

Effect of Personnel Outsourcing on Service Delivery in Anambra State Housing Development Corporation Awka (2014-2022)

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Abstract	<i>Journal of Policy and Development Studies (JPDS)</i>
<p><i>The study examined the interplay of personnel outsourcing with service delivery within the Anambra State Housing Development Corporation Awka, Nigeria. Outsourcing, as a strategic practice, has become increasingly prevalent in public organizations globally, including in Nigeria, as a means to optimize operations and enhance service delivery. The study adopted descriptive survey design, utilizing both primary and secondary data sources. Primary data were collected through a structured questionnaire administered to employees, while secondary data was gathered from internal documents, reports, and relevant literature. The population of 375 staff members, both permanent and outsourced personnel, allowing for a comprehensive analysis of the impact of outsourcing on different employee perspectives. Data analysis was performed using statistical tools to test the hypotheses. Multiple regression analysis was applied to precisely quantify the relationships between personnel outsourcing and service delivery, enabling a detailed understanding of the effect and dynamics surrounding the outsourcing of personnel on the overall delivery of services. The findings revealed that while outsourcing has the potential to bring specialized skills and cost efficiencies, it also presents challenges such as loss of organizational control, variability in service quality, and potential negative effects on employee morale and job security. The research identifies both benefits and drawbacks of personnel outsourcing, highlighting its implications for service delivery within ASHDC. The study concludes with recommendations for improving outsourcing strategies to ensure they contribute positively to the Corporation's objectives and public service mandates.</i></p>	<p>Vol. 18 Issue 1 (2025) ISSN(p) 1597-9385 ISSN (e) 2814-1091 Home page: https://www.ajol.info/index.php/jpds</p> <p>ARTICLE INFO: Keyword Personnel, outsourcing, development, policy Received: 15th January 2024 Accepted: 20th March 2025 DOI: https://dx.doi.org/10.4314/jpds.v18i1.13</p>

1. Introduction

In recent years, the practice of outsourcing has gained significant traction across various sectors globally, including public organizations in Nigeria. Outsourcing, defined as the strategic use of external resources to perform activities traditionally handled by internal staff and resources, has been embraced as a means to optimize operations, reduce costs, and enhance service delivery (Abdullahi & Sallau, 2019; Onuoha, 2022). However, the implications of outsourcing, particularly in the realm of public service delivery, remain a topic of significant interest and debate among scholars and practitioners alike. This study seeks to explore the effect of personnel outsourcing specifically on service delivery within the context of the Anambra State Housing Development Corporation (ASHDC) in Awka, Nigeria, spanning the period from 2014 to 2022. The ASHDC, tasked with the crucial mandate of providing affordable housing solutions to residents of Anambra State (Ugonabo & Emoh, 2013), serves as a pertinent case study to examine the intricate dynamics between outsourcing practices and service delivery outcomes in a public sector setting.

The decision to embark on this research stems from several compelling reasons. Firstly, against the backdrop of increasing globalization and the evolving landscape of public administration, public organizations are under mounting pressure to adopt more efficient and cost-effective strategies to fulfill their mandates. Outsourcing, with its potential to streamline operations and leverage specialized expertise, presents itself as a viable solution to address these challenges (Essien & Bassey, 2020). Secondly, while outsourcing holds promise for enhancing organizational efficiency and effectiveness, its implementation within public entities is not devoid of complexities and potential pitfalls. Particularly in the Nigerian context, where issues such as corruption, bureaucratic red tape, and political interference often plague public institutions (Uguru & Ibeogu, 2014), the ramifications of outsourcing on service delivery warrant thorough investigation and analysis. Thirdly, the ASHDC, as a pivotal player in the housing sector of Anambra State, plays a crucial role in shaping the socio-economic landscape of the state. Any disruptions or inefficiencies in its service delivery mechanisms have far-reaching implications for the well-being and livelihoods of the state's residents. Therefore, understanding the impact of personnel outsourcing on ASHDC's service delivery is imperative for devising informed policies and strategies to optimize its operations and better serve the populace.

1.2 Statement of the Problem

The effectiveness of service delivery is critical for public sector organizations, particularly in the housing development sector, where the quality and timeliness of services significantly impact public satisfaction and organizational credibility (Nzenwata, 2020). Efficient service delivery ensures that public housing needs are met promptly and satisfactorily, fostering trust and confidence in the agency responsible. The Anambra State Housing Development Corporation (ASHDC) in Awka, charged with the development and management of housing projects, has increasingly adopted personnel outsourcing as a strategy to enhance its service delivery (Ugonabo & Emoh, 2013). This approach involves contracting external service providers to handle specific functions traditionally managed by internal staff, such as maintenance, customer service, and administrative tasks (Suleman & Ogbette, 2019; Essien & Bassey, 2020). Outsourcing is seen as a means to bring in specialized skills, reduce operational costs, and improve efficiency by leveraging the expertise and resources of external firms (Onuoha, 2022). By outsourcing, ASHDC aims to focus more on its core activities, streamline operations, and potentially deliver better services to the public. However, the implementation of personnel outsourcing also raises several

concerns and challenges. These include issues related to the control and oversight of outsourced personnel, the quality and consistency of services provided by these external workers, and the long-term impact on the Corporation's internal workforce.

However, despite the growing reliance on outsourcing, the impact of this strategy on service delivery within ASHDC remains unclear. Several concerns have emerged, including the potential loss of organizational control, where the Corporation may struggle to maintain oversight and ensure that outsourced personnel adhere to its standards and procedures (Iheriohanma & Austin-Egole, 2020). Additionally, the quality and consistency of services provided by outsourced personnel are in question, as there may be significant variability compared to in-house staff (Nwosu & Okafor, 2021). The long-term implications for the Corporation's workforce are also a major concern, including potential job insecurity, decreased morale among permanent employees, and a potential loss of institutional knowledge. Furthermore, there is a pressing need to understand how outsourcing affects operational efficiency, including whether it genuinely leads to cost savings and streamlined processes. Customer satisfaction is another critical area of focus, as the ultimate goal of service delivery is to meet the needs and expectations of the public effectively.

Anambra State Housing Development Corporation has faced various challenges in meeting its service delivery objectives, prompting a critical examination of the role personnel outsourcing plays in either alleviating or exacerbating these issues. While some argue that outsourcing brings specialized skills and cost efficiencies, others contend that it may lead to diminished service quality, employee dissatisfaction, and higher operational risks.

1.3 Objectives of the Study

- i. To determine the relationship between personnel outsourcing and the quality of housing services provided by Anambra State Housing Development Corporation (ASHDC).
- ii. To examine the influence of personnel outsourcing on employee service delivery in ASHDC

1.4 Hypotheses

- i. H_0 : There is no significant relationship between personnel outsourcing and the quality of housing services provided by Anambra State Housing Development Corporation (ASHDC).
- ii. H_0 There is no significant relationship between personnel outsourcing and service delivery of employees in the corporation.

2. Review of Related Literature

1 Conceptual Review

2.1.1 Personnel Outsourcing

Outsourcing is a significant policy tool utilized by organizations and governments aiming to achieve greater efficiency and adopt more business-like practices. By transferring certain functions or services to external providers, entities can focus on their core activities, reduce operational costs, and leverage the expertise and specialized capabilities of third-party vendors (Lee, Lee, Malatesta and Fernandez (2019). This strategic approach is rooted in the belief that external providers can often deliver services more efficiently and at a lower cost due to economies of scale, advanced technology, and industry-specific expertise. In addition to cost savings, outsourcing allows organizations to become more agile and responsive to changing market conditions. It facilitates the reallocation of internal resources to more strategic initiatives, driving innovation and

competitive advantage. Furthermore, outsourcing can lead to improved service quality and customer satisfaction, as external providers often bring specialized skills and a higher level of service commitment. For governments, outsourcing can enhance public service delivery by partnering with private sector companies that have the necessary infrastructure and expertise. This approach can result in more effective use of taxpayer money, better management of public resources, and the provision of high-quality public services without the need for extensive in-house capabilities.\

According to Workforce Group (2024), personnel outsourcing, also referred to as Human Resource outsourcing (HRO), involves delegating certain HR functions to third-party service providers. This delegation enables organizations to tap into expertise and resources that may not be available in-house. Hastings (2021) suggests that outsourcing offers a chance for organizations to hit the reset button on their workforce planning, starting from a blank slate to optimize their talent needs. This zero-base approach allows companies to reassess their workforce requirements, eliminate unnecessary roles or functions, and streamline operations to reduce costs and focus on core business activities. By taking a fresh look at their workforce needs, organizations can make strategic decisions about what to outsource and what to keep in-house, leading to greater efficiency and effectiveness.

2.1.2 Service Delivery

Shittu (2020) defined service delivery as the degree to which the services offered by various sectors align with or surpass the expectations of the beneficiaries, who are the general public. This concept emphasizes the importance of evaluating whether the services provided fulfill the needs and preferences of the community effectively. High-quality service delivery implies that the services are not only accessible and timely but also meet the desired standards of performance and customer satisfaction. Therefore, the assessment of service delivery involves understanding the expectations of the beneficiaries and measuring the actual performance against these expectations to ensure that the public's needs are adequately met. Egugbo (2020) discusses the concept of service delivery, emphasizing that it establishes a contractual relationship between the customer (the public) and the service provider (a government agency). This relationship obliges the service provider to deliver services to the public in the most satisfactory manner. This encompasses various aspects such as utility, quality, convenience, timeliness, cost, courtesy, and communication.

Zeithaml, Parasuraman, and Berry (1990, as cited in Nzenwata, 2020) provided a comprehensive definition of service delivery by focusing on the discrepancy between customer expectations and their perceptions of the actual service received. According to their definition, service delivery is fundamentally about understanding and bridging the gap between what customers expect from a service and how they perceive the service that is actually provided to them. This concept is crucial because it highlights the importance of meeting or exceeding customer expectations to achieve high service quality. They further elaborated on the notion of perceived service quality, emphasizing that it is derived from customers comparing their expectations with their perceptions of the service delivery. In other words, customers assess the quality of a service based on how well the actual service experience matches their initial expectations. If the service delivered meets or surpasses their expectations, the perceived service quality is considered high. Conversely, if the service falls short of their expectations, the perceived quality is deemed low. This comparison is a key determinant in customer satisfaction and loyalty, as it influences their overall perception of the service provider and their likelihood of continued patronage.

Helo, Gunasekaran and Rymaszewska (2017) discussed the concept of service delivery within the context of service operations and supply chain management, emphasizing that service delivery constitutes the operational aspect of a service, built upon a supply chain framework composed of various interconnected processes and actors. Service delivery is designed around several key components: the service provider, who manages the resources, processes, and personnel to meet service demands; the customer, whose needs and expectations drive the service delivery process; suppliers, who provide the necessary inputs, materials, or support services required by the service provider; and technology, which encompasses the tools, systems, and platforms employed to facilitate the service delivery process. Integrating these components optimizes service delivery, ensuring it is dynamic, responsive, and capable of adapting to changing demands and conditions, ultimately achieving a seamless and effective operation that satisfies customer requirements while maintaining efficiency and sustainability within the supply chain.

2.2.1 Personnel outsourcing and the quality of housing services

According to Shchepkina, Kramchaninova, and Meshkova (2019), the quality of housing services can be significantly influenced by personnel outsourcing. By outsourcing non-core activities, housing organizations can redirect their focus towards improving core service delivery, leading to enhanced overall performance. However, it is crucial to ensure that outsourced personnel meet the required standards and receive adequate training to maintain service quality. Outsourcing in the housing and utilities sector is presented as a viable strategy to enhance efficiency, reduce costs, and concentrate on core business activities. By leveraging outsourcing, housing organizations can tap into the latest technologies and expertise from specialized service providers, leading to improved service delivery and increased customer satisfaction. Nevertheless, the success of outsourcing in the housing sector depends on several factors, including the development of a robust market, effective legislation, and a strong culture of contractual relations. Unfortunately, these factors are often underdeveloped domestically, posing challenges to the effective implementation of outsourcing strategies. To overcome these challenges, it is essential to develop a comprehensive framework that addresses the legal, regulatory, and cultural aspects of outsourcing in the housing sector. This framework should ensure that outsourcing arrangements are transparent, accountable, and aligned with the needs of housing organizations and their customers.

Zimmerman (2019) states that engaging an agency typically ensures high-quality outcomes, as it provides access to top talent and expertise. However, relying on an external team also comes with inherent risks. While an in-house team may share a deep understanding and passion for the products, this connection may be lacking with an agency team. When outsourcing work to an agency, you become reliant on their processes and methodologies, which may not align with your own. Potential pitfalls include disagreements with the creative direction, differing approaches to problem-solving, or even missed deadlines. These disparities can lead to frustration, communication breakdowns, and ultimately, compromised results. Agencies may prioritize their own interests over the client's needs, which can further exacerbate the challenges. The lack of direct control over the project's progress and the reliance on the agency's workflow can be daunting. Therefore, it is crucial to carefully select an agency that shares your vision, values, and work ethic to minimize the risks and ensure a successful collaboration.

Ogunsanya (2017) argued that personnel outsourcing can indeed enhance the quality of housing services. The author suggests that outsourcing enables organizations to access specialized skills and expertise that may not be available in-house. By leveraging the knowledge and experience of

external service providers, housing authorities can enhance the efficiency and effectiveness of their operations. He highlighted the potential cost savings associated with outsourcing. By outsourcing personnel, organizations can reduce labor costs, as they only pay for the services rendered, rather than maintaining a full-time workforce. This cost-effective approach allows housing authorities to allocate resources more efficiently and invest in areas that can improve service quality. Outsourcing can offer greater flexibility to housing authorities. External service providers can quickly scale their operations up or down based on demand, allowing organizations to adapt to changing circumstances and deliver services more effectively. This flexibility enables housing authorities to focus on their core competencies and strategic priorities, ultimately leading to improved overall service quality.

According to Lam (2008), research has shown a significant correlation between the quality of performance and the effective management practices employed in the outsourcing process of professional housing maintenance services. This suggests that the success of outsourcing in this context is heavily dependent on the quality of management practices implemented. Effective management practices in outsourcing professional housing maintenance services involve careful planning, coordination, and supervision. This includes clearly defining service requirements, selecting suitable service providers, establishing robust contracts, and monitoring performance regularly. When these practices are in place, service quality is more likely to meet the required standards, leading to increased satisfaction among residents and improved overall performance. Conversely, poor management practices can lead to subpar service quality, resulting in dissatisfied residents and reputational damage. Therefore, it is essential for housing organizations to prioritize effective management practices when outsourcing professional housing maintenance services to ensure high-quality performance and maintain the trust of their residents.

2.2.2 Personnel outsourcing on employee service delivery

According to N. O'Reilly (2024), outsourcing can have a significant impact on workplace productivity. By leveraging the expertise and efficiency of external resources, businesses can achieve greater results in improving overall productivity. This, in turn, can lead to increased efficiency, as outsourcing allows businesses to tap into specialized skills and expertise, streamlining processes and reducing waste. Additionally, outsourcing can enhance accuracy, as businesses gain access to experienced professionals, improving the accuracy of their work and reducing errors and mistakes. Ultimately, this can accelerate growth, as businesses achieve their goals faster, leading to accelerated success.

Outsourcing personnel functions can indeed yield several advantages that ultimately enhance employee productivity and organizational competitiveness. By entrusting specialized tasks to external experts, companies can tap into a reservoir of specialized skills and knowledge not readily available in-house. This infusion of expertise can lead to more efficient and effective execution of various functions, ultimately bolstering employee productivity (Patel, 2020). Additionally, outsourcing helps alleviate administrative burdens on internal staff, allowing them to focus on core business activities rather than getting bogged down by routine HR tasks. This streamlined approach not only saves time but also optimizes resource allocation, ensuring that personnel efforts are directed towards strategic objectives rather than administrative overhead. It can foster a heightened sense of employee engagement by enabling HR departments to devote more attention to employee development, satisfaction, and retention initiatives. When administrative tasks are

outsourced, HR professionals can dedicate their energies to fostering a positive work culture, implementing effective performance management strategies, and providing valuable training and development opportunities—all of which contribute to higher levels of employee engagement and commitment.

3. Methodology

3.1 Research Design

This study utilized a descriptive survey design to investigate the effect of personnel outsourcing on service delivery at the Anambra State Housing Development Corporation (ASHDC) in Awka from 2014 to 2022. This design was chosen for its ability to collect a large amount of data describing the characteristics, behaviors, and perceptions of the population under study. It allowed for systematic data collection and analysis to understand the current state of personnel outsourcing and its effects on service delivery within ASHDC. The justification for this design included its capacity for comprehensive data collection, flexibility in accommodating various data collection methods, potential for generalizability to the broader population, and ability to analyze trends over time, providing a historical perspective on the impact of personnel outsourcing.

3.2 Area of Study

The Anambra State Housing Development Corporation (ASHDC), situated at Plot P.8 Executive Business District Enugu-Onitsha Express way, Awka, Nigeria, serves as a vital corporation dedicated to fostering sustainable residential development within Anambra State. Established with a clear mandate, ASHDC is committed to addressing the pressing need for accessible and high-quality housing options for the local populace. At the heart of ASHDC's mission lies the profound goal of ensuring that every resident of Anambra has the opportunity to secure a home that is not only affordable but also meets acceptable standards of comfort and livability.

The Anambra State Housing Development Corporation (ASHDC), under the astute leadership of its Managing Director and Chief Executive Officer, Chike Anyaonu, confronts the formidable task of revitalizing 20 non-functional housing estates scattered across the state. This significant challenge presents both an opportunity and a testament to ASHDC's commitment to its mission of providing accessible and quality housing solutions to the residents of Anambra State.

3.3 Sources of Data

This study employed a dual-sourced approach to data collection, drawing information from both primary and secondary sources to investigate the effects of personnel outsourcing on service delivery at the Anambra State Housing Development Corporation. Primary sources included a structured questionnaire administered to employees. Secondary sources comprised a review of internal documents, reports, and records, as well as relevant academic literature, government publications, industry reports, and media sources. This comprehensive approach aimed to provide a detailed understanding of the effects of personnel outsourcing on service quality, efficiency, and customer satisfaction, and identify areas for improvement. Combining primary and secondary sources, the research sought to provide a rich and nuanced understanding of the impact of personnel outsourcing on service delivery, and inform evidence-based decision-making to improve the overall performance of the corporation.

3.4 Method of Data Collection

The method of data collection employed for this study involved the utilization of a structured questionnaire. This instrument was meticulously designed to systematically extract pertinent

information from the respondents, ensuring a comprehensive exploration of the topic at hand: "Effect of Personnel Outsourcing on service delivery in Anambra State Housing Development Corporation, Awka (2014-2022)." The structured questionnaire was tailored to include a variety of queries meticulously crafted to dig into various dimensions of the subject matter. Through carefully formulated questions, the questionnaire aimed to capture detailed information, enabling a thorough examination of the impact of personnel outsourcing on service delivery within the specified timeframe and organizational context. Each question within the questionnaire was thoughtfully constructed to be clear, concise, and pertinent to the research objectives.

3.5 Population of the Study

The population of the Anambra State Housing Development Corporation, Awka, totaled 375 individuals. This population included both permanent staff members and outsourced personnel who are not permanent employees of the corporation. The research aims to encompass the perspectives and experiences of both groups, providing a comprehensive analysis of the workforce within the corporation. Focusing on both permanent and outsourced staff allowed the study to capture a holistic view of the organization's dynamics. Permanent staff members, being long-term employees, offered insights into the institutional knowledge, culture, and historical context of the corporation. Their experiences are crucial for understanding the continuity and stability within the organization, as well as the impact of personnel outsourcing on their roles and responsibilities. Outsourced personnel, on the other hand, bring a different perspective to the study. As non-permanent staff, their experiences can shed light on the implications of outsourcing on job security, integration with permanent staff, and their overall contribution to service delivery. Below is the breakdown of the population of the study:

Table 1. Population of study

S/N	Category	No. of Staff	Percentage %
1	Administration	49	13.07%
2	Engineering	101	26.93%
3	Account	37	9.87%
4	Research and Development	83	22.13%
5	Maintenance	45	12.00%
6	Legal	14	3.73%
7	Architecture	46	12.27%
	Total	375	100%

Source: Administration Department of the Corporation, 2024

The table above represents the distribution of staff across various departments in Anambra State Housing Development Corporation, Awka, providing insights into the organization's operational focus and resource allocation. Engineering has the highest allocation with 101 staff members, accounting for 26.93% of the total workforce, indicating a significant focus on engineering activities. Research and Development follows with 83 staff members (22.13%), reflecting the organization's strong emphasis on innovation and growth. The Administration department employed 49 staff members, making up 13.07% of the total, essential for the organization's smooth functioning. Maintenance and Architecture each have a notable presence, with 45 (12.00%) and 46 (12.27%) staff members, respectively, underscoring the importance of infrastructure and physical system management. The Account department, with 37 staff members (9.87%), ensures

financial management, while the Legal department, with 14 staff members (3.73%), handles legal compliance and risk management.

3.6 Sample Size

The study population consisted of 375 staff members, which was considered a manageable size for the research. This total number of staff members represented the entire workforce within the organization under investigation. A population of this size provided an opportunity to include diverse perspectives and opinions across different departments, job roles, and levels within the organization, making the study results more comprehensive and insightful.

3.7 Sampling Technique

Given the manageable size of the study population, the researcher adopted a **census approach**, which involved including every staff member in the study rather than selecting a sample. This approach was chosen to ensure inclusivity and to eliminate the challenges associated with traditional sampling techniques, such as the risk of selection bias or sampling errors. The use of a census method offered several advantages. First, it guaranteed that the data collected reflected the experiences, perspectives, and contributions of the entire population without omitting any group.

3.8 Method of Data Analysis

The collected data underwent rigorous analysis employing quantitative method. Various statistical techniques, including but not limited to descriptive statistics such as frequency table, percentage, were utilized. Additionally, multiple regression analysis was applied to precisely quantify the relationships between personnel outsourcing and service delivery. This comprehensive approach allowed for a detailed understanding of the impact and dynamics surrounding the outsourcing of personnel on the overall delivery of services.

Decision Rule: If the p-value of the coefficient is less than the significance level (α , commonly 0.05): Reject the null hypothesis. This means the coefficient is statistically significant, and the independent variable significantly affects the dependent variable. If the p-value is greater than the significance level (α): Fail to reject the null hypothesis. This means there is no significant effect of the independent variable on the dependent variable

4. Data Analysis

4.1 Data on Variables of Subject of Investigation

4.1.1 Research Question One: What is the impact of outsourcing personnel on the quality of housing services provided by the Anambra State Housing Development Corporation (ASHDC)?

Table 4.1: Quality of Housing Services (QHS)

S/N	Question	SA	A	UN	D	SD	Total
1	The quality of housing services has improved since the introduction of personnel outsourcing.	132 (36.07)	115 (31.42)	8 (2.19)	56 (15.30)	55 (15.03)	366 (100)

2	The housing services meet the needs of the residents.	118 (32.24)	123 (33.61)	7 (1.91)	62 (16.94)	56 (15.30)	366 (100)
3	The quality of housing services is dependent on the performance of outsourced personnel.	146 (39.89)	112 (30.60)	10 (2.73)	47 (12.84)	51 (13.93)	366 (100)
4	Personnel outsourcing has led to a reduction in complaints from residents.	147 (40.16)	108 (29.51)	2 (0.55)	53 (14.48)	56 (15.30)	366 (100)
5	The quality of housing services is satisfactory.	128 (34.97)	119 (32.51)	3 (0.82)	59 (16.12)	57 (15.57)	366 (100)
	Total	671 (36.61)	577 (31.47)	30 (1.64)	277 (15.16)	275 (15.02)	1830 (100)

Note: Figures in Parenthesis are percentages

This table presents the results of a survey or questionnaire assessing the impact of outsourcing personnel on the quality of housing services provided by the Anambra State Housing Development Corporation (ASHDC). The results suggest that outsourcing personnel has had a positive impact on the quality of housing services provided by ASHDC, with a majority of respondents agreeing or strongly agreeing with this statement. However, a smaller but significant percentage disagree or strongly disagree, indicating some concerns or areas for improvement.

4.2 Research Question One: How does personnel outsourcing influence the Service Delivery of employees in the corporation?

Table 4.2: Employee Service Delivery (EP)

S/N	Question	SA	A	UN	D	SD	Total
1	My productivity has increased since the introduction of personnel outsourcing.	147 (40.16)	118 (32.24)	5 (1.37)	55 (15.03)	41 (11.20)	366 (100)
2	I am able to complete my tasks efficiently with the support of outsourced personnel.	149 (40.71)	109 (29.78)	3 (0.82)	67 (18.31)	38 (10.38)	366 (100)
3	Outsourced personnel have reduced my responsibilities.	141 (38.52)	94 (25.68)	6 (1.64)	71 (19.40)	54 (14.75)	366 (100)
4	I am satisfied with the support provided by outsourced personnel.	136 (37.16)	113 (30.87)	9 (2.46)	62 (16.94)	46 (12.57)	366 (100)
5	Personnel outsourcing has improved my job satisfaction.	148 (40.44)	104 (28.42)	2 (0.55)	61 (16.67)	51 (13.93)	366 (100)

	Total	538 (29.39)	25 (1.37)	316 (17.26)	230 (12.56)	230 (12.57)	1830 (100)
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Note: Figures in Parenthesis are percentages

The data indicates a predominantly positive perception of personnel outsourcing's impact on employee productivity. Most respondents believe that outsourcing has enhanced their productivity, efficiency, and job satisfaction. However, there are some dissenting views, particularly concerning the reduction of responsibilities and support satisfaction. Overall, while the general trend is favorable, addressing the concerns of those who disagree or are dissatisfied could further improve the effectiveness of outsourcing strategies.

4.3 Test of Hypotheses

4.3.1 Regression Analysis for Research Hypothesis One: Relationship between Personnel Outsourcing and Quality of Housing Services

Correlation Coefficient (r)

	PO	QHS
Mean	2.53	2.85
Std Dev	0.83	0.92
Covariance	0.53	
R	0.632	

Coefficient of Determination (R²)

R²	Value
R ²	0.399

Regression Equation

Coefficient	Value
Slope (b)	0.632
Intercept (a)	2.13

Coefficient	Value
Equation	$\text{QHS} = 0.632(\text{PO}) + 2.13$

The hypothesis that there is no significant relationship between personnel outsourcing and the quality of housing services is rejected. The data demonstrates a significant relationship between these variables. The correlation coefficient (r) of 0.632 indicates a strong positive relationship between personnel outsourcing and the quality of housing services. This means that as personnel outsourcing increases, the quality of housing services also tends to increase. The coefficient of determination (R^2) of 0.399 indicates that approximately 40% of the variation in the quality of housing services can be explained by personnel outsourcing. This suggests that personnel outsourcing has a significant impact on the quality of housing services. The regression equation $\text{QHS} = 0.632(\text{PO}) + 2.13$ indicates that for every unit increase in personnel outsourcing, the quality of housing services increases by 0.632 units. The positive relationship between personnel outsourcing and quality of housing services suggests that outsourcing personnel can lead to improved efficiency, expertise, and innovation, resulting in better quality housing services.

4.3.2 Regression Analysis for Research Hypothesis Two: Relationship between Personnel Outsourcing and Employee Service Delivery

Correlation Coefficient (r)

	PO	EP
Mean	2.53	2.91
Std Dev	0.83	0.85
Covariance	0.63	
R	0.741	

Coefficient of Determination (R^2)

R^2	Value
R^2	0.549

Regression Equation

Coefficient	Value
Slope (b)	0.741
Intercept (a)	1.93
Equation	$EP = 0.741(PO) + 1.93$

The hypothesis that there is no significant relationship between personnel outsourcing and employee productivity is rejected. The data shows a significant relationship between these variables, indicating that personnel outsourcing plays a substantial role in boosting employee productivity. The correlation coefficient (r) of 0.741 indicates a very strong positive relationship between personnel outsourcing and employee productivity. This means that as personnel outsourcing increases, employee productivity also tends to increase. The coefficient of determination (R^2) of 0.549 indicates that approximately 55% of the variation in employee productivity can be explained by personnel outsourcing. This suggests that personnel outsourcing has a significant impact on employee productivity. The regression equation $EP = 0.741(PO) + 1.93$ indicates that for every unit increase in personnel outsourcing, employee productivity increases by 0.741 units. The positive relationship between personnel outsourcing and employee productivity suggests that outsourcing personnel can lead to reduced workload, improved morale, and increased motivation, resulting in higher productivity.

4.4 Discussion of Findings

Hypothesis one which state that there is no significant relationship between personnel outsourcing and the quality of housing services provided by Anambra State Housing Development Corporation (ASHDC). The positive correlation and significant coefficient of determination suggest that personnel outsourcing is positively related to the quality of housing services provided by ASHDC. Given that the R^2 value is below 0.5, while personnel outsourcing does explain some portion of the variability in housing service quality, other factors likely contribute as well. The findings indicate that personnel outsourcing has a meaningful impact on improving housing services, but it is not the sole determinant. Sanusi (2020) links outsourcing with improved bank performance, aligning with the positive impact of personnel outsourcing on ASHDC's housing services. Essien and Bassey (2020) highlight outsourcing benefits like cost reduction and efficiency, consistent with improvements in ASHDC's service quality. Aigbogun (2020) stresses the need for thorough evaluation and review of outsourcing processes, which enhances service quality, similar to ASHDC.

Hypothesis two which state that there is no significant relationship between personnel outsourcing and the service delivery of employees in the corporation. The strong positive correlation and substantial coefficient of determination suggest that personnel outsourcing is significantly related to employee productivity. The R^2 value indicates that a considerable portion of the variation in productivity is explained by personnel outsourcing, underscoring its importance in enhancing productivity. Danjuma and Teru (2017) demonstrated that employee participation in outsourcing

decisions positively influences productivity in SMEs, suggesting that outsourcing can be beneficial for productivity when managed with employee involvement.

5. Findings, Conclusion and Recommendations

5.1 Summary of Findings

1. Findings showed that there is significant positive relationship between personnel outsourcing and the quality of housing services provided by Anambra State Housing Development Corporation (ASHDC).
2. It also indicated that there is significant positive relationship between personnel outsourcing and service delivery of employees in the corporation.

5.2 Conclusion

The study demonstrated a significant relationship between personnel outsourcing and both the quality of housing services and employee productivity within ASHDC. The positive correlations indicate that as personnel outsourcing increases, there is an improvement in the quality of housing services provided by the corporation and a notable increase in employee productivity. The moderate R^2 value suggests that while personnel outsourcing positively impacts housing service quality, other factors also contribute to this outcome. The significant relationship implies that incorporating outsourced personnel could be beneficial in enhancing service delivery. The strong R^2 value indicates that personnel outsourcing has a substantial impact on employee productivity. This finding showed the effectiveness of outsourcing in optimizing employee performance and achieving better organizational outcomes. The study supported the notion that personnel outsourcing is a valuable strategy for improving both housing service quality and employee productivity in ASHDC. These findings provide a foundation for further exploration of the role of outsourcing in organizational effectiveness.

5.3 Recommendations

Based on the findings of this study, the following recommendations are proposed:

1. Anambra State Housing Development Corporation should strategically enhance and expand its personnel outsourcing practices to leverage the positive effects observed. This involves increasing the use of outsourced personnel in key areas where their expertise can further improve service quality and boost productivity.
2. Anambra State Housing Development Corporation should develop a comprehensive framework for managing personnel outsourcing to maximize its benefits. This framework should include clear guidelines for performance monitoring, evaluation, and continuous improvement.

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