



## Business Strategy Series

HR outsourcing among Malaysian manufacturing companies  
Hasliza Abdul-Halim, Norbani Che-Ha,

### Article information:

To cite this document:

Hasliza Abdul-Halim, Norbani Che-Ha, (2010) "HR outsourcing among Malaysian manufacturing companies", Business Strategy Series, Vol. 11 Issue: 6, pp.363-370, <https://doi.org/10.1108/17515631011093061>

Permanent link to this document:

<https://doi.org/10.1108/17515631011093061>

Downloaded on: 10 October 2017, At: 08:01 (PT)

References: this document contains references to 36 other documents.

To copy this document: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

The fulltext of this document has been downloaded 2885 times since 2010\*

### Users who downloaded this article also downloaded:

(2008), "HR outsourcing: threat or opportunity?", Personnel Review, Vol. 37 Iss 5 pp. 543-563 <a href="https://doi.org/10.1108/00483480810891673">https://doi.org/10.1108/00483480810891673</a>

(2009), "Making the decision to outsource human resources", Personnel Review, Vol. 38 Iss 3 pp. 236-252 <a href="https://doi.org/10.1108/00483480910943313">https://doi.org/10.1108/00483480910943313</a>

Access to this document was granted through an Emerald subscription provided by emerald-srm:616458 []

### For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit [www.emeraldinsight.com/authors](http://www.emeraldinsight.com/authors) for more information.

### About Emerald [www.emeraldinsight.com](http://www.emeraldinsight.com)

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

\*Related content and download information correct at time of download.

# HR outsourcing among Malaysian manufacturing companies

Hasliza Abdul-Halim and Norbani Che-Ha

Hasliza Abdul-Halim is a Senior Lecturer in the School of Management, Universiti Sains Malaysia, Pulau Pinang, Malaysia. Norbani Che-Ha is a Senior Lecturer in the Faculty Business and Accountancy, University Malaya, Kuala Lumpur, Malaysia.

## Introduction

Over the past decade, businesses have tried total quality management, business process reengineering, rightsizing, downsizing, restructuring and other approaches to meet or exceed the companies' goals. While companies find that improvements can be made in operations and processes, significant resources are still focused on non-core activities.

Despite these actions, however, a significant amount of resources continues to be devoted to routine and administrative functions. In view of this, and in an effort to address scarce resources and meeting customers' unrelenting needs for quality, many entities have now ventured into various kinds of outsourcing exercises (Marinaccio, 1994). Outsourcing allows management to refocus scarce resources on core business activities, as well as increasing customers' perception of quality and reducing the cost of the outsourced functions (Marinaccio, 1994).

Outsourcing is becoming the norm among private and public companies. The rationale for its adoption is simple and compelling. If outsourcing parts of the business activities or operations yields greater benefits to the companies than performing them internally, then there is a clear-cut case for outsourcing. In addition to the immediate efficiency gains, companies can also direct their efforts to other activities that they can perform proficiently in house (Fill and Visser, 2000). In short, outsourcing, as a strategy results in the better deployment of business activities (Elmuti, 2003).

Outsourcing can be broadly defined as the transfer of a function previously performed internally to an external provider (Domberger, 1998; Finlay and King, 1999). Many companies realise the importance of outsourcing and are beginning to expand this practice to many of their business operations. In fact, many researchers posit that outsourcing encompasses a wide spectrum of activities, from manufacturing operations to research and development, logistics and marketing, information technology, HRM and accounting (e.g. Gilley *et al.*, 2004b; Morgan, 2003). Outsourcing means different things for different business activities.

Researchers have identified numerous reasons why firms use outsourcing. Companies can expect to achieve many different benefits through successful outsourcing, although there are significant risks that are run if outsourcing is not successful (Kremic *et al.*, 2006). The next section will discuss the advantages and disadvantages of outsourcing in general.

## Advantages and disadvantages of outsourcing

Similar to other strategies available to businesses, due deliberation should be undertaken before any outsourcing is carried out by a business entity. The result of an outsourcing exercise can greatly benefit the entity or can equally prove to be disastrous, depending on how well it is planned and executed. An abundance of outsourcing literature exists today

that examines both the advantages and disadvantages of outsourcing. Table I presents various advantages and disadvantages of outsourcing.

### The trend towards HR outsourcing

The above explanations of the advantages and disadvantages of outsourcing provide the backdrop for the discussion of outsourcing activities. Outsourcing is becoming a common practice among companies and it is used widely in a variety of business activities (Lever, 1997). Currently, all around the globe, HR employees are considering or are actively engaged in outsourcing all or part of the HR function. Significant advances in technology have created a situation where work and most jobs can be done anywhere in the world. In general, HR outsourcing means having a third-party service provider or vendor administer, on an ongoing basis, a HR function that would normally be performed internally. A vendor will contract to perform a specific HR function, hence delivering predetermined services for a certain specified fee (Cook and Gildner, 2006).

In spite of this emerging trend, few empirical investigations have been conducted into HR outsourcing, particularly in Malaysia. There are few academic researchers who have analyzed how decisions of outsourcing are formulated and carried out, the effectiveness of the outsourcing and, most importantly, the impact of the outsourcing on performance (Wahrenburg *et al.*, 2006; Delmotte and Sels, 2008). In fact, most studies emphasize the outsourcing of other activities, such as information technology (Lacity and Willcocks, 1998), engineering (Quinn, 2000) and manufacturing (Dekkers, 2000).

Traditionally, HR managers are responsible for updating the policies and procedures affecting their companies. They are also responsible for selecting, hiring, training and compensating the workforce. However, today's HR managers are expected to step out of their "safe enclaves" and be more flexible, responsive and efficient, in addition to being able to contribute to the strategic decisions of their companies (Ulrich, 1996). In response to this shift in paradigm, many HR managers are turning to outsourcing as a way of meeting these demands (Cook, 1999; Adler, 2003).

### Why outsource HR functions?

There are many reasons, at both the strategic and operational levels of companies, to embark on HR outsourcing. Many share similarities with the outsourcing of other companies' functions. Specifically, demands for increased productivity, profitability, and growth have encouraged companies to analyze their internal HR processes, resulting in a move towards strategic outsourcing activities (Cooke *et al.*, 2005). Moreover, reasons for HR outsourcing are frequently a response to an overwhelming demand for reduced costs (Greer *et al.*, 1999), reduction in overheads (Herbertson, 2000), quality improvement (Elmuti, 2003) and focus on core competencies (Wahrenburg *et al.*, 2006; Elmuti, 2003; Smith *et al.*, 2006).

HR outsourcing is also seen as an effective way to improve efficiency by gaining access to experts in HR areas. It enables companies to profit from the rising comparative advantage of specialized service providers who have expertise in the areas concerned (Smith *et al.*, 2006; Cooke *et al.*, 2005). Apart from this, HR outsourcing allows companies and external vendors

**Table I** Advantages and disadvantages of outsourcing

<i>Advantages</i>	<i>Disadvantages</i>
Access to experts and advanced technology	Loss of management control
Time pressure	Loss of internal expertise and skills
Reduce costs	Costs consideration
Strategic focus	Declining innovation
Flexibility	Effect on employees' morale
Improve quality	Potential lower service quality
Shift the burden of risk and uncertainty	Disruptions and clashes of opinions

to combine their consultative and strategic roles in designing and implementing programs to enhance companies' performance (Greer *et al.*, 1999).

### Types of HR functions to be outsourced

Evidence suggests that HR outsourcing has increased considerably over the last decade (Andersen, 1996; Harkins *et al.*, 1995). Qualitative and quantitative reports such as the Cranet Survey by the Bureau of National Affairs provides further evidence of this growth (see Lilly *et al.*, 2005).

A recent survey by Smith *et al.* (2006) indicates that 61 percent of companies outsourced at least one HR function. Of that percentage, 68 percent outsourced recruitment, 61 percent outsourced human resource information system, 56 percent outsourced training, and 49 percent outsourced benefits administration. Another survey conducted by the Bureau of National Affairs in 2004 demonstrated that 67 percent of HR departments outsourced one or more HR functions.

The Cranet survey (see Cooke *et al.*, 2005) provides further evidence to support the growing trend towards HR outsourcing. The survey showed that 97 percent of companies used external providers in HR to cover at least one HR function. Of the various HR functions, training activities are the most common functions to be outsourced (77 percent). This is followed by recruitment (59 percent), benefits (30 percent) and workforce outplacement (29 percent).

Companies outsource a wide range of HR functions. Lever (1997) indicated that 75 percent and 65 percent of companies outsourced benefits administrations and training, respectively. Payroll was also one of the popular HR functions to be outsourced (62 percent), followed by recruitment with 50 percent. Other outsourced functions included HR information systems (30 percent) and compensation (17 percent). None of the respondents outsourced strategic HR functions.

Overall, considerable variations exist among companies in their use of HR outsourcing. More important, these variations seem to remain uncertain. That is, one major issue in outsourcing HR is to decide what types of HR functions to be outsourced.

In making this decision, companies need to consider the likely impact of outsourcing these HR functions on the company's performance. To do so, companies may need to distinguish between core and non-core functions. Core functions are those functions that are crucial to the companies' competitiveness and thus must be kept internally, whereas non-core functions are deemed to have lower impact on the overall performance of the companies (Cooke *et al.*, 2005). According to Finn (1999), core functions include top-level strategy, HR policies, HR planning while non-core functions comprise of specialist activities (e.g. training and recruitment) and personnel administration (e.g. payroll, HRIS, pension).

### HR outsourcing in Malaysia

Recognizing that information and communication technologies are rapidly changing the face of international trade, resource flows and competition, Malaysian manufacturing companies are taking initiatives to improve their operations in the face of these challenges. Developing HR in this sector is one of the crucial tasks required to prepare capable and skilled employees to meet current and future challenges (Hewitt Associates, 2006; Zidan, 2001). In line with this, there is a necessity to deploy skilled and competent employees in core and strategic activities. Activities that are deemed non-core to companies are relegated to outsourcing. It is no secret that in manufacturing, companies that consistently hone their productivity output and efficiency levels can greatly enhance their chances of success (Swarts, 2003). Therefore, while it might be reasonably easy to discover time- or cost-saving opportunities in such areas as production, packing, shipping or receiving, a growing number of manufacturers nationwide are learning that outsourcing their HR functions can also yield significant rewards (Gilley *et al.*, 2004a). This is because examining

the company's HR and administrative activities might not be an obvious avenue to explore when looking to boost manufacturing productivity.

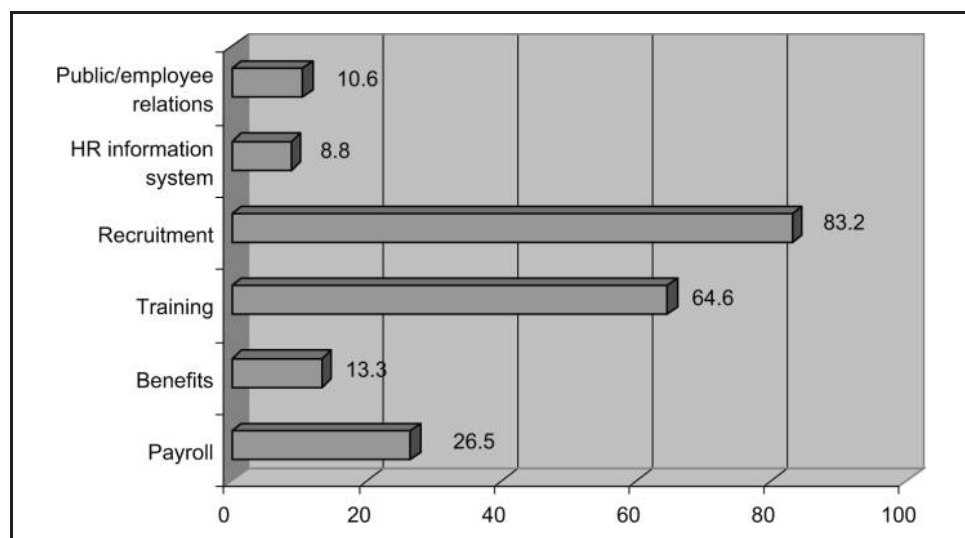
Recently, many manufacturing companies have been using professional employer companies (PEO) to perform HR functions such as payroll and benefit activities, with the aim of remedying their HR inefficiencies (Klaas, 2003). This practice has become popular among many manufacturing companies in Malaysia (Zenith Services, 2005). These companies are turning to outside providers to perform their payroll, benefits and administrative activities in order to improve their effectiveness. To remain competitive in the global marketplace, more and more manufacturing companies are examining outsourcing as a way of making their operations more efficient in Malaysia (Khong, 2005). Therefore, it is pertinent to examine the scenario of HR outsourcing among manufacturing companies in that country.

Given the complexity, cost, and highly regulated nature of the HR function, most manufacturing companies begun to outsource HR activities, for various reasons. This study used mail questionnaire to understand further the extent of HR outsourcing among manufacturing companies in Malaysia. The questionnaires were targeted to senior HR managers of Malaysian manufacturing companies. The mailing list was obtained from the Federation of Malaysian Manufacturers *Directory* (Federation of Malaysian Manufacturers, 2005). The survey yielded a 23 percent response rate, with 232 useable responses from an eligible sample of 990 companies. The study found that of 232 the respondent companies, only 113 outsourced their HR functions. This indicates that about 49 percent (113/232) of the companies outsourced their HR functions, and it shows that the practice of HR outsourcing is still a relatively new practice among many companies in Asia countries, including Malaysia (Hewitt Associates, 2006).

The results indicated that companies outsource various HR activities. Figure 1 provides a snapshot of various HR functions outsourced.

The majority (83.2 percent) of the companies outsource recruitment functions. They also outsource training functions (64.6 percent) and payroll (26.5 percent). Nevertheless, only 13.3 percent, 10.6 percent and 8.8 percent of these companies outsource benefits, employee relations and HR information systems, respectively. As expected, none of the companies outsource strategic HR functions. This result is consistent with the study conducted by Smith *et al.* (2006), in which a majority (68 percent) of Russian companies outsourced recruitment functions. Moreover, training is also considered among one of the popular HR functions to be outsourced.

**Figure 1** Types of HR functions outsourced



However, payroll is among the least outsourced functions, although Greer *et al.* (1999) assert that non-core functions such as payroll administration and benefits are frequently outsourced. In fact, Smith *et al.* (2006) also suggested that the payroll function is among the least popular candidates for outsourcing (27 percent). With regard to HRIS function, and consistent with the finding by Lever (1997), very few (30 percent) companies outsourced this function. In terms of outsourcing strategic HR functions, the result is consistent with past research (e.g. Smith *et al.*, 2006; Lever, 1997) in which there were no respondents who outsourced strategic HR functions such as HR planning and research on HRM.

The study also found that the manufacturing companies outsource HR activities for various reasons. Table II summarizes the reasons for engaging HR outsourcing.

Table II presents the mean for the reasons of HR outsourcing on a six-point scale (on a scale of 1 = strongly agree to 6 = strongly disagree). Mean is used to identify the most and the least reason for engaging HR outsourcing (Elmuti, 2003). Lower mean represents the most reason for engaging HR outsourcing. Most of the companies outsourced the HR functions because they wanted to get access to the experts' services (mean = 2.71) and excellent quality (mean = 2.82). Conversely, only a few of the companies agreed that they outsourced because of huge costs reduction (mean = 3.41) and could not cope with the peak period (mean = 3.67).

This is consistent with the survey conducted by KPMG (Switser, 1997), in which 76 percent of respondents outsourced in order to gain access to expert services. However, the result is not consistent with past studies (e.g. Smith *et al.*, 2006; Elmuti, 2003) in which companies outsourced HR functions mainly to reduce costs.

Perhaps, in the Malaysian context, companies engage HR outsourcing because they do not have the experts to perform HR functions in house. As such, companies need assistance from external vendors to design, develop and perform HR functions effectively.

Figure 2 shows the reasons for not engaging with HR outsourcing. Figure 2 indicates that a large proportion (74 percent) of companies find that HR outsourcing is not appropriate for their business operations. This is probably due to the complex operation of business, in which employees need to have a complete understanding of this matter. In contrast, only a few (17 percent) of these companies realize that HR outsourcing is not relevant to their companies' cultures and values; finally, almost 7 percent of them are not aware of HR outsourcing at all.

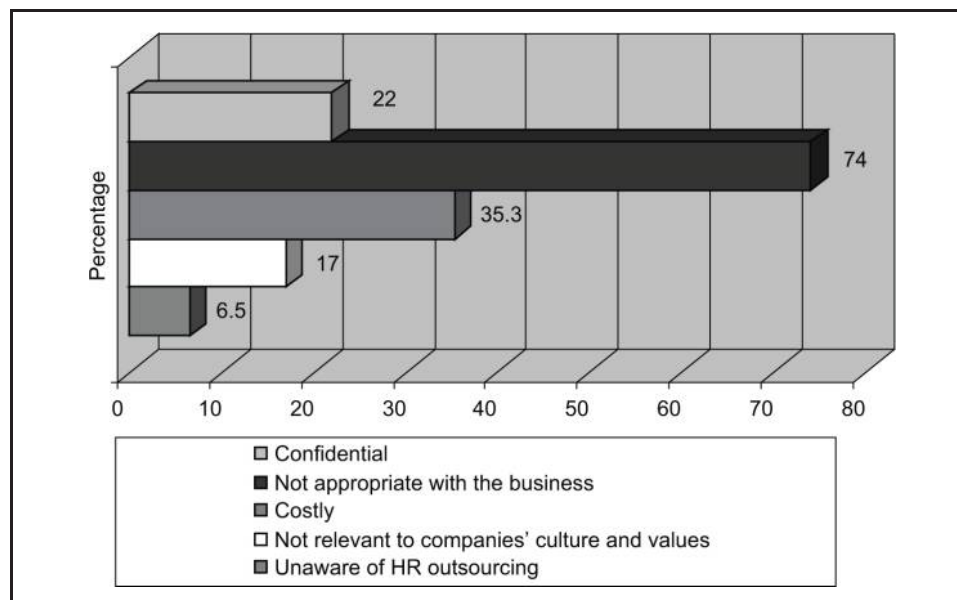
## Discussion and conclusion

It is interesting to review the responses carefully. Upon inspection, it becomes apparent that recruitment was the most popular candidate for outsourcing. This is followed by training functions, payroll, benefits administration and employee relations. The function outsourced the least was HRIS. None of the companies was found to outsource strategic HR functions.

**Table II** Reasons of HR outsourcing

<i>Reasons for outsourcing</i>	<i>Mean</i>
Huge cost reduction	3.41
Huge quality improvement	3.38
Standard technology	3.35
Excellent reliability of services	3.10
Materials available abroad	3.34
Expert services	2.71
Capital funds available for advance operation	2.89
Basic skills	3.04
Ability to cope with peak period	3.67
Common competitive advantage	2.95
Novel ideas	2.96
Excellent quality	2.82

**Figure 2** Reasons for not outsourcing HR functions



This finding is consistent with previous arguments (e.g. Lever, 1997; Smith *et al.*, 2006), in which core functions are performed internally, whereas non-core functions are handed over to external vendors.

This scenario is expected to be driven by the existence of reliable vendors specializing in designing and delivering training programs and also in head hunting. Another reason is due to the nature of these functions (recruitment and training), which changes too quickly for internal departments to keep up and maintain, and therefore outsourcing to specialized vendors becomes an alternative. As for payroll and HRIS, the ultimate reason for performing most of these functions in house is that, in the Asia-Pacific region the decision to outsource tends to be made locally. Therefore, most companies refuse to outsource these functions because of increasing concerns over confidentiality and privacy issues (Stroh and Treehuboff, 2003). Moreover, the growing complexity of compliance requirements in areas of benefits, HRIS and compensations made them unattractive for the external vendors. This might also imply that it will take a longer time for companies in Asia to build trust and confidence in a vendor, thereby extending the period from the initial contract to an ongoing relationship (Hewitt Associates, 2006).

The study also found that the primary reasons for engaging with HR outsourcing were the desire to get access to expert services and to seize the excellence quality provided by external vendors in performing the HR functions. Unexpectedly, from the mean score, cost reduction was among the least options for the reason to outsource HR functions. Perhaps, in the competitive HR outsourcing market, low costs no longer suffice to differentiate one vendor from the pack. Rather, as HR departments are pushed to add value, they require vendors who can provide the excellence services together with customer's intimacy.

The present study was also conducted to find the underlying reasons why companies did not engage with HR outsourcing at all. Most of them claimed that HR outsourcing was not appropriate for their business operations. The nature of the culture, values and norms practiced by the companies made them very difficult for external vendors to grasp. Cost is also one of the reasons. Some companies probably find that the cost of engaging external vendors is higher than the cost of performing the functions in house. Apart from this, the companies are also concerned with the confidentiality of data. They are terrified that their data might be manipulated or misused by external providers.

In short, the practice of HR outsourcing presented in the study shows that most companies have the tendency to outsource recruitment and training functions heavily. This study also provides support for the claims of HR outsourcing proponents that outsourcing allows companies to enhance expertise and improve service quality as well as providing competitive advantage. Although HR outsourcing is still a relatively new phenomenon in the Asia-Pacific region, this study shows that in a country like Malaysia, HR outsourcing is becoming more common and the availability of service providers in Malaysia has probably grown significantly in recent years.

## References

- Adler, P.S. (2003), "Making the HRM outsourcing decision", *MIT Sloan Management Review*, Vol. 45, pp. 53-60.
- Andersen, A. (1996), "Outsourcing human resource functions", *Supervision*, Vol. 57, p. 3.
- Cook, M.F. (1999), *Outsourcing Human Resources Functions: Strategies for Providing Enhanced HR Services at Lower Cost*, AMACOM, New York, NY.
- Cook, M.F. and Gildner, S.B. (2006), *Outsourcing Human Resources Functions: How, Why, When, and When Not to Contract for HR Services*, Society for Human Resource Management, Alexandria, VA.
- Cooke, F.L., Shen, J. and McBride, A. (2005), "Outsourcing HR as a competitive strategy? A literature review and an assessment of implications", *Human Resource Management*, Vol. 44 No. 4, pp. 413-32.
- Dekkers, R. (2000), "Decision models for outsourcing and core competencies in manufacturing", *International Journal of Production Research*, Vol. 38 No. 17, pp. 4085-96.
- Delmotte, J. and Sels, L. (2008), "HR outsourcing: threat or opportunity?", *Personnel Review*, Vol. 37 No. 5, pp. 543-63.
- Domberger, S. (1998), *The Contracting Organization: A Strategic Guide to Outsourcing*, Oxford University Press, Oxford.
- Elmuti, D. (2003), "The perceived impact of outsourcing on organizational performance", *Mid-American Journal of Business*, Vol. 18 No. 2, pp. 33-41.
- Federation of Malaysian Manufacturers (2005), *Malaysian Industries: FMM Directory*, 36th ed., Federation of Malaysia Manufacturers, Kuala Lumpur.
- Fill, C. and Visser, E. (2000), "The outsourcing dilemma: a composite approach to the make or buy decision", *Management Decision*, Vol. 38 No. 1, pp. 109-28.
- Finlay, P.N. and King, R.M. (1999), "IT outsourcing: a research framework", *International Journal of Technology Management*, Vol. 17 Nos 1/2, pp. 109-28.
- Finn, W. (1999), "The ins and outs of human resources", *Director*, Vol. 53, pp. 66-7.
- Gilley, K.M., Greer, C.R. and Rasheed, A.A. (2004a), "Human resource outsourcing and organisational performance in manufacturing firms", *Journal of Business Research*, Vol. 57, pp. 232-40.
- Gilley, K.M., McGee, J.E. and Rasheed, A.A. (2004b), "Perceived environmental dynamism and managerial risk aversion as antecedents of manufacturing outsourcing: the moderating effects of firm maturity", *Journal of Small Business Management*, Vol. 42 No. 2, pp. 117-33.
- Greer, C.R., Youngblood, S.A. and Gray, D.A. (1999), "Human resource management outsourcing: the make or buy decision", *Academy of Management Executive*, Vol. 13, pp. 85-96.
- Harkins, P.J., Brown, S.M. and Sullivan, R. (1995), "Shining new light on a growing trend", *HR Magazine*, pp. 75-9.
- Herbertson, I. (2000), "Outsourcing HR for the Dome", *British Journal of Administrative Management*, Vol. 20, pp. 18-20.
- Hewitt Associates (2006), available at: [www.hewittassociates.com/Intl/NA/en-US/Default.aspx](http://www.hewittassociates.com/Intl/NA/en-US/Default.aspx)
- Khong, K.W. (2005), "The perceived impact of successful outsourcing on customer service management", *Supply Chain Management: An International Journal*, Vol. 10 No. 5, pp. 402-11.



Klaas, B.S. (2003), "Professional employer organisations and their role in small and medium enterprises: the impact of HR outsourcing", *Entrepreneurship Theory and Practice*, Vol. 28, pp. 43-61.

Kremic, T., Tukul, O.I. and Rom, W.O. (2006), "Outsourcing decision support: a survey of benefits, risks and decision factors", *Supply Chain Management*, Vol. 11 No. 6, pp. 467-82.

Lacity, M.C. and Willcocks, L.P. (1998), "An empirical investigation of information technology sourcing practices: lessons from experience", *MIS Quarterly*, Vol. 22, pp. 363-408.

Lever, S. (1997), "An analysis of managerial motivations behind outsourcing practices in human resources", *Human Resource Planning*, Vol. 20 No. 2, pp. 37-47.

Lilly, J.D., Gray, D.A. and Virick, M. (2005), "Outsourcing the human resource function: Environmental and organizational characteristics that affect HR performance", *Journal of Business Strategies*, Vol. 22 No. 1, pp. 55-72.

Marinaccio, L. (1994), "Outsourcing: a strategic tool for managing human resource", *Employee Benefits Journal*, pp. 39-42.

Morgan, E.R. (2003), "Outsourcing: towards the shamrock organization", *Journal of General Management*, Vol. 29 No. 2, pp. 35-52.

Quinn, J.B. (2000), "Outsourcing innovation: the new engine of growth", *Sloan Management Review*, Vol. 40 No. 4, pp. 13-28.

Smith, P.C., Vozikis, G.S. and Varaksina, L. (2006), "Outsourcing human resource management: a comparison of Russian and US practices", *Journal of Labor Research*, Vol. 27 No. 3, pp. 305-21.

Stroh, L.K. and Treehuboff, D. (2003), "Outsourcing HR functions: when – and when not – to go outside", *Journal of Leadership and Organisational Studies*, Vol. 10 No. 1, pp. 19-28.

Swartz, K. (2003), "Manufacturing the future", *Outsourcing Journal*, available at: [www.outsourcing-center.com/2003-01-manufacturing-the-future-article-37920.html](http://www.outsourcing-center.com/2003-01-manufacturing-the-future-article-37920.html)

Switser, J. (1997), "Trends in human resources outsourcing", *Management Accounting*, pp. 22-6.

Ulrich, D. (1996), *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*, Harvard University Press, Boston, MA.

Wahrenburg, M., Hackethal, L.F. and Gellrich, T. (2006), "Strategic decisions regarding the vertical integration of human resource organizations: evidence for an integrated HR model for the financial services and non-financial services in Germany, Austria and Switzerland", *International Journal of Human Resource Management*, Vol. 17 No. 10, pp. 1726-71.

Zidan, S.S. (2001), "The role of HRD in economic development", *Human Resource Development Quarterly*, Vol. 12 No. 4, pp. 437-45.

Zenith Services (2005), "Proprietary information. The provider of total human resource solution in Malaysia", available at: [http://sivamy.jobstreet.com/\\_profile/previewProfile.asp?advertiser\\_id = 9427](http://sivamy.jobstreet.com/_profile/previewProfile.asp?advertiser_id = 9427)

### About the authors

Hasliza Abdul-Halim (PhD) is currently a Senior Lecturer in the Organizational Behaviour Section, School of Management, Universiti Sains Malaysia. She obtained her PhD from the University of Malaya, Malaysia. Her research interests include strategic HRM, business strategy and HR outsourcing. She has published in internationally refereed journals and she has also reviewed articles for international journals. Hasliza Abdul-Halim is the corresponding author and can be contacted at: [haslizahalim@usm.my](mailto:haslizahalim@usm.my)

Norbani Che-Ha (PhD) is currently a Senior Lecturer in the Faculty of Business and Accountancy, University of Malaya. She has published articles in several international journals and chapters in books. Her areas of expertise include small and medium-sized enterprises, organizational learning, business strategy and marketing.

---

To purchase reprints of this article please e-mail: [reprints@emeraldinsight.com](mailto:reprints@emeraldinsight.com)  
Or visit our web site for further details: [www.emeraldinsight.com/reprints](http://www.emeraldinsight.com/reprints)

**This article has been cited by:**

1. GilaniHasan Hasan Gilani chicogil@yahoo.com JamshedShabana Shabana Jamshed shabanajamshaid@hotmail.com School of Service Management, University of Brighton, Brighton, UK Business School, Glyndwr University – London, London, UK . 2016. An exploratory study on the impact of recruitment process outsourcing on employer branding of an organisation. *Strategic Outsourcing: An International Journal* 9:3, 303-323. [[Abstract](#)] [[Full Text](#)] [[PDF](#)]
2. Sim Siew-Chen Nottingham University Business School, The University of Nottingham Malaysia Campus, Semenyih, Malaysia Gowrie Vinayan Faculty of Management, Multimedia University, Cyberjaya, Malaysia . 2016. Recruitment process outsourcing: a case study in Malaysia. *Personnel Review* 45:5, 1029-1046. [[Abstract](#)] [[Full Text](#)] [[PDF](#)]
3. SimSiew Chen Siew Chen Sim Ms Siew Chen Sim is a University Teaching Fellow at the Nottingham University Business School Malaysia Campus. Her research interests are in the areas of human resource management, outsourcing and shared services and business strategy. Avvari V.Mohan Mohan Avvari V. Dr Mohan Avvari V. is an Associate Professor of Strategic Management at the Nottingham University Business School (NUBS) in the University of Nottingham – Malaysia Campus (UNMC). His research interests are in the areas of strategy and innovation with sustainability-oriented strategies (CSR). KaliannanManiam Maniam Kaliannan Dr Maniam Kaliannan is an Associate Professor of Human Resource Management and the Director for MSc Programmes. His research interests include human resource management, e-government, disaster management, knowledge management, public sector management and economics. Business School, The University of Nottingham, Malaysia Campus, Semenyih, Malaysia . 2016. HR outsourcing trends in Malaysia: the undetected tiger. *Strategic Outsourcing: An International Journal* 9:2, 189-217. [[Abstract](#)] [[Full Text](#)] [[PDF](#)]
4. Sim Siew-Chen, Yee Seow-Voon. 2016. Exploring Human Resource Outsourcing Trends in Malaysia. *Procedia - Social and Behavioral Sciences* 224, 491-498. [[CrossRef](#)]
5. Mohd Fitri Mansor, Noor Hidayah Abu, Hussen Nasir, Syahida Kamil, Muhammad Kamal Asraf MissnonThe effect of cost reduction and business strategy on human resource outsourcing practicing: A study of Malaysian government link company 238-242. [[CrossRef](#)]
6. Graeme Johnson Newcastle Business School, Northumbria University, Newcastle upon Tyne, UK Philip Wilding Newcastle Business School, Northumbria University, Newcastle upon Tyne, UK Andrew Robson Newcastle Business School, Northumbria University, Newcastle upon Tyne, UK . 2014. Can outsourcing recruitment deliver satisfaction? A hiring manager perspective. *Personnel Review* 43:2, 303-326. [[Abstract](#)] [[Full Text](#)] [[PDF](#)]
7. Sofiah Md AuzairSchool of Accounting, Faculty of Economics and Management, Universiti Kebangsaan Malaysia, Bangi, Malaysia Aini AmanSchool of Accounting, Faculty of Economics and Management, Universiti Kebangsaan Malaysia, Bangi, Malaysia Ruhanita MaelahSchool of Accounting, Faculty of Economics and Management, Universiti Kebangsaan Malaysia, Bangi, Malaysia Rozita AmiruddinSchool of Accounting, Faculty of Economics and Management, Universiti Kebangsaan Malaysia, Bangi, Malaysia Noradiva HamzahSchool of Accounting, Faculty of Economics and Management, Universiti Kebangsaan Malaysia, Bangi, Malaysia. 2013. Management control in accounting outsourcing services. *Business Strategy Series* 14:2/3, 43-49. [[Abstract](#)] [[Full Text](#)] [[PDF](#)]