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The Impact of Outsourcing Strategies on Organizational Performance during Crises in the Telecommunication Sector

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Abstract

This research aims to identify the relationship between outsourcing strategies and organizational performance during crises in the telecommunication sector. The independent variable is the outsourcing strategies such as business process outsourcing (BPO) strategy, knowledge process outsourcing (KPO) strategy, and information technology outsourcing (ITO) strategy. The dependent variable is the organizational performance indicators, divided into financial and operational indicators, the financial indicators are cost-efficiency and profitability while the operational indicators are productivity, performance quality, and social responsibility. The moderating variable is crisis, and its indicators are crisis lifecycle, crisis management, and crisis communication. To investigate the dimensions of the study, the online questionnaire using Google Forms consists of (82) items about study variables and was submitted by 136 managers at telecommunication companies such as Vodafone Egypt, Orange Egypt, Etisalat Egypt, and Telecom Egypt (WE). The researcher used the Likert model as follows: (Strongly agree – Agree – Neutral – Disagree – Strongly disagree). Data were uploaded through a statistical package for Social Sciences SPSS V.25 and AMOS 21. Cronbach's alpha coefficient is used to test the stability of the questionnaire, Pearson correlation coefficient between dimensions and total questionnaire is used to prove the validity of the study hypotheses, and Simple and multiple regression are used to study the impact of independent variables on the dependent variable to prove the validity of study hypotheses, and Path analysis is used to study the role of Moderating variable Crises. Findings showed that there is a highly significant correlation between outsourcing strategies and organizational performance. There is a significant correlation between outsourcing strategies (Business Process Outsourcing (BPO) Strategy, Knowledge Process Outsourcing (KPO) strategy, and Information Technology Outsourcing (ITO) strategy) and organizational performance (Financial Performance Indicators: Organizational Cost Efficiency, Organizational Profitability), (Operational Performance Indicators: Productivity, Performance Quality, and Social Responsibility) where Pearson correlation values are significant at $P\text{-value} < (0.01)$. The results emphasize that effective implementation of outsourcing strategies can result in significant gains in cost effectiveness, operational flexibility, and overall competitiveness, among other aspects of organizational performance.

1- Introduction

Implementing outsourcing strategies during crises presented major challenges to many businesses and raised questions about how outsourcing strategies can affect organizational performance during times of crisis. Outsourcing strategies have become increasingly popular for national and international companies seeking to improve their performance and save costs, especially during crises such as the COVID-19 pandemic and other types of crises highlighting the importance of resilience and adaptability in businesses.

This study aims to explore the different outsourcing strategies and investigate their impact on organizational performance during crises, focusing on the telecommunications sector in Egypt. The findings of this study will provide valuable insights for businesses in the telecommunications sector and other industries considering outsourcing as a strategy for improving their performance, particularly during times of crisis.¹

Outsourcing strategies implemented by organizations have increased, especially after globalization pushed organizations toward international business.² Globalization raises the volume and diversity of cross-border commerce in commodities and services, increases international financial flows, accelerates technological diffusion, and strengthens institutional ties between enterprises in different nations.³ Hence, globalization encourages running businesses across borders and this can be facilitated through implementing different outsourcing strategies that will be discussed later in Chapter Two.

The outsourcing trend to sustain in a dynamic and competitive global market supports organizations to achieve cost reduction, quality improvement, service speed, and resource efficiency goals during globalization by seizing economies of scale, lower labor costs, new technologies, and wide markets. In addition to that, implementing outsourcing strategies

¹ [McIvor, R.](#) (2003), "Outsourcing: insights from the telecommunications industry", *Supply Chain Management*, Vol. 8 No. 4, pp. 380-394. <https://0810bsm0h-1103-y-https-doi-org.mplbci.ekb.eg/10.1108/13598540310490134>

² Kayumba, C. U. (2019). Effect of outsourcing on organizational performance in Rwanda. In Research Gate. <http://www.diva-portal.org/smash/record.jsf?pid=diva2:1333725>

³ "Globalization Definition" AUC Egypt <https://www3w1.aucegypt.edu/src/globalization/Definitions.htm>

supports organizations to exploit new opportunities by focusing on their core activities during globalization.

Outsourcing non-core activities to external service providers and re-allocating the organizations' core competencies accordingly is a crucial strategy for restructuring that enables organizations to focus on their core activities and to sustain in markets by managing and allocating their internal and external resources effectively, and by maintaining their competitive advantages. This strategy is reflected in improving the organizations' revenues, customers' satisfaction, and perceptions of quality, and in reducing the cost of outsourced functions.⁴

Outsourcing strategies implemented during crises can be valuable tools for businesses that enable them to produce efficiently and effectively.⁵, and increases their resilience and adaptability during times of crisis. However, these strategies must be approached with careful consideration of their potential risks and benefits.

It is important to note that outsourcing strategies are not a one-size-fits-all solution, and their effectiveness may vary depending on various factors such as the type of outsourcing strategy, business nature and its operations, and crisis characteristics at hand. Outsourcing strategies implemented during crises can be a double-edged sword, as they may either improve or worsen organizational performance depending on how they are implemented and managed.

The strategic implications of outsourcing essential business functions must be assessed by examining its potential impact on the organization's competitive advantages and how it will be received by stakeholders. Traditionally, telecommunications companies are outsourcing non-core activities like security, cleaning, catering, maintenance, fleet management, and others.

Several organizations recognized an improvement in their performance and effectiveness in their resources' re-allocation because of implementing outsourcing strategies. Hence, they

⁴ Kayumba, C. U. (2019). Effect of outsourcing on organizational performance in Rwanda. In Research Gate. <http://www.diva-portal.org/smash/record.jsf?pid=diva2:1333725>

⁵ McIvor, Ronan. (2003). Outsourcing: Insights from the telecommunications industry. Supply Chain Management: An International Journal. 8. 380-394. 10.1108/13598540310490134.

started to outsource some of their core activities to service providers specialized in performing core activities such as Information Technology, Marketing, Payroll, Human Resources Management, Training, Audit, Facility Management, Work Permit, Recruitment, and Customer Service.

Therefore, it is crucial for telecommunication companies to carefully evaluate their resources, and outsourcing strategies and ensure that they are aligned with their overall strategic objectives and are tailored to the specific needs of their organization.⁶ Furthermore, businesses should consider the potential risks and challenges associated with outsourcing strategies, such as loss of control over critical processes, reduced quality control, and dependence on third-party providers.

Managing a win-win services agreement with the outsourcing service providers reflects on the organizational performance and enhances planning, organizing, leading, and controlling of organizations' resources efficiently and effectively during crises.

Organizational performance is a measurement that evaluates the management of an organization and the quality of the values delivered to the organization. Organizational performance management shall be an ongoing process to improve it on a usual basis and to attain sustainability and profitability through achieving the organizational strategic goals.

Performance can be measured as poor or excellent performance based on the parallel synchronization of the efficiency and productivity of the organization that leads to a competitive state. Hence, effective performance shall be coordinated with the organization's objectives and values. Peter Drucker conceived that to achieve effectiveness means "to do the planned things well"; by effectiveness, he contemplated "the extent to which objectives were achieved"⁷.

To measure the organizational performance; a set of weighted measures that best reflect the factors affecting the financial and non-financial performance should be selected for example

⁶ Kayumba, C. U. (2019). Effect of outsourcing on organizational performance in Rwanda. In Research Gate. <http://www.diva-portal.org/smash/record.jsf?pid=diva2:1333725>

⁷ Drucker, P. (2018). *The effective executive*. Routledge.

but not limited to cost efficiency, profitability, quality, social responsibility, and productivity. As well as customer satisfaction, market share, developed skills, employee retention, and the processes done to improve performance. Such indicators shall be evaluated and enhanced to support achieving the organizational goals by improving performance.

Balanced Scorecard (**BSC**) is the first performance measurement instrument created by Kaplan and Norton in the 1990s⁸ Which measures four critical aspects (Finance, Customers, Learning and Growth, and Internal Business Process) that demonstrate the relationship between professional performance and the organization's strategy by correlating each evaluation criterion with a specific element of the strategy.

It is an innovative approach that aligns the organizational goals with strategy by integrating financial and non-financial (operational) perspectives to provide a balanced view of performance and to identify which performance perspective needs to be improved or to pinpoint performance failure. As a result, the organization's strategy can be achieved successfully.⁹

This study will also shed light on how outsourcing can be used as a tool for businesses to increase their agility and ability to respond to unexpected challenges. In addition to that, It can serve as a starting point for further research into the effectiveness of outsourcing strategies in different industries and under various crisis scenarios.

Crises can be stated as abnormal situations that may happen to an individual, a group, an organization, a country, or even the whole world as pandemic COVID19. It threatened the lives of the earth's citizens and exposed their businesses to high risk, financial loss, and damages. In addition to that, it has put a burden on the supply chains to overcome the undefined and unprecedented challenges and disruptions that may affect the supply of goods and services and the world economy as a result.

⁸ Kaplan, R. S., & Norton, D. P. (2001). Transforming the Balanced Scorecard from Performance Measurement to Strategic Management: Part I. *Accounting Horizons*, 15(1), 87–104. <https://doi.org/10.2308/acch.2001.15.1.87>

⁹Ali Khozein (2012), Balanced Scorecard Should be Attention More in Organizations, Issue2, Vol. 1.

Timothy Coombs (2009)¹⁰ stated that a crisis can be viewed as the perception of an event that threatens important expectancies of stakeholders and can impact the organization's performance and generate negative outcomes. Crises are largely perceptual. If stakeholders believe there is a crisis, the organization is in a crisis unless it can successfully persuade stakeholders it is not. A crisis violates expectations; an organization has done something stakeholders feel is inappropriate.

Overall, studying the impact of outsourcing strategies on organizational performance in the telecommunications sector during crises is an important area of research that can help businesses make informed decisions and improve their overall resilience in the face of unexpected challenges. Future research in this area should also consider the impact of outsourcing on employees and their job security, as well as the ethical implications of outsourcing, particularly in the context of global supply chains.

2- Previous Studies

This section presents the previous studies relevant to this research topic, and it includes theses, academic research papers, academic journals, and other theoretical studies. These studies are based on the idea of evaluating the relationship between outsourcing strategies and organizational performance.

First Study: Effect of outsourcing on organizational performance in Rwanda by Christine Uwamahoro Kayumba (2019)¹¹.

Research Objectives	<p>To investigate the effect of outsourcing on the organizational performance (cost efficiency, productivity and profitability) in Rwanda.</p> <p>The specific objectives of this study were to identify activities or services outsourced by organizations in Rwanda, to find out the main reasons of outsourcing for organizations in Rwanda; to assess the level of their performance because of outsourcing strategy, and to establish the relationship between outsourcing activities and organizational performance.</p>
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¹⁰ Coombs, W.T. (2009). Crisis Communication. In The International Encyclopedia of Communication, W. Donsbach (Ed.). <https://doi.org/10.1002/9781405186407.wbiecc156>

¹¹ Uwamahoro Kayumba, C. (2019). Effect of outsourcing on organizational performance in Rwanda (Dissertation). Retrieved from <http://urn.kb.se/resolve?urn=urn:nbn:se:umu:diva-161307>

Research Problem	Beside rapid growing trend in outsourcing there are limited research related to outsourcing strategy in Rwanda. Outsourcing strategy research has not received a significant attention and support in Rwanda, while it can be advantageous for organization to improve their performance. In other word the effect of outsourcing on organization performance is not well documented in Rwanda. In addition to that, the outsourcing studies in other countries give contradicting results, some findings give positive relationships between outsourcing and performance results, other researchers give no significant or sometimes negative results. The researcher seeks to advance understanding about the effect of outsourcing on organizational performance with a case study of Rwanda by investigating on the relationship between outsourcing and organization performance in Rwanda which will add more knowledge to the existing literatures.
Research Methods	Three sample companies have been selected where two companies are telecom companies, and one is a manufacturing company in Rwanda. The results of study were based on a sample of 111 staff selected by using convenient and purposive sampling; source of data was obtained using primary and secondary source of data and collected using questionnaire and documentation.
Research Findings	The findings of this research have shown that all organizations part of this research outsource some of their core activities (such as operation management, service management, advertisement and sales) and non-core activities (such as information system, maintenance, human resources activities, distribution, logistics, security, cleaning, man power). The results have shown that organizations in Rwanda outsource to access special expertise as shown by all respondents at rate of 100% and to reduce costs as shown by respondents at rate of 96%. Furthermore, the findings show that outsourcing activities contributed to the organizational performance as revealed by respondents regarding their views on effect of outsourcing on cost efficiency, productivity and profitability. Moreover, the findings show that there is a weak positive and significant relationship between outsourcing activities and cost efficiency while it shows a weak and moderate positive insignificant relationship between

	outsourcing activities with productivity and profitability respectively.
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Second Study: “Effects of Outsourcing on Organizational Performance of Oil Marketing Companies in Kenya” by Beatrice kivuva (2018)¹².

Research Objectives	The specific objectives of this study are to find out the effects of Professional services outsourcing, Manufacturing outsourcing, Process specific outsourcing services and Operational outsourcing services on organizational performance in the oil marketing firms in Kenya.
Research Problem	The concept of outsourcing has not gotten remarkable recognition and support which can be termed as favorable for improving organization’s growth and performance in Kenya. The effects of outsourcing on organizational performance are also not well documented. Previous outsourcing studies give contradicting outcomes: some give positive relationships between outsourcing and organizational performance, while others give no significant or negative results, hence concluding that it all depends on the firms’ motive to outsource
Research Methods	Descriptive research design was employed in this study. The population of the study consisted of thirty (30) top oil marketing companies in Kenya (according to the market share 2017) targeting managers, heads of operations and heads of marketing thus giving a target population of 120 managers and only 90 were returned. A census sampling method was conducted owing to the small number of the study population. The study used primary sources to collect descriptive data by use of questionnaires that consisted of closed ended questions. Data analysis was done using Microsoft excel and statistical packages for social sciences (SPSS).
Research Findings	From the study it was found that process specific outsourcing had a significant role in ensuring organization performance of oil firms. However, manufacturing outsourcing, professional services outsourcing, and operational outsourcing showed that they played an insignificant role in determining the organization performance.

¹² Beatrice kivuva (2018), effects of outsourcing on organizational performance of oil marketing companies in Kenya (dissertation)

	<p>The study findings were that outsourcing influences organization performance even to a small extent. This might be due to the variables that proved to be weak in predicting the rate of increase. Professional outsourcing, manufacturing outsourcing, Process specific outsourcing and operational outsourcing explain 4% of the organizational performance. Only process specific outsourcing had a notable influence on the organization's performance.</p> <p>Professional services outsourcing affects organizational performance and thus an organization needs to minimize professional outsourcing as it kills the credibility of the organization.</p> <p>Manufacturing outsourcing affects an organization negatively and thus, if possible, a company should thrive to manufacture its products or services to ensure they conform to market standards and control the quality of the products.</p> <p>Process specific outsourcing is positively related to organization performance thus companies can take advantage of that to increase profitability, productivity, and time by ensuring they outsource the best to get the best results to improve organization performance.</p>
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Third Study: “Outsourcing and Organizational Performance: Role of Cost Leadership, Differentiation and Innovation Strategies” Jyoti, Jeevan. (2015)¹³.

<p>Research Objectives</p>	<p>The purpose of the study is to examine the impact of outsourcing on organizational performance of medium scale industries and the moderating role played by business strategies: cost leadership, differentiation, and innovation strategies in between this relationship.</p>
<p>Research Problem</p>	<p>The author found out that there is few research about outsourcing in India and those that exist are focusing more on the IT Sector. In addition to that the focus was more on the relationship between outsourcing and organizational performance without considering the business strategies as a moderator.</p>
<p>Research Methods</p>	<p>A five Likert scale survey was used and the data for the study has been collected from managers of medium scale organizations in India. 64 medium scale organizations were contacted and only 60 responded, 227 managers were</p>

¹³ Jyoti, Jeevan. (2015). Outsourcing and Organizational Performance: Role of Cost Leadership, Differentiation and Innovation Strategies.

	<p>contacted and only 186 managers responded.</p> <p>Census method has been used for data collection from managers. Reliability and validity have been proved with the help of confirmatory factor analysis. Further, structural equation modeling and regression have been used for testing the objective.</p>
Research Findings	<p>Results revealed that outsourcing of all three activities positively affects organization performance, but the relationship was positive-insignificant in case of core critical activities. In general, outsourcing positively influences profitability of the organization and this relationship gets strengthened when organization adopts strong innovation, cost leadership and differentiation strategy, which can result in sustainable competitive advantage for the organization. Furthermore, the outsourcing organizations have better financial performance than the non-outsourcing organizations.</p>

Fourth Study: “Making More by Doing Less: An Analysis of Outsourcing and its Effects on Firm Performance” by Gilley, K., & Rasheed, A. (2000)¹⁴.

Research Objectives	<p>This study empirically examined the extent to which outsourcing of both peripheral and near-core tasks influences firms’ financial and nonfinancial performance. In addition, the potential moderating effects of firm strategy and the environment on the outsourcing-performance relationship were examined</p>
Research Problem	<p>Little is known about the firm-level outcomes of outsourcing decisions. Many authors have discussed the issue and have supported their positions with anecdotal evidence, however; Little systematic empirical work has been conducted to determine the influence of outsourcing decisions on firms’ financial and nonfinancial performance.</p> <p>Furthermore, the conclusions of these works are inconsistent. Many intuitively appealing arguments have been offered both for and against outsourcing as a means of achieving sustainable competitive advantage. Therefore, this study seeks to advance understanding about the relationship between organizational reliance on outsourcing strategies and firm performance.</p>
Research	<p>A double-respondent survey methodology was used to test the propositions, and</p>

¹⁴ Gilley, K., & Rasheed, A. (2000). Making More by Doing Less: An Analysis of Outsourcing and its Effects on Firm Performance. *Journal of Management*, Vol. 26, pp. 763-790.

Methods	it reached 94 manufacturing companies of different sectors. The top executive of each firm was contacted by letter and asked to complete a survey. The sample included top executives from independent, non-diversified manufacturing firms employing more than 50 people. Manufacturing firms were chosen as the sample for this study to allow insight not only into the outsourcing of service-related activities (such as accounting, payroll, and customer service), but also to allow for an investigation of the dynamics of outsourcing manufacturing related activities
Research Findings	The results revealed that there is no direct impact of making the strategic outsourcing decision on the company level. Moreover, the results of using business strategies as a moderator variable showed that companies using cost leadership or innovative leadership can realize the advantages of outsourcing.

3- Research Problem

Organizations strive to maintain their performance, especially during crises, and to protect their performance from any potential risk that may affect the financial and non-financial indicators such as profitability, productivity, and efficiency. Outsourcing strategies are used and recommended by several businesses as techniques for enhancing organizational performance, but their impact was not well-tested during crises specifically.

Some telecommunications organizations recommend Business Process Outsourcing (BPO) as the best strategy for improving organizational performance during crises, while others do not recommend it. This difference in opinions resulted in uncertainty concerning the selection of outsourcing as a strategy during crises to improve organizational performance.

Weak implemented outsourcing strategies may lead to weak organizational performance. This weak implementation may be a reason for not recommending outsourcing as a strategy, although most organizations are shifting from insourcing to outsourcing to achieve organizational goals such as competitiveness, cost reduction, risk sharing, high quality, diversification, and customer satisfaction.

The weak outsourcing strategies may have resulted from limited research regarding outsourcing strategies that have not received significant attention and support in Egypt,

although; they can aid organizations by improving their performance. In other words, the influence of outsourcing on organizational performance isn't well-tested in Egypt.

Crises can shut down some businesses and bankrupt others as the pandemic COVID 19. Making effective decisions as outsourcing can avoid such unwanted scenarios. Therefore, outsourcing strategies shall be well presented to organizations with the related advantages and disadvantages gathered from this study and previous studies.

Hence, the researcher intends to study the impact of outsourcing strategies on organizational performance in a field study of the Egyptian telecommunication industry using the crisis as a moderator. The data have been collected by questionnaires distributed to managers in the telecommunication companies in Egypt.

4- Research Importance

To the academicians, the study contributes to the existing literature in the field of outsourcing strategies and organizational performance. It acts as a stimulus for further research to refine and extend the present study, especially in Egypt.

To researchers and scholars, this research finding is beneficial as it contributes to the body of knowledge in the field of outsourcing. It also assists other researchers to further their studies in areas of interest not yet exploited.

It also assists the management of telecommunication organizations in evaluating the effectiveness and efficiency of the organizational performance because of adopting outsourcing strategies.

The researcher achieved the desire to work on this research to find answers to the following questions in the researcher's mind "Why do organizations outsource some activities? Why do large organizations with huge budgets hire employees to outsourcing companies' headcounts? What is the advantage of outsourcing some activities for organizations? How may outsourcing strategies affect organizational performance during crises? and many other questions stirred the researcher's curiosity to search and study more about outsourcing strategies and how they affect organizational performance.

The researcher read a lot of theses and previous studies from different countries and various fields of study, yet; few studies were found on the impact of outsourcing strategies on

organizational performance in Egypt. The studies that have been found were mainly about outsourcing IT services by giving minor attention to other outsourcing strategies such as RPO, BPO, KPO, and BSS.

As a result of the research gap, the researcher took advantage of this to study the relationship between outsourcing strategies and organizational performance in Egypt, especially during crises, and disseminate the knowledge of outsourcing among Egyptian organizations.

5- Research Objectives

This research's main objective is to measure the impact of outsourcing strategies on organizational performance during crises. Hence the sub-objectives are as follows:

- 1- To measure the impact of implementing business processes outsourcing strategy (BPO) on organizational performance during crises.
- 2- To measure the impact of implementing knowledge-based processes outsourcing strategy (KPO) on organizational performance during crises.
- 3- To measure the impact of implementing information technology outsourcing strategy (ITO) on organizational performance during crises.

6- Research Hypotheses

Main Hypothesis H1: Outsourcing strategies have a significant impact on organizational performance during crises.

H1-1: There is a significant impact of implementing business process outsourcing (BPO) on organizational performance during crises.

H1-2: There is a significant impact of implementing knowledge process outsourcing (KPO) on organizational performance during crises.

H1-3: There is a significant impact of implementing information technology outsourcing (ITO) on organizational performance during crises.

7- Research Variable Model

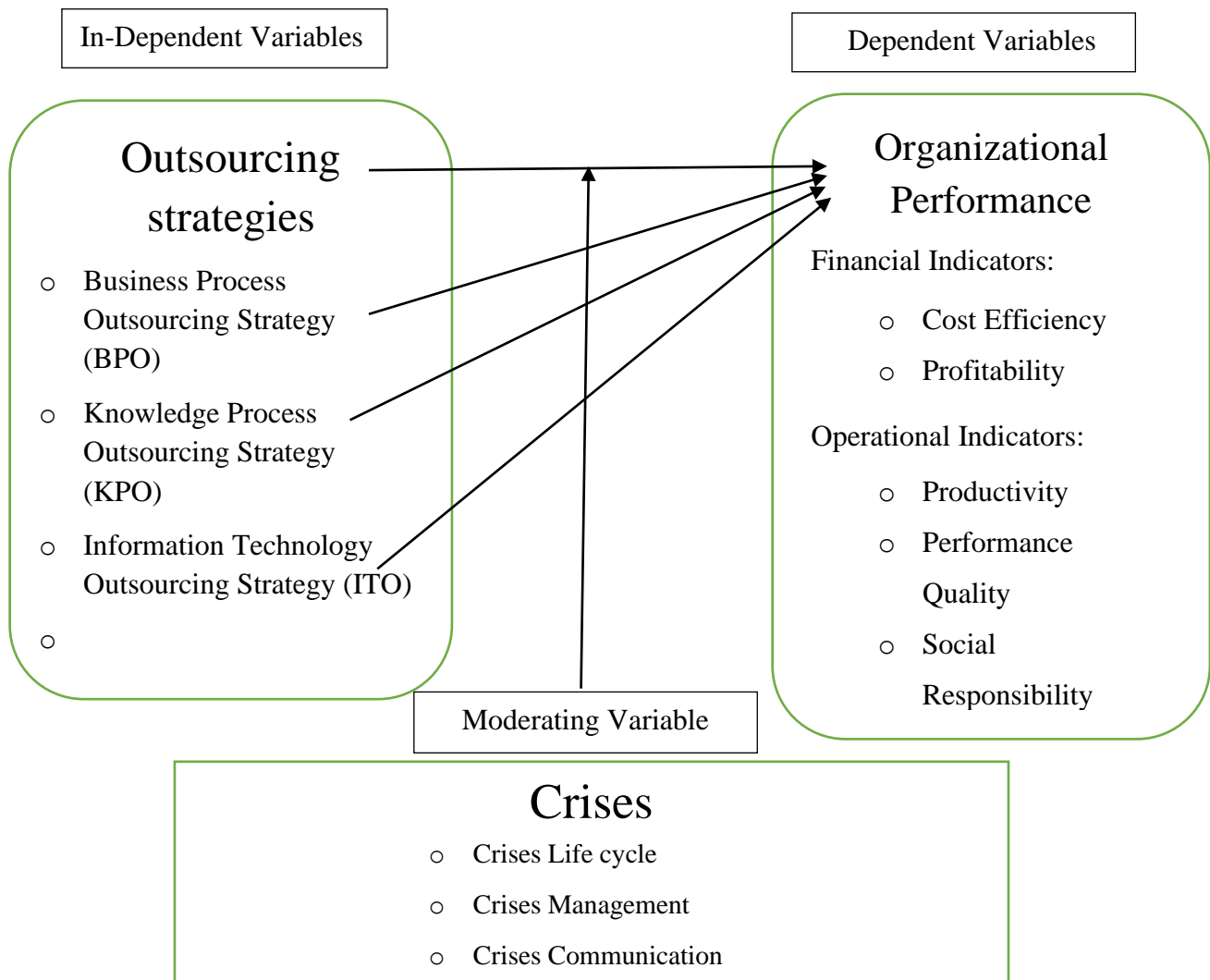


Figure 1-Research Variable Model

8- Research Definitions and Variables

8.1- Operational Definitions:

1. **Outsourcing:** Outsourcing is the commercial practice of engaging a party outside of a company to execute services or create products that were previously performed in-house by the staff and workers of the organization¹⁵.
2. **Strategy:** Strategy is a strategic plan of action adapted to accomplish an objective that is long-term in nature and an attempt to gain a competitive edge over rivals or competitors.

¹⁵ <https://www.investopedia.com/terms/o/outsourcing.asp>

3. **Organizational Performance:** It is the evaluation of an organization's performance concerning its objectives and goals. It is also the comparison between the expected and actual results. To see how good a company's financial performance is, you need to check its return on assets (ROA) and return on investment (ROI), but you can also evaluate financial performance by measuring value-added¹⁶. Non-financial performance indicators can be measured by shareholder values, customer satisfaction and loyalty, quality, productivity, and the company's social responsibility.
4. **Profitability:** Profitability is a metric for measuring efficiency. It is a statistic used to assess the scale of a company's earnings to its size, and thus its success or failure. Profitability can inform significant stakeholders about a company's potential to maintain and grow its market position. It is the amount of money a company makes¹⁷.
5. **Productivity:** Productivity is a measure of the efficiency of a company's production process at the corporate level; it is measured by measuring the number of units produced relative to employee working hours or by comparing a company's net sales relative to employee labor hours¹⁸.
6. **Crises:** A crisis is defined as any catastrophic situation involving death, serious injury, or threat to people; damage to the environment, animals, property, and/or data; disruption of operations; threat to mission ability; and/or threat to the organization's financial wellbeing and reputation.¹⁹
7. **Globalization:** It is a mutually reinforcing process." This process is being institutionalized and aided by an international "Openness" policy, which is being reinforced by international trade and capital movements accords. As a result,

¹⁶ <https://www.hirebook.com/organizational-performance>

¹⁷ "The Difference Between Profitability and Profit", Investopedia
<https://www.investopedia.com/ask/answers/012715/what-difference-between-profitability-and-profit.asp>

¹⁸ "What Is Productivity and How to Measure It", Investopedia,
<https://www.investopedia.com/terms/p/productivity.asp>

¹⁹ "Definition of a crisis" Pittsburg University <https://www.pittstate.edu/president/policies/definition-of-a-crisis.html>

globalization diminishes governments' traditional role in administering their respective nations." ²⁰

8. **Business Process Outsourcing (BPO):** It originated as a need and then as a major cost-cutting measure as organizations outsource their business process as marketing, finance, recruitment, payroll, and other processes.
9. **Knowledge process outsourcing (KPO):** It refers to the process of outsourcing experts and services in a particular field to fill positions that usually require highly specialized skills²¹.
10. **IT Outsourcing (ITO):** It is a business practice that entails the turning over of all or part of an organization's IT functions and related processes to a vendor to achieve benefits of cost reduction, scale economies, and increased competitiveness (Muka & Marnewick, 2018).²²

8.2- Research Variables:

This section illustrates the outsourcing strategies, organizational performance, and crises from previous studies and different researcher's points of view.

This study contained dependent, independent, and moderating variables. The independent variables within this study are outsourcing strategies such as Business Process Outsourcing Strategy (BPO), Knowledge Process Outsourcing Strategy (KPO), and Information Technology Outsourcing Strategy (ITO). The dependent variable is organizational performance as financial and non-financial indicators, and the moderate variable is crises.

8.2.1 The independent variables: Outsourcing Strategies

1. Business Process Outsourcing Strategy (BPO).
2. Knowledge Process Outsourcing Strategy (KPO).
3. Information Technology Outsourcing Strategy (ITO)

²⁰ <https://www1.aucegypt.edu/src/globalization/Definitions.htm>

²¹ <https://www.outsourceaccelerator.com/glossary/knowledge-process-outsourcing-kpo/>

²² [Rajack, Clyde, Walden University ProQuest Dissertations Publishing, 2019. 27542507
https://www.proquest.com/dissertations-theses/information-technology-outsourcing-strategies/docview/2321830916/se-2?accountid=178282](https://www.proquest.com/dissertations-theses/information-technology-outsourcing-strategies/docview/2321830916/se-2?accountid=178282)

8.2.2 The dependent variables: Organizational Performance (Financial and non-financial indicators)

1. Financial Performance Indicators:

- i. Cost Efficiency
- ii. Profitability

2. Operational Performance Indicators:

- i. Productivity
- ii. Quality
- iii. Social Responsibility

8.2.3 Moderating variable: Crises

1. Crises Communication
2. Crises Management
3. Crises Life cycle

9- Research Population

The researcher gathered the required data from Egyptian companies in the telecommunication industry as a targeted population by using a cross-sectional survey as a research method. The sample is going to be chosen from top and middle managerial levels in Four (4) telecommunication companies in Egypt (Telecom Egypt-WE, Vodafone Egypt, Etisalat Egypt, and Orange Egypt).

Telecommunication companies were selected as they serve a huge number of customers locally and internationally, which of course require a huge number of employees and other supportive services needed to ensure the best quality of services delivered.

Egypt's telecom market ranks as one of the most significant in Africa and the Arab World, with fierce rivalry in the mobile and broadband sectors as well as a youthful and innovative digital sector that has pioneered business strategies for distributing digital content. Telecom Egypt has outsourced some positions in customer service and sales due to the increased

turnover of these positions and the absence of a sufficient career path for all those employees²³.

As a result, mobile and fixed penetration rates are considerably greater than in Africa and some Arab nations. In recent years, the Egyptian telecom industry has seen several significant changes. The mobile and internet industries have witnessed tremendous growth in both revenues and subscribers, whereas the fixed-line segment has seen slower growth²⁴.

The Telecommunication industry in Egypt began in 1854 when the first telegraph line connecting Cairo and Alexandria was inaugurated. In 1998, the Telecom Law 19/1998 made Telecom Egypt a joint stock company 100 percent owned by the Government of Egypt. Operations and regulation were separated as the National Telecommunications Regulatory Authority was established to undertake the regulatory functions and Telecom Egypt was established as an independent operator.

The Government of Egypt established the Ministry of Communications and Information Technology (MCIT) in 1999 to lead Egypt's transition into an Information Society. The National Telecommunications Regulatory Authority (NTRA) was further empowered by the Telecommunication Act No. 10 in 2003. NTRA acts as the independent regulatory authority overseeing the telecommunications sector in Egypt, improving its services and expanding its usage²⁵.

Egypt's ICT (information and communication technologies) sector has significantly contributed to the country's development, and its growth rate during the fiscal year 2021/2022 was 16.3%, making it the fastest-growing industry in Egypt despite COVID-19 challenges²⁶.

The sample is going to be selected from top, middle, and lower managerial levels at Egyptian telecommunication companies such as Telecom Egypt (WE), Vodafone Egypt, Etisalat

²³ Karim A. (2023), "The impact of outsourcing human resources on the employees performance an applied to Telecom Egypt".

²⁴ "Telecom Industry" NTRA <https://www.tra.gov.eg/en/industry/>

²⁵ <http://www.mcit.gov.eg/TeleCommunications>

²⁶ <https://itida.gov.eg/English/Programs/Digital-Egypt-Strategy-for-Offshoring-Industry-2022-2026/Pages/default.aspx>

Egypt, and Orange Egypt. The researcher intended to use the Statistical Package for Social Sciences (SPSS) for the study's statistical analysis.

Naale et al. (2006) urged that SPSS is one of the most widely used available and powerful statistical software packages that covers a broad range of statistical procedures, which allows a researcher to summarize data (e.g. compute frequencies and percentages), determine whether there are significant differences between groups, examine relationships among variables, and provide tables of results²⁷.

10- Research Sample

The sample size is 358 managers selected from top, middle, and lower managerial levels at Egyptian telecommunication companies such as Telecom Egypt (WE), Vodafone Egypt, Orange Egypt, and Etisalat Egypt.

11- Research Limitations

Although this study offers valuable insights into how outsourcing strategies relate to organizational performance during crises in Egypt's telecommunications sector, several limitations need consideration.

Firstly, the sample size and representativeness of the data might affect the generalizability of the findings. Despite efforts to include a diverse range of telecommunications companies, the results may not fully reflect the dynamics of the entire sector as the largest number of the targeted audience is working at Telecom Egypt (WE). Furthermore, the audience at the other organizations weren't dealing with the questionnaire with urgency as they fear of sharing any information due to the regulations from their headquarters outside Egypt and the questionnaire was designed to be answered by the top management. Another reason was addressed by some respondents was the number of statements included in the questionnaire.

Additionally, the study's reliance on secondary data sources could introduce biases and limitations related to data availability and quality. Establishing causality between outsourcing decisions and performance outcomes remains challenging due to unobserved confounding variables. Furthermore, Egypt-specific contextual factors such as regulatory frameworks and cultural nuances might influence the observed relationships.

²⁷ Uwamahoro Kayumba, C. (2019). Effect of outsourcing on organizational performance in Rwanda (Dissertation). Retrieved from <http://urn.kb.se/resolve?urn=urn:nbn:se:umu:diva-161307>

Lastly, the study's temporal scope may limit its ability to capture the long-term effects of outsourcing strategies during different phases of crises. Despite these limitations, this research provides valuable insights for practitioners and policymakers navigating outsourcing decisions in crisis contexts.

12- Research Hypothesis Testing and Results

Main Hypothesis H₁: There is a significant impact of outsourcing strategies on organizational performance during crises.

Table (1): Correlation of outsourcing strategies and organizational performance

Variables		Business Process Outsourcing (BPO) Strategy	Knowledge Process Outsourcing (KPO) strategy	Information Technology Outsourcing (ITO) strategy	Outsourcing strategies
Organizational Cost Efficiency	r	0.565**	0.580**	0.622**	0.652**
	P-value	< 0.001	< 0.001	< 0.001	< 0.001
Organizational Profitability	r	0.607**	0.640**	0.636**	0.694**
	P-value	< 0.001	< 0.001	< 0.001	< 0.001
Financial Indicators	r	0.618**	0.643**	0.664**	0.710**
	P-value	< 0.001	< 0.001	< 0.001	< 0.001
Productivity	r	0.666**	0.688**	0.756**	0.779**
	P-value	< 0.001	< 0.001	< 0.001	< 0.001
Performance Quality	r	0.693**	0.682**	0.736**	0.778**
	P-value	< 0.001	< 0.001	< 0.001	< 0.001
Social Responsibility	r	0.614**	0.623**	0.670**	0.703**
	P-value	< 0.001	< 0.001	< 0.001	< 0.001
Operational Indicators	r	0.715**	0.722**	0.783**	0.819**
	P-value	< 0.001	< 0.001	< 0.001	< 0.001
Organizational Performance	r	0.704**	0.722**	0.764**	0.808**
	P-value	< 0.001	< 0.001	< 0.001	< 0.001

** p-value significant at (0.01)

Table (1) illustrates that there is a highly significant correlation between outsourcing strategies and organizational performance, noticed that there is a significant correlation between outsourcing strategies [Business Process Outsourcing (BPO) Strategy, Knowledge

Process Outsourcing (KPO) strategy and Information Technology Outsourcing (ITO) strategy] and organizational performance [(Financial Indicators: Organizational Cost Efficiency, Organizational Profitability), (Operational Indicators: Productivity, Performance Quality and Social Responsibility)] where Pearson correlation values are significant at P-value < (0.01).

Table (2) Simple Linear Regression Test to Study the Impact of Outsourcing Strategies on Organizational Performance

Model	β	t	p-values	R	R ²	F	p-values
Constant	0.544	2.652	0.009				
Impact of outsourcing strategies on organizational performance during crises	0.837	15.802	< 0.001	0.808	0.652	249.70	< 0.001

The impact of outsourcing strategies on organizational performance was tested by linear simple regression and the results are as follows:

The correlation coefficient (R) value to the relation between outsourcing strategies and organizational performance is (0.808).

From the results of the coefficient of determination (R²) of regression simple linear in the previous table, the researcher found an impact of outsourcing strategies on organizational performance (65.2%).

The test significant model regression based on the value of (F), which amounts to (249.7) is significant at level < (0.01), and confirms the significant regression model.

It has been through model significant regression coefficient test (β), which explains the presence of outsourcing strategies with value (1) increased organizational performance value with (0.837) and rely on the value of (T), which amounts to (15.802), and is significant at level < 0.01.

Table (3) Multiple regression test to study the impact of outsourcing strategies on organizational performance

Model	β	t	p-values	Rank	R	R ²	F	P-values
Constant	0.575	2.798	0.006	--	0.813	0.660	84.924	< 0.001
Business Process Outsourcing (BPO)Strategy	0.161	1.918	0.06	3				
Knowledge Process Outsourcing (KPO) strategy	0.278	3.529	0.001	2				
Information Technology Outsourcing (ITO) strategy	0.388	5.511	< 0.001	1				

The effect of the dimensions of outsourcing strategies on organizational performance was tested by multi regression and the results are as follows:

The value of the correlation coefficient (R) to the relation between the dimensions of outsourcing strategies and organizational performance the - is (0.8136).

From the results of the coefficient of determination (R²) of multiple regression in the previous table, the researcher finds an impact of the dimensions of outsourcing strategies on organizational performance (66.0%).

The test significant model regression based on the value of (F), which amounted to (84.924) for the model which was significant at level < (0.01), confirms the significant regression model.

The values of (T), which amounted to (5.511) for (Information Technology Outsourcing (ITO) strategy) had the biggest impact, after that (Knowledge Process Outsourcing (KPO) strategy) with t value of (3.529), finally (Business Process Outsourcing (BPO)Strategy) had the least impact with t value (1.918).

Figure (2): The role of this moderating variable was tested by path analysis using Amos software

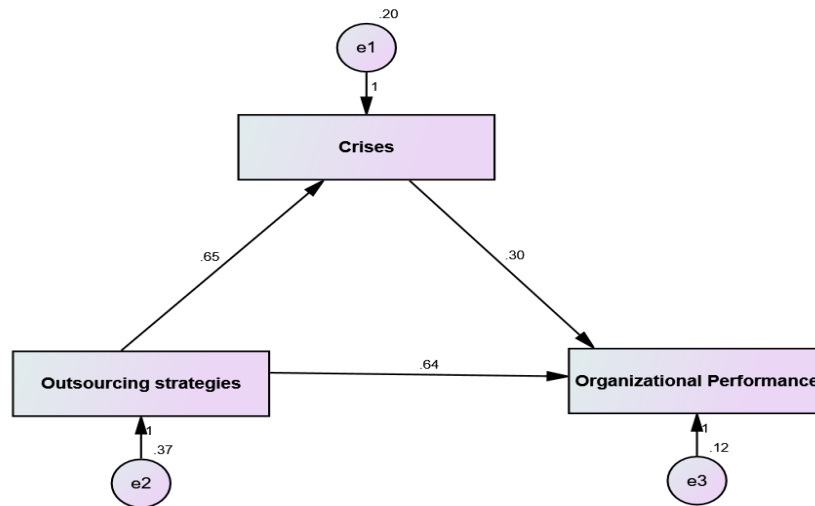


Table (4): Path analysis to test the role of the moderating variable (crises) in the impact of outsourcing strategies on organizational performance

Variables		(β)	S.E.	T	P
M	<--- X	0.653	0.064	10.278	***
Y	<--- M	0.301	0.067	4.506	***
Y	<--- X	0.641	0.066	9.736	***

*** p-value significant at (0.001)

The previous table shows the following:

There is a significant effect at a p-value < (0.01) for the outsourcing strategies on Crises, the value of (β) was (0.653) and the value of (t) was (10.278).

There is a significant effect at a p-value < (0.01) for Crises on organizational performance, the value of (β) was (0.301) and the value of (t) was (4.506).

There is a significant effect at a p-value < (0.01) for the outsourcing strategies on organizational performance, the value of (β) was (0.641) and the value of (t) was (9.736).

Table (5): Direct and Indirect Effects of outsourcing strategies on organizational performance through Crises

Variables	Crises			Organizational Performance		
	Direct Effects	Indirect Effects	Total Effects	Direct Effects	Indirect Effects	Total Effects
Outsourcing Strategies	0.653	0.000	0.653	0.641	0.197	0.837
Crises	0.000	0.000	0.000	0.301	0.000	0.301

The previous table shows the following:

There is a direct effect for the outsourcing strategies on Crises with (0.653).

There is a direct effect of Crises on organizational performance with (0.301).

There is a direct effect of outsourcing strategies on organizational performance with (0.641).

From the previous results, Main Hypothesis H_1 is accepted: There is a **significant impact** of outsourcing strategies on organizational performance during crises.

H₁₋₁: There is a significant impact of implementing business process outsourcing strategy (BPO) on organizational performance during crises.

Table (6) Simple linear regression test to study the impact of implementing business process outsourcing strategy (BPO) on the organizational performance

Model	B	t	p-values	R	R ²	F	p-values
Constant	1.157	5.049	< 0.001				
impact of business process outsourcing (BPO) on the organizational performance during crises	0.688	11.441	< 0.001	0.704	0.496	130.908	< 0.001

To study the impact of implementing business process outsourcing strategy (BPO) on organizational performance was tested by linear simple regression and the results were as follows:

The value of the correlation coefficient (R) to the relation between implementing business process outsourcing strategy (BPO) and organizational performance is (0.704).

From the results of the coefficient of determination (R²) of regression simple linear in the previous table, we find that there is an impact of implementing business process outsourcing strategy (BPO) on organizational performance (49.6%).

The test significant model regression based on the value of (F), which amounted to (130.908) is significant at level $< (0.01)$, which confirms the significant regression model.

It has been through model significant regression coefficient test (β), which explains the presence of implementing the business process outsourcing (BPO) with value (1) increased organizational performance value with (0.688) and rely on the value of (T), which amounted to (11.441) which is significant at level < 0.01 .

From the previous results H_{1-1} : There is a **significant impact** of implementing business process outsourcing strategy (BPO) on organizational performance during crises.

H_{1-2} : There is a significant impact of implementing the knowledge process outsourcing strategy (KPO) on organizational performance during crises.

Table (7) Simple linear regression test to study the impact of implementing the knowledge process outsourcing strategy (KPO) on organizational performance

Model	B	t	p-values	R	R ²	F	p-values
Constant	0.938	5.284	< 0.001				
impact of implementing the knowledge process outsourcing (KPO) on the organizational performance during crises	0.705	15.647	< 0.001	0.722	0.521	144.536	< 0.001

To study the impact of implementing knowledge process outsourcing (KPO) on organizational performance was tested by linear simple regression and the results were as follows:

The value of the correlation coefficient (R) to the relation between implementing the knowledge process outsourcing (KPO) and organizational performance is (0.722).

From the results of the coefficient of determination (R²) of regression simple linear in the previous table, we find that there is an impact of implementing the knowledge process outsourcing (KPO) on organizational performance (52.1%).

The test significant model regression based on the value of (F), amounted to (144.536) which was significant at level $< (0.01)$, and confirms the significant regression model.

It has been through model significant regression coefficient test (β), which explains the presence of implementing the knowledge process outsourcing (KPO) with value (1) increased organizational performance value with (0.705) and rely on the value of (T), which amounted to (15.647) which is significant at level < 0.01 .

From the previous results H_{1-2} : There is a **significant impact** of implementing knowledge process outsourcing strategy (KPO) on organizational performance during crises.

H_{1-3} : There is a significant impact of implementing the information technology outsourcing strategy (ITO) on organizational performance during crises.

Table (8) Simple linear regression test to study the impact of implementing the information technology outsourcing strategy (ITO) on the organizational performance

Model	B	t	p-values	R	R ²	F	p-values
Constant	1.150	5.962	< 0.001				
impact of Implementing the information technology outsourcing (ITO) on organizational performance during crises	0.673	13.661	< 0.001	0.764	0.584	186.612	< 0.001

To study the impact of implementing the information technology outsourcing strategy (ITO) on organizational performance was tested by linear simple regression and the results were as follows:

The value of the correlation coefficient (R) to the relation between implementing the information technology outsourcing strategy (ITO) and organizational performance is (0.764).

From the results of the coefficient of determination (R²) of regression simple linear in the previous table, we find that there is an impact of implementing the information technology outsourcing strategy (ITO) on organizational performance is (58.4%).

The test significant model regression based on the value of (F), which amounted to (144.536) which was significant at level $< (0.01)$, which confirms the significant regression model.

It has been through model significant regression coefficient test (β), which explains the presence of implementing the information technology outsourcing strategy (ITO) with value (1) increased organizational performance value with (0.705) and rely on the value of (T), which amounts to (15.647) which is significant at level < 0.01 .

From the previous results H_{1-3} : There is a **significant impact** of implementing information technology outsourcing strategy (ITO) on organizational performance during crises.

The General Results:

Independent variables (Outsourcing strategies):

All samples answered Business Process Outsourcing Strategy (BPO) Items with degree (Agree), and the sample agreed on all with dimension (75.17).

All samples answered Knowledge Process Outsourcing Strategy (KPO) Items with degree (Agree), and the sample agreed on all with dimension (77.01%).

All samples answered Information Technology Outsourcing Strategy (ITO) Items with degree (Agree), and the sample agreed on all with dimension (76.96%).

All samples agreed on all Outsourcing strategies with (76.38%).

Dependent variable (Organizational Performance):

Financial Indicators:

All samples answered Cost Efficiency Item with degree (Agree), and the sample agreed on all with dimension (74.24%).

All samples answered Profitability Item with degree (Agree), and the sample agreed on all with dimension (73.42%).

All samples answered Financial Performance Items with degree (Agree) and (neutral), and the sample agreed on all with dimension (73.83%).

Operational Indicators:

All samples answered Productivity Items with degree (Agree), and the sample agreed on all with dimension (75.88%).

All samples answered Performance Quality Items with degree (Agree), and the sample agreed on all with (76.06%).

All samples answered social responsibility Items with degree (Agree), and the sample agreed on all with (75.6%).

All samples answered Operational Indicators with degree (Agree), and the sample agreed on all with (75.85 %).

All samples answered the Organizational Performance variable with degree (Agree), and the sample agreed on all with (74.84%).

Moderating variable: (Crises)

All samples answered Pre-crisis Items with degree (Agree), and the sample agreed with (79.8%).

All samples answered During Crisis Items with degree (Agree) and (Agree), the sample agreed on all with (79.2%).

All samples answered to Post-Crisis Items with degree (Agree) the sample agreed on all with (778.4%).

All samples answered Crisis Items with degree (Agree), with (79.33%).

13- Findings:

The research objectives are met in accordance with the hypotheses investigated by the statistical analysis, and chapter one presents all the supporting data for the study and acts as a summary of the research.

The following part gives the conclusion for the study by presenting the main points to answer the research hypotheses:

There is a high significant correlation between outsourcing strategies and organizational performance noticed there is a significant correlation between outsourcing strategies (Business Process Outsourcing (BPO) Strategy, Knowledge Process Outsourcing

(KPO)strategy and Information Technology Outsourcing (ITO)strategy) and organizational performance (Financial Indicators: Organizational Cost Efficiency, Organizational Profitability), (Operational Indicators: Productivity, Performance Quality and Social Responsibility) where Pearson correlation values are significant at P-value < (0.01).

Main Hypothesis H₁ accepted: There is a significant impact of outsourcing strategies on organizational performance during crises.

H₁₋₁: There is a significant impact of implementing business process outsourcing strategy (BPO) on organizational performance during crises.

H₁₋₂: There is a significant impact of implementing the knowledge process outsourcing strategy (KPO) on organizational performance during crises.

H₁₋₃: There is a significant impact of implementing information technology outsourcing strategy (ITO) on organizational performance during crises.

14- Conclusion:

This thesis examines the impact of outsourcing strategies on organizational performance during crises, and a strong correlation has been established. The results emphasize that effective implementation of outsourcing strategies can result in significant gains in cost effectiveness, operational flexibility, and overall competitiveness, among other aspects of organizational performance.

Research indicates that organizations implementing outsourcing strategies can improve their ability to concentrate on their core competencies, stimulate innovation, and get a greater market share. Therefore, to maintain the good impact of outsourcing strategies on organizational performance, organizations must plan carefully based on their needs, take necessary decisions and actions, choose trustworthy partners, sign inclusive agreements, set clear responsibilities and guidelines, select the appropriate outsourcing strategies, and review the performance regularly to ensure that the required goals are achieved and to take corrective actions.

Organizational performance can be negatively impacted by poorly managed outsourcing agreements or if the outsourcing strategy is not aligned with the

organization's goals and core values. The significance of industry-specific factors could be further explored in future studies.

15- Recommendations:

Organizations can learn from this study how outsourcing strategies affect the performance of their organizations. Therefore, managers should select from the following alternatives, especially during crises:

- Implementing business process outsourcing (BPO) strategy to enhance the organization's cost efficiency.
- Implementing business process outsourcing (BPO) strategy to enhance the organization's productivity.
- Implementing business process outsourcing (BPO) strategy to enhance the organization's profitability.
- Implementing business process outsourcing (BPO) strategy to enhance the organization's performance quality.
- Implementing business process outsourcing (BPO) strategy to enhance the organization's social responsibility.
- Implementing knowledge process outsourcing (KPO) strategy to enhance the organization's cost efficiency.
- Implementing knowledge process outsourcing (KPO) strategy to enhance the organization's profitability.
- Implementing knowledge process outsourcing (KPO) strategy to enhance the organization's productivity.
- Implementing knowledge process outsourcing (KPO) strategy to enhance the organization's performance quality.
- Implementing knowledge process outsourcing (KPO) strategy to enhance the organization's social responsibility.

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- Implementing information technology outsourcing (ITO) strategy to enhance the organization's cost efficiency.
 - Implementing information technology outsourcing (ITO) strategy to enhance the organization's profitability.
 - Implementing information technology outsourcing (ITO) strategy to enhance the organization's productivity.
 - Implementing information technology outsourcing (ITO) strategy to enhance the organization's performance quality.
 - Implementing information technology outsourcing (ITO) strategy to enhance the organization's social responsibility.

16- Recommendation for Future Research:

The Egyptian economy is influenced by the telecom industry which has seen several significant changes. The mobile and internet industries have witnessed tremendous growth in both revenues and subscribers, whereas the fixed-line segment has seen slower growth.²⁸ Hence, the knowledge of strategic tactics and outsourcing strategies is vital to support telecom organizations to preserve during crises and to maintain their efficiency and productivity while facing crises such as pandemics, political disruptions, or economic recessions.

Therefore, it is recommended for future research to focus on the following points:

Effect of Outsourcing Strategies on Stakeholders:

Implementing outsourcing strategies may have positive and negative effects on stakeholders. Future research shall study these impacts on employees' behaviour and loyalty, shareholders' investment decisions, and customer satisfaction.

Political and Cultural Factors:

Future research can examine the impact of Egypt's culture and legal system on the implementation of outsourcing strategies during crises and how they will impact organizational performance.

²⁸ "Telecom Industry" NTRA <https://www.tra.gov.eg/en/industry/>

Outsourcing Effectiveness in Crisis Management:

Regardless of the cost reduction advantage of implementing outsourcing strategies during crises, studying the impact of outsourcing core functions of Egypt's telecommunication industry needs to be examined by future research.

Effect of Outsourcing Strategies on Organizational Adaptability:

Organizations need to take prompt actions and decisions during crises that fit their culture and strategies. Therefore, future research needs to check the impact of outsourcing strategies implementation on organizational adaptability and resilience.

Studying the recommended areas of study mentioned will support Egyptian organizations in understanding different aspects of outsourcing strategies that need to be considered while making outsourcing decisions.

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