Chapter Six

Findings and Testing of Hypothesis

6.1 Introduction -

Chapter five presents the results of data analysis associated with this study, which includes description and associated findings related to the research objectives in Chapter One. Test the hypothesis is given in Chapter One.

6.1.1 Chapter Objectives -

Chapter five is systematically presents the findings of the research study and draw conclusion and implications from the survey data analyzed in Chapter Four. The present chapter provides major findings about outsourcing accounting practices. The findings are related to different theoretical and practical dimensions of outsourcing accounting practices of India and USA. This Chapter also discuss and test the hypothesis of chapter One.

6.1.2 Chapter Structure -

Chapter five comprises of three sections.

Section 6.1 introduces the chapter, its objectives and structure.

Section 6.2 Findings

Section 6.3 Testing of Hypothesis.

6.2 Findings –

Types of Organizations -

In Indian outsourcing practices, Private Companies dominate outsourcing accounting market. They play significant role in outsourcing accounting service providers in India. 64% respondents are from private sector. The second largest group is Partnership. 23% respondents are from partnership category, of which some are from LLP category. Remaining 13% respondents are from sole proprietorship business.
In USA, outsourcing accounting services are majorly covered by Partnership firms i.e. LLP, few are Sole Proprietorships.

Other types of organisation like Public Companies, Co-operative Societies and Charitable Trusts have no role in this sector.

**Number of Employees working in Outsourcing Accounting Sector**: -

Only 30 Indian service providers create 29,133+ employment opportunities. This figure indicates Maharashtra’s service providers who provide services to USA. As per given information of respondents total 10,120+ employees work in the outsourcing accounting sector of USA.

Indian outsourcing accounting practices create more employment opportunities than USA. Outsourcing accounting sector is prime choice of employee. Outsourcing accounting sector is the largest sector who creates employment opportunities. It offers placement for all types of employees.

**Working Place: -**

Working place for outsourcing accounting service providers is Office for both Indian and USA service providers. Some service providers of both the countries allow work from home and some allow the work from any other place. Office is obligatory place for work nevertheless service providers allow work from home or any other place in specific situations like emergency of work or work which does not need security, etc.

Working from home or suitable place increases the risk to data security. But it reduces the job burden and improves the quality of work. Service providers allow this flexibility for fulfillment of employees demand for working place facility. (Table No. 5.22 & 5.34) Service providers allow the working place facility with proper security and also maintain the confidentiality. Sometimes a work which does not required secrecy, only that work is allowed to employee from home or elsewhere.
Service providers provide their services to various countries:-

USA is the country who gives a lot of outsourcing accounting works. Indian business accepts the outsourcing accounting projects. Sole trading concern, SSI etc are the various small organizations which cannot bear the burden of maintaining accounting department. They are willing to outsource the accounting work. Japan, UK and Australia outsource a lot of accounting work also. Italy, Hon Kong, and URO are the countries who know the value of outsourcing and are ready to outsource their accounting work. Indian practices provide their services to all these countries.

USA provides their services only to their home country.

Services:-

Indian practices provide number of services to their clients. Some of them are very popular like account receivable, account payable, payroll, cash flow, financial reporting, tax, management reporting budget and planning. Some of them are new services like billing assets management, expenses and collections, stock management property management and auditing.

US service providers provide mainly services like Indian’s practices such as Payroll, cash flow, Journal entry and general ledger maintenance, Comprehensive management reports, Transaction Classification, entry and verification, Accounts payable and receivable, etc. Apart from these services USA practices provides some services which are not provided by Indian practices such as business succession planning, buying and selling a business IFRS and state/Local representation etc.

Reasons for Outsourcing Accounting:-

In-shoring and off-shoring are the alternatives for USA to outsource the accounting work. They prefer off shoring outsourcing accounting more. Apart from the USA outsourcing accounting service providers, India is the outsourcing partner for USA companies. USA outsources their accounting work to India due to several reasons. The main reasons are cost reduction, concentration on other functions and time zone as more than 90% respondents referred it it. Rest is supportive reasons due as they got less votes of respondents, they are services like quality of work, usability, accuracy, flexibility and efficiency.
Cost Difference between India and USA services:-

Employee remuneration, infrastructure and investment in fixed assets and hiring charges are the prime reasons between cost difference of Indian and USA. The remaining reasons such as telecommunication, hire charges and investment in computers, facility to employees, exchange rate and other charges are less important but considerable reasons for the cost difference.

Advantages of Outsourcing Accounting to India:-

India has ranking positions in outsourcing. (Table No.3.12) Outsourcing accounting is advantageous for Indians. Following are the advantages of outsourcing accounting to India. Increase in employment opportunities, increase in source of income and providing part time jobs are the main advantages of outsourcing accounting to India and sub advantages are full utilization of resources, personality development, knowledgeable accounting practices and exposure to new technology.

As per USA provides it is also a source of foreign income that is also an advantage of outsourcing accounting to India.

Kinds of Companies suitable for Outsourcing Accounting:-

IT companies are more suitable for Indian practices. Manufacturing and finance/Insurance/Banking are also good for providing the services. Science and Education sector are less flexible for providing the services. Government organizations are unsuitable for providing the outsourcing services.

Nature wise all the companies are suitable for them. Due to different accounting system of organizations respondents gave different preferences.

Manufacturing, Finance/Insurance/Banking and science and education sector are the organizations that are suitable for USA practices. Government of USA does not outsource their work as per the indication of respondents.

Nature wise Multinational, private companies and public ltd. companies are more suitable, state owned company and joint ventures are less suitable for them.
Important Terms and Conditions of Outsourcing Contract:

Indian practice gives importance to scope of work and pricing. Rules and regulations are also a significant factor for contract. Termination of contract and dispute resolutions also has some importance in the contract. Change in agreement and business continuity is also important terms and conditions.

USA service providers give importance a scope of work and pricing like Indian. Rules and regulations have less importance. Terms and conditions are less important as suggested by the respondents. Dispute resolutions and termination of contract are not considered while making the contract.

When contract is made within the country certain conditions are not as important but when contract is made with other countries they become important. e.g. disputes and termination.

Difficulties arising during providing Services:

Contract negotiation is very difficult for both the service providers.

Indian service providers also face difficulties like clients demand for new accounting services in the same contract, transfer of accounting work, choosing clients and managing outsourcing clients. Regular contact with clients, communications in time, time consuming takes and change in agreement are suggested by a few respondents.

Apart from contract negotiation US practices suffer from a problem of choosing clients. Client’s demand for new accounting service, Transfer of accounting work and managing outsourcing clients are negligible for them.

Factors considered by US Clients while selecting Outsourcing Accounting Partner

US clients consider different factors while choosing Indian service providers and USA service providers as a partner. For choosing the partner from home country low cost and quality of work are considered. But to select the partner from India, qualities of work flexibility are considered. Use of software’s and hardware is not an
issue for them while selecting the partner from home country. As compared to USA Indian practices provide the services at a much lower cost.

**Qualifications of Employees:-**

Demand of graduates is higher in Indian practices. Post graduate and Professionals also have demand. Requirement of non graduates is also significant.

USA practice requires all types employees equally. Preference of respondents indicates the rank of qualifications of employees as graduates, post graduate, professionals and non-graduate.

**Skills required for Outsourcing Accounting:-**

Multiple skills are demanded by the Indian practices. Accounting skill, software handling skill and communication skill are required at a higher level. Computer handling skill internet operation skill, command on English and managerial skills are necessary for performing the job.

English is a common language in USA, thus command on English is not an issue for them, but Indians have different local languages, thus they require good command on English.

USA practices need accounting skill and software handling skills at primary level. Computer handling skill communication skills and managerial skills are required at secondary level. It may be counted with work experience also. Internet operating skill, command on English is common skills needed as said by respondents. Equipment handling skill is suggested also by respondents.

**Knowledge required for Outsourcing Accounting:-**

Accounting knowledge and USA accounting knowledge are primarily required for Indian practices. Apart from these computer and internet knowledge, outsourcing process knowledge is also required. 27% respondents suggested that accounting software knowledge is also required.

USA accounting knowledge is strongly suggested by all respondents. Computer and internet knowledge is also highly required said by the respondents.
Outsourcing process knowledge has less importance. Business ethics and equipment handling knowledge is suggested by 15% and 5% respondents respectively.

Types of Accounting Knowledge required:-

Indian practices need various types of accounting knowledge. Basic accounting includes accounting terminologies, rules, concepts, principles etc. thus it is the key of accountancy. To provide service to USA, US accounting practices knowledge is equally important. Because USA has its own concepts terminologies and different form of presentation, therefore this knowledge is also important. Preparation of financial statements is the final output of accountancy. The knowledge of the final output has its own importance and come under the key knowledge. Other knowledge has less importance because it depends on basic accounting knowledge. Knowledge in advanced accounting, corporate accounting, management accounting, Indian accounting standards and US accounting standards (IFRS) are less required because its uses are limited and sub part of these are utilized.

Like India USA also requires basic accounting knowledge in preparation of financial statement and US accounting practice knowledge. Apart from these three they need US accounting standard (IFRS) knowledge. But requirement of this knowledge comes after the first three. Advanced accounting knowledge, corporate accounting knowledge is required less. Management accounting has very less demand.

Problems arising in Outsourcing Accounting:-

Indian practices majorly face employee problems, knowledge problems and financial problems. Technical problems are disturbance in the work of Indian practices. Data problems, Government problems, presentations problems, quality work problems and activity management problems arise but are easily solved by taking specific actions. Location cost/rent problem is suggested by respondents.

USA practices majorly face employee problems and knowledge problems similar to India. Technical problems and financial problems are less frequently faced by them. Government problems, data problems and activity management problems arise to a 5% respondents very rarely. Presentation problem does not arise for them.
Due to difference Indian GAAP and USA GAAP (IFRS) presentation problems are majorly faced by Indian practices as compared to USA practices. Data problems are faced by Indian practices as compared to USA due to technology. It affects the quality of work.

**Employee related Issues:**

Both the practices face employee related issues at equal level. Demand for high salary is the biggest issue for both Indian and USA practices. New learning opportunities, working conditions and repetition of tasks problems faced equally by both the practices.

Indian employee demand for new facility, limited work time strongly. Employee’s do not want to work hard which is the problem of Indian practices. 23% of them demand for work-from-home facility.

US practices new facilities demand and limited time work demand less than India. Refusal of employees to work hard is not a problem for US. 10% and 15% face problem of retention of employees and freedom of working place respectively.

**Issues related to Employee Knowledge:**

Indian employees mainly lack of accounting and communication knowledge. Even if they are commerce graduates they still lack accounting knowledge. US accounting is new for them thus they have no awareness. Computer knowledge and internet knowledge is limited to private use but they do not know how to use it commercial. They are unknown to commercial softwares.

US employees also lack US accounting knowledge. Communication skill and computer knowledge are similar to Indian employees. They do not have a problem of internet knowledge. They have less awareness of use of software.

**Technical Issues:**

Computer problems and software problems are the biggest issues for Indian practices. Due to low configuration computers cannot run new software’s, thus working with old software’s increases the problems. Internet problems and problems
with conversion of data also occur to them. Slow speed of internet and old software cannot convert the data properly.

Technically US practices are sound. They face less technical problems due use of advanced technology. Computer and software problems are normally faced by them. Internet problems and conversion of data problems do not arise for them.

**Government Issues:**

Rigid rules and regulations of Indian Government creates problems for Indian outsourcing practices. Need of various types of legal requirements and certificates are also problematic for them. It creates lot of limitations on Indian practices. US practices do not free Government issues. Rules, regulations and requirement of license and certificate are liberal and supportive to outsourcing practices.

**Financial Problems:**

Indian practices have a lot of financial problems. Working capital is the biggest issue for them. Fixed capital generates various problems for practices. Borrowing funds is not easy for them due improper mortgage.

US practices are financially sound thus, they suffer less. Even though they have more working capital problems as compare to fixed capital problems. Borrowing funds is not an issue for them. Funds are easily available for them.

**Source of Capital:**

Use of own funds is the primary source of fixed and working capital for both the countries. Apart from this Indian practices issues have the shares for requirement for more fixed capital. In case of need they use borrowed capital as fixed and working capital? US practices use only borrowed capital but not issue the shares for fixed and working capital.

**Presentation Problems:**

Repetition of work tiers the employees, thus presentation problem is faced by Indian practices. The format is complicated and difficult to understand. Unclear instructions from clients and format not given by clients push the presentation problems further. Indians have less awareness of format and terminologies used in US
accounting, but client’s does not consider it. They assume that Indians have complete knowledge of US accounting.

US practices not have such problems. They follow the same accounting system. They have full knowledge of us accounting as its their own their system.

**Data Problems:**

Indian practices suffer from data problems. Complicated material is the largest problem faced by them. Instructions not given, incomplete material and non availability of supported documents are the remaining problem faced by them.

US service providers do not suffer the data problem.

Due to change in accounting rules and regulations, Indian cannot submit documents with proper information or evidence. They want to maintain the quality of work. Thus they always take precautions while working. US clients behave in the same way with Indian service providers as they behave with US service providers.

**Activity Management Problems:**

Indian service providers suffer less from activity management problems. Human Resource management is the problem faced by them. Using a Software hampers the speed of work. They face hardware management and data management problems also. Due to financial problems Indian service providers face activity problems.

US practices are financially strong thus they do not have activity management problems. They manage everything by paying extra amount.

**Quality Work Problem:**

Problem is quality of work is faced by Indians due to employees. Lack of employee Knowledge and skills creates such problems. Due to change in accounting rules and regulations, employees face conceptual difficulties as a result problem increases in quality work. A technical problem in computer and internet also decreases the quality of work. Demand by clients for completion of work in short period, changes in work and output in various forms also hampers the quality of work.
Problems in quality of work are faced by US service providers due to employees, technical problems and sometimes by conceptual difficulty. Clients create fewer problems for them as compared to India.

Challenges:-

- **Internal Challenges**-
  Internal challenges create obstacles in the working of Indian practices. Internal challenges pop up regarding retention of employees and recruitment of employees. The structure of formal organizations, technical problems, lack of business ethics in clients, completing projects in short span of time and demand by employees for work place flexibility increase the internal challenges.

  Internal challenges are weak point of US service providers. Retention of employees, knowledge and skills and recruitment of employees are the most vital reasons of internal challenges. Secondary reasons are completion of project in short period, fulfillment of employee demands, employee satisfaction and fulfillment of expectations.

- **Competitor Challenges**-
  Competitor challenges are hazardous for Indian practices. Competitors are from within the country and from other countries. Home country service providers create more challenges as compared to other country. Low cost, Location/Area benefit and infrastructure are the reasons for competition within the country. Among other countries Philippines is the biggest competitor. China is the 2nd biggest group of competitor. Malaysia and Sri Lanka have entered the competition recently. Other countries are a competition due to low cost, government support, use of advanced technology and currency rate.

  Competitor challenges are the main problem for USA service providers. Like India they face competition from both home country and other countries. Competition is from the other countries biggest problem for them. The main reason of the headache is India and the others are Philippine and China. Low cost, currency rate difference, time zone and flexibility of work are the key factor which benefits other competitor countries. Government support and Indian attitude help to increase the competition. Home country
competitors create less competition. Location/area benefit is the prime reason for within the country competitions. Low cost and infrastructure helps to increase the home competition.

- **Customer Challenges**

  Customers are another element creating challenges. Customers create less challenge as compared to competition and internal. Challenges for quality work, confidentiality and data security are the driving forces of customer challenges. Demand for new accounting services in the same contract, compliance and corporate governance and completion work in short time span act as additional challenges.

  Customers create many challenges for US service providers. USA practices majorly faced confidentiality; demand for new accounting services, Quality work problem and data security creates challenges. Compliance with Corporate governance is not problem for them.

- **Industry Challenges**

  Industry challenges are less severe occur rarely and can be solved easily. Infrastructure information, low cost low quality image and high charges of internet services are the basic of industry challenges.

  Industry challenges do not arise to US practices.

**Recruitment Challenges:**

  High salary expectation of employees creates challenges for recruitment for both the practices. Outsourcing accounting requires knowledge and skill. This lack knowledge and skills creates challenges for Indian as well as USA practices. Employees lack in knowledge and skills in accountancy, software’s communications, USA accounting practices. Some other knowledge and skills are frequently required but they are also lacking like computer, internet, flexibility, understanding, professional ethics, general knowledge, management etc. Employees not working in shifts are one of the reasons for recruitment challenges in India. Working in shifts is not a problem for USA employees.
Management in Short Period:-

Indian service providers cannot manage manpower in short period. To manage finance is not possible for them at short notice. It is difficult for them to consult with clients and provide the training to employees at a short notice. Providing facilities, software’s required and equipments at a short notice is difficult for them.

Management in short period is nominal problem of USA service providers. Few of them rarely suffer from manpower problem, training at a short notice. Problem of consulting with clients, equipments, finance, software and internet facility do not arise for them.

Demand of New services by Clients:-

50% Indian service providers accept new services as per the situation. They either accept new services in old contract make a new contract, change the old contract or refuse to give services. Remaining 50% accept new services in old contract to maintain the relationship. As per after evaluating new demand it is accepted but change the contact. If the new demand increases work and consumes a lot of time then some changes are made in the contact. If it is a not possible to accommodate the demanded services in the same contract then they refuse it with a proper reason without spoiling the relations.

USA service providers accept new demand as per the situation. Sometimes they accommodate the service in the same contract or make a new one if it is not possible.

Remedies for Retention of Employees:-

To retain the employee USA utilizes expensive alternatives and India uses regular alternatives. In other words USA uses high payments, new learning opportunities, flexibility of work, place internal job posting alternatives. All these alternatives are very expensive which affect the service cost.

India uses promotion, non-monetary benefits, regular increment, 5 day week working and foreign visits. These are cheap alternatives thus helps to minimize the cost.
Update of Employee’s Skills:-

Training is a suitable option for both the service providers to update the skills of employees. Training is given by two ways, off site and on site. On site is popular training in both the countries. Onsite training is given by using the method of demonstration by the all respondents. On-line training is a new method of training. This method is very easy and convenient to all. It improves the skills of employees with minimum cost and time. Instructions / coaching are regularly used by the Indian for training purposes. If the above method does not give output then clients send their trainer for updating the skills of employees.

USA service providers regularly use demonstration method. Instructions/ coaching and on line method is also regularly used by them. Apart from this they give training by senior employees also.

Off site method is second alternative for Indian and USA. If on site method does not give satisfactory results then they use the second alternative of offsite training. As it is time communing and expensive.

Incentive/ Non-monetary Benefits:-

50% respondents could not get any incentive / non-monetary benefits from clients for the employees. Remaining 50% get another contract as a benefit. Occasionally they get some gifts. Sponsoring of foreign tours is a benefit they get after the completion of specific period of good services.

USA service providers get another contract as a benefit. Sometimes gifts are given by the clients.

Threats in Outsourcing Accounting:-

Knowledge loss is biggest threat for Indian. Due to difference between Indian GAAP and IFRS, there is difference between accounting concepts, terminologies, presentation forms etc. which is the reason of knowledge loss. Loosing skilled employees is a big threat. Employees leave the job after getting good experience with an attraction of overseas opportunities. Fitness of employees is the next threat for Indians. Working at odd times, continuous work on computer screen creates health problems for employees. Due to large talent pool, Complex responsibility on
employees is normal threat for Indian’s. Heavy social impact and adoption of western culture are also considerable threats for Indians.

USA faces complex responsibilities and fitness of employees as a major threat. Loosing skilled employees is also a measurable threat for them. Retention of employees is a threat for some respondents. Knowledge loss is negligible for them. Adoption of western culture and heavy social impact is not a threat for them.

Opportunities for Outsourcing Accounting Business:-

Opportunities vary as per in-shore and off-shore outsourcing accounting. As per Indian practices point of view knowledgeable practices, new technology and optimum use of resources are the main opportunities.

As per USA point of view, optimum use of resources and working as expertise are the main opportunities.

Knowledgeable practices are not a big opportunity for USA as compared to India and new technology is a huge opportunity for India as compared to USA.

Participation in management is a good opportunity for USA. New business strategies and advisor for clients are the opportunities for USA only. They are not opportunities for Indian practices as some special services are provided by USA only.

Updating with developed countries is rare opportunity for India only.

Corporate Risk:-

Outsourcing accounting cooperate risks vary in the view of Indians. Mostly the risk decrease; or does not change and rarely the risk increases.

Outsourcing accounting does not have any impact on corporate risks as far as the USA concerned.

Impact of Globalization and Information Technology:-

Impact of globalization and IT on outsourcing accounting is like two sides of the same coin i.e. positive and Negative. It affects Indian practices positively. Indian practice gets new clients and new technology through it. As a result, Indian practice provides services in minimum cost, and minimum time. Globalization and IT provides
flexibility of work to Indian business and provides internet facility. Indians have a role of learners. They get an opportunity to update themselves. Negative impact is increasing competition. Competitions increases in both within the country and with other countries. It also creates health problems for employees. Employees continually work on computer and at anytime. Another considerable point is increase in impact of western culture. Indian people are attracted to western culture and adopt it. Always being ready to learn being in stabling to employees.

USA practices have more negative impact as compared to Positive. The Negative impact is increase in competition and offshore accounting. USA faces more competition from other countries. Due to Globalization and IT US clients prefer offshore outsourcing as compared to inshore outsourcing. As a result US practices lose their existing clients to other countries. Thus to stay in the competition they reduce the price by reducing the margin. Positive impact is, like India they get new clients, cost reduction, time saving, and standard performance. Apart from this, secondary benefits are new technology, flexibility of work and updating of technology and knowledge.

Development of Outsourcing Accounting Business:-

Philippine is the prime competitor for India and China is next. Thus to fight with these countries, Indians provide the service in minimum cost. Cost reduction is the key for success but without compromise not on quality of work. Hard work increases the accuracy in job and quality of work. Use all the resources fully and timely competition of the work. Trying to maintain good relationship with them. Using new working strategy to remove the threats. Providing the outsourcing education by running short courses.

US service providers try to reduce the cost by making optimum usage of resources, increasing the accuracy and developing the business. The job must be completed on time and a good relationship must be maintained. Flexibility in the business should be increased and special service must be provided to the clients.

Indians are the best service providers:-

Indian’s are the best service providers due to low cost of service and flexibility of work. Time difference between two countries and currency rate have a vital role.

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Indian employees are highly qualified, maintain good relationship are also ready for working at any time, and ready to learn anything. All these make valuable contribution. Hard working nature and rich environment are also very positive points contributing in making India is the best service provider.

6.3 Test of Hypothesis

Research Hypotheses No. 1

$H_0$: Cost reduction is the main reason of outsourcing accounting

Versus

$H_1$: Cost reduction is not the main reason of outsourcing accounting.

Table 6.1

<table>
<thead>
<tr>
<th>Country</th>
<th>Pref.1</th>
<th>Pref.2</th>
<th>Pref.3</th>
<th>Pref.4</th>
<th>Pref.5</th>
<th>p-value</th>
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</table>

(Source- Table 5.9 and 5.66)

Since the $p$-value is greater than 0.05 ($\alpha$) i.e. level of significance and hence we don’t have evidences to reject $H_0$. From the sample data it seems that cost reduction is the main reason of outsourcing accounting in India and US.

Research Hypotheses No. 2

$H_0$: Employee is major issue for the Outsourcing Accounting Service Providers

Versus

$H_1$: Employee is not major issue for the Outsourcing Accounting Service Providers.

Table 6.2

<table>
<thead>
<tr>
<th>Country</th>
<th>Pref.1</th>
<th>Pref.2</th>
<th>Pref.3</th>
<th>Pref.4</th>
<th>Pref.5</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
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<td>2</td>
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<tr>
<td>US</td>
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<td>0</td>
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</table>

(Source- Table 5.21 and 5.78)
Since the \( p \)-value is greater than 0.05 (\( \alpha \)) i.e. level of significance and hence we don’t have evidences to reject \( H_0 \). From the sample data it seems that Employee is major issue for the Outsourcing Accounting Service Providers in India and US.

**Research Hypotheses No. 3**

\( H_0 \): To face the competition is the challenging job for Outsourcing Accounting Service Providers Versus

\( H_1 \): To face the competition is not the challenging job for Outsourcing Accounting Service Providers.

**Table 6.3**

<table>
<thead>
<tr>
<th>Country</th>
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<th>Pref.3</th>
<th>Pref.4</th>
<th>Pref.5</th>
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</table>

(Source- Table 5.33 and 5.90)

Since the \( p \)-value is greater than 0.05 (\( \alpha \)) i.e. level of significance and hence we don’t have evidences to reject \( H_0 \). From the sample data it seems that facing the competition is the challenging job for Outsourcing Accounting Service Providers in India and US.

**Research Hypotheses No. 4**

\( H_0 \): Outsourcing accounting service providers gives high salary for retention of employee Versus

\( H_1 \): Outsourcing accounting service providers could not give high salary for retention of employee.

**Table 6.4**

<table>
<thead>
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<th>Country</th>
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<th>Pref.4</th>
<th>Pref.5</th>
<th>( p )-value</th>
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</tr>
</tbody>
</table>

(Source- Table 5.45 and 5.101)

Since the \( p \)-value is greater than 0.05 (\( \alpha \)) i.e. level of significance and hence we don’t have evidences to reject \( H_0 \). From the sample data it seems that Outsourcing accounting service providers gives high salary for retention of employee in India and US.
Research Hypotheses No. 5

$H_0$: Job of Outsourcing Accounting sector is badly affected on the health of employee.

Versus

$H_1$: Job of Outsourcing Accounting sector could not be badly affected on the health of employee.

Table 6.5

<table>
<thead>
<tr>
<th>Country</th>
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<td></td>
</tr>
</tbody>
</table>

(Source- Table. 5.55 and 5.111)

Since the $p$-value is greater than 0.05 (α) i.e. level of significance and hence we don’t have evidences to reject $H_0$. From the sample data it seems that job of outsourcing accounting sector is badly affected on the health of employee.

6.4 Conclusion -

This chapter presented the findings of the research based on data collected from 50 respondents of which 30 respondents were from Indian outsourcing accounting practices and 20 respondents were from USA outsourcing accounting practices. Further it tested the hypothesis. Significant levels of testing of hypothesis helped to accept the research hypothesis.

This chapter discussed the study’s main findings and testing of hypothesis. In summarizing this research, the following points need were pointed out:

This research was set out to determine whether perception gaps existed between Indian outsourcing accounting practices and USA outsourcing accounting practices.