Consequences of Workforce Blending: Evidence from Call Centres

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The primary objective of this paper is to analyze the determinants of nonstandard work arrangements, and the consequences of their integration into the workforce at the organizational level of analysis. To this end, we address two research questions in this paper. First, what factors determine the workforce flexibility firms choose to adopt? Second, how do these choices affect organizational performance (e.g. quit rates, absenteeism)? We analyze data collected from call centre managers located in the US and Canada using a telephone survey. Call centres are appropriate sites for this study because reliance on non-standard workers, outsourcing and offshoring opportunities are commonplace in the service sector and thus, provides an ideal opportunity to examine how various configurations of workforce flexibility affect organizational performance.