

Predicting Employees Turnover in Telecom Mobile Communication Call Centers of Pakistan

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Abstract: The aim of this study was to investigate whether call centers work design and structure contributes to raise stress, job dissatisfaction and reduction in organizational commitment amongst client service representatives (CSRs). It was further aimed to prove that employees' intention to quit or stay is affected by perceived organizational commitments, job satisfaction, stress and supervisory support along with the selection of other variables such as self-esteem, stressors and intention to quit. A model used in retail stores and call center environment earlier is replicated here using same survey instrument. Data were collected from a total of ten call centers operating in vicinity of cities of Islamabad, Rawalpindi and Lahore. Total 445 questionnaires were distributed among CSRs and 348 usable questionnaires were used for data analyses. Although the model was supported but the interactions among the variables differed, particularly, organizational stressors and stress played a bigger direct role in employee intention to quit.

Key words: Call centers • Stress • Job satisfaction • Employee turnover • Customer service representative (CSRs) • Organizational commitment

INTRODUCTION

Call centers are the organizations that are specialized in those activities in which computer utilizing employees receive inbound, or make outbound telephone calls and those calls are processed and controlled both by an Automatic Call Distribution (ACD) and through predictive dialing system [1]. According to Strandberg and Wahlberg [2], call centers are the organizations which are specialized in maintaining the relations of their customer/client with the use of telephone, information and communication (ICT) technology.

Call centers have become a basic business requirement for customer support, services and marketing for the businesses. Call centers personnel are referred as a customer service representatives (CSRs) and for many organizations they become the employees having the most direct knowledge of customers and are a direct point of entry for customers [3]. As a result, most companies rely heavily on the services provided by the CSRs.

The task of CSRs is to connect with their customers/clients by means of a unified telephone and computer system [4].

According to Wegge *et al.*, [4], CSRs face three types of challenges which result in role stress and finally make them quit the organization. First, the general work of a call center in accordance with working situations, working hours, shifts of working, attitudes and issues related with computer and high degree of unpleasant sounds. Second, there are several consumers' demands which need proper attention that are linked to the CSRs job itself which the CSR have to instantaneously listen and to speak to customers for handling their problems, put data into computers and read the data from computer screen. Finally, call centers job is allied with several forms of emotional exhaustion. The CSRs perform a key role in building up of strong relationships with their customers. As a result the mode in which CSRs exhibit their feelings towards their customers has a critical influence on service transactions quality. For example, a CSR is required to

exhibit positive emotions continuously when interacting with a client, such as to express feelings of being happy, while he or she may actually be upset or angry [5].

The role of CSRs is quite intense as they spend most of their time responsible for interacting with the clients of their company. According to Holman [6], a CSR in a call center setting spends 58% of the day with a customer, 3% of the day in writing emails, 13% of the day in wrap-up (call related work), 10% of the day in waiting for a call, 6% of the day not in a position to receive a call but not logged off and 10% of the day goes in logged off from the system.

It is therefore important that organizations should be aware of the influence of emotional and psychological demands that the call center working conditions have on its employees. This can help the companies to boost the performance and well-being of their front-line workers and also aid in reducing the costs of employee turnover and their malinger attitude [7].

Literature and research regarding the study of role of stress, job stressors, job satisfaction, organizational commitment, supervisory support and their impact on employees' intentions to quit in call centers, is very limited within a Pakistani context. The present study will help in gaining a better understanding of the challenges associated with call centers work within a Pakistani context.

According to the Pakistan Software Export Board (PSEB), 689 call centers are currently operating in Pakistan. Pakistan telecommunication mobile industry is one of the fastest and rapid growing industry in telecom markets due to its call centers because most of the revenue is generated by their call centers. Call centers are operating in almost every sector and industry of Pakistan like mobile telecommunication companies, PTCL, IT companies, software companies, different banks, food chain stores like Pizza Hut, McDonald's, Higher universities, large shopping malls etc.

In our study the focus would be on the CSRs of mobile telecommunication companies (Mobilink, Uphone, Warid, Zong, Telenor) only with an objective to investigate the turnover intentions and to test the association between perceived organizational commitments, employee job satisfaction, stress and supervisory support along with the other variables such as Esteem, stressors (role ambiguity, role-conflict, work-family conflict, work overload) and employee quitting intention by using and testing the model of Siong *et al.*, [8] employed in a call center environment.

Literature Review

Turnover Intention: Turnover intention is a human psychological willingness to leave the job and quit the organization. The rate at which organizations gain or lose their employees is turnover. A Simple way to describe turnover is "how long an employee stays connected to one organization". Employee's readiness to quit the job and leave the Organization is said to be turnover intention. The idea behind Voluntary turnover is often described with a link among employee's social, economic and psychological processes [9].

Turnover intention have numerous undesirable effects such as increasing cost of business operations, recruitment and selection of fresh employees, transferring of organizational knowledge and intellectual capital and above all damaging of organizational repute [10, 11]. The most consequential factors with adverse effects on employee intention to quit the job are encompassing from organizational commitment, job satisfaction with job security and stress [12]. Employee turnover is a serious concern for an organizational HRM due to their huge investment on employee's training, developing skills, compensation and career building programs in achieving organizational objectives successively [13].

Turnover issues are the major concern of the call centers they are facing these days [14]. Previously many studies have explained numerous factors that played a vital role in employees' intention to quit their jobs. Like, Mobley [15] observed the impact of job satisfaction over employees quitting behavior. Similarly Mohammad *et al.*, [16], studied the relationship between organizational commitment and turnover intention. Rehman *et al.*, [17] also found the link among employees' job satisfaction, their commitment to immediate organization and quitting intention.

Organizational Commitment: Accepting, realizing and respecting the organizational values with objectives and goals of the organization and the willingness to work with higher commitment with organizational membership 'are considered as the key component of organizational commitment [18]. Commitment is recognized as a positive result of organizational goals and characteristics [19]. It is stated that commitment is a pledge between the employee and organization [20].

Organizational commitment can be assessed through observing employee's commitment their work. This can be assessed through employees' attitude at their work place whether it is strongly allied to their organization [18, 21]. Employees' commitment towards their organization is

related to (a) depends upon their behavioral performance and personal attitude (b) depends upon how effectively they are satisfied with their job (c) depends upon employee personal job, role and responsibilities and (d) finally depends upon individual demographic characteristics like age, job tenure and more [22, 23]. Fundamentally, the description of organizational commitment mostly depends upon the idea of working staff and their desire to persist with the organization for a long duration [24]. Some research forms are attentive towards the consequences of employee commitment.

Employees' are needed to perform their work and job responsibilities in assistance with their managers commendably and if their managers feel that they are performing poorly and ineffectively then probably they would be come on probationary period and if managers consider them that they are not performing up to the mark and sense them of going nowhere in the organization and may quit because they know that they can't stay there in future [25]. Organizational commitment (OC) has strong negative association with employees' turnover intention (TOI). Employees are less expected to quit who have higher degree of commitment to their organization relatively to those who are less committed and most of the time remain absent from their duties [26].

Ahmad *et al.*, [13] premeditated the influence of organizational commitment over employee citizenship behavior and quitting intention of CSRs in Pakistan and a significant inverse relationship has been found between OC and TOI which specifies that with the increase of OC, TOI decreases. In their study they analyzed that OC has inverse effect on TOI which entails that employees with higher degree of OC and are going to work in call centers having low quitting intentions. Their study also indicates that if organizational commitment is low personnel may intend to quit their jobs. Lack of organizational commitment among employees may hamper organizational productivity, efficiency and development which may results in high turnover rate. There has been identified substantial association between employee quitting intention and turnover (TOI) and their commitment towards organization (OC). According to their study turnover intention (TOI) is significantly negatively linked with organizational commitment (OC) which indicates that when employees' are more committed for their institute, the probability to leave their employment and the organization reduces and they are more committed towards their job and less engaged in turnover intention [17].

Job Satisfaction: The attitudes, feelings and perceptions that individuals have about their work is said to be job satisfaction [27]. Satisfaction with job having two fundamentals one is said to be an intrinsic satisfaction with job while other is said to be the extrinsic [28]. Physical facets of wages, work and benefits included in compensation are said to be the extrinsic satisfaction with employment. There is a complete range of both these factors through which satisfaction of an individual is affected for their employment in which quality of supervisory support, affiliation within groups and the amount of on which individuals success and failure depends in their job are included [27].

Satisfaction with job having several facets such as agreement with existing job, pay policies, supervisory support, quality of work life, involvement, obligation towards organization and organizational atmosphere. It has been verified from many researchers that in order to determine job satisfaction, pay policies, working conditions and organizational environments have major and important contributions [29-32]. These features are said to be interlinked although contentment with one feature does not confirms the contentment with all the other aspects [33]. It has also been suggested by many researchers that through the collaboration with individuals such as their immediate supervisors in relation with working environment, employees' can establish the level of satisfaction among them and can raise the chances of staying with the organization [34]. This means that if an employee is committed and fully loyalty to his/her supervisor, it will obviously effect on his satisfaction with job and it can raise the probability to stay with This finding goes side by side with the finding of Tai *et al.*, [35] and Irvine and Evans [36], who identified that good relations with supervisors are linked with an individual job satisfaction which has direct bearing over employee intent to stay with or quit. The definition contents having strong impact on feelings which is called, "affect" These evaluative components describes an individual positive or negative feeling towards something which is said to be an attitude [37]. Whenever an employee feels dissatisfaction from his/her job then there are the maximum chances of that employee to quit or leave.

Stress and Stressors: Stress is a generic reaction of an individual to some incitement or an event [38]. It also reflected as an anguish reaction in pressure which occurs in response to problematic conditions [39].

Stress is a psychological disorder which is developed when things go wrong and when the expectations do not meet and when the desires do not fulfill. An employee gets stressed due to many reasons such as unfairness, low pay, feelings of devalued, not satisfied with the job, time pressure, when job role is unclear etc. these are all those factors which are directly linked to employee intention to quit [40]. The association of stress and employees' quitting behavior has been examined by many researchers in their study however the current data reveals that working environment with full of stress favors an employee intention to quit the organization. Supervisory support has great importance in reducing work-related stress among employees' [41].

Stress is associated with reduced worker and organizational performance [42, 43]. A significant positive association is found between the variable employee quitting intention and their emotional exhaustion [44], while the major reason of an employee disability is due to stress [45]. Trouble in dealing with the work related problems and failure to give proper time to family has become an increasing issue with the passage of time and therefore in the opinion of many researchers family-friendly policy strategies have important contribution in attraction and retention of employees [46]. Employees' who try to avoid taking stress while working at work place and keep it away from them may increase their productivity and performance otherwise stress obviously put a malignant impact on their physical and emotional balance [47].

In their study "work-life policies and job stress as determining factor of turnover intentions of call centers representatives (CSRs) in Pakistan" researchers found positive association between these variables among CSRs in Pakistan. According to their study, stress in work may boost the turnover rate in call centers. Study results show an affirmative association between job stress and quitting behavior. This positive association clarifies that employees plan to quit their jobs when stress increase in organizational environment related to their work [48].

Self-Esteem: The extent through which employees' feel valued and they are considered the most liquid assets for the organizations and their opinions are valued and respected, is referred as employee self-esteem. It has been deduce through some studies that if a person's self-esteem is high, this may help him/her in reduction of psychological stress related to job and support to attach with the same organization in long run and reduces the probability of quitting behavior. In essence, these

findings indicated that self-esteem provide coping abilities and characteristics in an individual to overcome the job related problems at workplace and helps in reducing the sense of quitting intention [49].

Self-esteem is the evaluation of an employees' which he tries to establish and maintain it with regard to organization. Subsequent studies by other researchers e.g. (Silverstone, [50] and Waters and Moore, [49]) have consistently depicted that employees' with lower self-esteem are confined with many psychological problems, unemployment and maladaptive attitudes. However many other studies are in support of self-esteem depict that higher job satisfaction is correlated with higher self-esteem [51, 52].

Self-esteem refers to a person's evaluation or appraisal or his/her worth within the organization. Self-esteem can be defined as an assessment and recognition which an individual makes and maintains about him within the organization. Employees' having low esteem is exposed to the variety of complications and maladaptive behavior [49]. Subsequent investigation on employee self-efficacy reveals that it is interrelated through job satisfaction and employees turnover [51, 52]. Different studies on turnover intentions highlighted the fact that self-esteem acts as a mediating factor with the contribution of other factors such as job engagement (job commitment, job satisfaction and stress) which in turn influences the turnover intentions. These factors may be considered as mediating factors. Higher self-esteem leads to higher motivation and reduces stress as a result of which there will be more job satisfaction which leads towards more organizational commitment and lower the feelings of turnover intentions. Due to the above mentioned fact, self-efficacy performs as a mediator [51, 52].

Supervisory Support: Supervisors role are considered highly important in an environment where changing's are constantly being made by the organizations. Supervisors' influence on workers in regard with their experience is linked to work and this feature of supervisory support can never be underestimated. In most of the situations, the nature of the association between an employee and his/her immediate boss or supervisor is considered to be the most powerful factor to determine satisfaction of employee related to work [53].

Social support plays an important role in reducing the intention to quit and most importantly supervisory support not only help in reducing the feelings of stress due to stressor but also boost employees' self-esteem

[40]. Many researchers in their research have been deduced that assistance from colleagues, boss and managers is considered as an important factor in mitigating employees quitting intentions. Social support from supervisors reduced employees ‘burnout levels and this indirectly effect in diminishing their turnover intentions [54]. A study conducted on some nurses of a hospital proved that supervisory support not only help in reducing two components of burnout named as depersonalization and emotional exhaustion (EE) but also aid in reduction of employees’ turnover directly or indirectly [55].

In their study “The mediating role of OC between EE and TOI in call center representatives of Pakistan” researchers [13] found substantial association among emotional exhaustion and call centers agents quitting intentions which means that employees are involved to leave the job when they are emotionally exhausted. As there is a positive link between these two variables, the study reveals that if the feeling of emotional exhaustion (dimensions of burnout) increases from their normal level, the more there are the chances of employees turnover increases. Based on the fact the researchers have more emphasis on social support from supervisors for their subordinates. Supervisory support not only help them in their work but is also helpful in reducing their burden of mental and emotional stress which in turn not only put a positive and pleasurable impact on employees ‘physical health but also diminish the effect of intention to leave and employees intention to stay connected to current job and organization will be more [17]. The link between supervisory support and turnover intention has also been testified by a many researchers [56, 57]. Perceived organizational support (POS) from supervisors is found to be a definite precursor of employee turnover behavior [58]. Further researches on this issue have confirmed that individuals who have high scores on POS from supervisors have lower tendency to search for new jobs and receive jobs in some other administrations [58].

MATERIALS AND METHOD

Participants: Participants of this study were 348 CSRs recruited from 10 call centers based in Rawalpindi, Islamabad and Lahore cities of Punjab Province of Pakistan (Table 1). Respondents were predominantly males (61.2%) and ranged in age from 15 year to 55 years and above. Majority of respondents belonged to age group of 26-35 years (49.1%) followed by 15-25 years (36%). According to marital status results, majority had

Table 1: Demographic Results

| | Overall | |
|--------------------------------|---------|------|
| | ----- | |
| | n = 348 | |
| | ----- | |
| Demographic Variables | f | % |
| <i>Age in years</i> | | |
| 15-25 | 125 | 36.0 |
| 26-35 | 171 | 49.1 |
| 36-45 | 12 | 3.45 |
| 46-55 | 29 | 8.3 |
| 55 and above | 11 | 3.2 |
| <i>Marital Status</i> | | |
| Single | 215 | 62.0 |
| Married | 133 | 38.2 |
| <i>Monthly Income in (Rs.)</i> | | |
| 10,000-15,000 | 50 | 14.4 |
| 16,000-25,000 | 138 | 40.0 |
| 26,000-35,000 | 119 | 34.2 |
| 36,000-45,000 | 26 | 7.5 |
| Above 45,000 | 15 | 4.3 |
| <i>Education</i> | | |
| Middle/Secondary | 30 | 8.6 |
| Matriculation | 42 | 12.1 |
| Intermediate | 71 | 20.4 |
| Graduation | 151 | 43.4 |
| Masters | 54 | 16.0 |
| <i>Work Experience</i> | | |
| < 1 year | 90 | 25.9 |
| 1-3 years | 176 | 50.6 |
| 3 years or more | 82 | 23.6 |
| <i>Working shifts</i> | | |
| Morning | 113 | 32.0 |
| Afternoon | 138 | 40.0 |
| Night | 97 | 28.0 |
| <i>Hiring status</i> | | |
| Contract | 239 | 67.0 |
| Permanent | 109 | 31.3 |

status of single (62%). Majority of respondents had maximum qualification of graduation (43.4%) and had working experience of 1-3 years (40%). Furthermore, majority of respondents were working in afternoon shift (40%) and in hiring status, were on contracts (67%).

Measures: Survey instrument was adapted from the study of *Firth et al.*, [59] that covered organizational stressors, stress, self-esteem, supervisor support, organizational commitment, job satisfaction and

Table 2: Inter-correlations, means, standard deviations and internal reliabilities

| | Items | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------------------|-------|----------|---------|----------|---------|----------|--------|-------|
| 1. Stressors | 12 | 1 | | | | | | |
| 2. Support | 3 | 0.366** | 1 | | | | | |
| 3. Stress | 8 | 0.351** | 0.409** | 1 | | | | |
| 4. Satisfaction | 8 | 0.054 | 0.259** | 0.107* | 1 | | | |
| 5. Self Esteem | 8 | 0.369** | 0.266** | 0.284** | 0.189** | 1 | | |
| 6. Commitment | 5 | 0.288** | 0.365** | 0.356** | 0.183** | 0.271** | 1 | |
| 7. Quitting Intentions | 2 | -0.215** | -0.036 | -0.159** | 0.116* | -0.257** | -0.012 | 1 |
| Mean | | 3.14 | 3.63 | 3.24 | 3.39 | 3.42 | 3.57 | 2.33 |
| Standard Deviation | | 0.513 | 0.851 | 0.79 | 0.643 | 0.53 | 0.644 | 1.137 |
| Cronbach's alpha | | 0.66 | 0.79 | 0.83 | 0.75 | 0.62 | 0.600 | 0.75 |

Note: *p<0.05; **p<0.01

the intension to quit, whereas demographic variables sought information about gender, age in years, marital status, monthly income, qualification, work experience, working shifts and hiring status.

Questionnaire used was bilingual in nature (English and Urdu) for the lingual convenience of the respondents and while doing so translation and retranslation method suggested by Endocott *et al.*, [60] was employed. Expertise of an expert English to Urdu translation professor was acquired for this purpose and before data collection was shared with the concerned call center managers and prospective respondents for evaluation.

Questionnaire was comprised of ten sections. Section-I was about demographic information using eight control variables whereas remaining sections were related to other key variables of the model explained earlier, using five-point Likert scale ranging from strongly agree (5) to strongly disagree (1).

Organizational stressors were measured using twelve items reporting internal reliability co-efficient of 0.66 for present study whereas in Siong *et al.*, [8] study, it was 0.73 (Table 2). Organizational support was measured using eight items reporting internal reliability co-efficient of 0.83 whereas in Siong *et al.*, [8] study, it was 0.91. Supervisor support was measured using three items reporting internal reliability co-efficient of 0.79 whereas in Siong *et al.*, [8] study, it was 0.81. There were eight items in job satisfaction reporting internal reliability co-efficient of 0.75 whereas in Siong *et al.*, [8] study, it was 0.83. From self-esteem in which there were eight items, one item “All in all, I feel that I am a failure” was removed to improve internal reliability co-efficient to 0.62 which was 0.67 in Siong *et al.*, [8] study. In the same manner, in commitment to organization variable where

there were 5 items, one item “I feel very little loyalty to this organization” was removed to improve internal reliability co-efficient to 0.60 which was 0.81 in Siong *et al.*, [8] study. Finally quitting intension was assessed using two items showing internal reliability co-efficient to 0.79 which was 0.89 in Siong *et al.*, [8] study. All the reliability scores were within acceptable range i.e. > 0.6.

Procedure: In this study the unit of analysis were call centers representatives (CCRs) of all the mobile telecom companies (Mobilink, Ufone, Warid, Zong and Telenor) operating in Pakistan, but working within Punjab Province only. Data of Ufone CCRs was collected from Lahore city as they have their large call center setup working there, whereas data of remaining companies was gathered from cities of Rawalpindi and Islamabad.

For data collection purpose, managers of call centers were formally approached and were provided questionnaires as per their requirement and suggestions, who took responsibility to distribute, collect and return filled questionnaires. Participants were provided ample time to fill the questionnaires (4-5 days) as the questionnaire was large in size (average time to complete survey questionnaire was 25-30 minutes) and purely on voluntary basis. A plain language statement was also included with each questionnaire describing the purpose of study and promising the confidentiality of information provided. No personal identity of the respondents was inquired in the questionnaire and all the questionnaires were provided in closed envelopes to ensure anonymity. A total number of 445 questionnaires were circulated. Out of these 393 were received back and among them 348 usable questionnaires were used for data analysis with a response rate of 78%.

- H10:** Higher the supervisory support, greater will be the job satisfaction among employees.’
- H11:** Higher the supervisory support, greater will be the job commitment among employees’ of call centers.
- H12:** Greater the stress, lower will be the job commitment among employees’ of call centers.
- H13:** Greater the stress, lower will be the job commitment among employees’.
- H14:** Higher the stress, higher will be the quitting intention among employees’ of call centers.
- H15:** Higher the job satisfaction, higher will be the job commitment among employees’.
- H16:** Higher the job satisfaction, lower will be the turnover intention among employees’.
- H17:** Higher the job commitment, lower will be the turnover intention among call center employees.

RESULTS

The data were analyzed using software IBM SPSS-19 for both descriptive and empirical analysis whereas in the original study carried out by Siong *et al.*, [8], the researchers used AMOS to check hypothesized model. Inter-correlations, means, standard deviations and internal reliabilities are given in Table 2. Before analysis, data was carefully scrutinized through data screening, wrong entries and outliers were rectified and missing values were treated using mean.

Correlation Results: According to correlation results, insignificant correlation was observed between satisfaction and stressors (0.054), whereas negative and insignificant correlation was found between quitting intention and support (-0.036), quitting intention and commitment (-0.012). Negative but significant correlation were found between quitting intentions and stressors (-0.015, $p < 0.01$), quitting intentions and stress (-0.159, $p < 0.01$) and quitting intentions and self-esteem (-0.257, $p < 0.01$). All remaining correlations were found significant and positive. No high correlation was observed between any relationship, highest correlation was observed between stress and support (0.409, $p < 0.01$).

The results suggest that the more stressors and stress are perceived to be sound and effective by employees, the less they are likely to leave. If their self-esteem is high and they are quite contented with their self-efficacy, the probability of leaving the organization also decreases. Job satisfaction was perceived to be positive which means job satisfaction alone does not effect on employee intention to quit or stay; however, there are other factors which in combination with job satisfaction have impact over employee turnover reaction e.g., results show insignificant relationship of organizational commitment and supervisory support on employee intent to leave which means that staying within an organization may not represent commitment to the organization. Employees may opt to stay because they need to earn a living, or might not have any other alternative for switching or for any other reason for committed to the organization.

Mean Scores: For stressors, the mean was $X=3.14$ and the standard deviation observed was 0.513, suggesting that the respondents found organizational stressors unsatisfactory. Job satisfaction yielded an average of 3.39, indicating that respondents were neutral about their job situation overall. Organizational commitment garnered an average of 3.57, indicating that the respondents were also neutral in manifesting organizational commitment. Support from supervisors yielded an average of 3.63, indicating that respondents agreed with the leadership practices within their respective call centers. Stress received an average of 3.24 indicating that respondents were neutral about the stress level in call centers. Self-esteem generated an average of 3.42, proposed that respondents were neutral related to their self-esteem. Finally, intent to leave or stay received an overall rating of 2.33, suggesting that the respondents were neutral as far as any intent to leave their organizations was concerned.

Regression Results: Table 3 depicts results of hypotheses testing based on regression weights, whereas Fig. 2 depicts regression co-efficient results in the adopted model showing significant relationships with the help of straight line and insignificant relationships with the help of dotted lines. A total of 17 hypotheses were tested.

Table 3: Hypotheses testing based on Regression weights

| Hypothesis | Relationship | β | Sig. |
|------------|--------------------------------------|---------|-------|
| H1 | Stressors → Stress | 0.541 | 0.000 |
| H2 | Stressors → Self Esteem | 0.381 | 0.000 |
| H3 | Stressors → Intention to quit | 0.475 | 0.000 |
| H4 | Stressors → Support | 0.606 | 0.000 |
| H5 | Stressors → Job satisfaction | 0.068 | 0.312 |
| H6 | Esteem → Stress | 0.424 | 0.000 |
| H7 | Esteem → Job commitment | 0.329 | 0.000 |
| H8 | Esteem → Job satisfaction | 0.230 | 0.000 |
| H9 | Support → Stress | 0.380 | 0.000 |
| H10 | Support → Job commitment | 0.276 | 0.000 |
| H11 | Support → Job satisfaction | 0.196 | 0.000 |
| H12 | Stress → Intention to quit | 0.229 | 0.003 |
| H13 | Stress → Job commitment | 0.290 | 0.000 |
| H14 | Stress → Job satisfaction | 0.087 | 0.046 |
| H15 | Job satisfaction → Job commitment | 0.183 | 0.001 |
| H16 | Job satisfaction → Intention to quit | 0.205 | 0.030 |
| H17 | Job commitment → Intention to quit | 0.022 | 0.818 |

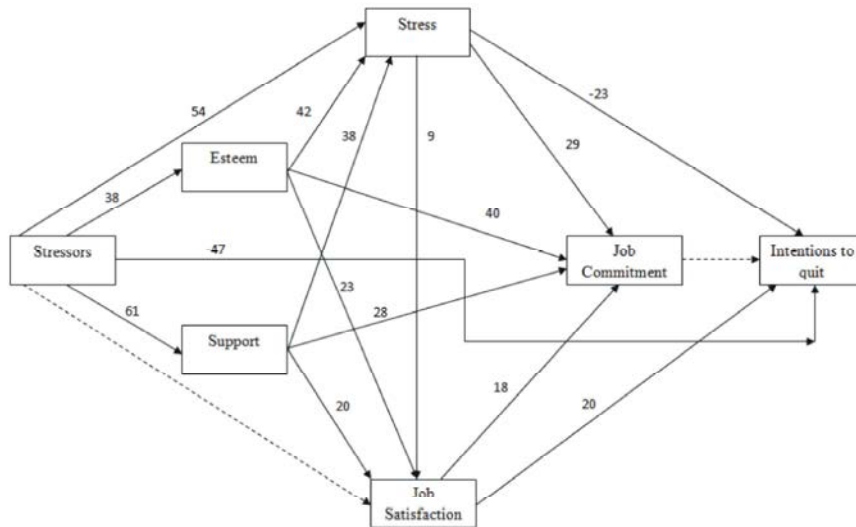


Fig. 2: Hypothesis are shown in the given figure to be tested for the study
 Significant relationship _____
 Insignificant relationship -----

In Stressors section, positive and significant relationships were found between Stressors-Stress (H1) ($\beta=0.541$; $p<0.001$), Stressors-Self-esteem (H2) ($\beta=0.541$; $p<0.001$), Stressors-Intension to quit (H3) ($\beta=0.475$; $p<0.001$), Stressors-Support (H4) ($\beta=0.606$; $p<0.001$), whereas a negative relationship was observed between Stressors-Job satisfaction (H5) ($\beta=0.068$, $p=0.312$). Job stressors have direct significant impact on intention to quit, self-esteem, support and stress but having

insignificant impact on job satisfaction. Stressors in relation with stress also effect intention to quit.

In Esteem section, positive and significant relationships were observed among all relationships i.e. Esteem-Stress (H6) ($\beta=0.424$; $p<0.001$), Esteem-Job commitment (H7) ($\beta=0.329$; $p<0.001$) and Esteem-Job satisfaction (H8) ($\beta=0.230$; $p<0.001$). Self-esteem having direct significant impact on stress which leads towards intention to quit and job commitment but job commitment

is insignificant towards intention to quit. Self-esteem with the help of other variable job satisfaction having impact on turnover intention.

In Support section, positive and significant relationships were observed between Support-Stress (H9) ($\beta=0.380$; $p<0.001$), Support-Job commitment (H10) ($\beta=0.276$; $p<0.001$) and Support-Job satisfaction (H11) ($\beta=0.230$; $p<0.001$). Support from supervisor has direct impact on stress, job commitment and job satisfaction however it also impacts on intention to quit in relation with other variables such as stress and job satisfaction.

In Stress section, positive and significant relationships were observed between Stress-Intention to quit (H12) ($\beta=0.229$; $p<0.01$), Stress-Job commitment (H13) ($\beta=0.290$; $p<0.001$) and Stress-Job satisfaction (H14) ($\beta=0.087$; $p<0.05$). Stress has a significant but negative impact on intentions to quit; but has positive and significant impact on job commitment and job satisfaction. However, stress also indirectly impacts on turnover intention with the help of other variable job satisfaction.

In Job satisfaction section, positive and significant relationships were observed between Job satisfaction-Job commitment (H15) ($\beta=0.183$; $p<0.001$), Job satisfaction-Intention to quit (H16) ($\beta=0.205$; $p<0.05$). Job satisfaction having direct significant impact on intentions to quit and job commitment but job commitment is insignificant to turnover intention.

Finally, in Job commitment section, an insignificant relationship was observed between Job commitment and Intention to quit (H17) ($\beta=0.022$; $p=8.818$).

So out of seventeen hypotheses, fifteen hypotheses were accepted and only two were rejected.

DISCUSSION

In this study we tried to observe applicability of model suggested by Siong *et al.* [8] in the Asian context. As specified earlier that call centers are highly stressful workplaces and that organizational stressor as role conflict, work-family conflict, role ambiguity and work overload play a considerable part in context of call centers, however the stressors contributed more towards stress reactions than reported by Siong *et al.* [8] in their study. It is because the routine and constant repetitive works in call centers assist in raising the high level of stress reactions among call center employees.

Certainly social support from the supervisor(s) assist employees in increasing their satisfaction with current job along with increasing the commitment among call center

employees and collectively all these variables help in reducing employees quitting behavior. In the study of Firth *et al.* [59] based upon the retail sales people, stressors directly did not predicted the employee quitting intentions among retail sales people rather stressors were related to retail sales people quitting intention behavior indirectly in relation with other variables such as help of supervisory support, satisfaction and commitment with work but in current study stressors are directly related to employees 'quitting behavior among Pakistani call centers. Variable employee satisfaction with his/her job is directly and significantly associated to employee quitting behavior which advocates that call center management can overcome the problem of employees turnover by creating factors that contribute strongly to job satisfactions such as providing security in job, reward systems, providing healthy physical environment, suitable work environment, general recognition and autonomy to do job.

Neutrality expressions have been demonstrated from the employees' during survey when questions asked for organizational commitment in this research which indicated straight that the employees' of call centers were neither devoted nor they were disconnected. In spite of this, they were engaged themselves to make effort to their organization to be effective as predicted. Their loyalty seemed to be uncertain and few employees were committed to work with call centers to make them busy and tried to agree on performing any kind of assignment. Moreover, very few argued that they are happy with their work while working for the call centers; in fact they do not think that they are contented and pleased working for this organization.

Neutral perceptions were also reported by the call center employees' in recognizing their worth/value in different call centers. Neutrality does not discontinue here. It is not recognized by the participants that small scale changes in personal situations would become the reasons for them to leave the company, or a large change would be required for this; few participants perceived that there is much to be attain for someone while keep in touch with call center job indeterminately. They are really concerned about the fortune of their company and feel that for the organization where they are currently working is best suit to them. There is found neither a sense of belonging nor emotional attachment for organization.

Meyer and Allen [61] illustrated that a strong sense of commitment for an organization is developed within an employee when he/she has the experience that his needs are being satisfied by the organization and in this

regard organizations can regulate and manage those practices through which their workers can be satisfied and in this ways management can grow desired commitment. If there comes the perception of detachment of commitment from the side of management for their employees, this perception results in feeling of disillusionment and finally intent to leave [61].

If employees 'feel dissatisfied in their jobs, their commitment to the organization will be fully declined, which automatically increase turnover ratio. Human resource styles and practices which are going to be utilized in Pakistani call centers are becoming the reasons for employees to be committed half-heartedly with organizations and quit freely. Findings also suggested that female workers are also less committed to their call centers reason being they are disgruntled with current human resource practices utilizing in them and constantly experiencing dissatisfaction. These finding, however, are not convincing, because female working in call center are low in ratio according to the demographic results. Job satisfaction was also reported neutral by the call center employees who put forward that they are also neutral in regard with the sense of their job accomplishment. The research findings stated that turnover intention rate in call center employees' are high because of low job satisfaction and it happens mostly due to the reshuffle of working shifts and neglected HR management policies that are constantly going to condense employee work satisfaction.

Respondents viewed supervisory support favorably. In practice, participants feel that their supervisors pay attention to their slow working employee and encourage them to perform well. Supervisors listen to employees job-related problems and help them out to overcome those. In present study support from supervisors is linked to employees commitment; although participants rated supervisory support as helpful but they are dissatisfied with current HR practices that visibly demonstrate that supervisory support is not adequate to raise satisfaction. Thus, the present findings suggest that supervision has a positive influence over employees' commitment and satisfaction.

Quitting intention was rated high by the call centers respondents showing their will to leave their organizations in future. They were hesitant to take any immediate decision only because of being uncertain about their future job and same or better salary packages. This is the major reason for which respondents are not sure about and probably are not certain of quitting or stay with.

Concluding Remarks: The present study tested the relationship of stressors, stress, organizational commitment, job satisfaction, self-esteem and supervisory support on employees' turnover intention. The results indicated significant relationships among variables except between job commitment and intension to quit and stressors and job satisfaction. However, as expected, in different environments the variables interact differently and it is these interactions which indicate the need for management specific policies. For call center managers, the findings suggest that the perceived organizational stressors are strongly associated with lack of support from supervisors and thus play a significant and important role in reducing job satisfaction and increasing stress symptoms among call center employees. While social support from supervisors for their employees' augments organizational commitment and job satisfaction which in turn reduces employees quitting intentions from their current job. In Pakistan CSRs play a key role in call centers as they perform a very challenging job in their organization. They communicate directly with the customers to resolve their issues. They need to work with great efficiency in order to meet the daily challenges and due to this dynamic environment their stress level increases, so it can be said that they work in a very stressful environment and if this stressful environment is not balanced with proper HR policies and other benefits, it creates the desire to quit the job because in stressful environment, an employee no longer remains satisfied and committed to the job and this results in high level of turnover [3]. Therefore, there is a need to change the working environment of call centers to reduce the stress level as well as turnover intention of CSRs.

CONCLUSION

This study encompasses certain limitations that need to be addressed. First issue is concerned with the generalizability as present study was conducted in call centers of telecommunication mobile companies of Pakistan only and also in specific geographical areas. Therefore, the results may only be applicable to the specific sector of call centers in this study. Second, here researchers largely relied on international literature; as a result, the body of knowledge that informs the premise to this study may have been influenced by social or work related norms that may be different to that of Pakistani call center employees. It could benefit other call centers has this study was conducted in other sectors of Pakistani call centers.

Current research design was such that the data was gathered through an adopted questionnaire. Only the CSRs took part in the study. It is strongly recommended that for the future studies, managers and supervisors should also be included in the study in order to play a controlling effect regarding their experiences of the employees. As organizations go through the constant phases of learning which mean that the experiences of the call center agents at the time of the study may not necessarily be the same at the current moment. It may be important to conduct a study of stress, job satisfaction along with job commitment in call centers over time (a longitudinal study) to take into account employee dynamics and for continuous organizational and employees' learning [62-65].

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