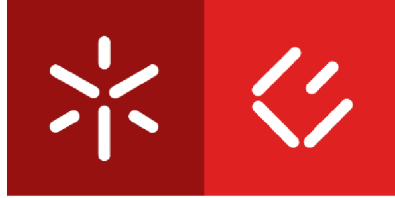


**Universidade do Minho**  
Escola de Economia e Gestão

Sara Muna Maia Silva

**The Role of New Technologies for the  
Human Resources Management:  
In which way the New Technologies could  
influence the increase of people's retention,  
the decrease of the turnover and the  
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Dissertação de Mestrado  
em Gestão de Recursos Humanos

Trabalho efetuado sob a orientação do  
**Professor Bruno Sousa PhD**  
**Professor João Leite Ribeiro PhD**

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*“Knowledge is the key that unlocks all the doors. You can be green-skinned with yellow polka dots and come from Mars, but if you have knowledge that people need instead of beating you, they'll beat a path to your door.”*

*—Ben Carson, “Think Big: Unleashing Your Potential for Excellence”*

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# The Role of New Technologies for the Human Resources Management

## RESUMO

As Novas Tecnologias criaram uma nova geração de colaboradores e a estrutura organizacional mudou, por sua vez. Nessa perspectiva, as Novas Tecnologias permitem, não apenas, maior integração e flexibilidade, mas também a capacidade de os colaboradores terem uma maior participação ativa, capacidade de analisar, selecionar e avaliar criticamente as informações para que possam investigar e resolver problemas laborais e, também, desenvolver uma base de conhecimento colaborativo traduzindo-se em práticas organizacionais dentro de um contexto organizacional.

O presente estudo "O Papel das Novas Tecnologias na Gestão de Recursos Humanos: de que forma as novas tecnologias podem influenciar o aumento da retenção de pessoas, a diminuição do *turnover* e a gestão do marketing interno?", através da análise do setor das telecomunicações em Portugal, pretende desmistificar as estratégias usadas atualmente, numa era tecnológica, para atingir as metas organizacionais em relação à satisfação dos seus colaboradores e, por outro lado, a rotatividade sofrida. Dadas as rápidas mudanças tecnológicas nas últimas décadas, a tecnologia teve um impacto muito significativo na Gestão de Recursos Humanos, o que irá gerar novas direções no futuro. Tornando-se também um desafio para o Marketing Interno. O mundo experienciou mudanças culturais, sociais e económicas baseadas no crescente domínio das tecnologias digitais, assim o presente estudo tem como objetivo analisar e destacar a eficiência e eficácia do uso de ferramentas de Marketing Interno a fim de alcançar uma estratégia organizacional de sucesso, para combater a rotatividade. Em suma, essas mudanças levaram ao atual período chamado era digital. A subjetividade deste tema e a necessidade do desenvolvimento de estudos nestas áreas, levaram à preferência de uma abordagem qualitativa exploratória através de entrevistas, grupo de foco e observação direta.

**Palavras-chave:** Gestão de Recursos Humanos eletrónica, Marketing Interno, Novas Tecnologias, Retenção, Rotatividade.

# **The Role of New Technologies for the Human Resources Management**

## **ABSTRACT**

New Technologies have created a new generation of employees and the organizational structure has changed. In this perspective, New Technologies enable not only greater integration and flexibility, but also the ability for employees to have a greater share of voice, ability to analyse, select and critically evaluate information in order to investigate and solve work-related problems and, also, to develop a collaborative knowledge base while engaging in organizational practices within an organizational context.

The present study “The Role of New Technologies for the Human Resources Management: in which way the new technologies could influence the increase of people’s retention, the decrease of turnover and the management of internal marketing?”, through the analysis of the telecommunications field in Portugal, aims to demystify the strategies that are being used, in a technological era, to achieve organizational goals regarding employee satisfaction and, by other side, employee turnover. Given the quick changes in technology in the past decades, technology has had a dramatic impact on Human Resources Management, and as technology evolves it is likely to move the field in some very new directions in the future. It also became a challenge for the Internal Marketing. The world has experienced a cultural, societal and economical changes based on the increasing dominance of digital technologies, as such, the present study aims at analysing and highlighting the internal marketing’s efficiency and effectiveness of Internal Marketing tools in order to achieve a successful organizational strategy to combat turnover. In sum, these changes have led to the current period called the digital age or digital era. This theme’s subjectivity and the necessity for the development of this field studies, has led to the selection of an exploratory qualitative approach through interviews, focus group and direct observation.

**Keywords:** electronic Human Resources Management, Internal Marketing, New Technologies, Retention, Turnover.



# TABLE OF CONTENTS

<b>AKNOWLEDGEMENTS</b> .....	<b>iii</b>
<b>RESUMO</b> .....	<b>v</b>
<b>ABSTRACT</b> .....	<b>vi</b>
<b>TABLE OF CONTENTS</b> .....	<b>vii</b>
<b>LIST OF FIGURES</b> .....	<b>x</b>
<b>LIST OF TABLES</b> .....	<b>x</b>
<b>LIST OF GRAPHICS</b> .....	<b>x</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS</b> .....	<b>xi</b>
<b>INTRODUCTION</b> .....	<b>12</b>
<b>LITERATURE REVIEW</b> .....	<b>15</b>
<b>1 HUMAN RESOURCES MANAGEMENT</b> .....	<b>16</b>
1.1 Human Resources Management Practices.....	18
1.1.1 Description, Analysis and Qualification of Functions.....	19
1.1.2 Recruitment and Selection .....	20
1.1.3 Hosting and Integration.....	23
1.1.4 Training and Development .....	26
1.1.5 Performance Evaluation .....	27
1.1.6 Career Management.....	28
1.1.7 Remuneration, Incentives and Benefits.....	29
1.2 Organizational Change .....	30
1.2.1 Models of organizational change .....	31
1.2.2 The role of HRMP in organizational change .....	33
1.3 e-Human Resources Management.....	37
1.3.1 Types of e-Human Resources Management.....	38
1.3.2 e-Human Resources Management and the Human Resources Information System .....	39
1.4 Human Resources Management Information Technology .....	40
1.5 HRM in a Digital Era.....	41

<b>2</b>	<b>INTERNAL MARKETING .....</b>	<b>44</b>
2.1	Different Perspectives of Internal Marketing .....	45
2.1.1	As a synonym for the Human Resources Management .....	45
2.1.2	As a use of marketing techniques in the internal market .....	46
2.1.3	As a precondition for satisfied external customers .....	47
2.1.4	A way to achieve competitive advantage .....	47
2.2	The Evolution of the Concept.....	48
2.2.1	Motivation and employee satisfaction .....	48
2.2.2	Customer orientation .....	54
2.2.3	Management Mechanism for the implementation of organizational strategies.....	55
2.3	Internal Marketing Dimensions .....	55
2.3.1	Customer orientation .....	56
2.3.2	Culture of quality .....	56
2.3.3	The behaviour of the leaders.....	57
2.4	Internal Marketing Actions.....	57
2.5	Internal Marketing Tools.....	58
2.5.1	Empowerment.....	58
2.5.2	The internal communication channels.....	59
2.5.3	The organizational culture .....	60
2.5.4	Capturing and Selecting Talents .....	61
2.5.5	Market research - internal customer .....	61
2.5.6	The benefits and services.....	62
2.5.7	Internal integration.....	62
2.5.8	The evaluation, recognition and reward .....	62
2.5.9	The quality of people .....	63
<b>3</b>	<b>METHODOLOGY.....</b>	<b>65</b>
3.1	Introduction .....	65
3.2	Study Objectives .....	66
3.3	Data Collection Method .....	66
3.4	Population .....	69
3.4.1	Sociodemographic profile of the participants in general .....	69
3.4.2	Sociodemographic profile of the participators in Semi-Structured Interviews .....	71

3.4.3	Sociodemographic profile of the participators in Structured Interviews .....	72
3.4.4	Sociodemographic profile of the participators in Focus Group .....	73
3.4.5	Sociodemographic profile of the Researcher .....	74
<b>4</b>	<b>CONTEXT.....</b>	<b>75</b>
4.1	Context and field analysis.....	75
4.2	Portuguese Telecom Operators .....	76
4.3	Telecommunication sector overview in Portugal .....	77
<b>5</b>	<b>PRESENTATION, ANALYSIS AND DISCUSSIONS OF THE RESULTS.....</b>	<b>79</b>
5.1	Analysis and Discussion of the Results - Interviews .....	79
5.1.1	Human Resources Management Practices and Internal Marketing .....	79
5.2	Analysis and Discussion of the Results – Focus Group .....	97
5.2.1	Human Resources Management .....	97
5.2.2	Internal Marketing.....	104
5.3	Analysis and Discussion of the Results - Direct Observation.....	113
<b>6</b>	<b>CONCLUSION .....</b>	<b>116</b>
6.1	General Conclusions and Implications .....	116
6.2	Limitations and Challenges .....	117
6.3	Avenues of Further Development.....	118
<b>7</b>	<b>REFERENCES .....</b>	<b>119</b>
	<b>APPENDICES.....</b>	<b>136</b>
	Appendix 1: Informed Statement of Agreement .....	137
	Appendix 2: Statement of Agreement in Focus Group Participation .....	138
	Appendix 3: Interview script to the Human Resources Administrative .....	140
	Appendix 4: Interview Script to a former employee of a Telecommunications’ company .....	143
	Appendix 5: Interview Script to Training Coordination .....	146
	Appendix 6: Interview Guide to Recruitment and Selection Technique .....	149
	Appendix 7: Script Focus Group Interview .....	152

## **LIST OF FIGURES**

Figure 1 - Recruitment and Selection Process.....	23
Figure 2: Portuguese Telecommunication Operators Logo .....	77

## **LIST OF TABLES**

Table 1 - Socialization Tactics: made from Jones (1986) .....	24
Table 2 - Types of e-HRM .....	38
Table 3 - Workforce Needs and Organizational Actions.....	53
Table 4 - Workforce Motivational Factors .....	54
Table 5 - Coding table of results .....	69
Table 6 - Semi-structured Interviews Participators Description.....	72
Table 7 - Structured Interviews Participators Description.....	73
Table 8 - Focus Group Participators Description .....	74
Table 9 - Direct Observation: Researcher Description.....	74
Table 10 - Portuguese Telecommunications Operators .....	77
Table 11 - Practices and Tactics implemented in the Telecommunications Company .....	113

## **LIST OF GRAPHICS**

Graphic 1 - Distribution of participants by Gender .....	69
Graphic 2 - Distribution of participants by Age .....	70
Graphic 3 - Distribution of participants by Number of Children .....	70
Graphic 4 - Distribution of participants by Status .....	71
Graphic 5 - Distribution of participants by Educational Qualifications .....	71

## **LIST OF ABBREVIATIONS AND ACRONYMS**

CV – Curriculum Vitae

DAQFs – Description, Analysis and Qualification of Functions

DGERT – Direção Geral do Emprego e Relações no Trabalho

e-HRM – Electronic Human Resources Management

ERP – Enterprise Resource Planning

HR – Human Resources

HRIS – Human Resource Information System

HRMC – Human Resources Management Capability

HRMP – Human Resources Management Practices

HRM – Human Resources Management

ICT – Information and Communication Technology

IS – Information Systems

IT – Information of Technology

M&As – Mergers and Acquisitions

POP – Perceived Organizational Politics

R&S – Recruitment and Selection

VRIN – valuable, rare, inimitable and non-substitutable

WWW – World Wide Web

## INTRODUCTION

The business world itself demands constant adaptation to changes in our society and in the current global context, it is characterized by a dynamic, competitive, innovative and volatile environment. For this reason, it is necessary for the concept of change to be sharp within organizations. For that, organizations should respond proactively to being able to keep up with the fast changes today's society is under. Organizations are becoming more aware of this reality, are looking for new ways to offer competitive advantages to their stakeholders (Guimaraes e Borges, 2009a). As such, consolidated capital and organizational structures are no longer enough elements for the success and maintenance of the business. Thus, in order to cope with these growing environmental demands, it is urgent for organizations to develop strategies. In this way we can point out that a business strategy can be defined as the direction or scope of a company in the long term, aiming to achieve some kind of competitive advantage, through the configuration of its resources and activities, in a changing environmental context, going meeting the needs of the large stakeholders (Grant, 2010).

The organizations that stand out in the market are those that have the guiding principle to the strategy at the corporate level that allow them to differentiate themselves from their competitors and achieve competitive advantage. To that end, they need to use the development of sustained strategies at the corporate level, namely Internal Marketing and the management of a corporate identity, which can trigger the process of organizational differentiation by reconciling the uniqueness and distinctive elements of the organization (Balmer, 1995).

The present study "The Role of New Technologies for the Human Resources Management: in which way the new technologies could influence the increase of people's retention, the decrease of turnover and the management of internal marketing?", aims to verify, through the analysis of the telecommunications field, to demystify the strategies that are being used, in a technological era, to achieve organizational goals. Given the rapid changes in technology in the past decades, technology has had a significant impact on human resources management, and technology evolves it is likely to move the field in some new directions in the future. The world has experienced cultural, societal and economic changes based on the increasing domination of digital technologies. In sum, these changes have led to the current period called the digital age or digital era. Digital technologies play an increasingly flagrant role in both the lives of employees and Human Resources Management, which seems to be affected in multiple ways (Prensky, 2001). This special issue focuses on the impact of these changes on Human Resources Management, in

relation to changes to the workforce, to Human Resources Management in general and more specifically to the use of technology in delivering HRM activities.

Along with the technological transformations and advancement of the Internet has emerged a concept that is called e-HRM (electronic Human Resources Management) which uses information technology in two ways: Firstly, technology is necessary to connect people who are usually segregated in different spaces and it allows interactions between them, in this way technology is serving as a medium with the aim of connection and integration; Secondly, technology supports all people involved completely, replacing them in the execution of HR activities.

Sales field is undeniably challenging for the Human Resources Management. Adjacent to the persistent hiring of people by these companies, it is a reality where the search for a job and the difficulty in obtaining it, has caused several people to look for alternatives, most of the times if it is not the job, they most desired. In this field, companies have several places with immediate entry, however companies are willing to invest in the new employees but, by the opposite, employees do not believe in the organization, results in a huge challenge for Human Resources Management and Internal Marketing. The retention of employees in this area is something that companies are struggling with, so it is necessary to plan and implement a successful and sustainable strategy in the short and long term, in fact, without a good and well-functioning internal relationship, external customer relationships will not develop successfully. It is necessary to manage employees - on all levels - internal relationship (Gummesson, 2011). Further on this study, it would be possible to establish the determinants of job turnover, the strategies developed for employee retention, and the Internal Marketing practices such as communication, empowerment and Job embeddedness which highly influences whether an employee intends to continue with the current job (Holtom et al., 2006).

This study appears to be extremely important because of the despite the more than thirty years of literature on the subject, in the current context, the application of Internal Marketing in companies remains scarce and little in depth (Conceição, 2012; Van Maanen & Schein, 1977b). However, the growing concern of organizations to engage their employees in business is notorious, even being understood as key elements for organizational success.

Human are seen as the DNA of companies, resources that are unique and difficult to imitate, and may even constitute a factor of competitive advantage (Grant, 2010). Given this view, it is currently verified that the employees are encouraged to participate in the direction of the companies, giving suggestions for the improvement of the work processes. Thus, the presented study is to analyse an average enterprise

size, whose main activity is the provision of services in the area of facilities electrical and mechanical, where everyone is asked to know the company and to "sell" it abroad.

That said and given that the valences of Internal Marketing not have been duly explored in recent times, it has become pertinent to carry out an empirical study in order to reach a better understanding of this theme, its implications and contributions to the reinforcement of Corporate Identity. Based on the assumption of the modern economy that encourages organizations to be more flexible, creative and effective/efficient in managing their resources, focusing on the management and optimization of the human factor, the present work proposed to answer the following question: What is the role that Internal Marketing plays in strengthening Corporate Identity?

The document structure is divided into 6 chapters: (1) Human Resources Management; (2) Internal Marketing; (3) Methodology (4) Context; (5) Presentation, Analysis and Discussions of the Results; (6) General Reflections and Conclusion.



## **LITERATURE REVIEW**

This section covers a wide literature review that incorporates various factors, identified as significant and is classified under two major headings, and, how are they related: Human Resources Management and Internal Marketing.

This chapter can be divided into two distinct phases. Starting with the first phase, that intend to carry out a bibliographic review on the concept of Human Resources Management covering its origin, its dominant perspectives, the evolution of the concept and its dimensions. In the second chapter, emphasis is given to the actions and activities of Internal Marketing suggested by the literature, as well as the tools used for an effective practical implementation of this, within the organizations and how this area of studies is so related with HRM. Both chapters intent to show the importance for the present study itself.

# 1 HUMAN RESOURCES MANAGEMENT

The term Human Resources (HRM) has developed over time among other terms and meanings such as: human capital, workers, personnel, staff, etc. In this sense, (Padoveze, 2000) describes human capital as the set of skills, knowledge and individual experiences of an organization's employees to perform certain tasks. In this respect, the author stresses that "human capital - part of the set of intangible assets that is called intellectual capital - can be considered a business resource and must be qualified as an asset, since it has the potential to generate future benefits for the company".

Therefore, Human Resources Management Capability (HRMC) is a very important business's capability. Skills and knowledge of human resources can be hard for competitors to imitate, these are unique and exclusive, not like machines and other assets that can be acquired in the market by any competitor. In fact, this is one of the assumptions of the VRIN framework (valuable, rare, inimitable and non-substitutable) a set of resources to have ability to support achievement of sustainable competitive advantage (Barney, 1991) . Later on, the author adapted the VRIN framework into the VRIO framework with the 'O' (organisation) denoting if a firm is "organized to exploit the full competitive potential of its resources and capabilities" (Barney, 1991, p. 56). This new paradigm of competition, management acknowledged the importance of people and gradually take the conscience that the competitive advantage depends, in the most part, of the qualified people, the capacity of developing them inside the company and making them a factor of competitive advantage. Like Ulrich (1998) observed, the main traditional competitive factors can be sooner or later copied – cost, technology, distribution, production, etc – however, it remains people, the key-factors.

The literature reveals that, although it was not well received, the designation of Human Resource Management quickly established itself in contrast to traditional personnel management practices (Cunha et al., 2010). That is, the function of HR detached itself from its traditional connotation to fit strategically in the business strategy, which is recurrent to use nowadays different terms to define the HRM activity in an organization, such as: Human Resource Management, Personnel Management. The HR function are often confused as being synonymous with each other, without any distinction being made at the level of their content, however the following definition indicates the essence of what HRM really is:

*"HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment and a highly committed and capable workforce using an array of cultural, structural and personnel techniques"* (Storey, 2007, p. 4).

As an activity, the Human Resources function arises as a response to organizational needs. Being an activity, it is transversal to the whole organization, that is, everyone practices it, and requires professionals specialized in HRM as a specialized activity (Fernandes, 2012). Thus, HRM is a set of knowledge, and at the same time, an activity too, while knowledge is something heterogeneous that intends to achieve results, influencing people's behaviour and attitudes through a defined management system. In order to do this, it has a management system tailored to the needs of the organization that will influence employees' behaviours and attitudes (Neves & Gonçalves, 2009). Regardless Guest, Paauwe, & Wright (2012) states that it is not possible to assert that a good HRM has an impact on organization performance.

Therefore, one of the purposes of HRM is to recruit people who are capable, flexible and committed to the organization, and for this it is necessary to reward the performance and development of key competences. Today, HRM's role is far more comprehensive than simply looking after its employees. Thus, HRM has a strategic function for the organization, in that it does not limit its intervention only when problems arise, thus assuming management functions such as planning, monitoring and control. Given this, it is perceived that the effectiveness of HR functions has a significant impact not only on top managers but also on all workers in the organization (Chimoga, 2014).

In the concept of HRM, people are no longer seen as a cost to be considered as an investment, that is, one of the most competitive assets. Thus, knowledge and skills must be expanded so that the organization produces value in individual, organizational and social terms (Neves & Gonçalves, 2009). Soft and Hard Models of HRM are the two of the most widely adopted models of HRM are the hard and soft versions. McGregor (1960), created and developed in the 1960s models about the Motivational theories X, Y and these are based on opposing views of human nature and managerial control strategies. The hard model – theory X - is based on notions of tight strategic control, saying that the average workforce is more efficient under strict supervision and authoritarian approach. In here managers believe their employees are less intelligent than the managers are, lazier than the managers are, or work only the necessary; While, for other side, there is the soft model is based on control through commitment and according to this model - Theory Y – work is as natural as play or rest, people are not inherently lazy, they have become that way as a result of experience. People will exercise self-direction and self-control in the service of the objectives to which they are committed. People have potential and under proper condition they learn to accept and seek responsibility.

Therefore, it is possible to sustain that Human Resources Management is constantly evolving, thus posing a challenge for Human Resources managers in the way they plan their strategies for the

management of their workers (Chimoga, 2014), in general. Thus, the organizational approaches of the last decades have emphasized that the effective management of the human resources of an organization can be a fundamental determinant for the improvement of organizational performance and to achieve a sustainable competitive advantage (Caetano & Tavares, 2000).

### **1.1 Human Resources Management Practices**

Human Resources Management Practices (HRMP) are often set up in recruitment and selection, training and development, remuneration and rewards, social relations, hygiene and safety, analysis and job description, performance appraisal, communication and integration, career management, legal, among others (Neves & Gonçalves, 2009). The HRMP constitute a model for the execution of activities that help the organization to achieve their goals, but nevertheless, a strong planning is necessary in order to achieve the proposed goals (Armstrong & Taylor, 2014). Among the organizational theories that have had the most influence in the various HRMP conceptions are the classical approach, bureaucracy, human relations, systemic approach, social-technical approach and contingency approach (Serrano, 2010).

For Neves and Gonçalves (2009), the systemic approach to organizational functioning was one of the schools of thought that most stood out in the evolution of practices related to HRM. In order to study the impact of HRM practices on organizational performance, the literature on the strategic management of human resources suggests that a systemic perspective should be adopted, due to the influence of individual and group behaviours on the different practices.

The effect of HRMP occurs mutually and not based on isolated practices. From the systemic perspective, HRMP can function as complementary or interacting to improve performance. Practices are not independent of one another and their impacts have joint rather than individual influence, and this influence is delimited by organizational policies (Boon, Boselie, & Dietz, 2005).

HRM refers to all decisions and actions that affect the relationship between the organization and its workers (Teixeira, 2012). It involves tasks such as: selection of personnel, structuring of careers, training, remuneration, as well as the relationship, both at a collective and individual level. All organizations, regardless of their size or activity, need to have some sort of people's management. In this way, several HRMP have been developed to meet the needs of organizations and to make them more efficient (Fernandes, 2012). Therefore, the adoption of high performance HRMP, when aligned with the company's strategy, will strongly influence the performance of the organization (Martín-Alcázar, Romero-Fernandez, & Sánchez-Gardey, 2005).

This time, the most common practices in any type of HRM are job analysis, recruitment and selection, reception, performance appraisal, training and development, and the remuneration system, as we will see further with detail, on this chapter. Consequently, it will be reviewed what the literature says regarding HRMP starting with Description, Analysis and Qualification of Functions.

### **1.1.1 Description, Analysis and Qualification of Functions**

Function's analysis consists in planning the various tasks that make up a function, including structural and social aspects such as the allocation of tasks between the organizational roles and the organization of the work applied in order to achieve the commitment and the increase of employee productivity (Moniz, 2010).

The analysis of functions, according to Sousa et al. (2006), consists in the analysis and systematization of the collected information about a specific function. The objective is to identify the tasks and skills necessary for the good performance of the employee in that task or function. This time the Description, Analysis and Qualification of Functions (DAQFs) is a summary of the tasks, objectives and responsibilities of a given function. In addition, it may include information on working conditions and the relationship with other functions (Moniz, 2010).

For Cunha et al. (2010) it is a structured and systematic process in which information is gathered on the tasks and operations that an individual or a group must carry out in the exercise of their work functions. Thus, this procedure involves the study of the various functions of an organization, gathering information about the content and context surrounding a given function.

The most usual methods to elaborate the job description are: direct observation, interviews and surveys (Fernandes, 2012). The above methods allow you to answer questions such as: What does the employee do? How does it work? Why is the job done? And what skills are needed to carry out this work? (Moniz, 2010).

This practice of HR, according to Sousa et al. (2006) provides the basis for other practices such as:

- Recruitment and selection - as it provides information that pursuit specific skills;
- Performance assessment - since it is essential for the definition of individual assessment criteria;
- Rewards system - since it provides information that allows us to assess the intrinsic value of the function and compare it with the rest of the labour market.

From the information above, it is possible to sustain that this practice of HR is central to the proper functioning and development of organizations. Thus, as already mentioned, the description and analysis of functions is an essential management tool for companies, since it enables the collection of essential information that assists different activities of HRM (Viegas, 2013). So, companies need to define criteria that are consistent with the organization's profile and objectives, and therefore with the requirements of the market, to recruit human capital, recognizing them as assets that will join the organization.

This practice plays an extremely important role, as it serves as guiding ideologies for the organization's leadership, providing information for many other Human Resources Management practices, such as the recruitment process, the selection, communication, training, progression and performance evaluation (Cenzo & Robbins, 1996). This is because the DAQFs provides to the Human Resources Managers, Line Managers, etc. essential information about the function, thus allowing the perception of the candidates with the best profile to perform a certain function.

Training also benefits from the DAQFs, as it facilitates the analysis of the gaps in each function, thus making it beneficial to develop appropriate training plans for each function and each collaborator (Viegas, 2013). With regard to performance evaluation, the fact that the DAQFs gives a detailed description of the function, allows a simplification in the evaluation of the quality of the work performed and the potential changes to operate (Prien, Goodstein, Goodstein, & Gamble Jr, 2009).

This practice (DAQFs) also allows the determination of the requirements and the working conditions of each function, thus constituting an important factor in the management of the rewards (Viegas, 2013). With the technological evolution this HRM needs to follow up and adjust.

### **1.1.2 Recruitment and Selection**

Recruitment and selection are deeply linked, however, and despite this relationship, these are not unique concepts, so it is necessary to differentiate them (Boudreau & Rynes, 1985; Ivancevich, 2008; Reinert et al., 2012). Both processes are part of the same goal: the entry of a new employee into the organization.

Recruitment can be considered the most critical function for the survival and success of an organization, since it is an essential tool to ensure that a given organization has the human resources needed to achieve its strategic objectives (Taylor & Collins, 2000). Sinha and Thaly (2013, p. 142) explain recruitment as a process of searching for the right talent for the organization's function, more exactly.

The need to recruit people may arise for a multiple reason, such as the creation of a new function, due to the replacement of an employee for strategic reasons, among others (Sousa et al., 2006). When recruitment is required, it is essential to check:

- if it is necessary to recruit someone?
- what is the ideal profile for that job?
- what type of recruitment to take (internal or external)?

That said, and when within the organization there is not an available employee neither someone with the ideal profile to fill the job vacancy (Internal Recruitment), the organization moves towards External Recruitment (Chiavenato, 2008). For external recruitment to be considered an effective process, it must attract a significant number of candidates (Pereira, 2013). Therefore, the recruitment process aims to attract the right person to the exercise of a certain function, the success of this attraction is closely linked not only to the methods used by organizations, but also to the conditions offered by employers such as salary, work conditions, location, provided training and career development opportunities (Armstrong & Taylor 2014).

As already mentioned, the recruitment process may be internal - when the organization resorts to its members to fill the vacancy (transfer or promotion); or it could be external - when candidates are external to the organization (Cunha et al., 2010). The author mentions that recruitment techniques can include the following: advertising, partnerships with schools, universities, job websites, employment agencies, internal recruitment, social networks and professional references.

The strong technological evolution allowed a reduction in the time spent to find a reasonable number of candidates with the necessary requirements. Examples are corporate websites, social networks and employment portals. Therefore, in a recruitment process, the choice of the medium to be used is very important, as it is the target audience (Matosinhos, 2012).

To summarise, recruitment determines the candidates who will be part of the selection process (Boudreau & Rynes, 1985; Reinert et al., 2012). So, the selection process is the phase of choosing the ideal profile for the function. Therefore, the selection process is nothing more than a process of systems of comparison of candidates counting on several methods of selection (curricular analysis, interviews, group dynamics, cognitive and psychological tests, etc.). Through the application of selection methods, it will be possible to find the right person to meet the organization's needs (Armstrong & Taylor, 2014).

For Cunha et al. (2010), the selection process demands that the adjustment be obtained between the people and the functions to be performed. Therefore, at this stage, it is intended to evaluate candidates at various levels, for example, personality, capacity, skills, experience and motivation, in order to compare

their profile with the criteria premeditated by the organization. Only then is it possible to select the candidate with the best conditions to integrate the organizational team and perform the role better.

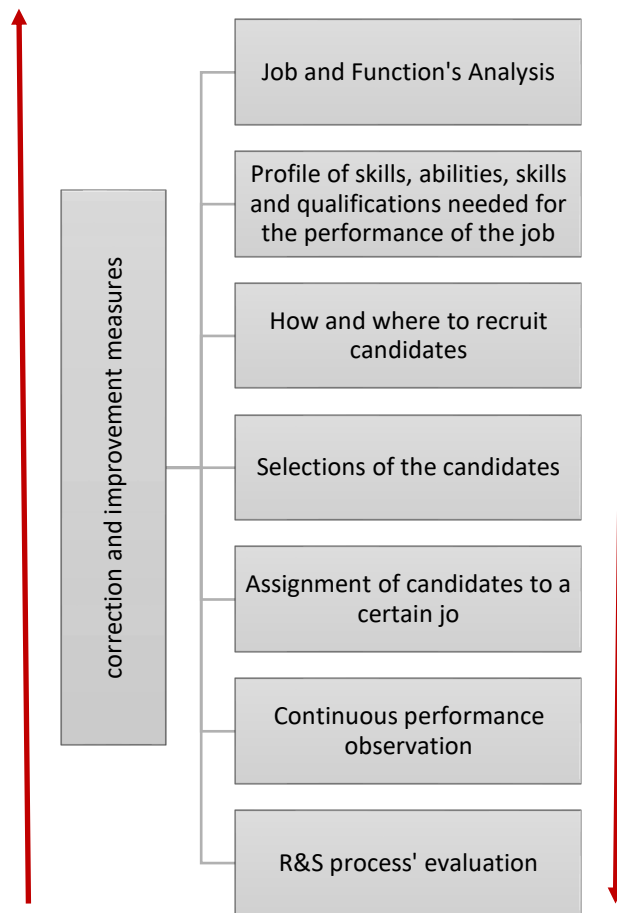
Reinert et al. (2012), define the selection process as a series of steps ranging from the description of the activities to be performed by the candidate to the hiring, ending with the registration in the personnel department. Until they reach the ideal profile the candidates go through different selection methods such as: Curriculum Vitae (CV) analysis, Assessment Centre, Group practice exercises (focus group), Candidates interview, Professional references, Tests of skills evaluation for the performance of the function, Personality tests, Psychometric tests, Physical tests (Matosinhos, 2012; Reinert et al., 2012; Sousa et al., 2006).

The selection process is relevant because the adaptation of the candidate is not only done to the position but also to the organization. This adequacy implies that criteria based on competencies and abilities to perform specific tasks and activities, as well as criteria that meet the values of the organization and the individual, should be included. In this sense Reinert (2012), indicates that the selection process must be complemented by the process of socialization of the individual in the organization, as it would be possible to see later on this chapter.

Recruitment and Selection (R&S) are processes that aim to reach qualified candidates and select the best profile for the performance of the function in an organization (Simoes Guimaraes & Borges, 2009). In short, to ensure that you have the talents you need, the organization has to develop a strategy that can begin with recruitment and selection, but it does not stop here as long as it extends to other HRMP like reception and integration, training and development (Armstrong & Taylor, 2014). The following image (Figure 1), illustrates in a synthetized way the R&S process:



**Figure 1 - Recruitment and Selection Process**



Source: Adapted from Conceição Cunha (2016)

Indeed, globalization and ease of access to information via the Internet have allowed changes to the recruitment and selection processes, facilitating contact between companies and candidates. Online social networks allow you to advertise job opportunities to a large number of people in a short space of time. In this way, companies are increasingly using online social networks taking advantage of the advantages they can provide in recruitment and selection. e-Recruitment has recently become one of the most widely used and effective means of identifying applications and it will be extremely presented further on this document.

### **1.1.3 Hosting and Integration**

Socialization is a process by which the individual learns values, norms and behaviours required, allowing the inclusion in a certain organization (Van Maanen & Schein, 1977a). For Saks and Ashforth (1997), one of the main objectives of this process is to reduce the doubts and uncertainties, anxiety and ambiguity of the individual to the organization at the initial moment.

In order to the socialization process to takes place, in a structured way, practices are needed to structure and integrate the experiences of individuals, thus stimulating their new reality. Van Maanen & Schein (1977) identified six dimensions of practice and Jones (1986) organized the dimensions into three categories as in the Table 1:

**Table 1 - Socialization Tactics: made from Jones (1986)**

<b>CONTEXT</b>			
<b>Collectives</b>	<b>Individuals</b>	<b>Formal</b>	<b>Informal</b>
similar learnings and standard answers	Single learning, different answers and adapted to the specificities	Supervised established programs	No supervision and informal socialization among colleagues
<b>CONTENT</b>			
<b>Sequential</b>	<b>Random</b>	<b>Fixed</b>	<b>Variables</b>
Information given to the individual related to the process, defined training periods	Training content periods are not defined	Prior information about the process	No prior information about the process is given
<b>SOCIAL ASPECTS</b>			
<b>Investment</b>	<b>Disregard</b>	<b>Series</b>	<b>Isolated</b>
Personal characteristics and valued behaviours	Neither characteristics nor behaviours of the individual are valued	Former members prepare new ones to assume roles like theirs	No information about roles and presence of any member

As for the context, and according to Van Maanen and Schein (1977) , practices can be: collective - when beginners experience common learning experiences aimed at producing standardized responses; individuals - when they give the new elements a unique set of learning experiences that allows heterogeneity in their responses. In terms of content, the practices can be sequential - when they aim to provide new employees with clear, what activities and experiences they will spend in the organization; random practices - there is no well-defined goal and the steps change or are unknown. When organizations adopt formal socialization practices, beginners learn their role in the organization and what their responsibilities are, which it aims to make the rules clear and patterns of expected behaviour, by using informal practices, organization allows senior employees to share their experiences with the new elements.

According to Trice and Beyer (1993), the forms of socialization are determined by the organization, to be deliberate/planned or informal/spontaneous practices. However, the individual being exposed to influences of this process will become the agents of socialization. The same authors also point out that the daily interaction process of the social agents towards the new collaborator becomes an effective socialization, due to their availability to insert the new collaborator not only in the tasks as in the social proximity.

The organization, in turn, to have a constructive relationship with the individual, from the first perceptions of the same, must provide information that meets the reality that the same will face in the new functions and organization (Mowday, Steers, & Porter, 1979). Therefore, it is important to mention the importance of recruitment and selection, emphasizing the moment of the interview, given the responsibility of the responsible member of the organization in this process, transmitting information about the organization and the conditions it offers: opportunities for promotion as well as difficulties or limitations (Trice & Beyer, 1993). It is possible to conclude that, the Reception and Integration Process begins immediately upon Recruitment and Selection (Reinert et al., 2012).

After the initial phase, and taking into account the information obtained, the individual has the duty to evaluate if in fact, wants to be part of that organization being, according to Robbins (2005), the stage of "confront" is the moment in which the individual confronts his desire with the reality of the organization, and can be divergent. The author also refers to the "metamorphosis" phase - when the new member participates and masters the skills needed for the job, playing roles and making the necessary adjustments, thus rooting values and norms (Robbins, 2005).

The integration aims to familiarise and to adapt the new collaborator to the organization and to the social and physical environment where it will act (Chiavenato, 2008). Therefore, integration is a period that lasts longer than the reception, which corresponds to an individual process directed to the function and work that the new employee will develop, with the goal of adapting and involving him. The integration practices are:

- Reception session (face-to-face or e-learning);
- Regular interviews with the integrating member (HR);
- Integration of the new collaborator in the team and in meetings, lunches, snacks and parties (Mosquera, 2007).

We can conclude that reception and integration are relevant and fundamental practices for the organization and for the new employee, since it should be a helpful process of the characteristics of the

functions, the expectations and the different needs, thus reaching the satisfaction and guidance of the new employee and the organization (Taylor & Collins, 2000).

This HRMP plays an important role and new technologies have been welcoming new employees using online applications and games. The use of new technologies to initiate the process of reception and integration allows new employees to have more dynamic experiences and bring them closer to organizations. Once the knowledge about the norms becomes more attractive and interesting allowing an assimilation of attitudes and behaviours by the new collaborators faster.

#### **1.1.4 Training and Development**

In the literature there is a great variety of definitions for training and development. However, they essentially converge. The understanding (Garavan, 1997) begins by distinguishing training and development.

Training can be defined as a planned effort to acquire knowledge, skills and attitudes, through learning experiences (Garavan, 1997, p. 40). In turn, development is defined as:

*"A concept that embraces both the outer reality of the environment as the organizational goals and the inner reality of the emerging self. The basic notion is that each of us is a unique human being, but it is only possible to make progress by interacting with others or exercising the ability to make personal choices more constructive as possible"* (Garavan, 1997, p. 40).

The author added that it is a process that is not confined to any particular space or time and is it not controlled by formal parameters, so it is about reaching the maximum capacity from a set of opportunities. Training within work should be developed in an articulate and integrated way so as to provide the required action and skills in the workplace. The concept of training is not always clear and can be related to different types of activities, such as classroom training, workplace, conferences and seminars, among others. According to (Cunha et al., 2010), training is one of the main human resource development tools whose objective is to allow the acquisition of a set of skills to apply in the work context.

The process of Training and Development is undoubtedly associated with those of organizational development, change, sustainable growth, management. Being people the main driving force of an organization, it is natural for the organization to think about its development from the very development of its collaborators. It is also true that managing is essentially, and it is then necessary to predict and systematize the development of new functional abilities, individual and group, with which employees should be "equipped" (Gomes, 2011). Training is considered to be essential in the mobilization of abilities for new possible situations (Cunha et al., 2010; Garavan, 1997).

In Portugal, training solutions are still mostly chosen according to traditional approaches, however the development of Information and Communication Technologies now allows individuals to acquire knowledge through faster and equally efficient forms such as e-learning. (Musa & Othman, 2012), consider learning through e-learning as all forms of learning, information and electronic communication, through a connection to the internet network.

### **1.1.5 Performance Evaluation**

Performance evaluation is a complex process that combines the definition, communication and negotiation of performance objectives, their orientation and review, feedback to employees about their work, recognition of their contribution to the organization's results and analysis of divergences or difficulties that may come if they achieve or not achieve the desired levels of performance (Caetano, 2008a). This practice has always existed since labour relations are known. In other words, since this relationship between employer and worker has been established, there has been an evaluation of work in terms of cost and benefit (Chiavenato, 2008). Caetano & Vala (2007) report that performance evaluation stands out at the level of HRM since it can have considerable effects on productivity, but also at a direct level - as a process of performance control, and indirectly through its relations with the selection, formation, professional development, promotion and remuneration of the organization.

For Gomes (2011), the fact that the organizations have an efficient performance evaluation system and adjusted to their objectives contributes to the evolution of the organization. Therefore, for the implementation of a performance evaluation system to be effective, it must be applied at all hierarchical levels in a rigorous and competent manner. For this, it counts on a series of instruments, criteria, processes in articulation with other subsystems of the management of people.

The performance evaluation is the systematic assessment of the performance of each employee in the position and its potential for future development, providing the necessary information to the management of HR. It is also the process through which problems of supervision of the workers, of the integration of the worker to the organization or to the position that occupies can be located HR. Therefore, performance evaluation is a dynamic process, where workers are always being evaluated by their organizations, and this evaluation may be formal or informal (Chiavenato, 2008).

Consequently, the evaluation of performance has had a great influence on organizational management, due to its relationship with the monitoring of the performance of HR, which promote, in this way, organizational sustainability. Therefore, the evaluation of performance, awards and recognizes

the contributions of its employees, improves the results of organizations and enhances the performance of its employees (Gomes, 2011).

According to Almeida (1996), performance evaluation can be defined as the measure of the efficiency and effectiveness of the employees of an organization as a mean to control and audit the contribution of the collaborators to the objectives of the organization

In this way, it is very important to emphasize the definition of objectives. According to (Seixo, 2007), the definition of objectives must be made from the top of the organization to the base, always having a strong participation of the intermediate leaders who must, for this purpose, receive adequate training. In this way, the more detailed the formulation of the objectives, the more reliable the system becomes and the more concrete its evaluation becomes. By other side, a poorly formulated goal may become controversial and may not present any conclusions, thus leading to subjective assessments or even results that cannot be ascertained. Therefore, it is easy to conclude that goal setting is a decisive step in the success of the system. However, some problems have been identified regarding to the definition of the objectives, due to the complexity of this task and due to the difficulty, that the people involved in the process have in doing so in a correct and adequate way.

According to Caetano (2008), organizations, when implementing performance evaluation systems, aim to improve performance and the economic and social sustainability of the organization. For this, they have a set of administrative and strategic objectives that allow the alignment of employees' activities with the strategic objectives of the organization, such as:

- Improving performance, productivity and motivation;
- Increasing the organization's sustainability;
- Provide feedback and advice to employees on performance and career;
- Provide a basis for deciding on incentives and rewards;
- Provide a basis for deciding on progressions, promotions, layoffs and terminations;
- Identify training needs.

### **1.1.6 Career Management**

According to Tansley and Tietze (2013) career management is aimed at attracting, developing and retaining highly empowered individuals of supreme importance to the organization.

Career management practices have not always been used by organizations to recognize the commitment of their employees. However, as more and more companies are betting on globalization,

this type of practices is increasingly relevant in the retention of their employees. To this end, they seek to provide strategies that anticipate the expectations and needs of employees (Ascensão, 2009).

The concept of career, a word etymologically associated with "path", can be viewed in different ways. For Combs et al. (2006), the concept of career can be understood as a set of behaviours and attitudes, which may be linked to work-related experiences and activities in the life course of an individual. In a more traditional interpretation, the career is seen as occupation and professional development, that is, the career corresponds to a sequence of promotions that take place over time, always in the labour and organizational context, not having to occur only within an organization (Sousa et al., 2006).

For Armstrong and Taylor (2014), career management practices aim to create opportunities for employees to develop their competencies, thereby making them progress in their careers. That is, when organizations apply this type of practice to their employees, they also benefit from it as they fulfil their own aspirations. Therefore, it integrates the needs of the organization together with the needs of its employees. According to Bjorkquist and Lewis (1994), career management practices are a valuable tool as they promote the development of the value of human capital. This valuation is beneficial for both organizations and employees, since employees feel valued within the organization, and organizations gain a competitive advantage (win-win) on the market in which they operate.

In spite of what has been said, the organizational practices of career management have not been yet properly consolidated and oriented towards the "loyalty" of their employees (Ascensão, 2009). Some organizations have instituted career management processes to better comprehend and develop employees, effectively training their interests and skills to the benefit of the organization. However, not all companies have this kind of vision, doing relatively little in this area (Dessler, 2013).

Therefore, career management consists of planning the course of an individual within an organization. It has thus included the advice of its employees thus promoting the development of their careers, making both parties (individual and organizational) benefit from it (Armstrong & Taylor, 2014).

### **1.1.7 Remuneration, Incentives and Benefits**

According to Cunha et al. (2010) this practice represents a high cost for organizations and is a critical condition for workers, by the fact that, both managers and workers pay special attention to it. Reward systems can be defined as a set of material and immaterial compensation that employees receive. These compensations are based on the quality of the work developed, in the long term, in favour of the progress of the business (Câmara, Rodrigues, & Guerra, 2010).

This practice is also strongly influenced by other HRMP, as is the case with performance evaluation, since it has the objective of adjusting the performance of the workers. In what concerns the recruitment and selection, influence this practice as the benchmarking determines the type of reward to be attributed to the employee (Pereira, 2013). Snell et al. (2001) argued that the collaborator is fundamental for the achievement of the organizational mission, thus the reward system plays an important role in achieving this strategic mission. That is, as a rule the rewards system is designed to support the organization's strategy.

According to Fernandes (2012), these compensation systems can appear as follows:

- Direct financial compensation - these are payments received by the employee (compensation, salary, bonus or commission)
- Indirect financial compensation - this is another counterpart, such as holidays, insurance or other.

After going through the main Human Resources Practices: Technology has led to profound changes in management, especially in processes inherent in human resources, and continues to be, at present, the engine of progress in different directions. For example, the recurring feature of technology, such as the World Wide Web, has transformed some procedures such as recruitment, selection, performance management, pay and even training.

Most organizations use online recruitment systems, implement internet-based training programs, etc. The technology enables HR professionals, among others, to provide a better service to all its stakeholders (for example: candidates, employees, customers) through a more personalized and fast response, reducing bureaucracy and making work time more profitable (Stone & Dulebohn, 2013).

## **1.2 Organizational Change**

Changing, for many people, can be a complex and painful experience. The various situations of transformation experienced are unique and potentially stressful. Therefore, change is both a challenge and a basic source of growth (Costa, 2002). For Hedberg (1981b), the concept of change translates into simple behaviours that adjust to different motivations, as is the case of changes that occur in the internal or external environment of the organization.

The concept of organizational change has been widely studied, so it is possible to find in the literature several definitions. Lines (2005) defines organizational change as a deliberately planned change in the organization's formal structure, in order to achieve organizational goals. Other authors define



organizational change as the process by which an organization improves its performance in order to be successful in their activity (Weick & Quinn, 1999). Looking at the technical side, organizational change happens when organizations undergo some transformation (Mourfield, 2014).

The concept of organizational change is often referred to when it comes to organizational learning, since they are related (Parente, 2008). However, change and learning are two distinct dimensions that can occur simultaneously or separately. They are, therefore, differentiated concepts since the concept of learning involves a cognitive progress, whereas the change can occur without learning. That is, organizational learning implies understanding the underlying reasons for changes beyond the behavioural response that often occurs in organizational change (Parente, 2006). However, not all forms of learning require understanding, in this way, learning requires both change and stability in the relationships between learning subjects and the surrounding environment (Hedberg, 1981b).

Modifications, in a passive perspective, may occur as a reaction to a change or as a response to a crisis. On the other hand, from a more active perspective, they may arise from the fact that organizations have more dynamic and bold leaders (Weick & Quinn, 1999). According to Parente (2008), changes that occur within an organization should be analysed, since whether they arise in a preventive way or arise for external reasons, these strongly influence the behaviour of organizations. Therefore, as mentioned above, organizational changes be a learning process for organizations, as these changes bring them new dynamics.

Following on the Organizational Change it will be presented the three organizational change' models: Kurt Lewin's Model, Kotter's Model and McKinsey 7S' Model.

### **1.2.1 Models of organizational change**

Throughout the years, organizational psychology has been studying several models to follow when an organizational change occurs. The three most talked models are: Kurt Lewin's model, Kotter's 8-step model and Mackinsy's 7 S model (Mourfield, 2014), so let's see in detail each one.

In order to explain the organizational change, Kurt Lewin made an analogy with an ice block. Therefore, for organizational change to be successful it should go through three phases:

- 1) Defrosting - this phase implies a rupture with the previously adopted procedures, thus allowing the arrival of new ways of acting;
- 2) Change - At this stage all elements of the company have begun to reduce their uncertainties and will begin to believe that change can be beneficial for both parties and because of this, managers

must communicate clearly the objectives of the change and what steps must be followed to reach them;

- 3) Refreezing - In this phase, it is important for the organization to promote stability since the changes have already been made, for example a new structure and behavioural pattern is institutionalized (Mourfield, 2014).

For Kotter (2012) organizational change will be successful if the following eight steps are followed in order to establish employment commitment and reduce scepticism:

- 1) Creating the need - is to demonstrate that change is necessary and realise this through market analysis, identification of potential crises;
- 2) Create a strong alliance - it consists of bringing together the right people to lead the organization in the direction of change and continue to provoke the need for that change;
- 3) Create a vision for change - at this point, managers need to determine exactly the core values for change, for example it is necessary to create a vision and develop strategies to achieve that vision, to direct all efforts made;
- 4) Communicate this vision to the whole organization - therefore all communication channels must be used in order to communicate the new vision and strategy, it is still important to teach new behaviours by setting an example to follow;
- 5) Encourage actions of change - this topic emphasizes that all obstacles that arise must be removed, that is, it is necessary to change behaviours in order to meet the new vision;
- 6) Create continuous success steps - organizations must achieve visible performance improvements, and recognize and compensate those who bring improvements to the organization;
- 7) Promote change - here improvements must be made so that change occurs and is established;
- 8) Ensure lasting change - which is, to persist in change and to make sure that modifications will continue to exist (Mourfield, 2014).

The McKinsey 7S' model is intended to show how seven different elements of the organization can be aligned with the goal of achieving effectiveness in the workplace. This model includes the following key areas:

- Strategy - defining the approach that the organization will adopt to achieve its objectives;
- Structure - how resources are organized within an organization;
- Skills - the tools an organization has;
- Staff - the people who make up the organization;

- Style - is related to organizational culture;
- Systems - are the processes through which the organization acts;
- Shared values - this is essentially the vision and mission of the organization.

All seven elements are interconnected, so when there is some change in one of these elements the other ones also have to be changed (Mourfield, 2014).

Empirical studies on organizational change include those of Pettigrew (1990), who analyse the process of change from the internal/external context of the organization, the content of change, and the process. The author defines the external context for the social, economic, political and legal and competitive environment in which the organization operates. The internal context implies the structure, organizational culture and political context of the organization. When it comes to content, it refers to areas for change. Finally, the process is analysed by the actions, reactions and interactions between the various areas involved in the change and in the future of the organization.

Therefore, it is possible to verify there are several models that can be followed in order to facilitate the operationalization of the change. However, the adoption of one or the other model is not a guarantee on its own that the change is successful because of the many factors that influence it. When change occurs in an organization, a part of the organization will feel a transformation. Thus, some of these changes can be quite radical and can result in more efficient and effective organizations if the change is successfully implemented (Hilb & Dubs, 2008).

### **1.2.2 The role of HRMP in organizational change**

Change processes can be managed in a variety of ways. However, few organizations are concerned with levels of resistance to change and invest in communication, training and employee awareness (Rosenberg & Mosca, 2011). These organizations recognize that employee involvement is a factor of success in implementing change as workers must, somehow, to change their behaviour to fit the organization's new challenges. As for organizations that manage change processes without taking into account the influence of the human factor, in addition to increasing the probability of failure, they compromise the organizational environment (Marques, Borges, & do Couto Reis, 2016).

Considered that the role of HR was based on tasks such as: finding solutions for the development of organizations, creating conditions to retain employees in the company, but also creating and stimulating changes in the organization to adapt to new consciousness. The same authors indicate that, in the last decades, great advances have been observed that lead the organizations to investigate new forms of

management, with the goal of improving performance and achieving results that meet customer needs. The main obstacles to the implementation of improvements are essentially related to the lack of training of employees, the unfavourable motivational environment, the lack of working conditions and difficulties in the use of new technologies (Beck, Brüderl, & Woywode, 2008). Although organizations are aware of many barriers during the implementation of a new strategy, they rarely consider the risks caused by the vulnerability of their human assets (Simoes Guimaraes e Borges, 2009b).

Therefore, organizational changes have presented new challenges to management, in particular to the HRM. Therefore, it is also the function of HRM to develop the capacity of the organization to accept the various changes and to develop through them. With this, it is up to the HRM to develop initiatives aimed at its good performance which is, the search for organizational flexibility and the management of modification are, in this way, fundamental concerns of the HRM (Mascarenhas, 2008).

For Fleury and Fleury (2004), the HR area must play an important role in the development of strategy and organizational change, as it takes more care to attract, maintain and develop the skills needed to achieve the organization's objectives. Another challenging aspect to be considered in the process of change is the organizational culture. According to Fleury (1996a), the process of change cannot be separated from the organizational culture, due to the great influence it exercises throughout the process. The same authors also affirm that the stronger the organizational culture, the deeper the influence will be. Thus, in the opinion of the authors, organizational culture acts as an element of consensus. As it turned out, the literature shows that some authors argue that for managers of organizations that are continually changing to be successful, they must communicate clearly to their employees what their responsibilities and priorities are, giving them the freedom to improvise (Cummings & Worley, 2014).

Therefore, in a process of change, communication is extremely important, and it is strongly related to several HRMPs such as Description, Analysis and Qualification of functions, Recruitment and Selection, Reception and Integration, Performance Evaluation among others. Consequently, communication within an organization can assume a function of control, motivation, emotional expression and information, and all these functions are well present in the HRMP.

The individuals involved in the process of change adopt it according to their own logic, developing more or less favourable attitudes towards it: agreement or resistance. It is possible to affirm that, when organizational changes occur, the fact that there is a greater involvement of the workers, makes possible the assimilation of the changes that have occurred, which can result in a learning process. On the other

hand, when organizational changes are imposed, changes occur tend to be captured more superficially (Gomes, 2011; Parente, 2006).

Is possible to see that organizational change goes hand in hand with Organizational Learning, so it is possible to establish a correspondence between both concepts when studies (Griego, Geroy, & Wright, 2000; Marquardt, 2011) point out that training as well as systems of rewards are decisive for the constitution of learning organizations. Therefore, the admission of new employees, training, as well as participation in the decision-making process positively influence organizational learning, and therefore organizational change processes (Gomes, 2011).

Training and Development, integrated in the project of organizational development, as a device of change is, increasingly, a clear contribution to the organizational performance. It allows a proactive change culture, allows the updating of knowledge and skills and mobilizes the internal and external knowledge of the organization (Caetano & Tavares, 2000).

In addition, it has been shown that the process of Training and Development is associated with the motivation and satisfaction of the workers. At a time when business change is constant and dramatic, engaging and motivating employees, conveying the company's goals, mission, and strategies in order to create a common ground in the performance of its functions is essential (Cunha et al., 2010; Garavan, 1997).

Thus, according to Albuquerque (2008), people must be strongly involved in the change process, since they have an indispensable role for the organizational strategy. For the author, the most important result is the participation of people throughout the process, with their learning, awareness and their commitment to the objectives of the organization.

Companies can change for diverse reasons: increasing competitiveness, changes in the law, technological changes, and changes in consumer or partner preferences. Therefore, these changes also imply changes in their behaviour so that they can deal with these changes. Therefore, as already mentioned, if this process is viewed by the organization as a threat, several complications will arise (Simoes Guimaraes e Borges, 2009b).

The fact that organizations provide certain conditions like worker autonomy, can benefit the creativity of employees (Adams, Bessant, & Phelps, 2006). However, this is not in itself enough for employees to remain committed to achieving organizational effectiveness. That is, strong leadership is needed to encourage the search for knowledge (Unsworth, Wall, & Carter, 2005). Only if the people in charge of the organization value their employees, they will be able to commit themselves to the work and to the organization.

According to Chiavenato (2008), people depend on organizations to be able to sustain themselves and to be able to perform professionally. On the other hand, organizations cannot survive without people, since they are these sources of life, activity, rationality and creativity. However, the continuous organizational changes that people are exposed many can bring many challenges to their ability to react, as they require constant adaptation. Also, when pressures for change are greater than the adaptive capacity of those involved, the body tends to suffer, especially when the process of change is perceived as a cause of loss (Nickel & Coser, 2007).

Human Resources Management is therefore considered an important force in achieving organizational effectiveness. In this way, it is important to understand which HRMP positively influence the organizational commitment that naturally lead to organizational effectiveness (Ascensão, 2009). Devanna et al. (1981) summarize some views on the role and structure of human resources systems in organizations:

- HR activities have a strong impact on individual performance and, therefore, productivity and organizational performance;
- The innovation capacity of organizations depends on the creation of an organizational context that supports change;
- The quality of strategic decisions made by organizations is linked to the quality of HR data that are considered in the decision-making process;
- Success in implementing the strategic objectives depends to a large extent on how the organization has selected and developed its HR, on the adequacy of the performance appraisal system adopted, on the adjustment between the rewards system and the achievement of strategic objectives and competencies needed to ensure the success of the organizational strategy.

Thus, HRM facilitates the decision-making process by transmitting data for identification and evaluation of alternatives (Bohlander et al., 2001a). Therefore, the way employees perceive organizational change is strongly influenced by how they perceive HRMPs. That is, the success of change programs is deeply connected to the way human resource management practices are managed within an organization.

Thus, in order to minimize the impacts of organizational changes, HRMP are indispensable tools for organizations. In addition, it is possible to affirm that HRM is strategic for organizational change, insofar that it actively participates in the development and implementation of strategies (Simoes Guimaraes e Borges, 2009b).

In summary, the literature shows that processes of change are inevitable. Caetano & Tavares (2000) developed a study in which they verified that, from the several cases studied, all organizations underwent several organizational changes, that is, they underwent organizational changes in the different systems that make up an organization.

In this way, the success or failure of these initiatives has much to do with how changes are managed. Therefore, the degree of involvement of the people and their perception of this process is a key factor: Shah et al. (2017) claim that employees' knowledge and skills are among the decisive workplace factors determining the employees' readiness for change. All the HRMPs adopted by the organization help in the process of implementing strategic change (Simoes Guimaraes & Borges, 2009).

Consequently, to the organizational change, nowadays, day by day a growing number of organizations use New Technologies in Human Resource processes. The internet has brought some changes in the way of recruiting. The internet has emerged as a recruiting tool in the 90s and according to Parry and Wilson (2009) it has grown quickly over the past few years and is nowadays widely used by employers and job seekers around the world, as it will be analysed in the next topic: *e-HRM*.

### **1.3 e-Human Resources Management**

Along with the technological changes and advancement of the Internet has emerged a concept that is called e-HR (electronic Human Resources Management) which is defined as a management model focused on the human resources, relying on the information technology, to take part of different roles of HR (da Costa, 2002b; Jones, 1986b). Therefore, HR functions as recruitment that has the highest frequency of application on the Internet, followed by communication, benefits information, online training, stock option information and online performance assessment (da Costa, 2002b).

Online recruitment tools allow receiving job applications, a quick triage and feedback to candidates and because of this, it is considered a fast method and able to reach a wide audience. This is called e-HRM defined as a system that allows managers, applicants and employees, access to human resource related information and services through the Internet, an organization's intranet or web portal (Lengnick-Hall & Moritz, 2003). The literature shows other definitions for the concept, and there is no common agreement about the definition of electronic HRM (Bondarouk & Ruel, 2009). Strohmeier (2007) define it as "the planning, implementation, and application of information systems (IS) for both networking and supporting actors in their shared performing of HR activities". For (Nenwani & Raj, 2013) e-HRM is an "umbrella term covering all possible integration mechanisms and contents between Human Resource Management (HRM) and IT aimed at creating value for targeted employees and managers". It is

considered such an interesting topic in the HR field because the adoption of e-HRM is expected to confer many advantages on organizations, such as a more efficient and strategically oriented HR function and an increased competitive advantage.

Online recruitment is a way to draw potential candidates to the market more expansively, as Internet access is increasingly comprehensive. Thus, the ascendancy of this type of people management tool tends to be increasing since it is a fast, effective and safe method and leaving the organization with a database of possible future candidates for future vacancies (Mitter & Orlandini, 2007). And in addition to recruitment, selection is a function of HR that is being done over the Internet with the use of analysis of the curricula provided online, after the application of the online test, video conferences, language tests and after these selections that candidates approved for the vacancies will be called to the presence stage where for having dynamics of groups, interview with manager among other applied tests, since each organization uses a method of selection.

Both organizations and candidates consider recruiting over the Internet to be the most inexpensive, fast, and potentially most effective way being these the main advantages of it (Bohlander et al., 2001).

### 1.3.1 Types of e-Human Resources Management

Lepak & Snell (1998) distinguished three areas of HRM as, operational HRM, relational HRM and transformational HRM, with more detail on the Table 2.

**Table 2 - Types of e-HRM**

Operational HRM	Relational HRM	Transformational HRM
e-HRM is concerned with administrative function like payroll, employee personal data, etc. Operational type of HRM provides the choice between asking employees to keep their own personal data up to date through an HR website or to have an administrative force in place to do this	e-HRM is concerned with supportive business process by the means of training, recruitment, performance management, and so forth. As to relational HRM, there is the choice between supporting recruitment and selection through a web-based application or using a paper-based approach (through advertisements, paper-based application forms and letters etc.)	e-HRM is concerned with strategic HR activities such as knowledge management, strategic re-orientation, etc. As to transformational HRM, it is possible to create a change-ready workforce through an integrated set of web-based tools that enables the workforce to develop in line with the company's strategic choices or to have paper-based materials

Source: adapted from Lepak & Snell (1998)



### **1.3.2 e-Human Resources Management and the Human Resources Information System**

An Information System is:

*“a system made of human resources (staff), material resources (equipment) and procedures that enable the acquisition, storage, processing and dissemination of information relevant to the operation of an organisation, whether or not the system is computerised”*(Kavanagh, Thite, & Johnson, 2015, page. 8).

e-HRM has been used with HR Information System (HRIS) (DeSanctis, 1986; Haines & Petit, 1997; Ngai & Wat, 2006), virtual HRM (Lepak & Snell, 1998), web-based HRM, intranet-based HRM (Bondarouk & Ruel, 2009), HRM e-service (Ehrhart & Chung-Herrera, 2008), business-to-employee systems B2E (Huang, Jin, & Yang, 2004), and HRIT (Florkowski & Olivas-Luján, 2006). Heikkilä (2016) has stated that e-HRM has been interchangeably used with HR Information System (HRIS), virtual HRM, web-based HRM, intranet-based HRM, HRM e-service, business-to-employee systems B2E, and HRIT (Bondarouk & Ruel, 2009). The Enterprise Resource Planning (ERP) applications are software suites that help organizations integrate their information and business processes and typically support the different departments and functions in the organization by using a single database that collects and stores data in real time (Abdinnour-Helm, Lengnick-Hall, & Lengnick-Hall, 2003). During 1990-2010, web-based ERP systems helped the HRM department in recruitment, selection, training, performance management and compensation. In the last years we are watching the transition to the cloud computing, leading to an increase of mobile technology by the organizations (Kavanagh et al., 2015). Therefore, the selection of potential employees is shifted to an electronic selection, with the increased use of social media (Johnson et al., 2015).

Since its inception, e-HRM has often been labelled Human Resource Information Systems (HRIS). Walker (2001) defines HRIS as a systematic process which collects, stores, maintains, retrieves and validate the data related with the human resources, personal and organizational activities. The current phase of People's Management has been strongly influenced by information technology, which plays a fundamental role in all segments of the organization.

Definitively, the quick technological evolution of our days and the increase in the level of people who hold a high technological literacy suggest it would be important to companies review their strategies with the help of the Human Resources Management. In this sense, digital literacy is understood as a broader set of technical and mental skills to acquire, process, produce and use information which turns out a crucial key qualification for more and more employees (Bawden, 2008a; Nawaz & Kundi, 2010).

#### **1.4 Human Resources Management Information Technology**

Information Technologies (IT) are fundamental for the processing of information or, more specifically, the use of hardware and software to convert, store, protect, process, transmit and retrieve the information, from any place and at any time. Information of Technology has emerged along with Globalization, which has connected the world behind the development of systems that are able to connect people from any place across the world in seconds, opening the market, creating more options that can meet the organization's necessities (Sobral & Peci, 2008). IT includes a sort of hardware and software products that proliferate rapidly with the ability to collect, store, process, and access numbers and images (Walton, 1994). The phenomenon of IT has had widespread effects on almost every aspect of our society daily. From the invention of the telegraph to the creation of smartphones, it has changed the way we live our lives and do our jobs. For example, technology has altered the way we purchase products, communicate with others, receive health care services, manage our finances, and the way we teach and learn. It has also had a profound impact on organizational processes, including those in Human Resources Management (Kavanagh et al., 2015; Parry & Wilson, 2009; Stone & Gueutal, 2005; Strohmeier, 2007b), and transformed the way that organizations recruit, select, motivate, and retain employees.

With the massive quantity of information, technological advances have allowed companies to take great advantage, perhaps the main use of technology in HRM is the Human Resources Information Systems (HRIS) of a company, considering that the HR department is involved with the remain departments and, all employees need to be recruited, trained and paid, activities normally carried out by HR, the HRIS can be used to reduce administrative costs, increase productivity, reduce response time and consequently, improve the increasing the speed in customer service (Bohlander et al., 2001b).

The operational side has been one of the big impacts on HRM. For example, nowadays the payroll is automatic, and all the employee's information records are available in a program that can be accessed by the managers themselves who can also change and update the information; other example is "self-service" at the IRSH has been one of the major trends in recent years, these changes and possibilities have helped to reduce the large amounts of document that RH department had to file and constantly update (Bohlander et al., 2001b).

Besides the payroll automatization, information records and benefits are other subjects that HR can also use software in all other activities such as recruiting, previewing and testing candidates online before even hiring them, and after hiring, be able to conduct training and employee promotions.

e-HRM uses information technology in two ways: firstly, technology is necessary to connect people who are usually segregated in different spaces and exists enable interactions between them, in this way technology is serving as a medium with the aim of connection and integration; secondly, technology supports all the people involved completely, replacing them in the execution of HR activities. Hence, information technology also serves as a tool for task fulfilment and, with the planning aspect highlights the systematic and anticipated way of applying information technology. In here, exists interaction and networking by sharing tasks between people which suggests that the sharing of HR activities is an additional feature. Finally, the consideration of individual and collective actors considers that e-HRM is a multilevel phenomenon; besides individual actors, there are collective actors like groups, organizational units, and even whole organizations that interact in order to perform HR activities.

### **1.5 HRM in a Digital Era**

The world has experienced a cultural, societal and economical changes based on the increasing dominance of digital technologies. In sum, these changes have led to the current period called the “digital age” or “digital era”. Digital technologies play an increasingly flagrant role in both the lives of employees and HRM, which seems to be affected in multiple ways. This special issue focuses on the impact of these changes on HRM, in relation to changes to the workforce, to HRM in general and more specifically to the use of technology in delivering HRM activities.

New technologies have created a new generation of employees and the organizational structure has changed. The changes are organized in a way that today the absence of organization on the *www* (World Wide Web), means the loss of huge capital resources. Nowadays the business faces many challenges such as globalization, the value chain for competitiveness and technological changes, specially, three focal areas labelled as digital employees, digital work and digital employee management.

The concept of “digital employees”, a first major area, has various terms such as “digital natives” Prensky (2001), “millennials” (Deal, Altman, & Rogelberg, 2010) or “net generation” (Tapscott & Barry, 2009), it is assumed that the early interaction with digital technologies has shaped a new generation of people with distinctively different attitudes, qualifications, behaviours, multitasking capabilities, expectations and learning by doing and preference of instant gratifications and frequent rewards (Prensky 2001).

It is obvious that HRM should react to such changes and align its strategies and activities to this new labour market cohort, and search for adequate ways to recruit, develop, compensate, etc. such digital employees and moreover to integrate them with previous generations of employees. Based on this,

the strategic and operative adaptation of HRM to a changing workforce constitutes a step necessary to support organizations further on. In this way, “digital employees” constitute a first notable area of digital changes and challenges of the HR profession (D’Netto & Ahmed, 2012).

In order to acknowledge the diversified skill set needed in times of digitalization (Vieru, Bourdeau, Bernier, & Yapo, 2015, p. 4683) defined an individual’s digital competences as the “ individual capacity to use and combine one’s knowledge (know-what), skill (know-how), and attitude (know-why) associated with three related competence areas, technological, cognitive and social, to use them to analyse, select and critically evaluate information in order to investigate and solve work-related problems and develop a collaborative knowledge base while engaging in organizational practices within a specific organizational context.”

A second main area might be called “digital work”, referring to the organization of work. Relating to work content the ongoing digitalisation implies an increasing automation of manual and routine work, and a change on the remaining tasks towards “brain and information work”. Given that, Bawden (2008) argues that “all information today is either digital, has been digital, or could be digital” so, the work of employees more and more depends on digital tools and media also. Moreover, work organization is affected by digitalization. Digital technologies have enabled new forms of organizing work that range from single virtual workplaces, to virtual groups, teams or communities, and even to virtual organizations (Hertel et al. 2005; Powell, Piccoli, & Ives, 2004).

While there are diverse varieties of organizing work digitally, the predominant principle is to support and connect task performing humans by resources of digital information and communication technologies, and to organize work across the world and time management in any desired way. Therefore, members of such virtual units are often remote and unknown. Managing such members is clearly different from managing conventional employees in a lot of aspects such as leadership, performance feedback or development, while still a lot of practical aspects are not sufficiently tackled (Hertel et al., 2005).

“Digital employee management” is third area of digital change and refers to the planning, implementation and, the application of digital technologies to support and network the HR profession, a phenomenon also known as e-HRM (Bondarouk & Ruel, 2009; Strohmeier, 2007b). Meanwhile, not only administrative HR functions such as payroll processing, attendance management or record keeping, but also managerial HR functions such as compensation, performance management or development are “digitally” supported and enabled, and thereby often deeply changed (Strohmeier, 2007b).

Moreover, digitalization has also affected HR organization, by establishing new actor categories, as for instance employees incorporated via digital self-service, and by establishing new kinds of cooperation

subsumed as “virtual HR” (Lepak & Snell, 1998). In consequence, HR qualifications also show a clear shift to incorporating technical implementation and application skills (Hempel, 2004). It is hoped to improve operational aspects, such as costs, speed and quality of HR processes, relational aspects, such as corporation and trust among HR stakeholders, and also transformational aspects, such as the strategic orientation, organisation and standing of the HR function (Parry & Tyson, 2011; Strohmeier, 2009).

So, technology and globalization are drivers that drive change in organizations and HRM. Nowadays, having the ability to manage these changes is indispensable for their success, after all, companies need to develop a culture that remains in constant adaptation (Bohlander et al., 2001b). This includes "change engineering" in which it is necessary to reallocate people, engage their most important employees, customer and suppliers, lead clearly and consistently, maintain continuous communication, creating quantifiable benefits considering the human factor as the main cause of failure in change projects (idem, 2001).

Therefore, the advancement of technology in people management is inevitable, and the HR sector has been following the changes that the world has been suffering after the emergence of the Internet and globalization.

## 2 INTERNAL MARKETING

The origins of Internal Marketing started in the seventies, when it was recognized the importance of attend the needs of the employees so that they are able to offer quality services, in order to satisfy their clients. (Berry, Hensel, & Burke, 1976) argued that Internal Marketing could be applied to change organizational capacity and not only service delivery, at the same time that the internal communication to be promoted would allow understanding the difficulties in customer service, developing the potential of employees in the execution of a superior service. In this way, Internal Marketing was a solution for companies to offer an exception service. According to these authors, activities such as disseminating the decisions made, obtaining frequent feedback, training and rewarding employees who serve clients with excellence, fulfil the objective of Internal Marketing.

Sharing the same view, (Sasser & Arbeit, 1976) argued that organizations should understand their employees as their first market. In this relational perspective, Internal Marketing meant that managers and the other members of the organization were essentially partners, treating the organization as their employees' clients and, therefore, they could perceive their clients more clearly in the delivery of services.

In view of this view, it is definitively important to mention the value of the Nordic School, which made a very important contribution in the study of Internal Marketing. The origins of this School go back to the early seventies, through the investigations of Christian Grönroos and Evert Gummesson (2000). It is a School of Marketing way of thinking that has developed through service marketing research in Scandinavia and Finland, thus gaining international knowledge. In the 1990s, was developed within a framework of a relational marketing thinking school (Grönroos, 2000).

It should be noted that it was the Nordic School researchers who emphasized the nature of the relationship and the long-term in-service marketing, creating terms such as "buyer-seller interactions"; "Customer relationship lifecycle" (Gummesson, 2000a); "Internal marketing" and "part-time marketers" (Gummesson, 2000a). This author emphasizes the importance that these employees have in relation with the clients, since these influences the relations with the clients without belonging to the department of marketing or sales. Given the complexity of the concept, several definitions have been developed, and to date there is no consensus definition (Ahmed & Rafiq, 2003). In fact, this area still needs studies to consolidate its importance as an academic discipline and organizational management philosophy, which is why its practical application is not yet a generality in companies.

## **2.1 Different Perspectives of Internal Marketing**

Taking into account of the complexity of the concept, several definitions have been developed and, so far, there is no consensual definition (Ahmed & Rafiq, 2003). The definitions found in the bibliography are varied and can be grouped into four dominant perspectives:

- 1) As a synonym of Human Resource Management;
- 2) As a use of marketing techniques in the internal market;
- 3) As a precondition for satisfied external customers;
- 4) As a way to achieve competitive advantages.

### **2.1.1 As a synonym for the Human Resources Management**

Some academics understand Internal Marketing as synonymous with Human Resource Management (Lewis & Varey, 2012). In this context, (Kotler & Armstrong, 2003) considered Internal Marketing to be "the task of hiring, training and motivating competent employees who want to serve customers well". This author emphasized the importance of Human Resources and reinforced this idea when he suggested that "employees are the company itself. Build or destroy marketing plans" (Kotler & Armstrong, 2003).

Another author who shares this view is (Varey & Lewis, 2000a) (Varey & Lewis, 2000a), who emphasizes that "Internal Marketing is the permanent training of service providers in order to improve the knowledge of their services and their capacities, making them aware of the opportunities and the marketing skills" (Varey & Lewis, 2000a). The author justifies his opinion, arguing that there is a need in companies to establish a close integration between different functional areas. It considers that the application of Internal Marketing can achieve this interdepartmental integration, which can align efforts around common goals. However, this approach is somewhat limited, as it does not reflect customer orientation, nor does it contemplate strategic marketing management.

Furthermore, all successful management programs require commitment from top management and employees (Cascio, Mariadoss, & Mouri, 2010; Heskett, Jones, Loveman, Sasser, & Schlesinger, 2008; Kilburn, 2009; Kim, Tavitiyaman, & Kim, 2009; Robert & Cheung, 2010), and internal marketing is no exception. Kilburn (2009) argued that top management commitment is the most important factor that affects the effectiveness of internal marketing in the manufacturing environment.

In studying the implementation of internal marketing, Yoon et al.(2001) found that service climate and supportive management affect the attitudes and behaviours of service employees. Shanock and Eisenberger (2006) showed that supervisors would influence employee perceptions and performance

significantly due to their proximity to employees. Cascio et al. (2010), on the other hand, reported that frontline employees perceive top management commitment as having a greater effect on employee work behaviours than the influence of their immediate supervisors. Cascio et al. (2010) also suggested that organizations should employ internal marketing to convince employees that top management is committed to enhancing employee satisfaction, empowerment, and service quality. In the social-exchange theory, Cropanzano and Mitchell (2005) reported that employees who recognize top management commitment to employees' needs may reciprocate to have better work attitude as expected by top management.

### **2.1.2 As a use of marketing techniques in the internal market**

There is also a perspective that perceives Internal Marketing as the application of the techniques of conventional Marketing to the interior of an organization, namely the segmentation, the establishment of internal policies similar to those of the four P's (Price, Product, Place and Promotion), among others. (Varey & Lewis, 2000a) considered that "Internal Marketing focuses on the concepts and theories of Marketing that can be adopted and applied to the internal customer" (Joshi, 2007). Another view similar to that of this author is by (Piercy & Morgan, 1991)., who considered Internal Marketing as "the development of Marketing programs geared to the internal market in the company using the same basic structures used in External Marketing" (Piercy & Morgan, 1991). Like the previous approach, this one also does not contemplate the orientation for the external customer, nor does it contemplate an integration/interaction of the different departments of a company.

In this perspective, (Kotler & Armstrong, 2003) understands Internal Marketing as a precondition for satisfied external clients, arguing that in order to detain services of excellence and customer satisfaction, Internal Marketing must precede External Marketing. In this author's view, services of excellence should not be promised before the company is prepared to provide them. Varey and Lewis (2000), at another time, consider Internal Marketing as a management approach. It enables and motivates all members of the company to examine their own role and communication skills. It allows, still adopt a customer awareness and service orientation, (which requires an interest in the customers' problems). "This awareness is transversal to all employees of the company, it involves those who are at the front line, the front-office, the service executors, and the so-called back-office, as well as the service workers to meet the needs of external customers, through a commitment to corporate goals (Varey & Lewis, 2000b). This author, without abandoning his initial idea of the need to integrate the different functional areas, contemplates at another time the satisfaction of external clients.



Another view that focuses on the client is that "Internal Marketing is a strategic approach to challenge both employee attitudes and behaviours for an understanding of the client's central role" (Ballantyne, 2000). These definitions, although more complete than the previous ones, leave aside other objectives, which are also important for an organization to function, such as innovation, social welfare, a common culture among others.

### **2.1.3 As a precondition for satisfied external customers**

In this perspective, Kotler and Armstrong (2003) understands Internal Marketing as a precondition for satisfied external customers, sustaining that to stop services of excellence and customer satisfaction, Internal Marketing must precede External Marketing. In the view of this author, one should not promise services of excellence before the company is prepared to provide them.

Varey and Lewis (2000), considers that Internal Marketing can be seen as a management approach. It allows and motivates all members of the company to examine their own role and communication skills. It also enables the adoption of customer awareness and service orientation (which requires an interest in customer problems). "This awareness is transversal to all employees of the company, involves those on the front line, i.e. the "front-office", the service executors, and the so-called "back-office", and also the employees of the support services, to thus meet the needs of external customers, through a commitment to the goals of the corporation (Varey & Lewis, 2000b). This author, without abandoning his initial idea of the need to integrate the different functional areas, contemplates the satisfaction of external customers at another time.

Another opinion whose central focus is the client is that of "Internal Marketing is a strategic approach to challenge both the attitudes and behaviours of employees to an understanding of the central role of the client" (Ballantyne, 2000). These definitions, although more complete than the previous ones, leave aside other objectives, which are also important for an organization to function as a whole, such as innovation, social welfare, a common culture among others.

### **2.1.4 A way to achieve competitive advantage**

It is in this perspective, that the definition of Internal Marketing has raised more doubts in the literature, perhaps for lack of empirical studies that prove it. In this context, Internal Marketing will be responsible for the creation of favourable conditions for the development of competitive advantages that will allow the organization to have unique characteristics that differentiate it from the competition (Ballantyne, 2000), in other words, Internal Marketing is any form of marketing within an organization

that has as main concern the people. Another view that aims at the use of Internal Marketing as a way to achieve competitive advantage is that of Hales (1994) who pointed out crucial elements in the concept, such as: attraction, retention and motivation for a "service culture" centrality in the customer, to help perceived quality of service and effective external marketing (Hales, 1994)

This concept has also been strongly associated with "customer orientation", and perhaps the most comprehensive definition, as it also encompasses strategy, and employee motivation is "Internal Marketing is the planning effort that uses a Marketing aimed at the motivation of employees, to implement and integrate organizational strategies taking into account customer orientation" (Ahmed & Rafiq, 2003).

## **2.2 The Evolution of the Concept**

Taking into account the various definitions of the concept it is verified that the concept of Internal Marketing is not sealed because the concept has evolved, and several definitions have been presented with a view to specifying what Internal Marketing actually is. Some authors, such as Ahmed and Rafiq (2003), argue that this is because the concept is far ahead of its time, they also believe that it is possible to dismember three areas that have been perceived in the process of evolution and maturation of the concept, which deserved the attention of critics and researchers:

- Motivation and employee satisfaction;
- Customer orientation;
- Management Mechanism for the implementation of organizational strategies

The first point (motivation and employee satisfaction) will be the one with more focus on.

### **2.2.1 Motivation and employee satisfaction**

In the first phase Internal Marketing was explored as a promoter of employees satisfaction and motivation, where it was perceived that they are emotional beings and therefore subject to fluctuations in performance (Ahmed & Rafiq, 2003). Different levels of performance may result in a variation of the quality of the work produced (Varey & Lewis, 2000b). Based on this assumption the need for marketing to develop efforts to ensure more satisfied and committed employees, in order to provide a consistent and quality service aimed at the satisfaction of external customers.

This idea assumes great relevance in service companies, where often the difference between the competition is perceived by the quality of the service provided, and where the contact between client and collaborator is more demanding. From this idea (Berry & Parasuraman, 2004) stress the importance of attracting, developing, motivating and retaining the best employees, hence they have designated "Internal

marketing is to attract, develop, motivate and retain qualified employees through the design of jobs as products that satisfying their needs, is the philosophy of treating employees as clients and is the strategy of modelling/creating work products to gather human needs". These authors claim that the focus of any company should be employee satisfaction through integration of quality service throughout the system.

### **2.2.1.1 Employee Turnover**

Turnover refers to employee movements that create vacancies within an organizational unit (Beach, Brereton, & Cliff, 2003). These vacancies may be the result of resignations, transfers, retirements, dismissals, or the completion of fixed term contracts. These reasons can be attributed to high employee turnover in the organization (Zheng & Lamond, 2009). Turnover, rotation, movements among workers can happen also in the job market, between different companies, places and between employment and unemployment (Schmillen & Umkehrer, 2017).

Employee turnover rate refers to the percentage of employees who leave an organization during a certain period of time, it is possible to calculate it with the following formula:

$$\frac{\text{Number of employees who left in a year}}{\text{Average number of employees in a year}} \times 100$$

The concept shows a voluntary desire of the employee to leave the company, however there is also involuntary turnover, for example, in cases of downsizing or restructure processes. Voluntary turnover occurs when employees choose to discontinue employment in favour of opportunities with another organization. The decision to resign from an organization is evidenced by an employee 's withdrawal behaviour and can include negative attitudes, tardiness, frequent absenteeism and turnover (Firth, Mellor, Moore, & Loquet, 2004).

This topic is a concern indeed since it represents significant costs, such as recruiting new staff is costly due to advertising and administrative expenses; time and resources for i and training; as well as loss of productivity (Mike 2009). The causes of attrition/turnover are unchallenging work environments, long working hours, and limited career growth, less promotional opportunities, lack of proper leadership, non-attractive compensation packages, job opportunities elsewhere and poaching of talent by the competitors. Indeed, voluntary turnover, has been a persistent problem for human resource management practitioners (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001). Employee turnover is related to a variety of environmental and organizational factors such as company culture and values, supervisory style, fair pay, corporate value, giving support to each other, trust and respect between employees, manageable workload, development and career building satisfaction and degree of job satisfaction (Booth & Hamer, 2007). Even stress can be one of the factors having influence on employee retention.

Consequently, voluntary turnover might be fixed if the organization identifies the reasons of the employee's decision. By identifying those reasons, the company can avoid and predict future similar situations using an exit interview, Powell et al. (2004) says that most employers and business leaders often fail to understand why their employees leave.

The determinants of Job Turnover, as identified by (Arnold & C. Feldman, 1982), are demographic variables such as age and gender, tenure, job dissatisfaction, negative cognitive and affective orientation to the position, perceived job insecurity leading to intention to look for alternatives, which intention to leave and eventually the actual turnover in case of persistence of the antecedents. Similarly, anxiety, distrust and poor communication on the part of the manager (based upon extension of authority, clarity and scope of work, development of employee capability, chance of gaining success, acknowledgement of autonomy of work, free allowance of questioning and feedback) is taken as antecedent of obstruction in employee empowerment (Ye, J. 2012). Perceived Organizational Politics (POP) is also a source of stress and dissatisfaction and leads to deteriorating performance (Malik et al., 2019). It is very likely that employees will have decreased levels of work engagement when they perceive the environment at workplace to be threatening, risky, ambiguous or unfair. This eventually leads to heightened turnover intentions (Karatepe, 2011).

Undoubtedly, employees are critically important to change initiatives since they are either the change implementers or change recipients, and therefore their commitment to a large extent determines the ultimate success of these initiatives (Fugate, Prussia, & Kinicki, 2012). As Pieterse, Caniëls, & Homan, (2012) and Piderit (2000) point out, a more nuanced view on resistance to change and the organisational conditions under which resistance to change may or may not manifest is necessary.

POP (Perceived Organizational Politics) is the extent of perceived general politics by employees in the organizational processes. It acts as a potential threat to organizational efficiency and employee effectiveness (Kacmar, Bozeman, Carlson, & Anthony, 1999). It is also a source of stress and dissatisfaction and leads to deteriorating performance. POP relates to the process where employees do not consider or rate their own political behaviours rather focus on favouritism, nepotism, clampdown of competing entities, biased conflict resolution and flawed resource allocation and the manipulation of organizational policies. It is argued that the higher the perception of politics of an employee, the lower is the perceived level of justice, equity, and fairness (Ferris & Kacmar, 1992). If decisions are perceived to be unfair it leads to a state of unhappiness, stress and helplessness (Malik et al., 2019) As the stress is believed to be originated from a politically charged work environment, it adds to employee dissatisfaction

(Kacmar & Baron, 1999). As discussed, lower levels of job satisfaction correspond with higher levels of turnover intentions.

Greenhalgh and Rosenblatt (1984) job insecurity could best be described in terms of threats to the job itself. Therefore, job insecurity can be experienced at a personal level or it can be attributed externally, such as rise in local unemployment levels (Ferrie, 2001). Once feelings of job insecurity emerge in employee, it leads to frustration, stress, uncertainty, ambiguity and reduced employee well-being. This, in turn, may affect the performance, both task and contextual, which then has bearings on satisfaction level, making employee feel more insecure (Credé & Sniezek, 2003). Thus, it is a self-breeding cycle that starts from a negative feeling about the security of the job and related position and then amalgamates further. The antecedents of job insecurity are identified as age, gender, status, family role and employment contract of the employee. Job insecurity has also been linked to diminished commitment to the organization arms (Armstrong-Stassen, 1993; Davy, Kinicki, & Scheck, 1997), reduced trust in management (Borg & Elizur, 1992), lower levels of job involvement and organizational commitment (Kuhnert & Palmer, 1991) and higher levels of turnover intention (Arnold & C. Feldman, 1982; Brockner, 1988; Davy et al., 1997). The literature identifies absenteeism, turnover intentions, reduced performance and negative organizational citizenship behaviour as consequences of job insecurity (Staufenbiel & König, 2010). While employing the stress theory, it is argued that when job insecurity acts as a hindrance stressor and prompts undesirable anxiety reactions due to excessive and unreasonable work-related demands.

To summarise, it is interesting to note that it is not just the environmental and organizational factors that affect the employee, it is the employee himself that is unique and differs from all others and reacts differently to environmental and organization indications in a given situation.

### **2.2.1.2 Employee Retention**

The term employee retention is concerning with keeping employees inside an organisation (Yamamoto, 2011). Grounded with the notion of strategic HRM, the retention of talented employees is predicted as one of the key functions that HRM is willing to play strategically in organisations (Bhatnagar & Dixit, 2004). According to Frank et al. (2004), retention is seen as an effort by an employer to keep desirable employees and achieve specific business objectives with cooperation. In the retention concept, organisations are the main actors and retention is specifically considered as an organisational management issue which can be stated as an array of human resource management policies for retaining the current or expected high-performing employees within organisations for long periods of time, enabling

them to exercise or develop their capabilities (Yamamoto, 2011). On the same line, Cappelli (2000) refers retention as the portfolio of HR practices that organisations develop to reduce voluntary turnover rates.

Developing Strategies for employee retention is a key part of an organization's vision, mission, values and policies. Dibble (1999), shared that employee retention starts with orientation. The employee's acceptance of the organization's vision, mission, values and policies come by way of effective leadership communication. Zwilling (2012) believes that non-cash motivators may be more effective in the longer term than financial incentives. The culture of the company is the biggest factor in attracting and most importantly retaining human capital. It is important for employees to feel like they are part of a team, need a connection to the vision and direction of the organization and their co- employees, need ways of working better together, which ultimately lead to more collaboration (Dibble, 1999).

Nowadays, employees can choose organizations that provides retention benefits, in return, they will continue to share knowledge and dedication to their work (Kasmi, 2011). But employees cannot sustain growth if they are not satisfied with their growth path and discouraged with the outcomes, unpaid and unmotivated that may cause a gap between employees' effort and their organizational effectiveness. Saying this, employers can increase employee retention and engagement through a new people-focused strategy. An effective retention program is what embraces a variety of policies and practices to create a work environment, where employee feels comfortable. It is important that organizations ensure that the actions align with the mission, vision, culture, objectives and values of the organization, as well as being realistic measures to meet employees' needs and expectations.

It seems that employees are connected to their jobs due to various job intrinsic or personal, external and environmental factors (Holtom et al., 2006). The concept of **embeddedness** helps in understanding how organisations can retain the employees they most desire. The term is used to denote the strong bond that certain individuals devote to their job (Crossley et al., 2007; Mitchell et al. 2001). It is something that binds the person to the organizational environment and inhibits them from leaving. This bond incorporates three dimensions: links/adjustment, bonds/fit and sacrifices.

If career and future plans of an employee fit well with the organizational culture and the community, the employee is well joined and shows little intention to quite (Mitchell et al., 2001). If the formal and informal relationships of such employees with other colleagues, supervisors and subordinates are several and positive, again, employee exhibits slighter intention to leave since it brings to the employee a connection (idem., 2001). Finally, sacrifices come when employees are aware of the risks, costs, benefits or opportunities that would lose by leaving the job and the company itself (Mitchell et al., 2001). Because of that, even if it is a job where they do not feel realised, they will continue to do the sacrifices. Job

embeddedness highly influences whether an employee intends to continue with the current job (Holtom et al., 2006).

The literature shows that the adoption of the Taylorism philosophy in the first decades of the twentieth century was centred on productivity gains, but the principles of "scientific" management led to a profound transformation in people management, creating the foundations of what would come to be the management of personnel for almost the entire twentieth century.

In this sense of avant-garde thinking, of personnel management, which was not once in question before, companies have put in place a set of practices that fit their HR. There follows a representative table (Table 3) of the workforce needs and organizational actions to satisfy them:

**Table 3 - Workforce Needs and Organizational Actions**

**COMMERCIAL WORKFORCE NEEDS ORGANIZATIONAL ACTIONS TO SATISFY THEIR NEEDS**

<b>STATUS</b>	Change the position of seller to district manager. Buy modern car for them
<b>CONTROL</b>	Allow sellers to help in sales planning
<b>RESPECT</b>	Invite sellers to attend meetings. Post photos of the best sellers in the company's announcements and newsletters
<b>ROUTINE</b>	Give each seller a set of loyal customers who are in frequent contact
<b>ACHIEVEMENT</b>	Establish reasonable goals for the number of sales
<b>STIMULUS</b>	Promote competitiveness to reward a seller with a holiday destination
<b>HONESTY</b>	Deliver on time all promised premiums and benefits

*Source: adapted from Churchill et al (2000)*

In addition, it is important to realize that, here, the organizational strategy encompasses a rewards system strategy to motivate the commercial force, that is, managers must deepen the motivating factors of their commercials and use this analysis to stipulate a more comprehensive approach to encouraging and rewarding behaviours that help produce high performance.

Literature says that it is critical to establish a culture of trust, to strengthen the power of recognition, and to provide all the means and tools that help achieve high performance. Thus, the following scheme (Table 4) shows, according to Maslow's needs, the motivating factors of the sales force:

**Table 4 - Workforce Motivational Factors**

<b>Maslow's Needs</b>	<b>Commercial Workforce Motivational Factors</b>
<b>Fulfilment</b>	Responsibilities, confidence, challenges and empowerment
<b>Appreciation</b>	Recognition and respect from the colleagues, clients and leaders
<b>Belonging</b>	Feeling of belonging in the company, feeling part of a work environment
<b>Safety</b>	Stability with the function and remuneration in the long-term (fixed salary)
<b>Physiological</b>	Adequacy of short-term remuneration

*Source: adapted from MPM Tracy International (2000)*

To add that, when an organization gains a deeper knowledge of what the business force does, it will have benefits that go well beyond the sales organization. Further on this study, it is likely to identify these commercial workforce needs with the data analysis.

### **2.2.2 Customer orientation**

In a second phase, the area where Internal Marketing placed its attention was customer orientation. Grönroos, (1989) redefined the concept of Internal Marketing through an active and coordinated marketing action, in which the organization determines the encouragement and motivation of its employees aiming at the conscious and oriented development of their customers. In this perspective, the basic idea was to consider Internal Marketing as a method of motivating employees in order to increase their awareness of customers and the sales mentality. So, the focus was on creating an end customer orientation through a marketing process. It was intended, then, to influence behaviours and attitudes that would allow greater concern and attention to the external client, rather than a concern, exclusively focused on the satisfaction and motivation of the employees (Saad, Ahmed, & Rafiq, 2002).



### **2.2.3 Management Mechanism for the implementation of organizational strategies**

In a third phase, the concept of Internal Marketing developed when it was used as a mechanism to implement strategies and changes in Management. It began then to be used as an instrument to implement internal or external strategies, that is, Internal Marketing began to be recognized as a vehicle for a strategic implementation. Rafiq and Ahmed (2000) presented Internal Marketing as a technique for managing employees in order to achieve the objectives of the organization. In the opinion of this author, Internal Marketing plays the role of "aligning, educating and motivating the teams in order to reach the institutional goals the process by which the staff understands and recognizes not only the value of the company's plan but its role in it".

The debate in this third phase suggests that the scope of internal marketing goes beyond previous phases, employee satisfaction and motivation, and customer orientation. To support this idea, another author considers internal marketing "as a holistic management process to integrate multiple functions" (George & Bettenhausen, 1990); this perspective understands that the Marketing of the organization should not be managed in isolation, but simultaneously with the administration and other functional areas. In the opinion of this author, an organization must work with a whole, to be able to do a good job before the external clients.

Aligned with this view, authors Rafiq and Ahmed (1993) suggest that Internal Marketing is a planning effort to overcome organizational resistance to change and to align, motivate and integrate employees into an effective implementation of corporate and functional strategies. These authors also argue that Internal Marketing exceeds employee motivation and satisfaction and customer orientation, and it also plays a role in integrating strategies and adapting to organizational changes. This definition incorporates the notion that any change in the strategy requires the contribution of the Internal Marketing, emphasizing more the tasks and activities that need to be implemented to implement programs that seek customer satisfaction, without however neglecting the central role of employees.

### **2.3 Internal Marketing Dimensions**

According to Spiller et al. (2006), today, customers buy more than one product or service, buy performance, service and solution to their problem, and this depends a lot on the employees of a company. Therefore, given that it is impossible for managers to be able to supervise all phases of the client and the service, it is important to delegate these responsibilities to the employees. In this context it is urgent for the organizations to prepare and train all their professionals to offer a service of excellence.

In order to achieve this purpose, it is important to consider the dimensions and a set of important practices, such as:

- Customer orientation;
- The Culture of Quality;
- The Behaviour of the Leaders

### **2.3.1 Customer orientation**

Offering a service that satisfies the clients and fulfils their expectations is the intention of all organizations. To meet customer satisfaction, it is necessary to transform all employees into Marketing professionals (Gentile, Spiller, & Noci, 2007). In order to achieve customer satisfaction, it is important to talk to them openly and honestly at all times in the process, not just when problems arise. Employees play a preponderant role in customer satisfaction, since they directly or indirectly influence the perceived value of the product/service. Bove and Lester (2001, cit. In Lovelock and Wirtz, 2006) argue that "the strength of the customer/person relationship at the front is always an important stimulus for customer loyalty".

Maintaining a good relationship with clients is essential for the perception of feelings such as satisfaction. That is why "frontline" people must be trained and motivated to deliver excellence and quality service that meets or even exceeds the expectations of those Customers (Gentile et al., 2007).

### **2.3.2 Culture of quality**

Quality is embedded in the perception that the client attributes to the service provided, thus, it can be said that quality is "a critical component of customer perception", as Zeithaml et al.(2008) refers. Following this perspective, customer satisfaction is the barometer to determine the quality of the offer of the companies in the market, so it provides, an improvement in the quality of the offer, in order to create in the customer's mind a positive perception of a certain service. This perception is fundamental for companies, both for those who market services and for those who have services associated with products.

Accepting services as fundamental processes in the dynamics of a company, there is a greater difficulty in controlling the quality given the characteristics that are intrinsic to it, such as: intangibility (since it is not palpable), not evaluated before consuming and cannot be stored; inseparability (it is produced and consumed at the same time, the customer is a fundamental inseparable part of the process) and variability (each service is unique in the same way that each customer is also, each service varies each time it is executed). In addition to quality, service providers must meet criteria such as the

client's state of mind, expectation, need or urgency, since they are subjective evaluation elements Zeitham et al(2008).

In view of the above, it is essential to reinforce Spiller et al., (2006) idea that in Internal Marketing it is still necessary for managers to assume a quality-oriented role, seeking perfection, internally disseminating that belief, reward employees for the perfect performance, continually improve the service, encourage employees' empowerment, be in tune with customers, knowing their needs, interests, expectations and problems.

### **2.3.3 The behaviour of the leaders**

According to Larsson and Setterlind (1997), "leadership at all levels of the organization is crucial to success". Hence the importance of senior management and supervisors to assign employees to work goals. However, it will also be necessary to create working conditions so that they do not worry about job security with the aim of producing better. At the same time, authors such as Pfeffer and Sutton (1999) support the idea that leaders, through communication and behaviour, should transmit to their employees a commitment to building common goals. Given this perception, the authors highlight the shortcomings in this domain, namely the non-evolution of knowledge within the organization itself. Thus, the influence and the behaviour of the leaders in the incentive to learning become fundamental.

Thus, the person responsible for the application of Internal Marketing should make all employees aware of the duty to become "marketers", aiming at a market orientation. For this to happen, it is necessary to provide relevant information such as files, query terminals with customer information. In this way, the employee, in addition to knowing the client's needs, will feel more involved in the entire process of the organization, since he is aware of the importance of his role for the company's success in building customer loyalty (Spiller et al., 2006). Within this perspective, Spiller et al. (2006) emphasize Internal Marketing, inasmuch as this "must be part of the strategic management of the company and, to be successful, it must start in the top management. The marketing or corporate communications executive, according to the company's structure, assumes the role of multiplier and leader facilitator, along with the human resources area, becoming a kind of "advocate" of quality in the organization".

## **2.4 Internal Marketing Actions**

Internal Marketing actions can occur on several fronts and in all opportunities and moments of contact. Thus, and after a bibliographical survey we verified that there is a great variety of suggested actions that can be used in the implementation of Internal Marketing.

As far as media is concerned, Internal Marketing uses techniques, which are commonly used in External Marketing, for example, tv, special events, publicity, newspapers, magazines, voicemail, e-mail etc. The use of these techniques depends largely on the objectives and resources available, being the use and coordination of these, at the discretion of the sensitivity and analysis of the marketing manager responsible for actions. Davis (2001) argues that in the External Marketing and in the Internal Marketing the planning of the actions and campaigns must be thought and planned according to their target market. That is, all the decision-making steps in the planning of an Internal Marketing campaign must comply with the criteria used in the External Marketing campaigns. In other words, it is important to have to take into account the choice of the moment and the way to communicate with the internal customer with the same care and rigor as the external customer.

## **2.5 Internal Marketing Tools**

In spite of the similarities between some Internal and External Marketing actions and techniques, there is a set of elements that distinguish Internal Marketing and to which special attention should be paid. According to (Spiller et al., 2006), internal marketing must take into account that these should cover different aspects, such as:

- Empowerment;
- Internal Communication Channels;
- Organizational culture;
- Capture and selection of talents;
- Market research - internal customer;
- The Benefits and services;
- Internal integration;
- The evaluation, recognition and reward;
- The quality of people.(Shah, Irani, & Sharif, 2017b)

### **2.5.1 Empowerment**

The word “empowerment” is related to power and autonomy. Thus, a management by empowerment enforces the emancipation of employees, reducing useless work, reducing bureaucracy, enabling greater competitiveness and versatility in organizations (Spiller et al., 2006). This perspective emerges from the new management philosophy, which focuses on a commitment to goals, on mutual trust between the company and the employee, as well as between the employees themselves, through

the sharing of information and knowledge, which favours the rapid adaptation to unexpected situations and flexibility to change.

In this perspective, Spiller et al. (2006: 55) argues that a management by empowerment "only clearly establishes the goals, but who decides what to do and how to do are the collaborators". On the other hand, the implementation of this process becomes difficult, since this type of management implies the following conditions (Berry, 1995):

- a. Control over how work is to be done;
- b. Awareness of the context in which the work is carried out;
- c. Reporting on leaving the work;
- d. share responsibility for organizational performance;
- e. Fairness in rewards based on individual and collective performance.

Still in this domain and according to Bowen and Lawler (1992), the degree of Empowerment of employees must be established according to the key characteristics of the business. This is because an adjustment is needed between the needs of the organization and the work of the collaborator, namely those who are in direct contact with the client, also called "front-office", implying systematic monitoring and supervision by the management and supervision.

### **2.5.2 The internal communication channels**

Orsini, (2000) defines this concept as being "the whole range of means by which people communicate with each other in an organization. "In addition to these authors, we emphasize the definition of Dolphin (2005), which states that "internal communication is to build and nurture relationships with employees, establish trust, provide timely and reliable information, and thus contribute to overall motivation, particularly in times of change and stress".

Declining Dolphin's citation (2005), we find that internal communication plays a highly relevant role within the organization. For, it promotes the building of relationships and bonds of trust between employees and the company. In this sense, we conclude that organizational communication should not be performed in isolation, but rather integrate everything that may have an impact on customer behaviour.

Internal communication also implies the following imputations in an organization: communication planning and execution; scope of protecting and defending cooperative culture; continuous support to the human resources department; empowering employees and enhancing relationships (Dalton & Croft, 2003). Regarding the planning and execution of internal communication, the authors highlight the

feedback, sharing of information, which allows the employee to act according to this information and to visualize the perception of the top management. Regarding the scope of protecting and defending the cooperative culture, this refers to the scope of the organization's activities, which ensures that the human resources department is continuously supported. Regarding the competence conferencing of the employees, the communication provides the formation of autonomous teams, monitoring and evaluation, measurement and continuous improvement, as well as reward and recognition systems. Finally, the valorisation of internal relations and learning, carried out through the dialogue between collaborators and managers - recognizing examples of successful practices (Dalton & Croft, 2003)

Thus, the activities mentioned above are fundamental for the formation and construction of the organization's brand. The organization brand comes from a structured and unified communication, that is, the ability of an organization to communicate effectively with its internal public - internal communication - is considered one of the fundamental points of internal marketing (Rafiq & Ahmed, 2000). Thus, employees who are more familiar and committed to market orientation and values of an organization play roles as part-time marketing agents (Gummesson, 2000b).

In sum, to underline the importance of internal communication channels, Argenti (1998), describes the following objectives of these channels:

- a. Create the feeling that employees are an important asset to the organization;
- b. Improve morale and promote the will among employees and management;
- c. Inform employees about internal changes;
- d. Explain the compensation and benefits plans;
- e. To increase the employee's understanding of the organization, its products, ethics, culture and external environment;
- f. To change the behaviour of employees to become more productive and oriented to quality;
- g. Increase the employee's understanding of health, social issues or trends that concern him/her;
- h. Encourage employee participation in community activities.

### **2.5.3 The organizational culture**

The organizational culture implies that its employees are emotionally attracted, motivated, developed and retained. For this to happen, it is fundamental that the company offers a "mission", a vision and a set of values in which the employee believes and with which to identify. These three requirements should be transmitted in a simple, clear and at all possible time (Spiller et al., 2006).

Organizational culture plays a crucial role in the structure of the organization itself, since it defines systems of fundamental values of codes and representations, which are the basis for decision-making, goal-setting and guiding the everyday behaviours of employees (Morgan, 1986). Thus, mission, marketing strategy and market objectives should contribute to the creation of a culture conducive to the purposes of the organization.

#### **2.5.4 Capturing and Selecting Talents**

Unlike the definition of Internal Marketing, the capture and selection of talent in the opinion of Rafiq and Ahmed (2000) is considered as something consensual for the success of a company, because it facilitates the recruitment and selection of the best people, adapted to the desired functions. In this way, we can refer to the above-mentioned empowerment, since this concept allows people to have more autonomy and more responsibility. Otherwise, according to Berry (1995), it is important, for a good performance of an organization, that there is compatibility in the sharing of values by the management and people responsible for providing the services.

In this dimension it is important to emphasize that Internal Marketing should adopt techniques that allow recruiting and selecting talents that fit the needs of different positions, trying to understand the motivations of the candidates, adapting them whenever possible, to the organization's objectives (Ahmed & Rafiq, 2003). Another similar opinion is that of s (Spiller et al.,2006), when they point out that "the interview process with the candidates must be more creative and comprehensive, aiming to know not only the skills and integration capacity of the candidates, but also assess their identification with company values. A person fit for office will tend to withdraw and become more and more demotivated".

#### **2.5.5 Market research - internal customer**

The main purpose of market research is to provide information that helps marketers to recognize and react to situations, thus enabling effective decision-making and error reduction (Tull et al., 1990). In the internal research, we can highlight several methodologies, such as the organizational climate survey, the balanced scorecard and the 360° evaluation. These are considered as more formal instruments that allow evaluating employee satisfaction. However, this research in the field of internal marketing can be done in more informal ways, such as within the departments, promoting dialogue between managers and employees.

However, it is important to point out that the employee should obtain feedback from the research carried out, as this shows the organization's commitment to it, both individually and at the group level.

This attitude is positive because, according to Spiller et al. (2006), evaluations of employee performance when not dealt with the group or itself can lead to situations of insecurity, imbalance and resentment towards the company itself.

### **2.5.6 The benefits and services**

The benefits and services are integral parts of programs developed in companies, aiming the satisfaction of employees. In this way, we can verify that the internal marketing is quite comparable to the external marketing, in that the offer adapts integrally to the target audience. Regarding this matter, we can exemplify some of the benefits and services that a company can offer its employees, such as: flexible working hours or work places - home-offices; anti-smoking or obesity prevention programs, promotion of physical exercise, access to gyms, etc. (Spiller et al., 2006).

### **2.5.7 Internal integration**

Internal integration emerges from the need to provide improvements in the quality of services. Hence the need to create synergies between the actions of Internal Marketing, External Marketing and Management. For this, an effective integration of functional strategies and interdepartmental activities is necessary (Varey & Lewis, 2000b). In order to perform effective work in this field, Spiller et al. (2006) present some of the most recommended actions, such as:

- a) The facilities - the company must bet on the facilities that provide and stimulate the teamwork, in order to promote feelings of belonging;
- b) Barriers - the company should reduce or minimize the barriers between the various existing departments. These barriers can be overcome by conducting cross-departmental trainings. Thus, in a dynamic way, the employees experience for certain periods the knowledge and functions of the other departments of which they are related;
- c) Empowerment - the company should create an empowerment environment for its employees, thus contemplating the flexibility of the service itself and solving unexpected problems whenever necessary.

### **2.5.8 The evaluation, recognition and reward**

According to (Spiller et al., 2006) evaluation, recognition and reward are important elements for the initiative and creativity of the collaborator. These three elements include not only financial rewards



but also other types of compensation such as fair treatment, consideration, recognition, job security, personal fulfilment, pride in belonging to the company and the status it guarantees in the market.

### **2.5.9 The quality of people**

When one speaks of quality perception, one cannot dissociate this quality from the human being who performs the work. The quality of people is the source of creativity and innovation of companies. In this sense, we highlight authors such as Vasconcelos (2008) and Halal (2000), who support the idea that the value associated with employees is one of the main responsible for the success of organizations, drawing attention to the need for a better use of this capital. To reinforce this idea, it is pertinent to quote Halal verbatim "The economic value of the employee's knowledge exceeds all the financial assets, capital investments, patents and other resources of most companies. Today's downsizing highlights the inability of most companies to really use their most valuable resource: the knowledge and creativity that reside in the minds of collaborators" (Halal, 2000). Thus, the quality of people in an organization implies that they are evaluated in three essential points, such as: the technical quality, the relationship quality and intellectual quality (Spiller et al., 2006).

- a) Technical quality - "is related to the know-how, to the objective and measurable aspects, to the domain of techniques inherent to the work. This quality comes from the information and common sense of each one and can be developed through education and the effort to know processes and technologies, knowing who is who, obeying deadlines and budgets and objectively judging errors and correctness" (Spiller et al., 2006: 62).
- b) Quality of relationships - it is emotional competence, how the individual relates to his work, his team, his clients, his community, his family, and especially with himself, in the search for well-being and self-knowledge (Spiller et al., 2006).
- c) Intellectual quality - it is the most philosophical level, the worldview of the individual, the ethics (values) with which he conducts all his activities, both professional and personal (Spiller et al., 2006).

After the analysis of the literature emerge definitions, concepts that are related, distinct dimensions that work as support in the development of Internal Marketing. It is found that, despite the differences of the definitions complement each other, it is therefore a very comprehensive concept. In short, it can be seen that this concept - Internal Marketing - can be used as a management mechanism to implement strategies and organizational changes, previously mentioned by Rafiq and Ahmed (1993). Service employees, especially those working in the frontlines, are critical in shaping the experience of customers

in service encounters. Their work attitudes and behaviours can create great value for customers if they are satisfied, motivated, and empowered by the organization and its management.

This chapter revealed to be extremely important in the way, it provide a wide literature research regarding the main dimensions of study. This will be a guide to the future development and analysis.

## **3 METHODOLOGY**

### **3.1 Introduction**

This chapter outlines a description of the methodological procedures used to achieve the proposed objectives that will be made, so guaranteeing the basis of the methodological options chosen, thus allowing the study to be replicated, in order to verify the authenticity of the study. The research design, sample/population, instrumentation, data collection procedures, and data analysis procedures are appraised in detail.

In the previous chapter, a review of the literature related to the subject under analysis was carried out with the intention of highlighting concepts and deepening knowledge. The elaboration of the theoretical framework was based on scientific articles, books and other scientific publications of renown in the area of Human Resources Management as well as in the Marketing area and, sequentially, Internal Marketing. This is an exploratory research stage. "The research methodology can be understood as the way of thinking and the practice used in the approach to reality, encompassing a set of procedures that lead the researcher to obtain knowledge" (Vilelas, 2009, p. 17). So, it becomes essential to establish a research methodology able to answer the start question: "In which way the new technologies could influence the increase of people's retention, the decrease of the turnover and the management of internal marketing?"

Fortin (2000) states that it is in the Methodology phase that the study must be operationalized, that is: to specify the type of study, the operational definitions of the variables, the environment where the study is conducted and the population of the same study. Also, Fortin (2000), explains that the methodology consists in a set of methods that support the thesis' elaboration process and its answers. In this way, the methodology and, therefore, the methods and techniques used to study a particular phenomenon will always depend on the type of study that is intended to be performed.

This represents one of the crucial aspects of any master's thesis development or scientific research. Saying this, the third chapter will gather all the topics related to the methodology used and why some decisions were taken in order to collect the necessary data for the proposed goals. In their work Quivy & Van Campenhoudt (2008), affirm that the construction of a model of analysis is essential so that it is possible to translate the various scientific knowledge into a lineage that can be studied through a thematic process of collection and analysis of observation data or experimentation. Additionally, Henderson (2011), argues that any scientific research process, usually represented as a linear model, is in fact a cyclic process.

### **3.2 Study Objectives**

The choice of a methodological research depends on the assumptions underlying the problem, and aims to achieve the objectives set for the study (Yin, 2005). In this way it is presented as a general objective, to verify the role of the New Technologies in the Human Resources Management, through the analysis of the telecommunications field, demystify the strategies that are being used, in a technological era, to achieve organizational goals.

As specific objectives, the study intends to achieve the following:

- Present the advantages and disadvantages for organizations in the use of new technologies in HRM practices;
- Identify the influence of new technologies on HRM practices;
- Understand how new technologies strengthen the human resources management system;
- Realizing the consistency of HRM practices influences retention of employees;
- Understanding consistency in evaluations of human resource practices influences job satisfaction;
- Identify whether new technologies reduce turnover;
- Detect if the perception of relational justice influences the intentions of turnover;
- Understand the linkage of internal marketing theories simultaneously with HRM practices in the context of telecommunications.

### **3.3 Data Collection Method**

As previously mentioned, the main objective of this work is to analyse the role of new technologies in human resources management, namely how technologies can influence the increase of retention, the reduction of turnover and the management of internal marketing. This paper intends to demystify the main strategies used in this technological era so that the organizational objectives are reached, in relation to employee satisfaction and, on the other hand, in relation to employee turnover.

Thus, and taking into account the objectives described above, and in order to obtain the necessary empirical data, an investigation was carried out according to the qualitative paradigm. The following techniques were used to collect data: the interview and the focus group.

The qualitative methodology is already recognized as a field of research with its own right, which is transversal to several disciplines. The qualitative term implies a prominence in the qualities of entities and processes and meanings: a qualitative study values the socially constructed quality of reality, taking

into account a constructivist framework, the most intimate relationship between the researcher and the object of study and the situational constraints that form the investigation (Denzin & Lincoln, 2008).

According to (Creswell, 2010) qualitative methodology is seen as a means to explore and to understand the meaning that individuals or groups attribute to a social and human problem. When using a qualitative methodology in a study it is expected that an in-depth analysis will be done regarding the meanings, knowledge and quality attributes of the phenomena under study. (Fidalgo, 2000, p. 178) points out, data are "framed and interpreted in holistic contexts of situations, life events or lived experiences, particularly significant for people involved."

Thus, the qualitative researcher will study the phenomena in their natural context with the intention of interpreting them, taking into account the different meanings attributed by the people. For this purpose it is necessary to collect materials that describe certain moments in the lives of the individuals who will be interpreted in an attempt to increase the understanding about the study target (Denzin & Lincoln, 2008).

In this study, we chose a semi-structured interview, also called a semi-directive (Quivy & Van Campenhoudt, 2008), so that interviewees had a great deal of freedom in approaching the subject matter. In fact, the use of open-ended questions allows the interviewee's speech to proceed freely, to be creative, to reformulate their responses and, at the same time, to guide the interviewee in order to respond to the objectives and the research question. That is, it allows the interviewee to have some freedom to develop the answers according to the direction that he considers appropriate and can explore, allows him to approach the aspects that he considers more relevant, in a flexible and deep way. The interview is a "method of collecting information in the richest sense of the expression; is particularly suited to the analysis of the actors' meaning of their practices and the events with which they are confronted" (Quivy & Van Campenhoudt, 2008, p. 192), consisting of its goal to open the free area of the two parties as regards the matter of the interview, reducing consequently the secret area of the interviewee and interviewer blind area (Carmo & Ferreira, 2008).

Another reason that supports the choice for this type of interview is that it indirectly allows the interviewer to help the interviewee to provide information more clearly and objectively, taking into account that "when using a script, qualitative interviews offer the interviewer a considerable breadth of themes, which allows him to raise a range of topics and offer the subject an opportunity to shape his content" (Biklen & Bogdan, 2013, p. 135).

The second technique used was the elaboration of a focus group. This is a research technique that collect data through the interaction of a group formed for the research effect, where this will answer

questions proposed by the researcher (Bagnoli & Clark, 2010). Nonetheless a focus group is not just a gathering of a group of people to talk to, but a meeting of a panel in terms of composition, size, purpose and procedures. Taking this into account, (Krueger & Casey, 2014) consider that to create a form a focus group, it is necessary to consider five characteristics: the participants and their particularities, that the discussion takes place with a focus on the objective outlined, the understanding of the topics of interest and that the extraction of qualitative data is guaranteed.

There are several advantages identified in the use of this qualitative technique, namely: it encourages participants to reflect on themselves, making them aware of their beliefs and attitudes mirrored in the behaviours and opinions of others; they investigate specific behaviours and motivations, facilitating the comparison between the participants' visions in relation to a particular topic; help the investigator to understand and know the language and communication used by the population, by sharing thoughts, experiences and values, and finally, proving information through group dynamics, enables efficient data collection, as participants may reflect the general population (Ribeiro & Newmann, 2012).

For the analysis of both the interviews and the focus group was used the technique of content analysis of Bardin. In the qualitative approach, a large and random sampling is not preferred, but rather a careful or intentional sample, that is, the selection of the sample is subject to certain criteria that allow the researcher to learn the most about the phenomenon under study (Vale, 2004).

Taking into account the qualitative paradigm in which this research is situated and taking into account the technique of information collection used, the information analysis technique used was the (Bardin, 1977) content analysis , since it made possible the analysis of the discourse of the people interviewed . The authors Biklen and Bogdan, (2013, p. 205) explain that content analysis aims the total understanding of transcripts of interviews, field notes etc. that have being gathered, which demonstrates that the choice for this technique is the most appropriate. The content analysis itself is done via a coding table of interviews, as can be seen in the following example (Table 5).

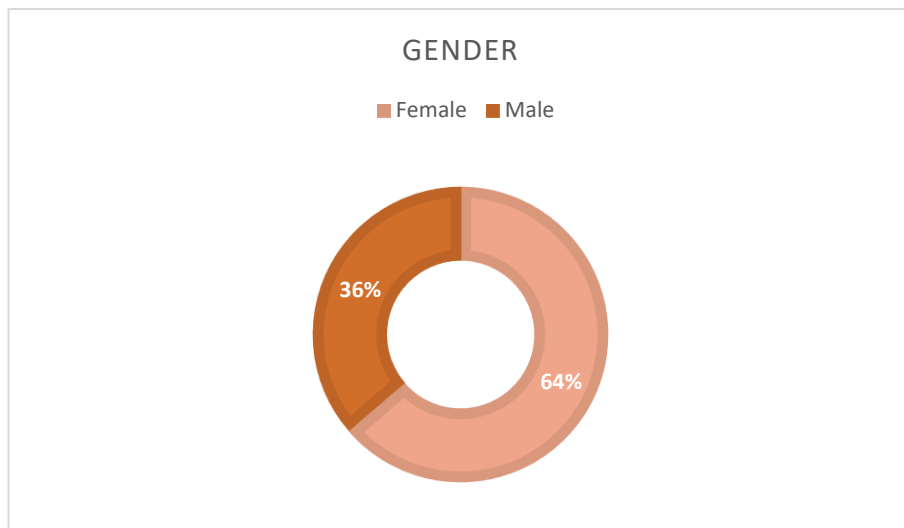
**Table 5 - Coding table of results**

<b>CATEGORY</b>	<b>SUBCATEGORY</b>	<b>REGISTRATION UNIT</b>	<b>CONTEXT UNIT</b>
Here are added the major themes of the interview.	Most important sub-topics within a particular topic of the interview.	Fragments of text taken by an indication of a characteristic (category and subcategory).	There are fragments of the text that encompasses the registration unit, contextualizing the registration unit in the course of the interview.

### 3.4 Population

#### 3.4.1 Sociodemographic profile of the participants in general

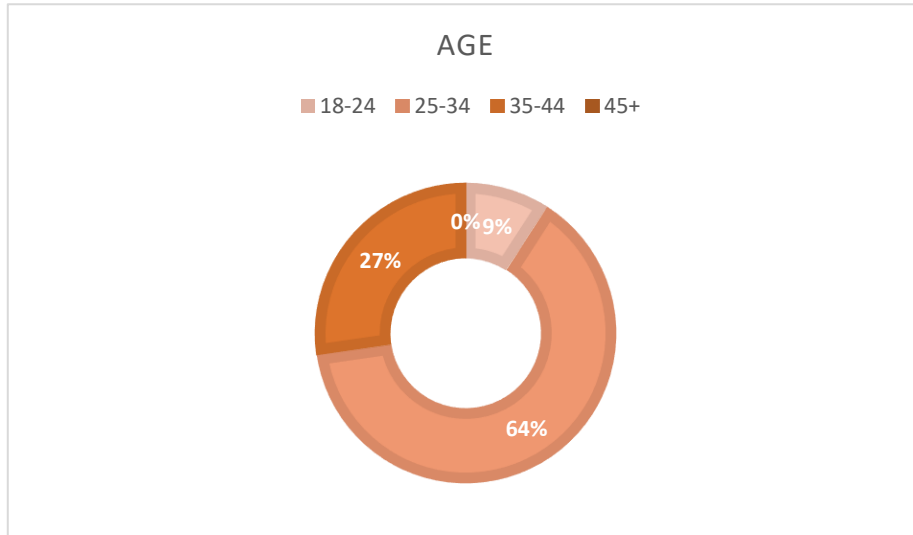
The study was supported by 11 people. Regarding gender, graphic 1 below, shows that 64% (7) of the participants are female, while 36% (4) are male. These data show that there was a considerable majority of female respondents, indicating that the distribution of responses was not gender egalitarian. It should be noted that initially it would be assumed that there would be more men, considering the sector of activity, however, the opposite occurred.



**Graphic 1 - Distribution of participants by Gender**

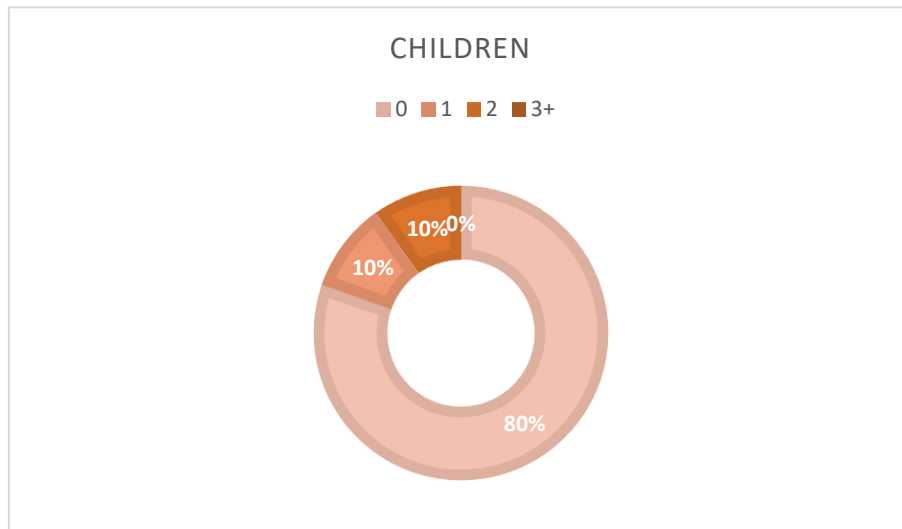
Regarding the age group within the interviewees, it is possible to verify that ages vary between 23 and 39 years old. On the graphic 2 below, it is possible to see that there is a domain in the age group

between 25 and 34 years of age, which means that 64% (7) of the participants are in this age group. Secondly, the age group from 35 to 44 years old presents a rate of 27% (3) of participants; with 9% (1) the age ranges from 18 to 24 years old, and, finally, no one over the age of 45 years old.



**Graphic 2 - Distribution of participants by Age**

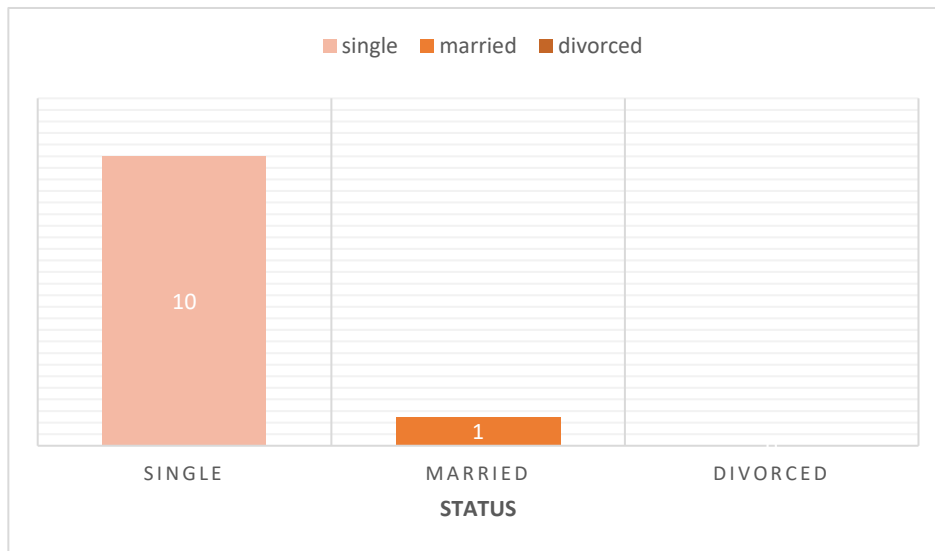
The number of children among the participants is shown below, on graphic number 3. It is clear that the majority of the people have no children, and anyone in the group has more than 3 children. Only 10% (1) has 1 child and seen that also 10% (1) has 2 children.



**Graphic 3 - Distribution of participants by Number of Children**

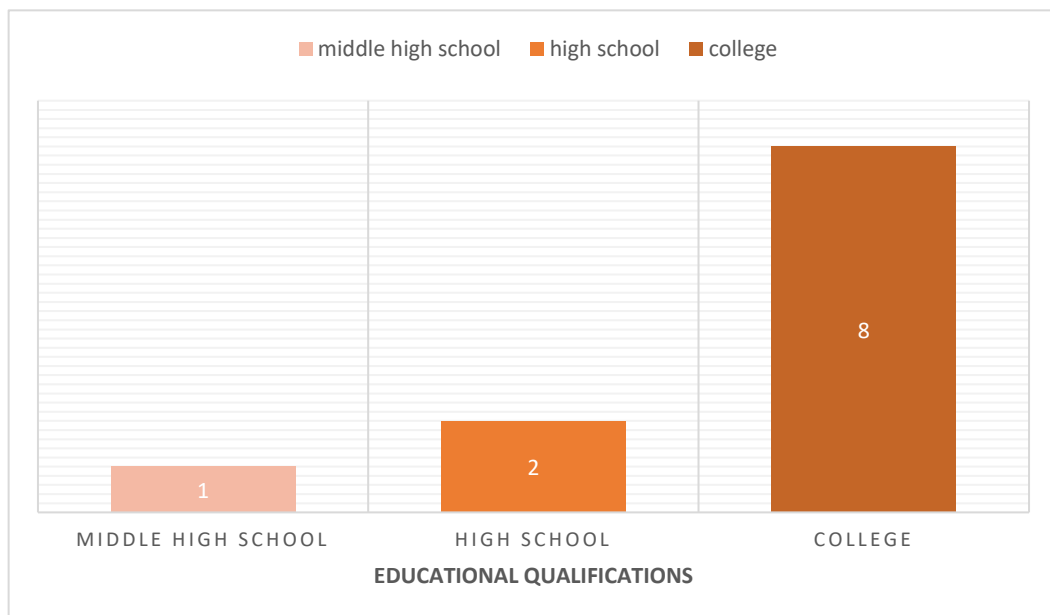
Concerning marital status, shown in graphic number 4, it can be stated that almost 100% (10) of the participants are single, and only 1 participant is married. It should be noted that within the single category, 6 of the participants are in a relationship with co-workers.





**Graphic 4 - Distribution of participants by Status**

Another sociodemographic data of the participants is relative to their educational qualifications. It was possible to verify, according to the graphic number 5, that the majority of participants (8) have a college degree, then two people (2) have high school and only one (1) has middle high school.



**Graphic 5 - Distribution of participants by Educational Qualifications**

### 3.4.2 Sociodemographic profile of the participators in Semi-Structured Interviews

The interviewees were selected according to the relevant criteria for the study context. In this sense, three semi-structured interviews were conducted in February 2019, individually, to the Human Resources Administration, a former employee (2015) of a telecommunications company and a former employee (2018) of a telecommunications company. There are two interviews scripts, which served as the basis

for obtaining the answers, in Appendix 3 and Appendix 4, and each interview lasted around 60 minutes. In addition, data collected from the semi-structured interviews was transcript manually during the individual interview. On the following table 6, it is possible to see the description of the participants:

**Table 6 - Semi-structured Interviews Participators Description**

<b>PARTICIPANT</b>	<b>FUNCTION</b>	<b>GENDE R</b>	<b>AG E</b>	<b>STATUS</b>	<b>CHILDRE N</b>	<b>EDUCATIONAL QUALIFICATION S</b>
<b>S 1<sup>1</sup></b>	HR Administrative	Female	37	Single	0	High School
<b>S 2</b>	Former Employee (2015)	Male	26	Single	0	Degree in Management
<b>S 3</b>	Former Employee (2018)	Male	25	Single	0	High School

### **3.4.3 Sociodemographic profile of the participators in Structured Interviews**

The interviewees were selected according to the criterion of relevance for the study context. In this sense, three structured interviews were conducted in February 2019, at distance due to restrictions on the availability of time of interviewees. The structured interviews were presented to the Training Coordinator, to the Recruitment and Selection Administrator, whom sent the answers by e-mail. There were two different interviews scripts, which served as the basis for obtaining the answers, in Appendix 5 and Appendix 6. Table 7 presents a detailed description of the structured interviews' participants.

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<sup>1</sup> For a better understanding, letter **S** was chosen because of the initial letter on **(Semi)-S**tructured Interviews.

**Table 7 - Structured Interviews Participators Description**

<b>PARTICIPANT</b>	<b>FUNCTION</b>	<b>GENDER</b>	<b>AGE</b>	<b>STATUS</b>	<b>CHILDREN</b>	<b>EDUCATIONAL QUALIFICATIONS</b>
<b>S 4</b>	Training Coordinator	Female	42	Single	0	Degree in Marketing, Advertising and PR and master's degree in Training Management
<b>S 5</b>	Recruitment and Selection Administrator	Female	36	Married	1	PhD in Arts

**3.4.4 Sociodemographic profile of the participators in Focus Group**

There was an attempt to obtain a focus group as homogeneous as possible, so this focus group consisted of six elements, three of the female gender and three of the male gender, between the ages of 23 and 31, where only one element is over 30 years old (31 years old). The qualifications of the participants are varied: one element has basic education, one element has secondary education and four elements, representing the majority with the higher education degree. To keep their confidence, focus group elements were named from A to F.

Table 8 presents all participants in the focus group have the common characteristic of currently working in the same telecommunication company, and all have achieved, over time, career progression. In the table below was made a particular description, by gender, age and professional activity, of the participants in the dialogue established in the focus group.

**Table 8 - Focus Group Participators Description**

<b>PARTICIPANT</b>	<b>GENDER</b>	<b>AGE</b>	<b>FUNCTION</b>	<b>STATUS</b>	<b>EDUCATIONAL QUALIFICATIONS</b>
<b>A</b>	Female	31	Manager	Single	Degree in Law
<b>B</b>	Female	27	Partner	Single	Middle High School
<b>C</b>	Male	29	Manager	Single	Degree in Informatic Engineering
<b>D</b>	Male	23	Manager	Single	Degree in Organizational Management
<b>E</b>	Male	27	Partner	Single	High School
<b>F</b>	Female	26	Manager	Single	Degree in Biomedical Sciences

#### **3.4.5 Sociodemographic profile of the Researcher**

The researcher of the present study was a former employee on a telecommunications company, and by that it was possible to testimonial some facts. The purpose on this is to present the knowledge acquired during the working time (since August 2017 until November 2018).

**Table 9 - Direct Observation: Researcher Description**

<b>RESEARCHER</b>	<b>GENDER</b>	<b>AGE</b>	<b>FORMER FUNCTION</b>	<b>STATUS</b>	<b>EDUCATIONAL QUALIFICATIONS</b>
<b>S 7</b>	Female	23	Former Front & Back Office Administrative	Single	Master's Degree in Human Resources Management

## **4 CONTEXT**

Chapter number 4 – context – intends to contextualize the field which this study was based on to develop the present master's thesis. The context is the sales field, more specifically within telecommunications companies.

With the globalization of the economy, telecom operators which look for new revenue streams started entering the international market place. Also, thanks to new technologies like wireless, new service opportunities arise, making it possible for customers to be more knowledgeable about the market place, consequently they not only want services to satisfy their unique needs as they demand more in terms of service delivery at competitive prices. Information must be accessed without difficulties, anytime, anywhere and anyhow. One stop shopping must be possible and a choice of service providers available (Xevelonakis, 2005).

### **4.1 Context and field analysis**

Increasing attention is being given to telecommunications companies due to their growing economic importance, inspiring management scholars to dedicate more teaching and research attention to this sector. Particularly, in the field of marketing strategies for telecommunications services, it is frequently pointed out that once customers have been acquired and connected to the telecommunications network of a particular operator, their long-term links with the focal operator are of greater importance to the success of the company in competitive markets than they are in other industry. Therefore, particular effort is being done in the field of marketing strategies for telecommunication providers (Gerpott, Rams, & Schindler, 2001).

Over the last decade, the telecommunication business has been suffering a massive transformation in terms of the evolution of the technology, market, and the competitive forces within the industry. The new emerging trends are causing a shift in the way service providers operate and compete, making them continuously upgrade their network and modify their business model according to these new trends (Zuhdi, Pereira, & Teixeira, 2011). With this, Kusstatscher and Cooper (2005), states that effective communication and interaction between the merging partners is the indispensable component for the creation of an atmosphere that allows for the transfer of capabilities. The authors reported that the transfer and integration of capabilities will only be successful under the conditions that both partners demonstrate some understanding and respect for each other organizational structures, processes and corporate culture.

The fact that telecommunications industry is becoming part of converging information, multimedia industry changes dramatically the role of the existing telecommunications companies that now operate on the basis of connectivity and features instead of being based on geography and hardwired for voice service (Chan-Olmsted & Jamison, 2001).

#### **4.2 Portuguese Telecom Operators**

Currently, in the Portuguese Telecommunication market exists several different operators. It makes sense to say that the market is diverse and reaches the needs of the different targets. On the following table, it is possible two types of telecommunications operators operating in Portugal: mobile operators with their own network and virtual mobile operators<sup>2</sup>.

The difference between them is that Mobile operators with their own network have their own telecommunications network; and Virtual mobile operators use the network of one of the Mobile operators with their own network.

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<sup>2</sup> <https://adslfibra.pt/operadoras>

**Table 10 - Portuguese Telecommunications Operators**

**PORTUGUESE TELECOMMUNICATIONS OPERATORS**

<b>MOBILE OPERATORS WITH THEIR OWN NETWORK:</b>	<b>VIRTUAL MOBILE OPERATOR:</b>
<b>MEO</b>	NOWO
<b>NOS</b>	Lycamobile
<b>VODAFONE</b>	WTF
	MOCHE
	YORN
	UZO
	Vectone Mobile

Source: adapted from <https://adslfibra.pt/operadoras>.

**Figure 2: Portuguese Telecommunication Operators Logo**



Source: <https://adslfibra.pt/operadoras>.

**4.3 Telecommunication sector overview in Portugal**

The liberalization of fixed and mobile networks and the entry into the Portuguese market of new telecommunications operators increased competition, improved quality and reduced prices. The innovative spirit in national telecommunications was affirmed during the second half of the 1990s, through mobile phones, with the development of unique products (such as prepaid service), or the launch of new operators through various marketing initiatives times awarded internationally.

According to Sampaio (2004), the mobile telecommunications market in Portugal had an unusual history, since it began in the year of 1992 with the launch of two GSM technology operators: TMN (PT) and Telecel (now named Vodafone). For some years, through high investments in marketing, these two companies, in addition to competing with each other, stimulated market growth, striving to acquire new customers to always increase their consumption base, and in this way, the market grew day after day. In

1997, Portugal ranked 4th in the mobile penetration ranking and one year later, in 1998, Optimus entered the market, which already had 6 years of activity, with 15% of the population using its services.

In 2014, two big events happen in the Portuguese telecommunication market. With the acquisition of Portugal Telecom by Grupo Altice and the new brand NOS launched by ZON Optimus, after combining the biggest fix broad band players and the major mobile telecommunication operator in Portuguese telecommunication market, NOS became the major player to provide integrated telecommunication services to customers. During the recent years, the telecommunications sector in Portugal has undergone deep changes, particularly with the emergence of new capabilities and innovative services by telecom operators, as the case of double- play, triple-play or quadruple-play bundles. These offers try to position themselves as distinctive and competitive, especially in the constant creation of new applications and features associated with each service.

Saying this, and to summarise the present chapter, the big Telecommunications Companies in Portugal use outsourcing companies in order to spread and wise their market across the country so, other outsourcing companies can work for/with their brand (company). The next chapter will be focused on the data analysis of the data collection from an anonymous Telecommunication's Outsourcing Company.



## 5 PRESENTATION, ANALYSIS AND DISCUSSIONS OF THE RESULTS

In this chapter it is desirable to proceed to data analysis that resulted from the semi-structured and structured interviews, focus group and direct observation. "In qualitative research data collection and analysis is a continuous process integrated into the research sequence, with a strong inductive nature, resulting as a final description, that is, "words" (Coutinho, 2011, p. 131).

### 5.1 Analysis and Discussion of the Results - Interviews

The analysis of the interviews was carried out based on the proposal of Combs, Liu, Hall and Ketchen (2006b) that focuses on the study of high performance work systems. Thus, the interviews were examined taking into account the following dimensions: Criteria Selection, Extensive Training, Internal Career Opportunities, Attachment, Empowerment, Participative Problem Solving, Teamwork and Group Incentives, Description of Functions, Formal Performance Evaluation, High and Variable Remuneration with Performance, Guarantee of Job Security and Socializing and Involvement' Schemes in the Organization. Therefore, in accordance with the above mentioned, and through the application of the data collection methods previously, an analysis will be made of the HRM practices and Internal Marketing Tools in a certain Telecommunications Company.

#### 5.1.1 Human Resources Management Practices and Internal Marketing

CATEGORY	SUB CATEGORY	REGISTRATI ON UNIT	CONTEXT UNIT
<b>ORGANIZATIONAL STRATEGIC MANAGEMENT</b>	Strategies implemented	-Future Awareness -Growth -Continuous Improvement	<i>"Happy people work better...To achieve success, it is mandatory seriousness and transparency. Agile career plan. Initial and continuous training. Appraisal of each individual contribution. Motivation through integrity, ethics and constant support for personal development. Teamwork, bringing together the best of knowledge, intelligence and efficiency to constantly improve the work and performance of our employees."- S1.</i>

			<p><i>"I think it's important to create an organizational chart."- S5.</i></p> <p><i>"Over the years the company has undergone some changes on its own initiative and in order to meet the expectations of the market and its employees... the company is currently undergoing national expansion."- S4.</i></p>
<p><b>INTERNAL COMMUNICATION</b></p>	<p>Communication</p>	<p>-Ways of communication</p> <p>-Internal communication need to be upgraded</p> <p>-Networks</p>	<p><i>"Changes are often communicated at meetings, general meetings, interdepartmental meetings, e-mails or even phone calls... However, it is evident that there is not always good internal communication."- S5.</i></p> <p><i>"The communication should be improved, because sometimes its collaborators do not participate in this communication in an active way."- S4</i></p> <p><i>"Internal communication was done through the company's APP, we use to have alerts or notifications from the controlling and audit team... we received messages in our mobile phone with invitations to meetings, trainings, etc." – S 3.</i></p>
<p><b>RECRUITMENT AND SELECTION</b></p>	<p>Recruitment and Selection Process</p>	<p>- Process implemented in the company</p>	<p><i>"We use the CV's evaluation in a first phase so, after that, we can select the most suitable person for a face-to-face interview, taking into account the age, profile and professional career, as well as the current situation of the candidate (if the person working at the time of the interview). After the selection in the face-to-face interview, there is a second practical phase, called the day of proof or day of observation, where the candidate has the</i></p>

possibility of attending the work itself, the routines that are applied and the usual procedures. If the candidate is admitted, he will enter the training academy, a third and last moment of evaluation. "- **S5.**

Advertisement -Job websites and ads  
-Employment Centre  
- LinkedIn

"In the online ads, we implement a marketing strategy, in which the advertisement is not 100% explicit. We give key-words to retain the person because we want to raise the interest to the people come to the interview and understand in more detail what we do and what we intend to."-**S1.**

"They find themselves in many job website and ads online pages... I simply saw a function that they called 'client manager' and I wanted to see what it was really all about. It sparked my interest the way they name the function ... 'client manager' and I thought 'let's see what it is' but in the end it was not the same what people have to do afterwards. Expectations did not correspond at all from the announcement to what was said in the interview and when I started to work."-**S2.**

"I have never worked with direct sales before, I think people camouflage their function a little, so they do not get rejected right away. I think they input the curiosity into the job seeker, in order to get him into the first day of work."- **S3.**

The expression 'door-to-door salesman'<sup>5</sup>, if it appeared in the advertisements, would radically reduce the number of candidates,

<sup>5</sup> In Portuguese: "vendedor porta-a-porta"

<p><b>JOB STEREOTYPE</b></p>		<p><i>considering the reputation that is socially associated with the type of functions performed". - S5.</i></p>
	<p>Reason for Application -City changes -Willingness to work after long standing</p>	<p><i>"I entered through a person who already worked there. I was a bit obscure for the interviews, I just had the explanation of what that person told me."- S3.</i></p>
	<p>Dealing with Negative External Opinions -Challenging -Job associated with stereotype</p>	<p><i>"Unfortunately, there is a significant percentage that is influenced by the opinion of others. This area is hampered by people's opinions and, with this, they only lose opportunities because "it is not decent work". Our policy is that anyone who thinks that way will never be the person we want to be with. The person must believe in the business, and our part is to make believe that the person is capable"-S1.</i></p> <p><i>"...Constantly trying to lighten the prejudices related to the commercial job" - S5.</i></p>
<p><b>PERSONAL LIFE VERSUS PROFESSIONAL LIFE</b></p>	<p>Understanding relatives - Understanding over time -Objections on working hours and wages -Generational conflict -Difference between wages and salary</p>	<p><i>"The family has a great impact and lowers self-esteem; in my case I handled the opinions ... My parents never understood very well, my mother thought I was selling phones. They did not understand the dynamics of the future to develop and lead a team, they had a more closed vision. It was hard to accept. Parents want one thing; children want another thing."- S3.</i></p>

**HUMAN  
RESOURCE  
MANAGEMENT  
PRACTICES**

Personal Relationships Affected	-Weakened personal relationships -Difficult Balance	<i>"It's complicated to have relationships outside the company, the majority has relationships within co-workers." - S3.</i>
Management of negative external opinions	-Challenging -Stereotype associated with the commercial function	<i>"Unfortunately, there is a significant percentage that is influenced by the opinion of others. This area is hampered by people's opinions and, with this, they only lose opportunities because 'it is not decent work'. Our policy is that anyone who thinks that way will never be the person we want to be with. The person has to believe in the business, and our part is to make believe that the person is capable". -S1.</i>
Description, Analysis and Qualification of Functions (DAQF)	- Job Title - Concordance with title and tasks	<i>"Client manager, brand manager, account manager, marketing and communication, promoter". - S5.</i> <i>"At the time I performed the functions of management training and pedagogical coordination, however for 4 years I was a trainer in the same organization / company." - S4.</i>
Talent Acquisition	-Desirable Profile -Mandatory Skills	<i>"We are looking for responsible people who are proactive, positive, dynamic, I like teamwork, good communication skills and a clear demonstration of ambition". - S1.</i> <i>"After the person meets the criteria, the company defines 2 steps to the selection process. First there will be a personal interview (after screening CV), and then a 2nd phase consisting of a day of observation where the</i>

candidate is passed to the 1st stage will experience a work day "normal". - **S1.**

"... they emphasized the fact that it was only in the face-to-face interview that everything would be explained." - **S2.**

"Discrepancy between what they advertise and in practice, they work many hours and often take work home when they have a leadership position." - **S3.**

"As I mentioned earlier, it is always necessary to consider that it is an area of commercial activity, whose principles are governed by the need to sell services and products. Therefore, the recruitment process in this sector of activity is very specific, aimed at finding the candidates with certain skills and profile. Given the inherent turnover of the activity, it is a demanding process from the point of view of the urgency and need to recruit and select people with ambition, dynamism and ability to communicate and interact with potential clients." - **S5.**

Hosting and Integration - Important for the exercise of the function - Training for all employees "It's more than welcoming HR to make them feel good. Give all the tools to a good environment and a good workplace, which will generate people motivated and happy to work with joy". - **S1.**

"There are in the company socialization processes as team building actions that I consider important for the good functioning of the organization because are fantastic experiences that generate moments of

*relaxation and still foster motivation and productivity in both individual work and teamwork". - S4.*

*"We provide a Hosting and Integration manual which is a facilitating element of the process of welcoming and integrating the new employee in his new organization. It provides institutional information of the organization where they will develop their professional activity: mission, vision and values, their policies, their structure / departments and functioning, duly framed in the general objectives and the strategic action of the same". - S4.*

Training and Development	<ul style="list-style-type: none"> <li>-Several techniques tested</li> <li>-Certified trainings</li> <li>-Excellence Factor</li> <li>-External and Internal Training</li> </ul>	<p><i>"...as a fundamental condition for carrying out its mission, it makes a careful selection of its human resources and defines the areas of intervention where it can guide its action by criteria of excellence. In this context, the company intends to continue to invest in the training of human resources in terms of quality and technical competence, motivating them and taking advantage of all abilities. The company considers training as a crucial task for the performance of the job. Therefore, the need arose for the appearance of the "Academy" ... It is true that there is more training for the commercial area comparing to the other departments and that's because, the job itself requires it for its complexity. Being a service provider telecommunications company, it has, of course, the basic training of the telecommunications operator, that we</i></p>
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work for, and also internally with the appropriate training". - **S1.**

"It is good that the training was good, but always very limited to the function, is essentially the soft skills that were needed for the job to perform, such as how to approach the client, how to start a conversation, how to persuade the person to have our services, posture ... and then also a more technical part about the product". - **S2.**

"The training I think is one of the strongest points of the company. It really is broader in terms of welcoming people; anyone can be tailored to carry out the function. It is given in an interactive way, brings together the theoretical component with practice. It started being given modules". - **S3.**

"The training provided is certified by DGERT (Direção Geral do Emprego e Relações no Trabalho) in the sections: 341 - Market, 345 - Management and Administration and 090 - Personal Development". - **S4.**

"Training should be seen as a worthwhile investment for both the company and its employees, as it increases the productivity, profitability and the increase of knowledge and skills... Undoubtedly, the training for internal employees, namely the commercial department, responds to their needs. Proof of this is the training plan developed in response to the career advancement plan available in this department." - **S4.**



		<p><i>"There is differentiation between the training given among the various departments and it is due to the company's priority objective: the fulfilment and delivery of results to our client, so the training given is mostly concentrated in the commercial department. On the other hand, it should be noted that there are other factors that justify this action: employee turnover, profile for the exercise of the function, periodic updating of business rules (among others)". - S4.</i></p>
Performance Evaluation	-Financially Productive -Different Performance	<p><i>"All about the numbers" -S2.</i></p> <p><i>"I began to realize that the people who wanted to achieve the results, we have to live for that". -S3.</i></p>
Commercial Department to other Departments	Evaluation for Commercial Department to other Departments	<p><i>"Considers important having an evaluation system ... feel could be evaluated differently soon come into force in organizing a more concrete evaluation system through performance indicators (KPI's) which will analyse the performance individual and the department." - S4.</i></p> <p><i>"I have feedback from my work by the external consultant, the executive director and as trainer by the trainees through the evaluation of the training action." - S4.</i></p>
Career Management	-Career Progression Plan -Different Career Progression	<p><i>"All elements have a career progression plan. In the case of trades, it depends essentially on the billing volume. In the other functions, as administrative work, the progression has to do with the experience and seniority in the company". - S1.</i></p>

	Plan for Commercial Department to other Departments	"I have felt myself recognized by my numbers, by my personality and posture. However, it was not what counted for my progression, only the numbers". - <b>S3</b> . "Rarely people are moved to other functions". - <b>S5</b> .
	Remuneration, Incentives and Benefits -Base salary plus bonus -Main motivational factor in sales field	"The base compensation was extremely low, less than 300€. Their remuneration could be very high depending on the results, for each sale, for each customer, depending on the number of services sold to the customer we received a certain amount and the margin was going up according to the number of clients that we could raise. It could even double the value ". - <b>S2</b> . "The Remuneration and incentives can be very attractive indeed, with mobile phone, tablet, laptop, company car, health insurance, rewards, etc. Coming from people who do not have a college degree, earning values above 1000 € is something appealing and motivational. I think that this may be the light for many people, who feel that this may be a way to ensure their future, so they grab the opportunity, living for it". - <b>S3</b> . "I consider that my performance is compensated in terms of remuneration and is recognized by the company" - <b>S4</b> .
<b>NEW TECHNOLOGIES / GLOBALIZATION</b>	Information and Communication Technology -e-recruitment - communication channels	"Our recruitment is done in a variety of ways: ads on job platforms, company website, internal recruitment, direct recruitment, research." – <b>S5</b> .

		-Social networks	<p><i>"Through ERP and / or email. Most relevant communications are made every month in general meetings. In addition to this, intra-departmental level are social networks used as Skype and WhatsApp, which facilitate communication informal and urgent that the work itself requires." - S1.</i></p> <p><i>"...allowed the approach of the personnel, optimization in the processes, speed ..." - S1.</i></p> <p><i>"Our APP was very useful, we had a kind of virtual calendar / agenda where we were able to track our work: we followed the client's status, the protocols, we access to our payslips, etc. Also, they were thinking to replace the contracts on paper, by digital, using the tablet and be all electronic." - S3.</i></p> <p><i>"It brings new challenges, even by the speed at which events and repercussions occur. However, considering that the target audience is under 30 years, it seems to me a natural and inevitable route... This easy access to information brings advantages and disadvantages. The important thing is to be able to inform and educate whenever possible the potential candidates, professionals and / or clients". - S5.</i></p>
<p><b>CHANGE MANAGEMENT</b></p>	<p>Dealing with change</p>	<p>-Good communication</p> <p>-Importance of feedback</p>	<p><i>"We recently created a module in our ERP where all employees can give their suggestion (anonymously or identified) on what subject. Employees always have a voice". - S1.</i></p> <p><i>"They are accustomed, there is a policy of constant adaptation to new challenges". - S5.</i></p>

	<ul style="list-style-type: none"> <li>- Solutions and Recommendations</li> </ul>	<p><i>"We work in a sector of activity where it is constantly changing, innovating and developing especially about the customer's product that we represent... I think the company is prepared for change... Sometimes change is by some interpreted as a challenge because they are accommodated in their comfort zone, however the organization is mostly mentality and open and receptive to these changes". - S4.</i></p>
<p><b>PROBLEM SOLVING</b></p>	<p>Spirit of problem solving in the company</p> <ul style="list-style-type: none"> <li>- Importance of security and credibility</li> </ul>	<p><i>"Depending on the department, this spirit may be more or less developed, but in general, it is what one seeks to achieve...however, colleagues are not always engaged in problem solving". - S5.</i></p> <p><i>"There is a spirit of problem solving ...Usually if bypass them challenges using coaching techniques, neuro-linguistic programming and sometimes adapting the session plan with the group's profile". - S4.</i></p>
<p><b>ATTACHMENT</b></p>	<p>Feeling part of the company</p> <ul style="list-style-type: none"> <li>- Show employees their value</li> <li>- Gratitude</li> <li>- Commitment</li> <li>- Job Satisfaction</li> </ul>	<p><i>"Because the company manages people, it is our duty to make them feel special. Here, HRM is always linked to the person, from the concern to contact, to want to know, to follow closely, to have the sensitivity to understand certain limitations and to help on a personal level, to be a coach and to show relentlessly that they are not alone. There's a department they have created for them. A department that remind why they were hired, your purpose... give all the tools for a good atmosphere and a good workplace, which will generate people</i></p>

**EMPOWERMENT**

- If there is - Freedom  
sufficient  
autonomy  
- If it had more  
autonomy  
could bring  
something new

*motivated and happy to work with joy. With this if we set ourselves a goal will do. Feeling of commitment to the company. Let's give you the tools, then it's on your side". - S1.*

*"I really like my profession ... I feel committed, it's part of my way of being... I identify myself with the objectives of the organization"- S4*

*"Yes, within the process of recruitment and selection in the face interview ... As regards the fact that you can bring something new if it had more autonomy, I am not sure, given that it is a very challenging area and whose needs were already amp regret tested". - S5.*

*"I consider myself to have enough autonomy...only individually, because I share other functions (e.g. The development of program content) with an external consultant of the organization, something that in my opinion \ consider essential in area of activity in question. The gathering of several competencies contributes more quickly to the achievement of the organization's results". - S4.*

**LEADERSHIP**

Relationship with Leaders - Coaching  
- Mentoring  
- Informal Relationships

*"Suitable for a good professional environment, where everyone contributes to it because we like to keep the good energy that the young layer carries every day". - S1.*

*"They tried to have a balance neither too rigid nor too personal, which is difficult because we spent a lot of time together and sometimes the personal life is confused. The leaders tried to have moments for everything. However, there*

<b>RETENTION</b>	<p>Job embeddness</p> <ul style="list-style-type: none"> <li>- motivation</li> <li>- conditions to do the function</li> </ul>	<p><i>was no one I considered as an example to follow, there were some aspects that I found worthy in some and in others". - S3.</i></p> <p><i>"Coaching and Mentoring are undoubtedly our greatest tools" - S4.</i></p> <p><i>"The motivation is greater for people who do not have so many burdens or an overloaded life, family children, complicates because they want stability Manager of HR"; the locality; the professional experience (important to realize if already worked in direct contact with clients)".</i></p> <p><b>-S1.</b></p> <p><i>"Typically, the main challenges arise in the initial training given at the admission of new employees. These the question: 'Am I capable? Or 'Can I do this?' which sometimes becomes a greater challenge in the development of its evolutionary curve in relation to its profile for the exercise of the function or its self-confidence, sometimes compliance with the training plan session or even in its final use". -</i></p> <p><b>S4.</b></p>
<b>TURNOVER</b>	<p>Turnover rate in commercial field</p> <ul style="list-style-type: none"> <li>-lack of self confidence</li> <li>- environmental and organizational factors</li> <li>reasons</li> </ul>	<p><i>"I worked in the telecommunications company a very short time, only 3 weeks. It was something that I honestly do not identified myself in it...My departure was extremely precocious, and the reasons were simply the fact that I did not like the method of sale or approach. I think he's a bit aggressive." - S2.</i></p> <p><i>"I worked in telecommunications for 2 years, my exit was due to the fact that was not motivated anymore, I no longer identified</i></p>

*myself with the function, the company itself and I was looking for a new challenge...". -S3.*

*"... they hardly achieve the desired results because of the lack of skills. Imagine they recruit 40 people, already knowing that after 1 month maybe only 10 people will still be there." - S2.*

*"My manager came to me and told me that my results were not coming out as desired... I decided to leave the company since the values of the commercial sector are not compatible with mine". - S2.*

*"A lot of people were there for money, but I was never moved by money because even if I got good values and I was not happy, I was not worth anything. Leaving home and feeling as an obligation is not happiness for me and that is above money". - S3.*

*"In my point of view what affected me and could be taken into account for future generations, is the pay the salary that I thought I would win later did not win; not take into account factors other than numbers; and the schedules". - S3.*

*"Due to the turnover of employees in the company, the need and urgency to select new employees, which sometimes causes some standards to be reduced, from a recruitment and selection process only to a recruitment process". - S5.*

*"The turnover rate is higher than the retention rate. In this sector. I think it depends on the difficulty people have to adapt to the type of*

*work, social prejudice, the demands they present and the pre-defined hours.*

*These values are explained directly by the main reasons mentioned above, that is, even if a candidate intends to pursue a career in the commercial area, he is not always able to achieve the objectives and adapt to the specificities of the function". - S5.*

*"There are several people who are recruited and selected, go to the gym and cannot get past this phase ... It may be because of the recruitment and selection process have some limitations and also because people do not have clear objectives of what they want to do"*  
**- S4.**

After the presentation of the interviews' results above, it is going to be briefly analysed, for a better understanding, the HRMP and IM dimensions applied or not applied within the Telecommunications company.

Saying this, and analysing the answers given by the interviewees, it can be stated that, regarding R&S process, the company under study uses various types of recruitment, from external recruitment, where candidates have the knowledge of the company by advertisements in newspapers, websites, employment centre, among others, and also internal recruitment, where the place is made available to those who already work in the company. In this company, recruitment and selection is an extremely challenging process due to the high turnover, there is always the need for new employees, which can reduce the criteria and quality standards of those who are selected. It is vital, therefore, that organizations get the process right at the first time, because there is lack of resources. Selecting the right candidate can be a difficult task, but at the end of the day, the reputation of the organization is maintained by the people it employs (Henry & Temtime, 2010).

A good performance evaluation system is a very important and useful tool when it comes to the human resources management of an organization. Within the present company, the assessment is based on results, as the S2 states *"all numbers (...) because we would always be working outside the office and*



*what really mattered was how much money we were bringing in". Although the performance evaluation is based according to the results, S4 says that soon "a more concrete system of evaluation through performance indicators will come into force in the organization (KPI 'S), which will allow the analysis of individual and departmental performance".*

A career progression plan within a company can be decisive for the satisfaction and motivation of the employee, contributing to the increase in productivity of the employee and, consequently, of the company, that is, besides motivating the employee, an effective career progression plan will contribute to the development of the company (Savickas, 2005). In the present context, the interviewees agree that the company offers the opportunity for its employees to grow, however, *"while in commercials 'it depends essentially on the volume of sales, in the remaining functions, such as administrative work, evolution is related to experience and seniority in the company"* (S1).

Next, as can be seen, the knowledge transfer through training is presented as one of the most important tools for the operation of the company under study. *"Training is an essential part for us... the company considers training as a crucial task for the performance of the function. This is why the need for an academy has arisen"* (S4). The importance of training in the business context is already recognized and indisputable today, but there is not yet a global model that allows evaluating the return on investment (Caetano & Vala, 2007).

The objective of organisational change is to lead the organisation to a situation of superiority in relation to the previous state, but this does not necessarily occur. It is here that value can be acquired for the organisation. Change is always unavoidable and, generally, people are very resistant to change. Intentional change can be seen as an intervention carried out with the explicit purpose of moving the organisation from a lower to a higher state. Criteria for assessing the success of change can be organisational performance and human development. Several paths can be followed to achieve the desired state (Hernandez & Caldas, 2001). Nevertheless, all interviewees in general admit that the company is prepared for changes and have a spirit of problem solving established.

Considering Dostál's (2014) definition of problem solving, which states that it alarms the ability to use knowledge, facts and data to effectively solve problems, but does not mean an immediate response, but a subjective and sensible answer within a reasonable period of time. So, this is also an important tool for the HRM. However, (S5) states that, despite the dynamism and proactivity among the colleagues, their suggestions are not always taken into consideration, contrary to what (S1) says that *"a module has recently been created in our ERP where all employees can give their suggestions (anonymously or identified) on which subject. Employees always have a voice"*.

It is natural that organizations start to look after leadership and the role of the leaders as a way of finding, not only trust, rolemodel, availability etc., but also the desired optimism in the organizational context (Luthans & Avolio, 2003). Since leadership is recognised as an important factor within the organisation, it is natural for organisations to explore and rely on it as a way to overcome and combat the problems arising in this new organisational context (Gardner, et al. 2005). This follows to the next topic, internal communication, where (S1) mentions that, "*in general, there are no internal communication failures, namely between managers and employees, which are carried out using ERP and/or email*"; from other side, (S5) states that a "*good internal communication is hard and not always exists*".

According to Wilkinson (1998), when an employee finds empowerment, he assumes greater responsibility for the planning and control of his own work, also taking responsibility for decisions that would normally be taken by his supervisors. In general, it was showed a certain empowerment given to the employees.

Finally, in the commercial area, the turnover rate is much higher than the retention rate, which is confirmed by (S5), who justifies this reality due to the "*difficulty that people have to adapt to the type of work, the social prejudice, the demands they present and the pre-defined schedules*" adding that "*even if a candidate wants to make a career in the commercial area, he does not always achieve the objectives and adapt to the specifics of the job*". According to (S2), the high turnover rate is justified due to the fact that "*the commercial branch is an extremely competitive branch with 3 or 4 companies that constitute an oligopoly that are working in the entire market, which has subcontractors with it, like the company where I worked*", continuing to say that it is an "*extremely competitive market with a small number of companies but with very similar characteristics and, as I said before, one person to stay depends on the number of sales. And if a person doesn't believe in what they sell, they won't be able to achieve those goals*". According to Mobley (1992), the most common reasons that lead employees to leave companies are: more attractive offers by other companies; organizational environment and image; the type of supervision exercised over the personnel; lack of policy and strategies for growth, learning and career; the working conditions of the organization; the organizational culture of the company; the policy of recruitment and selection of human resources; lack of recognition. To combat this turnover rate (S5) considers that human resources management should adopt other practices in order to reduce turnover and increase retention, *however "the company in question has already tried several strategies and often chooses to change some selection parameters (such as age)"*.

## 5.2 Analysis and Discussion of the Results – Focus Group

In this section, we present the results of the data analysis obtained through the focus group. Firstly, a general characterization is made, and in particular, of the participants involved in the data collection. The following subpoints result from content analysis and are the main themes of analysis resulting from the interpretation of the data.

For Focus Group analysis, the interview was divided into two main concepts: 1) Human Resources Management and 2) Internal Marketing in order to obtain as much information as possible from the sales employees. Thus, according to the technique of Content Analysis of Bardin, we will present a table of codification of the results obtained, for easier analysis.

### 5.2.1 Human Resources Management

CATEGORY	SUB CATEGORY	REGISTRATION UNIT	CONTEXT UNIT
<b>PRESENTATION</b>	Demographic characterization	-3 Men, 3 Women, all single, with higher education, without children, except for one of the interviewees that has 1 child.	"1 child. I want to have more and in my opinion is possible with my professional life". - <b>F.</b>
<b>RECRUITMENT AND SELECTION PROCESS</b>	Interview and Expectations	-Multiple profiles of interviewers; -Different interpretations of the pitch; -Nervousness of the interviewees; -Different theory of practice	"There are different interviewer profiles within the company". - <b>A.</b> "There is more professional profile, cannot create empathy in the interview and another more sentimental that wanted empathy in the interview". - <b>E.</b> "Besides when you come to the interview you are nervous; you do not listen to 100% what you are told". - <b>C.</b>

			<p>"...the same pitch for different people is understood differently". – <b>B.</b></p> <p>"There is nothing that theory equals practice". – <b>E.</b></p>
	Advertisement	<ul style="list-style-type: none"> <li>-Job sites and ads</li> <li>-Employment Centre</li> <li>-LinkedIn</li> </ul>	<p>"I replied to an OLX ad..." – <b>B.</b></p> <p>"Net jobs ...". – <b>F.</b></p> <p>"They sent me through the employment centre ...". – <b>C.</b></p> <p>"LinkedIn customer portfolio management". – <b>D.</b></p>
	Reason for Application	<ul style="list-style-type: none"> <li>-Changing to another city</li> <li>-Willingness to work after long standing</li> </ul>	<p>"I moved out of town, wanted to get a job". – <b>B.</b></p> <p>"... I had been at home for two years and decided that I did not want to wait even more for a job opportunity in my area of studies". – <b>F.</b></p>
<b>INDIVIDUAL / PERSONAL GOALS</b>	Antique	-It varies from 1 year and 3 months to 7 years	
	Short-term objectives with long-term objectives	<ul style="list-style-type: none"> <li>-No initial expectations</li> <li>-Short-term objectives</li> <li>-High Expectations</li> <li>-They want to stay in the company</li> </ul>	<p>"... expectations were completely zero, I did not know how long it would take to make my path" – <b>A.</b></p> <p>"I never thought 6 years and a half later, I would still be in the company" – <b>B.</b></p> <p>"Always short-term goals." – <b>C.</b></p> <p>"I came with high expectations and after the interview I said: 'I have to make a career here' – <b>E.</b></p>
<b>PERSONAL LIFE VERSUS</b>	Understanding relatives	-Understanding over time	"We understand with time what is our purpose doing this job". – <b>F</b>

**PROFESSIONAL LIFE**

-Objections on working hours and wages  
 -Generational conflict  
 -Difference between wages and salary  
 - The greater the connection with the company the better understanding of the function

*"In any work we will deal with objections from the people who are closest to us. Whether because of the hours, or because of the salary".*  
**- D.**  
*"It is always a bit difficult to explain to a generation before our own, when they were always treated in this way to: finish their studies and work in the area they studied" - B.*  
*"The most complicated is to explain the difference between salary and orderly... If you speak in an orderly, they give you an order to work 8 hours per day and you will be paid for those 8 hours per day. While with a salary you can work 30 mins and receive what some do not receive in 24 hours." - D.*  
*"More pronounced, that is to say, they have more connection with the company, they are people who more quickly understand what the company intends as a group, but above all, and I find myself in that group." - E.*

Impairment of personal relationships

-Father wanted you to give up.  
 -Impaired personal relationships  
 -Negative people

*"I could not disconnect from my father but by the time my father wanted me to give up, I wanted him to do the math again and get into med school that was my dream at the time." - B.*



**CHANGE  
MANAGEMENT  
T**

<p>Importance of Training</p>	<p>-Important for the exercise of the function -Training for all positions -Certified trainings</p>	<p><i>"Without a doubt. I joined the company two years ago, I met someone who already left the company and commented to me that even today he applies the things he learned in the company." – C.</i>  <i>"All training is certified and has a culmination of a training manual." – E.</i>  <i>"Of course. The company provides ongoing training for all positions within the company." – F.</i></p>
<p>General opinion of recruitment, selection and reception process</p>	<p>-Various techniques tested -Influence of external factors</p>	<p><i>"Over time various forms were tested and some techniques were adapted so as to achieve the best possible results." – D.</i>  <i>"The process will only be effective when all other external factors are favourable for such ... stereotypes, personal trust, external opinions." – B.</i></p>
<p>How to deal with change</p>	<p>-Good communication -Importance of feedback -Debates and not orders</p>	<p><i>"Any rule that changes are communicated hierarchically... After the decision has been made and we have gathered the feedback from the people, we are going to the target audience." – E.</i>  <i>"It's not a message that comes from above and that's it. No, it's always debated." – E.</i></p>

<b>PROBLEM SOLVING</b>	Spirit of problem solving in the company - Importance of the security and credibility of "Yes, if you are in a safe and credible company you try and do your best to resolve and improve." – E
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Analysing the answers given by the constituents of the focus group, it can be stated that, firstly, their recruitment for the function was different, since some responded to ads, others saw their CV sent to the company by of the job centre and others responded to an advertisement on the company's *LinkedIn*. Recruitment aims to attract human resources to develop appropriate activities in the organization, increasing their chances to keep people in the organization as long as possible. This can only be achieved if the recruits have values, attitudes and personalities that fit the existing organizational culture in the company (Muscalu, 2015). Recruitment can be internal and external. In this case, all were recruited externally and, that is, external sources of recruitment were used to attract candidates from outside a particular organization to fill vacant positions (Doherty, 2010). The sources of recruitment indicated by the elements of the focus group are those that were identified by Limongi-França and Arellano (2002) who point out the sources of external recruitment most used: ads in visible places of the company; institutional organizations: schools, universities and colleges, technical courses; advertisements in newspapers, magazines; consultation with the company's own database; contact with trade unions and associations interchange between companies; specialized websites; the organization's own website or recruitment agency.

Another topic that was addressed in the focus group was the stereotype and negative opinions related to the commercial profession. Several participants mentioned that this stereotype exists and is often responsible for the loss of personal relationships, as one of the participants indicated, in which the father did not accept the fact that she was engaged in this profession. One could say that the participants described a phenomenon called a professional stereotype, that is, stereotypes made about the type of work that people possess. According to Moreira, Garcia-Marques and Santos (2008), the stereotype refers to the attribution of characteristics to a certain group of people and are shared socially. There are not many papers on professional stereotypes; however, the ones that are most associated with commercials are professionalism, low pay, and precariousness.

Regarding HRMP, the first one to talked about was the formal evaluation system, which, in the case of the interviewees, concerns an evaluation based on the results, and all agree with this method, in the This allows them to assess their performance and thus to address their weaknesses and improve their strengths, thus contributing to their development. This idea is corroborated by Chiavenato (2008), who



states that performance evaluation, contrary to what people think is not about judging people or giving opinions about them, but aims at improving their productivity, improving their results, they reach higher performance levels. The fact that they think an evaluation system to be very important in the context of the tasks is supported by several authors, who consider it very important that the sales teams are evaluated according to their performance (Busby & Williamson, 2000; Malina & Selto, 2001). As Justino (2007) points out, commercial teams are essential tools for the survival and growth of an organization.

Other aspects were training and its importance. All the participants are unanimous in highlighting the importance of the initial training that they have had in order to be able to perform their function, and the company is characterized by continuous training in all the different jobs. The commitment to continuous training of employees of a company must be a systematic practice of the organizations, since it allows the development of the learning capacity more effective when compared with its competitors, thus constituting an important competitive advantage (De Geus, 2002). As the focus group participants agree with Hamel & Prahalad (1994), it is through training that organizations perfect the skills of their employees, but also introduce new skills, thus certifying that they progress from career to position of greater responsibility. It was mentioned by all participants that everyone had progressed at least three times.

Concerning the problem solving only one of the participants spoke, but everyone agreed, that working in a safe and reliable company makes them do their best to solve any problem that may arise. The problem solving concerns the ability to use the knowledge, facts and data to effectively solve problems. This does not mean an immediate response, but a thoughtful and sensible response within a reasonable time (Dostál, 2015).

Finally, organizational change was discussed. Once again, all the participants were unanimous in pointing out that employees manage the change well since it is always well communicated and debated, waiting for feedback to be effectively applied. By organizational change Lima and Bressan (2003) define any change, planned or not, in the elements that constitute an organization, or in the relations between the organization and its environment, that can have relevant, positive or negative consequences for the effectiveness, efficiency and sustainability of the organization. One of the main ways to properly manage change within an organization is to involve employees, who are the main agents of change, who may or may not adhere to the intended transformations (Capelli, 2010). This corroborates what was said by the focus group participants, who work as allies in the change process within the organization. The communication was also mentioned by the participants as an important factor for the management of change, as Capelli (2010) affirm, that all details of the transformation process must be communicated

with clarity and objectivity in order to avoid stress and instability among employees. The act of communicating leads to dialogue and the circulation of ideas, which will influence the members of the organization, and is not directly connected to what communicates but to the way it communicates.

### 5.2.2 Internal Marketing

CATEGORY	SUB CATEGORY	REGISTRATION UNIT	CONTEXT UNIT
<b>CUSTOMER ORIENTATION</b>	Stereotype in the role of commercial	-Negative experiences -Stereotypes by third parties -Stereotypes of people who have already worked in the area	<i>"Can influence already have negative experiences." - A.</i> <i>"This stereotype can also come from people who have had negative experiences in the past, who have worked in a similar area". - C.</i> <i>"Correct and affirmative. These stereotypes always come from third parties, family, friends ... it never comes from the person itself". - E.</i>
	Combat stereotype	-Terminology used -Relationship with the manager	<i>"Here the giant difference is in the terminology that is used to designate our function and the different departments". - B.</i> <i>"Anyone who is a door-to-door salesman in Portugal people have pity: 'poor him". - B.</i> <i>"More important to me is the relationship that is created with the manager and the confidence that the manager goes through." - E.</i>
	Communication with the customer	- Importance of coaching	<i>"If it is not well applied coaching can be understood as persuasion." - A.</i> <i>"Coaching is always present." - C.</i> <i>"This company is expert in coaching." - E.</i>

		-Importance of the relationship with the manager	<i>"More important to me is the relationship that is created with the manager and the confidence that the manager goes through." – E.</i>
	Customer Perception	-Importance of coaching -Need for a constant adaptation of coaching	<i>"The way coaching is given, that is, the company sells this idea to employees, employees come and understand this opportunity and we fight for it" – C.</i> <i>"Persuasion is a strong word. It requires a continuous refresh by the company" – D.</i>
<b>INTERNAL COMMUNICATION</b>	Mode of communication	-Various means of communication: APP, SMS, weekly and monthly meetings	
<b>QUALITY CULTURE</b>	Way of Transmission	-Uniform	
	Existence of a culture quality	-Existence due to the representation of the company and the brand	
	Indications about values, vision and mission	-Meritocratic company -Expansionist -Values, vision and mission as opportunities -Fair, visionary and avant-garde company	<i>"Yes, meritocratic company" – B.</i> <i>"Expansionist" – D.</i> <i>"Everything we do is around the values, vision and mission of the company because it is our opportunity. I interpret it like that." – E.</i>

<b>LEADERSHIP</b>	Promotion of common objectives	-Weekly and monthly goals -Personal and team growth -Opportunity Job	<i>"Yes, we have weekly and monthly goals, in which the goal is always to grow, expand."</i> <b>- A.</b> <i>"Any goal or result that is agreed, always has the intention of personal growth and the team."</i> <b>- B.</b> <i>"The goal is to work our opportunity."</i> <b>- E.</b>
	Chiefs	-Non-existence of bosses	<i>"There are no bosses in a way, but leaders."</i> <b>- D.</b>
	Promotor of well-being and good environment	-The leader as the greatest driver of the good environment and the well-being of the team	
	Leader as an example	-Company leaders are good examples to follow.	<i>"Undoubtedly lead by example "</i> <b>- E.</b>
	Relationship between managers and employees	-It depends on the personality of each one - Next relationship	<i>"It differs from the type of personality of each, some more not others."</i> <b>- B.</b> <i>"There is always someone who is more introverted, who does not have this kind of open relationship with people."</i> <b>- C.</b> <i>"Super close, there is the spirit to help."</i> <b>- E.</b>
	<b>JOB SATISFACTION</b>	Overall Satisfaction Level	-Satisfaction as a motivational factor -Importance of growth and personal evolution -Development

**EMPOWERMENT**

Feeling of integration	-Good integration in general -Influence of different personalities	"Yes, there are always people who identify us more and others less like everywhere, but in general yes." – <b>F.</b>
Feeling of appreciation	-Great feeling of appreciation -Importance of progression	"Always" – <b>A.</b> "Yes, the progression is the greatest value they can give you." – <b>D.</b> "If I did not feel it, I was not here". – <b>E.</b>
Peer recognition	-Exists and does not exist -The importance of this recognition -Recognition of hierarchical superior	"Yes, and that's where you can see that there is no leadership, when a person superior to me congratulates me because in the first place he has already passed by." – <b>D.</b> "It's fundamental". – <b>E.</b>
Motivation	-Great levels of motivation -Personal growth	"Much development and personal growth." – <b>C.</b> "Without a doubt, it is impossible to be stagnant here. Whether we are developing a less positive work, we are always evolving." – <b>E.</b>
Existence of autonomy	-Existence of enough autonomy -Importance of training -Hierarchy to respect -The higher the position the more autonomy	"Yes, but it is relative because when in the company there is a hierarchy to follow, the person knows what his task is to perform." – <b>B.</b> "The goal of the company and the training academy, more concretely, is to give everything possible to the person to become more autonomous." – <b>C.</b>

			<i>"From the moment you have a higher position, from partner, you have more autonomy." – E.</i>
<b>TURNOVER</b>	Reasons for high turnover	-Remuneration for work done -No right order -First months of personal sacrifice	<i>"In any area linked to the commercial component, all wages are built by the commercial part." – B.</i> <i>"And then there are those who risk and risk a job where there is no order and they always struggle to have more." – B.</i> <i>"Earlier people have to understand that the first 6 months within the company you need to give up many things on a personal level to succeed, including concentration given in day-to-day". – E.</i> <i>"In other jobs, there is not much turnover because in an initial phase the person searches for an ordinate and whatever he does, he is in the area he has chosen and gives him this stability." – E.</i>
	Factors of withdrawal from the profession	-Lack of confidence	<i>"In my opinion is the lack of confidence in themselves that one can and is losing much for lack of due follow-up that may not exist." – A.</i> <i>"Influential people tend to give up." – C.</i>
	Measures to reduce turnover rates	-Existence of a training grant -50% rate of monthly inputs with outputs	<i>"The company, regardless of what it has done, has been faced with a 50% rate of monthly entries with exits. We hire 20 out of 20 people that stay... In an initial phase the employees have a training grant of 500 € and even then, they gave up, that was the phase where we lost more people in the first 2 months." – E.</i>

<b>RETENTION</b>	Main factors -4 retention of company factors: credibility, security, trust and the future	<i>"... trust is the lack of ability of a person who first makes her doubt herself and give up. But you can also have a lot of confidence but if you have a company that does not give you any credibility, you're leaving. If you do not have a future, you are going to leave". – E.</i>
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When it comes to customer orientation, there is once again the issue of the stereotype that exists with people who have a commercial profession. Participants reveal that stereotypes always come from third parties, often those who are closest and people who have already worked in the area and who have had negative experiences. Participants report that the company tries to combat the stereotype by changing the terminology of functions and departments, but even so, those who sell door to door are still seen as "poor".

As far as the communication itself is concerned with the client, all the participants referred to the importance of coaching. Coaching refers to a set of methodologies and techniques applied by the coach, in this case, by the seller, to the client that causes them to seek answers among themselves. Thus, the salesperson, when applying the coaching in the client will ask questions so that the client reflects and has more productive choices, will stimulate the client to reflect on himself and his decisions, will address the most difficult truths for him to rethink in his life, contributes to the change of behaviours that disrupt, activates the development of positive factors that favour success and finally, will perform active listening, respect, confidentiality and ethics (Rocha, 2012). Some point out that coaching, if not well done, can be confused by the client as being persuasive. Persuasion is used when one wants to convince someone that another point of view regarding a specific situation makes more sense (idem, 2012). What the coaching wants is for the client to reflect on the situation rather than being persuaded to change their opinion, as the participants point out. Coaching is also understood as the best method to positively influence client's perception, since it has to be constantly adapted and renewed to stay current and tailored to the needs of the market, and this idea is corroborated by (idem, 2012).

Regarding internal communication, participants consider that it is uniform, that is, the same for all employees, based on various means of communication, such as SMS, application and weekly and monthly meetings. Internal communication is perceived by the participants as of great importance since it aims to provide means to promote greater integration in companies through dialogue, exchange of information and experiences at all hierarchical levels (Rego, 2002). Thus, it can be said that effective

internal communication is related to the management style that an organization implements. Due to the various forms of communication that the participants mentioned, there seems to be a good internal communication program in the company. It is not only a matter of developing internal disclosure processes but also putting into practice a consistent and effective communication program, so that all employees are always well informed about the internal and external facts that interfere in the day to day of the organization and have the freedom to act, to create, to participate, to suggest and to give an opinion in the organizational sphere. This initiative generates the employees' sense of belonging to the company and, consequently, motivation to carry out the company's objectives.

Developing a Culture of Quality within a company has as main objectives the improvement of effectiveness, competitiveness and flexibility through the understanding, planning and organization of each activity. To do this, all individuals must be in a position to evolve and in line with the company's goals and mission, values and vision (Fleury, 1996b). Participants consider that there is a quality culture within their company, being aligned with the mission, values and vision of the company, which contribute to the development of opportunities for all employees, based on justice, innovation and the avant-garde within the area. From the answers it can be concluded that these workers are perfectly involved with the company and its mission, vision and values. We must always take into account that work is not only an activity in itself but an important mode of social relationship in a subjective, hierarchical, ordered and coercive world (Anjos, 2017).

Regarding leadership, the participants in this focus group consider that it promotes the development of personal goals to be achieved, thus contributing to the evolution and growth of employees, and consider that their leaders and leaders, although they are so close that almost are seen as leaders, are promoters of well-being and good environment within the team. Considering these predicates, it can be affirmed that the leadership in the company under study is of the democratic type. The democratic leader emphasizes both him and his subordinates, and all decisions are discussed in a group, this discussion being stimulated and assisted by the leader. The division of tasks is in charge of the group, but always with the supervision of the leader (Chiavenato, 2008). According to Chiavenato (2008), many studies indicate that it is the democratic leadership style that presents the best results regarding the quality of work, the work climate and also commitment and motivation with work. With autocratic style, a greater volume of work is verifiable, however, one can also observe a greater tension and dissatisfaction in the work. Liberal leadership shows little productivity, high disaggregation of the group and low quality in group functioning. Leaders are also considered by the participants to be an example to follow, confirming what Matias Alves (2003) says about leadership. For being the author the leadership is



grounded well with the ability of the influence that a person has about the other watching it so very often to the positive identification of subordinates with their leader as well as the existence of trusts

. Regarding the relation with the leaders, some considered to be closed, however others said that this depends very much on the personality of the people, being that the more shy and introverted people present a greater difficulty of relationship. In this logic, work satisfaction is of paramount importance because of its association with the productivity and personal fulfilment of an organization's employees (Tavares, 2008). For human assets to perform well, it is essential that the organization enables the behavioural change of the individual in a positive way, including it and conveying the values of culture and organizational behaviour. In this sense it is fundamental to create conditions of work, learning and stimulation that promote personal fulfilment of the individual through satisfactory relationships (Morin, 2001). When questioned about their job satisfaction, everyone agreed to be quite satisfied and the reasons for this happen is due to the growth and the personal evolution that the company empowers with its employees. They also consider that they feel fully integrated and valued within the company, which also contributes to job satisfaction. The valuation of each employee is of extreme importance for organizational growth, since the more valued and accomplished the employee feels, there are higher levels of satisfaction and also an increase in productivity, since the same will feel an active part of the company and will be more pleased to carry out its activity (Souza, 2016). Gostick and Elton (2009) states that a work force involved means that it will do what it takes to contribute to the success of the company, doing everything to achieve organizational goals. High levels of job satisfaction also contribute to highly motivated workers, as the focus group participants have confirmed. As Penna (2001) explains, motivated workers demonstrate behaviours and thoughts that optimize their performance, such as taking initiatives, tackling new challenges or using various problem-solving strategies. Workers, such as those in the focus group, will express positive feelings about their work, such as enthusiasm, curiosity and interest (Penna, 2001).

The concept discussed below was the empowerment and the level of autonomy of performing its functions. The empowerment refers to the process of sharing the power of decision and action with the employees in order to increase their confidence in their ability to perform their duties, and therefore an important contribution to the success of the company. As stated by Chiavenato (2008), it is about giving power, authority and responsibility to people to make them more active and productive within the organization, dealing with a cultural change, a transformation in the behaviour of people. Although they feel autonomous and confident in the performance of their tasks, the participants indicate that the more hierarchical position the more autonomy they have, and that it is necessary to respect the hierarchy,

nevertheless never being without autonomy of performance of their functions. This idea is corroborated by Gomides (2006). The author notes that both excess hierarchy as the total lack of hierarchy to is harmful for the empowerment of workers. In a very hierarchical organization, a more democratic participation is necessary in order to increase effectiveness and accountability in the fulfilment of the functions. On the other hand, the complete lack of hierarchy can lead to administrative chaos, under penalty of organizational anarchy to result in organizational unproductiveness and bankruptcy (idem, 2006). Training was also referred to as an important tool for the empowerment of workers in the performance of their duties. This idea is corroborated by Baptista (1997), who affirms that professional-level training is essential for the sustainability of organizations that already invest in their human capital, allowing them to acquire new knowledge.

When asked about turnover, that is, about the reasons for high turnover at the level of entry and exit, the main reasons the participants pointed out was the low salary in the first months, that is, a person is paid for the results obtained, for the work done, and the first six months there must be a sacrifice on a personal level so that a person can succeed in this work. This together with the lack of confidence and also the negative influence of third parties, much because of the stereotype associated with the commercial profession, causes many withdrawals, and the turnover rate in the company under study is quite high, of the participants even say that it is around 50%. The reasons advanced by the participants of the focus group are attested by Ferrie (2001), who point out that the main factors that cause an employee to leave the company are: the absence of salary and benefits policies, the impossibility of professional advancement, conditions physical and environmental problems, inadequate work, inadequate leadership and lack of personal satisfaction and motivation, as well as the subjugation of the professional to precarious and exhausting work. In terms of measures against major turnover, the only one that the participants refer is a 500€ training allowance.

People's retention is one of the main areas of human resources management, since, after the selection and recruitment process, it is crucial that organizations are able to retain their employees in order to reduce turnover and increase their involvement with the organization (Tarique & Schuler, 2010). Participants agree that in the company concerned there are four retention factors: credibility, security, confidence and the future. In contrast to these factors, identify five strategies that can contribute to efficient retention of talent, namely retention through incentives, retention through norms and values, retention through coercion, recruitment of new professionals and knowledge management.

### 5.3 Analysis and Discussion of the Results - Direct Observation

As mentioned previously, the sample in this research was composed by eleven elements who have as common denominator, the fact that all of them have been or still are employees in a Telecommunications Company, within commercial sector.

This sample results from the data collection process through structured interviews, semi-structured interviews, focus groups and direct observation. This discussion and analysis of results - direct observation - is due to the fact that the researcher of this study is a former employee of a company in the Telecommunications field and, for that reason, have some contributions to give in this sense. The direct observation took place between August 2018 and November 2019.

Starting with the following table 12, made after finishing a in-depth analysis of what was said by the study participants, it is possible to verify that what is implemented is synthesized below:

**Table 11 - Practices and Tactics implemented in the Telecommunications Company**  
**PRACTICES AND TACTICS IMPLEMENTED IN THE TELECOMMUNICATIONS COMPANY**

<b>HUMAN RESOURCES MANAGEMENT PRACTICES INTERNAL MARKETING TOOLS</b>	<b>A</b>	<b>N/A</b>	<b>A</b>	<b>N/A</b>
	<b>Interviews</b>		<b>Focus Group</b>	
<b>DAQF</b>	<b>X</b>		<b>X</b>	
<b>R &amp; S</b>	<b>X</b>		<b>X</b>	
<b>HOSTING AND INTEGRATION</b>		<b>X</b>	<b>X</b>	
<b>TRAINING AND DEVELOPMENT</b>	<b>X</b>		<b>X</b>	
<b>PERFORMANCE EVALUATION</b>	<b>X</b>		<b>X</b>	
<b>CAREER MANAGEMENT</b>		<b>X</b>	<b>X</b>	
<b>REMUNERATION, INCENTIVES AND BENEFITS</b>		<b>X</b>	<b>X</b>	
<b>EMPOWERMENT</b>	<b>X</b>			<b>X</b>

<b>INTERNAL COMMUNICATION</b>	<b>X</b>		<b>X</b>	
<b>EVALUATION, RECOGNITION, REWARD</b>	<b>X</b>		<b>X</b>	
<b>ATTACHMENT</b>		<b>X</b>	<b>X</b>	
<b>NEW TECHNOLOGIES</b>	<b>X</b>		<b>X</b>	
<b>LEADERSHIP</b>		<b>X</b>	<b>X</b>	
<b>TURNOVER</b>		<b>X</b>	<b>X</b>	
<b>RETENTION</b>	<b>X</b>			<b>X</b>

*Subtitles: A – Applicable; N/A – Non-Applicable*

As it shows above, it is suggested that opinions between the interviews elements and focus group elements diverge. The HRMP applied are different and it is clear that is being given more meaning to the commercial employees than the others, during 2018 and 2019 I experienced a lot of moments only provided to the commercial field, whose is considered to be the most important value, input and piece. I used to hear “is the heart of the company, that pumps blood to all other departments”. And it is partly true since they are the ones who bring clients and sell the products and services and that is the core business of any company, have lucrative employees.

However, this can affect the environment and employee’s motivation who can become less committed and start doing only what it is necessary instead of putting all their effort on their jobs. The way of thinking would be “They won’t even notice if I do this better or worst” and that is a mistake, employees need to feel part and valuable to the company and company must provide and show them an equal treatment among all employees from different departments. Table 12 shows that Attachment is Non-Applicable for the Interviews” participants. In the case of the 2 former employees (S2 and S 3) this can be explained by the fact that Employees’ attachment and identification with an organization is concerned with an understanding of organizational goals and values; So once these two former employees stop feeling related to that, they decided to quite. From other side, employees' behavioural approach is related to employee sense of attachment to the organization’s actions (Oliver, 1990) with reference to salary/wages, rewards, tenure, promotion or any other financial benefits – and in this sense administrative employees (S4 , S5) represent a high rate of retention, because of the stability, because of the fact they like and feel related to their jobs, which there is nothing else inside the company they would like to do. In fact, there is many differences from these employees to the sales department

employees, they have higher rates of turnover also because of the schedules and because of the fact that, in my opinion, they never thought before that they would be sellers, however they are doing it. Must be said that having a work experience in this field will definitely bring some courage, and strength to go through other challenges because of the intensity of the daily work.

And to explain this in a more clear way, most of the people that I met intent to gain an extra money and do this as a part-time while another job wouldn't appear, but they ended up perceiving that the job requires all their energy and they had to make a decision some point: company is investing in me, should I invest in the company or not?. To this fact, Attachment rates and leadership are most likely to happen in the commercial employees. The organization invests a good environment, a good team work, amazing team spirit, incredible workplace conditions, rewards, bonus and training of excellence, that make the employee very appreciated to have that opportunity. They try harder and severely to be at the same page, regarding to performance, results and behaviours to equal company's way of thinking. This happens on a daily-basis where there is no way to forget it with the strong presence of coaching and mentoring to remind them their purpose and what the company expects from them.

However, the attitudinal approach seeks to identify the nature and quality of the relationship between an employee and an organization (Oliver, 1990). To a large extent, earlier approaches provide substantial support to understanding the individual's attachment in terms of beliefs, willingness, and desire to maintain membership of an organization during the change process. Hence, most important thing an organization can do with big data is to employ it in developing individuals' attitudes and behaviours.

Currently, workers' soft skills play an increasingly important role. The management of stress, resilience, proactivity, ability to make decisions, among others, in a market such as distribution, where the business happens at an amazing speed, are indispensable skills. And if, on one hand, in terms of recruitment and selection, companies try to hire people with these skills, on the other hand, the need to have people who are technically able to work sometimes leaves aside this more behavioural aspect. When this happens, what is attempted after this step is to provide these employees with such soft-skills (Caetano, 2008b). Development requires a continuous renewal of employees' skills in order to overcome the new organizational challenges. Fast learning is necessary for knowledge to be applied by people. In this sense, the evolution of information and communication technologies, namely the internet, are crucial tools that, in my perspective can amaze the Soft Model of HRM where employees are, in the moment, even more valuable, richer and wiser in knowledge being able to bring positive incomes to their employer.

## 6 CONCLUSION

### 6.1 General Conclusions and Implications

Given the results presented, it is possible to respond to the problem of this work, because it is perceived that companies are striving to modify their HR areas on most issues that indicate changes in a strategic role.

In the literature review, it was reported the phases of management and the evolution attributed to HRM over time. Along with the phases of the management, it was observed that HR policies and practices area also progressing, which continue providing adaptations to the best strategic decisions in front of the organizational challenges. On the Internal Marketing side, it was explained how much IM is linked to HRM and what strategies have been used in his favour.

In order to meet the general objective of this work, the information and results obtained from the research were used to identify and describe the fact that, commercial companies appear to have strategic initiatives for employee involvement, human capital as obtaining for competitive advantage and intellectual's management, indicating a concern from this companies to continuously improve their HRMP, since the prominence that this area has for the competitive advantage of the companies. With all this the main objective is to increase employee's retention.

Regarding employee's retention it was possible to conclude that the main characteristic is trust. People with self-esteem, confidence, and strong personality can withstand less positive external views of the job and believe in their capabilities. In turn, turnover has as main factor the stereotype linked to the function of commercial, as if no one wanted to work in the area for being a salesman and for working many hours and not having a fixed salary. Regarding the adoption of IT in organizations has been growing at a rapid pace. The use of the technology has evolved from the automation of structured processes to systems that are truly revolutionary in that they introduce change into fundamental business procedures. Indeed, it is believed that companies should be prepared to receive the news trends of information technology (Gurbaxani & Whang, 1991). Saying this, during the present study research it was undeniable the importance of the relationship between IT and organizational change, that is being apply nowadays into the companies that think on the future and in the sustainable growth. New Technologies processes have been used within HRMP and IM Techniques, such as: e-recruitment, e-learning, internal communication channels, social networks, dynamic team meetings, and so on.

Undeniably the adoption of IT by HRM is important for growth as organizations face rapid changing environments. More specifically, the systems of IT adopted by HRM contain HR Information System, HRM

System, e-HRM, and so on. As key persons in organizations who are responsible for a capable workforce, HR managers must have full and real-time information to measure, predict, and manage workforce change and development. With the information analysed by IT, HR managers are able to align goals of employees with corporate strategy to deal with changes proactively. So, in this context of globalized markets, the organizations' competitiveness is guaranteed by appreciating their most valuable asset – their people. As pointed out by Mitchell (2002), unfortunately, in most companies, internal marketing is done poorly, if at all, and it happens due to executives not feeling the need to inform, let alone, convince their internal workforce of the power of the brand or organizations they represent.

According to the extracted results it is possible to conclude that Job satisfaction is the answer for the decreasing of turnover, increasing of retention and the management of IM which, not only translates into higher sales and loyal consumers, but also means less costs with workers by boosted performance.

## **6.2 Limitations and Challenges**

In general, it is certain to conclude that the accomplished results were a match according to the initial goals of this study. However, like it might happen in any investigation, there is some limitations that make the process challenging for the researcher itself. In this sense, it is accurate to present the 3 principle limitations:

Firstly, the limited sample size also presents a limitation for this study because of the fact that the population was less than it was supposed to be for a focus group, like (Chinn & Malhotra, 2002) states that consists of an interview conducted in an unstructured and natural way, moderated by the researcher, usually with 8 to 12 participants, whose main objective is to get a deeper understanding of a subject of the researcher interest, by listening a group of people. Nevertheless, it was possible to obtain a large amount of data and information within the 6 focus group elements;

Secondly, the fact that the interview to the Human Resources Administrative was made in the year of 2017. Within a sector of activity like Telecommunications, company showed to be constantly changing to keep up with the client needs and strategically there are some actions that nowadays, year of 2019, have changed for example: career management (different levels) or remuneration (at the moment the basic pay is higher than before). However, the researcher treated data that still applies until now;

Lastly, the moment when the researcher interviewed former colleagues. By knowing already, the business, it may affect sometimes the transparency and clearness. It was interesting to listen the answers to the different subjects, and surprisingly match or disrupt the ideas pre-made.

### **6.3 Avenues of Further Development**

It is suggested that future research should seek to not only understand employee characteristics in relation to organisational change efforts in further detail, for example the extrinsic and intrinsic motivators, but also seek to place these in terms of organisational and geographic cultural context sector in other fields besides Telecommunications. The researcher emphasis the extreme importance of this study complemented with: Internet of Things and Human Resources Management; 4.0 Industry; 5.0 Industry.



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## **APPENDICES**

## APPENDIX 1: INFORMED STATEMENT OF AGREEMENT

### Declaração de Consentimento Informado

Declaro que aceito participar no estudo: “**O papel das Novas Tecnologias na Gestão de Recursos Humanos: de que forma poderão as novas tecnologias influenciar o aumento da retenção, diminuição da rotatividade e a gestão do marketing interno?**”, dirigido pela aluna Sara Muna Maia Silva estudante do Mestrado em Gestão de Recursos Humanos da Universidade do Minho - Braga, Portugal.

Esta investigação pretende dar resposta aos seguintes objetivos:

- > Verificar as práticas de Recursos Humanos implementadas
- > Verificar as estratégias organizacionais
- > Verificar táticas de Marketing Interno utilizadas
- > Compreender os principais fatores motivacionais

Declaro ainda que:

- > Compreendi que tenho o direito de colocar, agora ou durante o desenvolvimento do estudo, qualquer questão acerca do mesmo;
- > Fui informado (a) de que a entrevista seria gravada em vídeo com áudio e aceito que assim seja, para efeitos de posterior transcrição e análise;
- > Aceito que as minhas perspetivas sejam incluídas nos resultados do estudo e possam ser publicadas ou apresentadas pela autora da investigação para fins académicos;
- > Fui informado (a) de que existirá total confidencialidade no diz respeito ao nome do entrevistado, assim como da empresa para a qual trabalha. De igual modo, também se manterá a confidencialidade na análise de conteúdo das respostas.

Assinatura do(a) participante:

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## **APPENDIX 2: STATEMENT OF AGREEMENT IN FOCUS GROUP PARTICIPATION**

### **Declaração de Consentimento de Participação em Grupo de Foco**

Declaro que aceito participar no estudo: **“O papel das Novas Tecnologias na Gestão de Recursos Humanos: de que forma poderão as novas tecnologias influenciar o aumento da retenção, diminuição da rotatividade e a gestão do marketing interno?”** dirigido pela aluna **Sara Muna Maia Silva** estudante do **Mestrado em Gestão de Recursos Humanos da Universidade do Minho – Braga, Portugal.**

Esta investigação pretende dar resposta aos seguintes objetivos:

- > Verificar as práticas de Recursos Humanos implementadas
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- > Fui informado (a) de que a entrevista seria gravada em vídeo com áudio e aceito que assim seja, para efeitos de posterior transcrição e análise;
- > Aceito que as minhas perspetivas sejam incluídas nos resultados do estudo e possam ser publicadas ou apresentadas pela autora da investigação para fins académicos;
- > Fui informado (a) de que existirá total confidencialidade no diz respeito ao nome do entrevistado, assim como da empresa para a qual trabalha. De igual modo, também se manterá a confidencialidade na análise de conteúdo das respostas.

<b>Data</b>	<b>Partecipante</b>	<b>Assinatura</b>
	A	
	B	
	C	
	D	
	E	
	F	

## **APPENDIX 3: INTERVIEW SCRIPT TO THE HUMAN RESOURCES ADMINISTRATIVE**

### **Guião de Entrevista a Administrativa de Recursos Humanos**

#### **Dados Demográficos**

1. Sexo
2. Idade
3. Habilitações Literárias
4. Estado Civil
5. Filhos

#### **Empenhamento**

1. Quais são as funções que desempenha?
2. Gosta daquilo que faz?

#### **Estrutura organizacional**

3. Como nasceu a empresa?
4. De que forma têm conseguido manter o nível de excelência da empresa?
5. Considera que a empresa tem sucesso? Quais os fatores críticos que associa ao sucesso da empresa?
6. Que competências valorizam?
7. De que forma considera que os produtos que vende/serviços que presta se diferenciam no mercado?
8. O que procuram os clientes e o que mais apreciam nos seus produtos/serviços?
9. Considera que a empresa se encontra numa fase de crescimento, estagnação ou regressão?
10. Por quantos colaboradores é constituída a empresa?
11. Que nível de qualificações têm estes colaboradores?
12. Uma vez que existem outras "service provider" da NOS, como é que se diferenciam no trabalho que fazem e, continuam, ano após ano com classificações de excelência?
13. Esta empresa já passou por alguma situação de crise? Como foi resolvida?
14. De que forma a evolução tecnológica tem contribuído para o crescimento da empresa?

#### **Missão, valores e estratégias**

15. Qual é a missão da empresa? Alguma vez foi modificada?
16. Quais são os valores que regem a empresa? Alguma vez foram alterados?
17. Quais são as estratégias da empresa, face aos seus objetivos?

### **Gestão de Recursos Humanos**

18. Porquê a necessidade da existência de um departamento de Recursos Humanos na empresa?
19. Como é que funciona o processo de recrutamento e seleção? Em que se baseiam para a seleção dos candidatos?
20. Todos os elementos da empresa têm formação?
21. Todos os elementos da empresa têm plano de progressão?
22. Qual é o plano de progressão de progressão de carreira?

### **Recursos internos e externos**

23. Quais os recursos que mais são importantes ao funcionamento da empresa? Que recursos acrescentariam à empresa caso fosse possível?
24. Costuma monitorizar a concorrência? De que forma?

### **Políticas, práticas e objetivos**

25. Quais são as políticas de Gestão de Recursos Humanos desta empresa?
26. Na página da vossa empresa, é possível ver que esta organização se rege por um conjunto de boas práticas (Seriedade e transparência, plano ágil de carreira, formação inicial e contínua, valorização de cada contribuição individual, motivação através da integridade, ética e apoio pessoal, e trabalho em equipa). De que forma é que estas práticas convergem com os objetivos da empresa?

### **Fator humano**

27. Na página da vossa empresa definem a empresa como sendo “de pessoas para pessoas”. Como pode explicar esta preocupação com o capital humano?
28. De que forma é que a formação, valorização e qualificação profissional se observam na prática? E os colaboradores têm aproveitado essas oportunidades?
29. Existe abertura à apresentação de novas ideias por parte dos colaboradores?
30. Considera os colaboradores importantes para a organização? Porquê?
31. Que papel têm os colaboradores dentro da empresa?
32. Existem possibilidades de progressão na carreira?

### **Relacionamento Organizacional**

33. Como classifica o relacionamento entre a direção da empresa e os colaboradores? Todos contribuem para o bom relacionamento?
34. A empresa define práticas de promoção do bom relacionamento entre os colaboradores? Quais?
35. A existência de confiança entre os colaboradores e a organização é um fator importante? Porquê?

36. Considera que os trabalhadores se identificam com a cultura da organização (valores, missão, objetivos)?
37. Alguma vez se apercebeu da existência de colaboradores insatisfeitos com o trabalho? Como atuou sobre essas situações?
38. Qual o nível de absentismo da organização?

### **Comunicação Organizacional**

39. Como é feita a comunicação interna na organização?
40. Os colaboradores são informados relativamente à conjuntura da empresa (lucros, prejuízos)?
41. Todas as decisões tomadas pela organização são informadas aos colaboradores?
42. Existem falhas na comunicação entre os colaboradores e as chefias da empresa?

### **Visão Organizacional**

43. Que fatores considera importantes para uma organização ter sucesso?
44. E estes fatores estão presentes nesta organização?
45. Se tivesse oportunidade, que aspetos mudaria na empresa?
46. Como imagina a empresa daqui a 5 anos?



## **APPENDIX 4: INTERVIEW SCRIPT TO A FORMER EMPLOYEE OF A TELECOMMUNICATIONS' COMPANY**

### **Guião da Entrevista a ex-colaborador de uma empresa do setor comercial**

#### **Dados Demográficos**

1. Sexo
2. Idade
3. Habilitações Literárias
4. Estado Civil
5. Filhos

#### **Enquadramento da função:**

6. Quais eram as suas expectativas antes e depois da função? Processo de recrutamento e seleção.
7. Qual foi o anúncio que se candidatou?
8. Porque se candidatou?
9. Qual o conteúdo do anúncio?
10. Suscitou interesse?
11. Pesquisou informação online antes de vir à entrevista?

#### **Objetivos individuais/pessoais:**

12. Indique quanto tempo trabalhou na empresa?
13. Quando começou a trabalhar na empresa, pretendia ficar por curto prazo ou já tinha ideias de permanecer a longo prazo?

#### **Orientação para o cliente:**

14. Considera importante um bom relacionamento com o cliente?
15. Denota que já existe um estereótipo pré-concebido por parte do cliente em relação
16. O que a empresa faz para quebrar esse estereótipo?
17. Considera a comunicação fundamental para manter um bom relacionamento com o cliente? Que tipo de diálogo e escuta tem para com estes?
18. Teve formação neste sentido?
19. Acham que a pessoa em si fica com a sensação de que lhes querem mudar as ideias?

**Comunicação Interna:**

20. Como avalia a comunicação interna de toda a empresa? (ex: publicidade, comunicação interna, etc.)
21. Acha que a transmissão de comunicação é uniforme?

**Cultura de Qualidade:**

22. Considera que na sua empresa existe uma cultura de qualidade? Quais os critérios que são utilizados?
23. Tem indicações claras de como deve executar o seu trabalho em conformidade com os valores, visão e missão da empresa?
24. Como agem os colaboradores relativamente à cultura de qualidade da organização?  
Compreendem e agem de acordo com a mesma

**Liderança:**

25. Na sua opinião os líderes da organização incutem nos colaboradores o compromisso em construir objetivos comuns?
26. É encorajado pelo seu superior a partilhar experiências e conhecimentos?
27. Como caracteriza a relação entre chefias e colaboradores?
28. Considera o seu líder como o maior impulsionador do bom ambiente e bem-estar da equipa?
29. Considera o seu líder como um exemplo a seguir?
30. Caracterize a relação entre chefias e colaboradores: é uma relação estreita ou próxima?

**Vida pessoal vs Vida profissional:**

31. Foi complicado explicar aos seus familiares a sua profissão?
32. Ficaram reticentes quando souberam em que consiste a profissão?
33. Essa opinião já afetou relações pessoais?
34. Souberam gerir no início começar esta profissão com as opiniões negativas externas?

**Práticas de GRH:**

35. Acham importante a implementação de um sistema de avaliação formal? Porquê? De que forma é feito?
36. Concordam com a forma como são avaliados?
37. Desde que trabalha na empresa quantas vezes já teve progressão de carreira?
38. A formação deu-lhe todas as ferramentas necessárias para o exercício da função? Acha que basta?
39. No seu ponto de vista, considera eficaz o processo de recrutamento e seleção e acolhimento?

**Job Satisfaction:**

- 40. Como identificaria o nível de satisfação geral?
- 41. Denota um sentimento de integração na empresa, e na respetiva equipa?
- 42. Denota um sentimento de valorização?
- 43. Nota o reconhecimento que o colega tem por si?
- 44. Sente-se motivado?
- 45. Sente que precisa de motivação externa.

**Empowerment:**

- 46. Consideram ter autonomia suficiente para realizar as vossas funções?
- 47. Considera que as opiniões são tidas em consideração?
- 48. Há existência de um espírito de trabalho em equipa?

**Gestão da Mudança:**

- 49. Acha que a organização está preparada para mudanças?
- 50. Como lidam os colaboradores e chefias com a mudança?
- 51. Há um espírito de *problem solving*

**Novas Tecnologias/Era Digital**

- 52. Utiliza Novas Tecnologias (programas internos, plataformas, softwares, etc.) no desempenho da função?
- 53. Qual a sua facilidade com as novas tecnologias? Níveis: Confortável; Desafiante; Difícil.
- 54. Tem noção de que cada vez mais as pessoas têm acesso à informação ao passo de um clique?
- 55. Acha que isto traz implicações para este setor de atividade?

**Turnover:**

- 56. Acha que o setor comercial é dos setores com mais rotatividade de pessoal? Acham que isso deve-se à instabilidade?
- 57. Na sua perspetiva o que faz uma pessoa desistir desta profissão?
- 58. Da parte da empresa, algo que falta para diminuir as taxas de rotatividade?

**Retention:**

- 59. Na vossa opinião quais os principais fatores de retenção.
- 60. Acha que o processo de recrutamento e seleção e acolhimento são os principais fatores para o aumento da retenção?

## **APPENDIX 5: INTERVIEW SCRIPT TO TRAINING COORDINATION**

### **Guião de Entrevista a Gestora de Formação e Coordenação Pedagógica**

#### **Dados Demográficos**

1. Sexo
2. Idade
3. Habilitações Literárias
4. Estado Civil
5. Filhos

#### **Empenhamento**

6. Quais são as funções que desempenha?
7. Gosta daquilo que faz?
8. Conhece de forma clara quais são os objetivos e a missão/valores da organização?
9. Identifica-se com os mesmos?

#### **Reformulação de Funções**

10. Na organização onde trabalha gostaria de exercer outra função diferente da que exerce?
11. Na sua organização, através da formação, é possível mobilizar pessoas para outras funções?

#### **Oportunidades Internas de Carreira**

12. Sente que há oportunidade para evoluir dentro da organização?
13. Sente-se motivado no exercício das suas funções?

#### **Empowerment**

14. Considera que tem autonomia suficiente para exercer as suas funções?
15. Considera que se tivesse mais autonomia poderia trazer algo de novo à organização?

#### **Avaliação Formal do Desempenho**

16. Considera importante existir um sistema de avaliação?
17. O seu trabalho é avaliado?
18. Sente que poderia ser avaliada de outra forma?
19. Tem feedback do seu trabalho? Por quem?

#### **Formação Interdepartamental**

20. No tocante à formação considera que a organização proporciona formação adequada para o exercício das suas funções?

21. Como avalia as formações destinadas aos colaboradores internos? Em que medida permitem responder às suas necessidades?
22. Existe diferenciação na formação dada aos colaboradores dos departamentos internos, comparativamente à formação dada ao departamento comercial
23. Em que medida a sua formação e experiência profissional lhe permite desempenhar de forma eficaz as suas funções de Gestora de Formação e Coordenação Pedagógica?

### **Formação e Desenvolvimento**

24. Para si, quão importante é a formação?
25. A formação prestada é certificada?
26. Quais os principais desafios que encontra na ação de formação?
27. Como os tenta contornar?
28. É utilizado frequentemente o *coaching*? E o *mentoring*?

### **Socialização**

29. Existem processos de socialização na organização?
30. Indique outras sugestões de processos de socialização que na sua opinião beneficiariam a organização?
31. Considera importantes estas ações para o bom funcionamento da organização? Em que medida?
32. Como define a cultura da organização?
33. Existe um Manual de Acolhimento e Integração? Que vantagens vê na sua elaboração

### **Remuneração face ao Desempenho**

34. Considera que o seu desempenho é compensado em termos remuneratórios?
35. Considera que o seu desempenho é reconhecido?
36. Sente-se empenhada no exercício das suas funções?

### **Trabalho de Equipa e Incentivos Grupais**

37. Considera que existe espírito de equipa entre os departamentos internos?
38. Que medidas a organização deveria tomar para fortalecer o espírito de equipa?
39. Como avaliaria o clima (relacionamento interpessoal, espírito de equipa) entre os colaboradores?
40. Sente diferença no relacionamento comparativamente ao departamento comercial?

### **Problem Solving**

41. Neste setor de atividade a mudança, inovação, novidades são uma constante?
42. Considera que as suas sugestões são levadas em conta?
43. Considera os seus colegas de trabalho empenhados na resolução de problemas?

44. Considera os seus colegas de trabalhos ativos e dinâmicos?

**Mudança Organizacional**

45. Acha que a organização está preparada para mudanças?

46. Como lidam os colaboradores com a mudança?

47. Há um espírito de *problem solving*?

48. As mudanças costumam ser comunicadas de que forma?

49. Considera que existe uma boa comunicação interna?

50. Acha importante a criação de um organograma?

## **APPENDIX 6: INTERVIEW GUIDE TO RECRUITMENT AND SELECTION TECHNIQUE**

### **Guião de Entrevista a Técnica de Recrutamento e Seleção**

#### **Dados Demográficos**

1. Sexo
2. Idade
3. Habilitações Literárias
4. Estado Civil
5. Filhos

#### **Empenhamento**

6. Quais são as funções que desempenha?
7. Gosta daquilo que faz?
8. Conhece de forma clara quais são os objetivos e a missão/valores da organização?
9. Identifica-se com os mesmos?

#### **Recrutamento**

10. A empresa possui as suas próprias fontes de recrutamento
11. Já recorreram a empresas de trabalho temporário?
12. Como caracteriza o processo de recrutamento neste setor de atividade?

#### **Seleção**

13. Quais as técnicas de seleção que a empresa utiliza?
14. O que considera mais desafiante no processo de seleção?
15. Quais são as competências mais valorizadas pela empresa?
16. Qual o perfil de comercial que a empresa pretende?
17. Qual a duração média da entrevista presencial?

#### **Contratação**

18. Com que frequência se inicia o processo de recrutamento e seleção?
19. As vagas são de entrada imediata?
20. Qual o tipo de contrato oferecido?

#### **Reformulação de Funções**

21. Na organização onde trabalha gostaria de exercer outra função diferente da que exerce?
22. Na sua organização, através da formação, é possível mobilizar pessoas para outras funções?
23. Quais os nomes utilizados para definir o 'vendedor porta-a-porta'?

24. Porque são utilizados esses títulos e não 'vendedor porta-a-porta'?
25. Sendo *recruiter* denota estereótipos perante a função?
26. Como lida com isso?

### **Retenção e Rotatividade**

27. A taxa de turnover é maior do que a taxa de retenção neste setor?
28. Identifique os principais motivos.
29. Na sua opinião como explica esses valores?
30. Sente que a GRH poderia adotar outras práticas?
31. Acha que o processo de recrutamento e seleção e acolhimento são os principais fatores para o aumento da retenção?

### **Oportunidades Internas de Carreira**

32. Sente que há oportunidade para evoluir dentro da organização?
33. Sente-se motivado no exercício das suas funções?

### **Empowerment**

34. Considera que tem autonomia suficiente para exercer as suas funções?
35. Considera que se tivesse mais autonomia poderia trazer algo de novo à organização?

### **Avaliação Formal do Desempenho**

36. Considera importante existir um sistema de avaliação?
37. O seu trabalho é avaliado?
38. Sente que poderia ser avaliada de outra forma?
39. Tem feedback do seu trabalho? Por quem?

### **Remuneração face ao Desempenho**

40. Considera que o seu desempenho é compensado em termos remuneratórios?
41. Considera que o seu desempenho é reconhecido?
42. Sente-se empenhada no exercício das suas funções?

### **Problem Solving**

43. Neste setor de atividade a mudança, inovação, novidades são uma constante?
44. Considera que as suas sugestões são levadas em conta?
45. Considera os seus colegas de trabalho empenhados na resolução de problemas?
46. Considera os seus colegas de trabalhos ativos e dinâmicos?

### **Mudança Organizacional**

47. Acha que a organização está preparada para mudanças?



- 48. Como lidam os colaboradores com a mudança?
- 49. Há um espírito de *problem solving*?
- 50. As mudanças costumam ser comunicadas de que forma?
- 51. Considera que existe uma boa comunicação interna?
- 52. Acha importante a criação de um organograma?

**Era Digital**

- 53. Considera que a digitalização traz mais desafios para o recrutamento de comerciais?
- 54. Qual a sua opinião face ao fácil acesso à informação?

## **APPENDIX 7: SCRIPT FOCUS GROUP INTERVIEW**

### **Guião Entrevista Focus Group**

#### **Dados Demográficos**

1. Sexo
2. Idade
3. Habilitações Literárias
4. Estado Civil
5. Filhos

#### **Enquadramento da função:**

6. Quais eram as suas expectativas antes e depois da função? Processo de recrutamento e seleção.
7. Qual foi o anúncio que se candidatou?
8. Porque se candidatou?
9. Qual o conteúdo do anúncio?
10. Suscitou interesse?
11. Pesquisou informação online antes de vir à entrevista?

#### **Objetivos individuais/pessoais:**

12. Indique a sua antiguidade na empresa?
13. Quando começou a trabalhar na empresa, pretendia ficar por curto prazo ou já tinha
14. Hoje, essa ideia mantém-se ou pretende ficar na empresa por: Tempo Indefinido, Longo Prazo ou Curto Prazo?

#### **Orientação para o cliente:**

15. Considera importante um bom relacionamento com o cliente?
16. Denota que já existe um estereótipo pré-concebido por parte do cliente em relação
17. O que a empresa faz para quebrar esse estereótipo?
18. Considera a comunicação fundamental para manter um bom relacionamento com o cliente? Que tipo de diálogo e escuta tem para com estes?
19. Teve formação neste sentido?
20. Acham que a pessoa em si fica com a sensação de que lhes querem mudar as ideias?

#### **Comunicação Interna:**

21. Como avalia a comunicação interna de toda a empresa? (ex: publicidade, comunicação interna, etc.)

22. Acha que a transmissão de comunicação é uniforme?

**Cultura de Qualidade:**

23. Considera que na sua empresa existe uma cultura de qualidade? Quais os critérios que são utilizados?

24. Tem indicações claras de como deve executar o seu trabalho em conformidade com os valores, visão e missão da empresa?

25. Como agem os colaboradores relativamente à cultura de qualidade da organização?

Compreendem e agem de acordo com a mesma

**Liderança:**

26. Na sua opinião os líderes da organização incutem nos colaboradores o compromisso em construir objetivos comuns?

27. É encorajado pelo seu superior a partilhar experiências e conhecimentos?

28. Como caracteriza a relação entre chefias e colaboradores?

29. Considera o seu líder como o maior impulsionador do bom ambiente e bem-estar da equipa?

30. Considera o seu líder como um exemplo a seguir?

31. Caracterize a relação entre chefias e colaboradores: é uma relação estreita ou próxima?

**Vida pessoal vs Vida profissional:**

32. Foi complicado explicar aos seus familiares a sua profissão?

33. Ficaram reticentes quando souberam em que consiste a profissão?

34. Essa opinião já afetou relações pessoais?

35. Souberam gerir no início começar esta profissão com as opiniões negativas externas?

**Práticas de GRH:**

36. Acham importante a implementação de um sistema de avaliação formal? Porquê? De que forma é feito?

37. Concordam com a forma como são avaliados?

38. Desde que trabalha na empresa quantas vezes já teve progressão de carreira?

39. A formação deu-lhe todas as ferramentas necessárias para o exercício da função? Acha que basta?

40. No seu ponto de vista, considera eficaz o processo de recrutamento e seleção e acolhimento?

**Job Satisfaction:**

41. Como identificaria o nível de satisfação geral?
42. Denota um sentimento de integração na empresa, e na respetiva equipa?
43. Denota um sentimento de valorização?
44. Nota o reconhecimento que o colega tem por si?
45. Sente-se motivado?
46. Sente que precisa de motivação externa.

***Autonomia (Empowerment):***

47. Consideram ter autonomia suficiente para realizar as vossas funções?
  48. Considera que as opiniões são tidas em consideração?
  49. Há existência de um espírito de trabalho em equipa?
- Sem dúvida, e só assim é possível atingir os objetivos.

***Gestão da Mudança:***

50. Acha que a organização está preparada para mudanças?
51. Como lidam os colaboradores e chefias com a mudança?
52. Há um espírito de *problem solving*

***Novas Tecnologias / Era Digital***

53. Utiliza Novas Tecnologias (programas internos, plataformas, softwares, etc.) no desempenho da função?
54. Qual a sua facilidade com as novas tecnologias? Níveis: Confortável; Desafiante; Difícil.
55. Tem noção de que cada vez mais as pessoas têm acesso à informação ao passo de um clique?
56. Acha que isto traz implicações para este setor de atividade?

***Turnover:***

57. Achas que o setor comercial é dos setores com mais rotatividade de pessoal? Acham que isso deve-se à instabilidade?
58. Na sua perspetiva o que faz uma pessoa desistir desta profissão?
59. Da parte da empresa, algo que falta para diminuir as taxas de rotatividade?

***Retention:***

60. Na vossa opinião quais os principais fatores de retenção.
61. Acha que o processo de recrutamento e seleção e acolhimento são os principais fatores para o aumento da retenção?