

Using Quality of Service Delivery to Evaluate Federal Government of Nigeria Policy on Public Service Outsourcing: A Case of Public Healthcare Institutions, Nigeria

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Abstract

It is a normal practice in all works of life to evaluate or assess the impacts or effects of policies made by individuals, groups and organizations, more especially, the public policies of governments. By assessing some of these policies, especially, nascent ones such as this one, gaps could be established between the policy framework and impacts such could create on the people or institutions which they are meant to serve. This could also serve as post critical analysis for the policy stakeholders. This study is set out to evaluate the public service outsourcing of the Federal Republic of Nigeria, using quality of service delivery questionnaires as the major assessment instrument. A descriptive survey research was adopted for the study, and correlation design as its method was used for data analysis. Pearson Moment Correlation Coefficient was used to determine its internal consistency. Three sets of questionnaire were designed to service the population sample size of 319 (Three Hundred and Nineteen) in the study areas. The SPSS assisted result from the study shows strong correlate of 0.828, at 0.01 level (2-tailed) between public service outsourcing and quality of service delivery.

Key Terms: Quality of Service Delivery, Nigeria Public Service, Nigerian National Policy on Outsourcing, Human Resource Outsourcing

1.0 Introduction

1.1 Background of the Study: Outsourcing is now a major contemporary management, economic, developmental and political issue. It has equally assumed a lot of names and terms (nomenclature) according to where it is located in organizations and economies. These include management consultancy, subcontracting, third party suppliers, off-shoring, near-shoring, multi-sourcing, strategic sourcing, and the likes. These emerging names ascribable to outsourcing could infer the importance attached to it by some individuals and groups. In economic cum political arena, outsourcing has equally gained tremendous ground. For instance, Sims (2004) observes that most of the advanced countries such as the United States of

America (U.S.A), The Great Britain, China, India, Australia, to mention but a few, have gone ahead not only making outsourcing an economic imperative, but as a political issue, where it is enshrined in some of these countries' constitutions.

Meanwhile, in Nigeria the views of many persons and commentators are that the commercialization and privatization policies of the public sector organizations and parastatals embarked upon since 1970 have fallen short of promoting the content values of economic infrastructures and human capital development with consequences of observed under performances of these public service organizations. It could have been in this seemingly observation of the underperformance of Nigerian public service organizations that the former Nigerian President, Olusegun Obasanjo, on January 2007 inaugurated a policy on outsourcing termed 'National Outsourcing Policy and Institutional Framework for Nigeria'. The initiators of this policy were of the opinion that outsourcing was gaining momentum globally as potential instrument for increasing productivity and enhancing revenue generation, particularly in the developing economies such as Nigeria with net advantages in improving quality of service delivery. To this, it could be observed that outsourcing is a paradigm shift of some government policies, especially, the federal government of Nigeria from the traditional labour procurement order to what can be described here as more pragmatic one, which tends to focus on the pursuit of public organizational excellence through quality of service leading to enhanced organizational productivity with reduced costs. Hence, outsourcing has been described by many as a win-win game.

Possibly, based on the above assertions, public specialist healthcare institutions, with special regards to the ones at Enugu metropolis, Enugu state of Nigeria, in the likes of National Orthopedic Hospital, Federal Neuropsychiatry Hospital, National Arbovirus, and National Animal Research Centre cued into the policy by outsourcing some of their human resource functions such as security, laundry and cleaning services.

As public human resource outsourcing can better be described as nascent in Nigerian public service organizations, it becomes imperative to assess its impacts on service delivery using her public specialist healthcare institutions as case study. The relationship between outsourcing and service delivery could be found from various articles and statements, which show that one of the principal imports of outsourcing is quality of service improvement. To improve quality of service could, therefore, mean to achieve a higher step in quality through contracting out some of the organizational functions, which are classified as non-core activities to some third parties called outsourcers or third party agents or organizations.

Quality of service delivery has since time immemorial been at the front burner of public service requirements in Nigeria. The Nigerian Communication Commission (NCC) (2015) asserts that the primary purpose of any government is to improve quality of life of its citizens. And to do this, it said that government Ministries, Departments and Agencies (MDAs) were established to provide quality of services to the people of Nigeria. For the citizens, public institutions have social obligations to render services, and therefore, it could mean that they should have legitimate expectations to be provided with good quality services without economic motives (National Communication Commission, 2015).

It could be right to say here that in order to entrench quality of service delivery among public service organizations that Nigerian government in 2004 established what could be regarded as quality service regulation policy known as SERVICOM. SERVICOM is an acronym derived from the words Services Compacts (Federal, Road Safety Communication, 2015). However, another version of the full meaning came from NCC (2015), which it says to mean 'Service Compact with All Nigerians'. Meanwhile, FRSC extends its meaning by saying that 'Compact' is a formal agreement between two or more persons. According to her, SERVICOM is a service compact agreement between the Federal Government of Nigeria including its public organizations and agencies and the Nigerian people. Literature shows that one of Charters of SERVICOM is dedication to deliver quality services to citizens, which are timely, fairly, honestly, effectively and transparently.

Based on the established relationship between SERVICOM and service delivery, as seen above, it becomes imperative for this study to empirically assess the impacts of human resource outsourcing with regards to security, laundry and cleaning services among the federal government of Nigeria public healthcare institutions using the SERVICOM quality of service indicators.

1.2 Statement of the Problem: The Nigeria media have for a long time now been awash with some uncomplimentary remarks about service delivery of public service organizations in the country. The remarks include lame-ducks, corruption infested system; where meritocracy is sacrificed on alters of nepotism, employment of people who do not take interest on service delivery, among others. In the same vein, the attitude of Nigerian public employees to work has the description of Ocho (1984), more than 40 years ago as being lousy, lackadaisical, corrupt and non-compliant to work ethics. Today, some evidences abound, which show that Nigerian public employees to work attitude with more particular interest on service delivery has not changed much. Each government in power had tried to ameliorate the situations. Even now, some of the policies enacted by Federal Government of Nigeria to tackle the so called inefficiencies of public service delivery were not spared. For instance, Oyedele (2015) observes that some government reform policies aimed to improve service delivery such as SERVICOM have not changed the face of public services for better as nation-wide service failures persist. The same remarks have been observed to be associated with other reform policies, which were done with the intentions to ameliorate the shortcomings of public service sector organizations in the likes of commercialization and privatization, public service reforms, private-public partnership, among others.

The most current of these public service reforms is outsourcing policy, which includes human resource outsourcing. National outsourcing reform policy has earlier been described in this study as nascent in the history of policy reforms in Nigeria. Nonetheless, it could be observed that there is no time better than now to start evaluating its impacts on the subjects it was meant to address, more especially in the area of quality of service delivery among the public service organizations in Nigeria.

It could also be reasoned that when new policies are created, especially public ones such as this, there is always the tendency to expect huge performance from the providers or

implementers, which at times may not be attainable or at best, too enormous to attain. On this observation, it becomes more imperative to assess some policies, especially, when some authors such as Mamah and Ulo (2009) cast some doubts about the quality of service being rendered by some outsourcing providers (vendors). The authors are of the view that outsourcing could result for the outsourcing providers (vendors/suppliers) to render poor quality services. This could as well suggest that outsourcing for quality may be far from win-win case, which is the usual maxim of outsourcing concept. This thinking by the above authors is in line with some notable assertions, which show that there is the tendency for the outsourcing providers to render poor quality of service. The argument is that quality of service has direct and causal relationships with skills, background circumstances, competence and qualifications of the service providers; and for the main fact that outsourcing goes for cheap labour, the tendency is that the product of such arrangement would also be cheap. Therefore, an assessment or evaluation is needed. By assessing or evaluating new policies such as this one, a gap could be established between the policy as a framework and the impacts such creates on the citizenry that it was meant to serve.

When this is effectively done, it could create platform for post critical analysis on the way forward. It could also serve as a store of literature to the initiators and operators of public service policies, as well as the governments, who enact and institutionalize the policies; the policy providers, in this case, the outsourcing providers (outsourcers/vendors, third party agents), and the general public, who may be interested in outsourcing and service delivery issues, will equally benefit from the excise.

1.3 Objective of the Study: The objective of this study is to assess the relationship between human resource function outsourcing and quality of service delivery among public healthcare institutions in Nigeria with regards to security, laundry and cleaning services at federal government healthcare institutions in Enugu metropolis, Enugu State of Nigeria.

2.0 Literature Review

2.1 Concepts and Definitions: A precise date of the emergence of the use of human resource outsourcing as organizational concept and practice is yet to be fully ascertained by this study. However, in a wider context, Wikipedia, the free encyclopedia was of the view that the current impetus on public service outsourcing started in the '80s. According to this source, it was as a result of widening the frontiers to free-market-public service reforms which begun in the United States of America. Extending the information, it said that outsourcing was introduced into public service as a means to neutralize frequent industrial strikes (actions), and downsizing the blue collar-jobs with much regards to non-core organizational competencies at work places. Equally, it was seen then, especially among the government establishments, as a means of 'rolling' back bureaucratic states and 'injecting' into the supposedly moribund public services into a competition that was needed to drive up a new culture of innovation and entrepreneurship. In this way, outsourcing meant to some persons and groups as taking politics out of public service equation, thereby, making everything purely an economic transaction. Yet, on another platform is the view of Peters and Waterman, two contemporary management

experts, who recommended that organizations should stay with their core-competencies instead of diversification of functions, just for the sake of it (Business, the Ultimate Resource, 2006).

It could be through the various conceptualizations (some already examined here) that enabled this study to forward the following descriptions about outsourcing. Noe, Hollenbeck, Gerhart and Wright (204) define outsourcing as the practice of having another company (a vendor, third party provider, or consultant) provides services. Armstrong (2003) describes what obviously can go for human resource outsourcing thus:

“reducing permanent staff to a core of essential workers and increasing the use of peripheral workers/subcontractors, temporary staff), and ‘outsourcing’ work to external service providers, thus, reducing employment costs and enabling the enterprise easily to increase or reduce the numbers of personnel available for work in response to fluctuations in the level of business activity”.

In the same vein, Eze (2008), writing through what he called ‘Excellence through Outsourcing’, describes employee outsourcing to mean subcontracting those non-core activities, which usually lead to unnecessary dissipation of efforts and resources, and hinder operational efficiencies. The above definitions and descriptions of outsourcing, in general, are in tandem with this study concept of outsourcing, which are as well observed to be very significant to this study.

2.2 The Relationship between Outsourcing and Quality of Service Delivery: As at today, it could be observed that outsourcing of any form, including human resource, has gained tremendous ground as a new contemporary management approach, which is aimed to reducing operational costs, allow organizations to pay more attention to their core-value activities, and improve quality of service delivery, among other things. As could be observed in that, quality of service improvement is one of the essential functions of outsourcing concept. To improve quality of service is to achieve a step change ahead in the quality of products and services. Mamah and Ulo (2009) assert that quality improvements have so far earned the regard by many persons and groups as more solid measure or tool or technique or strategy for effective competition, organizational growth, expansion, and sustenance through the satisfaction of customers’ needs and demands. The above authors were of the view that in all, for improvement of quality of service and the achievement of a desired step change, human resource competences must be put in the front burners (Mamah and Ulo, 2009). However, they argued that when and where organizations lack the necessary expertise or wherewithal to achieve such quality change internally, one of the remedies was to outsource such needed human resource functions or personnel who have the knowledge, skill and operational expertise to do so.

2.3 The Nigeria Public Service: From the literature so far, a revelation which has persisted over a period of time shows that Nigerian Public Service Organizations are failing in their various services delivery. The views, as earlier portrayed in this study, could be used to validate evidences to this assertion. Those that added their voices about the poor quality service

delivery by the Nigerian public service enterprises nee African organizations include Igbokwe-Ibeto, Chinyeaka, Agbodike and Anazodo (2015). These authors are of the view that the application of federal character principles, which is enshrined in the Nigerian constitution with regards to appointment of key officers into the Nigerian Civil Service, could form an opinion to poor service delivery in public service organizations. This observation could not be very far from facts as presented by a common sense theory, which shows that federal character principles as entrenched in the Nigerian constitution is an invitation of basing public service appointments on ethnicity instead of a more valid and reliable principles of meritocracy and qualification.

In another dimension, Joan-Claude (2015) relates delivery of poor service in some African countries to a number of factors such as poor quality of governance, absence of established acceptable ethical norms, and rampant poverty. In the observatory post of this author, the identified factors are actually responsible for corruptive tendencies that impact negatively on the public service quality delivery. Omisore (2013), agreeing to the poor service delivery among the Nigerian public service organizations advocated some strategies in order to improve the competencies of Civil Service Officials in Nigeria. In the same issue, Benjamin and Juliana (2014) advocate redefining the roles of Human Resource Professionals (HRP) as panacea to enhancing public service performance, which they earlier observed in their study to be poor. When these and other like comments are made, obvious observation is that the customers of these public service institutions in Nigeria nee Africa are not satisfied with the services been delivered to them. Hence, some groups and individuals propose outsourcing of some public service functions as panacea to ameliorate the situations.

2.4 The Relationship between Quality of Service and Customer Satisfaction: An observation of a common sense theory, which suggests that to improve service delivery, is to improve the performance of the service providers to the extent of satisfaction of their customers of their products and services are in the right direction. For instance, in line with this, Sureshchandar, et al. (2002), who through the results of their study, found out that the two constructs (quality of service and customer satisfaction) are indeed independent but closely related to the extent that increase in one can lead to the increase in the other or vice versa. In theory, we are always elicited with the information to show that outsourcing is a win-win game of lower costs and higher quality of performance; it then becomes imperative for us, vis-à-vis this study, to investigate how the expected higher quality of service through outsourcing of some human resource functions such as security services is actually perceived by the customers of the products in practice. From the view point of business, one could not be wrong to say that service quality reflects on the achievements in customer based satisfactions. Therefore, it could be reasoned with some extent assurance that to measure service quality, customer satisfaction as measurement tool could be used. This is in agreement with Wikipedia, the free encyclopedia, which states that in general, customers compare perceived (observed) quality of service with the expected. If the former falls short of the later, the customers will be disappointed. In other words, the expected service quality and the perceived, some times, may not be equal, thus, leaving a gap. Some of the areas where customers expect improvement in service quality

include suppliers-potentials (example, qualification); service process (example, quick service delivery); and service result (example, satisfaction).

Hence, in line with these areas of quality of service improvement being expected by the customers at the study centers, self designed questionnaire as the instrument for collection of data on the quality of service/customer satisfaction variables for this study was routed through Parasuraman, Zeithami and Bery Model of 1988, as described by Wikipedia, the free encyclopedia, which identified the elements that can create gaps between the perceived and expected quality of service. These elements include reliability, responsiveness, competence, access, courtesy, communication, credibility, security, and understanding by the customers on the suppliers. However, as could be observed from the foregoing, there were some overlaps amongst the elements. Secondly, in order to achieve its objectives well, the study makes use of the following to formulate some its questionnaire items. They include timing, transparency, effectiveness, honesty and fairness. On this, the study has assumed to have covered the quality service requirement in accordance with SERVICOM quality of service index.

2.5 Theoretical Framework: This study considered and hereby adopts Transaction Cost Theory as its driver in the analysis of the key subjects. Transaction costs approach to understanding the relationship about the outsourcing concepts was created by Ronald Coase in 1937. This approach was further developed by Oliver Williston in 1975 (Abdullah and Aykut, 2014). The duet was of the view that transaction cost theory accepts an open system about organizations which focuses on the process of changing the production of goods and services with people outside the boundaries of a system (organization). Meanwhile, from other literatures, this study could articulate transaction costs as a means of trying to explain why organizations exist, or expand operations or source out activities to the external environment. To answer this question, the transactions cost theory is of the view that organizations, by doing this, it tries to minimize the bureaucratic costs of exchange within the organizations. In other words, the theory is a weighing/decision making instrument. It is used to measure or weigh the costs of performing activities (functions/operations) in-house versus outsourcing such to external competencies. Hence, it is always referred to as 'make or buy' decision in management parlance.

This theory, to some extent, is relevant to this study. This is because it reflects more on the concepts of outsourcing, as it were. Though costs of operations or functions stand out clearly as key issues in the theory, costs could mean here value improvement; whereby, in the literature we were informed that outsourcing is a win-win game-lower cost and improved value (quality of service). More over, traditionally, outsourcing of any type has always been related to the cost of operations, but today's outsourcing concept has gone beyond cost to more advanced reasons such as improved quality of service delivery. Given this revelation, this study suggests for a new-theory that can adequately address the theoretical frame work of a study of this nature.

3.0 Methodology

A descriptive survey research was adopted for this study with correlation design as its method of analysis. This is in line with the expressed view by Krishnasway, Sivakumar and Mathirajan (2006), who maintain that in order to understand very well the relationships of variable or factors to complex constructs such as human behavior in organizations, correlation design remains a better option. Specifically, Pearson Moment Correlation Coefficient was used for analyzing the questionnaire instrument, which is thus represented:

$$r = \frac{\sum xy - \frac{(\sum x)(\sum y)}{N}}{\sqrt{\left[\sum x^2 - \frac{(\sum x)^2}{N} \right] \left[\sum y^2 - \frac{(\sum y)^2}{N} \right]}}$$

(Source: Shaughnessy, et al. 2003) (Equation 1)

r , is a numerical measure of linear relationship between the variables of X and Y. In this study, X represents raw scores of independent, which include the variables of outsourcing. Y represents raw scores for dependent variables, which are quality of service; \sum is the summation sign; $\sum XY$ is sum of the cross products of X and Y; N is number of pairs of scores.

3.1 Research Questions

- i. What is the extent of the relationship between human resource function outsourcing with regards to security, cleaning and laundry services and quality of service delivery at public healthcare institutions in Enugu metropolis, Nigeria?

3.2 Research Hypotheses

H_0 : To some extent, with regards to security, cleaning and laundry services, the introduction of human policy of outsourcing by the Federal Government of Nigeria has not improved the quality service delivery at public healthcare institutions in Enugu metropolis, Nigeria.

H_a : To some extent, and with regards to security, cleaning and laundry services, the introduction of human resource policy of outsourcing by the Federal Government of Nigeria has improved the quality of service delivery at public healthcare institutions in Enugu metropolis, Nigeria.

3.3 Decision Rule

At 0.05 level of significance and 2 degree of freedom, reject alternative hypothesis, if and only if t-cal. calculated is greater (>) than t-tab (table).

3.4 Population/Profile of Public Healthcare Institutions under Study

The population of the study elements comprises all the staff (permanent employees) of public healthcare institutions in Enugu State, Nigeria. However, the sampling frame comprises the permanent staff of the institutions who have stayed up to 5 years, and beyond in the

institutions. The choice of the sampling frame was to ensure that those who participate in the study had the experience when outsourced human resource personnel were not part of institutions' operations; making such for a more valid evaluation. The sampling frame was supplied by the various human resource records of the institutions as follows:

Table 1: The Study Population Spread

Institution	Population from the Sampling Frame
National orthopedic Hospital, Enugu	1,134
Federal Neuropsychiatry Hospital, Enugu	409
National Arbovirus and Research Centre, Enugu	39
Total	1,582

(Source: Human Resource Departments of the Healthcare Institutions, 2014)

3.5 Sampling Technique/Determination of Sample Size/Questionnaire Distribution

The sample size of this study is determined by the statistical formula:

$$n = \frac{N}{1 + N(e)^2} \text{ (Source: Omoankhanlen, J. A. and Osagie, N. G. (2007) (Equation 2)}$$

Where, n is the sample size to be determined; N = population size; e = level of significance at 0.05; and 1 = constant.

Applying the formula, we have: $\frac{1582}{1 + 1582(0.05)^2} = 319$ (APP....)

Meanwhile, sampling with probability proportional size technique was used to distribute the questionnaire.

The formula is $nh = \frac{n}{N} X Nh$, (Source: Omoankhanlen, J. A. and Osagie, N. G. (2007)

(Equation 3)

Where, nh is the proportional sample frame of each of the organizations to be determined; N is the population size (1, 582); n = sample size (319). Thus each of the institution shall have the following distributable questionnaire:

Table 2: Population Sample

Institution	Population from the Sampling Frame
National orthopedic Hospital, Enugu	229
Federal Neuropsychiatry Hospital, Enugu	82
National Arbovirus and Research Centre, Enugu	8
Total	319

Source: Manually Calculated Questionnaire Distribution

3.6 Research Procedure/Population Size/Data Source/Instrumentation

This study involved a sample size of 319 respondents, out of 1,582 that constituted the sampling frame. In order to accomplish the study objective, self designed and moderated questionnaire were used as data collection instrument. The study is composed of 13 number item questionnaires. The first set constitutes one item question, which bordered on the period of services with the study organization. This serves as elimination instrument for the respondents who may not constitute as bonafide participants because their lengths of service, as earlier stated in this study, may not give valid answers. The second set of 7 items questionnaire relate to outsourcing variables, while the remaining 5 relate to quality of service variables. This last set of questionnaire instrument was crafted based on SERVICOM quality-service-index. The study question and hypothesis bordered on the relationship between the two major variables under study, that is, Human Resource Outsourcing (HRO) and Quality of Service Delivery (QSD). Likert-type of scale, which was calibrated from 5 to 1, where each level indicates the extent of agreement/disagreement by the respondents, served as the measurement instrument.

4.0 Findings, Discussions, Conclusion and Recommendation.

4.1 Response Rate

The response rate shows that out of 319 questionnaires distributed, 192, representing 60.19% were valid. The remaining responses were rejected due to some obvious reasons such as 'No' response from questionnaire item 'A', biases and mutilations.

Questionnaire Item A: Period of Employment/Service

1) Have you stayed up to five years as an employee of this healthcare institution?

Yes No (Tick the appropriate box)

Key to Tables 3 and 4: SA = Strongly Agree; A = Agree; NS = Not Sure; DA = Disagree; SDA = Strongly Disagree.

Table 3: Questionnaire Items B (Outsourcing Variables)

S/No	Questionnaire Item	SA	A	NS	DA	SDA	Total
2	The outsourcing policy of federal government is good;	70 (36.46)	71 (36.98)	29 (15.10)	14 (07.29)	8 (4.17)	192 100%
3	It is a step change (improvement) from the traditional way;	76 (39.58)	94 (48.96)	16 (08.33)	6 (03.13)	0 (00.00)	192 100%
4	It is more cost-effective in terms of service delivery	114 (59.38)	66 (34.38)	6 (03.13)	4 (02.08)	2 (01.04)	192 100%
5	Nonetheless, it is still very nascent (new) in Nigeria public service organizations, it can be sustained for a long time to come;	84 (43.75)	70 (36.46)	28 (14.58)	6 (03.13)	4 (02.08)	192 100%
6	It has improved the quality of service delivery in your organization with regards to security, cleaning and laundry services;	110 (57.29)	68 (35.42)	6 (03.13)	6 (03.13)	2 (01.04)	192 100%
7	With regards to quality of service delivery after the introduction of this policy on outsourcing, a lot has been achieved;	100 (52.08)	72 (37.50)	16 (08.33)	4 (02.08)	0 (00.00)	192 100%
8	The improved quality of service delivery was a result of human resource outsourced with regard to the above services (item No. 6).	116 (60.42)	60 (31.25)	10 (05.21)	6 (03.13)	0 (00.00)	192 100%

Using manual calculation, it has been found that the weighted responses in Table 3 show aggregated sums of 5,448 and 108, representing a ratio of about 50.44:1, respectively, are those who agree positively on the outsourcing policy of the federal government of Nigeria at the study centers as against those who disagree. This scaled response results confirm the opinions of some individuals and groups who believe in the efficiency of human resource outsourcing as we saw earlier in this study.

Table 4: Questionnaire Items C (Quality of Service/Customer Satisfaction variables.)

S/No	Questionnaire Item	SA	A	NS	DA	SDA	Total
9	Timing (as at when due)	80 (41.67)	80 (41.67)	24 (12.50)	6 (03.13)	2 (01.04)	192 100%
10	Transparency (competency/without ambiguity)	150 (78.13)	30 (15.63)	6 (03.13)	2 (01.04)	4 (02.08)	192 100%
11	Effectiveness (meeting the expectation)	92 (47.92)	52 (27.08)	14 (07.29)	16 (08.33)	18 (09.38)	192 100%
12	Honesty (without corruption)	76 (39.58)	78 (40.63)	24 (12.50)	10 (05.21)	4 (02.08)	192 100%
13	Fairness (justice to all)	84 (43.75)	68 (35.42)	30 (15.63)	8 (04.17)	2 (01.04)	192 100%

Using manual calculation, it has been found that the weighted responses in Table 4 show aggregated sums of 3,642 and 144, representing, in ratio of 32:1, are those who agree positively in the quality of service/customer satisfaction variables of federal government policy of human resource outsourcing as against those who disagree. However, these are preliminary results, which can be confirmed or otherwise through further hypothesis tests.

Table 5: Test of the Study Hypothesis/Result

	Group B	Group C
Pearson correlation	1	.828**
GroupB sig.(2-tailed)		.000
N	35	25
Pearson correlation	.828**	1
GroupC sig.(2-tailed)	.000	
N	25	25

** Correlation is significant at 0.01level (2-tailed)

Source: SPSS version 22 Assisted Pearson Moment Correlation Matrix of the study variables.

The results in table 5 show that there is a strong correlation among the study variables, that is, the relationship between human resource outsourcing and quality of service/customer satisfaction among the respondents, which is .828 at 0.01level (2-tailed).

Table 6: T-test valuation/Interpretation of Hypothesis Result/Decision

Level of significance	Df	t-cal	t-tab	Decision
0.05	192	20.38	1.96	Ho was rejected

Table 6 (above) shows that at 0.05 level of significance; 2df; 20.38(t-cal); and 1.96(t-tab), the null hypothesis which states that the relationship between the variables is not significant is rejected by the study. In other words, the alternate hypothesis is accepted.

4.2 Conclusion and Recommendation

This last result (refer, table 6) strengthens and justifies the study’s hypothetical statement/ expected result, which was of the view that the two major study variables are significantly related. It also affirms the assertion of the initiators of outsourcing policy in Nigeria public service organizations, more especially in the area of service quality improvement. The observation of Oyedele (2015), about the nonperformance status of some referred public service reform policies could not be vindicated going by this study result. The result also debunked the fears of Mamah and Ulo (2009), which relate to the assumed fact that because outsourcing principles go for cheap labour (low costs), therefore, the products (quality of service) of the such arrangement could as well be cheap (low quality of service). The study could be seen to validate the views of Eze (2008), which invite us to know that one of the imports of outsourcing concept and practice is that the user organization tends to reduce the levels and volumes of business activities to a more pragmatic quality service values through consolidating on the core competences and activities of organization. This is achieved because unnecessary dissipation of efforts and resources on non core competence are curtailed.

The study recommends that these studied organizations, representing the Nigeria public organizations, should go beyond outsourcing only those peripheral human resourcing functions as identified in this study to some more important ones such as pay roll, staffing, training and development aspects of human resourcing, which were observed not in place during the time of this research.

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