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How the R&S process in Webhelp's Contact Centre impacts CSAs' turnover intention: A business process outsourcing case study

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Master's in human resources management and Organizational Consulting

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PhD Vítor Hugo Ferreira da Silva, Invited Assistant Professor
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BUSINESS SCHOOL

Department of Human Resources and Organizational Behavior

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Para os meus Pais

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Resumo

A Indústria de Centros de Contacto engloba uma elevada taxa de saída entre os agentes dos centros de contacto. Ao investigar o fenómeno da rotatividade, este estudo procura identificar as práticas e procedimentos do Processo de Recrutamento e Seleção, bem como a sua qualidade. Conjuntamente, procura desmistificar como o processo é conduzido, pelos recrutadores, sob constantes pressões de tempo para com os clientes, que apostam em externalizar os seus serviços. Ao abordar os recrutadores, responsáveis pela entrega/ contratação de potenciais perfis, é igualmente necessário compreender a relação dos coordenadores de recrutamento, na adequada função da equipa. O nosso estudo provou o que era inicialmente desejado, pelo que a qualidade do processo de recrutamento e seleção tem de facto impacto na intenção de saída dos agentes de serviço ao cliente.

Palavras-chave: Intenção de Saída, Recrutamento e Seleção, Liderança, Motivação

JEL Classification System

M12 Personnel Management

J23 Labor Demand

Abstract

The Contact Center Industry encompasses a high rate of turnover among contact center agents. By investigating the turnover phenomenon, this study aims to identify the practices and procedures of the Recruitment and Selection Process, as well as its quality. Together, it seeks to demystify how the process is conducted, by recruiters, under constant time pressures to clients, who are committed to outsource their services. By approaching recruiters, responsible for delivering/hiring potential profiles, it is necessary to also comprehend the relationship of recruitment coordinators, who assume functions as team leaders, on team's proper function. Our study proved what was initially desired, therefore the quality of the recruitment and selection process has indeed, impact in the turnover intention of customer service agents.

Keywords: Turnover Intention, Recruitment and Selection Process, Leadership, Motivation

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List of abbreviations

CC – Contact Centre

BPO – Business Process Outsourcing

CSA – Customer Service Agent

R&S – Recruitment and selection process

HRM – Human Resources Management

EVP – Employee Value Proposition

Chapter 1 – Introduction

1.1 Overview of the Case Study

Stress responses, high absenteeism and high turnover rate were considered normal manifestations in modern contact centres (Bagnara, 2000). The main objective with this research is to demonstrate and explain how the quality of the recruitment and selection process in the BPO contact centre, usually related with short-term jobs, impacts the turnover intention of those profiles, the well-known customer service agents. Parallelly, it aims to grasp this impact considering the extremely fast-paced environment and time constraints of the BPO provider in delivering results its clients. This study raises so many questions regarding how the overall process is handled. Additionally, not only the impact on CSA's intent to quit but to deeply understand its effects on team's members namely recruiters, bearing in mind constructs such as motivation, team cohesion and performance. Similarly, it is important to understand recruiter's perceptions regarding the leadership style of their leaders and how they feel towards the team and their job whilst facing obstacles, such as the challenging high-volume recruitment with inherent time constraints. More precisely, the present case study aims to analyze Webhelp, a company known as a global leader in business process outsourcing, which purposely aims to assume part of the client's business functions to serve them and perform their core business (Ejechi, 2019).

Besides the wide range of possible functions provided by the company approached in the literature review, this research is fully focused on the contact centres' specialty. It carries some great attention to the issues arising from this type of service, mainly the R&S process and its later manifestations on the overall organization. On the other hand, and despite agents being constantly included in literature for quitting their jobs, it is also important to start acknowledging the other side of the coin, hence this research pretends to explore the way recruiters perform their roles, as well as team leaders' type of leadership whilst facing this harmful situation. Once more, it is often addressed that the usual reason for CSAs to quit is due to short-term employment contracts, challenging and stressful nature of work and lack of positive career paths (Ramesh, 2004). Ironically, the typical environment within the placement of those candidates, therefore BPO's employees, seems to be identical. Throughout the time, authors have been discussing agent's intention to leave, and its consequences on organizational outcomes, hence coming up with keys in improving their commitment to the job. It is unquestionable to assume that high turnover and low commitment will affect delivering greater service and customer satisfaction (Boshoff & Tait, 1996), which is the core function on this current business. However, few studies have considered the position of recruiters that have to deal on the daily basis with agents' dropouts, performing in such a demanding environment with little time to execute their tasks aiming to keep BPO process an enduring and a successful partnership. As an attempt to address this gap, it is reinforced that the present study enhances not just the CSA's position within but also the possibility of exploring the R&S methods and everyone involved in it.

The environment lived on BPOs is harsh to handle, therefore has different features when comparing with other business functions. There is an imperatively pressure experienced in BPOs, for instance the need in maintaining clients' relationship, through placing a largely number of agents with tight deadlines. Indeed, Du and Li (2020) refers that the high-volume recruitment is challenging since the choices are taken for a lot of people, under doubt and tight time constraints. These times constraints seem to rush the overall recruitment and selection process. Undeniably, the link among the quantity and quality of employment in contact centers is not necessarily positive (Taylor & Bain, 2005) and it impugns if candidates are suitable to handle a call centre type of work, even though having differences due to technology. Regarding the "call centre type", recruiters hire profiles to make outbound and inbound calls to fill roles that are recognized to be low-value, low-skilled, and repetitious. In fact, Ofreneo and Christopher (2007) refers to this work as a "dedicated work at robotic level efficiency".

Concerning the turnover of contact centres agents, (Townsend, 2007) states that motivational interventions at contact centres that foment agent's satisfaction could encompass the recruitment and training processes in these organizations. As recruitment being a crucial tool to prevent turnover, and recruiters finding themselves acting quicker to place candidates raise a negative potential impact on the quality of the R&S process and therefore may contribute to more turnover. As employees being the greatest asset of an organization, it is relevant to give them voice and comprehend their positions when facing a frustrate occurrence regularly as it is the agents' dropouts. The tasks of recruiting, selecting, hiring, and training call centre agents is an exhaustive cycle for the HR department (Ofreneo & Marasigan-Pasumbal, 2007). Another aspect is that high turnover and low commitment will affect delivering greater service and customer satisfaction (Boshoff & Tait, 1996). Not to mention the fundamental role of HRM which stands an important role regarding employees' needs. As mentioned by Jacobs and Roodt (2011), human resources create the strategic and competitive edge in managing customer relationships since no technology can substitute skilled communication, problem solving and customer focus. The value of such a study, it was hoped, would alert BPO companies to take some attention to the recruitment practices under time constraints and team's performance which may, in the long run, contribute to the well-known issue of high turnover rate midst agents.

This research work is organized in four chapters. The first chapter provides a primary analysis of what will be discuss throughout the case study by summarizing some aspects that deserve attention, thus it has a purpose of creating some urge relating to the current issues ascending from BPO contact centre. The objectives of chapter 2 are fourfold: (1) to provide a better understanding of the concepts of outsourcing, BPO and contact centre, (2) to discuss and comprehend how these organizations operate, (3) to present some insights on current BPO's advantages and disadvantages, having in mind their challenges, and (4) to reveal the main struggles within contact centres, more concretely on CSA's and how is characterized the R&S process within BPO. After giving insights regarding the environment at it operates, some literature was searched to describe the variables who support this study to further analyze possible relationships. Moving on to chapter 3, the methodology will contain a combined research approach, with two different samples, one related to the core staff and the other to non-permanent employees. It sustains all the data and procedures that made this study possible. The chapter 4 aims to analyze the results and to recognize possible links between both samples. Lastly, chapter 5 aims to include a favorable pedagogical note to improve some recruitment practices, taking into consideration the results and some conclusions as well as limitations to further research.

Chapter 2 – The BPO environment

2.1 The Concept and Utility of the Outsourcing Industry

Throughout time, studies have indicated that due to progressive globalization, firms pursue ways to reduce their costs and figure out new opportunities using outsourcing as a tool to reach it. As mentioned by Sako (2006), outsourcing occurs when a firm opts to *buy* rather than make things *in-house* even when it is possible, therefore is a strategy employed by organizations that give entire rights and authority to other organization (third-party) to command normally non-core activities which ends up being service providers' core business (Ejechi, 2019). Regarding its utility, Krstic (2015) states that it allows companies to use resources efficiently and effectively through industry's best practices and expand their business processes, enter, or generate new markets. It also enhances productivity through implementing and developing technical standards, similarly through greater specialization with built-in supplier incentives for high performance (Sako, 2006). It requires having a contract and creating stable bonds with a partner to produce goods and services (Ejechi, 2019).

Outsourcing has been traditionally well-thought-out as a treasured approach due to its ability to attain noticeable cost reduction and enlarged profits with a higher competitive advantage, better shareholder returns and sustainable quality of service (Poirier, 1999). It is, of course, undeniable that outsourcing expresses great advantages which leverage businesses to another level. Yet, authors have critical remark several reasons involved in the decision-making process requiring the most suitable time to outsource. For example, Kolawe (2015) states that an organization decides to outsource when it is not able to perform all its sectors, mainly due to financial and/or technological pressures, insufficient management/ staff, and lack of capacity. However, to the author's best knowledge, it is well known that outsourcing is also desired as a strategic way to improve client's internal business practices and not just as a tool when times get rough.

According to Mahmoodzadeh et al. (2009), outsourcing has three clear types since it primarily created: a) manufacturing outsourcing, b) information technology (IT) and c) business process outsourcing. Notwithstanding, the focus relies on the last one and to have a broader view of the BPO term, it is necessary to understand its roots thus it is appropriate to first understand what a business process is.

A business process aims to create a desired result by combining a set of actions within an organization with a structure specifying their logical sequence and dependencies (Aguilar-Saven, 2004). Trkman (2010) put it clearer, defining business process as an entire, dynamically coordinated set of activities or plausibly related tasks that must be performed to deliver value to internal or external customers or to achieve another strategic goal.

2.2 Business Process Outsourcing

2.2.1 Why hiring business process outsourcing services?

In today's hyper competitive market, a BPO is an interesting business model for a win-win situation, well-known as a strategic approach. For Stauss and Jedrassczyk (2008), the conventional outsourcing has engaged on value creation through cost cutting, while BPO is expected to go further than a simple cost-cutting measure, as it purposes to add value, quality improvements and innovations to the customer company who transfers its processes to a BPO supplier.

As a matter of fact, the concept of BPO has been widely associated with competitive advantage, gained by enterprises that seek a service provider who is able to meet their needs. As a way to improve practices and business processes, enterprises try to achieve competitive advantage which is gained when products or services are produced more efficiently and effectively by an outsourced provider (Krstic & Kahrovic, 2015). In contrast, Stalk (1992) believes that corporate strategy does not relies on the products and markets, but business processes ever since competitive success depends on converting an organization's core processes into strategic capabilities that consistently provide enhanced value to the customer.

According to Click and Duening (2004), BPO is the movement of business process(es) and/or activity(ies) from within the organization to external service providers, to the highest skill/lower-cost provider. Even though a BPO is the delegation of a business process to an external provider (Gartner Group, 2004), also includes that this provider owns, administers, and manages the business process bearing in mind a set of metrics. Unquestionably, the way these activities are done decides the overall performance of the business process.

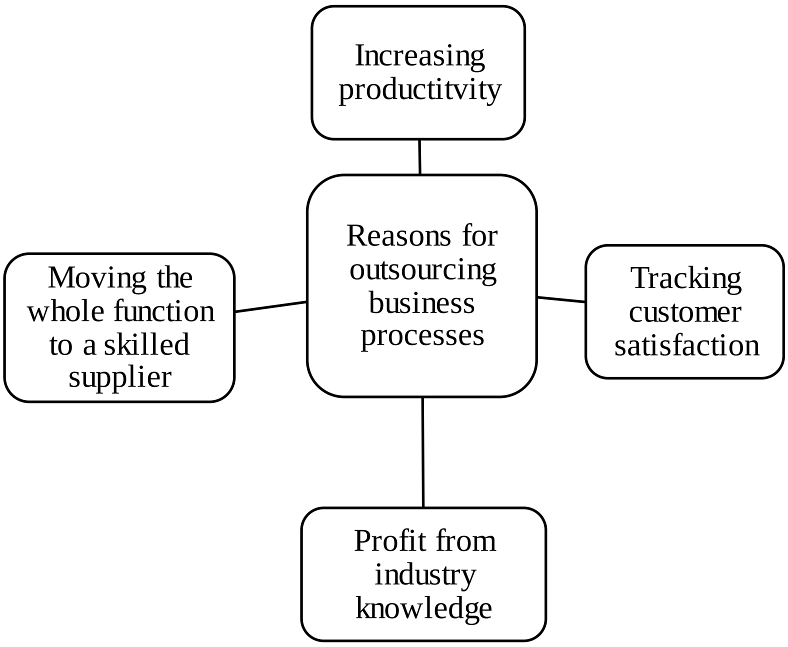

Figure 2.1 – Reasons for outsourcing business processes
(Halvey & Melby, 2007)

2.2.2 BPOs drawbacks and necessities

Regarding drawbacks, BPOs projects embody some issues to clients in what concerns 1) loss of management control 2) hidden costs 3) employees' morale issues 4) business environment and 5) information security and privacy and 6) vendor issues (Perçin, 2018). All these reinforce that the BPO process between the BPO vendor and client must be done with the most forethought. In addition, once BPO arrangements fail, companies and their outsourcing providers pay the price in lost time and money, indeed, customer satisfaction and competitiveness might suffer when the clients fail to achieve the efficiencies and cost savings underpinning BPO (Johnson, 2006). Nevertheless, these disadvantages are only risky for some specific partnerships, in this case, the ones who are not carefully conducted and overseen.

More specifically, for a successful outsourcing transaction and subsequently to manage the outsourcing partnership, it is required a combination of both strategy and process, hence, to maintain competitive advantage it is necessary to have the right contract governance, management procedures prepared, effective communication, dedicated time and energy, and commitment to leverage outsourcing's best outcome (Halvey & Melby, 2007). Since both client and vendor are pursuing to exploit the benefits of BPO relationship, Feeny et al. (2005) add that it is necessary to mutually comprehend both side goals, values, and capabilities before diving into an outsourcing partnership. The outsourcing process can be profitable, by the same token, it can lead to abysmal outcomes, hence reaching a completely opposite desire. Thus, when BPO vendors do not properly manage the BPO process, the client might want to switch vendors at some point during the contract execution which involves substantial transition costs, by this means terminations costs, redeployment and relocation costs and the list goes by (Goo et al., 2007).

2.2.3 Structure and types of performing the process

As outsourcing acting in a broader sense, BPO is a specific form of outsourcing. For Krstic and Kahrovic (2015), BPO is categorized into back office which includes internal business functions namely HR or finance and accounting, and front office including customer-related services such as contact centres services, the one most regularly encounter by the general public. Still, some authors include customer service within back office instead of the front one. For instance, while explaining the strategic option of choosing a BPO, Click and Duening (2004) incorporates within back-office functions, the payroll and benefits administration, customer service, call centre and technical support. Nevertheless, customer services appear to be more suitable in front-office since *front* appears to be the first line of direct contact with a customer.

For several years there has been an ongoing discussion regarding business process outsourcing in terms of worldwide allocation of jobs and workplace functions. The overlapping terms offshoring, and outsourcing may generate some misunderstanding. Notwithstanding, the term offshoring occurs when the firm moves any of its activities externally that are then conducted by third party service providers or by their wholly owned subsidiaries (Sako, 2006) and it is also named as *cross-border BPO* (e.g., Hoffman et al., 2018; Nag, 2004). On the contrary, a BPO that is contracted to a company within the same country is called onshore and nearshore for a company nearby (Nag, 2004). When seeking competitive advantage, organizations often look for external solutions due to low costs and technical expertise (Herath & Kishore 2009). Besides the usual risks' underneath outsourcing, for instance the client and vendor knowhow, mislaid control and measurement difficulties, offshoring carries additional deliberations such as cultural and language differences, political and legal ambiguities, and geographical/time zone constraints (Herath & Kishore 2009). Therefore, despite the huge profitability, offshore outsourcing entails more risks, precisely for being easier to lose control over it. Though, Dharamdass and Fernando (2018) states that these risks can be handled, especially if the project is well-managed, and believes that the previous process of deciding when to outsource is way more complex.

Furthermore, BPO complements a voice sector which relies on the *contact centre industry* or *customer service industry* including interactive communication with customers or clients, and lastly, the non-voice BPO activities such as database development, market research, credit and billing process management, loan processing, account administration, data search, health and benefits management, payroll, finance and accounting, and other business-related operations are examples. (Ofreneo & Marasigan-Pasumbal, 2007).

Concerning its structure, BPOs' workforce is fundamentally dualistic, with the synchronized existence of core (permanent) and periphery (non-permanent) workers whereas the agents performing in the CC-BPO are the periphery representing an easy replacement and finally the team leaders/managers who constitute the core staff (Ramesh, 2004).

2.3 Contact Centre Problematic

According to Ofreneo and Christopher (2007), the customer service center, usually called contact centre is the "voice sector" of a BPO. Contact centre operations are observed as the fastest growing industry generating thousands of job opportunities (Hoffman et al., 2008). It is no longer recognized as just cost-saving operations but more strategic ones since it represents the central customer contact point (Langley et. al, 2006). Besides cost reduction, Holman and Totterdell (2003) also points out other benefits from the existence of modern contact centres, namely customer service improvement and new paths of revenue generation.

Unquestionably, they have become significant in modern organizations, responding to inbound requests, and performing outbound sales and marketing over multiple channels. (Langley et. al, 2006). A contact center enables a BPO provider to give clients with a single or multiple telephonic call access points, often known as "point of contact." (Hoffman et al., 2008). In fact, contact centres use technology in a great extent due to the diverse channels (telephone, fax, email, SMS, instant messaging, online menus, etc.) they can utilize to establish contact with customers, and to have access information systems (Aksin et. al, 2007).

According to Rowe (2011)**,** call centres are contact centers**,** hence for performance to be measured, the agents need to reach and be contacted by the maximum number of customers and make efforts to ensure that the contact was fruitful. On the contrary, Dharamdass and Fernando (2018) differentiate both terms mentioning that in the past call centres were based on the use of phone as the only mode for customers to reach the CSA's, however today contact centre refers to a multi-contact channel model specially with a technological component. Another aspect presented in previous studies have indicated the strictness and complexity behind the contact centre agent's job, which requires performing more than one task simultaneously (Holman & Totterdell, 2003). Tasks such as the ability of asking and listening actively the client, insert data into the computer, reading often detailed information from a visual display unit whilst speaking to customers (Wegge et al., 2006). A review of the advertisements of BPOs indicates that the favored traits of a contact centre agent are young, fresh graduate with English speaking and comprehension capability (Ramesh, 2004). Additionally, this work does not require many seniority years nor academic degrees, just being a computer knowledgeable, a good communicator, possessing good typing skills (Ramesh, 2004). The contact centre agents handle two different calls:

1. Inbound calls which come from the principal's (original company) clients and customers and are mainly from existing customers' issues and questions.
2. Outbound calls business is more difficult to handle, and it is on-line telemarketing, with credit card promotion, e-business sales, and customer follows-ups (Ofreneo, Ng & Marasigan-Pasumbal, 2007)

As an endeavor to manage its operations, the outsourcer usually ensures if the contact centre agents have suitable levels of skills, empathy, and experience of their products (Langley et al, 2006). Therefore, the CCC managers must overview the job quality of these employees to ensure positive outcomes (e.g., employee satisfaction) and avoid negative one (e.g., turnover) (Zanna 2012).

2.3.1 Recruitment features and challenges in BPO: Contact volume hiring strategy

Some authors have been studying the challenges of recruitment in contact centre. There is no argument that CSAs are the most important resource for CC success, and that finding this crucial resource is becoming more difficult (Hoffman et al., 2008).

To start off, the BPO's recruitment on its own consists in a difficult practice due to changes in customer expectations, as well as specifications in product and knowledge (Al-Kassem, 2017). Furthermore, in what concerns the acquisition of agents, there are some factors referred by Wallace (2009) namely a) general shortage of candidates in the marketplace, b) a shortage of candidates with the right skill set, c) uncompetitive salaries, d) incapable to offer flexible work conditions, e) incapable to offer career paths and f) location of the contact centre. Hoffmann et al. (2008) explains more detailed the point b) mentioned by the later author, therefore the expansion within CC with multiple channels leads to the demand for a multi-skilled workforce. Besides the technological component needed to perform the role, Callaghan and Thompson (2002) refer the importance of recruitment within CC that must focus on personality traits and service-orientated attitudes. Thus, it is possible to acknowledge the unique aspects underlying the R&S process in CC when comparing to other organization with its precise business functions. According to Jacobs and Roodt (2011) the high turnover comes from difficulties in personnel recruitment, management of the contact centre and staff retention whilst still meeting overall business objectives. Hence, the author argues that turnover rate in CC might possibly come from pitfalls in recruitment, the only gap remaining is to understand the factor contributing to it, even though the substantial duty for recruiters in finding skilled labors. In addition, the low employment opportunities and huge demand for qualified staff may contribute to difficulties in management within companies without effective recruitment (Hoffmann et al., 2008). Unrelatedly of how tough it is to find and retain quality CSAs, it is crucial that CSA employees be hired with the greatest of care and consideration (Hoffmann et al., 2008). The last stated implicitly includes recruiters' as being a critical part of the process. A further question is whether time constraints influence the hiring process as this being largely neglected.

2.4 Conceptual Model

This section provides us the necessary theoretical underpinning the relationships among the variables/ constructs. From previous studies, many authors have identified the major issue occurring in BPOs contact centres which is the high turnover rate. Therefore, the turnover rate is no longer the issue since it is necessary to first comprehend what leads to this rate or the intention of it. Further down, we discuss a prevailing aspect concerning turnover intention as predictor of actual turnover, but from now on it is also fundamental to bear in mind the quality of the R&S process since it is the earliest contact with candidates. Due to the fast-paced environment that BPOs represent, it might be very stressful to deliver results on time allied with the huge demand from clients. Hence, recruiters are included in the whole picture since all of them need to contribute to the strength of clients' bond, to bring positive outcomes to the business as previously referred in the literature regarding BPOs operations.

Moreover, the following literature aims to describe what authors have been pointing out concerning the turnover rate and its relationship with the R&S process. Additionally, approach leadership's styles, and constructs such as motivation, performance and team cohesion which carry a lot of relevance in comprehending needs and feelings towards the team are approached. The presented literature review captured a widespread attention to the above-mentioned constructs in a specific way to come up with a theoretical framework.

2.4.1 Relationship between quality of R&S process and turnover intention

2.4.1.1 Turnover rate and prior intention

There exists a considerable body of literature regarding turnover rate and its intention. This rate has been widely investigated from researchers since the term dictate the current business function of any kind of organization. According to Mudor (2011), turnover indicates the characteristic of a given company or industry, more precisely a rate at which an employer gains and loses staff. Abassi and Hollman (2000) gave another side of the explanation through the employee's position, defining turnover as "the rotation of workers around the labour market; between firms, jobs, and occupations; and between the states of employment and unemployment" (p. 333).

Winterton (2004) mentioned three causes for employees' exit namely retirement and dismissal and voluntary resignation as a personal intention to quit. Throughout the years, the core focus of researchers has been the voluntary resignation, therefore the dissatisfaction of employees towards their job, since it is something that can be improved. Hom et al, (2008) confirmed in their study that voluntary turnover rates in organizations are generally above average during the first two years of employees' tenure and then gradually decline. It is undeniable that a high turnover rate brings concern to organizations in financial aspects as they lose organization's assets as well as a heavy environment between colleagues. Authors identified several consequences of turnover. For instance, Abassi and Holman (2000) and Winterton (2004) reported non-tangible consequences such as the loss of morale and declining productivity under an uncertain working environment. However, to the author's best knowledge, few research has been done regarding the morale of those employees who remain, mainly how it affects their perceptions and future performance. In addition, the excessive turnover indicates poor management and leads to various costs such as the disruption of customer relations, the vacancy cost until the position is filled and the resulting costs from the disruption of the workflow (Abassi & Holman, 2000). Having in mind the downsides of this rate, it is crucial to comprehend what leads to this phenomenon to mitigate possible non-desired outcomes.

In order to understand the turnover decision process, Porter and Steers (1973) suggested that *intent to leave* is a plausible mediator to the attitude-behavior linkage and embodies the last step before resigning. Mobley (1977) included in his model, which was grounded on intermediate relations between job satisfaction and voluntary turnover, numerous cognitive decisions between facing job dissatisfaction and leaving the organization. Mobley's model refers steps namely thinking of quitting, evaluation of the expected utility of seeking a new job and the cost of quitting, intention to explore, searching for options, evaluation of options, comparison of options with the current job, and intent to quit. Consequently, some authors have proven that Mobley's model is not significant with its linkages, representing little effects. For instance, Hom et al. (1992) discovered that only the intent to quit entirely act as a mediator of satisfaction-voluntary turnover relationship. Therefore, a model which enclosed thoughts of quitting and searching intention do not represent a mediating relation (Hom et al., 1992).

Lee and Mitchell (1994) sought to understand turnover antecedents, therefore developed the unfolding theory based on informal interviews with individuals who have quitted their jobs and despite the uniqueness of circumstances, these authors claim that both market and psychological approaches contribute to decisions and behavior of individuals who voluntarily leave an organization.

2.4.2.2 Quality of the R&S process

The R&S process has been widely discussed throughout the years since the selection of effective human capital contributes to the organizational success. Collings (2008) describes recruitment as the use of various mechanisms to communicate with and attract appropriate people to fill vacancies, while selection is the process of implementing relevant assessment criteria to decide who fits better. Collings' definition touches a crucial point which is communication, since the process requires giving detailed information to the candidate, not only about the organization but the job position itself. On the other hand, to itemize, the selection process relies on measuring differences between these candidates to find the person who suit better the specific profile explained on the job description (Bach, 2009). Therefore, the aim is to attract top-notch talent to manage and perform within the available position.

However, organizational requires that HR professionals accomplish the objectives in a rapid and cost-effective way, as it is necessary to come up with new strategies to attract and new tools to select (Ryan, 2004). Typically, poor recruitment decisions can cost an employer a quantity equivalent to 30 per cent of the employees' first-year earnings (Hacker, 1997).

Recruiters have always been worried as regards to the quality of applicants attracted and in fact, it has gained even more preponderance with present technology, allowing online applicants. Indeed, Carlson et al. (2002) discussed that evaluating the quality of applicants attracted is a valuable tool in measuring the utility of the overall recruiting and selection system.

To illustrate, Dineen and Noe (2009) demonstrated a critical way to improve applicant quality through real-time conveyance of fit information to applicants with the aim of preventing weak applicants. Once more, communication is still a major aspect throughout the entire recruitment and selection process and in this case, even in the sourcing phase where the choice of applicants from recruiters hasn't yet started. Not surprisingly, strong applicants were mostly attracted to job ads where the employer highlights what can provide to the candidate in terms of needs and supplies versus what the organization needed from them regarding demands and abilities fit (Schmidt et al., 2015). Chapman and Webster (2006) showed the difference between strong applicants and weak ones, explaining that the high-quality always consider the potentials of an organization before submitting their CV while weak applicants often apply to most vacancies to extend their chances of employment.

Still, research has proved that applicants draw attention to and are positively determined by recruiters' behaviors with the sense of being informative and expressing warmth (Chapman et al., 2005). Indeed, in Chapman's study, the authors reinforce that empathy and warmth are positive predictors of applicant attraction. Therefore, hiring competent people is crucial as it depends on effective recruitment and selection procedures having in mind the psychosocial differences among candidates linked with organizational performance – those differences are related to abilities, motivation, personality, and emotions showing how people cope and behave when facing the precise demands of a job (Bach, 2009).

Research has tended to just focus on creating an effective recruitment and selection process in a wider way, instead of an effective one under specific demands at which an organization operates, such as constant pressure in delivering candidates. According to Rynes (1990), an effective recruitment "encompasses all organizational practices and decisions that affect either the number, or types, of individuals who are willing to apply for, or to accept, da given vacancy" (p.46). In enhancement, the recruitment and selection processes are fundamental for the company's financial success in long term. To clarify, Watson and Wyatt (2001) confirmed in his study with the usefulness of the Human Capital Index that dimensions of good human capital practices, namely recruitment excellence and retention, rewards and accountability, and flexible workplace are linked to firm's efficiency and a 90 per cent growth in the company's shareholder.

2.4.1.3 Is the R&S process a turnover intention predictor?

It is eminent that employees have a strong need to be informed. As mentioned by Labov (1977), an organization with solid communication systems possess less turnover. Pessach et al. (2020) poor recruitment policy may lead to higher turnover or even lack of supervisory practices as poor hiring practices being considered as a motive to make employees quit (Hollman and Abassi, 2000). Ironically, McKay and Avery (2005) remarked that variety recruitment practices, while effective at bringing individuals into the organization, may promote to high initial turnover if they raise expectations for a positive diversity climate that is not fully satisfied. Therefore, it is important for recruiters who stablish the first contact with the candidate, to transmit truthful and full information concerning the job position, otherwise it will jeopardize the initial desires of keeping them in long term. Indeed, throughout the recruitment process, realistic job previews help avoid psychological contract breaches and encourage fit with the job and organization (e.g., Allen et al., 2010; Breaugh & Starke, 2000; Zhao, et al., 2007). Breaugh (2000) discuss the research on *realistic job previews* that aims to provide realistic information to job candidates because it allows candidates to self-select jobs that would not meet their expectations and lets individuals to be more committed to their decision in what concerns job acceptance. Moreover, Breaugh's study enhance the impact of recruiters on job candidates, given their central role. During the application process, seeking to select specific personality traits may work on retention (Zimmerman, 2008).

As a matter of fact, Winterton (2004) claims that employers see little point in generating skills in sectors where a high proportion of employees will leave, and subsequently there is a lower investment in training and development. This raises many questions regarding the effectiveness of the recruitment and selection process reasoning by the lack in literature regarding this aspect.

Moreover, many authors have identified ways of reducing and avoiding turnover through selection. For example, Barrick and Zimmerman (2005) reported that pre-hire dispositions, attitudes, relevant biodata, and behavioral intentions predicted voluntary and avoidable turnover even before the individual is hired. Ryan (2004) mentioned another way to decrease turnover through employee referrals which are known to be effective in recruitment. In fact, applicants with more contacts within the organization can better comprehend the nature of the job and organization (Barrick and Zimmerman 2005).

Taking into account the previous arguments we proposed the following hypothesis:

H1: The quality of the R&S process will negatively predict Turnover intention in Contact Centre.

2.4.2. The concept of leadership

For many decades, the concept of leadership has been a deeply studied topic as well as its theories which are pretended to examine leader's behaviors. Throughout time, authors have been attempting to define leadership in concern to what they defend. For example, Gandolfi (2016) defines leadership as a process that encompasses influencing individuals toward the comprehension of goals. Rost (1993) claims that leadership is relationship. Indeed, both classifications seem to pinpoint what should constitute leadership. Rost (1993) also includes that leaders do not have to be leaders to exert influence, use power and persuade others of their position but rather create and influence relationship among their followers who also aim real changes that reproduce their mutual purposes.

As a matter of fact, there are several theories and paradigms aiming to explain leadership effectiveness. Therefore, Bass (1990) mentioned two ways, though, that are available, for managers to use, namely transactional and transformational leadership, however, the author gives more emphasis to transformational leadership. Usually, each of these types of leadership has differ accordingly to the way it influences motivation and attitudes. When exploring these two active forms of leadership, they are often contrasted with laissez-faire leadership (Eagly et al, 2003). Bass (1990), while arguing towards the preference for transformational leadership, includes laissez-faire within transactional leadership, whereas leaders abdicate responsibilities and avoidance of making decisions. However, laissez-faire is usually perceived as another type of leadership as above referred, that leads to a failure in assuming a management position.

Transformational leadership implies a leadership that generates positive change in the followers whereby they be on guard and elevate each other's interests and act in the interests of the entire group (Bass, 1990). According to Gandolfi (2016), the meaning of transformational leadership stems from its capacity to engage and connect with followers to lift and enlarge follower's supreme potential. Transformational leaders typically contain four characteristics: charisma, inspirational motivation, individual consideration, and intellectual stimulation (Antonakis et al, 2003). On the contrary, setting targets, monitoring, and regulating outcomes are typical representations of transactional leadership, which is an exchange process based on the fulfillment of contractual responsibilities (Antonakis et al, 2003). Eagly et al,

(2003) demonstrates that transitional leaders contain three characteristics, namely contingent reward and management by exception, (passive and active). Nevertheless, both types of leadership can be displayed by effective leaders (Eagly et al, 2003).

2.4.2.1 Work motivation theories

Motivation has been an ongoing concept since motivated employees contribute to organizational survival. Consequently, authors have been approaching some theories related to work motivation within the psychological domain.

Goals are a central notion in work motivation research (Locke & Latham, 1999). On the goal-setting theory in concern with the motivation to produce, Locke and Latham (1990) developed a model called *high performance cycle* that begins when organizational members are faced with high challenges recognized as achievable and attainable, thus, it aims to increase job satisfaction and self-efficacy for commitment to the organization and its goals. In fact, Locke and Latham (1990) rely on the assumption that individuals strive to prove high ability and are most motivated when they face complex and certain goals. Locke and Lathams' interests enhance the creation of self-management through previous set of goals, development of strategies and rewards for oneself. Goal commitment is, indeed, a fundamental construct for goal-setting theory (Locke & Latham, 1999). Even though, organizational goal-setting researchers have the tendency to presume that individuals are necessarily committed to self-set goals (Klein et al., 1999), Sheldon and Elliot (1998) discovered that self-set goals are seemingly self-determined but does not mean that they feel intentionally self-determined, due to non-autonomous reasons enclosed. To fill this question, the self-determination theory (Deci & Ryan, 1985) supports new insights in what concerns the antecedents of goal commitment.

Deci and Ryan (1985) proposed in the above theory that three basic types of motivational forces can regulate behavior: intrinsic motivation, extrinsic motivation, and amotivation. Intrinsically motivated behaviors are those which are solely engaged reasoning by the pleasure and satisfaction it might bring. Thus, there is an absence of external reward or to avoid negative consequences related with non-participation. In this manner, extrinsically motivated behavior relies on instrumental reasons, such as rewards or avoidance of punishments (Deci, 1975). Lastly, feelings of amotivation are coupled with a lack of perceived competence and expectations of non-contingency among behavior and outcome, which displays no motivation neither engagement in a specific behavior (Deci & Ryan, 1985). Within external motivation, there are external regulation leading to behavior regulated by external forces such namely pay/rewards, coercive pressures and finally, identified regulation related to individuals' choice of performing stemmed from his or her values and goals (Deci & Ryan, 1985).

2.4.2.2 Job Performance

Organizations call for individuals with high performance to achieve goals, growth productivity, and to strengthen competitiveness (Sonnentag & Frese, 2002). Campbell, McHenry, and Wise (1990) reveal that job performance is a behavior or action relevant to the organizational goal. Indeed, Campbell et al. (1993) describes that performance is not the consequence of behavior but rather the behavior itself. To put in another way, job performance relies on behaviors' result where employees are engaged in their job. The results can be deceiving; therefore, it is important to look at the behavior. Besides job performance being defined as a behavior rather than a result, Motowidlo (2003) points out other two ideas associated to the definition such as the inclusion of behavior or action which are pertinent to organizational goals and the fact that job performance is a multidimensional concept.

Campbell (1990) developed a model to measure job performance based eight dimensions: (1) job-specific task proficiency; (2) non-job-specific task proficiency, (3) written and oral communications, (4) demonstrating effect, (5) maintaining personal discipline, (6) facilitating peer and team performance, (7) supervision, and (8) management and administration. However, to complement this study, Motowidlo and Borman (1997) suggested the theory of individual differences bearing in mind personality and cognitive traits, therefore covered two dimensions namely task performance and contextual performance. In addition, counterproductive work behavior is also a quite approached theme (Campbell, 1990). Task performance is related to the effectiveness in which job occupants perform their assigned tasks, that accomplish organization's vision whereas rewarding uniformly both organization and employee (Borman & Motowidlo, 1997). Contextual performance encompasses behaviors that sustain the organizational, social, and psychological environment in which the technical core must function (Borman & Motowidlo, 1993). Indeed, task performance is related to ability, while contextual performance is within the personality and motivation domain, therefore is more an extra-role than the primary dimension (Borman & Motowidlo, 1997). Finally, counterproductive work diverges from organizational visions, hence it relies in a behavior that harms organizational well-being (Rotundo & Sackett, 2002).

2.4.2.3 Team Cohesion

One of the earliest and most well studied team-process features is group cohesiveness. Several definitions of cohesiveness have been proposed by researchers. The degree to which team members work together to achieve the team's objectives is referred to as team cohesion. Indeed, Carron et al. (1998) defines it as “a dynamic process that is reflected in the tendency of a group to stick together and remain united in the pursuit of its instrumental objectives and/or for the satisfaction of member affective needs” (p.213). Also described by Festinger (1950) as ‘‘the resultant of all the forces acting on the members to remain in the group’’ (p. 274). The last author also proposed the three aspects of cohesion: member attractiveness, group activity (i.e., task dedication), and group pride or prestige.

Nevertheless, researchers have tended to view cohesion as a singular concept, hence constantly reinforcing only one of the features. For instance, cohesion is described by Goodman et al. (1987) as members' dedication to the group's task. Evans and Jarvis (1980), for example, defined the most prevalent definition of cohesion as reciprocal attraction of individuals towards collective. However, for Gross and Martin (1952), a unified concept of cohesiveness is unsuitable because a single measurement of cohesiveness of the same groups are not positively and highly correlated. Different conceptualizations of the dimensionality of group cohesion reflect these relatively mixed definitions or emphases. Cohesiveness was defined by Gross and Martin (1952) in terms of two fundamental dimensions: task cohesiveness and interpersonal cohesiveness. In this case, only the commitment to the task and towards the group are approached. On the contrary, Bollen and Hoyle (1990) reinforce that group members’ perceptions of cohesion are important for the behavior of the individual and the group by giving the following definition: “Perceived cohesion encompasses an individual’s sense of belonging to a particular group and his or her feelings of morale associated with membership in the group” (p.483). Members' identification with a group is based on a sense of belonging, which has a variety of behavioral implications and feelings of morale, the second factor of perceived cohesion, is a crucial aspect of group life that encapsulates the positive or bad emotional response to belonging to a group. Perceived cohesion, according to Bollen and Hoyle (1990), is a more direct indicator of an individual's attachment to a group, explaining most of the effect of observed cohesiveness on involvement and group lifespan.

2.4.3 High-Volume Recruitment under time constraints

Typically, service providers recruit many people over a short period of time, an often term known as high volume recruitment or mass recruitment (Li & Du, 2020). To our knowledge, no prior studies have analyzed the impact of volume recruiting under time constraints, mainly on recruiters.

Due to the lack of literature on this topic, it is necessary to dig deeper into the subject, therefore, comprehend the decision-making process amid tight deadlines. According to Eisenfuhr (2011), decision-makers a process of making a choice from a variety of options to accomplish the desired result. Nevertheless, the process is clearly not conducted in the same way due to the time allowed. Several authors (e.g., Chen et al., 1999; Kahneman, 2003; Mitchell & Beach, 1982; Stanovich & West, 1998) disclosed that decision-makers seek to accelerate the execution of their decision strategies or switch to simpler ones, when faced with time limitations. Two terms should be distinguished from one another namely time constraint and time pressure.

According to Benson and Ordonez (1993), time constraint exists whenever there is a time deadline, even if the person is able to complete the activity in less time, whereas time pressure is the feeling of stress imposed by time constraint, generating a necessity to deal with it. However, setting a time constraint is not sufficient to make subjects experience time pressure (Benson & Ordonez, 1993). But since the environmental changes are associated with time constraints, individuals are likely to interpret these physiological shifts as feelings of pressure (Svenson & Maule, 1993). But the fact is, time constraints and the number of task executions influence individuals' capacity to gain control of a dynamic decision system (Kerstholt & Raaijmakers, 1997). Also, Hwang (1994) suggested that time constraints could have an impact on performance as well as in decision-making and concluded that decision-making effectiveness is weakened by time pressure.

Time pressured decision-makers are found to be more prone to utilize a *non-compensatory strategy* (e.g., discarding an alternative from consideration if it fails to meet one of the choice criteria, rather than examining all the relevant information (Prabha et. al, 2007). The effects of experimentally induced time pressure in decision-making can be set up in various themes namely accelerated information processing, selective information filtration for processing, and less analytic information processing and decision-making (Svenson & Maule, 1993). An illustration of *accelerated information processing* is when a participant works quicker to complete a task (Maule et al., 2000). Therefore, processing more information simultaneously, or lowering the amount of time spent on each portion of information (Maule et al., 2000).

Decision-makers can also more *selectively process information* by narrowing the overall amount of information to be concerned about or by considering information that is more generic (Maule et al., 2000).

Chapter 3 – Methodology

At this point, it is necessary to explain the way this study was conducted, therefore how the data was collected, describe the sample of the study as well as discussing the methods used for this research. Firstly, we would like to highlight that the obtained results for this study were collected from a Global Leader in Business Process Outsourcing named Webhelp, a multinational company which has also offices in Portugal. The company in which this research is based has contact centres and usually relies on offshore outsourcing process to perform its business functions.

The company provides a wide range of services beyond contact centres, nevertheless, this study has given full attention to the customer care industry. As previously seen, loads of emphasis was given to the quality of the recruitment and selection process within CC-BPO as an effort to address and understand its current issues.

As an attempt to better comprehend the sample, procedures, and the used scales to measure each variable/construct, we found it clearer to connect it with the most convenient research question. Thus, to enrich this study, we found quite interesting to combine a numerical measurement and in-depth exploration, hence a qualitative and quantitative method were used.

3.1 Research Design and Qualitative Approach

As regard to the qualitative methodology, it relies on words instead of numbers and it is typically labelled as research the findings that cannot be formed by means of quantification (Strauss & Corbin, 1990). Additionally, this type of research purposes an in-dept comprehension of the social phenomena through the inclusion in the actual experiences, therefore exploring and interpreting the collected data (Williams, 2011). Indeed, the purpose is to address recruiters' soft skills when performing their demanding job and perceptions regarding the pressure lived in CC-BPO, mainly due to the high-volume recruitment under time constraints, requested by the clients.

More precisely, to acknowledge in a more detailed way whether time constraints affect the execution of their tasks, also if they recognize and confirm the extremely fast-paced environment lived on the daily basis. Our intention was to seek the extraction of valued information, hence providing them the opportunity to share honest opinions regarding their current role in the company.

Fast-paced Environment whilst High Recruitment Volume

Research Question 1: In what extent the quality of the recruitment and selection process is influenced by time constraints and BPOs pressure?

3.1.1 Procedure

Consequently, a focus group was reached through email to schedule interviews with a length of seven minutes average during lunch time or after work schedule, which occurred via Microsoft Teams, due to Covid-19 pandemic's restrictions.

In addition, it should be noted that the interviews were recorded in audio format and consisted of open-ended questions which allowed the recruiters to answer spontaneously. It is relevant to inform that an interview guide was developed, aiming to address the quality of the recruitment and selection process, keeping in mind the pressure that BPOs hold. The recruiters perform their jobs in Lisbon and Oeiras and they are responsible for placing contact centre's agents in several international projects for a wide range of clients. The script of the focus group can be found in appendix A.

The interview guide is composed by 12 questions and its responses were later analyzed with the Software Max QDA Miner. It is a qualitative and mixed-method data analysis software package meant for coding textual and photographic data, as it offers the ability to code and retrieve text and store files within an internal database (LaPan, 2013).

3.1.2 Sample

The sample was composed by eight participants, all female gender and it is mostly young (62,5% are aged up to 33), aged between 18 and 64 years old. The sample is also highly educated (75,0% with BSc or higher degree), only one with High School and other without any. Regarding nationality, four of them are Portuguese, two are French, one is Turkish, and the other one Italian. They all belong to the recruitment team in Lisbon and Oeiras offices and are allocated in several international projects within the Webhelp Contact Centre. In what concerns the years of experience, two have less than 3 years (25,0%), three have between 3 and 5 years (37,5%), two have between 11 and 20 years and only one with more than 20 years. It was also asked for how long they have been working at Webhelp, as 62,5% responded for less than 3 years, 25,0% between 3-5 years and only one between 6 and 10 years. Curiously, only one person is still working at Webhelp, for at least six years.

3.2 Research Design for the Quantitative Approach

In what concerns the quantitative methodology, we proceeded to the development of five surveys. One destined to contact centre agents and four to recruiters. The investigation of the phenomena is made through the collection of quantifiable data numerically and apply statistical techniques for data analysis (Creswell, 2002). Therefore, this specific approach is frequently used to question relationships between variables yielding results that are predictive, explanatory, or confirmatory (Williams, 2011).

Furthermore, the questionnaires which comprehend the overall quantitative approach were constructed on the computer survey using the software Qualtrics. Each link was sent to all the participants' email and whereby asked to be fulfilled online with the most sincere and truest way possible, since afterwards, the gathered information was completely anonymous with no personal questions and of course, voluntarily answered. Nevertheless, the approach to the CSAs was a bit different due to the General Data Protection Regulation (GDPR), thus it was necessary to first send the questionnaires' link to the HR Business Partner, who later sent it to the general recruitment email that comprehends all the CSAs. When comparing with the later research approach, this one was intended to carry out closed-ended answers which were later analyzed on SPSS statistics, a crucial tool to examine the collected data in a systematic and objective manner.

Turnover Intention

Research Question 2: Is there turnover intention in Webhelp's contact centre?

3.2.1 Procedure

In order to measure the CSAs' turnover intention, we decided to use the Turnover Intention Scale which aims to measure through a six-item scale the intention to leave or to stay with the current job (Bothman & Roodt, 2012) As previously mentioned in the literature review, employees' decision to leave is influenced by contextual factors such as labour market conditions and job itself. Therefore, a total of six items were adapted from the 15-item scale developed by Roodt (2004). Some TIS-6 items are: 'How often have you considered leaving your job?' and 'How often do you look forward to another day at work?' measured in a 5-points Likert scale from 1 = Never; 5 = Always. This scale represents a good reliability level $\alpha = .793$. Besides utilizing this later scale, we included in the questionnaire two open questions: "Describe briefly what you think an efficient recruitment and selection process is." and "In your recruitment process for your current job, do you think that something went wrong or could have been improved?". The intention was to realize respondents' opinions on what they think an effective R&S process is and how they perceive their own, at Webhelp.

3.2.2 Sample

The sample is composed by 102 respondents, more precisely customer service agents, where 52% are males. Regarding age, most of the respondents have between 25-33 years old (43,1%) and the following corresponds to 34-44 years old with 26,5%. Finally, the age groups corresponding to 18-24, 45-54 and 55-64 with percentages of 13,7%, 6,9% and 1,0% respectively. Concerning education, 36 agents have high school (35,3%) which in fact represents the majority, following a percentage of 29,4% with bachelor, 25,5% with a master's degree and the minority of only one agent with PhD. Important to also inform that 7 refused to answer and 2 of the total sample do not have any academic qualification - "None of above".

Moving on to years of experience, there is a tie between <3 and 3-5 with 24,5% each. Then 21,6% have between 6-10 and 19,6% with 11-20, remaining left 2,9% indicating the ones who have >20 years.

Recuiters perceptions related to work context

Research Question 3: How is the motivation, performance, and team cohesion of the team? What are the recruiters' perceptions about the leadership of their team leaders?

3.2.3 Procedure

Leadership Perceptions

In order to comprehend recruiters' perceptions regarding their team leader, we decided to use the Multifactor Leadership Questionnaire (MLQ), a 45-item questionnaire, on a 5-point Likert scale, from 0 (Not at all) to 4 (Frequently, if not always) measured on nine factors which is the standard instrument for assessing transformational, transactional leadership and non-leadership behavior (Antonakis et al, 2003).

It has under consideration the following nine score factors: (1) idealized influence (behavior); (2) idealized influence (attributed); (3) inspirational motivation (transformational leadership); (4) intellectual stimulation; (5) individualized consideration; (6) contingent reward; (7) management-by-exception (active); (8) management-by-exception (passive) (9) laissez-faire leadership. This scale represents an acceptable reliability level $\alpha = .743$.

Performance

Concerning the analysis of work performance, we opted to use the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2013) which aims to measure job performance. It is a 27-item scale and consists in measuring three dimensions such as task performance, contextual performance, and counterproductive work behaviour. The task performance scale has 7 items (e.g., "I managed to plan my work so that it was done on time"), contextual performance has 12 items (e.g., "I started new tasks myself, when my old ones were finished"), and counterproductive work behaviour has 8 items (e.g., "I complained about unimportant matters at work") (Koopmans et al., 2020). This scale represents poor reliability level $\alpha = .438$.

Motivation

As way to acknowledge teams' motivation, the Situational Motivation Scale (SIMS) was chosen. It is a 16-item and aims to measure a situational motivation for an activity. It contains four items per subscale with the purpose of measuring the intrinsic motivation, identified regulation, external regulation, and amotivation. The participants will respond to the question "Why are you currently engaged in this activity?". To note that each item is rated on a 7-point Likert scale ranging from 1 ("does not correspond at all") to 7 ("corresponds exactly") (Guay et al., 2000). This scale represents a reliability level of $\alpha = .637$.

Team Cohesion

In order to comprehend how individuals, perceive their group, and in what extent they feel identified with it we proceed to use the Perceived Cohesion Scale (PCS) developed by Bollen and Hoyle (1900) that aims to focus on a specific target group and measures two dimensions namely sense of belonging and feelings of morale. According to this scale, the responses are recorded on Likert scales ranging from 0 ("strongly disagree") to 4 ("neither") to 7 ("strongly agree") (Bollen and Hoyle, 1990). This scale represents a very good reliability level $\alpha = .899$.

3.2.4 Sample

The sample used to measure the above constructs was the same used in the qualitative study, therefore the eight recruiters.

Chapter 4 – Results

4.1 Fast-paced environment

The eight interviews with recruiters currently employed at Webhelp were coded through the Max QDA Miner Software, as previously explained in the Methodology. Initially, the scripts were uploaded on the software which was later used to group open codes into categories, in order to further analyze the predominant points, patterns, and trends. It provided a constant comparative evaluation among the participants' agreements and disagreements regarding the way they face and handle their job in a recruitment with such singular features. Furthermore, while managing the tool it was clearer and indeed made more sense grouping the 12 questions of the interview into sub-categories. The 12 sub-categories could be divided into three big domains namely, work-related domain, recruiter-candidate, and recruiter-organization.

4.1.1 Work-Related Category

Lack of time affects their job. When asked what they thought about the tight deadlines and its impact on the job, most of recruiters (75%) recognized that lack of time is indeed affecting their work. Important to refer that the term "wave" referred by recruiters, represent the beginning of the R&S process until the placement of all the required candidates. To evaluate their responses, two codes were created namely "Yes, it affects" and "Does not think so". Concerning their opinions, the statement of the following recruiter is without doubt a critical statement since the participant shared that occasionally they do not recruit the stipulated number for the client precisely due to limited time for such a high-volume recruitment.

> *Yes, because sometimes we don't close the wave at the number requested, depending on the market.* (Participant 1)

The following participant expressed the tiredness and monotony of working in a fast-paced environment which often requires many hours of work, having no time to recover.

> *We don't work 40 hours; we work more than that. So yes, it has impact on the work because we are tired. It's repetitive work sometimes when you're just spending days doing interviews for the same project. And we always get that feeling we work with waves. Lots of pressure, close the*

wave, we closed the wave. Next Monday we know we either have a new client or we have a new wave for one of the clients we already had. So, it's not like we do it once and then we can take a deep breath. It's pretty constant. (Participant 2)

Another participant shared another aspect stemmed from limited time to perform the role, as being difficult to find the most suitable candidate to fill the vacancy since there is no time to fully evaluate each candidate.

Yes, for sure it affects because we don't have that much time to look for the best candidates. Sometimes we just need to stick with, you know, what we have, and we cannot choose like the best of the bests, because sometimes we just have the… I don't want to say mediocre but okay candidates, and maybe if we would have more time, we could search for a great one instead of an okay one. (Participant 3)

A preference of not performing in this peculiar environment was mentioned by the next participant.

Yes, it does. Sometimes we are in a hurry. Maybe I will forget to say something to them, which doesn't happen often. But if it happens, it's because I don't have the time. And of course, I feel the pressure. And I don't like to feel the weight of that pressure. I like to work in a more relaxed pace which is not always possible. (Participant 6)

Surprisingly, the last statement relies on a transparent opinion which is the evidence we are seeking to support this study.

Yes. I mean, it can have an impact on the quality of the recruitment. Yes. (Participant 7)

Forgets to update ATS – interviews with same candidates. The X is the candidate data base, and due to questions of confidentiality, its name remains preserved within the scripts presented in appendixes. Nevertheless, it is the most important tool for the recruiter to do the screening, to manage candidate pipeline, to update important information regarding the candidate status and it is also used to send technical and language tests. Another question added was if they already had interviewed the same candidate, which is a consequence of the information that is not updated, thus, when that occurs there is a high probability of candidates being interviewed twice from different recruiters, ending up being a waste of time.

Awkwardly, the majority (87,5%) forgets to update information about the candidate, thus they also confirm that sometimes, the same candidate is interviewed twice. Even though they try to avoid it, and find ways to decrease the frequency, it is not something with the power of preventing it totally. Some examples of participants' testimonies:

> *Definitely, it does happen sometimes. In those days that I mentioned, when we have full days of interviews, it's very easy to leave someone behind or during the interview you already know that you're not going to move forward with this person. So, you kind of focus on the priorities, the ones that you do want to hire and end up mentally leaving the other ones behind.* (Participant 2)

Despite the frequent forgotten information updated, confirmed by the following participant, it still seems very dubious when claiming that all the information left over is updated at the end of the day, which is surely not a 100 per cent certain and effective due to time constraints.

> *Yes, all the time. Basically, there's so many things going on, while sometimes it's not possible to update the information, at least right away. But we always try to update it at least until the end of the day, so that things are updated accordingly.* (Participant 2)

> *But yes, sometimes we can miss some information, or we can forget to put, but always we are careful about this. But it's happening, yes, due to workload and due to other things. But then we just, we have some steps to avoid that.* (Participant 5)

Handling pressure. Another question was if they felt pressure while performing their job. It felt pertinent to understand if they recognize the pressure when dealing with demanding clients. Most of recruiters revealed the existence of pressure at Webhelp (87,5%), therefore the code “Yes, it exists pressure” was the most rated. The other code was exactly the opposite.

The three first statements describe that the pressure lived at this industry is mainly due to the high-volume recruitment that challenges to reach expected numbers.

> *Knowing that I'm working on the French market, one of the biggest and requested market. I feel pressure because we must reach the number requested.* (Participant 1)

> *But we do have days where we have full days of interviews and there's a lot of pressure to move fast, move forward, to do the calibrations really fast to send the offer letters right away. We do end up working extra hours, but we also know that we work by objectives by goals by specific dates. So, I think we also have to have the profile where that is at least a little bit exciting for us. No one who works just nine to five and leaves would fill well in this environment. But yes, there is pressure for sure.* (Participant 2)

> *Yes, we have high volume, but we have planning products. So always stressful at the beginning when you look at the numbers, okay, I'm going to hire 300 people for in three months, four months.* (Participant 5)

This specific participant states the anxiety of expecting something to go wrong in the future especially due to lack of time which, as we have seen, is a normal occurrence.

> *Usually, I feel the pressure because I am one of those people that worries a lot or is already thinking in advance about future problems that I might have, and the time that I have to handle all of that. So, I always take in consideration all of the difficulties that I may encounter. And that always makes me feel very, very stressed.* (Participant 6)

Self-work Management. Undoubtedly it is impossible to deny the notorious feature of performing the overall R&S process in a fasted way possible. However, the aim was to acknowledge if the participants could manage their time properly since it denotes a comfort and ability to embrace this kind of atmosphere. Once again, two codes “Not difficult to manage” and “difficult to manage” were produced on the platform and where (62,5%) agreed that despite the pressure lived, they can manage it correctly.

All the participants who referred that their work is not hard to manage, claimed that being organized is the only way to cope with and work in an efficient way. As following expressed:

> *It's not difficult to manage. We just have to organize and have a spirit, a team spirit to work together.* (Participant 1)

> *If you are organized, okay. 300 people. How long, how many people I have? How many? How much support do I have? So, it's like I can handle in that way. Everything is starting with organizing and the planning and organizing actually.* (Participant 5)

> *So, in order to cope with that, I tried to be as organized as I can, and to work in an efficient way. These are my biggest weapons, I would say.* (Participant 6)

4.1.2 Recruiter-Candidate Contact

Information transmitted to the candidate. This question led to the candidates’ knowledge of the position itself and other aspects associated with the job which is recruiters’ full responsibility. It was questioned if the necessary and fundamental information was told to candidates during the interview and unexpectedly, a big part of recruiters (62,5%) usually forget to share important details to candidates during the interview. Two codes “Forget” and “Never forget” were chosen to analyze this question.

Despite of having a different method of describing the important details to candidates, the following recruiter claims that sometimes, information can be left unsaid.

> *Yes, for sure. We all have different methods of doing the interview, some people prefer to give out all information at first. So, explain the position, the project, the company, the process, the contract, the documents requested, explain everything at first. Others, like myself, prefer to split the information (...) But yes, surely it has happened a few times.* (Participant 2)

The information communicated is not accurate when there is not much time. The next participant describes it:

> *I forget to mention some things. But when that happens, I call them back just to ensure that they have everything on their side. But also, if you want to add on your research, we have very short interviews, or at least it's what they expect from us because we need to recruit in the high volume. So sometimes the information might not be completely on their side. In the recruit maintenance review doesn't mean that it's not going to be available for them after but…* (Participant 3)

> *It might happen, of course, the thing is, I have a script, and it's written and I'm trying to, I'm avoiding that too.* (Participant 5)

> *And I kind of have to give them a lot of information in a short time and it happened already a few times that maybe I forgot to tell them the salary or something like that, but I always review everything in the interview.* (Participant 6)

Candidates' satisfaction with the onboarding day. The onboarding of newcomers is known as the final stage of the R&S process, and it is quite important to understand if the recruiters consider the candidates pleased with the Welcome Day. Differently, in this question there were three codes "Yes, they are satisfied", "No" and "Does not participate" whereas the majority (62,5%) believe candidates are satisfied. Nevertheless, few participate on the welcome day.

> *Well, well, they're satisfied most of the time. Yes, it's a lot of information on the same day but we also do like a small presentation just for them to know what they can expect and usually someone is always there to answer their questions. So, I think they feel pretty… How can I say? (…) supported.* (Participant 3)

Yes, because I'm doing it for the French market. For example, each time that we have French, and the HR cannot handle it I will do it. And each time yes, they have many questions for sure. But usually during the interview, you already mentioned, a lot of details, a lot of information so they can forget some. But the HR is here to remain everything. (Participant 4)

I think so, I think so. I think it is very complete. (Participant 8)

Empathy in the interview. The last question within this domain refers to the recruiter's approach throughout the interview, precisely if they try to create empathy with the candidate. As seen on literature, candidates give a lot of value to empathy as it promotes a successful recruitment. Almost all of them (87,5%) were coded with "Yes, empathy is stablished".

I… yes, yes. And no. I stay as a professional as well, as a professional, but I'm not a robot. So, we've normal communication. (Participant 1)

Of course, of course, I think it's really important because if the candidate is nervous, doesn't feel comfortable talking to you doesn't feel comfortable, even in the video call situation, in my… in my mean that we are not seeing the full potential of this candidate. (Participant 2)

Yes, for sure. That's the way that I think it works better for them to accept the job. I mean, we have a lot of companies with the same offers same types of jobs. So, there is a lot of similar things. So, I think what matters or can make a difference is the empathy that you create with the candidate (Participant 3)

4.1.3 Organization-Recruiter

Communication with team leader on daily meetings. Usually, the recruitment team has daily meetings with the team leaders or recruiter's coordinators to set the priorities and to see if there were any dropouts as well as how many CSAs are needed to complete the wave. Unexpectedly, the code "communication is misunderstood" was the most rated (75,0%) which led us to an ongoing alarming occurrence.

> *Maybe some misunderstood because sometimes they just see the numbers and the qualities of words are severe received. And that's been an issue.* (Participant 1)

> *Sometimes, we do have a team that speaks several languages. So sometimes communication is not the clearest or the easiest, the recruiter coordinator does try to ask more than once if it's clear if everything is understood, but sometimes people just think they've understood and actually they didn't (...) But there's, of course, a lot of information to be retained and to be discussed. So sometimes the meetings are not enough.* (Participant 2)

> *A lot, yes. I think it's more lack of resources than lack of communication, because we have a lot of projects that we need to work with and sometimes we need to focus in more than one. And we don't have enough time to do everything.* (Participant 3)

> *Yes, sometimes we can have some lack of attention because it's the morning and we have many things to do or manage.* (Participant 4)

Communication with sourcers. The sourcing team is composed by only two people, and they are the ones who insert new candidates on ATS X, extract new applicants from job boards and stablish the contact with agencies. In this case, most of recruiters (62,5%) claim that there is no missing communication between them.

> *No, no, we have a meeting twice per week. And we always communicate with each other since when French market work a lot with agencies, so no miss communication not at all.* (Participant 1)

(…) we have the weekly meeting with them to explain what will happen the action plans and so on and so on. So yes, it's very important to keep this relation and for the people that are working with agencies (Participant 4)

Information no. We have a meeting every Monday with her, we know more or less how much work she has, but no, I don't feel any failure. They will come to us if there is any information missing, if they need to contact a candidate. (Participant 8)

Quick work affects the placement of candidates. Finally, the interview guide also included a question regarding if time constraints in closing the waves indeed affect the placement of good candidates. Three codes namely "Quality over quantity", "Does not affect" and "Yes, it affects" were used, and in fact, the last code was highly rated (62,5%).

Yes, yes, for sure. It's all it's also not just about going fast but about timing. I'm sure. If we had a longer time to evaluate candidates for a certain position, we could have the luxury, we can say of waiting for the best one. (Participant 2)

Yes, for sure it affects because we don't have that much time to look for the best candidates. (Participant 3)

Hard question. I tried to not have this case, but it can happen. And in the past, yes, for example, we need to recruit 150 people for a wave, whatever the wave, we find we found the 150 people and at the last minute we have a dropout. So yes, we have in the short, short notice to find one and this can have some issues, yes. Because we are in a hurry in a rush to find the candidate and yes, it can be a bit… (Participant 4)

(…) the quality is not always the best because of the short time period. (Participant 7)

4.2 Turnover intention

Regarding the research question "Is there turnover intention in Webhelp's contact centre?" we intend to analyze the relationship between the effectiveness of the R&S process and CSAs turnover intention. The most approached themes were the following:

Being informed about details – In CSAs's testimonies, the value and necessity to be informed was a wide mentioned theme. More concretely, statements such as being aware of the position they will perform, therefore a detailed description of the position, expected monetary and work conditions. A significant number of examples were gathered in this specific category.

Recruiters' capacity and knowledge about the job – CSAs also emphasized the importance of recruiters' consciousness regarding the job specifications, and the capacity to make sure if they will be a good fit for a contact centre position.

Clear and Objective process – Statements related to a clear and objective process were related to efficiency. Hence, CSAs also mention that all the steps in the phase must be intelligible and direct. For a better understanding, table 4.1 provides some examples of CSAs statements.

Table 4.1 – CSAs statements about the effectiveness of the R&S process.

Major themes	**Agents' Statements or Examples**
Being informed about details	*"Make sure the individual knows what he/she is going to do"* *"An efficient recruitment process should be quick, transparent, honest and informative."* *"Explaining conditions in detail."* *"An efficient process should be completely transparent and in details describing the roles, compensation model of contract and probation time also the career path."*
Recruiters' capacity and knowledge of the job	*"It is efficient when the recruiter is totally aware of candidates' tasks and work conditions and the capacity to ask simple questions for a pre-screening."* *"Take time to really know the candidate and not just focus on the project/company's needs"*

Clear and Objective Process	*"Is having in consideration if the person is really comfortable about the role."* *"The job offer needs to be clear about what we should expect, including all the monetary information."* *"Be clear and objective, without the games and the terrible group dynamics."*

4.2.1 Test of Hypothesis

As an attempt to test our study hypothesis, it was conducted a one-way ANOVA, in order to identify in what extent exists differences between the attributed level of the R&S process quality in the level of turnover intention. The obtained results reveal that exists a significant statistical difference among the three levels of the independent variable (i.e., positive view of the R&S process vs. neutral view vs. negative view). Indeed, the participants who evaluated the R&S process in a positive way (M = 2.52; SD = 0.96) have significantly lower turnover levels when comparing with the other participants who evaluated their recruitment and selection process at Webhelp as neutral (M = 3.26; SD = 0,67) or negative (M = 3.26; SD = 0.82) (F (2,45) = 3.77, p = .031), whereas there are no differences between the last two.

4.3. Recruiters' perceptions related to work context

Leadership perceptions

Here we have a side-by-side comparison of the descriptive statistics for the three major dimensions of recruiters' perceptions regarding their leaders' leadership style. Table 4.2 show's means and standard deviations for the Multifactor Leadership Questionnaire. Curiously, they perceive their leaders as Transformational (M = 3.53; SD = 0.62) and also as Transactional (M = 3.55; SD = 0.72), corresponding to a score between "sometimes" and "fairly often".

Table 4.2 – Dimensions of the Multifactor Leadership Questionnaire.

Dimensions	*M*	*SD*
Transformational leadership	3.53	0.62
Transactional leadership	3.55	0.72
Laissez-Faire leadership	2.69	0.66

Motivation

Conducive to intrinsic motivation, recruiters demonstrate pleasure and satisfaction while performing their work with an average of "agree" responses (*M* = 5.81; *SD* = 0.40). Table 4.3 shows means and standard deviations for the four dimensions of the Situational Motivation Scale. Nevertheless, they the mean indicates that they do not strongly agree. Identified regulation is highlighted, even though with small differences (*M* = 6.41; *SD* = 0.38), whereas in general, they think it matches their goals and values with also "agree" as the most rated answer. Important to refer that there is extrinsic motivation, therefore rewards or shunnance of punishments were rated with an average of "somewhat agree" responses (*M* = 5.03; *SD* = 0.49), revealing no indifference to the question. Lastly, amotivation surprisingly displays some demotivation, whereas no expectancies between the behavior and outcome (*M* = 5.91; *SD*= 1.31) with "agree" responses as the most chosen.

Table 4.3 – Dimensions of the The Situational Motivation Scale.

Dimensions	*M*	*SD*
Intrinsic Motivation	5.81	0.40
Identified Regulation	6.41	0.38
External Regulation	5.03	0.49
Amotivation	5.91	1.31

Performance

Table 4.4 reveals that they recognize effectiveness, in what concerns their attributed tasks. Indeed, task performance represents an average of "frequently" responses (*M* = 4.09; *SD*= 0.37). Contextual performance has small differences, even though it is a bit less than the first dimension, which indicates that they often do extra-tasks, perform more than was expected (*M* = 3.93; *SD* = 0.29). Finally, regarding counterproductive work it also reaches the fourth score "frequently" (*M* = 3.53; *SD* = 0.76), therefore it demonstrates that in general recruiters have some behaviors that harm organizational well-being.

Table 4.4 – Dimensions of the Individual Work Performance Questionnaire

Dimensions	*M*	*SD*
Task Performance	4.09	0.37
Contextual Performance	3.93	0.29
Counterproductive Work	3.53	0.76

Team cohesion

For the descriptive analysis of team cohesion, the recruiters identify themselves with the team, therefore sense of belonging represents approximately "quite agree" responses (*M* = 5.62; *SD* = 1.16). Table 4.5 shows means and standard deviations for the dimensions of the Perceived Cohesion Scale. Lastly, they do have good emotions towards the team since feelings of morale comprehends also a "quite agree" responses (*M* = 5.62; *SD* = 5.67).

Table 4.5 – Dimensions of the Perceived Cohesion Scale.

Dimensions	*M*	*SD*
Sense of Belonging	5.62	1.16
Feelings of Morale	5.67	0.80

4.4 Cross-sectional content analysis of recruiters' and CSAs' testimonies

In this step, we are seeking to match compatible negative aspects of the R&S process among Webhelp current employees, namely recruiters and customer service agents who perform directly to the clients' customers, to fully comprehend the major and prevailing aspects in both sample answers. It will lead us to further pinpoint improvements and of course, to prevent possible turnover intention generated from the way the R&S process is carried, as discussed in chapter 2 (2.4.1.3). Along with methodology, the two open questions presented in CSAs' questionnaire allowed a critical analysis of the explicit data to identify their feedback on the subject. Not to mention, that it is relevant to address their side also due to the corroboration of our hypothesis, whereas individuals who rated their process as being positive indicated less turnover intention, contrary to those who rated it as being negative. Going back to the first open question, their testimonies have shown that CSA's associate a revested process by efficiency to the transmission of detailed information, which is clear and objective, and by information, all the aspects inherent to the job position and work conditions. Aligned with the interviews, recruiters shared a typical occurrence, even though putting some effort into it, where sometimes they fail to mention key details to candidates, due to the widely and already discussed time constraint, a typical atmosphere they face daily. Despite mentioning the often attempt of reducing forgotten information, for instance, by sending emails to the candidates with the required information, by prioritizing the share of few information, throughout the R&S phases, it appears not to be methodical enough neither effective, as it is not implemented a fail-safe contact procedure. Communication seems to be a lacking point even at an organizational level, for instance in daily meetings with the respective team leader to discuss how the process is going so far, within the *organization-recruiter* domain presented in the qualitative content analysis. Additionally, in CSA's statements, it was also shared a predominant theme namely the recruiters' consciousness regarding the job position needed to be filled, and their capacity to acknowledge proper candidates for the role. Indeed, there is a huge importance of getting to know the candidate and not just draw all the attention on seeking ways to close the waves. Apart from the pressure that recruiters assume as being predominant, according to the coded qualitative analyses, empathy is indeed a key point stablished by all the elements who constitute the recruitment team. Still, the recruitment team is small, only composed by eight elements, which lead us to doubt if they are able to get to personally know hundreds and hundreds of potential candidates on that same level. Notwithstanding, a critical situation in the content analysis, is also when recruiters claim that time constraints affect the placement of proper candidates which seems to raise the question, of whether there is no time to get to know candidates, an important theme referred by CSAs or is it simply due to the scarcity of good candidates, the chapter 2 (2.3.1).

Chapter 5 – Pedagogical note

Based on the study and theoretical framework, this chapter makes various recommendations to the case company. Some proposals for improving Webhelp's high-volume recruiting method are explored based on findings as well as the view and opinions of the respondents, whereas understanding the final intent of such recommendations with the sustain of literature. According to what was previously analyzed from the qualitative content analysis, the case company seems to be trapped with traditional recruitment methods that might be proper for a slower speed process which does not appear to be suitable, bearing in mind the time constraints that high volume recruitment implicitly demands. Therefore, it is relevant to adopt the right strategies and time-saving tools to fully focus on what matters the most, which will always be on creating a more humanized process and not only focused on numbers to deliver to the clients. With technological advancements, automation of physical functions has liberated humans from many time-consuming and labor-intensive activities, nonetheless, cognitive functions, for instance, planning, decision making, and creative thinking remain rare (Parasuraman & Riley, 1997).

Our recommendation will be the implementation of an automated pre-screening tool to automatically select the ones who seem more suitable for a CSA role, according to the resume. When it comes to hiring at scale, being able to automate even a tiny portion of the process gives the impression of saving a lot of time. This appears to be pertinent to freed recruiters from non-core tasks, therefore, having more composed decision-making, aiming to analyze all the relevant information inherent to this cognitive process, rather than removing an alternative from consideration due to time pressure (Prabha et. al, 2007). Another relevant aspect within automation would be the use of chatbots, that despite also doing the pre-screening role, in what concerns analyzing the character of a person, it also aims to support the recruitment process by establishing the first contact with the candidate, for instance, responding FAQ's anytime and additionally help to schedule an interview (Balachandar & Kulkarni, 2018). Important to mention, that the case company has one stage of the R&S process namely *first calls*, mentioned by recruiters in their interviews, whereas the intent is to call a potential candidate after analyzing the resume. Hence, automation seems to play a key role in assuming these tiresome tasks, not critical to recruitment effectiveness. In addition, chatbots are also useful since they are available night and day, and in fact, Webhelp acts on offshoring outsourcing, which might mitigate time zone limitations. Although automated recruiting opens a world of possibilities, no technology will ever be able to replace people; in fact, human interaction in the recruiting process is what makes the difference (Donovan & Solutions, 2017). It is precisely what we aim with this study, providing the possibility of mixed people-driven and technology-driven, by leaving unimportant tasks that can easily be replaced by technology, to really focus on performing the others steps efficiently. With the implementation of automated tools, recruiters might have less time pressure and indeed, not forget to mention important aspects regarding the job position. According to what was previously discussed, time pressure imposes a more selectively process information, therefore allowing the focus on only general information (Maule et al., 2000).

In recruiters' cases, it is important to focus on every single detail to later provide *realistic job previews* with the intent of giving all the information that will further allow candidates to manage their expectations and conclude a more forethought acceptance (Breaugh, 2000). Still, regarding communication, we have seen that even at an organizational level, there exists missing communication which is also an improvement target. Mental workload ends up being a cognitive load when carrying multiple tasks, which can result in an attentional bottleneck, wherein paying attention to one piece of information causes other cognitive processes and information to be disregarded (Strayer & Drews, 2007). Therefore, we can assume the leaders' and recruiters' limitations of being capable to send and receive information in high-pressure situations, whereas the cognitive capacity to actively listen is diminished with the existence of a high cognitive load. Another recommendation to improve communication among the team will be the execution of more planning and structured meetings, by previously setting an agenda with the topics that must be addressed, also dividing the meeting bearing in mind the time needed for questions. Intranet might be a good communication tool to keep on track of updates and priorities and to check recruiters' needs.

Once more, it is necessary to adopt a digital workforce, the objective of an intranet is to enable corporate information sharing and two-way communication since it allows mutual discourse, making intranet content more relevant to employees' everyday work and providing them a sense of organizational belonging (Cetintas, 2018). Most firms consider a social intranet to improve interactivity, communication, cooperation, and productivity (Cetintas, 2018). We believe that the power of intranet will also keep the team close to each other, therefore increasing levels of motivation, performance and team cohesion. Even though the results of these three constructs, displayed in the previous descriptive analyses, are not criticizing, they can be an improvement target as it seems to reach average results.

Also, to better comprehend the overall recruitment and selection system, it is necessary to overview the quality of applicants, chapter 2 (2.4.1.3). For this, it is important to look at and invest in recruitment metrics such as quality of hire using a suitable recruitment software that provides, for instance, a pipeline performance report. That will have an impact on a company's ability to carry out its missions, meet its milestones, be profitable, and eventually grow shareholder value, as a result of effectively managing end-user client prospects and perceptions (Sahay, 2014). Indeed, it serves as a guide for the recruitment strategy, measuring pre-hire and post-hire levels (Sahay, 2014). This metric appears to be revested of some importance, precisely because the case company might oftentimes forego quality for quantity which will certainly foment the appearance of later problems, such as we have seen, turnover intention. Another recommendation is the necessity of outperforming within the CC-BPO industry, whereas, seeking reputation through making the difference. For this to happen, it is important to communicate the employee value proposition. In fact, employee communication is critical to the development of an EVP and the maintenance of employee awareness (Setiawati, 2019). Hughes & Rog (2008) claim that the better the Employee Value Proposition is applied, the more predisposed the employee will say positive things about the company, therefore contribute to the establishment of a positive employer brand, a predisposition to stay within the company, a lower rate of turnover, a consistently high level of effort, and the ability to influence factors such as service quality, customer happiness, productivity, sales, and profitability.

In addition, it also acts for external perceptions of the company, whereas attracting a larger pool of candidates who evaluate the best company to operate in, considering what could offer them. Browne (2012) focuses on an EVP framework which includes five elements such as compensation, benefits, work content, career, and affiliation as a skeleton to design a company’s own value proposition according to the preferences of their staff. This will certainly have an impact on communication between possible CSAs and recruiters, therefore potential candidates will know what to expect from the company, therefore reducing the risk of disinformation between the candidate and recruiter. Lastly, increasing the headcount of the team, since they are only eight, would be an option to reduce the amount of work each one has, however, we suggest that the implementation of a more technology-driven recruitment process and extra effective communication should be first implemented to further see the outcomes.

5.1 Conclusion

Our analysis has shown that theory may give a basic input into high-volume recruitment, but the practical experience is not to be undervalued. As we have seen, there is much research regarding the benefits of hiring BPO services, which is crucial to achieve competitive advantage, whereas clients are able to focus on their core business. However, we believe that BPOs should also seek competitive advantage, therefore surpass other service providers, and make the difference within the market. The present case company lives under an extremely fast-paced environment and for sure that delivering candidates with tight deadlines is very challenging. Also, it has even more pressure since it relies on offshore outsourcing that comprehends many obstacles, as previously discussed, in what concerns maintaining a relationship with the client. The contact centres appear to be a difficult business process to handle, turnover rates are indeed a critical aspect to be more understood, even though the demanding position of helping customers all day and eventually finding rude ones. But the fact is, this study showed that the quality of the R&S process impacts the CSAs' intention to quit. It is necessary to optimize recruiters' time in such a high-volume recruitment, therefore automating some tasks that are not critical to their job, to consequently create bonds with the candidates, help them manage expectancies by transmitting truthful information inherent to the job and concentrating on stronger metrics and employer branding to attract a larger pool of applicants. Hopefully, it will mitigate some high turnover rate and generate a fruitful and a passive R&S process.

5.2 Case study limitations

This section will address some limitations and research topics that should be pursued further. To begin with, a larger population regarding recruiters' sample could be evaluated for a quantitative study in order to improve the accuracy and completeness of the results. Indeed, it was not possible to acknowledge the constructs' correlations to further support their relationship with literature. It would allow coming up with more interventions due to the usefulness of studying motivation, performance, and team cohesion within a fast-paced environment. Those topics should be addressed in the future, within the context of contact centre to further analyze more deeply what could be improved. Furthermore, there was not a great accession of CSAs, since the e-mail was sent to all the CSAs of Webhelp, therefore it would be more precise if we had a larger population, to reinforce our results.

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Appendix 1

Transcription

Participant 1

Interviewer - So since you recruit in big volume, I would like to know how do you handle it in terms of pressure? Do you find it difficult to manage?

Participant 1 - It's not difficult to manage. We just have to organize and have a spirit, a team spirit to work together. Knowing that I'm working on the French market, one of the biggest and requested market and difficult to find. I feel pressure because we have to reach number requested, but no.

Interviewer – Okay, okay, okay. 2nd question: And in terms of communication, in the morning meetings, where the recruiter coordinator defines the priorities and ask how everything is going, do you find that sometimes there are some things left unsaid or misunderstood?

Participant 1- Maybe some misunderstood because sometimes they just see the numbers and the qualities of words are severe received. And that's been an issue. But no, no, when we have to say something, we can say it without any issue. They even request, any kind of information and not so everything is saying at the beginning.

Interviewer - Okay, okay. 3rd question: And regarding the ATS the X have you ever forgot to update important information about the candidate? If yes, how often?

Participant 1 – Yes, yes. At the end of a process after the interview is done. Often… as low as possible? Is just about some missing documentation. That's all.

Interviewer - Okay. Okay. 4th question: And has someone ever interviewed a candidate that was already interviewed by some recruiter?

Participant 1 - What do you mean, if I…

Interviewer - If you, if you interviewed a candidate that was already interviewed by another recruiter? Not you other one?

Participant 1 - Sometimes it happens, yes. When one candidate is not a preferred requested, we change the contact and we interview again, as more interview to see the profile is a good one.

Interviewer – Okay, okay. 5th question: In between the recruiters and sources. Do you think that the valuable information for you to keep doing your job misses?

Participant 1 - No, no, we have a meeting twice per week. And we always communicate with each other since when French market work a lot with agencies, so no miss communication not at all.

Interviewer – Okay, okay. 6th question: And during the interview have you ever forgot to mention an important detail about the job position to the candidate?

Participant 1 - No, no, even I'm sure I said in the first call and said again on the interviews.

Interviewer – Okay, okay. 7th question: And do you make an effort to create empathy with the candidate?

Participant 1 – I… yes, yes. And no. I stay as a professional as well, as a professional, but I'm not a robot. So, we've normal communication.

Interviewer – Okay, okay. 8th question: And due to the lack of time short deadlines, do you think that affect your job?

Participant 1 - Yes, because sometimes we don't close away at the number requested, depending on the market.

Interviewer – Okay, okay. 9th question: And on the onboarding how do you characterize the day do you find a candidate satisfied with the welcome day?

Participant 1 - I cannot reply this question because I never did an onboarding time.

Interviewer - Okay. You're not present. Okay. No problem.

Participant 1 – Yes.

Interviewer – 10th question: And since you have little time to place candidates, do you find yourself doing things in a quicker way?

Participant 1 – What?

Interviewer - Since you have a little time, short time to contract to recruit people, do you find yourself doing things in a quicker way?

Participant 1 - No, no, no. Even if I need to do 10 minutes plus on the day, I follow the process.

Interviewer – Okay. 11th question: So you think that the short deadlines for you to reach the number don't affect your job at all? In terms of… if you think that affect the placement of right candidates, like doing things in a quicker way, very fast way, because you have to reach that number for the client.

Participant 1 - Yes.

Interviewer – Do you think that affect the placement of right candidates for the position? Because you do it so quick sometimes you don't analyze it very deeply, you know? So…

Participant 1 – I'm the kind of recruiter they have to ask me a person for example, but I prefer to give two or three perfect candidates that just placing people to close the wave. I don't I don't rush, no the quality are the hard.

Interviewer - Okay, okay. Perfect.

Transcription

Participant 2

Interviewer – So the 1st question is: Since you recruit in big volume, I would like to know how do you handle it in terms of pressure? Do you find it difficult to manage?

Participant 2 – Sometimes. The way we manage the pressure is by trying to schedule ahead of time, we try to know how long we'll need to recruit certain profiles. But we do have days where we have full days of interviews and there's a lot of pressure to move fast, move forward, to do the calibrations really fast to send the offer letters right away. We do end up working extra hours, but we also know that we work by objectives by goals by specific dates. So, I think we also have to have the profile where that is at least a little bit exciting for us. No one who works just nine to five and leaves would fill well in this environment. But yes, there is pressure for sure.

Interviewer – Okay, okay. The 2nd question that I have for you is: In terms of communication, in the morning meetings, where the recruiter coordinator defines the priorities and ask how everything is going, do you find that sometimes there are some things like left unsaid or misunderstood?

Participant 2 - Sometimes, we do have a team that speaks several languages. So sometimes communication is not the clearest or the easiest, the recruiter coordinator does try to ask more than once if it's clear if everything is understood, but sometimes people just think they've understood and actually they didn't. So sometimes there's still things who are miss communicated. And there are always certain topics that might be a bit more sensitive. And sometimes they come up in the meetings and things are better left than discussed on one to ones. So yes, there are some topics are not for these meetings, but we do try to bring up as much as possible. And now that we have new people, assistance in the team, people with less experience, we have been trying to make sure that we repeat things and that we show them the things not just answer their questions, but really take the time to show them even with screenshare. But there's, of course, a lot of information to be retained and to be discussed. So sometimes the meetings are not enough.

Interviewer – Okay. Perfect, perfect. 3rd question: And regarding the ATS, have you ever forgot to update important information about the candidates? And, of course, this happens sometimes and it's normal, okay? But how often? And has someone ever interviewed a candidate that was already interviewed by some recruiter? So, this is questions of organization, you know?

Participant 2 - Definitely, it does happen sometimes. In those days that I mentioned, when we have full days of interviews, it's very easy to leave someone behind or during the interview you already know that you're not going to move forward with this person. So, you kind of focus on the priorities the ones that you want to hire and end up mentally leaving the other ones behind. And sometimes it's just a lot, just a lot of work, a lot of things. And what I personally tried to do is schedule my day in a way where I have at least a block of time where I know I'll be answering emails and working on documentation, working on putting the documents in the right folders, filling out the excels. But sometimes someone asked me something, there's a question, there's a sudden email that comes in and things gets confused. So yes, it definitely happened, it has happened as well that a candidate is left depending for a decision. And then the decision never comes, or we just have other priorities and they're left behind. It has happened before we try to avoid it, and then we do go on X every now and then and review everyone that we have there. So even if a colleague sees that there was someone that I interviewed and there were no next steps happening is just depending there we communicate with each other to see what the situation was and share that information. So sometimes it happens but then we try to fix it.

Interviewer – Okay, okay, perfect. 4th question: And during the interview, since you don't have a lot of time to interview all the candidates and it's a lot of stuff going on, during the interview, have you ever forgot to mention an important detail about the job position to the candidates?

Participant 2 - Yes, for sure. We all have different methods of doing the interview, some people prefer to give out all information at first. So, explain the position, the project, the company, the process, the contract, the documents requested, explain everything at first. Others, like myself, prefer to split the information. So, we don't scare and bored the candidates right in the beginning of the interview. So sometimes if the interview is taking too long, and I have another one right afterwards, some information is left unspoken, so I will still talk to them about it. Once I have an offer to send, for example, or in a second call that I will make specifically to give out information. But sometimes you do have to manage the time for that. Other time as the interview goes really well, the person feels great, it's the interview turns into a whole conversation and not just questions and answers. And we might end up getting a bit distracted and talking more about the position itself, then the details of the contract, for example. So, it has definitely happened. There are other candidates as well, where we know we won't be moving forward. So, in those cases, I won't spend 10 minutes explaining the documents, because I know I won't be asking for them. So, there's no point in confusing them and wasting each other's time. But yes, surely it has happened a few times, okay.

Interviewer – Okay, okay. 5th question: And do you do try to create like empathy to the candidate when you interview the candidate? Do try to create a connection? Or just…

Participant 2 - Of course, of course, I think it's really important because if the candidate is nervous, doesn't feel comfortable talking to you doesn't feel comfortable, even in the video call situation, in my… in my mean that we are not seeing the full potential of this candidate. And we do want to that's, that's what we do. As recruiters, we want to understand if the person has not just experienced, but the potential for the position. So, I do try to make people comfortable. I start the interview by presenting myself and then I let them know what the interview is going to be like. So, I tell them, it's not too long, it's maximum, one hour, I will first, ask you to talk a bit about yourself, we'll talk about the position, feel free to ask any questions. So, I tried to put them at ease right away. But then of course, it depends on the energy you're getting from the candidates as well, some candidates, you vibe with, we can say, and it becomes really comfortable. Sometimes even if it's too much. And you have to understand you're still in an interview and other times they give you nothing. And even when you try to make them comfortable, it doesn't really connect. But also, it depends on the type of position you're hiring. So, the comfort level I might have with someone for a contact center position, who is around my age, we have things in common is going to be very different from an interview where I'm looking for a team leader with a lot of experience in an area that I'm not so familiar with, for example, and who might be much older than me, where there aren't children, for example. So, it also depends on the profile.

Interviewer – Okay, okay. Very good. 6th question: And due to the lack of time short deadlines, do you think that affect your job? Somehow?

Participant 2 - Yes, of course. First of all, I'm of the opinion that 40 hours a week is not the best for productivity in people in humans in general. So, yes, starting there, I do think if we had less hours of work, we would do better work, or at least more motivated work. And we end up doing extra hours. So, we don't really work. Or at least I know from my current team, we don't work 40 hours, we work more than that. So yes, it definitely has impact on the work because we are tired. It's repetitive work sometimes when you're just spending days doing interviews for the same project. And we always get that feeling we work with waves. So even if, when we finish, we had a week of extra work. Lots of pressure, close the wave, we closed the wave. Next Monday we know we either have a new client or we have a new wave for one of the clients we already had. So, it's not like we do it once and then we can take a deep breath. It's pretty constant understand.

Interviewer - Okay, okay. Can you… Catarina? I have more 3 questions, very fast, okay?

Participant 2 - Hum, hum.

Interviewer – 7th question: And on the onboarding how do you characterize the day? Do you find candidates, like, satisfied with a welcome day?

Participant 2 - I have never been to a welcome day. So, when we were still back in office, I was still just an assistant. So, I never was responsible for a welcome day, so I couldn't tell you. And now since the pandemic, it's always been the HRBP. So, I have prepared to work things with them, but I haven't been to one. So, I don't know. I only have feedback from the candidates, but I haven't been to one.

Interviewer - Okay. Well, this question that I will ask, basically, I'm going to insist a little bit more about the recruitments in volume, okay? Because you… That's fact that you really have a little time to place candidates, okay? And I know for sure because I've worked there. And so do you find yourself doing things in a quicker way, right? You're always like, doing everything multitasking. And do you think that affects the placement of the right candidates? Like if since you don't have that much time to analyze the profiles? How can I say?

Participant 2 – In details, yes.

Interviewer - Exactly. 8th question: Do you think that doing things in a quicker way affect the placement of right candidates? Do you think that there's a connection between these things?

Participant 2 - Yes, Yes, for sure. It's all it's also not just about going fast but about timing. I'm sure. If we had a longer time to evaluate candidates for a certain position, we could have the luxury, we can say of waiting for the best one. In the situation where we are where we might have a couple of weeks. And in a couple of weeks, we don't have that many candidates for the position, because of the language, because of the profile, because of salary availability, this whole combination of things, once we do have one that we might even not feel that it's the best perfect person for the position, but has the potential is good, could learn, we can give it a good shot. We still go with that person because we do need to close the waves. So definitely, if we had more time, and if we could invest in spending more time in doing sourcing for dispositions, if we had a fixed plan for the whole year of what we're going to be recruiting, we could work in a different method. But that's not the reality.

Interviewer – Exactly.

Participant 2 - So we do need to go with the best person that we have at that time, and available to start and all of these things. So definitely. And we can tell by the people that when they start some leave right away. Others, we didn't have that much faith in them, honestly. And they end up being very good. So, it really depends, but definitely, if we had more time, we could do a better use a better method.

Interviewer – Okay, okay. Thank you. And the last question, I'm not sure about this one. But I will ask you basically. 9th question: Between the recruiters and sources do you think that the valuable information for you to keep doing your job misses? Like, I don't know, in terms of communication. Of course.

Participant 2 - So I think we have at this moment, and very uneven number of sources and recruiters. We only have two people in a sourcing and they're completely overworked, overwhelmed, they have a lot of tasks. So, they necessarily cannot give us as good a communication level as would be ideal. I do use a lot of their time because of the artifact project, for example, where I to share some of the sourcing tasks. But I've ended up having to do that exactly, because they didn't have the time to do everything that I needed for this project. I was not supposed to do any sourcing, but I ended up doing it because for time management it was necessary. So yes, we do have very close communication, but it also depends on how available the recruiter is to reaching out to the sources. Some of us have much more facilitated communication with the sources, others not so much. It depends on the recruiter as well. But it's not ideal because the sourcing team just needs more people.

Interviewer – Okay, okay. Perfect. I'm sorry to bother you.

Participant 2 – No problem.

Transcription

Participant 3

Interviewer – 1st question: Since you recruit in big volume, I would like to know how do you handle it in terms of pressure? Do you find it difficult to manage?

Participant 3 - Yes, it's very difficult to manage.

Interviewer – Why?

Participant 3 - Why? Tight deadlines, a lot of people to recruit at the same time. Conditions also are not that good, depending on the markets. But that's yes, tight deadlines I would say it's the worst, the tight deadlines and a lot of people.

Interviewer – Okay, okay.2nd question: And in terms of communication in the morning meetings, where the recruiter coordinator defines the priorities and ask how everything is going, do you find that sometimes there are some things left unsaid or misunderstood?

Participant 3 - Yes, I think so. I'm always arguing with Nuno constantly. There are always misunderstandings, right?

Interviewer – But is there a lack of communication?

Participant 3 – A lots, yes. I think it's more lack of resources than black of communication, because we have a lot of projects that we need to work with and sometimes we need to focus in more than one. And we don't have enough time to do everything. And so it creates also a bit of a false expectation of what we could do on that day, because we don't have time just to make a lot of interviews and make some calls and do other stuff that we need to do during the day.
Interviewer - Okay. 3rd question: And regarding the ATS X. Have you ever forgot to update important information about the candidate? If yes, how often? Has someone ever interviewed a candidate that was already interviewed by some recruiter?
Participant 3 - Yes, all the time. Basically, there's so many things going on, at the same time that sometimes it's not possible to update the information, at least right away. But we always try to update it at least until the end of the day, so that things are updated accordingly. And so, duplicates don't happen in terms of interviews or calls. But yes, we already interviewed people in the past more than once, sometimes people can change their email address, or the name seems different. And so whoever is doing the calls, may not understand that person was already in process, or is already in process, okay? And so that can happen. Doesn't happen that often, but because we can spot it, if it does, and we cancel the interview, but yes, sometimes it happened.
Interviewer - Okay. This one, I'm not sure but… 4th question: Between the recruiters and sources do you think that the valuable information for you to keep doing your job misses? By communication between you and sources?
Participant 3 - Well, we are we don't have that much communication going on with the sources. I mean, I have it because I know them. And I, if I have a question, I just directly call them or send them a message to ask whatever I need, but and we have at least two meetings during the week with them, but I don't think that at least from my side, I think there are some things that I don't know from their side, for example, we are struggling now with the French market and they didn't tell me that right away. I just was the one approaching them what happens what is happening with the French market and they said we are actually having a problem. So it could be the other way around because it would help me.
Interviewer – Okay, okay. 5th question: And during the interview, have you ever forgot to mention an important detail about job position to the candidate?
Participant 3 - If I forgot… yes, I forgot, sometimes I forget to mention some things. But when that happens, I call them back just to ensure that they have everything on their side. But also, if you want to add on your research, we have very short interviews, or at least it's what they expect from us because we need to recruit in the high volume. So sometimes the information

might not be completely on their side. In the recruit maintenance review doesn't mean that it's not going to be available for them after but…

Interviewer - Okay. 6th question: And do you make an effort to create empathy to the candidate?

Participant 3 – Yes, for sure. That's the way that I think it works better for them to accept the job. I mean, we have a lot of companies with the same offers same types of jobs. So, there is a lot of similar things. So, I think what matters or can make a difference is the empathy that you create with the candidate and the fact that the interview might be a bit different than what they would be usually in other recruitment processes. Yes.

Interviewer - Okay. 7th question: And due to the lack of time, so the short deadlines, do you think that affect your job? Like and how it affects?

Participant 3 - Yes, for sure it affects because we don't have that much time to look for the best candidates. Sometimes we just need to stick with, you know, what we have, and we cannot choose like the best of the best, because sometimes we just have the I don't want to say mediocre but okay candidates, and maybe if we would have more time, we could search for a great one instead of an okay one.

Interviewer - Okay, perfect. 8th question: And on the onboarding how do you characterize the day do you find the candidate satisfied with the welcome day?

Participant 3 - Well, well, they're satisfied most of the time. Yes, it's a lot of information on the same day but we also do like a small presentation just for them to know what they can expect and usually someone is always there to answer their questions. So, I think they feel pretty… How can I say?

Interviewer – Satisfied?

Participant 3 – That's not satisfied what I wanted to say. It is more to feel accompanied.

Interviewer – Supported.

Participant 3 – Exactly. They feel support from our side because we are there with them, helping them with whatever they think the and also the fact that we have those two days of integration, it's good for them to meet the colleagues in a better way and also the company's history and all of that so I think that's important. Yes.

Interviewer - Okay. 9th question: Since you have little time to place candidates, of course you do things in a quicker way. So, do you think that affect the placement of right candidates?

Participant 3 - Yes, it does. The deadlines are really short and so we just we need to close them when the client wants it to be close. And we cannot wait for the perfect candidate. And so sometimes yes, we may choose the okay once.

Interviewer – Yes.

Transcription

Participant 4

Interviewer - Just open here the document where I have the questions. It's here. Okay. So, this these questions that I'm about to make, they are related with the quality of the recruitment and selection process. This is for my master thesis.

Participant 4 - Yes.

Interviewer - And yes, this is just directed to recruiters, okay?

Participant 4 - Okay.

Interviewer - So I already did this too with the Margarida and Catarina. Okay? You're the third one.

Participant 4 – I know.

Interviewer - So, Isabel, the 1st question is: Since you recruit in big volume, I would like to know how do you handle it in terms of pressure? Do you find it difficult to manage?

Participant 4 - No.

Interviewer – Okay.

Participant 4 - I like to work under pressure. Otherwise, I'm not able to work well.

Interviewer – Okay, okay.

Participant 4 - Yes.

Interviewer - Okay.

Participant 4 – I prefer to work under pressure. It's always, you know. And last year we had the big, big volume of recruitment for DC when we opened the other for DC, we had one month to recruit 200 agents.

Interviewer - I knew that, yes.

Participant 4 - It was a mess.

Interviewer – Yes. It was.

Participant 4 - But it's funny in the same time, you know?

Interviewer - Okay, but you can manage it? You can manage it?

Participant 4 – For sure.

Interviewer - Well, okay. Okay, okay. 2nd question: And in terms of communication in the morning meetings, where the recruiter coordinator defines the priorities, and ask how everything is going, do you find that sometimes there are some things left unsaid or misunderstood?

Participant 4 - From my side only or from the team?

Interviewer - From the team, like with a recruiter and coordinator?

Participant 4 - Yes, sometimes we can have some lack of attention because it's the morning and we have many things to do or manage. From my side, I have my book and I write everything on the morning like that, I don't take any information. I don't know if everyone is doing the same, because we are not in the same room. And from home it's always difficult to check that, but from my side, I don't think missing anything. But sometimes, yes, it can have some miss understanding because it's the morning and we have some…

Interviewer – Yes, of course. I understand.

Participant 4 - Yes, yes. But not important. Not that will not impact the team or the recruitment or anything.

Interviewer – Okay, okay.

Participant 4 - And we are one team. So, if we miss an information, we can ask to each other, you know?

Interviewer - Exactly, exactly. 3rd question: And regarding the X, have you ever forgot to update important information about the candidate?

Participant 4 – Never.

Interviewer – Never?

Participant 4 - You know that I'm the queen of X?

Interviewer – I know that. I know that.

Participant 4 - But do you remember?

Interviewer – Yes, I remember.

Participant 4 - I don't forget, because I know that it's very important. Imagine… that I'm sick tomorrow. For one week. Everyone wants to know what happened with the candidate. So, no.

Interviewer - Okay. 4th question: But has someone ever interviewed a candidate that was already interviewed by some recruiter? Did you see this situation happening?

Participant 4 - Yes, I have. But I won't say anything else because I don't want to impact the team. But yes, sometimes because of, I don't know, high volume to recruit or, but it's very specific. And it's not each time, you know? Sometimes someone can forget to put the information up.

Interviewer - Of course, of course. Okay. About this question I'm not completely sure the next one. I'm not sure if I'm going to remove it or not, but I'm going to do it. 5th question: Basically, it's between the recruiters and sources. Do you think that the valuable information the important information for you to keep doing your job misses? But I don't think that there's a relationship between like the sources and the recruiters.

Participant 4 – Yes, we have…

Interviewer – Sorry?

Participant 4 - One on the Monday morning, for example, we have the weekly meeting with them to explain what will happen the action plans and so on and so on. So yes, it's very important to keep this relation and for the people that are working with agencies, for example, we always keep in touch with the sources, the sourcer. So yes, it's very important to have this question.

Interviewer - There are two of them. It's Ana and Verónica.

Participant 4 – Ana and Verónica, yes.

Interviewer – But that they are like workload, they have a lot of work to do sometimes. Do you think that some info misses? Like?

Participant 4 - No, don't give.

Interviewer - No?

Participant 4 - Because if it's not immediately they will treat as soon as they can. So no, there's no missing information.

Interviewer – Okay, okay, okay. 6th question: In during the interview, have you ever forgot to mention an important detail about the job position to the candidate?

Participant 4 – No.

Interviewer – Never? Okay.

Participant 4 - From my side never. Or if I forgot, it's because it's not forgotten, but it's because I didn't have this information at this moment.

Interviewer – Okay.

Participant 4 - So right away, I call the candidate back and I say everything. So no, no, no, no.

Interviewer – Okay, okay. 7th question: And do you make an effort, an effort to create empathy with to the candidate?

Participant 4 - I don't make it for because I'm like that. So, for me, it's natural and I prefer to have a good relation and good communication with the candidate since the first call if it if I'm on the first call, for example, and after during the interview I like that people feel is, you know? It's very important to have more information, more details on the profile or on the candidate itself.

Interviewer – Okay, okay.

Participant 4 - Yes.

Interviewer - Perfect. 8th question: And due to the lack of time short deadlines, do you think that affect your job?

Participant 4 - No, no.

Interviewer - This is pretty much similar with the first one.

Participant 4 – Yes and working under pressure. It can happen that we cannot feel all the way because we don't have enough time. But it depends on the number that we have to recruit if it's 50 people, for example. Yes, we will. And we have a short notice. Yes, it will be hard, but we will do our maximum every time to fill most of the numbers requested.

Interviewer – Okay, okay. 9th question: And on the onboarding, how do you characterize the day? Do you find the candidate satisfied with the welcome day?

Participant 4 - Yes, because I'm doing it for the French market. For example, each time that we have French, and the HR cannot handle it I will do it. And each time yes, they have many questions for sure. But usually during the interview, you already mentioned, a lot of details, a lot of information so they can forget some. But the HR is here to remain everything.

Interviewer – Okay, okay, okay. Last question. It's the final one. Well, since you have little time to place the candidates, okay? And do you find you find yourself doing things in a quicker way, right? Do you think that affects the placement of right candidates? Like doing everything in a quicker way? Do you think that affect the placement of right candidates?

Participant 4 - Hard question. I tried to not have this case, but it can happen. And in the past, yes, for example, we need to recruit 150 people for a wave, whatever the way, we find we found the 150 people and at the last minute we have a dropout. So yes, we have in the short, short notice to find one and this can have some issues, yes. Because we are in a hurry in the rush to find the candidate and yes, it can be a bit… Yes.

Interviewer – Okay, okay.

Participant 4 - In this case, okay. But normally, normally we, we end up we can

Interviewer - Okay. Isabel, it's done, thank you so much for your availability. This it's done, but well I will ask you yesterday I spoke with the Margarida I interviewed her the same as you. And actually, she had some time to answer a questionnaire because I'm doing interviews but also questionnaires, but the questionnaires it's really fast and it's like five minutes or less.

Participant 4 – Send it, send it.

Interviewer – Okay, okay. I will. I will, Isabel, thank you so much. I wish you all the best.

Participant 4 – For you too.

Interviewer - Thank you, thank you. And everything good happening, okay? Yes.

Participant 4 - Take care of you. And I hope we'll see each other soon.

Interviewer - We will for sure. Okay.

Participant 4 - Okay, thank you so much. Bye.

Interviewer –Thank you. Bye, bye.

Transcription

Participant 5

Interviewer – Well, I have here. The 1st question is: So, since you recruit in big volume, I would like to know how do you handle it in terms of pressure? Do you find it difficult to manage?

Participant 5 - Alright, so it's been three years. I'm in a work now. Yes, we have high volume, but we have planning products. So always stressful at the beginning when you look at the numbers, okay, I'm going to hire 300 people for in three months, four months. But then you do the planning. If you are organized, okay. 300 people. How long, how many people I have? How many? How much support do I have? So, it's like I can handle in that way. Everything is starting with organizing and the planning and organizing.

Interviewer – Okay, okay. 2nd question: And in terms of communication in the morning meetings where the recruiter coordinator defines the priorities, and ask how everything is going, do you find that sometimes there are some things left unsaid or misunderstood?

Participant 5 - What you mean? Sorry…

Interviewer – 3rd question: During the morning meetings when the coordinator explains everything asked, how is everything going… Do you think that sometimes like in terms of communication, do you think that sometimes there are things left unsaid? Like, it's not effective communication? And sometimes valuable information misses, you know?

Participant 5 - Yes, no, no, no, I don't feel that way. Because we are very open. And the team is very open minded. So, whenever we have confusion, whenever we feel like something, we're always like we're asking, but and I can see that the day after, when the next meeting is already solved. And people are telling that or putting the priorities considering what we ask or what we gave the feedback. So, I don't feel anything about that.

Interviewer – Okay, okay. Perfect. 4th question: And regarding the X, have you ever forgot to update important information about the candidate? If yes, how often? This is one question. Yes. Have you ever forgot? Of course, it happens, right?

Participant 5 - Yes, of course, just what we did forget people's test, we are sending them, and this is not forgetting. But yes, sometimes we can miss some information, or we can forget to put but always we are careful about this. But it's happening, yes, to workload due to other things. But then we just, we have some steps to avoid that. So, I'm sending for example, training report, I'm sending something, so I'm we are doing calibration. So, this is these are steps that we do not forget and to be sure that we are putting each information check. So, we are avoiding that.

Interviewer – Okay, okay. 5^{th} question: And has someone ever interviewed a candidate that was already interviewed by another recruiter?
Participant 5 - Yes, I did.
Interviewer - Okay, it happens. Okay. 6^{th} question: And between the recruiters and sources, do you think that the valuable information for you to keep doing your job misses? Because the sources are really workload and sometimes you don't have time. What do you think what do you think about this?
Participant 5 - So sometimes… What is important here to have communication to update each other? As I know, like, for example, let's say that I'm looking for to French people, okay? And, and I found that, and then I didn't have this sourcing. So, what will happen sourcing, we'll keep working on that. So, what we need to do is we have daily reports, we have meetings, so we are avoiding to the avoiding having this kind of situations to and then we are updating each other.
Interviewer – Okay, okay.7^{th} question: And during the interview, have you ever forgot to mention an important detail about the job position to the candidate?
Participant 5 - It might happen, of course, the thing is, I have a script, and it's written and I'm trying to, I'm avoiding that too. So, if I write everything, everything done, I will not forget. What I'm thinking now I haven't forgot the important details because we have script to follow off, we have filled the form like we have forms to fill. So, if I'm following the fields, following the procedures, processes and not missing anything. So, in terms of this, this I would say no, I have never forgotten really like essential things, you know? So, I will say no because we are avoiding the questions, interview guidelines and they are not.
Interviewer – Okay, okay. 8^{th} question: And do you make an effort to create empathy to the candidate? With a candidate?
Participant 5 – Always. It's actually one of the questions was that that was asked when I was choosing for disposition. So, what is the most important thing for this role? So, empathy is the point of the important like one of the most important things for this role because you need to feel what people feel because also like this is a trip interview of although we are talking about people our we are talking about their backgrounds, it's always stressful because maybe they want this job maybe it's an unusual situation. So, they're always and I'm always considering this because I'm putting myself into their shoes and to see okay. How I would feel If I asked this? How if if I were asked this? How I… How I would feel about it? So always because if you have a person related in your job related a person, related to people the empathy is the one of the most important things. So, I would say indeed, yes.

Interviewer - Okay. Okay, very well. 9^{th} question: And due to the lack of time short deadlines, do you think that affect your job?

Participant 5 - I would say no, it's tough. It's not easy at all. And we have hybrid volume in a short time for you so that, but what we need to do is okay, today I have, I need to finish this work, I have really short deadline, what do I need to do is, I need to plan my day. Okay. How many resources do I do have? What should I do? What are my priorities? So, I need to put my priorities first, and then I see if I need support, I need to let them, I need to let my managers know. So, I don't think that this is a big thing, but maybe I'm used to.

Interviewer – Okay, okay. 10^{th} question and on the onboarding, how do you characterize the day? Do you find the candidate satisfied with the welcome day?

Participant 5 - Usually, we got good feedback on that. Yes. Because we are providing every information even, I'm going there to say “Hi” to all newbies. So, we are having positive feedback about it.

Interviewer - Okay, perfect. This is the last question. Well, since you have little time to place candidates, do you find yourself doing things in a quicker way? Of course, right? This is?

Participant 5 – Hum, hum. That's correct.

Interviewer - Okay.

Participant 5 – Not missing anything. Okay.

Interviewer - But do you think, like doing things in a quicker way affect the placement of rights candidate?

Participant 5 - No, I don't think so. Because we have minimum skills to do this job, if one person is not decent, and if they are, if suitable for this position, I'm not choosing it. So, it's not affected. So, for example, we have evolution form, you see, that's right. So, my minimum skills are scored from one to five. So, I need to hire person, at least with the three because this is my, one of the minimum skills, like through my threshold. So, if I hire someone with a two on one, it's not so already stinks to fit for this position. So, it doesn't make sense. But I can hire people 3, 4, 5. And you cannot look for someone always 5,5,5 in your job, because you need to see other potentials. And one of the most important thing for me if the person is has ability to improve, and if they are to learn, if they're learning if they have, like if they have minimum skills to do this job. It's, of course, it's really important. So, I will say no, because I have a threshold. And I have what is the minimum skills what is the correct profile for the role.

Interviewer – Okay.

Participant 5 – It’s done?

Interviewer – It’s done. Thank you so much.

Transcription

Participant 6

Interviewer – 1st question: So, since you recruit in big volume, I would like to know how do you handle it in terms of pressure? Do you find it difficult to manage?

Participant 6 - Usually, I feel the pressure because I am one of those people that worries a lot or is already thinking in advance about future problems that I might have and the time that I have to handle all of that. So, I always take in consideration all of the difficulties that I may encounter. And that always makes me feel very, very stressed. So, in order to cope with that, I tried to be as organized as I can, and to work in an efficient way. These are my biggest weapons, I would say.

Interviewer - Okay, perfect. 2nd question: And in terms of communication in the morning meetings where the recruiter coordinator defines the priorities and ask how everything is going, do you find that sometimes there are some things left unsaid or misunderstood?

Participant 6 – No, usually the morning meetings are quite straight to the point where we define priorities. Usually, we already know what our priorities are. So sometimes I will say the meetings in the morning can be a bit redundant if we already know what we are supposed to do.

Interviewer – Okay, okay, perfect. 3rd question: And regarding the ATS X, if you ever forgot to update important information about the candidates? If yes, how often?

Participant 6 - Maybe once or twice, it's not something that I usually do I am usually very organized so if I skipped something, it was maybe because I was very, very busy with something else and I like the time. So usually, I do not skip any of those updates.

Interviewer - Okay. 4th question: And has someone ever interviewed a candidate that was already interviewed by some recruiter. Did you find it happens? A lot?

Participant 6 - Yes. Not a lot. But yes, it already happened a few times.

Interviewer – Okay, okay. 5th question: In between the recruiters and sources, Ana and Veronica. Do you think that the valuable, valuable information for you to keep doing your job misses?

Participant 6 - No we are in close communication, especially because I work a lot in the Dutch market. And we rely a lot in agencies because it's a difficult market. And I'm in close communication with Verónica and the agencies for that reason. So, we cooperate quite well.

Interviewer - Okay, perfect. 6th question: And in during the interview, have you ever forgot to mention an important detail about the job position to the candidate?

Participant 6 - Not during the interview itself, maybe some once or twice in the first call, and when we're trying to schedule the interviews, because sometimes the candidates are a bit on the hurry. And I kind of have to give them a lot of information in a short time and it happened already a few times that maybe I forgot to tell them the salary or something like that, but I always review everything in the interview.
Interviewer – Okay, okay. Perfect. 7th question: And do you make an effort to create empathy to the candidate?
Participant 6 - Yes, I tried to do that and to give them the best experience possible, always show that I'm available for them in case they have any questions. They have difficulties with the tasks. If I see that they are nervous, I tried to set expectations, look, the interview, we're going to have these kinds of questions, the others are going to be situational questions. So probably here you are going to feel more comfortable. So, I try to make it as positive as possible.
Interviewer – Okay. 8th question: And due to the lack of time, I mean, short deadlines. Do you think that affect your job?
Participant 6 - Yes, yes, it does. Sometimes we are in a hurry. Maybe I will forget to say something to them, which doesn't happen often. But if it happens, it's because I don't have time. And of course, I feel the pressure. And I don't like to feel the weight of that pressure. I like to work in a more relaxed pace which is not always possible.
Interviewer - Yes, of course. 9th question: And on the onboarding, how do you characterize the day do you find a candidate satisfied with the welcome day?
Participant 6 - I've never been in the onboarding dates, because I've always been working from home. Okay, I cannot really answer that question.
Interviewer – Okay, okay. And the last one: So, since you have little time to place candidates? Do you find yourself doing things in a quicker way? Do you think that affect the placement of right candidates?
Participant 6 - No, I tried to have quality over quantity. Yes, of course, sometimes they ask for a lot of people and I feel like should I lower my standards, but it's not something that I want to do at all.
Interviewer – Okay, okay. Perfect Susana.

Transcription

Participant 7

Interviewer – I have here the questions. Let me just open. Yes. So, the first one is: Since you recruit in big volume, I would like to know how do you handle it in terms of pressure? Do you find it difficult to manage?

Participant 7 - Yes, in the beginning, just because it's not easy, as you know, we have a high volume of requests, different kinds of projects, but then is also exciting, at the same time, you have the pressure, but then you have the placement. So yes, I worked a lot on that.

Interviewer - Okay, perfect. 2nd question: And in terms of communication in the morning meetings, where the recruiter coordinator defines the priorities and ask how is everything is going, do you find that sometimes there are some things left unsaid or misunderstood?

Participant 7 - No, I mean, I… yes, sometimes maybe can be just because we have, as I told you, different kinds of projects, different kinds of things to think about, but we always have in case, the chance to have a full helper you can send an email to your supervisor or your colleagues after. But yes, of course, we can miss something during the meeting, but we can keep up with the colleagues and supervisor.

Interviewer – Okay, okay.3rd question: And regarding the ATS X, have you ever forgot to update important information about the candidate? If yes, how often?

Participant 7 - Yes. I think that I did. Also, again, that just because we have so many things to do, but I'll try, I try always, just to, if not, as I try always to update important information straight after, as soon as I can. But yes, it's happened. I think so.

Interviewer - Okay. 4th question: And has someone ever interviewed a candidate that was already interviewed by another recruiter?

Participant 7 - Yes. Okay. We did.

Interviewer - It happened. Okay. 5th question: And between the recruiters and sources do you think that the valuable information for you to keep doing your job misses?

Participant 7 - No, no, no, it's so as clear. I mean, if I don't understand something, or if they want to have just a specific information, there is always the chance just to speak to each other. So, send a message or an email just to clarify a situation.

Interviewer – Okay, okay. 6th question: And during the interview, have you ever forgot to mention an important detail about the job position to the candidate?

Participant 7 - I don't think so. Just because I mean, or maybe I did, I don't know, but I always try at the end of the interview, if they have any question. If they want to know something, always something came up after the interview, please send me an email. Maybe yes, I did, but

I try always to double check after the interview, and if they find something, I sent an email, I will try to reach the candidate again.

Interviewer - Okay. 7th question: And do you make an effort to create empathy to the candidate?

Participant 7 - With the candidate, not an effort, I think is something that you have to do I hear you need to have a nice job, of course, just because you can see that, then they can reply to you in a different kind of way. So no, not an effort at all. Okay. It's my personality, I think.

Interviewer – Yes. 8th question: And I think due to the lack of time, I mean, short deadlines. Do you think that affect your job?

Participant 7 - Yes. I mean in can have an impact on the quality of the recruitment. Yes.

Interviewer - Okay.

Participant 7 - But we are working on that as well. We try always to do our best. Yes.

Interviewer - Of course. Yes. 9th question: And on the onboarding, how do you characterize the day? Do you find the candidate satisfied with the welcome day?

Participant 7 - I think yes. I try always just to check this information after I mean, after a while, I'm asking for feedback. But I'm not sure because sometimes I can tell you that I don't have positive feedback, because information is missing. So yes, it's not easy. Since we are working also, we are doing with HR day. So, it's more complicated, yes.

Interviewer – Of course. 10th question: And since you have little time to place candidates and you find yourself obviously doing things in a quicker way. Do you think that affect the placement of right candidates?

Participant 7 - Yes. And yes, yes.

Interviewer – And why?

Participant 7 - Just because it's all German. If you have a strict deadline, maybe you can, you can choose you can I mean choose a candidate that is not the perfect match, but on the other hand, maybe it's not perfect, but you can work on that you can train the candidate, you can prove but of course the quality is not always the best because of the short time period.

Interviewer - Of course. Okay.

Transcription

Participant 8

Interviewer - 1st question: So, since you recruit in big volume, I would like to know how do you handle it in terms of pressure? Do you find it difficult to manage?

Participant 8 – You are asking me if I have difficulties with…

Interviewer - In other words, if you recruit in big volume, you've already recruited about 200 profiles a month, so that's a lot. So how do you handle the pressure, why do you have to hand over candidates to clients? Do you find it difficult to manage? So, it's more in that sense. How do you handle it?
Participant 8 - It's like that, I think when we come to recruiting, we don't know the right volume. We don't know the volume we are doing in terms of calls and we have to have a stone-like part between the deadline we have and the recruitment we have. I respect my schedule, my work is like catering, in catering you know that you have a quiet time and arrive from noon until 2pm, you won't see the time pass.
Interviewer – Hum, hum.
Participant 8 - And for me this stress management is that from eight in the morning until five, I'll be… From five I'll stay until seven to finish, I want to manage it like this, I don't know if I was very clear or…
Interviewer – No, no. Yes, yes, I understand. In time management, so you make your schedule, fulfill your tasks but don't think it's complicated. So, do you think there should be a management here maybe with… it's the recruitment deadline and a deadline, isn't it? To have a better management of this, isn't it?
Participant 8 - For me yes, what gives me the most stress is knowing that at 5 o'clock I'm done, but before 5 o'clock I have to do this, this, this, this, this.
Interviewer - Okay. But would that to do list be personal or do you think it would be more in terms of the team, covering the whole team?
Participant 8 - It's personal on one side, but it has to be with the team, that in this work, we all work as a team.
Interviewer – Okay.
Participant 8 - And when I leave, on top of that now it's the most hours, I finish at four. Everyone knows that at four it's no longer necessary to talk about this brand, but before that my work has to be done and finished and if there's really a lack of information, I have to tell my colleagues.
Interviewer – Okay, okay. What nationality are you, just out of curiosity?
Participant 8 - I'm French and Portuguese, but my Portuguese level is very bad, because my Parents spoke to me in Portuguese at home or when we were on vacation to Portugal, but in reality, I was just a French School and I never had Portuguese lessons, so I talk a little…
Interviewer - You speak well, I understand clearly what you are saying, but you can see the accent there, there the French wanting to leave. I loved to speak French, because that's how we

both spoke, but I really don't know, it's “Bonjour”, “Ça va” and little else. I wanted to ask you something else, in terms of communication, in the morning meetings you have with the Coordinator, with the Recruiter Coordinator, which is Marta or Nuno, isn't it? It depends.

Participant 8 – Us is Marta, in Lisbon it is Marta.

Interviewer - Exactly setting priorities and looking for how everything is going on these mornings. 2nd question: Do you think that sometimes in terms of communication something fails? Do you think there are some things she doesn't say, or the team doesn't say? Are there any communication failures there? Do you feel that something was left unsaid?

Participant 8 - There's always and there's always going to be, because we're human, but I think it's very rare.

Interviewer – Okay, okay. Very well, okay. 3rd question: And in terms of the ATS X you use, have you ever forgotten to update important information about the candidate?

Participant 8 - Yes, clearly, but there is always a double check, whether by Marta or my colleagues, because we know, how well we work with teams, but also with Brook, when it's more important, I don't know, the candidate sends the documents, I put in at Team's but at X I didn't do anything, I know very well that Isabel, a person from the French Team, will always know very quickly what is missing.

Interviewer – Okay, okay. 4th question: And has a candidate ever been interviewed… imagine, you interviewed a candidate and someone else is going to interview the same candidate. Has this ever happened to these kinds of things?

Participant 8 – No.

Interviewer – No?

Participant 8 - It can happen by face call, because to update X, when the time comes, if we are both in the new application, what matters and that we are going to hire the same, here yes, we can call the same candidate, but interviewing the same candidate is not it may happen.

Interviewer – 5th question: And between the recruiters and the source team, therefore Verónica and Ana, do you think that there is ever a lack of information here that is transmitted for you to continue doing your work? Some flaw? Because they are very busy, there are only two of them and they have a lot to do and so do you. Do you think you feel information failure sometimes?

Participant 8 - Information no. We have a meeting every Monday with her, we know more or less how much work she has, but no, I don't feel any failure. They will come to us if there is any information missing, if they need to contact a candidate. No, I think not on this side.