Employee Turnover Intention in Call Center (Punjab) Pakistan

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Abstract

Purpose The purpose of this research was to find out the reasons of employee turnover in call centers of Punjab Pakistan so that the companies could retain their trained work force. Also find out the reasons which are affecting on employee's turnover intention. The intention of this research is to find out those elements behind the employees turnover intention of job.

Design/methodology the target population of this research is Multan and Lahore (Punjab). For getting the response 100 quantities of questionnaire were distributed and with use of application SPSS-18, revile the result on correlation analysis.

Research findings the findings of this research identified that that there is negative relationship between the dependent and independent variables. The finding and the recommendation of this research will help the manager to develop a deeper insight of research factor for reducing the employee's turnover intention

Originality/value for determining the employees turnover intention in call center that is original study for newly and existing reader knowledge and there is no any portion of research are copy form anywhere.

Implications all the company top level manager/HR manager and marketers of the industry who want to decline the turnover intention can use this research results.

Keywords: employee's turnover, job satisfaction, salary, working condition

Introduction

A Call Center is a sophisticated voice operations center that provides a full range of high-volume, inbound or outbound call-handling services, including customer support, operator services, directory assistance, multilingual customer support, credit services, card services, inbound and outbound telemarketing, interactive voice response and web-based services.

The emergence of call centers in modern business world is the sweet amalgamation of globalization and customer centered approaches. In the success of any business organization the customer relationship management (CRM) plays an important role. To develop good customer relationship an organization must remain in contact with their customers on regular basis.

Research has shown that customers' perception of the company is determined by the quality of the interaction with its frontline employees such as those in call centers (Mattilaand Mount, 2003; Peccei and Rosenthal, 1997). The impact of employee-management understanding has been felt as the backbone of the eventual goal of customer satisfaction through employee satisfaction. Call centers are growing at unprecedented rates both nationally and internationally and have become an integral part of most companies' marketing and customer service strategies (Kanner Gilson and Khandelwal, 2005; Mahesh and Kasturi, 2006). Call centers provide both customer service (via inbound calls) and sales opportunities through telemarketing to the public (via outbound calls) (Walsh, J. P., Ashford, S. J. & Hill, T. E. 1985). Many firms rely on call centers to address customer concerns about billing issues, new accounts, problems with a product or service and product information (Pontes and Kelly, 2000). While the call center is increasingly known as a valuable resource for firms in managing customer relationships, it has also developed a reputation as a stressful work environment (Proper, 1998).

Today it is very important to manage the employee turnover for the organization for meeting the competitive advantage. The adversely effect of the employees turnover on the organization in the every field of the life become the bad factor for the production and development of the organization Hatch & Dyer, (2004). Now the people in various originations want to diversities in her/her everyday life, want to new challenging and new types of the job also better working environment in their job place. To providing all these things to the employees by the organization in an economic environment is very difficult and unable to manage. But it is the

very vital for the every organization for retain the talented employees. The motive of the every organization is to enhance their productivity, with the fewer turnover and the profitable. So for the achievement of the goal the turnover managing strategies should be established. A very few research have been conduct on the related turnover in the Pakistan because the owner of the business organization not focus on this issue because it is less awareness. They have very less awareness about how the deferential the effect the employee's turnover into the organization productivity.

Research Questions

The purpose of this research was to find out the reasons of employee turnover in call centers of Punjab Pakistan so that the companies could retain their trained work force of agent. Therefore, the major research questions were:

- How much the salary amount changes the level of job satisfaction?
- To what extent the job satisfaction influences the employ turnover at call centers?
- Which types of the working condition effect on the intention of employees?

Research Objectives

The significance objective of this research is

To find out the reason behind the turnover of employees
To find out how turnover affects organizational productivity
To find out the favorable solution of the reducing turnover of employees

Statement of the Problem

The employee's turnover rate of calling center staff has been increasing from time to time.

In the limelight of the situation above it is established that the organizations are facing a great competition in market in their sales. In order to be seen as more social and penetrable, organizations took help form call centers to keep in touch with their customer. For this purpose the call centers hired agents and provided them with adequate training to make phone calls to the valuable and potential customers and also to respond to their calls.

Literature review

Employee's turnover intention

Turnover means a number of employees who voluntarily leave or retain the organization. It indicates how many new employees get job in organization and how many lose the job in organization in a particular period of time, an employee readiness to quit the job and leave the organization is also known as turnover intention. The turnover intention link with different factors such as social, economic and psychological processes salas (2008)

A turnover intention have different affect such as lost of experience person, transfer of intellectual capital, income the business cost due new recruitment training and supervising of new employees (Miller, D. and L. Jangwoo, 2001.) Employee's quite job due to stress, workload, timing, low job satisfaction and security issue Grönlund Anne. (2007).. An HRM department is main concern why employees voluntary quite job> because there high level of investment by organization HRM department on training and development, recruitment, career planning of employees hertz et al (2007). Also state that An turnover because critical problem for services center especially call centre, when the trained employees leave the job so in this way new employees does not known how to handle the problem.

There are different studies which investigate the different factors which cause employees to leave the job such job satisfaction effect on commitment of organization which in turn that negatively effect on turnover intention. mobley (2006)According to Lambert et al. (2001), high job satisfaction lead to low job turnover, a intention to leave a organization is also moderately influence affect the relationship between job satisfaction and turnover. There is positive correlation between intention to leave and actual leaving behavior schwepker, (2001) There positive association between professionalism and job satisfaction. An organization culture, organization structure, work design and working condition which are pleasant also negatively correlated with turnover intention and innovative culture. Cultures that is supportive and encourage employees involvement in decision making is also positive correlated with job satisfaction than a culture that cannot encourage employees involvement in bureaucratic organization design (Silverthorne, 2004)

A culture that support the employees involvement, trust, pride to employees is also helpful to best the job satisfaction. An organization culture becomes critical factor, for success or failure of every organization. An organization varies on the basis of culture. A culture can help employees to effectively utilized their knowledge, skills, technique which turn income organization overall productivity and help to motive, retain the employees. A right person should be hire for right position at right time, which depends upon organization culture and polices. People who get right job at right place will be more satisfied then who on not suitable and not easily quite the job (Silverthorne, 2004), he also state that A culture is more important that a stress may be physical as

well as physchoogical issue such as headache, sleeping problems feeling of frustration. A stress become major issue for researcher because it cause employees lead to turnover and they quit the job. Job related stress called stressors which pursue employees to leave organization firth et al, (2009).

The proper working condition such health environment, job security, job continuity and equity treatment pursue employees to continue a job and increase satisfaction. An insure job, unequal treatment workload lead to work related stress which cause employees to quite job. A financial issue such not fire pay, not allows allowances, bonuses plan, pension and reward lead to employees to leave organization Mano and shy (2004).Different studies investigate that there is significant positive correlation between work burden stress and job turnover Glaser et al (2004). A working environment such supervisor behavior, communication network relationship at horizontal and vertical level may not good which lead job dissatisfaction. A improper working environment cause employees intention turnover. A effective leadership role, behavior, support from supervisor, is also help to minimize stress and turnover intention (39 42) .An employee's level of engagement is critical factor for employee's turnover intention. If employees level of engagement is high then turnover intention is low (lanbert et al, 2001) . Job satisfaction and employees turnover have inverse relationship. A decrease in the turnover lead to high performance, low replacement of employees cost and increase overall of employees cost and increase overall organization effectiveness (Egan et al, 2004). An higher turnover leader loss of profit, efficient workforce and lower overall organization productivity (Silverthorne, 2012)

Job satisfaction

An job satisfaction can be define positive feeling toward particular job. Satisfied persons have positive word of mouth toward the organization. A satisfied person is more committed toward organization goals and vision. An happy employees are more productive than dissatisfied employees.

A satisfied employees show organization citizenship behavior (OCB) mean speak positive word of mouth, help others and exceed from normal expectation. Job satisfaction and customer satisfaction are positive correlated. Satisfied employees given customer required expectation on time. There is negative correlation between job satisfaction and absenteeism. Dissatisfied employees took leave from organization. Job satisfaction and turnover intention and workplace deviance also negative also negatively correlated. Employee turnover mean leave the organization temporary or permanently due to member of different factor, the relationship between job satisfaction turnovers is stronger from satisfaction and absenteeism. (Robbin P, 1999) from book of OB of MBA). If employees dissatisfied with job then they speak a negative work of mouth, which reflecting lower effective organization commitment. Job satisfaction influence effective commitment Mathieu, J. E. and Hamel, K. (1989). Job satisfaction effect the intrinsic motivation Eby, et al (1999) .A job satisfaction and turnover intent to be correlated negatively walsh, et al. 1985A satisfied employee's increase productivity of organization and more committed to organization goals and objective. An organization commitment define as the degree to which an employee's indentified with a particular organization and its goals and which to maintain membership in the organization " (Robbin , 1999).

Organization commitment has three elements such as affective commitment, continue commitment and normative commitment. An affective commitment means an commotional attachment with organization, continue commitment perceived and economic volume to remain with organization. Normative commitment means moral and ethical commitment to remain with organization. A positive relationship between job satisfactions, productivity but the negative correlation between absenteeism and turnover Herzberg, F present the two factor theory one factor was intrinsic motivation and second was extrinsic factor. Intrinsic factors were advancement, recognition, achievement which relate to job satisfaction. Extrinsic factors were supervision, pay, company policies and working condition. An organization need to do to help to improve extrinsic factors to remove dissatisfaction behavior of employees. To increase performance and working productivity of employee organization must hire efficient and effective worker that meet the global standards such as help to achieve competitive advantage and meet the customer expectation.

Salary

Salary can be defined as a predetermined amount of money paid to a member of staff more often than not considered at monthly and annual basis, not hourly, as opposed to wages, salary is a fixed amount of money or compensation paid to an employee by an employer in return of work done. It is rather encouraging to observe that self-equity is perceived as being less relevant since an organization can do in very short amount about its employees' opinion of inequity with also respect to their financial needs or their historical salary evolution. Lazear, (1981) discusses how firms offer upward-sloping wage profiles to their workers in order to discourage shirking. (Salop & Salop, 1976) suggest that upward-sloping profiles are used by firms as a way of discouraging "movers" from applying for jobs. Jovanovic, (1979) demonstrated how job-matching under imperfect information could generate upward-sloping wage profiles.

As job performance of employees is the area of concern of the all the firms no matter whether they

stand for profit or for not profit, so the basic purpose of this research is to identify the effect of important factors like salary, training and Motivation on the job performance of the employees in educational sectors as they directly relate with job performance.

According to the Lazear, paarsch and Shearer, (1999) that is expectation that a firm strategies change its compensation system for their employees with the passage of time rates increases its labor productivity. Dyer and Theriault (1976) did, in fact, report lower pay satisfaction among high performers, although they did not report information on the nature of the reward system in their study. In some cases, salary may be more closely related to performance than are within-grade pay increases In other cases, however, salary decisions may be less closely linked to current and past performance than to other factors such as potential, breadth of experience, according to the shaw (1999) that salary is something which is given to the employee for their performance if that are not fully provided then they will try to leave the job and try to find better job than that job. Their intention toward the turnover increase due to not receiving the suitable salary, also enhance for finding other job where suitable salary will receive. It has an important role in retaining and rewarding high quality employees but at the expense of the overall labor costs for any organization. Also, by binding pay with performance, an employer can monitor and control specific activities and level of performance. Sourcing specific talents for a niche job can be overcome by recruiting talents across the globe. Conversely, employees need to prove their worth in order to stay longer with the organization by providing quality work or else run the risk of getting terminated. Strong pay increase the motivation level and employee commit with the organization for doing something better

Financial rewards are the main motivator of sales effort, the salary package is the basic motivator whereas other financial incentives, such as bonuses and contests, operate only to induce effort over and above that produced by the basic plan in certain circumstances (Churchill Jr, Ford, Hartley, & Walker Jr, 1985).

Workload

An employee's become an integral part of organization in today era of globalization. Every organization success or failure depends upon effective and efficient utilization of human resource. For this purpose every organization develops a separate department for managing the human resources Department. HR department recruit, train and utilized human resources. But the problem of employee's turnover becomes common practices for every types of organization (Service, manufacturing, trading, and non-profit organization). The organization are worried how to tackled this problems many researcher identify the different factor for employees intention to turnover. Such as (in-effective working condition poor relationship at vertical and horizontal level, ambiguity about role and responsibility, un-clear about to hierarchy level, organization culture, and policies, organization structure, Poor rewards and motivation, personal factor.

An working condition include numbers of shift in 24 hours, weekly duty, over timing, insufficient rewards long working hours, job discrimination health and safety issue, machinery setting, Air conditioning, supervisor behavior, heat and lighting issue etc. a personal relationship at upper and lower level and with horizontal level. An ambiguity about role and responsibility include (un-clear about when reach on job and out from organization, functions, what organization goals, what organization demand. An organization structure include hiring and firing policy, communication network, work place changes, culture and policy, level of participation in decision making. An workload in working condition become major cause of employees job turnover intention work load define as amount of work given by organization to their employees in particular time, work load cause emotional exhaustion Szalma et al, (2004)

lee and ashforth conduct the meta analysis and conclude the relation between workload and turnover intention, they identify significant relationship between workload intention. Workload become the major factor for work exhaustion in information technology, an workload and deadlines become crises mode in IT department Bar et al (1993).

If employees dissatisfied with job then they speak a negative work of mouth, which reflecting lower effective organization commitment. Job satisfaction influence effective commitment Mathieu, J. E. and Hamel, K. (1989). Job satisfaction effect the intrinsic motivation Eby, et al (1999) .A job satisfaction and turnover intent to be correlated negatively walsh, et al. 1985A satisfied employee's increase productivity of organization and more committed to organization goals and objective. An organization commitment define as the degree to which an employee's identified with a particular organization and its goals and which to maintain membership in the organization Robbin (2005).

Hypothesis development and theoretical framework:

It shows relationship among independent and dependent variables that may be positive, negative and zero relationship. In this research there are three independent variables like job satisfaction, salary and working condition with dependent variable employee's turnover intention.
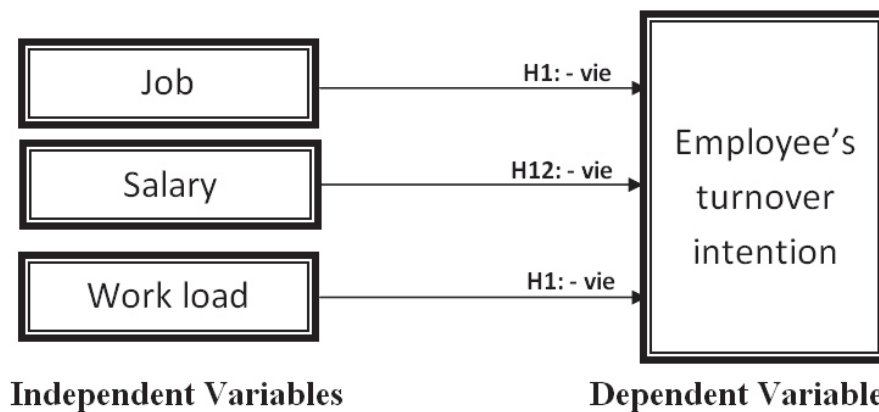
Hypothesis Development:
Fallowing Hypothesis are developed from literature

       H1: job satisfaction has negative impact on the employee's turnover intention

       H2: Salary has negative impact on the employee's turnover intention

       H3: workload has negative impact on the employee's turnover intention

The research method and design
The primary data was collected from the employees of call centers which are located in the Lahore and Multan. The collection of the respondent response was by using of questionnaires distribution, for this purpose the questionnaires in 100 quantities were distributed for survey. To obtain the result of this survey, used the SPSS software and achieved the reliability, correlation. It was ensured to all respondents that their information would be kept confidential. In this questionnaire Likert Scale is used with choices of Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

Sample
The survey research is based on the random sampling technique application. Which show that all the respondent of this research having the equal opportunity for the enhancing the chances of successful research. The sample size of this research is 100 respondents of targeted area. Lahore and Multan are two main cities which are selected for the survey research. All the data collected from call center of the Lahore and Multan city of the Punjab Pakistan.

Validity and reliability
All the questionnaires are check for the validity and reliability if that are valid then that can be used for the further research. For this purpose the chron alpha was 0.88 which is exceeded than Thresholds. We evaluated total 30 questions of three independent and one dependent variable by using SPSS software. Hence gender wise responses received are as follow in table No.01 and Profession wise distribution in table.

Gender wise Distribution

Gender	Frequency	Percent	Valid Percent
Male	140	81	81
Female	32	19	19
Total	172	100.00	100.oo

Data analysis strategy
The analysis of data was done through SPSS software. Different expert opinions were included to discuss the results, in this research following tests are applied like as: Correlation analysis.

Correlation analysis

Correlations		Working condition	Salary	Working condition	Employees Turnover
Working condition	Pearson Correlation	1			
	Sig. (2-tailed)	.000			
Salary	Pearson Correlation	.480**	1		
	Sig. (2-tailed)	.000			
Working condition	Pearson Correlation	.244*	.546**	1	
	Sig. (2-tailed)	.000	.000		
Employees Turnover	Pearson Correlation	-.663**	-.836**	-.338*	1
	Sig. (2-tailed)	.000	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

In this research there are three independent job satisfaction, salary and working condition with employee's turnover intention as dependent variable. The research results of correlation analysis are explained below.

Hypothesis 1 job satisfaction has intention effect on employee's turnover intention

As the research hypothesis was *job satisfaction has negative effect on employee's turnover intention,* same supporting result -.663** at p= 0.000 indicates that job satisfaction of use has significant negative correlation with employees turnover intention with the confidence of 99.9% means only 1% chance of is there in this result.

Hypothesis 2: salary has negative effect on employee's turnover intention

The second proposed hypothesis was *salary has negative effect on employee's turnover intention.* The correlation value of information is -.836**at p= 0.000 with the confidence interval of 99%, this value with -ive sign support our research hypothesis so can accept the hypothesis and salary has significantly impact on the job turnover intention

Hypothesis 3: the working condition has significantly impact on the employee's turnover intention.

The correlation result regarding the working condition is as -.338*, at p= 0.000 with the confidence interval of 99%which satisfied the research hypothesis and we can say that *the working condition has negative impact on the employees turnover intention.* Tuff working condition and time with also working load has negative impact on the employee's turnover intention.

Conclusion

Turnover in the every field of the life is very burning issue. It is very important for those organization which having steady productivity to maintain the skilled workforce in their organization for competing the other in the competitive market place. It is usually happened in the every organization that turnover cross uncontrollable rate within the organization. There are various different types of the factor that effect on the turnover. This study has examined the employee's turnover intention in the call center relating with the specific area of the Punjab Pakistan. In view of this research there will be various factor occur that effect on the employee's turnover intention in the organization. But in this survey research we discuss some specific factor that effect on the employee's turnover intention in the call center of the Punjab Pakistan. Job satisfaction are increase or decrease with the movement of the salary level, structure of the salary helps to decline the turnover of the employees though job security is also very important issue too. A person who is working in any organization no stay always in that organization for salary but they might stay in the organization for any other specific reason just like, rearranging employees, for the better working environment, increase good stream relation and also may be for the preferable job location where the employees want.

Recommendation

It is recommended that in order to avoid employee turnover or reduce its impact on the organizational growth, you have to be considered all the causes and co-relations of employee turnover. It is also recommended that several strategies should follow in order to avoid employee turnover and reduce its impact on the sustainable growth of the organization. After result analysis, conclusion and limitations some recommendations are given for further future researchers and related organizations, especially for employees turnover intention, but make sure each organization is facing such types of various problem. Most of the this research is depend on the theoretical and collection of data thoroughly the development of the questionnaire but the complete model in shape of the mathematical format to measure turnover rate which can be done in future research. For decline the employees turnover intention In the organization the job satisfaction is one of the most important factor that become the negative impact on the organization, which are facing today's every manager in their organization when it

manage their employees. If the salaries are provided to the employees at the time and handsome salary then in this case they are ready to face any types of the working condition as well as their turnover are decreases in the call center. The manager who makes the strategies and the policy must pay their intention for providing the various kinds of the facilities to their employees for decline the employee's turnover intention. A better working environment and the suitable condition which meet the qualities of the employees can increase the job satisfaction and the employees focus on the given of the best performance.

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