

Effects of Institutional Characteristics on the Use of Non-Standard Work in Call Centres

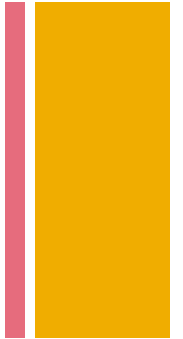
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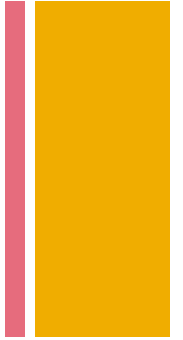
OVERVIEW



- + Introduction
- + Research Questions
- + Research Methods
- + Results



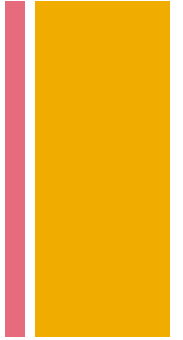
NON-STANDARD WORK



- + Temporary work, independent contractors
- + Reliance on non-standard work arrangements is increasing
- + Much to be learned about the influence of institutional setting on non-standard use



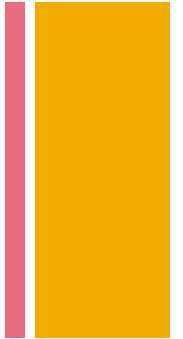
ECONOMIC SYSTEMS



- + Continuing debate on convergence and divergence in economic systems—three arguments:
 1. Firms will converge and adopt best practices that have worked so far
 2. Countries have distinct configurations of institutions that provide different opportunities and constraints for firms
 3. Firms behave differently at different levels of analysis



VARIETIES OF CAPITALISM



+ 2 ideal models:

Liberal Market Economies

- + Competitive markets
- + Arms-length relations
- + Formal contracts
- + Weak trade unions
- + Low employment protection

- + US, Canada, UK

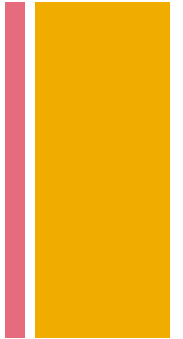
Coordinated Economies

- + Less competition
- + More regulation
- + Institutional support
- + High employment protection
- + Strong trade unions

- + Germany, France, Spain



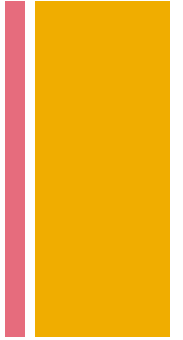
WHY STUDY CALL CENTRES?



- + Comparison of the same occupation across different institutional arrangements
- + Increasing concentration of non-standard work in the service sector
- + Inhouse/outsource dynamic



RESEARCH QUESTIONS

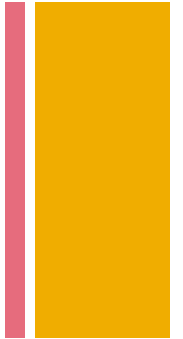


Between liberal and coordinated economies...

1. Are there overall differences in non-standard work use?
2. Do collective-bargaining institutions affect non-standard use?
3. Does outsourcing of call centre work affect non-standard use?



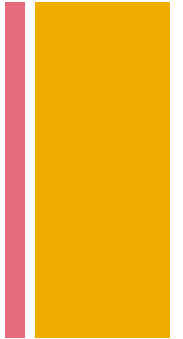
RESEARCH METHODS



- + Logistic, hierarchical regression
- + DV: likelihood of temporary use
likelihood of part-time use
- + IV:
 - (1) institutional characteristics (*union presence, economic system*)
 - (2) organizational characteristics (*outsource, age, size*)
 - (3) demographic characteristics (*gender, tenure, education*)
 - (4) HR practices (*training, job discretion, monitoring, teamwork*)



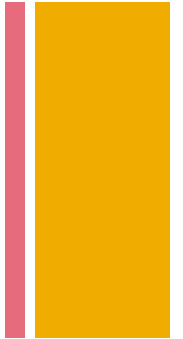
SAMPLE



- + Global Call Centre Project
- + 17 countries, over 2400 call centres
- + Subset of the data used
 - + **Liberal Market Economies:** Canada, UK, US
 - + **Coordinated Market Economies:** Austria, France, Germany, Spain
 - + Subset = 1545 call centres



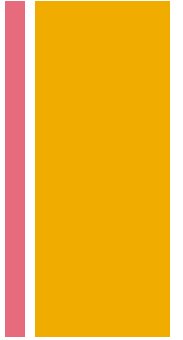
RESULTS: Economic System



- + **Finding:** Call centres in coordinated market economies were more likely to use temporary workers than call centres in liberal market economies.
- + **Potential Explanations:**
 - + Stronger dismissal regulations in CME; use temporary workers for increased flexibility

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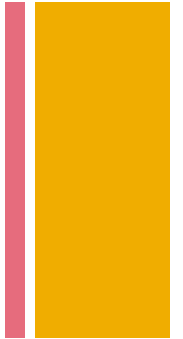
RESULTS: Union/Non-Union



- + **Finding:** Unionized call centres are more likely to use part-timers than non-unionized call centres.
- + **Potential Explanations:**
 - + Using part-timers to bypass collective bargaining obligations associated with the full-time workforce



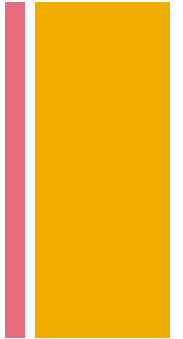
RESULTS: Outsourced/Inhouse



- + **Finding:** Outsourced call centres are more likely to use part-timers than inhouse call centres.
- + **Finding:** No significant relationship between outsourced call centres in liberal market economies and coordinated market economies in terms of part-time or temporary use.
- + **Potential Explanations:**
 - + Part-timers used as a cost-saving approach and to protect full-time employees



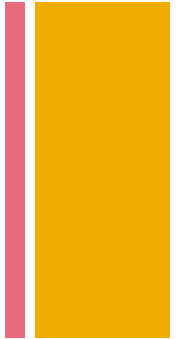
IMPLICATIONS



- + Decisions about temporary use more sensitive to institutional differences than part-time use
- + Outsourced call centres more likely to use part-timers than inhouse call centres



NEXT STEPS



- + More exploration between coordinated and liberal market economies
 - + Interaction effects
- + Examine patterns within each economic system to understand patterns between countries

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Questions?

+ Thank you.

