Eliminating political doubt about outsourcing
18	Economic stability

4-Conclusion

In recent years, outsourcing is introduced as one of the most important approaches. In order to improve the service and product qualities, cost reduction and time of production, some companies focused on the advantages of competence and overall to increasing the effectiveness of organization, they have used outsourcing for some activities. And it seems that companies with outsourcing own activities to other professional organization, can focus on activities that create more value-added and thereby, they can maximize the effectiveness of their activities. In this research, by studying books and different papers, the indicators were extracted and finally, the hypotheses were proved.

- economic factors are so effective to improving the outsourcing in Qazvin Welfare organization.
 - Political factors are so effective to improving the outsourcing in Qazvin Welfare organization.
 - Legal factors are so effective to improving the outsourcing in Qazvin Welfare organization
 - Executive factors are so effective to improving the outsourcing in Qazvin Welfare organization
- And finally, by using statistical techniques, all demonstrated hypotheses were proved.

Comparing the results of research with other studies

In a study that Karimi and Baghdadi conducted about outsourcing, concluded that the outsourcing of activities facilitate the way of doing things and reduce the costs and efficiency and effectiveness of organizations and these results are in line with the objectives of the present study.

-in a study that Hamzei conducted, showed that continuous and effective management of activity's outsourcing lead to quality of work, cost reduction, transferring invested risks that are consistent with the results of the present study.

-In a study that Akrami and Karimi were conducted, showed that outsourcing lead to improving the quality of services and products. Cost reduction, cost restructuring and it is consistent with the findings of the present investigation.

Recommendations arising from the research

Hypothesis 1: Economic factors are effective to improving the outsourcing in Qazvin Welfare organization. About the economic factors, and due to the importance and priority of obtained results, it is suggested:

- To supply the likely costs that Welfare organization spends to private activities, special funds should be allocated.
- Providing required training and making culture for all groups of people, especially the experts and investors and creating confidence among them about assigning the activities and profitability of organization.
- Encouraging investors and providing special facilities to them in order to creating motivation for doing welfare activities
- Creating and providing different programs and inferring through radio and television, mass media and other collective media to meet people with different ways of investing
- Controlling and reducing the possible costs in the field of privatization (the costs such as: advisory services, law enforcement, etc)

Hypothesis 2: Executive factors are effective to improving outsourcing in Qazvin Welfare organization:

About the administrative- executive factors, the following features are proposed:

- Eliminating the complicated and cumbersome procedures of privatization process in organization and its transparency
- Creating a decision maker, string and informed part in macro level of Iran Welfare organization by using knowledge and science
- University professors in academia for a detailed, accurate and informed design of an appropriate model for implementing privatization process
- Developing and providing necessary training for outsourcing to increase the knowledge power of organization's managers in attracting private sector investment.
- Providing education courses for managers and experts of organization to be familiar with privatization goals and so their resistance to this plan will be reduced. And by providing the model of other countries, their confidence will be attracted to other outsourcing policies.
- In regard with legal actions, the following cases are proposed:

Hypothesis 3: Legal factors are effective to improving the outsourcing in Qazvin welfare organization.

Legislating efficient and consistent roles and creating necessary supports to implementing them in outsourcing.

- Eliminating restrictive laws and higher taxes such as implementing tax incentive policies to attract investors.

Hypothesis 4: Political factors are effective to improving outsourcing in Qazvin welfare organization

-About political factors, the following cases are recommended:

- 1-Further clarification of rules about outsourcing and giving boundaries of public sector to private sector that domestic policy will be avoided.
 - 2-Careful monitoring in doing privatization and avoiding the effect of interest groups in this field and avoiding from possible abuse
- also, with regard to the findings of present research about the obstacles and problems of outsourcing , it is suggested to other scientists, researches, students in different courses:

Suggestions for future research:

-the present study is conducted from the view of managers and experts of transferring the activities the Qazvin welfare organization. So, it is recommended to evaluate the topic of research in country welfare level, a study should be done from the perspective of senior managers of Iran welfare organization.

-Each of the proposed questions can be investigated, individually and they want investigate the obstacles of outsourcing in Iran and the method to eliminate it that welfare organization and other organizations will benefit from its results.

- Success or failure the outsourcing methods should be examined in welfare organization.
- Feasibility of outsourcing in welfare organization should be selected and researched as a research topic.

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