









2014). The target population in this study constituted all 235 staffs from Iringa Municipal Council. The sample size was 70 as determined through Kothari, (2014) formula. The questionnaire is a basic data collection tool that comprises of questions drafted by a researcher and filled by respondents to accrue research data. Data were analyzed using descriptive and regression analysis using ordinary least square estimator was used to analyses causal relationship between variables.

## 4.0 Results and Discussions

### 4.1 Results

#### 4.1.1 The effect of IT Outsourcing Services on local government performance

**Table4.1.2: Effect of IT Outsourcing services on local government performance**

Item	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
My office has been outsourcing computer maintenance expertise to increase its performance	3	4.3	9	12.9	20	28.6	18	25.7	20	28.6
There has been database management outsourcing in the office to increase performance	0	0.0	7	10.0	21	30.0	27	38.6	15	21.4
Outsourcing expertise on IT development ensure local government performance in my organization	2	2.9	2	2.9	23	32.9	20	28.6	23	32.9
IT outsource services in my office improves information sharing within an organization	3	4.3	4	5.7	10	14.3	25	35.7	28	40.0
IT outsource services in my office improves efficiency of the system within an organization	3	4.3	4	5.7	19	27.1	15	21.4	29	41.4
Agree = 62.9 Neutral = 26.6 Disagree = 10.6										

**Source:** Field data (2022)

The findings above show that out of 70 respondents, first statement .3 (4.3%) or the respondents strongly disagreed, 9 (12.9%) disagreed, 20 (28.6%) were neutral, 18 (25.7%) agreed and 20 (28.6%) strongly agreed. This implies that at Iringa Municipal Council there is outsourcing computer maintenance expertise to increase organization performance. Statement. 2, 7 (10%) of the respondents disagree, 21 (30%) were neutral (27 (38.6%) agree and 15 (21.4%) strongly agree. This shows at Iringa Municipal Council there is database management outsourcing in the office to increase performance Statement 3. 2 (2.9%) said they strongly disagreed, (2 (2.9%) disagreed, 23 (32.9%) were neutral, 20 (28.6) agreed and 23 (32.9%) strongly agreed. Majority of the respondents agreed that Outsourcing expertise on IT development ensures local government performance in Iringa Municipal Council. Statement 4. 3 (4.3%) strongly disagreed, 4 (5.7%)

disagreed, 10 (14.3%) were neutral, 25 (35.7%) agreed while 28 (40%) strongly agreed. majority of the respondent agree that IT outsource services in the office improves information sharing within Iringa Municipal Council. Statement 5. 3 (4.3%) strongly disagreed, 4 (5.7%) disagreed, 19 (27.4%) were neutral, 15 (41.4%) agreed and 29 (42.4%) strongly agreed. Employees at Iringa municipal council agreed that IT outsourcing services in their office improves efficiency of the system within an organization. Results from the study show that most of the respondents (62.9%) agree that IT outsourcing services have a positive effect on local government performance in Iringa municipal council. Specifically, most of the respondents said it increases information sharing (40%) and also improves efficiency at work (41.4%) and (26.6%) where Neutral and (10.6%) disagree. Further IT outsourcing services had the lowest standard deviation which meant that it had the most significance.

#### 4.1.7 The effectiveness of legal outsourcing services on local government performance

**Table 4.1.8: Effectiveness of legal outsourcing on local government performance**

Item	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
Legal outsource services in my organization helps to follow contract conditions effectively	3	4.3	5	7.1	12	17.1	28	40.0	22	31.4
Legal outsource services in my organization helps to undergo statute issues effectively	2	2.9	4	5.7	23	32.9	22	31.4	19	27.1
Legal outsource services in my organization helps to undergo with regulatory body effectively	1	1.4	1	1.4	20	28.6	27	38.6	21	30.0
Legal outsource services assures the existence contracts between the organization and suppliers	1	1.4	3	4.3	17	24.3	21	30.0	28	40.0
Legal outsource services gives full access and right of use in my organization	1	1.4	4	5.7	15	21.4	21	30.0	29	41.4
Agree = 68.0 Neutral = 24.8 Disagree = 7.2										

**Source:** Field data (2022)

Table above shows that out of 70 respondents, Statement 1. 3 (4.3%) strongly disagreed, 5(7.1%) disagreed, 12 (17.1%) were neutral, 28 (40%) agreed and 22 (31.4%) strongly agreed. This implies that most of the respondents agreed that Legal outsource services in Iringa Municipal Council helps to follow contract conditions effectively. Statement 2. 2 (2.9%) strongly disagree, 4 (5.7%) disagree, 23 (32.9%) were neutral, and majority of respondents 22 (31.4%) agree and 19 (27.1%) strongly agree that Legal outsource services in Iringa Municipal Council helps to undergo statute issues effectively. Statement 3.1 (1.4%) they disagree, 1 (1.4%) they disagree, 20 (26.6%) were neutral, 27 (38.6%) they agree and 21 (30%) they strongly agree. This shows that

most respondents agreed with the statement that Legal outsource services in the Iringa Municipal Council helps to deal with regulatory bodies effectively. Statement 4.1 (1.4%) they strongly disagree, 3(4.3%) they disagree, 17 (24.3%) they are neutral, 21 (30.0%) they agree and 28 (40.0%) they strongly agree. This implies that most of the respondents in Iringa Municipal council agreed that Legal outsource services assure the existence of contracts between the organization and suppliers. Statement 5. 1 (1.4%) they strongly disagree, 4 (5.7%) they disagree, 15 (21.4%) they were neutral, 21 (30%) they agree and 29 (41.4%) they strongly agree. Majority of respondents in Iringa Municipal council agree that Legal outsource services gives full access and right of use. Results from the study showed that most of the respondents in Iringa Municipal Council (68%) agree with the effectiveness of outsourcing services on local government performance in Iringa municipal council. However, majority respondents said that legal outsourcing services assure the existence of contracts between the organization and suppliers (40%) and give full access and right of use (41.4%) and (24.8%) where neutral while the rest (7.2%) disagree. This concludes that legal outsourcing services are effective in Iringa Municipal council.

**4.1.10 The effectiveness of Training outsourcing services on local government performance.**

**Table 4.1.11: Effectiveness of Training Outsourcing on local government performance**

Item	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
Training outsources services help to improves your competence in performing organization activities	0	0.0	3	4.3	11	15.7	29	41.4	27	38.6
Training outsources services help to makes you specialized in performing organization activities	1	1.4	3	4.3	21	30.0	22	31.4	23	32.9
Training outsource services improves the use of materials and equipment in performing organization activities	3	4.3	3	4.3	13	18.6	22	31.4	29	41.4
Training outsource services improves your efficiency of service in performing organization activities	0	0.0	5	7.1	19	27.1	23	32.9	23	32.9
Training outsource services leads self-development performing organization activities	0	0.0	4	5.7	17	24.3	21	30.0	28	40.0
Agree = 68.0 Neutral = 24.8 Disagree = 7.2										

**Source:** Field data (2022)

Table above shows that out of 70 respondents, Statement 1. 3 (4.3%) they disagree, 11 (15.7%) they were neutral, 29 (41.4%) they agree and 27 (38.6%) they strongly agree. Number of

respondents agree with this statement; this indicates that Training outsource services help to improve competence in performing organization activities in Iringa Municipal council.

Statement 2. 1 (1.4%) of the respondents strongly disagreed, 3 (4.3%) they disagreed, 21 (30%) were neutral, 22 (31.4%) agreed and 23 (32.9%) they strongly agreed that Training outsource services help to make them specialized in performing organization activities. This implies that Training outsources services help to make it specialized in performing activities in Iringa Municipal Council. Statement 3. 3 (4.3%) they disagree, 13 (18.6%) they were neutral, 22 (31.4%) they agreed and 29 (41.4%) they strongly agree that Training outsource services in Iringa Municipal Council. improves the use of materials and equipment in performing organization activities. This implies the majority agreed that Training outsource services improves the use of materials and equipment in performing organization activities in Iringa Municipal Council. Statement 4. 5 (7.1%) they disagree, 19 (27.1%) they were neutral, 23 (32.9%) they agree and 23 (32.9%) they strongly agree that Training outsource services improves efficiency of service in performing organization activities in Iringa Municipal Council. This implies Training outsource services improves efficiency of service in performing organization activities in Iringa Municipal council. Statement 5. 4 (5.7%) they disagree, 17 (24.3%) they were neutral, 21 (30%) they agreed and 28 (40%) strongly agreed that Training outsource services leads to self-development performing organization activities in Iringa Municipal council. This impels that Training outsource services leads to self-development in performing organization activities in Iringa Municipal council. The results showed that most of the respondents agreed (68%) that training outsourcing services have a positive effect on local government in Iringa municipal Council. However majority respondents specifically said that it improves use of materials and equipment (41.4%) and leads to self-development (40%) and Neutral where (24.8%) and fewer disagree by (7.2%). Therefore, this implies that the majority did agree that training outsourcing services have a positive effect on local government in Iringa municipal Council.

**4.1.10 The effectiveness of Security Outsourcing Services on local government performance**

**Table 4.1.11: Effectiveness of security outsourcing services on local government performance.**

Item	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
Security outsource services ensures safety in performing organization activities	2	2.9	7	10.0	14	20.0	22	31.4	25	35.7
Security outsource services ensures peace in performing organization activities	2	2.9	3	4.3	21	30.0	19	27.1	25	35.7
Security outsource services ensures protection of employees in performing organization activities	0	0.0	2	2.9	15	21.4	29	41.4	24	34.3
Security outsource services ensures trust in performing organization activities	1	1.4	2	2.9	11	15.7	34	48.6	22	31.4
Security outsource services ensures assurance in performing organization activities	0	0.0	2	2.9	10	14.3	30	42.9	28	40.0
Agree = 73.7										



Neutral = 20.3										
Disagree = 6.04										

**Source:** Field data (2022)

Statement 1. 2 (2.9%) strongly disagree, 7 (10%) they disagree, 14 (20%) they are neutral, 22 (31.4%) agree and 25 (35.7%) strongly agree that Security outsource services ensure safety in performing organization activities in Iringa Municipal Council. This implies that the majority agree that Security outsource services ensures safety in performing organization activities in Iringa Municipal Council. Statement 2. 2 (2.9%) strongly disagreed, 3 (4.3%) disagreed, 21 (30%) were neutral, 19 (27.1%) agreed and 25 (35.7%) strongly agreed that Security outsource services ensures peace in performing organization activities in Iringa Municipal Council. Majority agree that Security outsource services ensure peace in performing organization activities in Iringa Municipal Council. Statement 3. 2 (2.9%) disagreed, 15 (21.4%) were neutral, 29 (41.4%) agreed and 24 (34.3%) strongly agreed that Security outsource services ensures protection of employees in performing organization activities in Iringa Municipal Council. Majority of respondents agreed that Security outsource services ensures protection of employees in performing organization activities in Iringa Municipal Council. Statement 4. 1 (1.4%) strongly disagreed, 2 (2.9%) disagreed, 11 (15.7%) were neutral, 34 (48.6%) agreed and 22 (31.4%) strongly agreed that Security outsource services ensure trust in performing organization activities in Iringa Municipal Council. This implies that respondents in Iringa Municipal Council agree that Security outsource services ensures trust in performing organization activities. Statement 5. 2 (2.9%) they disagree, 10 (14.3%) they were neutral, 30 (42.9%) they agreed and 28 (40%) they strongly agreed that Security outsource services ensures assurance in performing organization activities in Iringa Municipal Council. Majority at Iringa Municipal Council agree Security outsource services ensures assurance in performing organization activities. Results showed that most of the respondents (73.7%) agreed with the effectiveness of security outsourcing services on local government performance in Iringa municipal council. However, the majority said it ensures assurance (40%) and that it ensures safety (35.7%) and ensures peace (35.7%), Neutral where (20.3%) and few disagree (6.4%).

#### 4.1.10 Increase of Local government performance

**Table 4.1.11: Local government performance**

Item	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
In this institution the practice of outsourcing services increases productivity of the organization	2	2.9	2	2.9	19	27.1	26	37.1	21	30.0
The practice of outsourcing services improves efficiency in performing organization objectives	0	0.0	2	2.9	11	15.7	30	42.9	27	38.6
In this institution the practice of outsourcing services improves service quality of the organization	0	0.0	3	4.3	18	25.7	25	35.7	24	34.3
The practice of outsourcing services improves competence of employees in performing	0	0.0	4	5.7	13	18.6	26	38.6	27	38.6

organisation objectives										
In this institution the practice of outsourcing services increases number of customers served	0	0.0	1	1.4	16	22.9	24	34.3	29	41.4
Agree = 74.3 Neutral = 22.0 Disagree = 4.02										

**Source:** Field data (2022)

Statement 1. 2 (2.9%) strongly disagree, 2 (2.9%) disagree, 19 (27.1%) are neutral, 26 (37.1%) they agree and 21 (30%) strongly agree that in the Iringa Municipal Council the practice of outsourcing services increases productivity. This implies that the practice of outsourcing services increases productivity of the organization. Most employees in Iringa Municipal Council agreed.

Statement 2. 2 (2.9%) of the respondents disagreed, 11 (15.7%) were neutral, 30 (42.9%) agreed while 27 (38.6%) strongly agreed that the practice of outsourcing services improves efficiency in performing organization objectives in Iringa Municipal Council. Majority of respondents agree that the practice of outsourcing services improves efficiency in performing organization objectives. Statement 3. 3 (4.3%) they disagree, 18 (25.7%) they were neutral, 25 (35.7%) they agree and 24 (34.3%) they strongly agree that in Iringa Municipal council the practice of outsourcing services improves service quality of the organization. This implies that in Iringa Municipal council the practice of outsourcing services improves service quality of the organization. Statement 4. 4 (5.7%) they disagree, 13 (18.6%) they were neutral, 26 (37.1%) they agree and 27 (38.6%) they strongly agree that the practice of outsourcing services improves competence of employees in performing organization objectives in Iringa Municipal Council. This shows that the majority agree that the practice of outsourcing services improves competence of employees in performing organization objectives in Iringa Municipal Council. Statement 5. 1 (1.4%) they disagree, 16 (22.9%) were neutral, 24 (34.3%) they agree and 29 (41.4%) they strongly agree that in Iringa Municipal council the practice of outsourcing services increases the number of customers served. The majority in Iringa Municipal council agreed that in this institution the practice of outsourcing services increases the number of customers served. Results showed that majority of the respondents agree that effectiveness of outsourcing of goods/service led to Increase of Local government performance by (74.3%) agree where (22.0%) Neutral and few Disagree by (4.02%) so majority of respondents agree to the fact that outsourcing of goods/service led to Increase of Local government performance in Iringa Municipal Council.

## 4.2: Normal Regression Analysis

**Table4.2.1: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.614 <sup>a</sup>	.377	.339	2.56454
a. Predictors: (Constant), Security Outsource Services, IT Outsource Services, Legal Outsource Services, Training Outsource Services				

**Source:** Research findings, (2022)

Table 4.2.1 indicates that the coefficient of determination which is adjusted R square of 0.640 indicates that 64% of poor staff record management is determined by lack of training, lack of motivation and poor working facilities. Also, it indicates, R coefficient is 0.750 meaning that there is a correlation of 75% between the independent variable (lack of training, lack of

motivation and poor working facilities) and dependent variable (poor staff record management). This shows that the independent variables (lack of training, lack of motivation and poor working facilities) are significant predictors of the dependent variable (poor staff record management) at Ilala Municipal Council.

**Table 4.2.2: Analysis of Variance – ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	35.203	3	4.968	71.330	.000 <sup>a</sup>
Residual	18.872	72	.070		
Total	54.075	75			

**Source:** Research findings, (2022)

The table above shows that  $R = 0.614$ . The value is higher than 0 meaning that there is a stronger relationship between the observed and the model predicted value of the dependent value. In these results, the model explains 37.7% (0.377) of the variation in the response. For the  $R^2$  value indicated the model provides an adequate fit to the data. ANOVA was tested in this study. This was used for examining the differences in the mean values of the dependent variables associated with the effect of the controlled independent variables, after considering the influence of the uncontrolled independent variables

**Table 4.2.3: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.371	0.218		1.323	.001
	IT Outsource Services	.183	.103	.234	1.771	.001
	Legal Outsource Services	.132	.128	.149	1.035	.003
	Training Outsource Services	.210	.148	.228	1.421	.005
	Security Outsource Services	.031	.106	.139	1.238	.220

a. Dependent Variable: Local Government Performance

**Source:** Research findings, (2022)

Local Government Performance = 7.371 (intercept) + 0.183 (IT outsource) + 0.132 (legal outsource) + 0.210 (training outsource) + 0.131 (security outsource) = 92.7%.

Therefore, Outsourcing goods/services affects local government performance by 92.7%. This shows that the level of effectiveness is high. Apart from the variables analyzed in this study, the rest of the variables affect local government performance by 7.3%. Table above also shows that local government performance (Constant) had the coefficient value of 0.371. In and a P-value of 0.000 and is significant at 1% level.

### **4.3 Discussion**

#### **Effectiveness of IT outsourcing services on local government performance**

IT outsourcing services did not have statistical significance in the study thus cannot be used to recommend performance of local government. However, it was not significant with the regression results, most research done in IT outsourcing report that most companies cannot afford to hire a communication professional in IT services full time prompting outsourcing. Payroll, inventory, communication systems, computer maintenance, IT development, and database functions are some of the many areas that can be outsourced to increase performance of the organization.

#### **Effectiveness of legal outsourcing services on local government performance**

The study found that legal services have a significant effect on the decision to outsource since regulatory bodies make it their concerns that work should be done for those with the necessary skills. This was the most significant variable in the study. Thus, the study recommends that local governments should concentrate on legal outsourcing other than other variables that did not prove high significance in the data. Contract conditions can also make it difficult for firms with outsourcing since some may specifically require that sourcing from external parties or otherwise is not allowed. The initial evaluation now allows for the detailed evaluation for the outsourcing decision to be made. This then calls for an internal and an external appraisal as well as an analysis of the result. The analysis of the result helps the firm to know whether to outsource considering variables such as the cost per transaction and the firm's ability to perform the function. The study found that legal or regulatory requirement is one among factors that influences outsourcing decisions. This influence can be seen through: contract conditions: These conditions imposed by insurers or conditions related to security or privacy may restrict the use of external suppliers. Statute: Some public organizations, for example, are restricted by law from contractors (for security reasons). The restricted areas are reducing and governments are increasingly operating Compulsory Competitive Tendering (CCT) policies, thus requiring public sector providers to face competition from the commercial sector. Regulatory Body: Professional bodies require work to be undertaken by people with approved level of qualification and supervision

#### **The effectiveness of training outsourcing services on local government performance**

Training outsourcing was less significant in the study. Employee training outsourcing not only results in a shift of labor but also worsen the productivity differential between outsourcing contract granting firms and outsourcing contract receiving firms. Contracting out allows the firm to rely on management teams in other organizations to oversee tasks in which it is at a relative disadvantage, and to increase managerial attention and resource allocation to those tasks that it does best. On the application side, employee training outsourcing can reduce the commitment to fixed-cost, full-time human resource expenses and other overhead costs through contracts that provide development skills on an as-needed basis. Consequently, employee training outsourcing improves employee's efficiency. The outsourcing contract-granting firms assess the productivity of in-house service functions and only undertake outsource actions if outside producers can provide better comparable services. Thus, there is a need for research to be done specifically under this topic.

#### **Effectiveness of security outsourcing services on local government performance**

Security outsourcing was less significant in the study. Outsourcing security is because of greater efficiency and better quality of services, cost savings, reduction of government monopoly in

service provision and increasing business opportunities for the private sector flexibility of public institutions in delivering services to citizens, ability of public institution to concentrate on its main activities, and solution of staff problem due to “greying of the workforce. The study found out that effective security outsourced services are not a very crucial aspect in local government performance. However, it ensures that safety, protection, peace and all standards are met in accordance with the agreed contract, and the researcher cannot use these results to recommend security outsourcing.

## 5.0 Conclusion and Implications

The researcher continues to argue in favor of outsourcing to improve local government performance. However, there remains a lack of empirical evidence demonstrating that outsourcing led to government savings in the scholarship on outsourcing. Though the results of the study prohibit large effects, most of the empirical research did not consider whether detected cost savings in particular services were translated to the local government. In this light, this paper sought to assess whether outsourcing in local government led to increase in local government performance. The findings consistently accept the null hypothesis, indicating that outsourcing was associated with an increase in local government performance; in fact, outsourcing valuables resulted in increased local government performance. This was seen in the correlation and regression analysis. Particularly IT outsourced services, Legal Outsource Services and Security Outsource were more significant than the other variables. Despite the strengths of the findings, there are limitations of analysis that offer opportunities for further research. The study design does not allow to precisely identify the mechanisms explaining the positive relationship between outsourcing and local government performance. Unfortunately, due to less reliable indicators it was not possible to disentangle those precise mechanisms on this occasion. Further quantitative research may help, therefore, to shed light on whether transaction costs, fiscal illusion, common pool problems, pressures from interest groups, or the existence of negative externalities matter most when explaining findings. The conclusion is that the study has made contributions to literature.

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