THE RELATIONSHIP BETWEEN SELF-CONFIDENCE, SELF-REMEMBRANCE AND SINCERITY AMONG STAFF TOWARDS INFORMATION SYSTEMS OUTSOURCING SUCCESS

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ABSTRACT. The study examines the relationship between the humanistic elements of self-confidence, self-remembrance and sincerity among staff towards the success of information systems (IS) outsourcing. A total of 500 questionnaires were distributed by mail to the manager of information systems outsourcing companies registered with Malaysia's Multimedia Super Corridor and 168 were returned. The hypotheses of this study were analyzed using multiple regression methods. The findings show that the element of self-confidence and sincerity of the staff have a positive and significant relationship towards the success of information systems outsourcing. The theoretical and practical implications and suggestions for future research are discussed.

Keywords: information systems outsourcing success; humanistic elements; self-confidence; self-remembrance and sincerity.

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1. Introduction

Information systems outsourcing are an important strategy in the organizational IS (Akomode, Lees & Irgens, 1998; Zanganeh & Didehkhani, 2014). It occurs when a source of physical and/or persons related to information technology (IT) of a given organization is managed by an external provider specializing (Gonzalez, Gasco and Llopis, 2005). IS outsourcing development has occurred on a large scale and it is not expected to decrease in the future (Akomode et al., 1998; Gonzalez, Gasco and Llopis, 2010; Caruth, Pane & Caruth, 2013). This is because the cost of handling and the supply of equipment from the outsourcing IS supplier is cheaper, while the labor force are more specific (Lacity & Willcocks, 1998; Claver, Gonzalez, Gasco and Llopis, 2002; Husin & Ibrahim, 2014).

Early research on outsourcing IS focused more on the role of contracts and agreements relating to the level of service which is to restructure and regulate the relationship between customer and supplier outsourcing (Lacity & Willcocks, 1998). With the signing of outsourcing agreements, the company intends to reduce the cost of IT, focus on core competencies and acquiring great technical resources. Although IS outsourcing often thought to be difficult to manage, it is not as expected. However, it is necessary to give a competitive advantage to the organization (Moon and Nolan, 1995; Akomode et al., 1998; Lacity & Willcocks, 1998; Lee, 2001; Lee & Kim, 2005; Liao, Liu, Lin & Huang, 2009; Qi & Chau, 2012; Moon & Lee, 2014).

In recent times many researchers in this field begun to emphasize the humanistic elements of staff IS outsourcing company throughout their relationship with the customer (Davis, 1996; Willcocks & Kern, 1998; Sabherwal, 1999; Koh Ang & Straub, 2004; Koh & Ang, 2007; Lee & Choi, 2011; Park & Lee, 2014). This is because the awareness of the importance

of these elements is increasing and if not given serious consideration, they will have a negative effect on the success of IS outsourcing organizations (Doherty & King, 1998; Ewusi-Mensah & Przansnski, 1994; Grey & Stainer 2007; Choudrie, Grey & Selamat, 2009; Park & Lee, 2014). Despite the importance of humanistic elements towards IS outsourcing success, the extent to which such elements of staff influence the success remains unclear. Thus, the focus of this study is to investigate the relationship between the humanistic elements of staff IS outsourcing company (self-confidence, self-remembrance and sincerity) and the success of IS outsourcing (Lee, 2001; Malhorta, 2004; Koh & Ang, 2007; Choudrie et al., 2009; Moon & Lee, 2014). This study is structured as follow: (1) literature review; (2) research model and hypotheses development; (3) research methodology; (4) data analysis and findings; (5) discussion; and (6) conclusion, limitations and future research.

2. Literature Review

IS Outsourcing Success

IS outsourcing is all or part of the distribution function of IS organization to one or more IS outsourcing companies. It is done to obtain economic, technological and strategic advantages (Loh and Venkatraman, 1992; Grover, Cheon & Teng, 1996; Lee, 2001; Lee, 2008; Gonzalez et al., 2010; Duhamel, Gutierrez-Martinez, Picazo-Vela & Luna-Reyes, 2014). Thus, the success of IS outsourcing for this study is generally viewed from the perspective of the economic, technological and strategic benefits (Grover et al., 1996; Lee & Kim, 1999; Lee, 2001; Lee & Kim, 2003; Lee, Miranda & Kim, 2004; Lee & Kim, 2005; Han, Lee, & Seo, 2008; Liao et al., 2009; Qi & Chau, 2012). According to Grover et al. (1996), the success of IS outsourcing can be measured by looking at the outsourcees' ability to contribute towards factors such as focusing on core business cempetencies, increasing IS effectiveness, increasing access to skilled task force, obtaining economies of scale in human resource and technology, controlling IS expenditure, reducing obsolete risks and increasing access to IT.

Self-confidence

The element of self-confidence for this study is represented by the self-confidence among the staff while completing organizational tasks (Butcher, Harvey, & Atkinsone, 1997; Harvey & Butcher, 1998; Selamat & Choudrie, 2007; Selamat & Mat Samsudin, 2012). Staff with this element often have a strong commitment to advancing the organization, better equipped to face the challenges at the workplace, are able to take on new greater responsibilities, risk-taking throughout the process of developing a career or field of endeavor and have the determination to develop other staff (Selamat, Abd. Wahab & Mat Samsudin, 2010). Many previous studies that have emphasized the importance of this element to the success of IS outsourcing (Butcher et al., 1997; Harvey & Butcher, 1998; Smith, 2005; Bertoncelj & Kovač, 2008; Lavanya, 2011; Pedler, Burgoyne & Boydell, 2013).
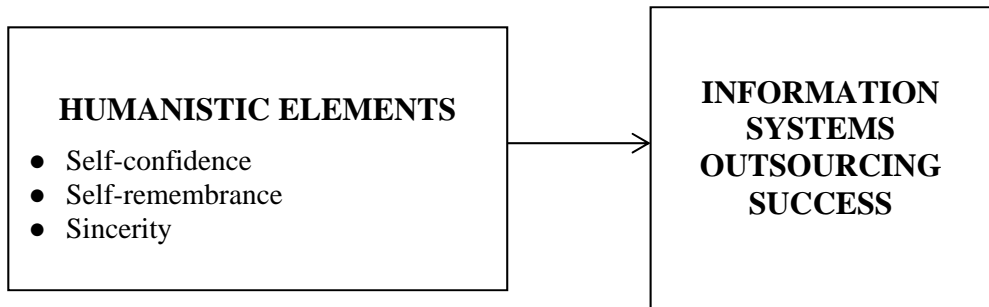
Self-remembrance

This study defines self-remembrance as the staff continues to monitor their actions while performing organizational tasks (Selamat & Choudrie, 2007). This humanistic element makes the staff feel as if their movements are always observed by other colleagues, especially the boss (Selamat et al., 2010). Thus, the feeling would make they always focus on the given task (Selamat & Choudrie, 2007; Selamat & Mat Samsudin, 2012). Practicing this element among staff can enhance the competitiveness and the success of the organization (Selamat et al., 2007). Thus, the self-remembrance is expected to impact the success of IS outsourcing.

Sincerity

This study suggests an element of sincerity in work as nature realize that every gestures and deeds in the organization is simply to fulfill the responsibilities and benefits the organization (Che Din & Rajadurai, 2009; Selamat, Abd. Wahab & Mat Samsudin, 2010; Selamat & Mat Samsudin, 2012). This element will help staff to increase productivity and competitiveness, and profitability of an organization (Che Din & Rajadurai 2009; Selamat et al., 2007; Selamat, Abd. Wahab & Mat Samsudin, 2008b; Choudrie et al., 2009). Since, this element can lead to the success of an organization, this study suggests it also could be crucial to the success of IS outsourcing as well.

3. Research Model and Hypotheses Development

The research model is illustrated in Figure 1. Based on this model, this study suggests three humanistic elements that have a positive relationship to the success of IS outsourcing. This suggestion is consistent with the resource-based theory which states that the characteristics of the staff are one of the important resources that can bring success to the organization (Barney, 1991; Barney & Clark, 2007).

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┌─────────────────────────────────┐         ┌──────────────────────┐
│                                 │         │   INFORMATION        │
│   HUMANISTIC ELEMENTS           │         │   SYSTEMS            │
│                                 │───────▶ │   OUTSOURCING        │
│   ● Self-confidence             │         │   SUCCESS            │
│   ● Self-remembrance            │         │                      │
│   ● Sincerity                   │         │                      │
│                                 │         │                      │
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Figure 1. Research Model
Source: Selamat, Choudrie and Grey (2008a)

The value of self-confidence among staff at work is important to build a strong commitment towards the success of an organization (Selamat et al., 2010). This arguement is consistent with previous studies such as Butcher et al. (1997), Harvey and Butcher (1998), Selamat (2005), Selamat and Choudrie (2007), and Pedler et al. (2013). Therefore, this study expects that IS outsourcing success would depend on the level of confidence that exists within the company staff (Selamat et al., 2008a; Choudrie et al., 2009). Thus, the proposed hypothesis is as follows:

Hypothesis 1: There is a positive and significant relationship between self-confidence and IS outsourcing success.

Self-remembrance value inherent in every staff made them to be sensitive to their work. This attitude encourages them to focus entirely on the implementation of the tasks efficiently and effectively (Selamat,

2005). This kind of staff element can lead to the success of an organization (Selamat & Choudrie, 2007; Choudrie et al., 2009; Selamat et al., 2010; Selamat & Mat Samsudin, 2012; David, Vannini, Sabiescu & Cantoni, 2013). Thus, this study assumes that the level of self-remembrance among the staff of IS outsourcing companies can affect the success of IS outsourcing. The proposed hypothesis is:

Hypothesis 2: There is a positive and significant relationship between self-remembrance and success of IS outsourcing.

The value of sincerity among the staff will improve the productivity, competitiveness and profitability of the organization (Selamat et al., 2010). This is because each staff being selfless, not greedy, honest and always trust other colleagues. Sincerity of work also encourages staff to work collectively and harmony (Selamat, 2005). This situation will bring success to the organization (Selamat & Choudrie, 2007; Choudrie et al., 2009; Selamat et al., 2010; Selamat & Mat Samsudin, 2012; David et al., 2013). Based on the above discussion, this study suggests that the sincerity of work that exists within staff IS outsourcing companies would contribute to the success of IS outsourcing. Thus, the developed hypothesis is:

Hypothesis 3: There is a positive and significant relationship between sincerity and success of IS outsourcing.

4. Research Methodology

Sampling and Data Collection

The unit of analysis for this study is IS outsourcing companies in Malaysia. Data were collected using cross-sectional approach. The study population was 2,104 of IS outsourcing companies registered under Multimedia Super Corridor (MSC) Malaysia. A total of 500 questionnaires were mailed to the randomly selected managers who are in charge of outsourcing activities. Of these, only 168 questionnaires were returned, yielding a response rate of 33.6%. According to Sekaran (2003), the mail survey response rate of 30% is adequate. Thus, the response rate for this survey is more than the proposed rate.

Research Instrument Refinement

To improve the quality of questionnaires several tests such as content validity, pre-test and pilot test were conducted before the primary data collection (Straub, Boudreau & Gefen, 2004). Content validity test was conducted using previous studies and constructive suggestions from the experts (4 practitioners and 3 academicians). The matters considered during pre-test were: the time taken to complete the questionnaire, the length of the questionnaire, the suitability of the questionnaire design for mail survey, the understandability of the items and the suitability of the used scales (Hunt, Sparkman & Wilcox, 1982; Sekaran, 2003). The items contained in the questionnaire for this study are shown in Appendix A.

Table 1 shows the Cronbach's alpha values of pilot test to examine the internal consistency of the questionnaire. Overall, the Cronbach's alpha values for all variables is between 0.77 and 0.84, higher than the minimum level of 0.60 (Hair, Black, Babin & Anderson, 2010). This indicates that the respondents answered the questionnaire items consistently (Churchill, 1979; Sekaran, 2003; Zikmund, Babin, Carr & Griffin, 2010).

Table 1. Research Instrument Reliability

Variables	Total Items	Cronbach's Alpha Values
1. IS Outsourcing Success	9	0.84
2. Self-confidence	6	0.77
3. Self-remembrance	6	0.77
4. Sincerity	3	0.78

Source: Summary of Statistical Package for the Social Sciences (SPSS) (Version 19.0) Output

5. Data Analysis and Findings

A refinement of research data has been done prior to the multiple regression analysis. It is divided into two main categories: (1) data screening; and (2) data testing to meet the assumptions of multivariate analysis (Hair et al., 2010). Data screening consists of three tests which are missing data, response bias and outliers identification. The data

testing to meet the assumptions of multivariate consists of four tests, namely tests of normality, linearity, homoscedasticity and multicollinearity tests. The results of multiple regression analysis to test the three hypothesis of this study are shown in Table 2, 3 and 4. According to Table 2, the value of Adjusted R Square is 0.507. This shows that the three independent variables (self-confidence, self-remembrance and sincerity) explain 50.7% of variance in the success of IS outsourcing. Table 3 shows that the research model is significant (0.000) with the F value of 55.93.

Table 2. Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.719a	.517	.507	5.52610

Note: a. Predictor: (Constant): Self-confidence, Self-remembrance and Sincerity;
b. Dependent Variable: IS Outsourcing Success
Source: Summary of SPSS (Version 19.0) Output

Table 3. ANOVA[b] for Multiple Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Significant Level
1	Regression	5123.624	3	1707.875	55.927	.000a
	Residual	4794.438	157	30.538		
	Jumlah	9918.062	160			

Note: a. Predictor: (Constant): Self-confidence, Self-remembrance and Sincerity;
b. Dependent Variable: IS Outsourcing Success
Source: Summary of SPSS (Version 19.0) Output

Bsased on Table 4, two out of three humanistic elements in this study are positive (Standardized Coefficients) and significant ($p \leq 0.05$) towards the success of IS outsourcing. They are self-confidence (p = 0.00, t = 9.93) and sincerity (p = 0.00, t = 3.99). Self-confidence (β = 0.632) is the most influential factor that affect the IS outsourcing success. In other words, hypothesis 1 and 3 of this study were accepted whereas hypothesis 2 (self-remembrance) was rejected.

Table 4. Coefficient[a] for Multiple Regression Analysis

		Unstandardized Coefficients		Standardized Coefficients	t	*Significant Level
Model		B	Std. Error	Beta		
1	(Constant)	21.540	2.919		7.379	.000
	1. Self-confidence	.862	.087	.632	9.924	.000*
	2. Self-remembrance	-.129	.101	-.077	-1.273	.205
	3. Sincerity	.437	.109	.235	3.993	.000*

Note: a. Dependent Variable = IS Outsourcing Success, *p is significant at level ≤0.05.
Source: Summary of SPSS (Version 19.0) Output

6. Discussion

The results of this study found that the element of self-confidence and sincerity have positive and significant relationships with IS outsourcing success. The findings are also consistent with previous studies whereby the element of self-confidence and sincerity that exist within staff could bring success to the organization (Selamat & Choudrie, 2007; Choudrie et al., 2009; Selamat et al. 2010; Selamat & Mat Samsudin, 2012). The finding indicates that staff of IS outsourcing companies with high elements of self-confidence are able to build a strong commitment to advance themselves. Meanwhile, staff with sincerity element is able to create a work environment that is more collective and harmonious. This in turn can boost a company's reputation and the success of IS outsourcing (Selamat, 2005; Choudrie et al., 2009; Selamat et al., 2010; Selamat & Mat Samsudin, 2012).

This study found no relationship between self-remembrance and IS outsourcing success. This finding shows that this element is not considered as the factor that contributes to the success of IS outsourcing by the IS outsourcing company managers. The finding is also inconsistent with the findings of previous studies, whereas the element of self-remembrance that exists within each of the organization's staff is able to bring success to their organization (Selamat & Choudrie, 2007; Choudrie et al., 2009; Selamat et al., 2010). It is likely that the staff of IS outsourcing companies are less satisfied with their employer, particularly in terms of salary, other incentives, and flexible working hours and also the existence of a significant

gap between the staff and the management of company. This situation leads to staff are less likely to feel the presence of their superiors when performing organizational tasks. In other words, the staff in IS outsourcing company feel that the element of self-remembrance give less encouragement to the success of IS outsourcing.

7. Conclusions, Implications, Limitations and Future Research

The objective of this study was to investigate the relationship between the humanistic elements of self-confidence, self-remembrance and sincerity that exists among staff outsourcing companies towards IS outsourcing success. The findings show that the element of self-confidence and sincerity of the staff have a positive and significant impact on the success of IS outsourcing. Instead, the element of self-remembrance was found to have no significant relationship to the success of IS outsourcing.

This study has several implications in terms of theoretical and practical. From a theoretical perspective, this study applies the resource-based theory to explain the influence of these elements to the success of IS outsourcing. The study also enhances the understanding of the humanistic elements of staff and to what extent they determine the success. In terms of practical aspect, the results of this study can be used by the management of the company to develop a specific training module to ensure that these elements can be applied in each of their staff. The application of these elements is essential to ensure the success of IS outsourcing.

This study has several limitations. First, this study is limited to the context of staff of IS outsourcing companies only. It is better if these elements can be compared among staff of IS outsourcing company and staff of IS outsourcing customers in future research. Second, the conceptual framework of this study is newly developed and it should be further tested and validated. This could be done by studying in other organizational contexts or countries. Finally, since the current study found no relationship between self-remembrance and IS outsourcing success, an empirical study that further investigates this finding is required.

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Appendix A: Questionnaire Items

Items measuring information systems outsourcing success
1. Our clients have been able to refocus on core business
2. Our clients have enhanced their IT competency
3. Our clients have increased access to skilled personnel
4. Our clients have enhanced economies of scale in human resources
5. Our clients have enhanced economies of scale in technological resources
6. Our clients have increased control of IS expenses
7. Our clients have reduced the risk of technological obsolescence
8. Our clients have increased access to key information technologies
9. Our clients are satisfied with our overall benefits from outsourcing

Items measuring self-confidence
1. Our staff can be a role model at the workplace
2. Our staff can face any challenges at the workplace
3. Our staff able to take new responsibility
4. Our staff willing to take risk when undertaking new tasks
5. Our staff always critic others in improving the work quality
6. Our staff willing to utilize available resources in order to fulfill clients' needs

Items measuring self-remembrance
1. Our staff aware about the need to comply with work standards
2. Our staff are outcome oriented when completing the job list
3. Our staff are mindful towards their actions at the workplace
4. Our staff read job description carefully when starting new job
5. Our staff conduct meeting to discuss work progress with others
6. Our staff know their career path in the company

Items measuring sincerity
1. Our staff perform work based on religious/moral values
2. Our staff sincerely contribute to firm's development
3. Our staff are honest when undertaking task