The Role of Partnership Quality, Trust, Perceived Commitment and Perceived Risk on Successful Outsourcing Relationship
บทบาทของคุณภาพการเป็นหุ้นส่วน ความไว้วางใจ การรับรู้ความเชื่อมั่น และการรับรู้ความเสี่ยงที่มีต่อความสำเร็จในการจัดจ้างงานจากภายนอก

Prasert Sutthiparinyanon* and Jenette Villegas Puyod
ประเสริฐ สุทธิปริญญานนท์ และ Jenette Villegas Puyod

Martin de Tours School of Management and Economics Assumption University, Thailand
มาร์ติน เดอ ตูร์ คณะบริหารธุรกิจและเศรษฐศาสตร์ มหาวิทยาลัยอัสสัมชัญ

ABSTRACT
This paper proposes the moderating role of perceived risk on the impact of partnership quality, trust and perceived towards successful outsourcing relationship of airconditioning system maintenance service for hotels in Thailand. A total of 528 questionnaires were distributed and 489 filled surveys were usable (92.61%) for quantitative analysis. The data collection process was completed within three months between July–September 2021. Data were collected through online and onsite survey process, and analyzed through Partial Least Squares Structural Equation Modeling. The result of PLS-SEM analysis confirmed that partnership quality, trust and perceived commitment has positive impact on outsourcing relationship. On the other hand, perceived risk moderates the relationship between partnership quality, trust, perceived commitment and successful outsourcing relationship. Discussion and limitation are discussed in this paper.

ARTICLE INFO
Article history:
Received 15 February 2022
Received in revised form 2 May 2022
Accepted 5 May 2022
Available online 15 June 2022

Keywords:
Partnership quality (คุณภาพการเป็นหุ้นส่วน),
Perceived commitment (การรับรู้ความเชื่อมั่น),
Successful Outsourcing Relationship (ความสำเร็จในการจัดจ้างงานจากภายนอก),
Hotels (โรงแรม),
Thailand (ประเทศไทย)

*Corresponding Author
E-mail address: prasertsut@yahoo.com
The Role of Partnership Quality, Trust, Perceived Commitment and Perceived Risk on Successful Outsourcing

Introduction

In 2019, the global traditional outsourcing industry was 92.5 billion U.S. dollars in revenue and the total business process outsourcing (BPO) value amounted to 26 billion U.S. dollars (Statista, 2022). The major reasons why firms outsource is first, it could save time and cost by contracting with a third-party provider; and second, outsourcing providers could offer the firm access to a highly qualified customer service team who could interact with the firm’s customers using the latest technology and techniques (Spencer, 2019). Outsourcing is a business process where products and services are contracted from outside vendors instead of having it performed inside the business organization (Kurdia, Abdul-Tharim, Jaffar, Azli, Shuib & Ab-Wahid, 2011). Moreover, outsourcing is one of the important strategies in many businesses; it is a critical strategic plan for firms to possess a competitive edge over the competitors (Li, Lee, Hong, Haney, & Kang, 2017). Furthermore, outsourcing also strengthens more favorable outcomes and creates effective relationships with the company’s partners (Eggert, Böhm, & Cramer, 2017). Therefore, outsourcing service is one of the major service segments in the business world, and serves as an important tool for organizations to focus on its core business activities, improve core activity, increase and decrease flexibility work capacity, improve financial performance, optimize the utilization of resources and increase market share (Prajapati, Kant, & Tripathi, 2020).

Organizations usually consider outsourcing process to balance outsourcing functions and in-house performance among their business activities. Outsourcing process also identifies the degree of resources needed to develop from external or internal sources, and how these outsourcing of services and components contributed to improve the firm’s competitive advantage (Espino-Rodríguez & Ramírez-Fierro, 2017). In the hotel industry, partnership quality is deemed as an important factor in its outsourcing performance as maintaining an efficient and well-balanced relationship with outside vendors signifies success of the outsourcing process. Outsourcing is a common strategy in many firms since they could transfer some business functions to external parties or vendors and in so doing, it enhances and improves the continuity of the relationship between business to business (Wibisono, Govindaraju, Irianto, & Sudirman, 2018). Accordingly, partnership quality, trust, perceived commitment, and perceived risk are also found to be important factors that explain and enhance outsourcing relationships, and it usually leads to successful partnership.

Thailand is one of the most popular travel destinations in the world (Manakitsomboon, 2020). Statista Research Department (2020) reported that Thailand’s hotel industry relies on the tourism business, which had shown a significant revenue growth in the past decade and
specifically, Bangkok is considered as the world’s most visited city in terms of international overnight visitors. Therefore, hotels must provide multipurpose services to customers every day and in a twenty-four-hour basis. In this case, hotel operators must provide different kinds of functions to serve the different activities and needs of their clients, which require different sets of skills and number of maintenance staffs to operate the hotel system like air conditioning system or electricity without any breakdown or at least with minimized failure or malfunction. Hotel maintenance is an activity or task that is preventive and corrective in terms of hotel facilities and systems malfunction (Ghazi, 2016). In this present study, hotel operators and maintenance persons will benefit from its results as they would further understand the important factors for effective and successful outsourcing of such duties as the air conditioning system maintenance services to outside vendors. In terms of practical aspects, when firms outsource their functions or jobs to the outsiders, there are many factors for considering the right vendor. To achieve the successful outsourcing relationship, the management or concerned person should consider the factor of partnership quality, trust, perceived commitment and perceived risk which could effect the result of outsourcing.

**Research Objectives**

1. To investigate the role of partnership quality, trust and perceived commitment on successful outsourcing relationship of air conditioning system maintenance service for hotels in Thailand.

2. To investigate the moderating role of perceived risk between the impact of partnership quality, trust and perceived commitment on successful outsourcing relationship of air conditioning system maintenance service for hotels in Thailand.

**Literature Review**

Partnership quality is defined as the purposive strategic relationships between independent firms who shared compatible goals, committed for mutual benefit and organized mutual interdependence (Mohr & Spekman, 1994). Their joint efforts are the key factor to achieve the common goals, which could not be done easily by an individual firm. Partnerships also enhanced the firm to access new technologies or opportunities, risk sharing, economies of scale in joint research and production, a wider range of products and services, knowledge sharing and specific skills (Mohr & Spekman, 1994). On the other hand, trust refers to how much a respondent put confidence towards the other party (Vanhala, Puumalainen, & Blomqvist, 2011). Deutsch (1958) defined trust in social psychology context as an individual’s expectations towards an occurrence, and in which that individual perceives that the occurrence would have greater negative motivational consequences if the expectation is not confirmed. In economics, trust is defined as a state of mind in which one has the expectation on another about how he behaves or responds in a predictable and mutually acceptable manner (Sako, 1992). The definition of perceived commitment within the organization revolves around its characteristics in the industrial climate, which generates strong engagement and dedication among managers and stakeholders that enhance organizational participation (Buchanan, 1974). Perceived commitment could be related to higher levels of health and well-being (Jain, Giga, & Cooper, 2013) as it also potentially mediates the relationship between different organizational stressors and indicators of health and well-being. Perceived risk is often used by consumer researchers. In consumer context, risk is defined in terms of the consumer's perceptions of the uncertainty and adverse consequences of buying a product (or service). In this way, consumer researchers implicitly assumed that both the probability and the outcome of each purchase event are uncertain. Dowling and Staelin (1994) proposed a model of perceived risk and intended risk-handling activity to explain the process of perceived risk, which indicates the relationship among three types of perceived-risks—product-specific risk,
product-class risk and acceptable risk. The risk perception contains cognitive and affective components, and its measurement (i.e., product-category risk, product-specific risk, acceptable risk, and ability to suffer a monetary loss) could be captured in both aspects (Dowling & Staelin, 1994).

Relationship outsourcing is the process where products and services are contracted from outside vendors instead of having it performed internally in the company (Kurdia, et al., 2011). Outsourcing has been the key practice of both private and public organizations, and it is considered as one of the crucial strategies to improve firm performance (Kremic & Tukel, 2006). In theory, the vendor could offer a lower price to the firm when they could achieve a lower total cost including their products or services cost, added overhead, profit and transaction costs (Harley, 2000). Apart from these cost issues, outsourcing has been instrumental in the formation of core competences and flexibility strategies of the company (Brandes, Lilliecreutz, & Brege, 1997). Every organization has limited resources and they must utilize them to their maximum potential (Ventovuori, 2007). Lee and Kim (1999) showed that the quality of the relationship between principal and vendor is an important factor for outsourcing success because of the improvement in their social interaction.

The previous researchers indicated the causal relationship among the variables, for example, Espino-Rodríguez and Ramírez-Fierro (2018) examined partnership quality to evaluate the outsourcing performance of hotels and found that outsourcing partnership quality had strategic benefits and had impacted on the degree of outsourcing. Trust positively affects human resource outsourcing success, and it is considered as the key factor in successful performance of the outsourcing relationship with the vendors (Cheng, Fu, & de Vreede, 2021). Furthermore, Espino-Rodríguez and Ramírez-Fierro (2018) considered perceived commitment as an important component of partnership quality to explain business understanding, sharing of risks and benefits, and the conflict resolution, which are the requirements in increasing outsourcing performance. Srinivasan, Mukherjee and Gaur (2011) examined the relationship between buyer–supplier partnership quality and supply chain performance under the moderating role of supply risk, demand side risk and environmental uncertainty and found that there is a positive relationship between partnership quality and supply chain performance, and this relationship is strengthened by higher demand risk, the higher supply risk or the lower environmental uncertainty. Qalati, Vela, Li, Dakhan, Hong Thuy and Merani (2021) on the other hand, explained that when it comes to online shopping, trust and purchase intention becomes stronger when perceived risk is high. Given these facts, perceived risk is considered by its moderating role in this present study, to explain the relationship between partnership quality, trust, perceived commitment and successful outsourcing relationship.

Method

This present study uses quantitative approaches in the research process to explore the research findings and make an understanding of the relationships among the variables. The quantitative research uses multiple regression analysis to analyze the relationship among the variables. This study uses the PLS analysis because researchers can analyze multiple hypotheses at the same time which is a single or multiple items measurement. Moreover, comparing to other Structural Equation Modeling (SEM) techniques, PLS requires smaller sample sizes. Furthermore, PLS does not require data to be normally distributed (Gefen, 2002). The researcher used WarpPLS version 7.0 to perform PLS estimation. The objective of Partial Least Square (PLS) regression analysis is to predict the changes in the dependent variable in response to the changes in the independent variables So, this study uses Partial Least Square (PLS) regression to explain the relationship between successful outsourcing relationship as the dependent variable and three independent variables, which include partnership quality, trust and perceived commitment. Besides, it is used to study the role of perceived risk as the
moderator variable between trust, perceived commitment, perceived commitment and successful outsourcing relationship.

Respondents

The participants of this present research are the building maintenance managers and maintenance staffs who can be the chief engineer, engineering director or a dedicated maintenance person working in hotels in Bangkok. There are approximately 25,000 hotels in Thailand (National Statistical Office, 2016) and there are approximately 8,461 hotels in Bangkok, which is the target population of this present study (Agoda, 2021). Bangkok is the capital city of Thailand, which has variety of hotel types in terms of star rating, size, services and brands. The survey was conducted in selected hotels in Bangkok and each hotel is deemed to have one or more persons who get involved in the maintenance work for air conditioning system, thus they become the target respondents of this present study. According to the three hypotheses, there are 18 parameters and 6 error terms, which mean a total of 24 observations.

The ratio of observations to variables is 20:1 then the total observations shall be 480 samples, which should satisfy and can achieve the levels of statistical power (Hair, Black, Babin, & Anderson, 2018). However, in this present study, it is hard to know the exact number of participants. Based on Naing, Winn and Rusli (2006) and the calculation at the significant level of 0.05, the recommend number is 382 observations as the sample size is less than the earlier mentioned observation sample of 480. So, this study uses the number of observations of 480 samples. However, the additional sample of 10% of 480 is added in case of missing questionnaires or omissions, therefore, the total of 528 observations is the sample size of this present study.

Instruments

This present study distributed the questionnaires to hotels in Bangkok through the hotel’s human resource department. A total of 528 questionnaires were distributed and 489 filled surveys were usable (92.61%) for quantitative analysis. The data collection process was completed within three months between July to September 2021. Cronbach’s alpha coefficient was used to measure the internal consistency of each item as well as the reliability of the survey instrument (Hair, Sarstedt, Pieper, & Ringle, 2012). Cronbach's $\alpha$ value of higher than 0.70 is the acceptable score (Fornell & Larcker, 1981) (See Table1).

<table>
<thead>
<tr>
<th>Construct</th>
<th>Abbreviation</th>
<th>Number of Items</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnership Quality</td>
<td>PQ</td>
<td>4</td>
<td>0.711</td>
</tr>
<tr>
<td>Trust</td>
<td>TR</td>
<td>4</td>
<td>0.798</td>
</tr>
<tr>
<td>Perceived Commitment</td>
<td>PC</td>
<td>9</td>
<td>0.862</td>
</tr>
<tr>
<td>Perceived risk</td>
<td>PR</td>
<td>4</td>
<td>0.967</td>
</tr>
<tr>
<td>Successful Outsourcing Relationship</td>
<td>SO</td>
<td>7</td>
<td>0.797</td>
</tr>
</tbody>
</table>

Table 2. VIF of independent and control variables

<table>
<thead>
<tr>
<th>VIF</th>
<th>Full</th>
<th>PQ</th>
<th>TR</th>
<th>PC</th>
<th>PR</th>
<th>GEN</th>
<th>AGE</th>
<th>EDU</th>
<th>EXP</th>
<th>POS</th>
</tr>
</thead>
<tbody>
<tr>
<td>VIF</td>
<td>1.097</td>
<td>1.113</td>
<td>1.044</td>
<td>1.107</td>
<td>1.084</td>
<td>2.552</td>
<td>1.571</td>
<td>2.433</td>
<td>1.593</td>
<td></td>
</tr>
</tbody>
</table>

Note: PQ = Partnership quality, TR = Trust, PC = Perceived Commitment, PR = Perceived Risk, GEN = gender, AGE = age, EDU = Education, EXP = Experience, POS = Position
Procedures
The result of PLS-SEM analysis is reported, and whenever the p-value is below 0.05, the null hypothesis is rejected, and the alternative hypothesis is accepted. PLS-SEM is applied in this research to test the direct and indirect effects of the variables based on six hypotheses.

Data analysis
In terms of the respondents’ demographic data, most of them are male (97.8%), aged between 30 to 35 years old (20.4%), who earned master’s degrees (36.0%) and have work experience between 4 to 5 years (26.8%) in an engineering manager/management position (44.8%). When it comes to non-demographic data, the results showed that most of the hotels where the respondents are working have less than 100 rooms (45.0 percent), have been operating for about 5 years or less (21.1 %), at the medium level category (three star) (38.0 %), independent hotels (74.0 %) and the aircondition system are the chiller type (55.0 %).

Figure 1 Conceptual Framework

Table 3. Model fit indices

<table>
<thead>
<tr>
<th>Model fit indices</th>
<th>Coefficient</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average path coefficient (APC)</td>
<td>0.102**</td>
<td>Significant</td>
</tr>
<tr>
<td>Average R-squared (ARS)</td>
<td>0.206***</td>
<td>Significant</td>
</tr>
<tr>
<td>Average adjusted R-squared (AARS)</td>
<td>0.187***</td>
<td>Significant</td>
</tr>
<tr>
<td>Average block VIF (AVIF)</td>
<td>1.075</td>
<td>Ideally</td>
</tr>
<tr>
<td>Average full collinearity VIF (AFVIF)</td>
<td>1.555</td>
<td>Ideally</td>
</tr>
<tr>
<td>Tenenhaus GoF (GoF)</td>
<td>0.413</td>
<td>Large</td>
</tr>
<tr>
<td>Sympson’s paradox ratio (SPR)</td>
<td>1.000</td>
<td>Ideally</td>
</tr>
<tr>
<td>R-squared contribution ratio (RSCR)</td>
<td>1.000</td>
<td>Ideally</td>
</tr>
<tr>
<td>Statistical suppression ratio (SSR)</td>
<td>0.727</td>
<td>Acceptable</td>
</tr>
<tr>
<td>Nonlinear bivariate causality direction ratio (NLBCDR)</td>
<td>0.864</td>
<td>Acceptable</td>
</tr>
</tbody>
</table>

Note: ***, **, * means p-value <0.001, <0.01, <0.05
Findings and Discussion

Hypothesis 1 proposed that partnership quality has a positive related with successful outsourcing relationship.

The result confirmed that there is a significant positive relationship between partnership quality and successful outsourcing partnership ($\beta=0.223, p<0.001$), which suggests that the building maintenance managers and maintenance staffs who have a high level of partnership quality tend to have a higher level of successful outsourcing relationship. Thus, hypothesis 1 is supported.

Hypothesis 2 proposed that trust has a positive relationship with successful outsourcing relationship.

The result confirmed that there is a significant positive relationship between trust and successful outsourcing relationship ($\beta=0.162, p<0.001$), which indicates that the building maintenance managers and maintenance staffs who have a high level of trust to each other tend to have a higher level of successful outsourcing relationship. Thus, hypothesis 2 is supported.

Hypothesis 3 proposed that perceived commitment has a positive related with successful outsourcing relationship.

The result confirmed that there is a significant positive relationship between perceived commitment and successful outsourcing relationship ($\beta=0.141, p<0.001$), which implies that the building maintenance managers and maintenance staffs who have a high level of perceived commitment tends to have a higher level of successful outsourcing relationship. Thus, hypothesis 3 is supported.

Hypothesis 4 proposed that perceived risk moderates the relationship between partnership quality and successful outsourcing relationship.

The result confirmed that perceived risk has a significant moderating effect between partnership quality and successful outsourcing relationship, ($\beta=-0.115, p<0.001$), which means that perceived risk reduced the relationship between partnership quality and successful outsourcing relationship among the building maintenance managers and maintenance staffs. Thus, hypothesis 4 is supported.

Hypothesis 5 proposed that perceived risk moderates the relationship between trust and successful outsourcing relationship.

The result confirmed that perceived risk has significant moderating effect between ($\beta=-0.131, p<0.001$), which suggests that perceived risk reduced the relationship between trust and successful outsourcing relationship among the building maintenance managers and maintenance staffs. Thus, hypothesis 5 is supported.

Hypothesis 6 proposed that perceived risk moderates the relationship between perceived commitment and successful outsourcing relationship.

The result confirmed that perceived risk has a significant moderating effect between perceived commitment and successful outsourcing relationship ($\beta=-0.089, p<0.05$), which indicates that perceived risk reduced the relationship between perceived commitment and successful outsourcing relationship among the building maintenance managers and maintenance staffs. Thus, hypothesis 6 is supported.
Table 4. The correlation among variables

<table>
<thead>
<tr>
<th></th>
<th>PQ</th>
<th>TR</th>
<th>PC</th>
<th>SO</th>
<th>PR</th>
<th>GEN</th>
<th>AGE</th>
<th>EDU</th>
<th>EXP</th>
<th>POS</th>
</tr>
</thead>
<tbody>
<tr>
<td>PQ</td>
<td>0.157**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TR</td>
<td></td>
<td>0.12*</td>
<td>-0.062</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC</td>
<td>0.283**</td>
<td>0.17**</td>
<td>0.173**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SO</td>
<td>-0.18**</td>
<td>-0.239**</td>
<td>-0.105*</td>
<td>-0.287**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PR</td>
<td>-0.069</td>
<td>0.005</td>
<td>0.014</td>
<td>0.032</td>
<td>0.017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GEN</td>
<td>-0.08</td>
<td>-0.003</td>
<td>-0.006</td>
<td>0.021</td>
<td>-0.023</td>
<td>0.014</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AGE</td>
<td>0.063</td>
<td>0.054</td>
<td>-0.014</td>
<td>0.031</td>
<td>0.024</td>
<td>0.003</td>
<td>-0.011</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EDU</td>
<td>-0.073</td>
<td>-0.024</td>
<td>-0.014</td>
<td>-0.011</td>
<td>-0.027</td>
<td>0.025</td>
<td>0.858</td>
<td>-0.03</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EXP</td>
<td>0.052</td>
<td>-0.006</td>
<td>-0.003</td>
<td>-0.018</td>
<td>-0.014</td>
<td>-0.023</td>
<td>0.11</td>
<td>0.091</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: PPQ = Partnership quality, TR = Trust, PC = Perceived Commitment, PR = Perceived Risk, SO = Successful Outsourcing Relationship, GEN = Gender, AGE = Age, EDU = Educational level, EXP = Experience, POS = Position.

Conclusion

This present research studies the role of partnership quality, trust, perceived commitment, and perceived risk on successful outsourcing relationship of the airconditioning system maintenance service for hotels in Bangkok. The constructs of partnership quality, trust, perceived risk, perceived commitment and successful outsourcing relationship aim to contribute to further understanding the nature of outsourcing business by integrating the role of partnership quality on successful outsourcing relationships, the role of trust on successful outsourcing relationships, the role of perceived commitment on successful outsourcing relationships and the moderating roles of perceived risk between the impact of partnership quality, trust and perceived commitment on successful outsourcing relationship. This section is divided into two parts: 1) understanding the direct relationship among the given variables, and 2) understanding the moderating effect of perceived risk among the given relationships.

Understanding the direct relationships among the given variables including the role of partnership, trust and perceived commitment on successful outsourcing relationships in the case of airconditioning system maintenance service for hotels in Bangkok gives stakeholders a better view on how to successfully maintain relationship between the company and outside vendors. Hypotheses 1, 2 and 3 proposed that partnership quality, trust and perceived commitment have positive impact on successful outsourcing relationship. The findings indicate that partnership quality has positive relationship towards successful outsourcing relationship. This means that when the participants maintain a high level of partnership quality such as they make beneficial decisions under any circumstances, understand each other’s business objectives and processes, share the benefits and risks that potentially occur the process of business, have compatible culture and policies in the business process and perform pre-specified agreements and promises very well, they are most likely to have a successful partnership. These results are consistent with the work from previous studies, which found that the high level of successful outsourcing practices significantly derived from positive output of partnership quality in both firms and vendors, and the continuity of the relationship has a positive influence from the quality of their partnership. These studies further suggested that business understanding, sharing benefits and risks, and good fit between the culture and policies of the involved parties were the key factors in identifying outsourcing performance. This is consistent with the research of Sriwongwanna (2009) by supported that

Trust was also found to have a positive impact on a successful outsourcing relationship. This finding indicates that when the participants maintain a high level of trust at all times, they are honest and trustworthy in terms of the organization’s practices and are doing the right practices, trust is achieved between the involved parties. These results resonated the findings of the previous studies (Espino-Rodríguez & Ramírez-Fierro, 2017; Espino-Rodríguez &
Ramírez- Fierro, 2018), which indicated that shared common goals as well as inter-organizational and interpersonal trust are key determining factors for the long-lasting relationship between the company and outside vendors. The belief that all involved parties were reliable, predictable and being fair create long-term relationship, which in turn facilitate better partnership quality between the involved parties (Cheng, Fu, & de Vreede, 2021).

Furthermore, perceived commitment has a positive impact on successful outsourcing relationship, which indicates that when the participants maintain a high level of the perceived commitment, they are protected by the vendor when being criticized, create strong sense of loyalty to the vendor, create a positive expectation to use the service for a long time and appreciate the willingness of the vendor to dedicate itself to the company’s growth. These results are consistent with the findings of the previous studies, which implied that one of key factors that could increase outsourcing performance is perceived commitment.

Understanding the moderating effect of perceived risk among the given relationships including the relationship between partnership quality and successful outsourcing relationship, the relationship between trust and successful outsourcing relationship and the relationship between perceived commitment and successful outsourcing relationship, indicated that perceived risk matter in the process. The relationship has been found to be negative yet significant. This means when the perceived risk is low, the partnership quality, trust and perceived commitment bring about a successful outsourcing relationship. These results are consistent with the findings of the previous studies, which suggested that indirect positive relationships between the given relationships would be strengthened when the lower level of perceived risk are manifested (Qalati, et al., 2021). These risks revolved around such issues as delivering time from the suppliers, perceived quality of materials delivered by the suppliers, perceived risk from the disruption of suppliers and the fluctuated price in materials being procured by the suppliers.

**Further research**

Similar to other studies, this present research also contains certain limitations. Firstly, this present study aims to explain the role of partnership quality, trust, perceived commitment and perceived risk on successful outsourcing relationship of airconditioning system maintenance service for hotels in Thailand hence, by examining and testing the role of perceived risk to serve as moderating variable between the given relationships, it may not not promote generalization of the framework on other contexts. Therefore, further studies should employ the proposed framework of this present study to test the hypotheses in other research settings. Secondly, this present investigation considered the role of partnership quality, trust and perceived commitment as independent variables and perceived risk serving as moderating variable to explain the successful outsourcing relationship however, there are still other variables that may have the potential to explain the studied outcome. For instance, further research may consider other variables such as feeling of security, supply chain performance, information systems outsourcing, the degree of standardization of process among others. Finally, this present examination utilizes quantitative data based on a questionnaire to explain the impact among the given variables. Gathering data from a single group of key informants in the same period might emerge a common method variance, which could affect the research interpretation. Hence, a careful selection of statistical tools is needed in order to reduce the degree of common method variance in the study.
Reference:


