

**Outsourcing and the Personnel Paradox      4**

*A frequent question faced by all kinds of firms and organizations is “buy or build.” In other words, keep an activity in-house or outsource it. Outsourcing is often more efficient. Firms with many outsourced relationships with subcontractors or independent contractors are nicknamed “hubs,” since they remain at the center and outsourcers are the spokes. Now, however, various court cases have reduced the potential attractiveness of outsourcing if the hub is perceived as exercising too much financial, behavioral, or even apparent control over the outsourcer. Firms can take steps to avoid these pitfalls and still enjoy the benefits of outsourcing.*

**William M. Fitzpatrick and Samuel A. DiLullo**

**HR Manager Comparisons of Mobile Versus Wired Technologies      26**

*The world seems to be going mobile and wireless, but that doesn't mean companies should rush to abandon wired technologies. Each has advantages and disadvantages that have varying effects on different businesses. Overall, the main variables to consider are social contacts, threats to employees, and employee empowerment to act and be creative. A survey of 250 members of eight Human Resource Management chapters in western and northern Texas found that the threats-to-employees variable was about the same for mobile and wired, with the other two variables favoring mobile. However, managers should have clear policies regarding mobile communications and also address employee-workplace considerations.*

**Gundars Kaupins, Malcolm Coco, and John MacIntosh**

**Employee Theft: Who, How, Why, and What Can Be Done      13**

*Sad but true, many business owners must factor in employee theft as one of their costs. Worldwide, such theft is estimated at approximately \$100 billion every year. A review of popular and scientific literature addresses the size of the problem, the motivations for employee theft and its increase or decrease, and how business owners or operators can seek to mitigate theft. While the problem can occur almost anywhere, certain industries are more exposed: banking, finance, insurance, retailing, health care, manufacturing and construction. But managers are not helpless; they can take steps to reduce the problem.*

**William I. Sauser, Jr.**

**Assessing the Relative Importance of Competitive Priorities in Egyptian Companies      35**

*Based mainly on experience in developed countries, the literature of several decades has emphasized six priorities for competitive success: quality, cost, delivery, flexibility, service, and innovativeness. How these priorities stack up in the developing world is investigated by surveying executives of approximately 100 Egyptian companies across the country's industry spectrum. Priority rankings were also tested across three independent variables (industry type, ownership type, and customer location). Results showed that quality was considered the greatest competitive strength and innovativeness the lowest. Among the variables, location of major customers had the principal effect on competitive priorities.*

**Mohamed Askar and Amr K. Mortagy**

## **The Five-Factor Model of Personality and Organizational Citizenship Behavior in United Arab Emirates** **47**

*Ability and talent aren't the whole story when considering an employee's value to an organization. Behaviors that support the organization — but may not always be rewarded by it — usually reflect personality traits. An understanding of how the “big five” traits of extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience relate to specific aspects of desirable organizational citizenship behavior can help human resources managers make successful hires. A survey of 230 employees in service organizations in Dubai, using four control variables, sheds light on these key relationships.*

**Hossam M. Abu Elanain**