

**JOB STRESS AND TURNOVER INTENTION
AMONG CALL CENTER EMPLOYEES**

(A Relational Study)

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for the Award of the degree of**

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(NAAC Accredited Grade “A”)

Certificate

This is to certify that the M.Phil dissertation entitled: **“Job Stress and Turnover Intention among Call Center Employees”** is a report of original work carried by **Younis Ahmad Shah** under my guidance and supervision for the award of degree of Master of Philosophy (M.Phil). He has fulfilled all the statutory requirements for the submission of the dissertation.

The work is being submitted for the first time to the University of Kashmir for evaluation.

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Dedicated

TO

My

Parents

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Chapter 1 Introduction



Chapter 1

Introduction

This chapter has been presented with the main motive of justifying the relevance of the present study. It has been supported by the objectives, need and hypotheses set for the present study.

Over the last several years, emphasis of organisations has changed towards customer relations and to establish policies and procedures to enhance these relationships. Organisations are required to establish one-to-one relationship with hundreds of thousands or even millions of customers, which is extremely challenging task and equally important to satisfy the customers. The customers expect and demand, 24 hours electronic services, the need to provide such services and to manage highly productive relationships with large number of customers has led to the development of technologies specifically designed or adapted to assist organizations to manage, analyze, and respond to the challenges posed by large customer databases and the need to communicate effectively and productively with each customer. To accomplish such objectives organisations have established separate departments that use these technologies to manage customer relationships, and those departments, are referred to as call centers. Call centers have gained considerable prominence over the last several years. Businesses are finding it cost



effective to provide customer support services through call centers. Call centers are increasingly regarded as valuable resource for firms in building, and managing customer relationships.

Now, most of the business organizations are outsourcing their customer support services to highly specialized Business Process Outsourcing (BPO) agencies, which lets them to take full advantage of the realities of globalization by exporting certain business processes to outside providers who can do it cheaper, faster, or better. The benefits of BPO in terms of cost and competition are obvious, but it's also an effective way for companies to focus more on their core competencies. Huge cost savings (estimated 30-35 percent) coupled with rapid developments in both information technology and software development, and availability of a large number of trained professionals speaking fluent English, have resulted in India becoming the preferred destination for BPO (Chengappa and Goyal, 2002; Ramchandran and Voleti, 2004; Prahalad, 2005). It is estimated that 1000 jobs outsourced from the UK to India can help save up to 10 million pounds annually to respective organisations (The Economic Times, 2005).

The BPO industry has grown up dramatically worldwide, particularly in India “ Information Technology (IT) and Business Process Outsourcing (BPO) sector revenues (excluding hardware) were US\$ 87.6 billion in 2011-12, generating direct employment for nearly 2.8 million persons and indirect employment of around 8.9 million. And as a proportion of national GDP, IT and BPO sector revenues have grown from 1.2 % in financial year 1997-98 to an estimated 7.5 % in financial year 2011-12.” (NASSCOM, 2012). In 2012-13, as per National Association of Software and Services Companies (NASSCOM, 2012) estimates, IT and BPO export revenues are expected to grow by 11-14 per



cent and domestic revenues by 13-16 per cent. These estimates are a pointer towards the growth trend in this sector. Call centers in India are providing a host of IT enabled services, such as, helpdesk services, marketing services, accounting services, remote network management, to mention a few. Call centers in India offer cost-effective outsourcing services without compromising on quality.

The critics regard call centers as large service factories which provide poor quality jobs, with high level of call monitoring, dialog scripting, time pressure, workload, and low wages, promotion chances and job security. These practices are adopted to remain cost-effective to its clients, but these practices are believed to create stress among employees and may subsequent lead to intention to quit the job. Therefore, employee turnover is one of the biggest problems confronted by call centers and it does have a huge impact on the cost and the quality of services. There is a cost associated with hiring, training & developing new employee and the cost associated with the dip in productivity due to loss of an experienced employee. According to a research conducted by In 2008, the National Association of Call Centers in the United States estimated that the cost of replacing a contact centre worker was \$5,566. (Contact Center Canada, 2009) That doesn't include the biggest cost in terms of reduced customer satisfaction and business because of inexperienced agents.

Different sources highlight different turnover rates in Indian call center industry. It is reported to be anywhere between 20-70 percent however, NASSCOM reported it to be 15-25%. Similar observations are made by Associated Chambers of Commerce and Industry of India (ASSOCHAM), that is "the level of attrition of this industry has come down to 15-20% in the last six months (Jan-June) for the year 2012 when compared to the 55-60% attrition rate in same period during the year



2011” (The Economic Times, 2012). Some researchers have argued that the turnover rates are higher than reported by company officials (Singh, 2005a; Taylor and Bain, 2005), and turnover still remains to be a major problem for the industry.

It helps us to understand the working of a call center employees and a possible reason behind the feeling of stress and the intention to quit the job. e.g. consider an employee who is staring at the computer screen nonstop on a long night shift, receives a 50th call talking to customer abroad in a scripted language and accent without proper breaks, under a continuous monitoring and he has to maintain the Average Handling Time and satisfy the customer fully. In addition to this there are less promotion chances, no job security and not getting the sufficient salary as compare to the amount of work. This may be described as 21st century sweat shops and modern day dark satanic mills.

Rationale of the Study

It is universally accepted that human capital is the most valuable resource in an organization. Other resources like, money, materials, machinery won't bear any fruit to an organization unless there is competent and efficient manpower at the helm of affairs who can make the best utilization of these resources to the optimum level in order to accomplish organizational objectives. Particularly for a service organization like call center, employees are largely responsible for its success, by acquiring and retaining customers. In call centers, Customer Service Representatives (CSRs) are of significant importance for the delivery of services to the customers (Singh, Goolsby & Rhoads, 1994). But research suggests that call centers are known to display high levels of technology utilization while being subject to demands for high levels of productivity, customer service, and thus creates high levels of stress and



turnover Tidmarsh (2003). The strong focus in call center environments on efficiency and control has resulted in high levels of employee stress and turnover. Number of studies have been conducted to find out the reasons behind the job stress among the call center employees, and these studies came up with varied results on this issue. A study conducted by Christine A. Sprigg & Paul R. Jackson (2006) on 823 call center representatives from 36 call centers found that greater dialog scripting and more intensive performance monitoring show higher levels of stress. Meera Sharma et al., (2011) conducted a study on call center employees and found that poor ergonomics, irregular sleeping / working hours, time pressure, high call volume and low job security are the main stressors found among call center employees. Sial, et al., (2011) conducted their study on 250 call center employees and found that role ambiguity, promotion practices and pay levels have an impact on job related stress and role performance. Determining the causes of stress and turnover within the IT workforce and controlling it through human resource practices is imperative for organisations (Igarria and Siegel, 1992). In this background, I investigate the reasons behind the Job Stress and Turnover Intention and impact of Job stress on the quitting intentions of employees.

Objectives of the Study:

The following are the main objectives of the study.

1. To ascertain the level of job stress & intention to quit among call center employees.
2. To explore the sources of job stress & turnover intention experienced by call center employees.



3. To determine the relationship between job stress and turnover intention of call center employees.
4. To suggest on the basis of the results of the study the coping strategies for the minimization of stress levels and turnover of call center employees.

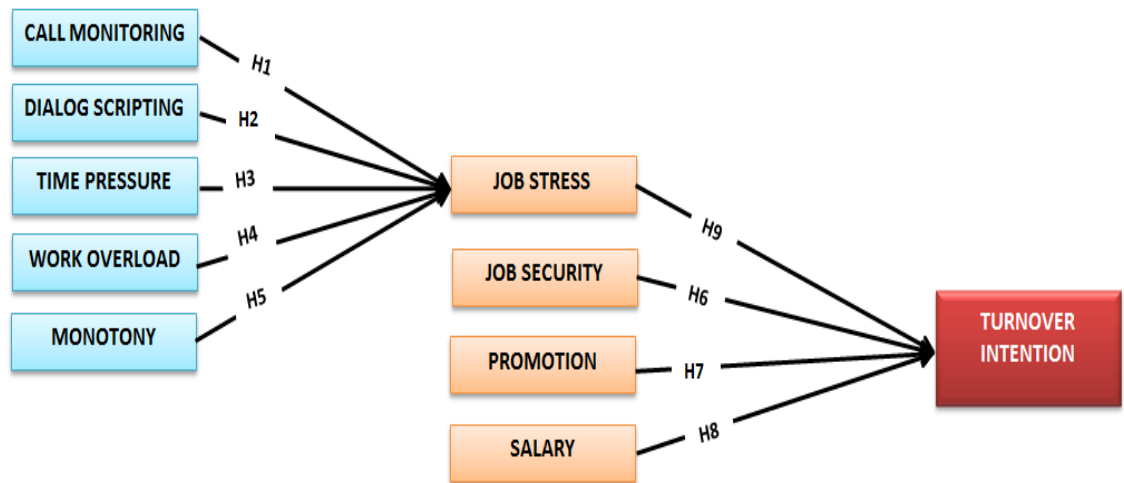
Hypothesis:

On the basis of the available literature following hypothesis were formulated.

- H1:** Call Monitoring is a significant source of stress for call center employees.
- H2:** Dialog Scripting is a significant source of stress for call center employees.
- H3:** Time Pressure is a significant source of stress for call center employees.
- H4:** Work Overload is a significant source of stress for call center employees.
- H5:** Monotony is a significant source of stress for call center employees.
- H6:** Lack of Job Security is a significant reason for turnover intention among call center employees.
- H7:** Poor Salary is a significant reason for turnover intention among call center employees.
- H8:** Lack of Promotional chances is a significant reason for turnover intention among call center employees.



H9: Job Stress is a significant reason for turnover intention among call center employees.



The diagram showing the hypothetical factors of job stress and turnover intention among call center employees.

In this study we use various stress related variables, some of them are call center industry specific and are operationally defined.

Definitions of key concepts:

Job Stress:

The National Institute for Occupational Safety and Health (NIOSH) USA, defines job stress as *"the harmful physical and emotional responses that occur when job requirements do not match the capabilities, resources, or needs of the employee."*

The Canadian Center for occupational Health & Safety defines workplace stress as "the harmful physical and emotional responses that can happen when there is conflict between job demands on the employee that the amount of control an employee has over meeting these demands"



Luthans (2002) defines work stress as “*an adaptive response to an external situation that results in physical, psychological, and behavioral deviations for organizational participants*”.

The researcher agrees the job stress is a harmful physical, emotional and behavioral response of employees that occur when there is conflict between job demands and the resources or needs of the employees. In this study call monitoring, dialog scripting, time pressure, work overload and monotony are studied as antecedents of job stress, and these variables are conceptualized below.

Call Monitoring

Call Monitoring (also known as call logging) is the practice of listening to, recording and assessing interactions between call center agents and callers. This practice is generally used for staff training and development, customer quality control and liability protection.

Call monitoring provides a mechanism for quality control, if it is used in a constructive manner, for skill development purpose. However, frequent call monitoring can signal to employees that management does not trust them to do their job well. And employees often complain that the lack of privacy and constant exposure to management observation increases stress at work.

Dialog Scripting:

Dialog scripting is an action of defining the words and way to speak to the customers. Call center employees are required to follow a scripted dialog strictly and they are not allowed to speak to the customer/client using their own style while interacting with the customers and these scripts are often displayed on their computer screens. This may be in the form of a greeting message which needs to be repeated verbatim



before interacting with each customer, as well as an array of alternative scripts to be followed as per the response of the customer. It may be in the form of opening greeting, interest evoking question, & may include purpose of call or request for permission to continue, introduce offer identify and answer objections, order/appointment confirmation, thank you and good-bye.

Time Pressure:

Also known as Average Handling Time (AHT), time pressure is a call center metric for the average duration of one transaction, typically measured from the customer's initiation of the call and including any hold time, talk time and related tasks that follow the transaction. AHT is a prime factor when deciding call center staffing levels.

Call centers does have a continuous emphasis on minimizing call duration and time between calls so as to minimize the cost associated with it, however, a strong emphasis on performance targets is unrelated to customer needs which may lead to increased conflict between the demands of meeting performance targets and satisfying customers. Thus time pressure is considered as one of the independent variables of job stress.

Work Overload

According to Rizzo et al. (1970), *work overload is defined as incompatibility between the work requirements and the amount of time and resources available to comply with these requirements.*

According to Beehr and Glazer, (2005), *Work overload occurs when an individual's work role is characterized by too much work, time pressures, deadlines, and lack of necessary resources needed to fulfill duties, commitments, and responsibilities associated with work role.*



Here it refers to call center employees who are given high targets in terms of calls, which they need to fulfill in a given amount of time, and some of the common aspects of work overload for them are high levels of customer contact, not being able to take a break between calls, receiving calls on a continuous basis and pressure to reduce wrap-up time and in this study work overload is considered as one of the independent variables of job stress.

Monotony:

According to the Oxford American Dictionary, 2009 “monotonous” means “tedious, and repetitious; lacking in variety and interest” and according to Collins Concise Dictionary, 1989 “monotonous” mean “Tedious, especially because of repetition”. Thus it implies that a work which consists of tasks performed again and again.

Call center employees encounter the problem of monotony because of the highly repetitive nature of their job.

Turnover:

Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi et al. (2000).

The term “turnover” is defined by Price (1977) as: *the ratio of the number of the organizational members who have left during the period being considered divided by the average number of people in that organization during the period.*

Turnover can be categorized as Voluntary turnover and involuntary turnover. *When employees decide to leave the organization by their own choice, it is called voluntary turnover, while, when an organization removes an employee is called involuntary turnover (Price & Mueller 1981).* Historically, it has been investigated that involuntary turnover is



generally good for the organizational interest (McShane & Williams, 1993); but voluntary turnover is considered very detrimental for organization.

Here in this study our focus will remain on the voluntary turnover, which is defined by Maertz and Campion as “*instances wherein management agrees that the employee had the physical opportunity to continue employment with the company, at the time of termination*” (Maertz & Campion, 1998). Wherever in this study we mention the term turnover, it shall be considered as voluntary turnover.

Turnover Intention

Hom and Griffeth (1995) referred turnover intentions as a conscious and deliberate willfulness of an individual towards voluntary permanent withdrawal from the organization.

Kerlinger, F.N., (1973) defined Turnover intention is defined as an employee’s personal estimated probability that he or she has a deliberate intent to leaving the organization permanently in near future

Tett and Meyer (1993) defined turnover intentions as conscious willfulness to seek for other alternatives in other organization.

Hellman (1997) defined turnover intentions as the behavioral intentions illuminating an individual’s intention to leave or stay and are considered to be the primary antecedent to actual turnover behavior.

The researcher agrees that turnover intentions are defined in several ways but commonly all the definitions refer to an individual’s perceived probability of staying or leaving an employing organization. Empirically it is tested and found that turnover intentions are the best immediate predictors of actual turnover behavior (Griffeth, Hom & Geatner, 2000; Samad, 2006; Hemdi, 2006; Price, 2001). This relationship is further supported by the attitude-behavior theory, which



holds that an individual's intention to perform a specific behavior is the immediate determinant of the actual behavior (Ajzen & Fishbein, 1980).

Here in this study we are using turnover intention rather than actual turnover as a dependent variable because, employees typically make conscious decision of quitting their job well in advance and it is more practical to enquire from employees their intention to quit when they are in job rather than actually tracking them down via a longitudinal study to see if they have left their organization or not. In this study job security, salary and promotion are studied as antecedents of turnover intention and these variables are defined below.

Job Security:

The job security can be defined as an assurance that an employee has about the continuity of paid work for her or his work lifetime. In other words it can be said that Job security is having confidence in your job and knowing that you can keep it and not just lose it for no reason.

Salary :

The definition of a salary is a regular fixed payment that a person earns for performing work during a specific period of time.

Promotion :

The advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title, and, often, more and higher level job responsibilities, is called a promotion.



Chapter Plan

The study is presented in the following five chapters:-

1. Introduction

This part of the study highlights the problem stress and attrition in call center industry. The rationale of the study, its objectives, hypotheses and definitions of key concepts are also discussed in this chapter.

2. Review of Literature

In this chapter the extant literature on the said subject has been thoroughly reviewed and discussed, also the research gaps thereof have been identified.

3. Methodology and Sample Selection

This chapter explains the methodology adopted by the researcher and the sample selected. In addition, the development of questionnaire forms an integral part of this chapter.

4. Results and Discussion

This chapter is based on the findings of the sample survey conducted for the present study. The outcome and results have been analyzed, interpreted and discussed thoroughly with the help of relevant statistical tools and techniques.

5. Conclusions and Suggestions

This chapter concludes the thesis by summarizing the findings of the study. Furthermore, suggestions for minimizing the stress so as to minimize the turnover rate in call centers have also been included in this chapter.



Chapter 2

Review of

Literature



Chapter 2

Review of Literature

In this chapter the extant literature on the subject has been thoroughly reviewed and discussed, also the research gaps thereof have been identified.

Employee Job Stress in Call Centres:

Nowadays call centers have become key to the customer satisfaction as well as improved revenue for organizations. In call centers, customer service representatives (CSRs) are of significant importance for the delivery of services to the customers (Singh et.al.,1994). Call centers have received much attention during the past decade in India, due to potential of employing big number of young graduates.

Even though there are high expectations in today's economic discussion on the role call centres can play as employers, the image of the call centre work is not entirely positive. It is alleged that call centers are known to display high levels of technology utilization while being subject to demands for high levels of productivity, customer service, and thus creates high levels of stress Tidmarsh (2003). The image is that that the employees in such organisations are tightly controlled, have monotonous work tasks and stressful work (Knights and McCabe, 1998; Taylor and Bain, 1999; Wallace et al, 2000).



The typical call center environments are highly structured, with close surveillance and work controls, the pace of the job is extremely fast, with little time between calls. In many call centers, the agents may deal with upset, angry, or frustrated individuals and may have to endure verbal abuse without reacting negatively. Often, the flexibility to respond to customers based upon their own judgment or discretion is severely limited. All of these factors combine to create a highly structured and stressful work environment (Denny, 1998; MacDonald, 1998). Call centre is a platform that delivers the services on behalf of a firm to the customer, besides offering attractive substitute for conventional work place, they lead to negative effects on employee performance and stress, Sial et al., (2011). It is commonly found that crashing competition employees are working hard to meet deadlines, and this tremendous pressure of work in the minds of employees results in stress among call center employees (Liz Miller, TOI, 2010). Psychologists note that many young individuals employed in call centres are vulnerable to Burn-Out Stress Syndrome (BOSS), symptoms of which include chronic fatigue, insomnia and alteration of the body's 24-hour biological rhythm (George, 2005).

A survey carried out by union UNISON on 500 call centres employees in Scotland during 2000, found three-quarters (75%) felt 'stressed'. The survey also reported 82% suffered headaches, 78% respiratory problems, 61% pains in hands, arms or back and 32% other work-associated health problems UNISON (2000). According to a study of work stress conducted by American Psychological Association (2009) Sixty-nine percent of employees report that their work is a significant source of stress and 41% say they typically feel tense or stressed out during the workday and Fifty-one percent of employees said they were less productive at work as a result of stress. Nowadays the phenomenon of job stress is given much importance as there is a cost associated with



it, these costs may arise in the form of insurance premium, medical expenses, lower performance, absenteeism and attrition. Due to its cost, the critical importance of a stress-free work life for an organization for creating and sustaining competitive advantage cannot be underestimated and it comes with the realization that employees are susceptible to high levels of stress. According to an estimate of The World Health Organization (WHO) Global Burden of Disease Survey shows that mental health disease, including stress-related disorders, will be the second leading cause of disabilities by the year 2020, WHO (1996).

Job Stress as an antecedent of Turnover Intentions

In this study on the basis of the research findings job stress considered to be one of the antecedents of turnover intention.

A study conducted by Khurram Shahzad, et.al. (2011) examined the relationship of the work life policies and job stress to the turnover intentions of customer service representatives (CSRs) in Pakistan. Data was collected from 118 CSRs working in call centers to test the relationship among variables. Results of the study showed negative relationship of turnover intention with work life policies and positive relationship with job stress.

Study conducted by Sarooj Noor et al. (2008) examined the antecedents of turnover intentions among marketing executives in Pakistan. In this study relationship between stress and work life conflict with turnover intentions was examined. The research data was collected from 248 marketing executives working in different organizations across Pakistan. The results suggest that work life conflict and stress have a significant positive relationship with turnover intentions.



Study conducted by Chen, Mei-Fang et.al. (2011) investigated the mediating role of job stress in predicting turnover intention. A survey of 255 employees from Taiwanese banks was executed and the results reveal that employees with higher levels of job stress are more likely to think about leaving.

In another study, conducted by Gupta et.al. (1979) the relationship between four job stressors (role ambiguity, role overload, underutilization of skills, and resource inadequacy) and two employee withdrawal behaviors (absenteeism and turnover) was investigated. Data was gathered from 651 employees from five organizations through personal interviews and company records. Analysis indicated that job stressors are contributing in a significant manner towards the employee withdrawal behaviors. Confidence in the strength of the findings is enhanced by the use of multiple data sources and multiple data points.

Call centers working environment and the way these are managed has resulted in high level of stress which in turn resulted in absenteeism and turnover (Hillmer et al., 2004). Work stress has become a major cause of voluntary turnover in the organizations leading to loss of employees (Zhang & Lee, 2010). There are many researchers who found that the greater the amount of stress, the higher will be the turnover intention of employees (Kavanagh, 2005; Cropanzano et al., 2003; Chen, et al., 2010; Applebaum, et al., 2010).

Call monitoring as a source of stress for call center employees.

Call monitoring is continuous ongoing process in call centers, while talking to various organisations and employees during the survey we found, organisations think of it as a tool of quality control, they believe unless they adopt such techniques they will not be able to improve the quality of calls and ensure satisfaction of customers/clients,



Advocates of call monitoring say, it enables the organization to monitor and improve employee performance, reduce costs and ensure customer satisfaction (Alder, 1998; Chalykoff & Kochan, 1989), while at the same time employees regard it as an exploitation and distrust. Employees believe that their organisations don't trust them, such practices lead to loss of privacy and employees believe their organisations want to keep track of all what & how they do at their work place so as to eliminate any kind of rest given to them during the work. Monitoring is also considered to intensify employees' workload and increase the level of work demands (Smith et al., 1992). The threat of monitoring and the high level of demand are thought to impact employee well-being negatively. The primary disadvantage of employee monitoring is that it tends to increase stress levels. When employees are aware that they're being watched or listened to, they might become more conscious of their behavior. Employees might also feel pressured to behave in certain ways or perform according to a particular supervisor's standards.

In call centers, performance monitoring occurs through the continuous electronic monitoring of quantitative performance indicators such as length of call, number of calls, and amount of time logged on and off the system. In addition, a call can be listened to or recorded remotely (with or without the employee's knowledge) in order to assess its quality. Performance monitoring is thus a highly prominent and pervasive feature of everyday life in call centers.

It is evident from the various research findings that call monitoring creates stress among employees.

In this regard a study was carried out by Holman D. et al., (2002) The participants of the study were 347 customer service agents from two U.K. call centers. This study was conducted to investigate the relationship between performance monitoring and well-being and mediating effect



was measured by emotional labour. Regression analyses revealed performance monitoring had a strong negative association with well-being.

Study conducted by Christine A. Sprigg and Paul R. Jacson (2006) A sample of 823 call handlers from 36 call centers was taken Findings confirmed that employees who experience greater dialog scripting and more intensive performance monitoring show higher level of stress.

Study conducted by Smith, M. J et.al., (1992) examines critical job design elements that could influence worker stress responses in an electronic monitoring context. A questionnaire survey of employees in telecommunications companies representative of each region in the United States examined job stress in directory assistance, service representative and clerical jobs with specific emphasis on the influence of electronic monitoring. The results of this survey indicated that employees who had their performance monitored electronically perceived their working conditions as more stressful, and reported higher levels of job boredom, psychological tension, anxiety, depression, anger, health complaints and fatigue. It is postulated that these effects may be related to changes in job design due to electronic performance monitoring.

Ditecco, D et al., (1992) Attempted to identify the major sources of work-related stress among telephone operators, with special emphasis on computer monitoring and telephone surveillance. A cross-sectional random sample of over 300 telephone operators participated in a survey designed to measure perceived stress, management practices, specific job stressors, and monitoring preferences. About 55% of operators reported that telephone monitoring contributed to their feelings of job stress. If given the opportunity, 44% of operators stated they would prefer not to



be monitored by telephone at all, while 23% stated they would prefer some monitoring.

Gozde Yilmaz & Askin Keser conducted a study in 2006, the study reflects the employer & employee perspective by measuring the effect of electronic monitoring on call productivity of these employees. Lack of electronic monitoring caused a decrease in the number of outgoing calls and increased the duration of calls. These findings clearly show that call center employees attempted to decrease their high workload by increasing the duration of call and decreasing the number of outgoing calls. There is no doubt that employers benefit from the electronic monitoring by increasing the call productivity of call center agents, while this monitoring causes job burnout among these employees.

Dialog scripting as a source of stress for call center employees.

Scripts are representations of what is to be said - word for word. Call center employees need to speak to the customers in scripted language and tone. In most of the call centers representatives are required to use scripts verbatim. While calling a call centre, one can't help feeling like talking to a pre-programmed robot, such kind of system brings a uniformity but to employees it is stressful as revealed by some research studies below.

Study conducted by Christine A. Sprigg and Paul R. Jacson (2006) A sample of 823 call handlers from 36 call centers was taken Findings confirmed that employees who experience greater dialog scripting and more intensive performance monitoring show higher level of stress.

Study conducted by David Holman and Sue Fernie (2000) from three different call centers of U.K. reveals Customer Service Representatives (CSR's) were under pressure to finish a call



within a specified time, they were also required to follow a script, which limits their ability to vary the way in which they could talk to customers and these situations make a call center job stressful and CSR's dissatisfied with their job.

UNITES India (2012) conducted a study to highlight the issue of insecurity and stress call center workers of India face. Survey was conducted on 154 call centre employees working in Bangalore. The results reveal the dialog scripting is positively correlated with job stress. The feeling of being controlled through scripts in the workplace explains 47% of the variance in work life balance. The experience of being controlled by tight scripts leaves employees exhausted and tired and they are unable to regenerate themselves by engaging in recreational and other cultural activities at home.

Time Pressure as a source of stress for call center employees.

Call center jobs are characterized by high degree of computerization and standardization of work. Because of these features, this type of work usually depicted as an unskilled work with high time pressure and de-humanisation of work (Russell, 2002). Ensuring a low response time; continually improving the quantity and quality of costumer services; reduction of cost, are key strategic objectives of call centers, but detrimental to the physical and psychological health of the employees working in call centers. There are evidences from the research that high time pressure is a source of stress for call center employees.

Study conducted by Meera Sharma et al., (2011) on various Call Centers (CC) of Dehradun found irregular sleeping / working hours, time pressure, high call volume and low job security as the main stressors found among CC employees and respondents believe that their 75-50% productivity decreases due to these stressors.



Study conducted by David Holman and Sue Fernie (2000) reveals CSR's were under pressure to finish a call within a specified time. They were also required to follow a script, which limits their ability to vary the way in which they could talk to customers and these situations make a the call center job stressful and CSR's dissatisfied with their job.

Work Overload as a source of stress for call center employees.

Call centers in general have a reputation of experiencing high call volumes, which often turnout to be higher than what the CSR's can manage and expect, which creates stress among them. This aspect of job stress experienced by call center employees is studied by some researchers.

Study conducted by Meera Sharma et al., (2011) on various call centers of Dehradun found irregular sleeping / working hours, time pressure, high call volume and low job security as the main stressors found among CCs employees and respondents believe that their 75-50% productivity decreases due to these stressors.

Christine A. Sprig et al., 2007 conducted a study of 936 employees from 22 call centers to examine the relationship between workload and job stress, the authors found that the work overload causes the lower and upper back muscular disorder which in turn leads to job stress.

A study conducted by L. A. Witt et al., 2003 the authors examined the relationship of the interaction between emotional exhaustion and conscientiousness with objectively-measured call volume performance and subjectively-measured service quality ratings among 92 call center customer service representatives (CSR's) of a financial services institution. Results supported the interactive effects on call volume but



not service quality. Specifically, the relationship between emotional exhaustion and call volume was stronger among high- than low-conscientiousness CSR's. Among CSR's reporting low levels of emotional exhaustion, those high in conscientiousness achieved higher call volumes than those low in conscientiousness. In contrast, among CSR's reporting high levels of emotional exhaustion, those high in conscientiousness achieved lower call volumes than those low in conscientiousness. Implications for both the personality and stress literatures are discussed. Practical implications for human resources managers also are offered.

Monotonous work as a source of stress for call center employees.

With an increasing trend toward the application of computer control, more jobs are becoming automated, there is concern that this trend results in a net increase in the number of fragmented and routine jobs; the repetitiousness of job creates stress among employees and is becoming important consideration in job design and personnel management.

Study conducted by Holman D. et al, 2003, reveals that employee well-being in call centres is associated with effective job design. Employee development can be achieved by supportive human resource practices not by performance monitoring. Lack of task variety is found to be one of the job design factors which can improve the well-being of the employees.

UNITES India (2012) conducted a study to highlight the issue of insecurity and stress call center workers of India. Survey was conducted on 154 call centre employees working in Bangalore. The results reveal



the call center employees reported to have high task monotony which led to their feeling of job stress.

Lack of Job Security as a reason for turnover intention among call center employe

Leaving the organization in search of more secure career opportunities is common among employees who feel insecure about their jobs (Ashford, Lee & Bobko, 1989). Due to lack of job security organisations may consequently lose their most valuable employees, the ones they most want to retain (Ashford *et al.*, 1989). The result of increased turnover is an increased cost in terms of the recruitment and training of new employees. The association between Job Security and intention to leave has been well established in previous studies (Burke, 1998; Mauno *et al.*, 2001).

I.U. Zeytinoglu et al., (2013), examines the association between perceived job security and job satisfaction, commitment and turnover intention of 162 bank call center employees from Istanbul Turkey. Results of multivariate analyses show that perceived job security is associated with job satisfaction, commitment and turnover intention in the organization. The effect of job security on turnover intention is mediated through job satisfaction, which in turn is mediated through organizational commitment.

Karen O'quin and Sandra Lotempio (1998) conducted a study to measure the overall job satisfaction and turnover intention in service sector of Buffalo New York. The multivariate analysis of variance indicate that ratings of Job Security were significantly related to job dissatisfaction which in turn is related with turnover intention.



Lack of Promotion chances as a reason for turnover intention among call center employees

The lack of career path available to agents is one of the most frequently cited causes of employee turnover in call centres (Belt, 2001; Korczynski, 2001). Belt (2001), amongst others (Stanworth, 2000; Taylor and Bain, 1999a) argue that call centres are relatively ‘careerless’

Praful Bidwani (2000) tinted the stress of mass of young graduates working with CCs due to low future advancements and the exploitation made to the young English speaking graduates.

Poor Salary as a reason for turnover intention among call center employees

When looking for employment, most of the people if not all, choose to go for something that promises a fat pay cheque. Lower pay leads to lower satisfaction and thereby intention to seek a job which offers a higher pay. Research has revealed that pay level is negatively associated with turnover intention in call centers.

A study conducted by Catriona Wallace et al. (2004) investigated the high levels of front-line staff attrition in call centres in order to understand what aspects of the workplace, which are within the control of management, influence subordinate turnover. The results reveal that there is a negative correlation between pay and turnover intention.

Crone, et al (2001) conducted a study to analyse the compensation strategies of Australian call centers and the results report a significant negative relationship between employees’ pay rates and turnover.



Research Gap

A number of research studies have been conducted in India and abroad in order to explore the sources of stress and employee turnover in call center industry, however during period of intensive search for literature we did not find any research work, which studied all the factors (which we considered in our study) together while measuring the stress levels of call center employees and turnover intention. Furthermore, no such research work was found, which studies the job stress and turnover intention in context of job design in India. This provides us a research gap to work on.



Chapter 3

Research

Methodology



Chapter 3

Research Methodology

This chapter discusses the methodology adopted for the attainment of the study objectives. The development of questionnaires forms an important section of this very chapter.

Research Approach

The research approach adopted for the study consists of the following:

- Critical review of literature available on various aspects of Job Stress and turnover intention including conceptualization, sources, correlates and determinants.
- Objective observation of the state of stress and Turnover Intention in the sample organizations through field study, using a comprehensive questionnaire developed and standardized by different researchers.
- Thorough analysis of various factors of Job Stress and Turnover Intention using numerous statistical tools & techniques.

In order to attain the research objectives of this study, the researcher measured the level job stress and turnover intention of call center



employees and the factors which were related to job stress and turnover intention as per the available literature, factors related to job stress as per the available literature are call monitoring, dialog scripting, time pressure, work overload & monotony. Turnover intention of those employees is also measured and factors which relate to turnover intention as per the previous literature are Job Security, salary and promotion. But during period of search for literature we did not find any research work, which studied all the factors (which we considered in our study) together while measuring the stress levels and turnover intention of call center employees. Thus we were not able to find any suitable questionnaire readily available which could have been adopted to collect the data. Therefore, the researcher collected questions related to different dimensions of the questionnaire from different research works and clubbed them to form a comprehensive questionnaire which measured all the factors together.

Questionnaire Development

Questionnaire for this study comprises of two major dimensions i.e. Job Stress & Turnover Intention, besides this the questionnaire consists of eight related dimensions as mentioned above. At the very outset, this questionnaire comprised of 46 items and 10 dimensions adopted from different researchers. Later, the number of items was reduced to 39 items after incorporating the changes as per the suggestions of various experts chosen from within the campus with whom the questionnaires were shared for further improvement. Than the questionnaire consisting of 39 items and 10 dimensions, in order to test the reliability of those items in our setting, we conducted a pilot study, whereby we distributed our questionnaire among (30) call center employees, who were in calling profile. Respondents were requested to



give their responses on a 5-point Likert Type Scale ranging from Strongly Disagree to Strongly Agree.

The responses were received from only 27 call center employees and in order to check the reliability of the questionnaire the correlation between the items of the various dimensions was calculated using SPSS version 20. Some items were not retained for final analysis, as they were negatively correlated with other items of their dimensions as shown below.

Job Stress:

Job stress was measured using “Job Stress Scale” developed by Lambert, Hogan, Camp & Ventura (2006). Pilot study reveals that there is a good correlation between the items of the scale (see table 3.1) and the scale cronbach’s alpha score was $\alpha = 0.879$, which proves the reliability of the scale and all the four items were retained for the final analysis.

Table 3.1: Job Stress inter-item correlation matrix

Items	1	2	3	4
1 I am usually under a lot of pressure when I am at work.	1			
2 When I’m at work I often feel tense.	.803	1		
3 A lot of time my job makes me very frustrated or angry.	.504	.725	1	
4 I am usually calm and at ease when I’m working.(R)	.503	.630	.299	1



Call Monitoring:

Call Monitoring was measured using “Call Monitoring Questionnaire” developed by Union for Information Technology Enabled Services Professionals, UNITESS India (2012). Pilot study reveals that there is a good correlation between the items (see table 3.2) and the cronbach’s alpha score was $\alpha = 0.859$ which proves the reliability of the scale and all three items were retained for the final analysis.

Table 3.2: Call Monitoring inter-item correlation matrix

Items	1	2	3
1 My supervisor constantly monitors my calls.	1		
2 My company randomly records my calls to monitor my work.	.842	1	
3 I cannot react strongly to customer abuse as my calls are monitored.	.754	.670	1

Dialog Scripting:

Dialog Scripting was measured using “dialog scripting questionnaire” developed by UNITESS India (2012). Pilot study reveals that item 4 and 5 were negatively correlate to other items of the dimension (see table 3.3) and cronbach’s alpha score is low $\alpha = 0.383$, thus the item 4 and 5 were eliminated from the questionnaire and by eliminating these items our cronbach’s alpha score improved $\alpha = 0.667$, therefore item 1, 2 and 3 were retained for the final analysis.

**Table 3.3: Dialog Scripting inter-item correlation matrix**

Items	1	2	3	4	5
1 I cannot deviate from the script provided to me while speaking to the customer/client.	1				
2 I am not allowed to speak to the customer/client using my own style.	.602	1			
3 I do not have the freedom to change the script while speaking to the customer/client.	.249	.499	1		
4 Creativity is not encouraged while speaking to the customer/client	.087	-.387	-.258	1	
5 I feel like a machine while speaking to the customer/client.	-.300	-.212	.236	.328	1

Time Pressure:

Time Pressure was measured using “time pressure questionnaire” developed by UNITES India (2012). Pilot study reveals that item 4 was negatively correlate to other items of the dimension (see table 3.4) and cronbach’s alpha score is $\alpha = 0.661$, thus the item 4 was eliminated from the questionnaire and by eliminating this item cronbach’s alpha score improved $\alpha = 0.779$, therefore item 1, 2 and 3 were retained for the final analysis.

Table 3.4: Time Pressure inter-item correlation matrix

Items	1	2	3	4
1 I am not allowed to take rest between calls.	1			
2 I avoid taking washroom breaks as they affect my call.	.658	1		
3 I am unable to give adequate time to customers as I have to finish each of my calls within time.	.488	.484	1	
4 I have to work on holidays and beyond my shift to meet client requirements.	-.091	.418	-.064	1



Work Overload:

Work Overload was measured using “Organisational Role Overload Scale” developed by Udai Pareek (1993). Pilot study reveals that there is a good correlation between the items of the scale (see table 3.5) and the scale cronbach’s alpha score was $\alpha = 0.857$, which proves the reliability of the scale and all the four items were retained for the final analysis.

Table 3.5: Work overload inter-item correlation matrix

Items	1	2	3	4
1 My workload is too heavy	1			
2 The amount of work I have to do interfere with the quality I want to maintain.	.325	1		
3 I have been given too much responsibility.	.638	.793	1	
4 I feel overburdened in my role.	.734	.495	.611	1

Task Variety:

Monotony was measured using “Task Variety Questionnaire” developed by Kim et. al., 1996. Pilot study reveals that item 2 was negatively correlate to other items of the dimension (see table 3.6) and cronbach’s alpha score is $\alpha = 0.741$, thus the item 2 was eliminated from the questionnaire and by eliminating this item cronbach’s alpha score improved $\alpha = 0.834$, therefore item 1, 3 and 4 were retained for the final analysis.

**Table 3.6: Task Variety inter-item correlation matrix**

Items	1	2	3	4
1. My job has a variety. (R)	1			
2. I have the opportunity to do a number of different things in my job.(R)	-.606	1		
3. My duties are repetitious in my job.	.624	-.776	1	
4. I encounter the same situation every day in performing my job.	.312	-.161	.104	1

Job Security:

Job Insecurity was measured using items from “Job Security Questionnaire” (De Witte, 2000). Pilot study reveals that there is a good correlation between the items (see table 3.7) and the cronbach’s alpha score was $\alpha = 0.717$ which proves the reliability of the scale and all three items were retained for the final analysis.

Table 3.7: Job Security inter-item correlation matrix

Items	1	2	3
1 I feel my job is secure	1		
2 I feel uncertain about the future of my job.	.470	1	
3 I feel that I might get fired.	.290	.669	1

Salary:

Salary was measured using items from “Job Descriptive Index” developed by Smith K.W. 1974. Pilot study reveals that item 4 was negatively correlate to other items of the dimension (see table 3.8) thus the item 4 was eliminated from the questionnaire and after eliminating this item cronbach’s alpha score was $\alpha = 0.779$, therefore item 1, 2,3 and 5 were retained for the final analysis.

**Table 3.8: Salary inter-item correlation matrix**

Items	1	2	3	4
1 I am satisfied with my current salary.	1			
2 I feel satisfied with my chances for salary increases.	.472	1		
3 I feel I am being paid a fair amount for the work I do.	.631	.508	1	
4 I don't feel my efforts are rewarded the way they should be.	-.379	.102	-.440	1
5 I feel unappreciated by the organization when I think about what they pay me.	.384	.375	.454	-.090

Promotion:

Promotion was measured using “Job Descriptive Index” developed by Smith K.W. 1974”. Pilot study reveals that there is a good correlation between the items of the scale (see table 3.9) and the scale cronbach’s alpha score was $\alpha = 0.853$, which proves the reliability of the scale and all the four items were retained for the final analysis.

Table 3.9: Promotion inter-item correlation matrix

Items	1	2	3	4
1 There is really too little chance for promotion on my job	1			
2 Those who do well on the job stand a fair chance of being promoted.	.213	1		
3 People get ahead as fast here as they do in other places.	.050	.674	1	
4 I am satisfied with my chances for promotion.	.054	.717	.594	1



Turnover intention:

Turnover Intention was measured using “**Michigan Organizational Assessment Questionnaire** developed by (Cummann etal, 1979). Pilot study reveals that there is a good correlation between the items (see table 3.10) and the cronbach’s alpha score was $\alpha = 0.839$ which proves the reliability of the scale and all three items were retained for the final analysis.

Table 3.10: Turnover Intention inter-item correlation matrix

Items	1	2	3
1 I will defiantly look for a new job in the next year.	1		
2 I often think about quitting.	.581	1	
3 I may look for a new job in the next year.	.616	.862	1

Thus the five (5) items which were negatively correlated within their dimensions were deleted and the thirty four items (34) were retained for the final analysis of the study

Sample selection

Data for the study was collected from the primary sources using a comprehensive questionnaire; the sample was chosen on the basis of convenience sampling method, the researcher personally visited 8 different call centers, 3 from Srinagar, J&K and 5 from Gurgaon, Delhi. The data was collected from the employees who were in the calling profile of the job, not from the people who are in some other job profile, in order to ensure that the data collected doesn’t mislead the results.



Factor Analysis

After gathering the responses from a total of 305 call center employees, the data thus collected was subjected to factor analysis in order to confirm the reliability of the questionnaire. An examination of the Kaiser-Meyer Olkin measure of sampling adequacy (see table 3.11) suggested that the sample was factorable (KMO = .793). And for our data Bartlett's is highly significant ($p < 0.05$) therefore factor analysis is appropriate for this data.

From the table 3.12, it was found that all the 34 items had loadings above .50 and thus were retained for further analysis. The results of an varimax (orthogonal) rotation of the solution are shown in table 3.13 when loadings less than 0.30 were excluded, the analysis confirmed ten-factor solution with a simple structure (factor loadings $\geq .30$).

The ten factors were

First four items loaded onto factor 1 these items relate to feeling of pressure, frustration and tense at work and this confirms that the first four items relate to one factor namely "job stress".

Four Items loaded for factor 2 related to delegation of too much work and responsibility upon call center employees and thus it is confirmed that these items relate to "Work overload".

Items for factor 3 represented satisfaction level of call center employees with regard to the salary and this confirms that these four items relate to "Salary".

The four items that load onto factor 4 relate to feeling of perception of promotion chances of call center employees and thus it is confirmed that these items relate to "Promotion".



The three items that load onto factor 5 relate to probability and intention of quitting the job within the next year and thus it is confirmed that these items relate to “Turnover Intention”.

The three items that load onto factor 6 relate to the use of scripted dialogs for call center employees and this confirms that these three items relate to “Dialog Scripting”.

The three items that load onto factor 7 relate to feeling of pressure to handle maximum calls within a specified time and thus it is confirmed that these items relate to “Time Pressure”.

Three items load onto a factor 8 related to experience of call monitoring during work and thus it confirms these items relate to one factor namely “Call Monitoring”.

Items for factor 9 identified the perception of job security of call center employees and this confirms that these three items relate to “Job Security”.

Items for factor 10 related to experience of repetitiousness and lack of variety in call center and this conforms that these three items relate to “Monotony”.

Table 3.11: KMO and Bartlett’s Test using SPSS software

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.793
Bartlett's Test of Sphericity	Approx. Chi-Square	6.48083
	df	561
	Sig.	.000



Table 3.12: Results of Principal Components Analysis using SPSS software

Communalities		
	Initial	Extraction
Q1	1.000	.805
Q2	1.000	.774
Q3	1.000	.711
Q4R	1.000	.565
Q5	1.000	.751
Q6	1.000	.779
Q7	1.000	.661
Q8	1.000	.783
Q9	1.000	.820
Q10	1.000	.830
Q11	1.000	.771
Q12	1.000	.779
Q13	1.000	.708
Q14	1.000	.722
Q15	1.000	.716
Q16	1.000	.611
Q17	1.000	.632
Q18	1.000	.761
Q19	1.000	.640
Q20R	1.000	.617
Q21	1.000	.710
Q22R	1.000	.712
Q23R	1.000	.800
Q24	1.000	.752
Q25	1.000	.800
Q26	1.000	.799
Q27R	1.000	.782
Q28R	1.000	.762
Q29	1.000	.788
Q30	1.000	.688
Q31	1.000	.818
Q32	1.000	.800
Q33	1.000	.799
Q34	1.000	.791

Extraction Method: Principal Component Analysis.



Table 3.13: Results of rotated component matrix

Rotated Component Matrix ^a										
	Component									
	1	2	3	4	5	6	7	8	9	10
Q1	.812									
Q2	.766									
Q3	.724									
Q4R	.634									.336
Q5								.725		
Q6								.820		
Q7						.311		.674		
Q8						.728		.352		
Q9						.709	.447			
Q10						.789				
Q11						.305	.757			
Q12							.826			
Q13		.359					.639			
Q14	.409	.476					.322			
Q15		.697								
Q16		.593				.350				
Q17	.459	.552								
Q18							.304			.725
Q19										.767
Q20R	.452									.301
Q21									.721	
Q22R									.768	
Q23R									.754	
Q24			.818							
Q25			.866							
Q26			.847							
Q27R			.376							.743
Q28R				.567						.584
Q29				.859						
Q30				.766						
Q31				.824						
Q32					.798					
Q33					.789					
Q34					.846					
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.										
a. Rotation converged in 10 iterations.										



Chapter 4 Result & Discussion



Chapter 4

Results and Discussion

This chapter is based on the findings of the sample survey have been analyzed, interpreted and discussed thoroughly with the help of relevant statistical tools and techniques.

Profile of the respondents

During the survey we distributed 400 questionnaires among call center employees, but only 305 questionnaires fully filled and found to be usable. Table 4.1 describes the profile of the respondents among the respondents 212 were males and 93 were females, which means males are comparatively double than females, which also points towards that fact that in Indian call center industry male workers are comparatively higher. Maximum of the respondents were graduates i.e. 188 out of 305 and 10+2 and post graduates were 51 and 66 respectively. Most of the respondents we surveyed were engaged in inbound nature of job i.e. 241 and only 64 were in outbound jobs. Age of the most of the respondents i.e. 190 were found to be 20-25 years, 79 respondents were falling in the age group of 25-30 years and 36 respondents were below 20 years of age. Distribution on the basis of working experience in present job was having no



significant difference between various groups identified. When the respondents were asked to mention the reason for joining the call center job 120 of them said “good salary”, 99 respondents said “part time job” , 77 respondents said and “bright career” and rest 9 said “other” which includes having no alternative job.

Table 4.1: Table showing distribution of respondents according to demographic characteristics

Demographic Variable	Frequency
Gender	
Male	212
Female	93
Educational Qualification	
10/ 10+2	51
Graduate	188
Post Graduate or higher	66
Type of Job	
Inbound	241
Outbound	64
Age	
Below 20 years	36
20 – 25 years	190
25 – 30 years	79
Experience duration	
Less than 6 months	65
6 months to 1 year	82
1 to 2 years	74
More than 2 years	84



Reason for joining call center job	
Good salary	120
Part time job	99
Bright career prospectus	77
Other reason	9

Job Stress and Demographic Variables

An analysis of the data contained in the table 4.2 indicate that call center employees in general are experiencing high level of stress i.e. average score of more than 3.40, on a five point scale, in other words which means they feel pressure, tense, frustrated and don't feel at ease while working.

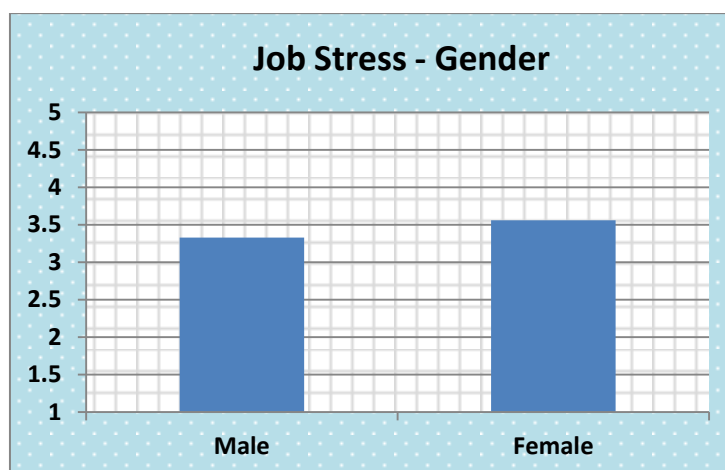
Table 4.2: Job Stress

STATEMENTS	N	M	SD
I am usually under a lot of pressure when I am at work.	305	3.52	1.073
When I'm at work I often feel tense.	305	3.27	1.118
A lot of time my job makes me very frustrated or angry.	305	3.43	1.098
I am usually calm and at ease when I'm working.(R)	305	3.45	1.078
Composite Job Stress Score	305	3.40	0.91

Table 4.3 and Chart 4.1, depicts a comparative picture of stress perception of male and female call center employees. And the composite mean score for female employees is 3.56 against composite mean score of 3.33 of male employees, which reveals that they experience relatively more stress than their counterparts. And the difference in such mean scores is statistically tested using t-test and is found to be significant ($\alpha > p$) at 95% confidence level.

**Table 4.3: Gender wise comparison of Job Stress Experience**

Statements	Male		Female		t	p
	M	SD	M	SD		
I am usually under a lot of pressure when I am at work.	3.37	1.10	3.84	0.92	3.60	0.00
When I'm at work I often feel tense.	3.16	1.16	3.49	0.96	2.35	0.01
A lot of time my job makes me very frustrated or angry.	3.37	1.17	3.55	0.87	1.36	0.17
I am usually calm and at ease when I'm working.(R)	3.40	1.15	3.35	1.10	0.97	0.32
Composite Job Stress Score	3.33	0.97	3.56	0.76	2.04	0.04

**Chart 4.1: Gender wise comparison of Job Stress Experience**

As revealed by Table 4.4 (also Chart 4.2), the composite Job Stress mean scores of employees of three differently educationally qualified groups are 4.00, 3.32 and 3.16. Which imply that employees with low educational qualification (10 or 10+2) are most stressful and those with high qualifications (PG or higher) are least stressful. Comparatively, employees in with medium level of education qualification (Graduates) are moderately stressful. And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 14.94$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.



Table 4.4: Educational Qualification wise comparison of Job Stress Experience

Statements	10 / 10+2		Graduate		PG or higher		F	p
	M	SD	M	SD	M	SD		
I am usually under a lot of pressure when I am at work.	4.09	0.92	3.43	1.11	3.31	0.91	9.65	0.00
When I'm at work I often feel tense.	3.84	0.92	3.18	1.17	3.06	0.94	8.81	0.00
A lot of time my job makes me very frustrated or angry.	3.98	1.00	3.34	1.12	3.25	0.94	8.21	0.00
I am usually calm and at ease when I'm working.(R)	4.07	0.89	3.33	1.15	3.01	1.04	15.41	0.00
Composite Job Stress score	4.00	0.71	3.32	0.97	3.16	0.69	14.94	0.00



Chart 4.2: Educational Qualification wise comparison of Job Stress Experience

Further making a deeper study in this, the results of Scheffe Post-Hoc multi-comparison Test (see Table 4.5) reveal that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 2 (graduate) and group 3 (PG or Higher) are not significantly different in terms of experience of



Job Stress at 95% confidence level ($\alpha < p$) and the difference is significant in all other combinations of groups.

Table 4.5: Scheffe Post-Hoc Test, Multi-comparison Table of Job Stress and Educational Qualification

(I) QUALIFICATION	(J) QUALIFICATION	Mean Difference (I-J)	Sig.
10TH/10+2	GRADUATE	0.67553*	0.000
	PG OR HIGHER	0.83712*	0.000
GRADUATE	10TH/10+2	-0.67553*	0.000
	PG OR HIGHER	0.16159	0.440
PG OR HIGHER	10TH/10+2	-0.83712*	0.000
	GRADUATE	-0.16159	0.440

*the mean difference is significant at the 0.05 level

Table 4.6 (see also Chart 4.3) below offers a relative profile of stress experience of employees belonging to the two different groups based on the type of job they perform, group 1(Inbound Job) and group 2 (Outbound Job), with an average composite job stress score of 3.57 and 2.75 respectively.

Here it is clear that employees having inbound nature of job are experiencing higher levels of stress than those in the Outbound jobs. In order to test whether the difference in experience of Job Stress is statistically significant or not, t-test is employed. As shown table 3, the results of t-test reveals that the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

**Table 4.6: Nature of Job wise comparison of Job Stress Experience**

Statements	Inbound		Outbound		t	p
	M	SD	M	SD		
I am usually under a lot of pressure when I am at work.	3.68	0.96	2.89	1.23	5.54	0.00
When I'm at work I often feel tense.	3.46	1.01	2.54	1.20	6.15	0.00
A lot of time my job makes me very frustrated or angry.	3.56	1.03	2.92	1.18	4.27	0.00
I am usually calm and at ease when I'm working.(R)	3.58	1.03	2.67	1.20	3.94	0.00
Composite Job Stress score	3.57	0.80	2.75	1.03	6.75	0.00

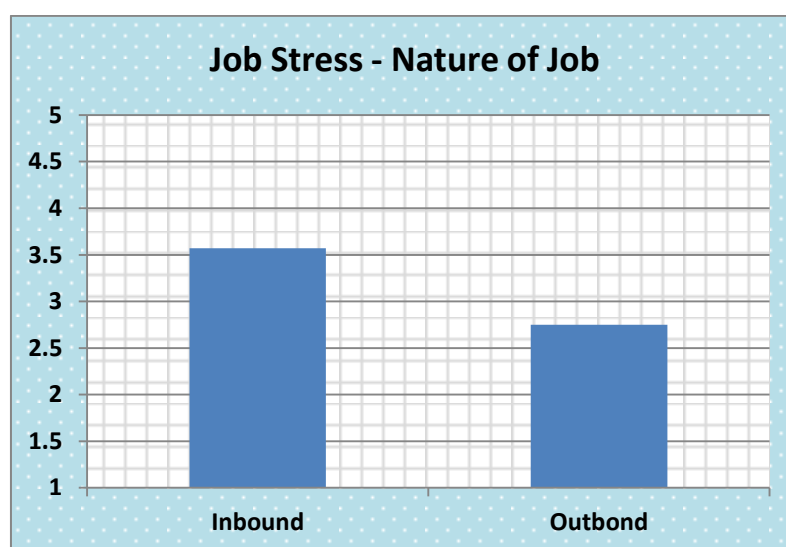
**Chart 4.3: Nature of Job wise comparison of Job Stress Experience**

Table 4.7 and char 4.4 compares the call center employees of different age groups for assessment of levels of stress experienced by them, group 1 (below 20 Yrs of age), group 2 (20 to 25 Yrs of age) and group 3 (25 and above) their composite Job Stress mean Scores as shown in table are 3.75, 3.47 and 3.13 respectively. Here we can visualize that employees in low age group (below 20 Yrs) are experiencing high level of stress i.e. 3.75 as compared those in high age groups (20 to 25) and (25 to 30). And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 6.88$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95%



confidence level. In brief, the obtained table results signify that the employees stress sensation moderates as they advance in age.

Table 4.7: Age wise comparison of Job Stress Experience

Statements	Below 20 Yrs		20 to 25 Yrs		25 and above		F	p
	M	SD	M	SD	M	SD		
I am usually under a lot of pressure when I am at work.	3.77	1.43	3.62	0.93	3.20	1.12	5.36	0.00
When I'm at work I often feel tense.	3.52	1.27	3.37	1.00	2.98	1.16	4.39	0.01
A lot of time my job makes me very frustrated or angry.	4.25	1.02	3.44	0.98	3.08	1.11	15.79	0.00
I am usually calm and at ease when I'm working.(R)	3.44	1.42	3.46	1.07	3.25	1.11	1.15	0.31
Composite Job Stress score	3.75	1.15	3.47	0.76	3.13	1.01	6.88	0.00

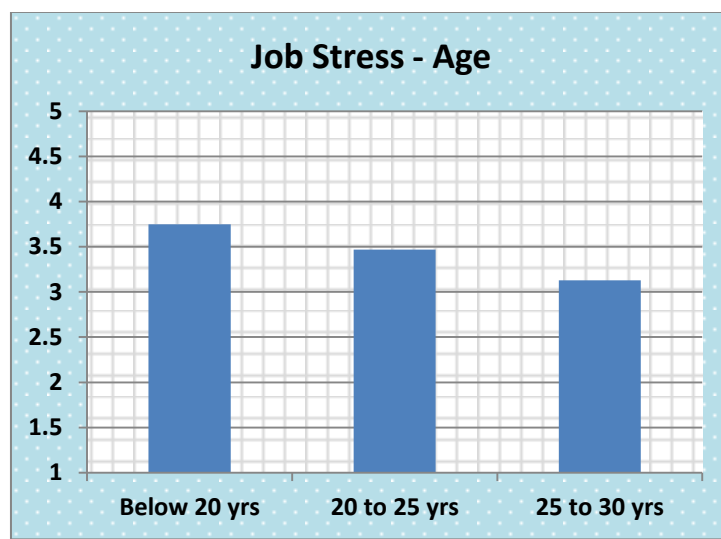


Chart 4.4: Age wise comparison of Job Stress Experience

Scheffe Post-Hoc Test (see Table 4.8) reveals that not all the differences between the combinations of various groups are statistically significant. Here we find combination of age group 1 (below 20 Yrs) and age group 2 (25 and above) are not significantly different in terms of experience of Job Stress at 95% confidence level ($\alpha < p$).



Table 4.8: Scheffe Post-Hoc Test, Multi-comparison Table of Job Stress and Age

(I) AGE	(J) AGE	Mean Difference (I-J)	Sig.
below 20	20 TO 25	0.27105	0.242
	25 TO 30	0.61824*	0.003
20 TO 25	below 20	-0.27105	0.242
	25 TO 30	0.34719*	0.017
25 TO 30	below 20	-0.61824*	0.003
	20 TO 25	-0.34719*	0.017

*the mean difference is significant at the 0.05 level

Table 4.9 (see also Chart 4.5) below offers a relative profile of stress experience of employees belonging to the four different groups based on the level of experience they possess, group 1 (experience below 6 months), group 2 (experience 6 months to 1 Yr), group 3 (experience 1 to 2 Yrs) and group 4 (experience above 2 Yrs) with an average composite job stress score of 3.37, 3.67, 3.35, and 3.19 respectively. Group 2 and group 4 differ in experience of stress more than any combination of groups, and group 1 and group 3 are relatively very closer to each other. Analysis of variance, is done using One-Way ANOVA test and the results of One-Way ANOVA ($f = 4.04$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.



Table 4.9: Work Experience wise comparison of Job Stress

Statements	Experience								F	p
	Below 6 months		6 months to 1Yr		1 Yr to 2 Yrs		Above 2 Yrs			
	M	SD	M	SD	M	SD	M	SD		
I am usually under a lot of pressure when I am at work.	3.58	1.13	3.73	1.21	3.47	0.87	3.30	1.00	2.29	0.07
When I'm at work I often feel tense.	3.16	1.08	3.69	1.12	3.20	1.09	2.98	1.04	6.31	0.00
A lot of time my job makes me very frustrated or angry.	3.41	1.24	3.62	1.04	3.50	1.06	3.19	1.02	2.30	0.07
I am usually calm and at ease when I'm working.(R)	3.33	1.10	3.65	1.02	3.24	1.28	3.29	1.10	1.49	0.21
Composite Job Stress score	3.37	0.95	3.67	0.90	3.35	0.85	3.19	0.91	4.04	0.00



Chart 4.5: Work Experience wise comparison of Job Stress Experience



Scheffe Post-Hoc Test (see Table 4.10) reveals that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 2 and group 4 are significantly different in terms of experience of Job Stress at 95% confidence level ($\alpha > p$) and all other combinations of groups are not significantly different from each other.

Table 4.10: Scheffe Post-Hoc Test, Multi-comparison Table of Job Stress and Work Experience

(I) EXPERIANCE	(J) EXPERIANCE	Mean Difference (I-J)	Sig.
LESS THAN 6 MONTHS	6 MONTHS TO 1 YR	-0.29991	0.267
	1 TO 2 YRS	0.02219	0.999
	MORE THAN 2 YRS	0.18049	0.693
6 MONTHS TO 1 YR	LESS THAN 6 MONTHS	0.29991	0.267
	1 TO 2 YRS	0.32210	0.180
	MORE THAN 2 YRS	0.48040*	0.009
1 TO 2 YRS	LESS THAN 6 MONTHS	-0.02219	0.999
	6 MONTHS TO 1 YR	-0.32210	0.180
	MORE THAN 2 YRS	0.15830	0.753
MORE THAN 2 YRS	LESS THAN 6 MONTHS	-0.18049	0.693
	6 MONTHS TO 1 YR	-0.48040*	0.009
	1 TO 2 YRS	-0.15830	0.753

*the mean difference is significant at the 0.05 level

Call Monitoring and Demographic Variables

An analysis of the data contained in the table 4.11 indicate that call center employees in general are experiencing high level call monitoring i.e. average score of more than 3.90, on a five point scale, in other words



which means they are being constantly and randomly monitored and they cannot react to the customer abuses as their calls are being monitored.

Table 4.11: Call Monitoring

STATEMENTS	N	M	SD
My supervisor constantly monitors my calls.	305	3.88	0.99
My company randomly records my calls to monitor my work & keep track of all my shortcomings.	305	3.83	1.02
I cannot react strongly to customer abuse as my calls are monitored.	305	3.99	1.04
Composite Call Monitoring Score	305	3.90	0.86

An analysis of the data contained in table 4.12 (also see chart 4.6) reveals average composite call monitoring score of males and females is 3.88 and 3.92 respectively; females are experiencing slightly higher stress than their counterparts. But from the analysis of variance it is evident that the difference between the males and females is not significant ($\alpha < p$) at 95% confidence level, which means that both the genders are facing the equal amount of call monitoring during their log in time.

Table 4.12: Gender wise comparison of Call Monitoring experience

Statements	Male		Female		t	p
	M	SD	M	SD		
My supervisor constantly monitors my calls.	3.80	1.04	4.06	0.81	2.14	0.03
My company randomly records my calls to monitor my work & keep track of all my shortcomings.	3.85	1.03	3.76	0.99	0.74	0.45
I cannot react strongly to customer abuse as my calls are monitored.	4.00	1.04	3.94	1.05	0.48	0.62
Composite Call Monitoring Score	3.88	0.88	3.92	0.82	0.32	0.74

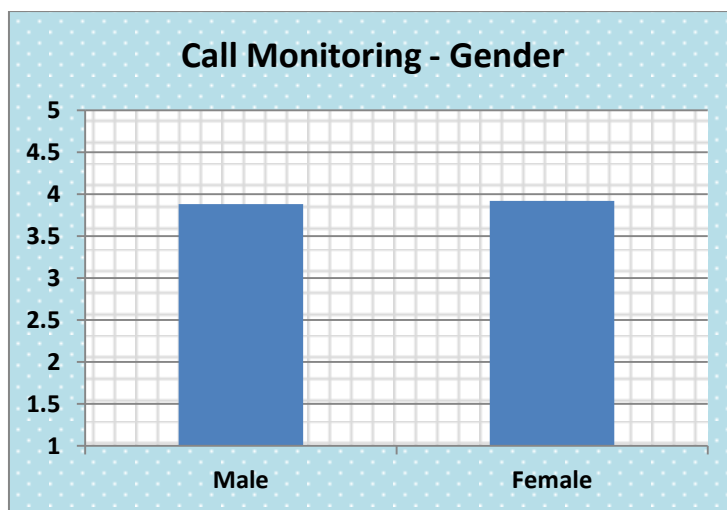


Chart 4.6: Gender wise comparison of Call Monitoring experience

As revealed by Table 4.13 (also Chart 4.7), the composite Call Monitoring mean scores of employees of three differently educationally qualified groups are 4.24, 3.88 and 3.66. These results imply that employees with low educational qualification (10 or 10+2) are experiencing high level of Call Monitoring then those with high qualifications (graduate) and (PG or higher). And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 6.78$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.13: Educational Qualification wise comparison of Call Monitoring experience

Statements	10 / 10+2		Graduate		PG or higher		F	p
	M	SD	M	SD	M	SD		
My supervisor constantly monitors my calls.	4.21	0.98	3.85	1.01	3.69	0.85	4.20	0.01
My company randomly records my calls to monitor my work & keep track of all my shortcomings.	4.23	0.97	3.81	1.03	3.54	0.94	6.79	0.00
I cannot react strongly to customer abuse as my calls are monitored.	4.29	0.90	3.98	1.10	3.75	0.91	3.85	0.02
Composite Call Monitoring Score	4.24	0.79	3.88	0.89	3.66	0.75	6.78	0.00

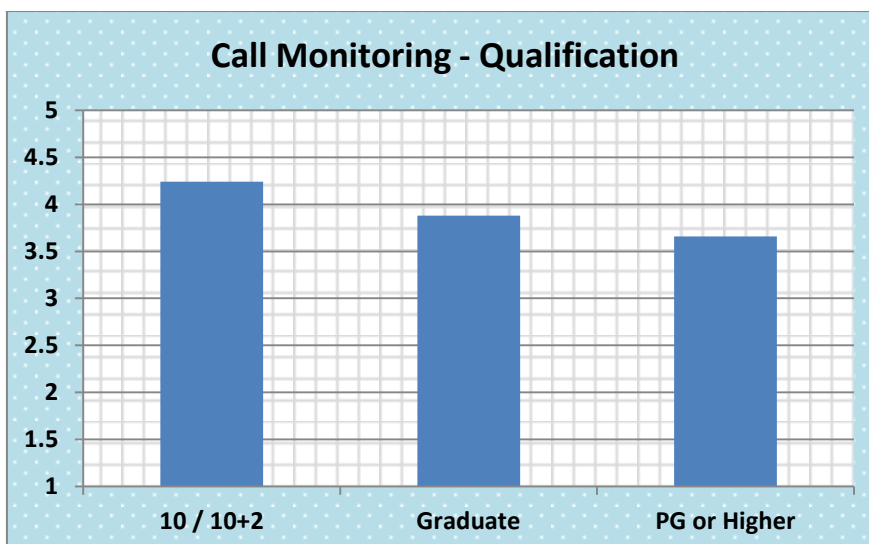


Chart 4.7: Educational Qualification wise comparison of Call Monitoring experience

In order to analyse it further Scheffe Post Hoc Test is applied on this data and results (see table 4.14) reveals that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 2 (graduate) and group 3 (PG or Higher) are not significantly different in terms of experience of Job Stress at 95% confidence level and the difference is significant in all other combinations of groups.

Table 4.14: Scheffe Post-Hoc Test, Multi-comparison Table of Call Monitoring and Educational Qualification

(I) QUALIFICATION	(J) QUALIFICATION	Mean Difference (I-J)	Sig.
10TH/10+2	GRADUATE	0.36007*	0.029
	PG OR HIGHER	0.58170*	0.001
GRADUATE	10TH/10+2	-0.36007*	0.029
	PG OR HIGHER	0.22163	0.192
PG OR HIGHER	10TH/10+2	-0.58170*	0.001
	GRADUATE	-0.22163	0.192

*the mean difference is significant at the 0.05 level



An analysis of data contained in Table 4.15 (also see Chart 4.8) reveals that average composite score of Inbound call center employees is 3.98 which is relatively high as compared to Outbound call center employees 3.57. Here it is clear that employees having inbound nature of job are experiencing higher levels call monitoring than their counterparts. In order to make analysis of variance t-test is employed to explore whether the variance between the two is significant or not. As shown table 8, the results of t-test reveals that the difference in such mean scores is statistically significant at 95% confidence level ($\alpha > p$).

Table 4.15: Nature of Job wise comparison of Call Monitoring experience

Statements	Inbound		Outbound		t	p
	M	SD	M	SD		
My supervisor constantly monitors my calls.	3.98	0.91	3.48	1.16	3.69	0.00
My company randomly records my calls to monitor my work & keep track of all my shortcomings.	3.86	0.98	3.70	1.15	1.11	0.26
I cannot react strongly to customer abuse as my calls are monitored.	4.10	1.03	3.54	0.99	3.90	0.00
Composite Call Monitoring Score	3.98	0.84	3.57	0.86	3.40	0.00

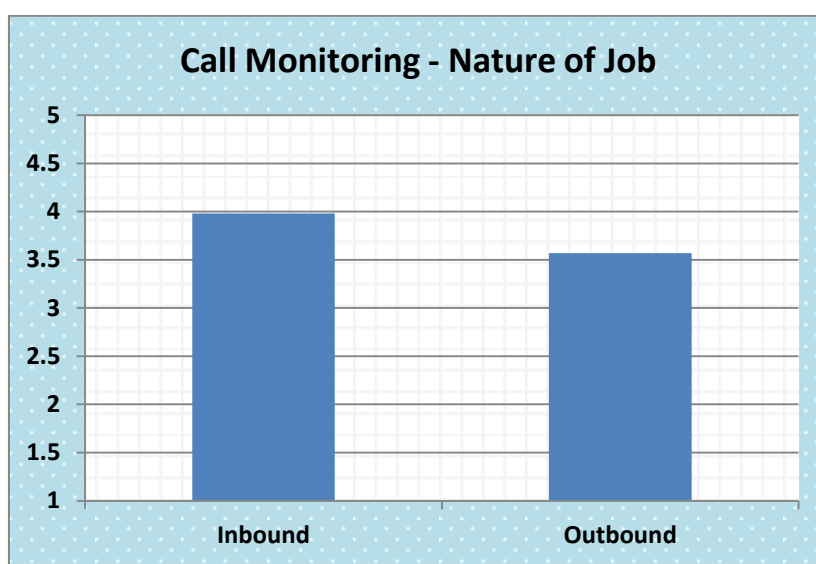


Chart 4.8: Nature of Job wise comparison of Call Monitoring experience



Table 4.16 (also Chart 4.9) compares the call center employees of different age groups for assessment of levels of Call Monitoring experienced by them, group 1 (below 20 Yrs of age), group 2 (20 to 25 Yrs of age) and group 3 (25 and above) their composite Call Monitoring mean Scores as shown in table 8.1 are 4.25, 3.89 and 3.75 respectively. Here we can visualize that employees in low age group (below 20 Yrs) are experiencing high level of monitoring i.e. 4.25 as compared those in high age groups (20 to 25) and (25 to 30). And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 4.23$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.16: Age wise comparison of Call Monitoring experience

Statements	Below 20 Yrs		20 to 25 Yrs		25 and above		f	p
	M	SD	M	SD	M	SD		
	My supervisor constantly monitors my calls.	4.38	0.96	3.93	0.99	3.58		
My company randomly records my calls to monitor my work & keep track of all my shortcomings.	4.05	1.01	3.85	1.00	3.67	1.07	1.779	.171
I cannot react strongly to customer abuse as my calls are monitored.	4.33	1.01	3.90	1.02	4.00	1.08	2.573	.078
Composite Call Monitoring Score	4.25	0.86	3.89	0.85	3.75	0.85	4.232	.015

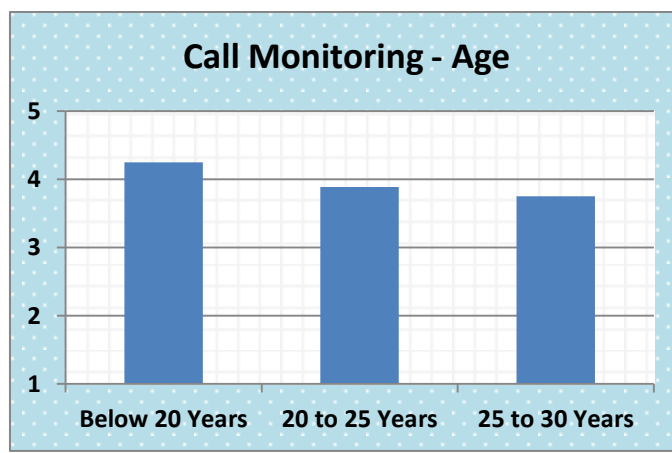




Chart 4.9: Age wise comparison of Call Monitoring experience

Further Scheffe Post Hoc Test is applied on this data and results (see table 4.17) reveals that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 1 (below 20 Yrs) and group 3 (25 and above) are significantly different in terms of experience of Call Monitoring at 95% confidence level and the difference is not significant in all other combinations of groups.

Table 4.17: Scheffe Post-Hoc Test, Multi-comparison Table of Call Monitoring and Age

(I) AGE	(J) AGE	Mean Difference (I-J)	Sig.
below 20	20 TO 25	0.36101	0.071
	25 TO 30	0.50701*	0.016
20 TO 25	below 20	-0.36101	0.071
	25 TO 30	0.14599	0.465
25 TO 30	below 20	-0.50701*	0.016
	20 TO 25	-0.14599	0.465

*the mean difference is significant at the 0.05 level

Table 4.18 (see also Chart 4.10) below offers a relative profile of Call Monitoring experience of employees belonging to the four different groups based on the level of experience they possess, group 1 (experience below 6 months), group 2 (experience 6 months to 1 Yr), group 3 (experience 1 to 2 Yrs) and group 4 (experience above 2 Yrs) with an average composite Call Monitoring score of 4.00, 4.01, 3.89, and 3.71 respectively. Group 1 and group 4 differ in experience of stress more than any combination groups, and group 1 and group 2 are relatively very closer to each other. Analysis of variance, is done using One-Way ANOVA test and the results of One-Way ANOVA ($F = 2.09$) reveal the



difference in such mean scores is statistically not significant ($\alpha < p$) at 95% confidence level.

Table 4.18: Work Experience wise comparison of Call Monitoring experience

Statements	Below 6 months		6 months to 1Yr		1 Yr to 2 Yrs		Above 2 Yrs		F	p
	M	SD	M	SD	M	SD	M	SD		
My supervisor constantly monitors my calls.	4.04	1.03	4.02	1.01	3.82	0.98	3.66	0.89	2.61	0.05
My company randomly records my calls to monitor my work & keep track of all my shortcomings.	3.89	1.06	3.98	1.01	3.78	0.96	3.66	1.04	1.49	0.21
I cannot react strongly to customer abuse as my calls are monitored.	4.06	1.08	4.03	1.01	4.08	0.90	3.80	1.15	1.17	0.31
Composite Call Monitoring Score	4.00	0.95	4.01	0.82	3.89	0.81	3.71	0.86	2.09	0.10

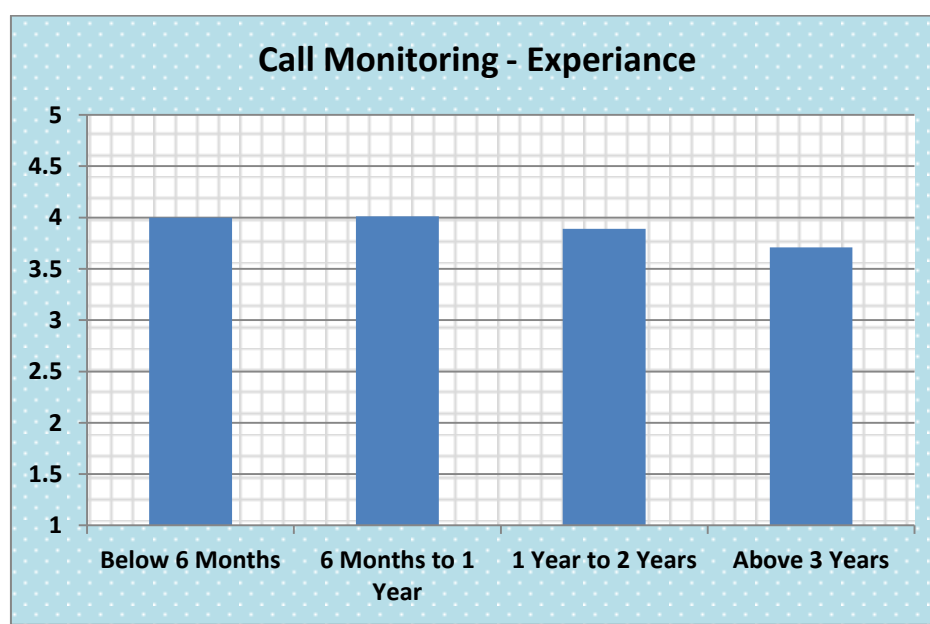


Chart 4.10: Age wise comparison of Call Monitoring experience



Scheffe Post-Hoc Test (see Table 4.19) reveals that the differences between all the combinations of various groups are not statistically significant ($\alpha < p$) at 95% confidence level.

Table 4.19: Scheffe Post-Hoc Test, Multi-comparison Table of Call Monitoring and Work Experience

(I) EXPERIANCE	(J) EXPERIANCE	Mean Difference (I-J)	Sig.
LESS THAN 6 MONTHS	6 MONTHS TO 1 YR	-0.01626	1.000
	1 TO 2 YRS	0.10360	0.919
	MORE THAN 2 YRS	0.28571	0.261
6 MONTHS TO 1 YR	LESS THAN 6 MONTHS	0.01626	1.000
	1 TO 2 YRS	0.11986	0.861
	MORE THAN 2 YRS	0.30197	0.167
1 TO 2 YRS	LESS THAN 6 MONTHS	-0.10360	0.919
	6 MONTHS TO 1 YR	-0.11986	0.861
	MORE THAN 2 YRS	0.18211	0.625
MORE THAN 2 YRS	LESS THAN 6 MONTHS	-0.28571	0.261
	6 MONTHS TO 1 YR	-0.30197	0.167
	1 TO 2 YRS	-0.18211	0.625

Dialog Scripting and Demographic Variables

An analysis of the data contained in the table 4.20 indicate that call center employees in general are experiencing high level of Dialog Scripting i.e. average score of 3.84, on a five point scale, in other words which means they cannot deviate from the script provided to them and they do not have the freedom to change the script while speaking to customers.

**Table 4.20: Dialog Scripting**

STATEMENTS	N	M	SD
I cannot deviate from the script provided to me while speaking to the customer/client.	305	3.94	1.14
I am not allowed to speak to the customer/client using my own style.	305	3.84	1.24
I do not have the freedom to change the script while speaking to the customer/client.	305	3.76	1.29
Dialog Scripting Composite Score	305	3.84	1.10

The results obtained upon analysis of data in relation to Dialog Scripting experience of male and female employees has been placed in the Table 4.21 and Chart 4.11, which depicts a comparative picture of perception of male and female call center employees about the dialog scripting. And the composite mean score for female employees is 4.07 against composite mean score of 3.75 of male employees, which reveals that they experience relatively more stress than their counterparts. And the difference in such mean scores is statistically tested using t-test and is found to be significant ($\alpha > p$) at 95% confidence level.

Table 4.21: Gender wise comparison of Dialog Scripting Experience

Statements	Male		Female		t	p
	M	SD	M	SD		
I cannot deviate from the script provided to me while speaking to the customer/client.	3.87	1.20	4.10	0.94	1.47	0.14
I am not allowed to speak to the customer/client using my own style.	3.71	1.26	4.13	1.17	2.78	0.00
I do not have the freedom to change the script while speaking to the customer/client.	3.66	1.32	3.96	1.20	1.89	0.06
Dialog Scripting Composite Score	3.75	1.14	4.07	0.99	2.33	0.02

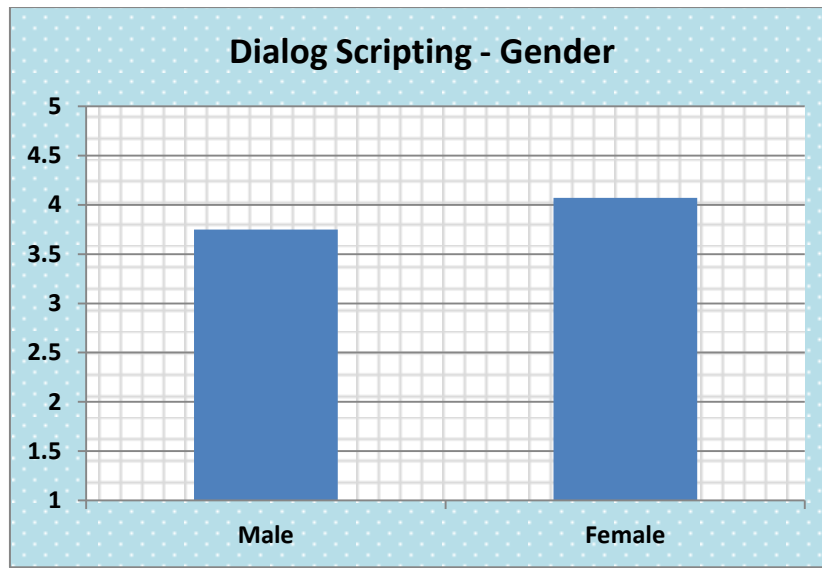


Chart 4.11: Gender wise comparison of Dialog Scripting Experience

As revealed by Table 4.22 (also Chart 4.12), the composite Dialog Scripting mean scores of employees of three differently educationally qualified groups are 4.32, 3.71 and 3.87. Which imply that employees with low educational qualification (10 or 10+2) are reporting to face higher dialog scripting, in comparison to the employees in with medium and high level of education qualification. And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 6.24$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.



Table 4.22: Educational Qualification wise comparison of Dialog Scripting Experience

Statements	10 / 10+2		Graduate		PG or higher		F	p
	M	SD	M	SD	M	SD		
I cannot deviate from the script provided to me while speaking to the customer/client.	4.43	0.67	3.80	1.18	3.96	1.21	6.19	0.00
I am not allowed to speak to the customer/client using my own style.	4.35	0.82	3.67	1.24	3.92	1.42	6.28	0.00
I do not have the freedom to change the script while speaking to the customer/client.	4.17	0.79	3.65	1.31	3.72	1.47	3.34	0.03
Dialog Scripting Composite Score	4.32	0.62	3.71	1.12	3.87	1.25	6.24	0.00

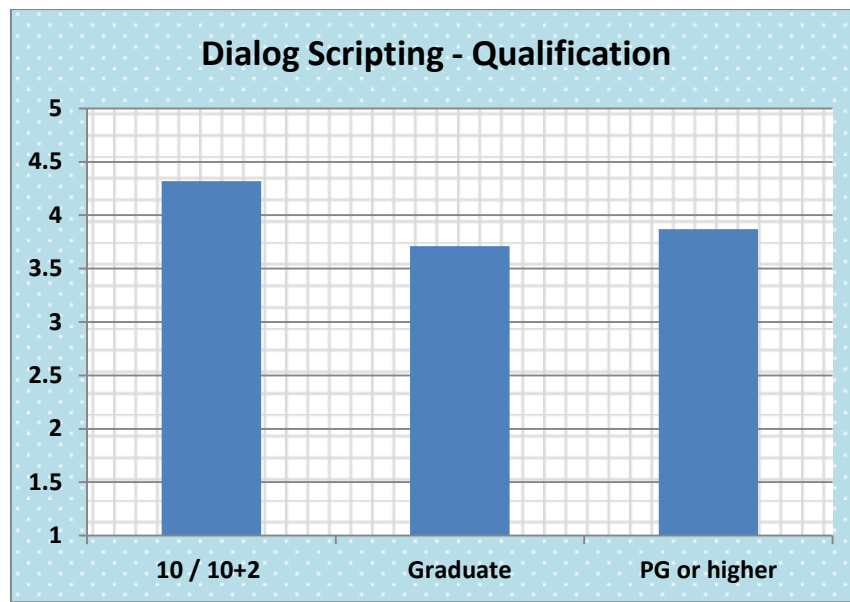


Chart 4.12: Educational Qualification wise comparison of Dialog Scripting Experience

Further making a deeper study in this, the results of Scheffe Post-Hoc multi-comparison Test (see Table 4.23) reveal that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 1 (10 / 10+2) and group 2 (graduate) are significantly different in terms of experience of Dialog



Scripting at 95% confidence level ($\alpha > p$) and the difference is not significant in all other combinations of groups.

Table 4.23: Scheffe Post-Hoc Test, Multi-comparison Table of Dialog Scripting and Educational Qualification

(I) QUALIFICATION	(J) QUALIFICATION	Mean Difference (I-J)	Sig.
10TH/10+2	GRADUATE	0.60750*	0.002
	PG OR HIGHER	0.44652	0.091
GRADUATE	10TH/10+2	-0.60750*	0.002
	PG OR HIGHER	-0.16097	0.588
PG OR HIGHER	10TH/10+2	-0.44652	0.091
	GRADUATE	0.16097	0.588

*the mean difference is significant at the 0.01 level

Table 4.24 (see also Chart 4.13) below offers a comparative dialog scripting profile of employees belonging to the two different groups based on the type of job they perform, group 1(Inbound Job) and group 2 (Outbound Job), with an average composite Dialog Scripting score of 4.02 and 3.17 respectively. Here it is clear that employees having inbound nature of job are reporting to have higher Dialog Scripting than those in the Outbound jobs. In order to test whether the difference in experience of Dialog Scripting is statistically significant or not, t-test is employed. As shown table 3, the results of t-test reveals that the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.



Table 4.24: Nature of Job wise comparison of Dialog Scripting Experience

Statements	Inbound		Outbound		t	p
	M	SD	M	SD		
I cannot deviate from the script provided to me while speaking to the customer/client.	4.09	1.07	3.40	1.21	4.34	0.00
I am not allowed to speak to the customer/client using my own style.	4.02	1.14	3.17	1.38	5.02	0.00
I do not have the freedom to change the script while speaking to the customer/client.	3.97	1.21	2.93	1.24	6.03	0.00
Dialog Scripting Composite Score	4.02	1.03	3.17	1.13	5.78	0.00

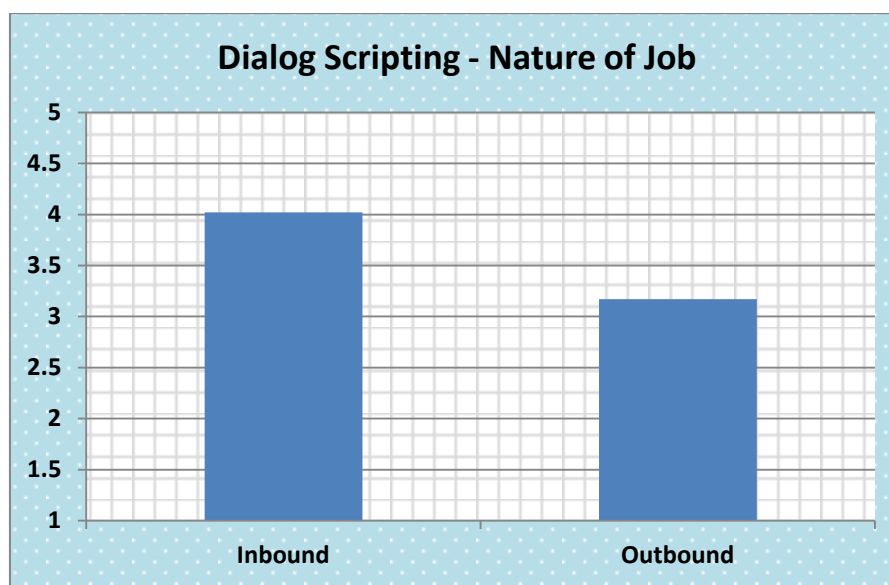


Chart 4.13: Educational Qualification wise comparison of Dialog Scripting Experience

Table 4.25 (see also chart 4.14) compares the call center employees of different age groups for assessment of levels of Dialog Scripting experienced by them, group 1 (below 20 Yrs of age), group 2 (20 to 25 Yrs of age) and group 3 (25 and above) their composite Dialog Scripting mean Scores as shown in table 4.1 are 4.16, 3.81 and 3.73 respectively. Here we can visualize that employees in low age group (below 20 Yrs)



are reporting to have slightly higher Dialog Scripting as compared those in high age groups (20 to 25) and (25 to 30). And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 6.88$) reveal the difference in such mean scores is not statistically significant ($\alpha < p$) at 95% confidence level.

Table 4.25: Age wise comparison of Dialog Scripting Experience

Statements	Below 20 Yrs		20 to 25 Yrs		25 and above		F	p
	M	SD	M	SD	M	SD		
I cannot deviate from the script provided to me while speaking to the customer/client.	4.27	0.94	3.92	1.10	3.79	1.29	2.04	0.10
I am not allowed to speak to the customer/client using my own style.	4.19	1.03	3.82	1.31	3.67	1.17	2.04	0.10
I do not have the freedom to change the script while speaking to the customer/client.	4.02	1.18	3.69	1.33	3.74	1.23	1.08	0.35
Dialog Scripting Composite Score	4.16	0.84	3.81	1.14	3.73	1.12	1.94	0.12

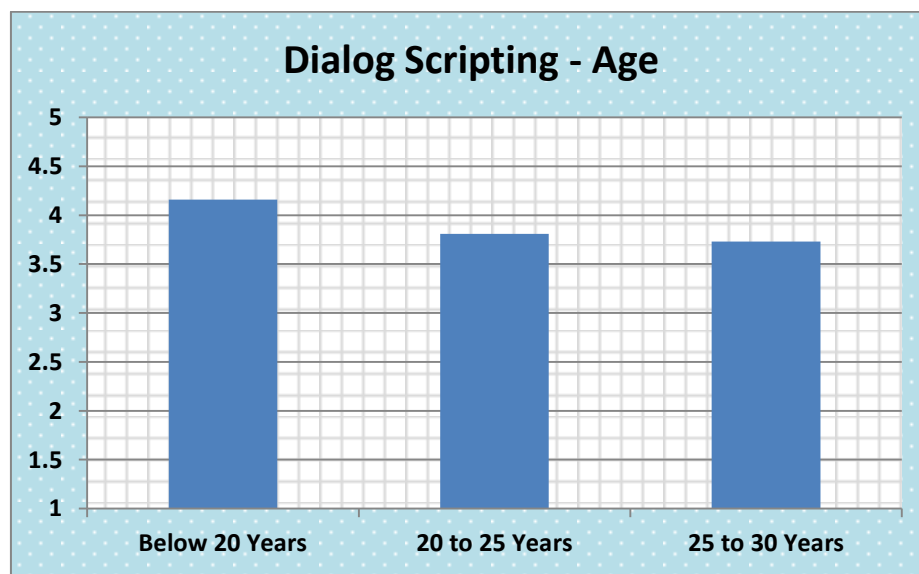


Chart 4.14: Age wise comparison of Dialog Scripting Experience



Scheffe Post-Hoc Test (see Table 4.26) again reveals that statistically there is no significant difference between all combination of age groups in terms of experience of Dialog Scripting at 95% confidence level ($\alpha < p$).

Table 4.26: Scheffe Post-Hoc Test, Multi-comparison Table of Dialog Scripting and Age

(I) AGE	(J) AGE	Mean Difference (I-J)	Sig.
below 20	20 TO 25	0.35614	0.210
	25 TO 30	0.42793	0.165
20 TO 25	below 20	-0.35614	0.210
	25 TO 30	0.07179	0.894
25 TO 30	below 20	-0.42793	0.165
	20 TO 25	-0.07179	0.894

Table 4.27 (see also Chart 4.15) below offers a comparative dialog scripting profile of employees belonging to the four different groups based on the level of experience they possess, group 1 (experience below 6 months), group 2 (experience 6 months to 1 Yr), group 3 (experience 1 to 2 Yrs) and group 4 (experience above 2 Yrs) with an average composite Dialog Scripting score of 3.55, 4.10, 4.05, and 3.64 respectively. Employees falling under Group 2 and group 3 are scoring high in terms of experience of Dialog scripting as compared to group 1 and 4. Analysis of variance, is done using One-Way ANOVA test and the results of One-Way ANOVA ($f = 5.03$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.



Table 4.27: Work Experience wise comparison of Dialog Scripting Experience

Statements	Below 6 months		6 months to 1Yr		1 Yr to 2 Yrs		Above 2 Yrs		F	p
	M	SD	M	SD	M	SD	M	SD		
I cannot deviate from the script provided to me while speaking to the customer/client.	3.70	1.30	4.19	0.97	4.09	1.17	3.76	1.07	3.33	0.02
I am not allowed to speak to the customer/client using my own style.	3.49	1.33	4.02	1.19	4.12	1.10	3.69	1.27	4.04	0.00
I do not have the freedom to change the script while speaking to the customer/client.	3.46	1.47	4.09	1.04	3.95	1.26	3.47	1.28	5.15	0.00
Dialog Scripting Composite Score	3.55	1.21	4.10	0.91	4.05	1.13	3.64	1.09	5.03	0.00

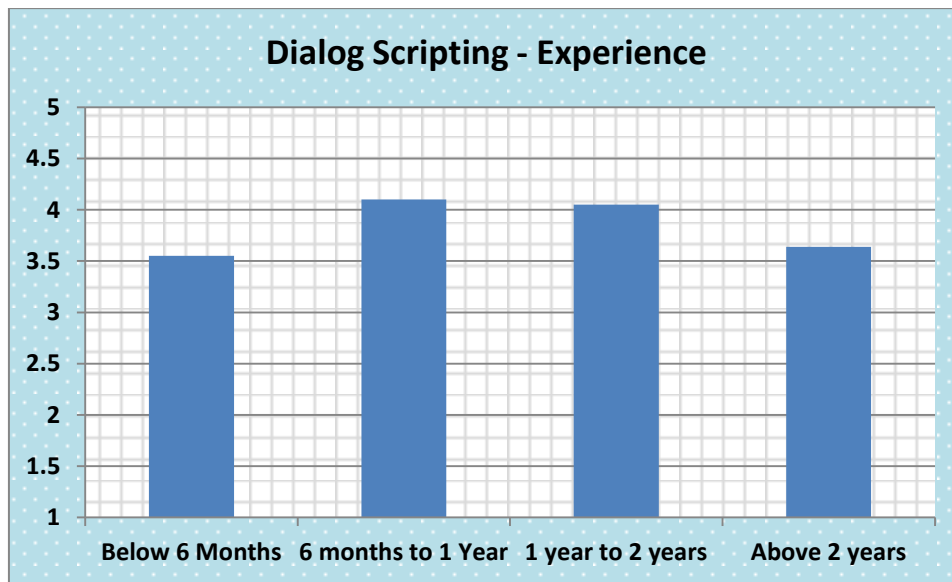


Chart 4.15: Work Experience wise comparison of Dialog Scripting Experience



Scheffe Post-Hoc Test (see Table 4.28) reveals that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 1 and age group 1 are significantly different in terms of experience of Dialog Scripting at 95% confidence level ($\alpha > p$) and all other combinations of groups are not significantly different from each other.

Table 4.28: Scheffe Post-Hoc Test, Multi-comparison Table of Dialog Scripting and Work Experience

(I) EXPERIANCE	(J) EXPERIANCE	Mean Difference (I-J)	Sig.
LESS THAN 6 MONTHS	6 MONTHS TO 1 YR	-0.55184*	0.027
	1 TO 2 YRS	-0.50471	0.061
	MORE THAN 2 YRS	-0.08901	0.970
6 MONTHS TO 1 YR	LESS THAN 6 MONTHS	0.55184*	0.027
	1 TO 2 YRS	0.04713	0.995
	MORE THAN 2 YRS	0.46283	0.059
1 TO 2 YRS	LESS THAN 6 MONTHS	0.50471	0.061
	6 MONTHS TO 1 YR	-0.04713	0.995
	MORE THAN 2 YRS	0.41570	0.127
MORE THAN 2 YRS	LESS THAN 6 MONTHS	0.08901	0.970
	6 MONTHS TO 1 YR	-0.46283	0.059
	1 TO 2 YRS	-0.41570	0.127

*the mean difference is significant at the 0.05 level

Time Pressure and Demographic Variables

An analysis of the data contained in the table 4.29 indicate that call center employees in general are experiencing time pressure during their work, which is represented by the average score of 3.11 on a five point measurement scale, in other words which means they are not allowed to take rest between the calls and they are feed by calls continuously and also they are not able to give adequate time to the customers as they have to finish each call quickly as possible.

**Table 4.29: Time Pressure**

STATEMENTS	N	M	SD
I am not allowed to take rest between calls.	305	3.19	1.29
I avoid taking washroom breaks as they affect my call.	305	3.02	1.27
I am unable to give adequate time to customers as I have to finish each of my calls within a given time.	305	3.15	1.21
Time Pressure Composite Score	305	3.11	1.08

Table 4.30 and Chart 4.16, depicts a comparative picture of perceived time pressure of male and female call center employees. And the composite mean score for female employees is 3.13 against composite mean score of 3.07 of male employees, which reveals that their experience with regard to the time is quite similar. And the difference in such mean scores is statistically tested using t-test and is found to be not significant ($\alpha < p$) at 95% confidence level.

Table 4.30: Gender wise comparison of Time Pressure Experience

Statements	Male		Female		t	p
	M	SD	M	SD		
I am not allowed to take rest between calls.	3.17	1.29	3.21	1.30	0.22	0.82
I avoid taking washroom breaks as they affect my call.	3.08	1.33	2.87	1.10	1.32	0.18
I am unable to give adequate time to customers as I have to finish each of my calls within a given time.	3.15	1.19	3.13	1.26	0.07	0.94
Time Pressure Composite Score	3.13	1.11	3.07	1.01	0.45	0.64

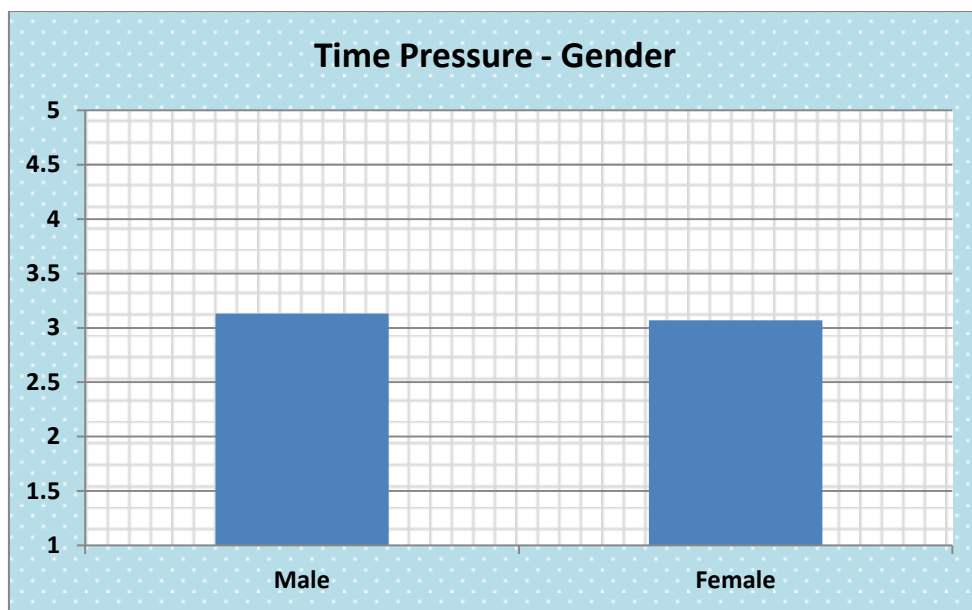


Chart 4.16: Gender wise comparison of Time Pressure Experience

As revealed by Table 4.31 (also Chart 4.17), the composite Time Pressure mean scores of employees of three differently educationally qualified groups are 3.05, 3.11 and 3.16. Which imply that perception of time pressure is almost equal in all the employees, One-Way ANOVA test confirms the same i.e (f = 0.15) reveal the difference in such mean scores is not statistically significant ($\alpha < p$) at 95% confidence level.

Table 4.31: Educational Qualification wise comparison of Time Pressure Experience

Statements	Experience						F	p
	10 / 10+2		Graduate		PG or higher			
	M	SD	M	SD	M	SD		
I am not allowed to take rest between calls.	3.09	1.33	3.17	1.28	3.30	1.30	0.39	0.67
I avoid taking washroom breaks as they affect my call.	2.80	1.44	3.11	1.29	2.89	1.02	1.61	0.20
I am unable to give adequate time to customers as I have to finish each of my calls within a given time.	3.25	1.16	3.06	1.21	3.30	1.22	1.19	0.30
Time Pressure Composite Score	3.05	1.10	3.11	1.11	3.16	0.99	0.15	0.85

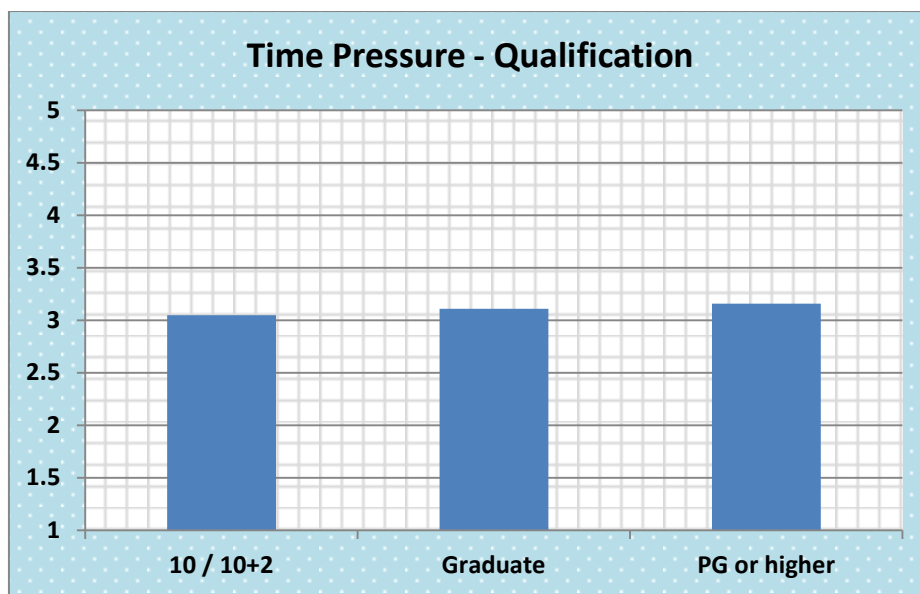


Chart 4.17: Educational Qualification wise comparison of Time Pressure Experience

Scheffe Post-Hoc Test (see Table 4.32) again reveals that, statistically there is no significant difference between all combination of groups in terms of experience of Time pressure at 95% confidence level ($\alpha < p$).

(I) QUALIFICATION	(J) QUALIFICATION	Mean Difference (I-J)	Sig.
10TH/10+2	GRADUATE	-0.06651	0.928
	PG OR HIGHER	-0.11438	0.853
GRADUATE	10TH/10+2	0.06651	0.928
	PG OR HIGHER	-0.04787	0.954
PG OR HIGHER	10TH/10+2	0.11438	0.853
	GRADUATE	0.04787	0.954

Table 4.33 (see also Chart 4.18) below offers a comparative profile of time pressure experience of employees belonging to the two different groups based on the type of job they perform, group 1(Inbound Job) and group 2 (Outbound Job), with an average composite Time Pressure score of 3.25 and 2.60 respectively. Here it is clear that employees having



inbound nature of job are experiencing higher levels of time pressure than those in the Outbound jobs. In order to test whether the difference in experience of Time Pressure is statistically significant or not, t-test is employed. As shown table 3, the results of t-test reveals that the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.33: Nature of Job wise comparison of Time Pressure Experience

Statements	Inbound		Outbound		t	p
	M	SD	M	SD		
I am not allowed to take rest between calls.	3.34	1.23	2.60	1.36	4.14	0.00
I avoid taking washroom breaks as they affect my call.	3.10	1.23	2.67	1.36	2.46	0.01
I am unable to give adequate time to customers as I have to finish each of my calls within a given time.	3.30	1.12	2.54	1.34	4.60	0.00
Time Pressure Composite Score	3.25	0.99	2.60	1.25	4.33	0.00

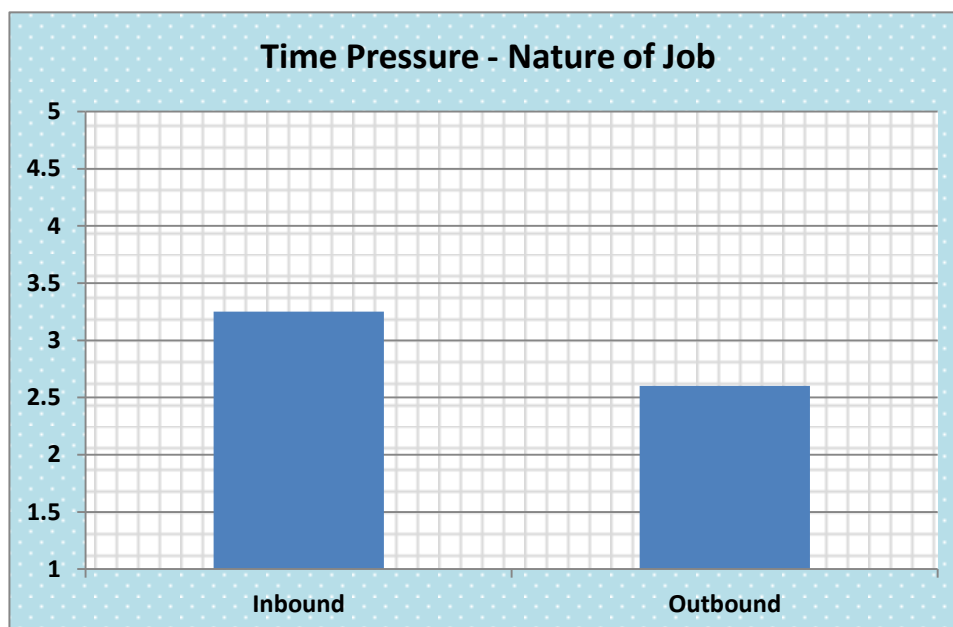


Chart 4.18: Educational Qualification wise comparison of Time Pressure Experience



Table 4.34 and chart 4.19 compares the call center employees of different age groups for assessment of levels of time pressure experienced by them, group 1 (below 20 Yrs of age), group 2 (20 to 25 Yrs of age) and group 3 (25 and above) their composite Time Pressure mean Scores as shown in table are 3.39, 2.98 and 3.30 respectively. Here we can visualize that employees in middle age group (below 20 Yrs) are experiencing slightly lower level of time pressure as compared other groups. But in order to confirm significance of the difference One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 2.52$) reveal the difference in such mean scores is statistically not significant ($\alpha < p$) at 95% confidence level.

Table 4.34: Age wise comparison of Time Pressure Experience

Statements	Below 20 Yrs		20 to 25 Yrs		25 and above		F	p
	M	SD	M	SD	M	SD		
I am not allowed to take rest between calls.	3.55	1.50	3.06	1.27	3.33	1.23	1.89	0.13
I avoid taking washroom breaks as they affect my call.	3.19	1.45	2.83	1.24	3.32	1.14	4.06	0.00
I am unable to give adequate time to customers as I have to finish each of my calls within a given time.	3.44	1.31	3.05	1.15	3.24	1.31	1.24	0.29
Time Pressure Composite Score	3.39	1.30	2.98	1.05	3.30	1.04	2.52	0.058

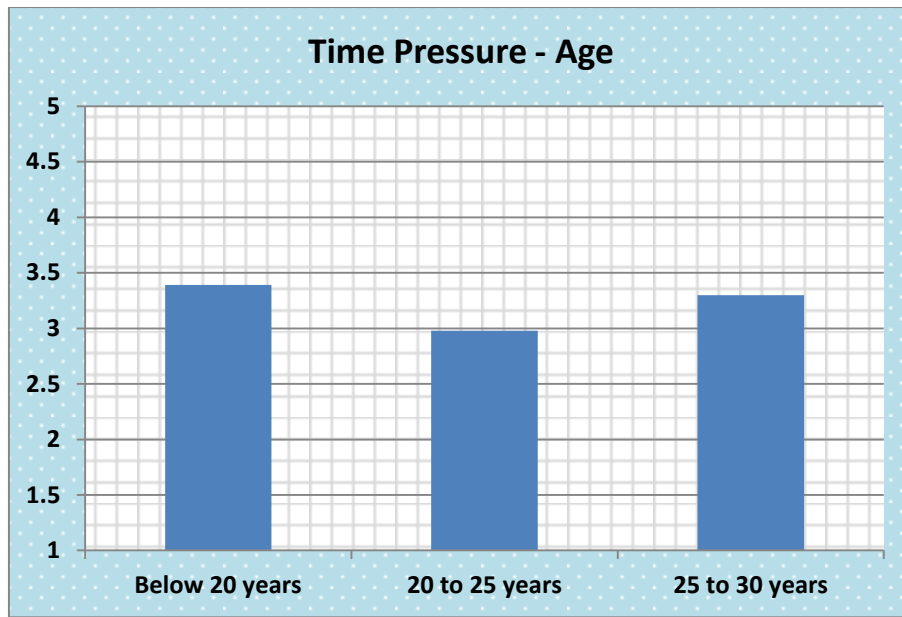


Chart 4.19: Age wise comparison of Time Pressure Experience

Scheffe Post-Hoc Test (see Table 4.35) again reveals that, statistically there is no significant difference between all combination of groups in terms of experience of Time pressure at 95% confidence level ($\alpha < p$).

Table 4.35: Scheffe Post-Hoc Test, Multi-comparison Table of Time Pressure and Age

(I) AGE	(J) AGE	Mean Difference (I-J)	Sig.
below 20	20 TO 25	0.41043	0.115
	25 TO 30	0.09635	0.908
20 TO 25	below 20	-0.41043	0.115
	25 TO 30	-0.31408	0.107
25 TO 30	below 20	-0.09635	0.908
	20 TO 25	0.31408	0.107

Table 4.36 (see also Chart 4.20) below offers a comparative profile of time pressure experience of employees belonging to the four different groups based on the level of experience they possess, group 1 (experience



below 6 months), group 2 (experience 6 months to 1 Yr), group 3 (experience 1 to 2 Yrs) and group 4 (experience above 2 Yrs) with an average composite Time Pressure score of 3.14, 3.22, 3.26, and 2.86 respectively. Group 4 is reporting to experience low time pressure as compared to other groups and other three groups are facing somewhat similar kind of time pressure. Analysis of variance, is done using ANOVA test and the results of ANOVA ($F = 2.34$) reveal the difference in such mean scores is statistically not significant ($\alpha < p$) at 95% confidence level.

Table 4.36: Work Experience wise comparison of Time Pressure

Statements	Below 6 months		6 months to 1 Yr		1 Yr to 2 Yrs		Above 2 Yrs		F	p
	M	SD	M	SD	M	SD	M	SD		
I am not allowed to take rest between calls.	3.21	1.30	3.23	1.30	3.48	1.21	2.86	1.28	3.11	0.02
I avoid taking washroom breaks as they affect my call.	3.04	1.44	3.14	1.34	2.87	0.95	2.98	1.31	0.60	0.61
I am unable to give adequate time to customers as I have to finish each of my calls within a given time.	3.16	1.38	3.30	1.22	3.43	0.90	2.72	1.19	5.44	0.00
Time Pressure Composite Score	3.14	1.17	3.22	1.11	3.26	0.86	2.86	1.13	2.34	0.07

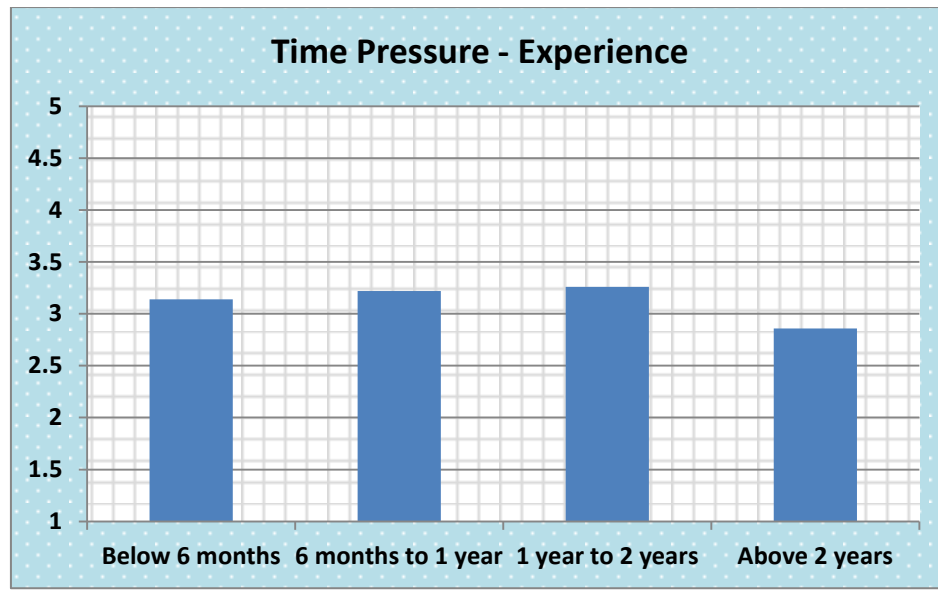


Chart 4.20: Work Experience wise comparison of Time Pressure

Scheffe Post-Hoc Test (see Table 4.37) again reveals that, statistically there is no significant difference between all combination of groups in terms of experience of Time pressure at 95% confidence level ($\alpha < p$).

Table 4.37: Scheffe Post-Hoc Test, Multi-comparison Table of Time Pressure and Work Experience

(I) EXPERIANCE	(J) EXPERIANCE	Mean Difference (I-J)	Sig.
LESS THAN 6 MONTHS	6 MONTHS TO 1 YR	-0.08405	0.974
	1 TO 2 YRS	-0.12218	0.931
	MORE THAN 2 YRS	0.28248	0.474
6 MONTHS TO 1 YR	LESS THAN 6 MONTHS	0.08405	0.974
	1 TO 2 YRS	-0.03812	0.997
	MORE THAN 2 YRS	0.36653	0.190
1 TO 2 YRS	LESS THAN 6 MONTHS	0.12218	0.931
	6 MONTHS TO 1 YR	0.03812	0.997
	MORE THAN 2 YRS	0.40465	0.139
MORE THAN 2 YRS	LESS THAN 6 MONTHS	-0.28248	0.474
	6 MONTHS TO 1 YR	-0.36653	0.190
	1 TO 2 YRS	-0.40465	0.139



Work Overload and Demographic Variables

An analysis of the data contained in the table 4.38 indicate that call center employees in general are overloaded with work which is represented by the average composite score of 3.45, on a five point scale, in other words which means they feel they are given too much of responsibility and their role is overburdened and the amount of work they have to do does not allow them to maintain the quality of work.

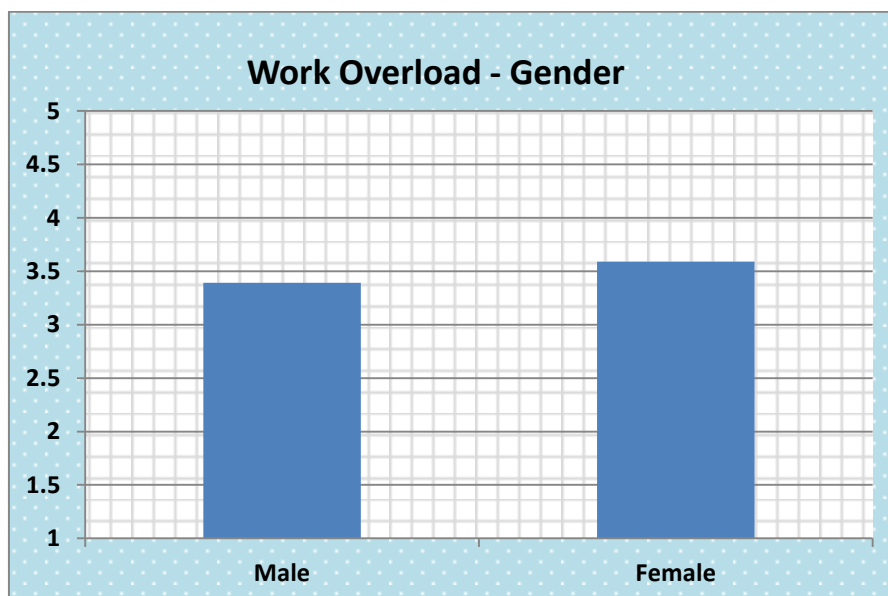
Table 4.38: Work Overload

STATEMENTS	N	M	SD
My workload is too heavy	305	3.37	1.19
I have been given too much responsibility.	305	3.47	1.11
The amount of work I have to do interfere with the quality I want to maintain.	305	3.65	1.06
I feel overburdened in my role.	305	3.33	1.14
Work Overload Composite Score	305	3.45	0.92

Table 4.39 and Chart 4.21, depicts a comparative picture of perception about the workload of male and female call center employees. And the composite mean score for female employees is 3.59 against composite mean score of 3.39 of male employees, which reveals that they experience relatively more work pressure than their counterparts. But the difference in such mean scores is statistically tested using t-test and is found to be not significant ($\alpha < p$) at 95% confidence level.

**Table 4.39: Gender wise comparison of Work Overload**

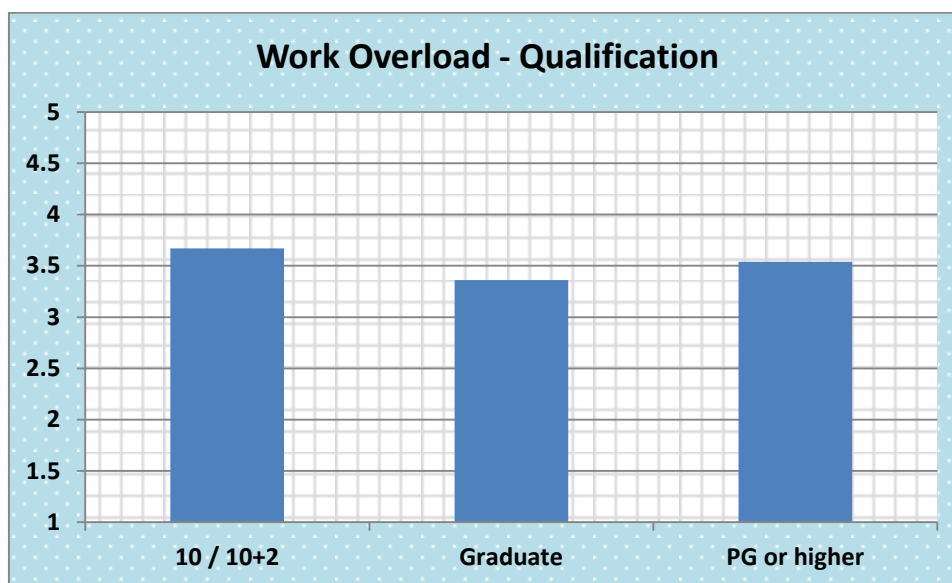
Statements	Male		Female		t	p
	M	SD	M	SD		
My workload is too heavy	3.33	1.18	3.45	1.22	0.75	0.45
I have been given too much responsibility.	3.46	1.12	3.46	1.09	0.03	0.97
The amount of work I have to do interfere with the quality I want to maintain.	3.50	1.02	3.97	1.09	3.64	0.00
I feel overburdened in my role.	3.25	1.09	3.49	1.23	1.66	0.09
Work Overload Composite Score	3.39	0.90	3.59	0.97	0.15	0.76

**Chart 4.21: Gender wise comparison of Work Overload**

As revealed by Table 4.40 (also Chart 4.22), the composite Work Overload mean scores of employees of three differently educationally qualified groups are 3.67, 3.36 and 3.54. Which imply that their experience regarding the work overload is somewhat similar and the same is revealed by One-Way ANOVA ($F= 2.67$) i.e. difference in such mean scores is statistically not significant ($\alpha < p$) at 95% confidence level.

**Table 4.40: Educational Qualification wise comparison of Work Overload**

Statements	10 / 10+2		Graduate		PG or higher		F	p
	M	SD	M	SD	M	SD		
My workload is too heavy	3.90	0.90	3.19	1.25	3.48	1.11	7.76	0.00
I have been given too much responsibility.	3.70	0.83	3.44	1.21	3.34	0.98	1.59	0.20
The amount of work I have to do interfere with the quality I want to maintain.	3.64	0.93	3.52	1.05	4.00	1.13	4.94	0.00
I feel overburdened in my role.	3.45	0.87	3.29	1.18	3.33	1.20	0.36	0.69
Work Overload Composite Score	3.67	0.64	3.36	0.99	3.54	0.88	2.67	0.07

**Chart 4.22: Educational Qualification wise comparison of Work Overload**

Scheffe Post-Hoc Test (see Table 4.41) again reveals that, statistically there is no significant difference between all combination of groups in terms of experience of Work Overload at 95% confidence level ($\alpha < p$).



Table 4.41: Scheffe Post-Hoc Test, Multi-comparison Table of Work Overload and Educational Qualification

(I) QUALIFICATION	(J) QUALIFICATION	Mean Difference (I-J)	Sig.
10TH/10+2	GRADUATE	0.31211	0.102
	PG OR HIGHER	0.13480	0.735
GRADUATE	10TH/10+2	-0.31211	0.102
	PG OR HIGHER	-0.17730	0.405
PG OR HIGHER	10TH/10+2	-0.13480	0.735
	GRADUATE	0.17730	0.405

Table 4.42 (see also Chart 4.23) below offers a relative profile of work overload experience of employees belonging to the two different groups based on the type of job they perform, group 1(Inbound Job) and group 2 (Outbound Job), with an average composite Work Overload score of 3.56 and 3.03 respectively. Here it is clear that employees having inbound nature of job are experiencing higher levels of workload than those in the Outbound jobs. In order to test whether the difference in experience of Work Overload is statistically significant or not, t-test is employed. As shown table 3, the results of t-test reveals that the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.42: Nature of Job wise comparison of Work Overload

Statements	Inbound		Outbound		t	p
	M	SD	M	SD		
I am usually under a lot of pressure when I am at work.	3.51	1.13	2.82	1.27	4.21	0.00
When I'm at work I often feel tense.	3.55	1.07	3.14	1.19	2.64	0.00
A lot of time my job makes me very frustrated or angry.	3.77	1.00	3.17	1.16	4.13	0.00
I am usually calm and at ease when I'm working.	3.41	1.09	3.01	1.25	2.51	0.01
Composite Work Overload score	3.56	0.87	3.03	0.99	4.14	0.00

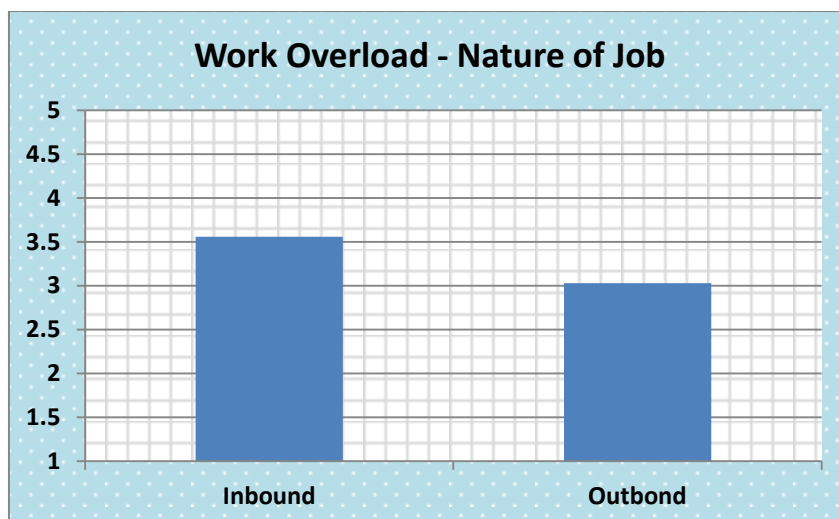


Chart 4.23: Nature of job wise comparison of Work Overload

Table 4.43 and chart 4.24 compares the call center employees of different age groups for assessment of levels of workload experienced by them, group 1 (below 20 Yrs of age), group 2 (20 to 25 Yrs of age) and group 3 (25 and above) their composite Work Overload mean Scores as shown in table are 3.61, 3.54 and 3.25 respectively. Here we can visualize that employees in group1 and 2 are experiencing high level of workload as compared those in high age groups (20 to 25) and (25 to 30). And in order make analysis of variance, One-Way ANOVA test is applied and the results ($F = 3.37$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.43: Age wise comparison of Work Overload

Statements	Below 20 Yrs		20 to 25 Yrs		25 and above		F	p
	M	SD	M	SD	M	SD		
I am usually under a lot of pressure when I am at work.	3.69	1.36	3.43	1.08	3.17	1.29	2.57	0.07
When I'm at work I often feel tense.	3.61	0.90	3.50	1.06	3.39	1.23	.539	0.58
A lot of time my job makes me very frustrated or angry.	3.75	0.93	3.80	1.06	3.31	1.03	6.00	0.03
I am usually calm and at ease when I'm working.	3.38	0.96	3.44	1.15	3.12	1.05	2.29	0.10
Composite Work Overload score	3.61	0.70	3.54	0.88	3.25	0.98	3.37	0.03

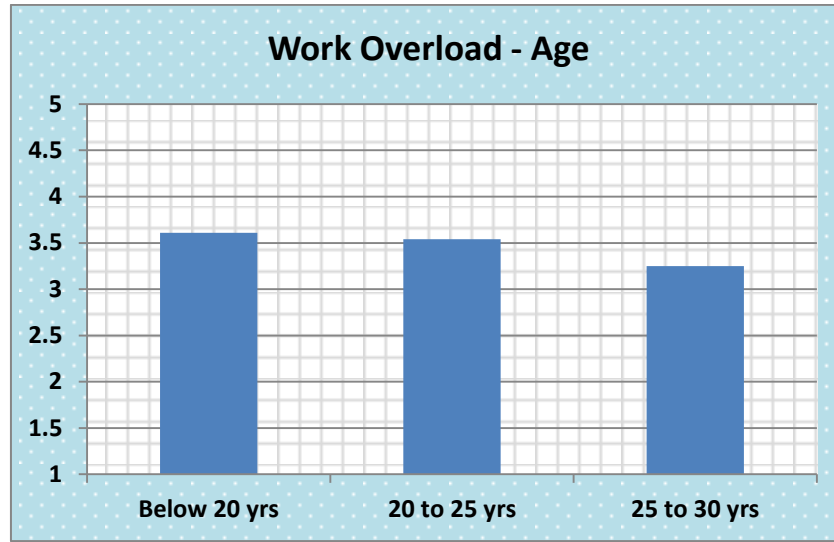


Chart 4.24: Age wise comparison of Work Overload

Scheffe Post-Hoc Test (see Table 4.44) reveals that not all the differences between the combinations of various groups are statistically significant. Here we find combination of age group 2 (20 to 25) and age group 3 (25 and above) are significantly different in terms of experience of Work Overload at 95% confidence level ($\alpha > p$) while there is no significant difference in other combinations of groups.

Table 4.44: Scheffe Post-Hoc Test, Multi-comparison Table of Work Overload and Age

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.
below 20	20 TO 25	0.06374	0.16251	0.926
	25 TO 30	0.36111	0.18167	0.140
20 TO 25	below 20	-0.06374	0.16251	0.926
	25 TO 30	0.29737*	0.12250	0.044
25 TO 30	below 20	-0.36111	0.18167	0.140
	20 TO 25	-0.29737*	0.12250	0.044

Table 4.45 (see also Chart 4.25) below offers a relative profile of stress experience of employees belonging to the four different groups based on the level of experience they possess, group 1 (experience below 6 months), group 2 (experience 6 months to 1 Yr), group 3 (experience 1



to 2 Yrs) and group 4 (experience above 2 Yrs) with an average composite Work Overload score of 3.22, 3.76, 3.58, and 3.21 respectively. Group 2 (6 months to 1 Yr) is experiencing highest level of workload and group 1 and 4 are experiencing least. Analysis of variance, is done using One-Way ANOVA test and the results of One-Way ANOVA ($F = 2.87$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.45: Work Experience wise comparison of Work Overload

Statements	Below 6 months		6 months to 1Yr		1 Yr to 2 Yrs		Above 2 Yrs		F	p
	M	SD	M	SD	M	SD	M	SD		
I am usually under a lot of pressure when I am at work.	3.09	1.29	3.84	1.07	3.33	1.06	3.16	1.23	1.46	0.22
When I'm at work I often feel tense.	3.15	1.30	3.76	1.02	3.64	1.01	3.25	1.03	5.67	0.00
A lot of time my job makes me very frustrated or angry.	3.61	1.07	3.85	1.03	3.89	1.16	3.26	0.89	4.13	0.00
I am usually calm and at ease when I'm working.	3.03	1.24	3.60	1.11	3.47	1.06	3.16	1.07	4.22	0.00
Composite Work Overload score	3.22	1.02	3.76	0.83	3.58	0.90	3.21	0.85	2.87	0.03

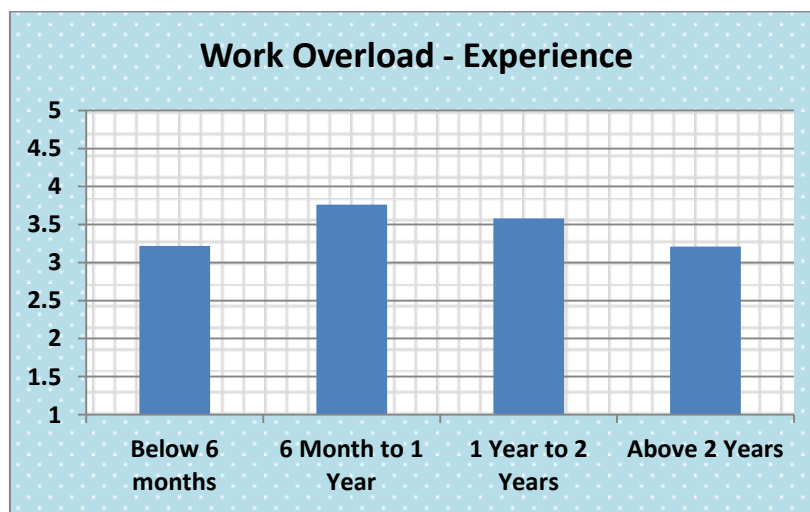


Chart 4.25: Work Experience wise comparison of Work Overload



Scheffe Post-Hoc Test (see Table 4.46) reveals that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 1 and 2 and group 2 and 4 are significantly different in terms of experience of Work Overload at 95% confidence level ($\alpha > p$) and all other combinations of groups are not significantly different from each other.

Table 4.46: Scheffe Post-Hoc Test, Multi-comparison Table of Work Overload and Work Experience

(I) EXPERIANCE	(J) EXPERIANCE	Mean Difference (I-J)	Sig.
LESS THAN 6 MONTHS	6 MONTHS TO 1 YR	-0.54522*	0.004
	1 TO 2 YRS	-0.36476	0.129
	MORE THAN 2 YRS	0.01177	1.000
6 MONTHS TO 1 YR	LESS THAN 6 MONTHS	0.54522*	0.004
	1 TO 2 YRS	0.18045	0.666
	MORE THAN 2 YRS	0.55698*	0.001
1 TO 2 YRS	LESS THAN 6 MONTHS	0.36476	0.129
	6 MONTHS TO 1 YR	-0.18045	0.666
	MORE THAN 2 YRS	0.37653	0.077
MORE THAN 2 YRS	LESS THAN 6 MONTHS	-0.01177	1.000
	6 MONTHS TO 1 YR	-0.55698*	0.001
	1 TO 2 YRS	-0.37653	0.077

*the mean difference is significant at the 0.05 level

Monotony and Demographic Variables

An analysis of the data contained in the table 4.47 indicate that call center employees in general are experiencing high level of monotony at work i.e. average score of more than 3.45, on a five point scale, in other words which means they feel their job is repetitious, they are put to the same situation every day, and their job lacks the variety.

**Table 4.47: Monotony**

STATEMENTS	N	M	SD
My duties are repetitious in my job.	305	3.51	0.95
I encounter the same situation every day in performing my job.	305	3.53	1.05
My job has a variety.(R)	305	3.67	1.04
Monotonous Work Composite Score	305	3.56	0.73

Table 4.48 and Chart 4.26, depicts a comparative picture of perception regarding the monotony of work experienced by male and female call center employees. And the composite mean score for female employees is 3.46 against composite mean score of 3.61 of male employees, but difference in such mean scores is statistically tested using t-test and is found to be not significant ($\alpha < p$) at 95% confidence level.

Table 4.48: Gender wise comparison of Monotony Experience

Statements	Male		Female		t	p
	M	SD	M	SD		
My duties are repetitious in my job.	3.59	0.94	3.30	0.92	2.54	0.01
I encounter the same situation every day in performing my job.	3.56	1.07	3.45	1.00	0.87	0.38
My job has a variety.(R)	3.67	1.09	3.65	0.91	0.14	0.88
Monotonous Work Composite Score	3.61	0.73	3.46	0.73	1.57	0.11

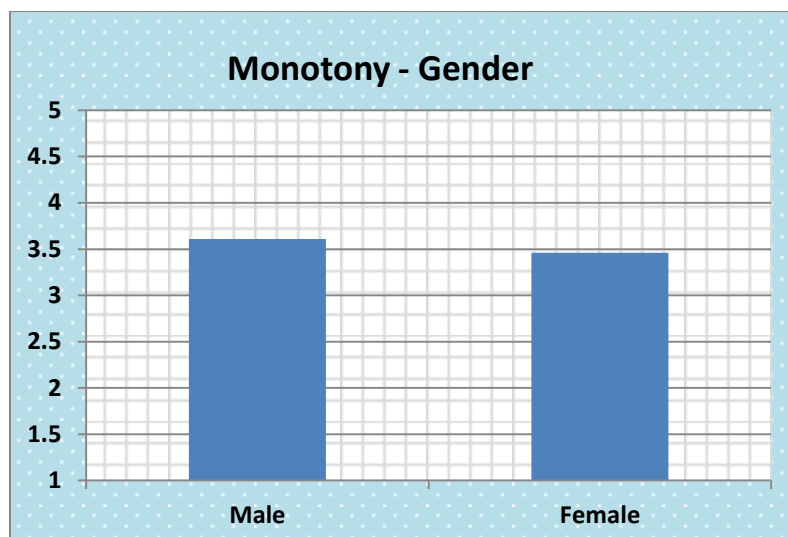


Chart 4.26: Gender wise comparison of Monotony Experience

As revealed by Table 4.49 (also Chart 4.27), the composite Monotony mean scores of employees of three differently educationally qualified groups are 3.76, 3.60 and 3.31. Which imply that employees with low educational qualification (10 or 10+2) are scoring high on this dimension than those with high qualifications (Graduate) and (PG or higher). And in order make analysis of variance, One-Way ANOVA test is applied and the results of the test ($F = 6.21$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.49: Educational Qualification wise comparison of Monotony Experience

Statements	10 / 10+2		Graduate		PG or higher		F	p
	M	SD	M	SD	M	SD		
My duties are repetitious in my job.	3.68	0.76	3.55	1.01	3.24	0.84	3.75	0.02
I encounter the same situation every day in performing my job.	3.56	0.92	3.61	1.07	3.27	1.04	2.60	0.07
My job has a variety. (R)	4.03	1.07	3.65	1.03	3.42	0.97	5.20	0.00
Monotonous Work Composite Score	3.76	0.63	3.60	0.75	3.31	0.69	6.21	0.00

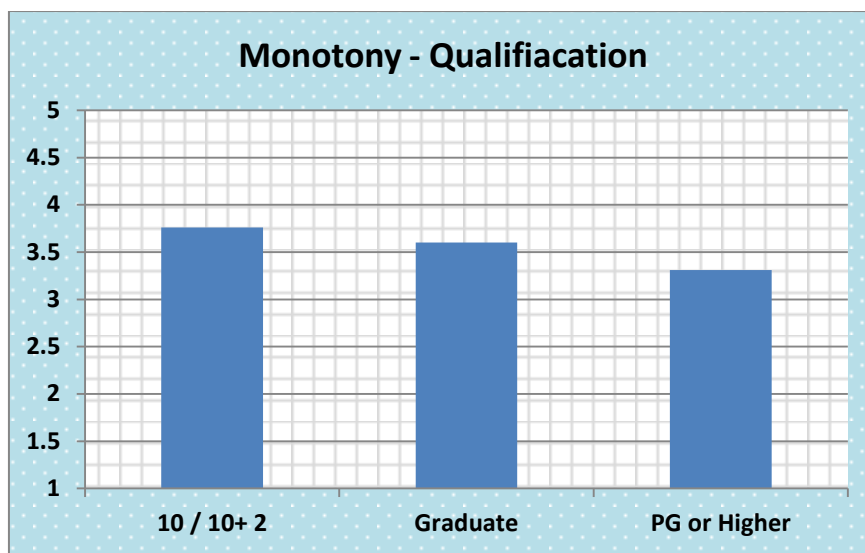


Chart 4.27: Educational Qualification wise comparison of Monotony Experience

Further making a deeper study in this, the results of Scheffe Post-Hoc multi-comparison Test (see Table 4.50) reveal that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 1 (10 / 10+12) and group 2 (Graduate) are not significantly different in terms of experience of Monotony at 95% confidence level ($\alpha < p$) and the difference is significant in all other combinations of groups.

Table 4.50: Scheffe Post-Hoc Test, Multi-comparison Table of Monotony and Educational Qualification

(I) QUALIFICATION	(J) QUALIFICATION	Mean Difference (I-J)	Std Error	Sig.
10TH/10+2	GRADUATE	0.15832	0.11453	0.386
	PG OR HIGHER	0.45157*	0.13524	0.004
GRADUATE	10TH/10+2	-0.15832	0.11453	0.386
	PG OR HIGHER	0.29325*	0.10379	0.019
PG OR HIGHER	10TH/10+2	-0.45157*	0.13524	0.004
	GRADUATE	-0.29325*	0.10379	0.019

*the mean difference is significant at the 0.05 level



Table 4.51 (see also Chart 4.28) below offers a comparative profile of monotony experienced by the employees belonging to the two different groups based on the type of job they perform, group 1 (Inbound Job) and group 2 (Outbound Job), with an average composite Monotony score of 3.58 and 3.49 respectively. And here it is clear that they are equally fed-up the repetitious job they perform. In order to test whether the difference in experience of Monotony is statistically significant or not, t-test is employed. As shown table 3, the results of t-test reveals that the difference in such mean scores is statistically not significant ($\alpha < p$) at 95% confidence level.

Table 4.51: Nature of Job wise comparison of Monotony Experience

Statements	Inbound		Outbound		t	p
	M	SD	M	SD		
My duties are repetitious in my job.	3.50	0.88	3.51	1.18	0.07	0.94
I encounter the same situation every day in performing my job.	3.54	1.00	3.48	1.22	0.40	0.69
My job has a variety. (R)	3.71	1.03	3.48	1.05	1.59	0.11
Monotonous Work Composite Score	3.58	0.70	3.49	0.84	0.91	0.36

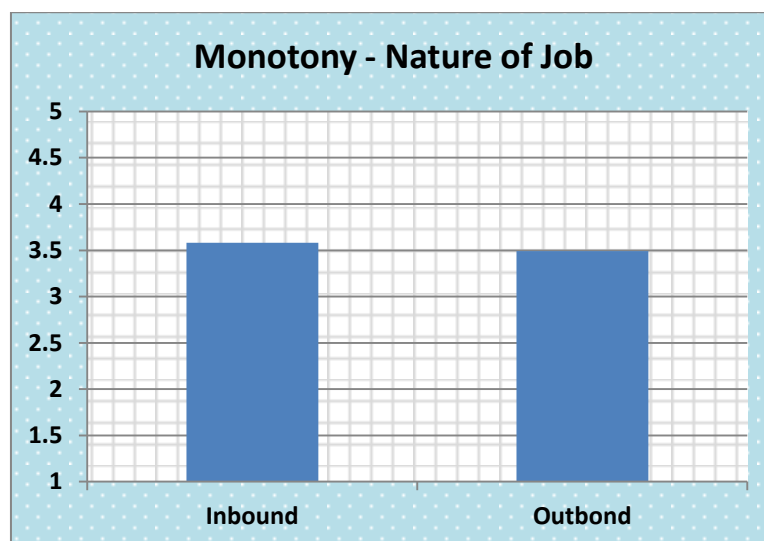




Chart 4.28: Nature of Job wise comparison of Monotony Experience

Table 4.52 (see also Chart 4.29) compares the call center employees of different age groups for assessment of levels of monotony experienced by them, group 1 (below 20 Yrs of age), group 2 (20 to 25 Yrs of age) and group 3 (25 and above) their composite Monotony mean Scores as shown in table are 3.79, 3.62 and 3.40 respectively. Here we can visualize that employees in low age group (below 20 Yrs) are scoring higher i.e. 3.79 as compared those in high age groups (20 to 25) and (25 to 30). And in order make analysis of variance, One-Way ANOVA test is applied and the results of the test ($F = 6.88$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level. In brief, the obtained table results signify that the employees stress sensation moderates as they advance in age.

Table 4.52: Age wise comparison of Monotony Experience

Statements	Below 20 Yrs		20 to 25 Yrs		25 and above		F	p
	M	SD	M	SD	M	SD		
My duties are repetitious in my job.	3.83	0.87	3.52	0.83	3.40	1.12	2.65	0.07
I encounter the same situation every day in performing my job.	3.94	0.92	3.56	1.02	3.36	1.04	3.92	0.02
My job has a variety. (R)	3.61	1.29	3.77	0.95	3.45	1.11	2.61	0.07
Monotonous Work Composite Score	3.79	0.53	3.62	0.68	3.40	0.83	4.07	0.01

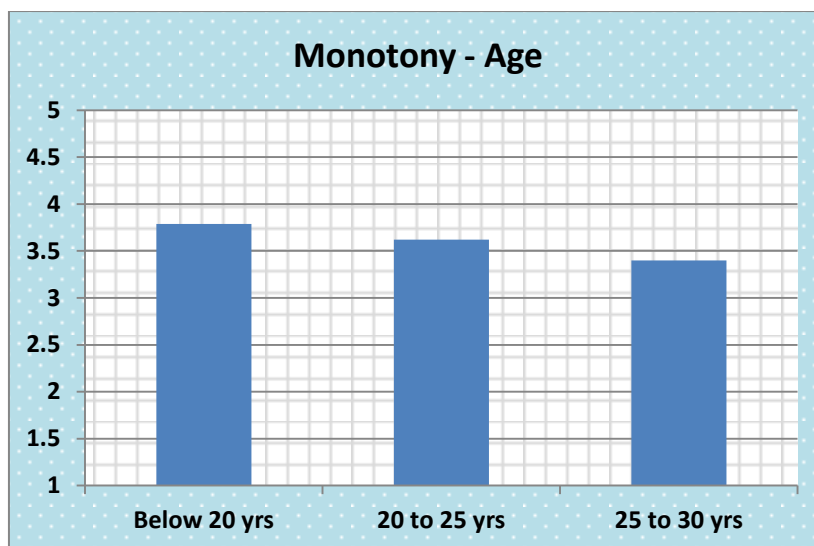


Chart 4.29: Age wise comparison of Monotony Experience

Scheffe Post-Hoc Test (see Table 4.53) reveals that not all the differences between the combinations of various groups are statistically significant. Here we find combination of age group 1 (below 20 Yrs) and age group 3 (30 to 25 Yrs) are significantly different in terms of experience of Monotony at 95% confidence level ($\alpha > p$). and all other combinations of groups are not significantly different.

Table 4.53: Scheffe Post-Hoc Test, Multi-comparison Table of Monotony and Age

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.
below 20	20 TO 25	0.17524	0.12918	0.400
	25 TO 30	0.38639*	0.14441	0.029
20 TO 25	below 20	-0.17524	0.12918	0.400
	25 TO 30	0.21114	0.09738	0.097
25 TO 30	below 20	-0.38639*	0.14441	0.029
	20 TO 25	-0.21114	0.09738	0.097

*the mean difference is significant at the 0.05 level

Table 4.54 (see also Chart 4.30) below offers a relative profile of Monotony experience of employees belonging to the four different groups based on the level of experience they possess, group 1 (experience



below 6 months), group 2 (experience 6 months to 1 Yr), group 3 (experience 1 to 2 Yrs) and group 4 (experience above 2 Yrs) with an average composite Monotony score of 3.43, 3.74, 3.61, and 3.46 respectively. Group 2 and group 3 are experiencing high level of monotony in their work, as compared to other groups and group 1 and group 4 are low at monotony experience and relatively very closer to each other. Analysis of variance, is done using One-Way ANOVA test and the results of the test ($F = 3.08$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.54: Work Experience wise comparison of Monotony

Statements	Below 6 months		6 months to 1Yr		1 Yr to 2 Yrs		Above 2 Yrs		F	p
	M	SD	M	SD	M	SD	M	SD		
My duties are repetitious in my job.	3.56	1.07	3.52	0.78	3.56	0.81	3.39	1.09	0.60	0.61
I encounter the same situation every day in performing my job.	3.18	1.22	3.76	0.99	3.62	0.88	3.48	1.03	4.09	0.00
My job has a variety. (R)	3.53	1.27	3.95	0.98	3.64	0.92	3.51	0.95	3.05	0.02
Monotonous Work Composite Score	3.43	0.78	3.74	0.57	3.61	0.69	3.46	0.84	3.08	0.02

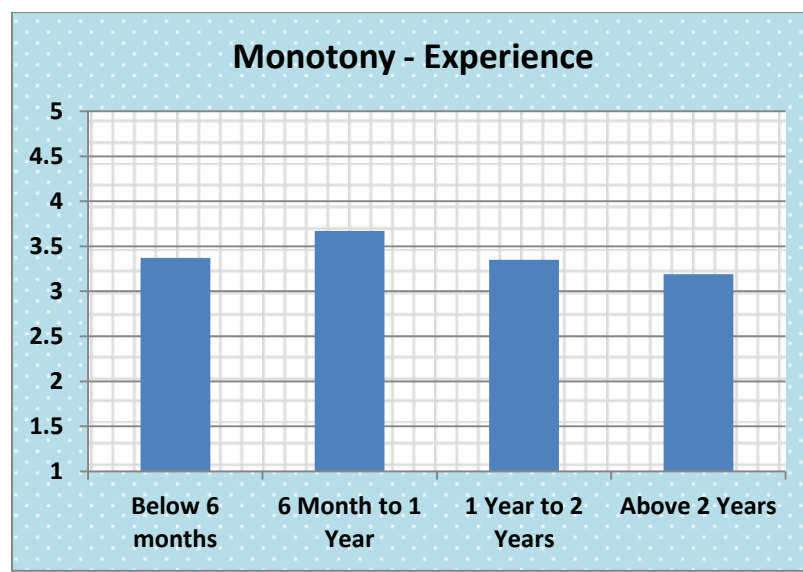


Chart 4.30: Work Experience wise comparison of Monotony Experience



Scheffe Post-Hoc Test (see Table 4.55) reveals that, statistically there is no significant difference between all combination of groups in terms of experience of Monotony at 95% confidence level ($\alpha < p$).

Table 4.55: Scheffe Post-Hoc Test, Multi-comparison Table of Monotony and Work Experience

(I) EXPERIANCE	(J) EXPERIANCE	Mean Difference (I-J)	Std Error	Sig.
LESS THAN 6 MONTHS	6 MONTHS TO 1 YR	-0.31720	0.12128	0.079
	1 TO 2 YRS	-0.18184	0.12414	0.544
	MORE THAN 2 YRS	-0.03352	0.12064	0.994
6 MONTHS TO 1 YR	LESS THAN 6 MONTHS	0.31720	0.12128	0.079
	1 TO 2 YRS	0.13535	0.11709	0.721
	MORE THAN 2 YRS	0.28368	0.11337	0.102
1 TO 2 YRS	LESS THAN 6 MONTHS	0.18184	0.12414	0.544
	6 MONTHS TO 1 YR	-0.13535	0.11709	0.721
	MORE THAN 2 YRS	0.14833	0.11643	0.655
MORE THAN 2 YRS	LESS THAN 6 MONTHS	0.03352	0.12064	0.994
	6 MONTHS TO 1 YR	-0.28368	0.11337	0.102
	1 TO 2 YRS	-0.14833	0.11643	0.655

Job Security and Demographic Variables

An analysis of the data contained in the table 4.56 indicate that general feeling among call center employees regarding job security and the results indicate that on an average they feel there job is lacks security, which is represented by average composite score of 2.84, on a five point scale, since the mid-point here is 3.

**Table 4.56: Job Security perception**

STATEMENTS	N	M	SD
I feel my job is secure	305	2.64	1.22
I feel uncertain about the future of my job.(R)	305	2.83	1.20
I feel that I might get fired.(R)	305	3.07	1.20
Job Security Composite Score	305	2.84	1.00

Table 4.57 and Chart 4.31, depicts a comparative picture of Job Security perception of male and female call center employees. And the composite mean score of male and female employees is 2.82 and 2.89, which reveals that perception of female employees regarding the Job Security is little bit high, but the difference between the two mean scores is not significant ($\alpha < p$) at 95% confidence level.

Table 4.57: Gender wise comparison of Job Security Perception

Statements	Male		Female		t	p
	M	SD	M	SD		
I feel my job is secure	2.68	1.17	2.53	1.32	0.96	0.33
I feel uncertain about the future of my job.(R)	2.72	1.18	3.08	1.22	2.44	0.01
I feel that I might get fired.(R)	3.07	1.24	3.07	1.12	0.03	0.97
Job Security Composite Score	2.82	1.00	2.89	1.02	0.59	0.55

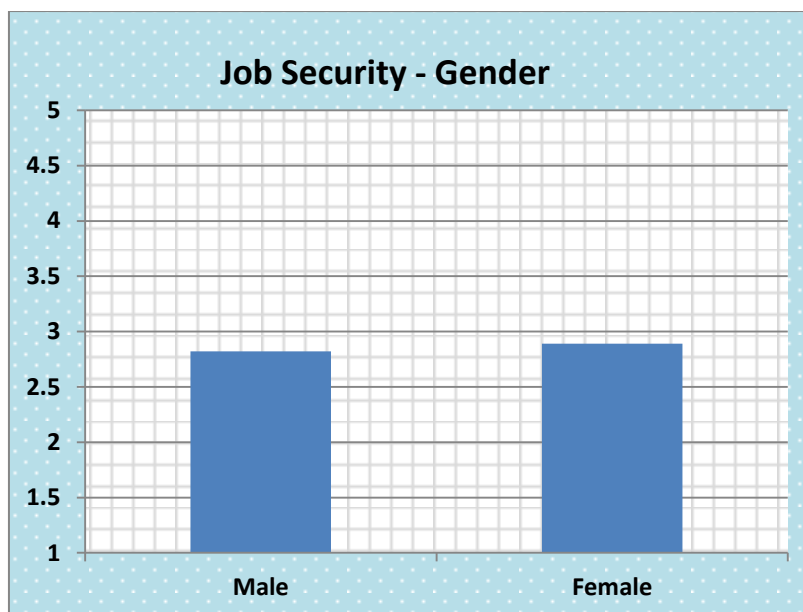


Chart 4.31: Gender wise comparison of Job Security Perception

As revealed by Table 4.58 (also Chart 4.32), the composite job security mean scores of employees of three differently educationally qualified groups are 3.15, 2.78 and 2.78. Which imply that employees with low educational qualification (10 or 10+2) are perceiving their job highly insecure and those with high qualifications (Graduate) & (PG or higher) are least stressful. And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 2.89$) reveal the difference in such mean scores is statistically not significant ($\alpha < p$) at 95% confidence level.

Table 4.58: Educational Qualification wise comparison of Job Security Perception

Statements	10 / 10+2		Graduate		PG or higher		F	p
	M	SD	M	SD	M	SD		
I feel my job is secure	3.39	1.20	2.61	1.20	2.13	0.99	16.98	0.00
I feel uncertain about the future of my job. (R)	3.03	1.24	2.67	1.24	3.13	0.95	4.65	0.01
I feel that I might get fired. (R)	3.03	1.42	3.07	1.25	3.09	0.85	0.02	0.97
Job Security Composite Score	3.15	1.09	2.78	1.06	2.78	0.72	2.89	0.05

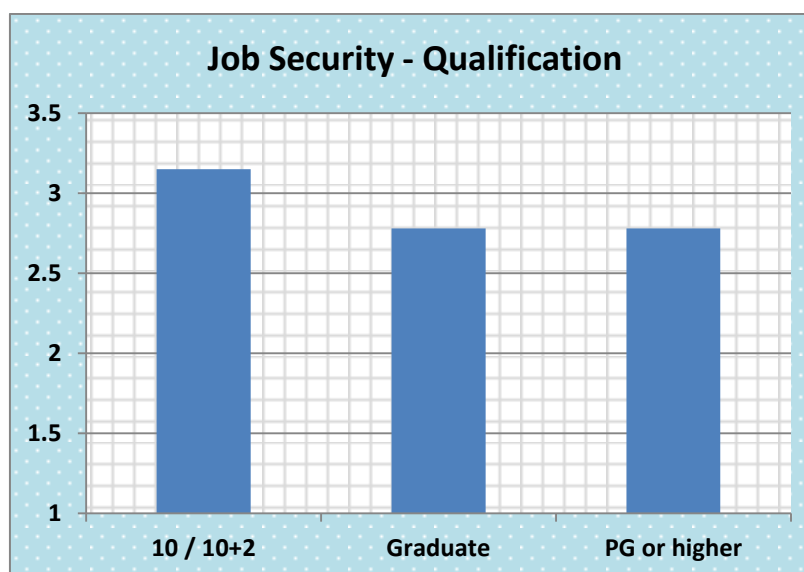


Chart 4.32: Educational Qualification wise comparison of Job Security Perception

Scheffe Post-Hoc Test (see Table 4.59) again reveals that, statistically there is no significant difference between all combination of groups in terms of experience of Job Security at 95% confidence level ($\alpha < p$).

Table 4.59: Scheffe Post-Hoc Test, Multi-comparison Table of Job Security perception and Educational Qualification

(I) QUALIFICATION	(J) QUALIFICATION	Mean Difference (I-J)	Std. Error	Sig.
10TH/10+2	GRADUATE	0.37140	0.15844	0.066
	PG OR HIGHER	0.36898	0.18709	0.145
GRADUATE	10TH/10+2	-0.37140	0.15844	0.066
	PG OR HIGHER	-0.00242	0.14358	1.000
PG OR HIGHER	10TH/10+2	-0.36898	0.18709	0.145
	GRADUATE	0.00242	0.14358	1.000

Table 4.60 (see also Chart 4.33) below offers a relative profile of Job Security perception of employees belonging to the two different



groups based on the type of job they perform, group 1(Inbound Job) and group 2 (Outbound Job), with an average composite Job Security score of 2.78 and 3.08 respectively. Here it is clear that employees having outbound nature of job are perceiving their job highly insecure as compare to the inbound employee. In order to test whether the difference in experience of Job Security is statistically significant or not, t-test is employed. As shown table 3, the results of t-test reveals that the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.60: Nature of Job wise comparison of Job Security Perception

Statements	Inbound		Outbound		t	p
	M	SD	M	SD		
I feel my job is secure	2.57	1.22	2.89	1.18	1.86	0.06
I feel uncertain about the future of my job. (R)	2.77	1.21	3.04	1.16	1.60	0.11
I feel that I might get fired. (R)	3.00	1.14	3.32	1.39	1.91	0.05
Job Security Composite Score	2.78	0.99	3.08	1.02	2.15	0.03

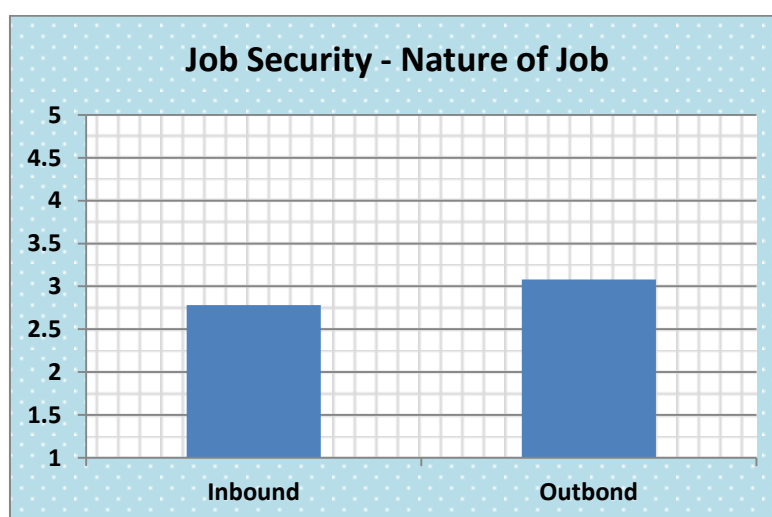


Chart 4.33: Nature of Job wise comparison of Job Security Perception

Table 4.61(see also Chart 4.34) compares the call center employees of different age groups for assessment of levels job security perceived by



them, group 1 (below 20 Yrs of age), group 2 (20 to 25 yrs of age) and group 3 (25 and above) their composite job security mean scores as shown in table are 2.76, 2.88 and 2.76 respectively. Here we find that there is no big difference in opinion of different people of different age groups, with regard to the job security. And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 0.63$) reveal the difference in such mean scores is statistically not significant ($\alpha < p$) at 95% confidence level.

Table 4.61: Age wise comparison of Job Security Perception

Statements	Below 20 Yrs		20 to 25 Yrs		25 and above		F	p
	M	SD	M	SD	M	SD		
I feel my job is secure	2.72	1.36	2.65	1.24	2.59	1.12	0.55	0.64
I feel uncertain about the future of my job. (R)	2.69	1.50	2.90	1.17	2.70	1.13	0.79	0.49
I feel that I might get fired. (R)	2.88	1.08	3.10	1.21	2.98	1.19	3.16	0.02
Job Security Composite Score	2.76	1.09	2.88	1.00	2.76	1.01	0.63	0.59

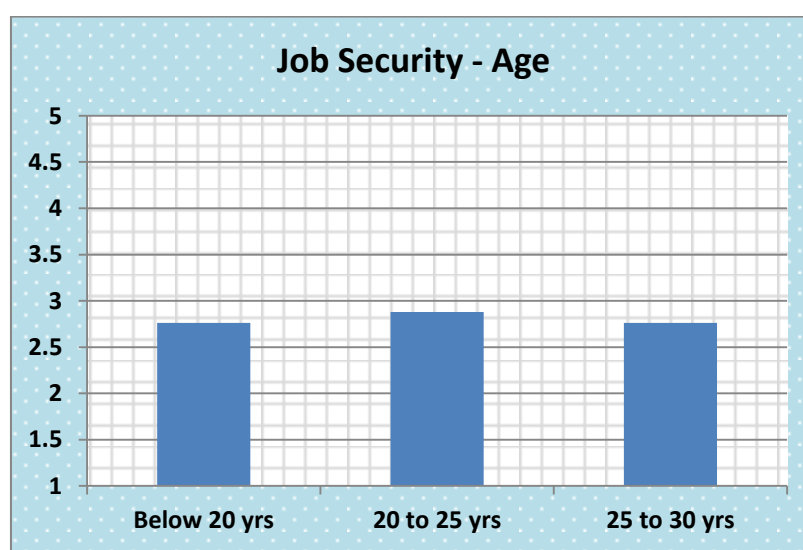


Chart 4.34: Age wise comparison of Job Security Perception



Scheffe Post-Hoc Test (see Table 4.62) again reveals that, statistically there is no significant difference between all combination of groups in terms of experience of Job Security at 95% confidence level ($\alpha < p$).

Table 4.62: Scheffe Post-Hoc Test, Multi-comparison Table of Job Security perception and Age

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.
below 20	20 TO 25	-0.11745	0.18449	0.817
	25 TO 30	0.00726	0.20624	0.999
20 TO 25	below 20	0.11745	0.18449	0.817
	25 TO 30	0.12470	0.13907	0.669
25 TO 30	below 20	-0.00726	0.20624	0.999
	20 TO 25	-0.12470	0.13907	0.669

Table 4.63 (see also Chart 4.35) below offers a relative profile of Job Security perception of employees belonging to the four different groups based on the level of experience they possess, group 1 (experience below 6 months), group 2 (experience 6 months to 1 Yr), group 3 (experience 1 to 2 Yrs) and group 4 (experience above 2 Yrs) with an average composite Job Security score of 3.04, 2.74, 2.59, and 3.01 respectively. Group 1 and group 4 are relatively very closer to each other and they perceive their job much insecure as compared to group 2 and 3. Analysis of variance, is done using One-Way ANOVA test and the results of One-Way ANOVA ($F = 3.61$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.



Table 4.63: Work Experience wise comparison of Job Security perception

Statements	Below 6 months		6 months to 1Yr		1 Yr to 2 Yrs		Above 2 Yrs		F	p
	M	SD	M	SD	M	SD	M	SD		
I feel my job is secure	3.06	1.18	2.51	1.26	2.21	1.19	2.80	1.09	6.77	0.00
I feel uncertain about the future of my job.	2.81	1.45	2.81	1.22	2.71	0.97	2.96	1.16	0.57	0.63
I feel that I might get fired. (R)	3.26	1.17	2.91	1.23	2.83	1.30	3.28	1.07	2.84	0.03
Job Security Composite Score	3.04	1.08	2.74	1.03	2.59	0.86	3.01	0.99	3.61	0.01

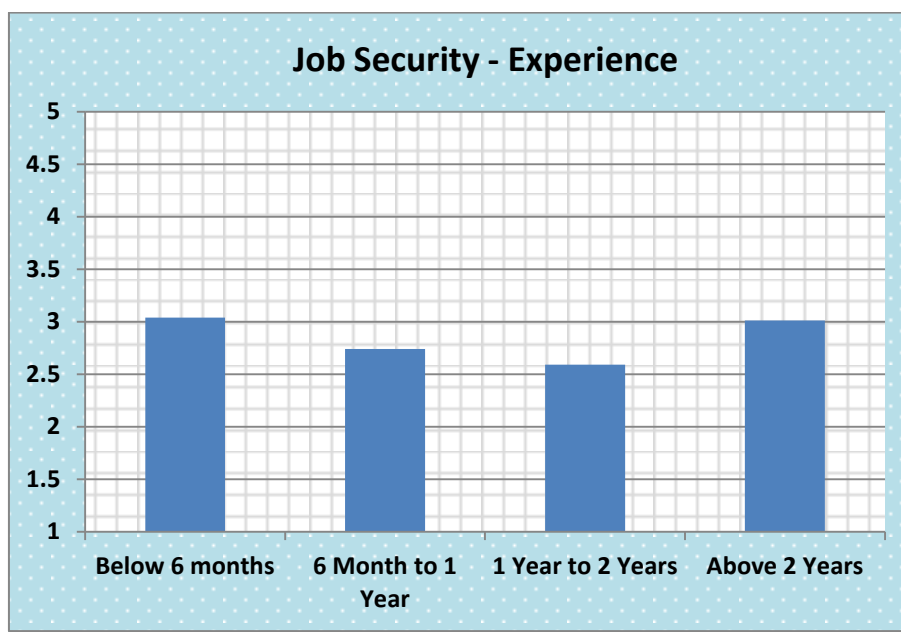


Chart 4.35: Work Experience wise comparison of Job Security Perception

But Scheffe Post-Hoc Test (see Table 4.64) reveals that, statistically there is no significant difference between the combination of groups in terms of experience of Job Security at 95% confidence level ($\alpha < p$).



Table 4.64: Scheffe Post-Hoc Test, Multi-comparison Table of Job Security and Work Experience

(I) EXPERIANCE	(J) EXPERIANCE	Mean Difference (I-J)	Std. Error	Sig.
LESS THAN 6 MONTHS	6 MONTHS TO 1 YR	0.29819	0.16557	0.357
	1 TO 2 YRS	0.45606	0.16948	0.067
	MORE THAN 2 YRS	0.02631	0.16470	0.999
6 MONTHS TO 1 YR	LESS THAN 6 MONTHS	-0.29819	0.16557	0.357
	1 TO 2 YRS	0.15788	0.15986	0.807
	MORE THAN 2 YRS	-0.27187	0.15477	0.380
1 TO 2 YRS	LESS THAN 6 MONTHS	-0.45606	0.16948	0.067
	6 MONTHS TO 1 YR	-0.15788	0.15986	0.807
	MORE THAN 2 YRS	-0.42975	0.15895	0.065
MORE THAN 2 YRS	LESS THAN 6 MONTHS	-0.02631	0.16470	0.999
	6 MONTHS TO 1 YR	0.27187	0.15477	0.380
	1 TO 2 YRS	0.42975	0.15895	0.065

Promotion and Demographic Variables

An analysis of the data contained in the table 4.65 indicate that call center employees in general are not satisfied with the promotion chances i.e. average score of more than 2.69, on a five point scale.

Table 4.65: Promotion chances perception

STATEMENTS	N	M	SD
There is really too little chance for promotion on my job. (R)	305	2.77	1.05
Those who do well on the job stand a fair chance of being promoted.	305	2.68	1.04
People get ahead as fast here as they do in other places.	305	2.75	0.94
I am satisfied with my chances for promotion.	305	2.58	1.06
Promotion Composite Score	305	2.69	0.80



Table 4.66 and Chart 4.36, depicts a comparative picture of promotion perception of male and female call center employees. And the composite mean score for female employees is 2.84 against composite mean score of 2.63 of male employees, which reveals that they are more satisfied with the promotion chances than their counterparts. And the difference in such mean scores is statistically tested using t-test and is found to be significant ($\alpha > p$) at 95% confidence level.

Table 4.66: Gender wise comparison of Promotion chances perception

Statements	Male		Female		t	p
	M	SD	M	SD		
There is really too little chance for promotion on my job. (R)	2.69	1.11	2.95	0.89	2.01	0.04
Those who do well on the job stand a fair chance of being promoted.	2.61	1.03	2.83	1.04	1.74	0.08
People get ahead as fast here as they do in other places.	2.71	0.94	2.84	0.94	1.17	0.24
I am satisfied with my chances for promotion.	2.50	1.08	2.73	1.00	1.68	0.09
Promotion Composite Score	2.63	0.83	2.84	0.71	2.12	0.03

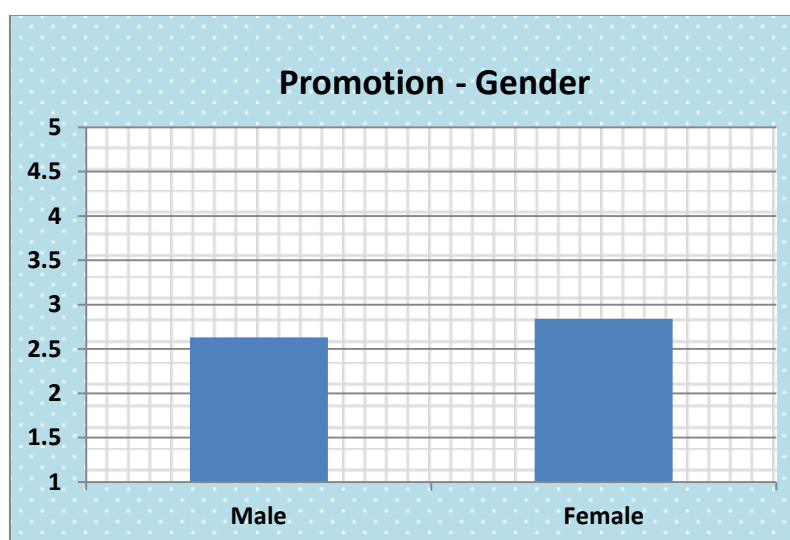


Chart 36: Gender wise comparison of Promotion chances perception



As revealed by Table 4.67 (also Chart 4.37), the composite promotion chances mean scores of employees of three differently educationally qualified groups are 2.18, 2.83 and 2.70. Which imply that employees with low educational qualification (10 or 10+2) are not satisfied with the chances of promotion on their job and employees with higher qualifications are satisfied to some extent. And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 13.97$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.67: Educational Qualification wise comparison of Promotion chances perception

Statements	10 / 10+2		Graduate		PG or higher		F	p
	M	SD	M	SD	M	SD		
	There is really too little chance for promotion on my job. (R)	2.37	0.97	2.85	1.11	2.86		
Those who do well on the job stand a fair chance of being promoted.	2.11	0.65	2.84	1.13	2.66	0.86	10.24	0.00
People get ahead as fast here as they do in other places.	2.11	0.73	2.93	0.95	2.72	0.83	16.69	0.00
I am satisfied with my chances for promotion.	2.13	0.98	2.70	1.12	2.54	0.86	5.98	0.00
Promotion Composite Score	2.18	0.56	2.83	0.88	2.70	0.56	13.97	0.00

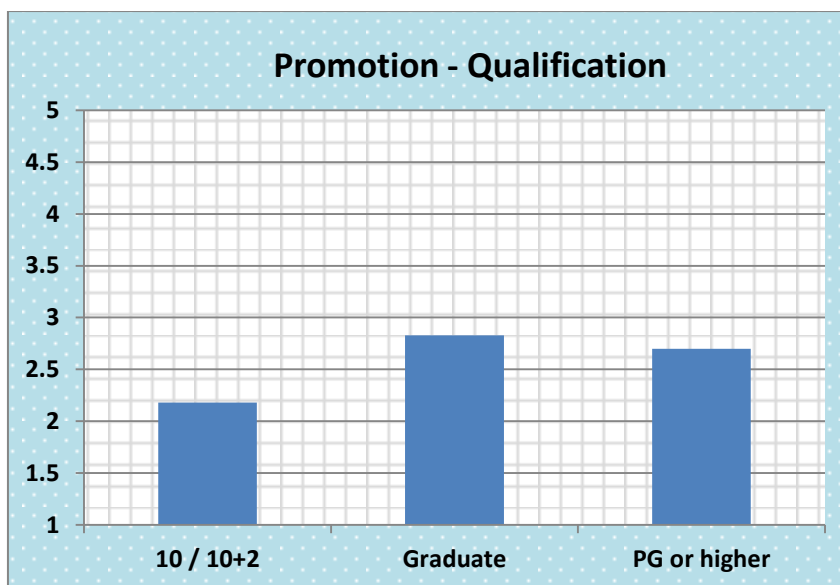


Chart 4.37: Educational Qualification wise comparison of Promotion chances perception

Further making a deeper study in this, the results of Scheffe Post-Hoc multi-comparison Test (see Table 4.68) reveal that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 2 (graduate) and group 3 (PG or Higher) are not significantly different in terms of experience of promotion chances at 95% confidence level ($\alpha < p$) and the difference is significant in all other combinations of groups.

Table 4.68: Scheffe Post-Hoc Test, Multi-comparison Table of Promotion chances perception and Educational Qualification

(I) QUALIFICATION	(J) QUALIFICATION	Mean Difference (I-J)	Std. Error	Sig.
10TH/10+2	GRADUATE	-0.64750*	0.12248	0.000
	PG OR HIGHER	-0.51448*	0.14463	0.002
GRADUATE	10TH/10+2	0.64750*	0.12248	0.000
	PG OR HIGHER	0.13302	0.11099	0.488
PG OR HIGHER	10TH/10+2	0.51448*	0.14463	0.002
	GRADUATE	-0.13302	0.11099	0.488

*the mean difference is significant at the 0.05 level



Table 4.69 (see also Chart 4.38) below offers a relative profile of promotion chances perception of employees belonging to the two different groups based on the type of job they perform, group 1(Inbound Job) and group 2 (Outbound Job), with an average composite promotion score of 2.64 and 2.88 respectively. Here it is clear that employees having inbound nature of job are less satisfied with the chances of promotion in their job as compared to the people who are in outbound jobs. In order to test whether the difference in experience of promotion chances is statistically significant or not, t-test is employed. As shown table 3, the results of t-test reveals that the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.69: Nature of Job wise comparison of Promotion chances perception

Statements	Inbound		Outbound		t	p
	M	SD	M	SD		
There is really too little chance for promotion on my job. (R)	2.78	1.01	2.75	1.19	0.20	0.84
Those who do well on the job stand a fair chance of being promoted.	2.58	0.97	3.03	1.19	3.05	0.00
People get ahead as fast here as they do in other places.	2.68	0.88	3.01	1.11	2.51	0.01
I am satisfied with my chances for promotion.	2.53	1.04	2.75	1.12	1.46	0.14
Promotion Composite Score	2.64	0.73	2.88	1.02	2.12	0.03

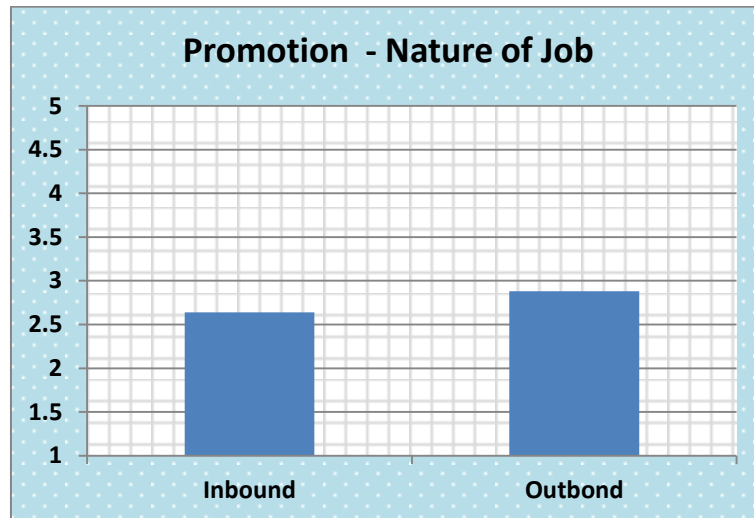


Chart 4.38: Nature of Job wise comparison of Promotion chances perception

Table 4.70 (see also Chart 4.39) compares the call center employees of different age groups for assessment of promotion chances satisfaction, group 1 (below 20 Yrs of age), group 2 (20 to 25 Yrs of age) and group 3 (25 and above) their composite promotion mean Scores as shown in table are 2.74, 2.57 and 3.02 respectively. Here we can visualize that employees in the age group (20 to 25) are less satisfied with their chances of promotion as compared to other groups. And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 8.60$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.



Table 4.70: Age wise comparison of Promotion chances perception

Statements	Below 20 Yrs		20 to 25 Yrs		25 and above		F	p
	M	SD	M	SD	M	SD		
There is really too little chance for promotion on my job. (R)	2.50	1.02	2.72	1.09	3.09	0.92	4.92	0.008
Those who do well on the job stand a fair chance of being promoted.	2.77	1.07	2.51	0.96	3.09	1.12	8.69	0.000
People get ahead as fast here as they do in other places.	2.88	1.34	2.61	0.85	3.06	0.86	6.88	0.001
I am satisfied with my chances for promotion.	2.80	1.19	2.45	0.95	2.83	1.20	4.33	0.014
Promotion Composite Score	2.74	0.87	2.57	0.74	3.02	0.84	8.60	0.000

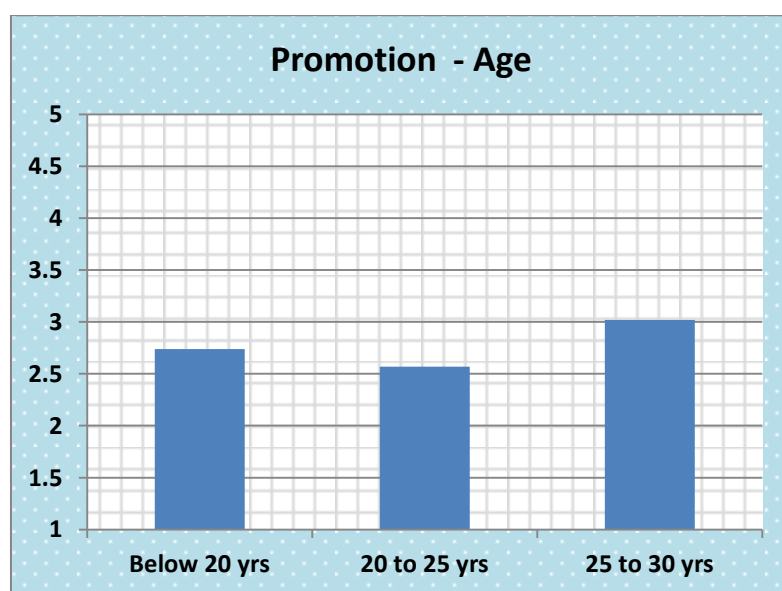


Chart 4.39: Age wise comparison of Promotion chances perception



Scheffe Post-Hoc Test (see Table 4.71) reveals that not all the differences between the combinations of various groups are statistically significant. Here we find combination of age group 2 and age group 3 are significantly different in terms of experience of promotion chances satisfaction at 95% confidence level ($\alpha < p$) and the difference in other combinations of groups is not statistically significant.

Table 4.71: Scheffe Post-Hoc Test, Multi-comparison Table of Promotion chances perception and Age

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.
below 20	20 TO 25	0.16674	0.14340	0.509
	25 TO 30	-0.28059	0.16031	0.218
20 TO 25	below 20	-0.16674	0.14340	0.509
	25 TO 30	-0.44733*	0.10810	0.000
25 TO 30	below 20	0.28059	0.16031	0.218
	20 TO 25	0.44733*	0.10810	0.000

*the mean difference is significant at the 0.05 level

Table 4.72 (see also Chart 4.40) below offers a relative profile of promotion chances perception of employees belonging to the four different groups based on the level of experience they possess, group 1 (experience below 6 months), group 2 (experience 6 months to 1 Yr), group 3 (experience 1 to 2 Yrs) and group 4 (experience above 2 Yrs) with an average composite promotion score of 2.73, 2.49, 2.65, and 2.89 respectively. Group 2 is reporting to have low promotion chances satisfaction as compared to other groups. Analysis of variance, is done using One-Way ANOVA test and the results of One-Way ANOVA ($F = 3.66$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.



Table 4.72: Work Experience wise comparison of Promotion chances perception

Statements	Below 6 months		6 months to 1Yr		1 Yr to 2 Yrs		Above 2 Yrs		F	p
	M	SD	M	SD	M	SD	M	SD		
	There is really too little chance for promotion on my job.	2.86	0.98	2.67	1.15	2.51	1.11	3.03		
Those who do well on the job stand a fair chance of being promoted.	2.64	1.11	2.50	0.86	2.67	1.11	2.89	1.06	2.02	0.11
People get ahead as fast here as they do in other places.	2.66	1.10	2.48	0.89	2.95	0.91	2.90	0.81	4.41	0.00
I am satisfied with my chances for promotion.	2.76	1.27	2.31	0.94	2.48	0.96	2.76	1.03	3.44	0.10
Promotion Composite Score	2.73	0.92	2.49	0.67	2.65	0.79	2.89	0.80	3.66	0.01



Chart 4.40: Work Experience wise comparison of Promotion chances perception



Scheffe Post-Hoc Test (see Table 4.73) reveals that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 2 and group 4 are significantly different in terms of experience of promotion chances at 95% confidence level ($\alpha > p$) and all other combinations of groups are not significantly different from each other.

Table 4.73: Scheffe Post-Hoc Test, Multi-comparison Table of Promotion chances perception and Work Experience

(I) EXPERIANCE	(J) EXPERIANCE	Mean Difference (I-J)	Std. Error	Sig.
LESS THAN 6 MONTHS	6 MONTHS TO 1 YR	0.24071	0.13249	0.349
	1 TO 2 YRS	0.07583	0.13562	0.958
	MORE THAN 2 YRS	-0.16419	0.13179	0.671
6 MONTHS TO 1 YR	LESS THAN 6 MONTHS	-0.24071	0.13249	0.349
	1 TO 2 YRS	-0.16488	0.12791	0.646
	MORE THAN 2 YRS	-0.40491*	0.12385	0.015
1 TO 2 YRS	LESS THAN 6 MONTHS	-0.07583	0.13562	0.958
	6 MONTHS TO 1 YR	0.16488	0.12791	0.646
	MORE THAN 2 YRS	-0.24003	0.12719	0.315
MORE THAN 2 YRS	LESS THAN 6 MONTHS	0.16419	0.13179	0.671
	6 MONTHS TO 1 YR	0.40491*	0.12385	0.015
	1 TO 2 YRS	0.24003	0.12719	0.315

*the mean difference is significant at the 0.05 level

Salary and Demographic Variables

An analysis of the data contained in the table 4.74 indicate that call center employees in general are mildly satisfied with their current salary, to some extent they feel they are rewarded the way they should be and feel satisfied with the chances of increase in their salary.

**Table 4.74: Salary Satisfaction**

STATEMENTS	N	M	SD
I am satisfied with my current salary.	305	2.70	1.17
I feel satisfied with my chances for salary increases.	305	2.85	1.10
I feel I am being paid a fair amount for the work I do.	305	2.76	1.09
I don't feel my efforts are rewarded the way they should be. (R)	305	2.88	1.10
Salary Composite Score	305	2.79	0.88

Table 4.75 and Chart 4.41, depicts a comparative picture of salary satisfaction of male and female call center employees. And the composite mean score for female employees is 2.81 against composite mean score of 2.75 of male employees, which reveals that they are relatively more satisfied with their salary than their counterparts. But the difference in such mean scores is statistically tested using t-test and is found to be not significant ($\alpha < p$) at 95% confidence level.

Table 4.75: Gender wise comparison of Salary Satisfaction

Statements	Male		Female		t	p
	M	SD	M	SD		
I am satisfied with my current salary.	2.71	1.14	2.66	1.23	0.34	0.73
I feel satisfied with my chances for salary increases.	2.83	1.15	2.87	0.95	0.26	0.79
I feel I am being paid a fair amount for the work I do.	2.78	1.13	2.70	1.01	0.57	0.56
I don't feel my efforts are rewarded the way they should be.	2.93	1.15	2.75	0.97	1.35	0.17
Salary Composite Score	2.81	0.92	2.75	0.78	0.63	0.52

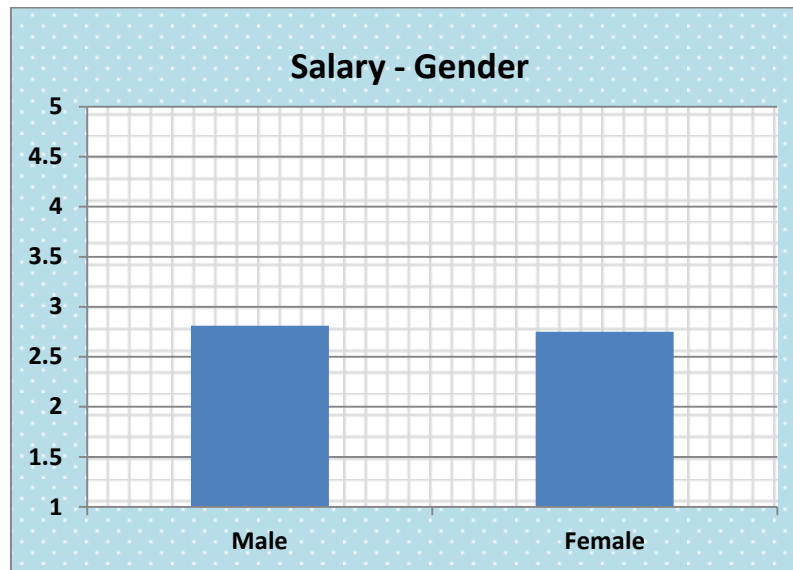


Chart 4.41: Gender wise comparison of Salary Satisfaction

As revealed by Table 4.76 (also Chart 4.42), the composite Salary Satisfaction mean scores of employees of three differently educationally qualified groups are 3.04, 2.88 and 2.37. Which imply that employees with low educational qualification (10 or 10+2) are highly satisfied with their salary and those with high qualifications (PG or higher) are not satisfied with their salary, while employees in with medium level of education qualification (Graduates) are moderately satisfied with their salary. And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 11.23$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.



Table 4.76: Educational Qualification wise comparison of Salary Satisfaction

Statements	10 / 10+2		Graduate		PG or higher		F	p
	M	SD	M	SD	M	SD		
I am satisfied with my current salary.	2.92	1.14	2.86	1.19	2.06	0.89	13.61	0.00
I feel satisfied with my chances for salary increases.	3.03	1.19	2.94	1.12	2.40	0.80	7.05	0.00
I feel I am being paid a fair amount for the work I do.	3.00	1.13	2.84	1.13	2.34	0.83	6.69	0.00
I don't feel my efforts are rewarded the way they should be. (R)	3.23	1.20	2.86	1.01	2.66	1.19	3.98	0.02
Salary Composite Score	3.04	0.91	2.88	0.90	2.37	0.62	11.23	0.00

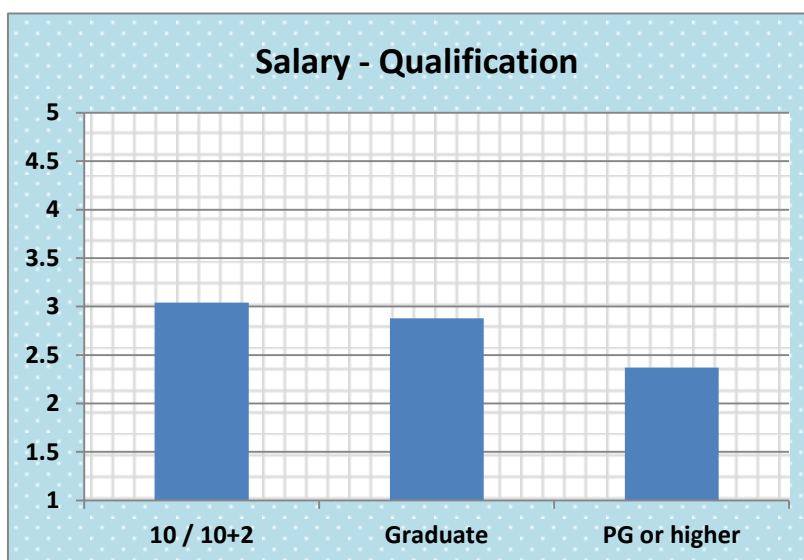


Chart 4.42: Educational Qualification wise comparison of Salary Satisfaction



Further making a deeper study in this, the results of Scheffe Post-Hoc multi-comparison Test (see Table 4.77) reveal that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 1 (10 /10+2) and group 2 (Graduate) are not significantly different in terms of experience of Salary Satisfaction at 95% confidence level ($\alpha < p$) and the difference is significant in all other combinations of groups.

Table 4.77: Scheffe Post-Hoc Test, Multi-comparison Table of Salary Satisfaction and Educational Qualification

(I) QUALIFICATION	(J) QUALIFICATION	Mean Difference (I-J)	Std. Error	Sig.
10TH/10+2	GRADUATE	0.16870	0.13535	0.461
	PG OR HIGHER	0.67781*	0.15984	0.000
GRADUATE	10TH/10+2	-0.16870	0.13535	0.461
	PG OR HIGHER	0.50911*	0.12266	0.000
PG OR HIGHER	10TH/10+2	-0.67781*	0.15984	0.000
	GRADUATE	-0.50911*	0.12266	0.000

*the mean difference is significant at the 0.05 level

Table 4.78 (see also Chart 4.43) below offers a relative profile of salary satisfaction of employees belonging to the two different groups based on the type of job they perform, group 1(Inbound Job) and group 2 (Outbound Job), with an average composite Salary satisfaction score of 2.72 and 3.06 respectively. Here it is clear that employees having inbound nature of job are less satisfied with their salary, than those in the outbound jobs. In order to test whether the difference in experience of salary satisfaction is statistically significant or not, t-test is employed. As shown table 3, the results of t-test reveals that the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

**Table 4.78: Nature of Job wise comparison of Salary Satisfaction**

Statements	Inbound		Outbound		t	p
	M	SD	M	SD		
I am satisfied with my current salary.	2.65	1.18	2.89	1.14	1.45	0.148
I feel satisfied with my chances for salary increases.	2.75	1.06	3.18	1.15	2.82	0.005
I feel I am being paid a fair amount for the work I do.	2.65	1.05	3.15	1.17	3.27	0.001
I don't feel my efforts are rewarded the way they should be. (R)	2.84	1.10	3.03	1.09	1.21	0.224
Salary Composite Score	2.72	0.84	3.06	0.99	2.75	0.006

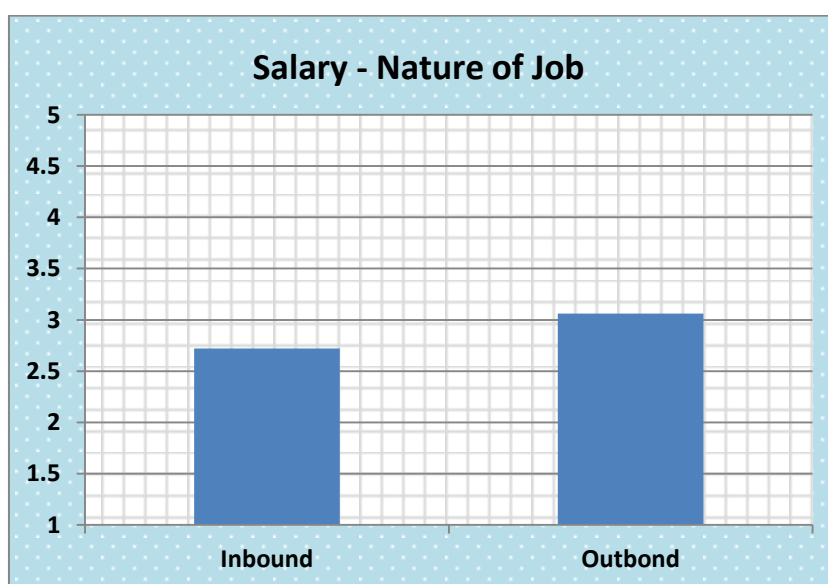
**Chart 4.43: Nature of Job wise comparison of Salary Satisfaction**

Table 4.79 (see also Chart 4.44) compares the call center employees of different age groups for assessment of levels of salary satisfaction, group 1 (below 20 Yrs of age), group 2 (20 to 25 Yrs of age) and group 3 (25 and above) their composite Salary Satisfaction mean Scores as shown in table are 2.80, 2.83 and 2.75 respectively. Here we can visualize that there is no big difference in the salary satisfaction of



different age groups. And in order to make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 0.22$) reveal the difference in such mean scores is statistically not significant ($\alpha < p$) at 95% confidence level.

Table 4.79: Age wise comparison of Salary Satisfaction

Statements	Below 20 Yrs		20 to 25 Yrs		25 and above		F	p
	M	SD	M	SD	M	SD		
I am satisfied with my current salary.	2.61	1.17	2.72	1.24	2.75	.96	0.189	0.82
I feel satisfied with my chances for salary increases.	2.86	1.19	2.93	1.12	2.68	.92	1.373	0.25
I feel I am being paid a fair amount for the work I do.	2.88	1.28	2.75	1.12	2.81	0.90	0.267	0.76
I don't feel my efforts are rewarded the way they should be. (R)	2.86	1.26	2.93	1.11	2.77	1.01	0.613	0.54
Salary Composite Score	2.80	1.00	2.83	0.90	2.75	0.75	0.221	0.80

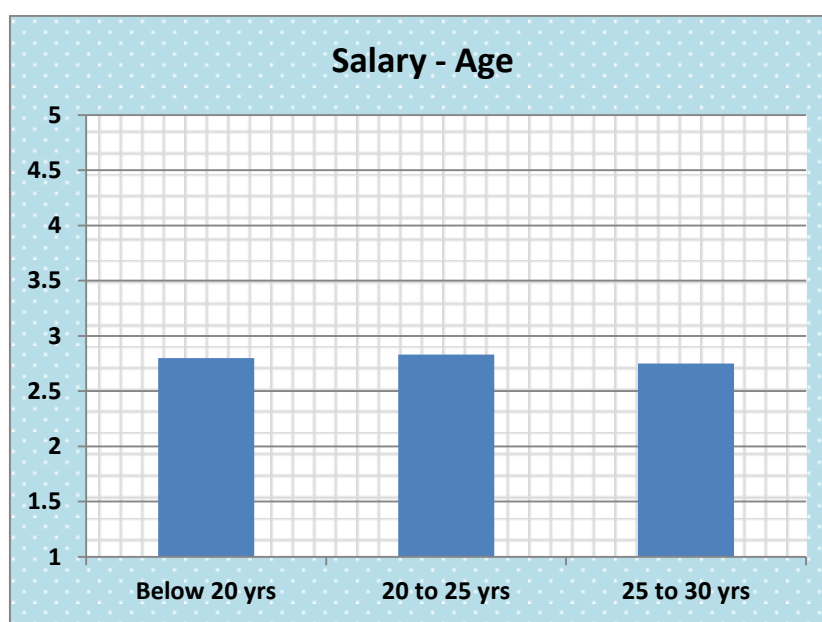


Chart 4.44: Age wise comparison of Salary Satisfaction



Scheffe Post-Hoc Test (see Table 4.80) again reveals that, statistically there is no significant difference between all combination of groups in terms of experience of Job Security at 95% confidence level ($\alpha < p$).

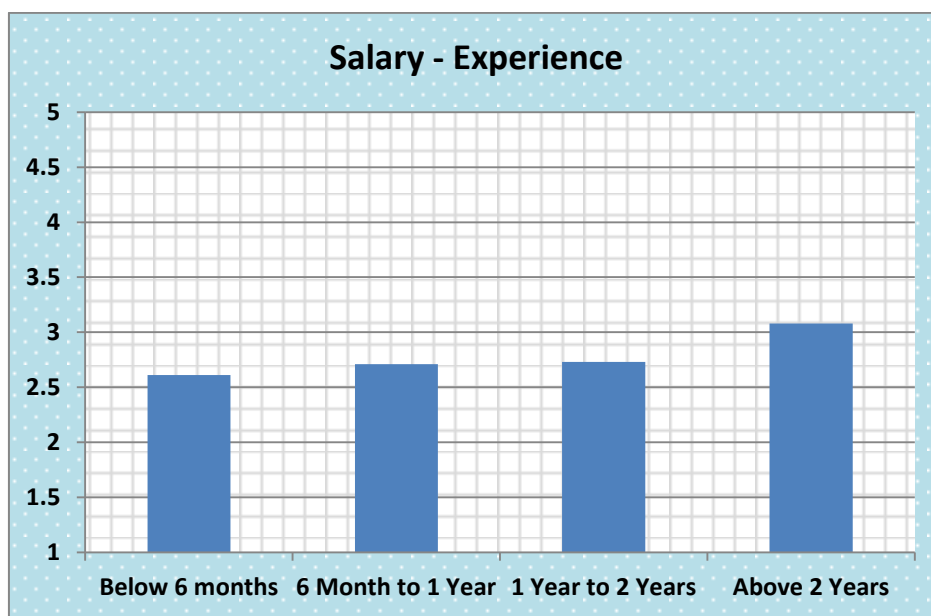
Table 4.80: Scheffe Post-Hoc Test, Multi-comparison Table of Salary Satisfaction and Age

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.
below 20	20 TO 25	-0.03129	0.16025	0.981
	25 TO 30	0.04880	0.17914	0.964
20 TO 25	below 20	0.03129	0.16025	0.981
	25 TO 30	0.08009	0.12080	0.803
25 TO 30	below 20	-0.04880	0.17914	0.964
	20 TO 25	-0.08009	0.12080	0.803

Table 4.81 (see also Chart 4.45) below offers a relative profile of salary satisfaction of employees belonging to the four different groups based on the level of experience they possess, group 1 (experience below 6 months), group 2 (experience 6 months to 1 Yr), group 3 (experience 1 to 2 Yrs) and group 4 (experience above 2 Yrs) with an average composite Salary Satisfaction score of 2.61, 2.71, 2.73, and 3.08 respectively. Employees with experience of more than 2 Yrs are reporting to have higher salary satisfaction as compared to other groups. Analysis of variance, is done using One-Way ANOVA test and the results of One-Way ANOVA ($F = 4.36$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

**Table 4.81: Work Experience wise comparison of Salary**

Statements	Below 6 months		6 months to 1Yr		1 Yr to 2 Yrs		Above 2 Yrs		F	p
	M	SD	M	SD	M	SD	M	SD		
I am satisfied with my current salary.	2.64	1.17	2.57	1.17	2.43	1.18	3.10	1.07	5.21	0.00
I feel satisfied with my chances for salary increases.	2.61	1.01	2.75	1.31	3.00	0.95	2.97	1.02	2.03	0.11
I feel I am being paid a fair amount for the work I do.	2.72	1.11	2.63	1.31	2.62	0.87	3.04	0.98	2.75	0.04
I don't feel my efforts are rewarded the way they should be. (R)	2.47	1.14	2.87	1.21	2.87	1.14	3.20	0.78	5.52	0.00
Salary Composite Score	2.61	0.87	2.71	1.00	2.73	0.74	3.08	0.83	4.36	0.00

**Chart 4.45: Work Experience wise comparison of Salary Satisfaction**

Scheffe Post-Hoc Test (see Table 4.82) reveals that not all the differences between the combinations of various groups are statistically



significant. Here we find combination of group 1 and group 4 are significantly different in terms of experience of Salary Satisfaction at 95% confidence level ($\alpha > p$) and all other combinations of groups are not significantly different from each other.

Table 4.82: Scheffe Post-Hoc Test, Multi-comparison Table of Salary Satisfaction and Work

(I) EXPERIANCE	(J) EXPERIANCE	Mean Difference (I-J)	Std. Error	Sig.
LESS THAN 6 MONTHS	6 MONTHS TO 1 YR	-0.09498	0.14470	0.934
	1 TO 2 YRS	-0.11772	0.14812	0.889
	MORE THAN 2 YRS	-0.46795*	0.14394	0.015
6 MONTHS TO 1 YR	LESS THAN 6 MONTHS	0.09498	0.14470	0.934
	1 TO 2 YRS	-0.02274	0.13971	0.999
	MORE THAN 2 YRS	-0.37297	0.13527	0.057
1 TO 2 YRS	LESS THAN 6 MONTHS	0.11772	0.14812	0.889
	6 MONTHS TO 1 YR	0.02274	0.13971	0.999
	MORE THAN 2 YRS	-0.35023	0.13892	0.098
MORE THAN 2 YRS	LESS THAN 6 MONTHS	0.46795*	0.14394	0.015
	6 MONTHS TO 1 YR	0.37297	0.13527	0.057
	1 TO 2 YRS	0.35023	0.13892	0.098

*the mean difference is significant at the 0.05 level

Turnover Intention and Demographic Variables

An analysis of the data contained in the table 4.83 indicate that call center employees in general have high level of turnover intentions i.e. average score of more than 3.55, on a five point scale, in other words which means they often think about quitting the job and will be looking for a new job in the next year.

**Table 4.83: Turnover Intention**

STATEMENTS	N	M	SD
I will defiantly look for a new job in the next Yr.	305	3.50	1.00
I often think about quitting.	305	3.58	0.91
I may look for a new job in the next Yr.	305	3.58	0.98
Turnover Intention Composite Score	305	3.55	0.85

Table 4.84 and Chart 4.46, depicts a comparative picture of turnover intention of male and female call center employees. And the composite mean score for female employees is 3.62 against composite mean score of 3.52 of male employees, which reveals that they do have a bit higher quitting intentions than their counterparts. But the difference in such mean scores is statistically tested using t-test and is found to be not significant ($\alpha < p$) at 95% confidence level.

Table 4.84: Gender wise comparison of Turnover Intention

Statements	Male		Female		t	p
	M	SD	M	SD		
I will defiantly look for a new job in the next Yr.	3.47	1.00	3.55	0.99	0.66	0.50
I often think about quitting.	3.53	0.93	3.67	0.86	1.22	0.22
I may look for a new job in the next Yr.	3.56	0.97	3.62	1.02	0.50	0.61
Turnover Intention Composite Score	3.52	0.86	3.62	0.84	0.88	0.37

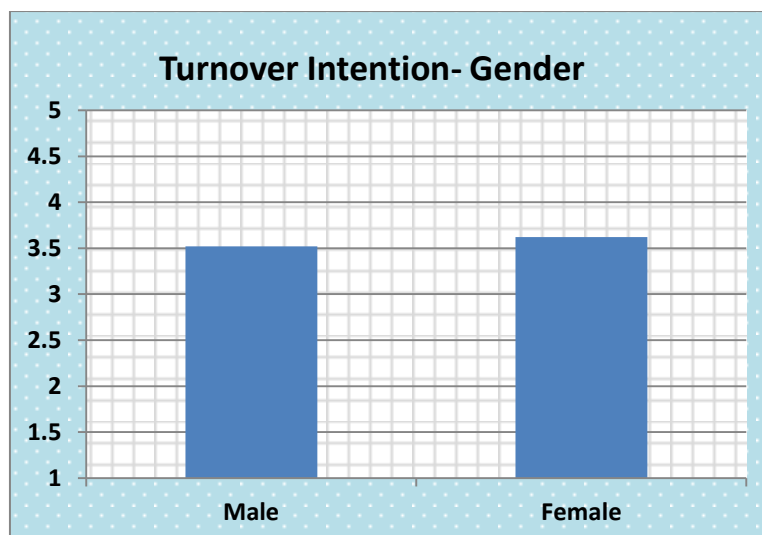


Chart 4.46: Gender wise comparison of Turnover Intention

As revealed by Table 4.85 (also Chart 4.47), the composite Turnover Intention mean scores of employees of three differently educationally qualified groups are 3.79, 3.44 and 3.66. Which imply that employees with low educational qualification (10 or 10+2) have higher quitting intentions than those with high qualifications (Graduate) and (PG or higher) And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 4.11$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.85: Educational Qualification wise comparison of Turnover Intention

Statements	10 / 10+2		Graduate		PG or higher		F	p
	M	SD	M	SD	M	SD		
I will defiantly look for a new job in the next Yr.	3.72	1.05	3.45	1.00	3.45	0.94	1.52	0.21
I often think about quitting.	3.82	1.01	3.42	0.93	3.84	0.63	7.86	0.00
I may look for a new job in the next Yr.	3.84	0.98	3.46	1.03	3.69	0.80	3.54	0.03
Turnover Intention Composite Score	3.79	0.91	3.44	0.89	3.66	0.65	4.11	0.01

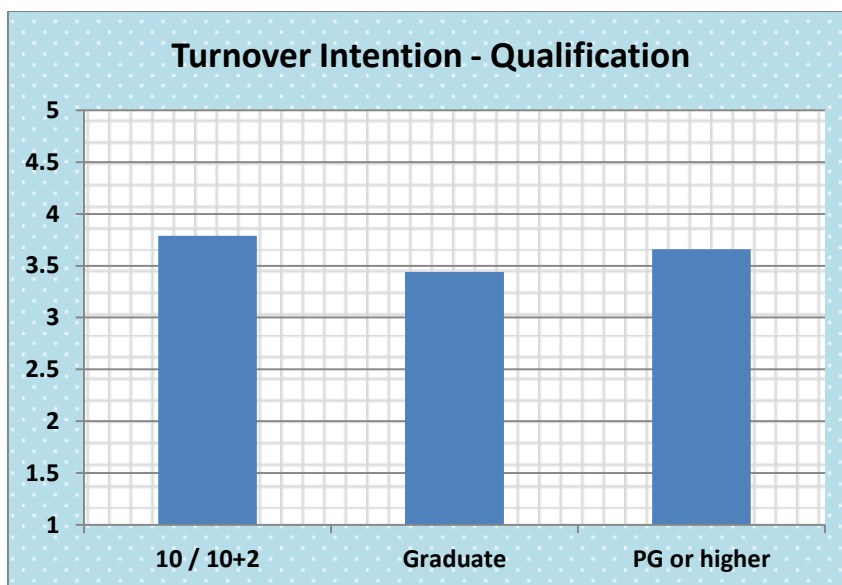


Chart 4.47: Educational Qualification wise comparison of Turnover Intention

Further making a deeper study in this, the results of Scheffe Post-Hoc multi-comparison Test (see Table 4.86) reveal that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 1 (10 /10+2) and group 2 (graduate) are significantly different in terms of experience of Turnover Intention at 95% confidence level ($\alpha > p$) and the difference is not significant in all other combinations of groups.

Table 4.86: Scheffe Post-Hoc Test, Multi-comparison Table of Turnover Intention and Educational Qualification

(I) QUALIFICATION	(J) QUALIFICATION	Mean Difference (I-J)	Std. Error	Sig.
10TH/10+2	GRADUATE	0.34880*	0.13430	0.036
	PG OR HIGHER	0.13072	0.15859	0.712
GRADUATE	10TH/10+2	-0.34880*	0.13430	0.036
	PG OR HIGHER	-0.21809	0.12171	0.203
PG OR HIGHER	10TH/10+2	-0.13072	0.15859	0.712
	GRADUATE	0.21809	0.12171	0.203

*the mean difference is significant at the 0.05 level



Table 4.87 (see also Chart 4.48) below offers a relative profile of turnover intention of employees belonging to the two different groups based on the type of job they perform, group 1(Inbound Job) and group 2 (Outbound Job), with an average composite Turnover Intention score of 3.70 and 2.98 respectively. Here it is clear that employees having inbound nature of job are having higher quitting intention than those in the Outbound jobs. In order to test whether the difference in experience of Turnover Intention is statistically significant or not, t-test is employed. As shown table 3, the results of t-test reveals that the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.87: Nature of Job wise comparison of Turnover Intention

Statements	Inbound		Outbound		t	p
	M	SD	M	SD		
I will defiantly look for a new job in the next Yr.	3.66	1.00	2.89	0.71	5.76	0.00
I often think about quitting.	3.72	0.90	3.03	0.73	5.67	0.00
I may look for a new job in the next Yr.	3.72	0.98	3.04	0.78	5.05	0.00
Turnover Intention Composite Score	3.70	0.84	2.98	0.63	6.27	0.00

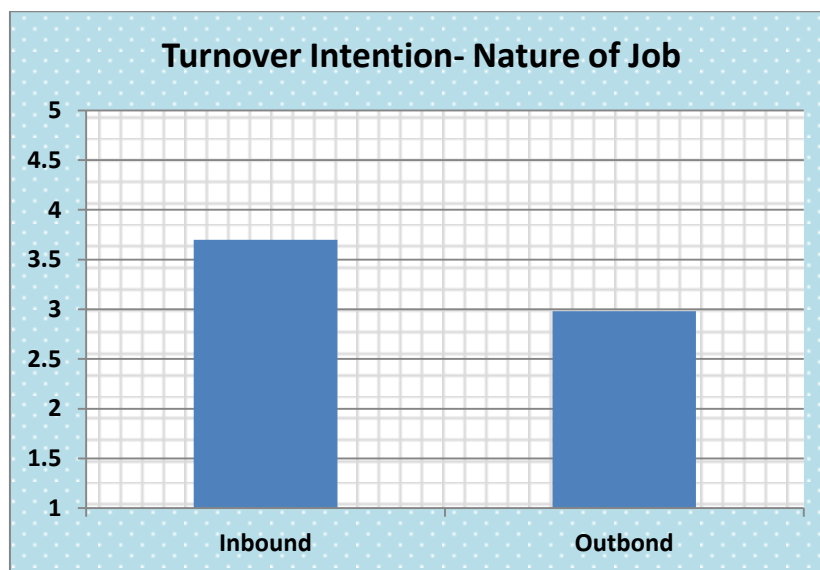


Chart 4.48: Nature of Job wise comparison of Turnover Intention



Table 4.88 (see also Chart 4.49) compares the call center employees of different age groups for assessment of levels of quitting intentions, group 1 (below 20 Yrs of age), group 2 (20 to 25 Yrs of age) and group 3 (25 and above) their composite Turnover Intention mean scores as shown in table are 3.83, 3.59 and 3.42 respectively. Results reveal that employees in low age group are reporting to have high quitting intentions as compared to the higher age groups and which in other words mean employees intention of quitting fades away as they advance in their age. And in order make analysis of variance, One-Way ANOVA test is applied and the results of One-Way ANOVA ($F = 2.97$) reveal the difference in such mean scores is statistically not significant ($\alpha < p$) at 95% confidence level.

Table 4.88: Age wise comparison of Turnover Intention

Statements	Below 20 Yrs		20 to 25 Yrs		25 and above		F	p
	M	SD	M	SD	M	SD		
	I will defiantly look for a new job in the next Yr.	3.80	1.09	3.53	0.94	3.36		
I often think about quitting.	3.94	0.71	3.61	0.89	3.41	0.93	4.25	0.37
I may look for a new job in the next Yr.	3.75	0.69	3.62	1.01	3.48	0.95	0.98	0.00
Turnover Intention Composite Score	3.83	0.71	3.59	0.84	3.42	0.85	2.97	0.05

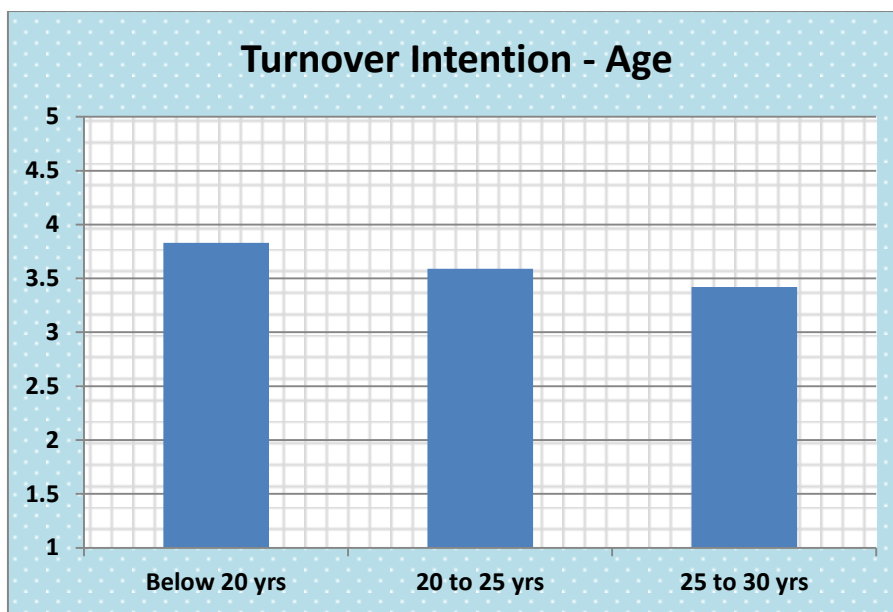


Chart 4.49: Age wise comparison of Turnover Intention

Scheffe Post-Hoc Test (see Table 4.89) again reveals that, statistically there is no significant difference between all combination of groups in terms of experience of Job Security at 95% confidence level ($\alpha < p$).

Table 4.89: Scheffe Post-Hoc Test, Multi-comparison Table of Turnover Intention and Age

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. error	Sig.
below 20	20 TO 25	0.24211	0.15191	0.282
	25 TO 30	0.40991	0.16982	0.056
20 TO 25	below 20	-0.24211	0.15191	0.282
	25 TO 30	0.16780	0.11452	0.343
25 TO 30	below 20	-0.40991	0.16982	0.056
	20 TO 25	-0.16780	0.11452	0.343

Table 4.90 (see also Chart 4.50) below offers a relative profile of turnover intention of employees belonging to the four different groups based on the level of work experience they possess, group 1 (experience below 6 months), group 2 (experience 6 months to 1 Yr), group 3



(experience 1 to 2 Yrs) and group 4 (experience above 2 Yrs) with an average composite Turnover Intention score of 3.56, 3.95, 3.59, and 3.11 respectively. By analyzing this data we find the group 2 is having highest level of quitting intention and group 4 is having least quitting intention, which means that as people are gaining the work experience their quitting intentions calm down. Analysis of variance, is done using One-Way ANOVA test and the results of One-Way ANOVA ($F = 15.35$) reveal the difference in such mean scores is statistically significant ($\alpha > p$) at 95% confidence level.

Table 4.90: Work Experience wise comparison of Turnover

Statements	Intention								F	p
	Below 6 months		6 months to 1Yr		1 Yr to 2 Yrs		Above 2 Yrs			
	M	SD	M	SD	M	SD	M	SD		
I will defiantly look for a new job in the next Yr.	3.53	1.11	3.79	1.10	3.59	0.84	3.10	0.80	7.29	0.00
I often think about quitting.	3.60	1.01	4.07	0.93	3.59	0.73	3.07	0.65	19.68	0.00
I may look for a new job in the next Yr.	3.55	1.01	4.01	0.97	3.59	0.80	3.16	0.95	11.19	0.00
Turnover Intention Composite Score	3.56	0.92	3.95	0.88	3.59	0.71	3.11	0.68	15.35	0.00

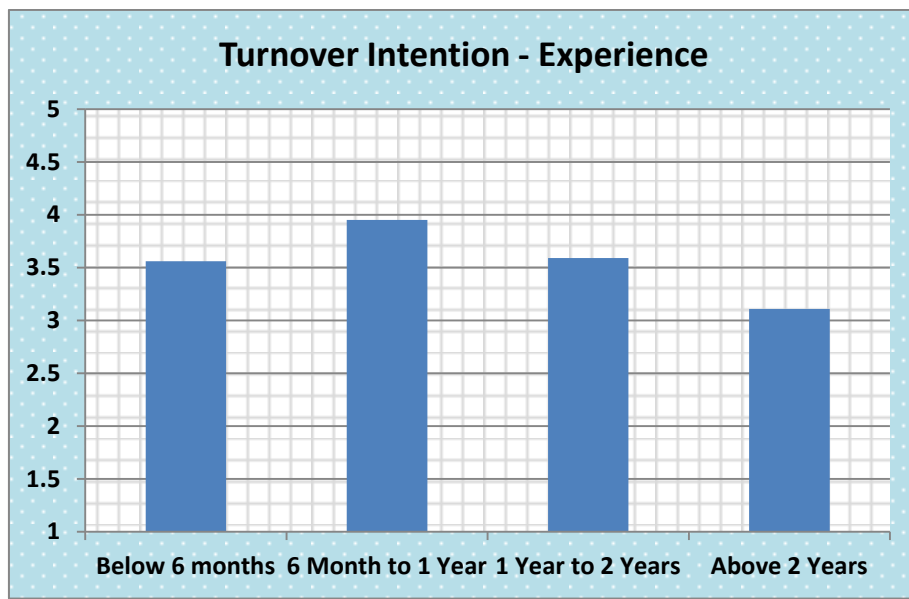


Chart 4.50: Work Experience wise comparison of Turnover Intention

Scheffe Post-Hoc Test (see Table 4.91) reveals that not all the differences between the combinations of various groups are statistically significant. Here we find combination of group 1 and group 3 are not significantly different in terms of experience of Turnover Intention at 95% confidence level ($\alpha < p$) and all other combinations of groups are significantly different from each other.



Table 4.91: Scheffe Post-Hoc Test, Multi-comparison Table of Turnover Intention and Work Experience

(I) EXPERIANCE	(J) EXPERIANCE	Mean Difference (I-J)	Std. Error	Sig.
LESS THAN 6 MONTHS	6 MONTHS TO 1 YR	-0.39525*	0.13356	0.034
	1 TO 2 YRS	-0.03049	0.13672	0.997
	MORE THAN 2 YRS	0.44902*	0.13286	0.011
6 MONTHS TO 1 YR	LESS THAN 6 MONTHS	0.39525*	0.13356	0.034
	1 TO 2 YRS	0.36475*	0.12895	0.048
	MORE THAN 2 YRS	0.84427*	0.12485	0.000
1 TO 2 YRS	LESS THAN 6 MONTHS	0.03049	0.13672	0.997
	6 MONTHS TO 1 YR	-0.36475*	0.12895	0.048
	MORE THAN 2 YRS	0.47952*	0.12822	0.003
MORE THAN 2 YRS	LESS THAN 6 MONTHS	-0.44902*	0.13286	0.011
	6 MONTHS TO 1 YR	-0.84427*	0.12485	0.000
	1 TO 2 YRS	-0.47952*	0.12822	0.003

*the mean difference is significant at the 0.05 level



Table 4.92 : Inter-correlation Matrix of various Dimensions

		JOB STRESS	CALL MONITORING	DIALOG SCRIPTING	TIME PRESURE	WORK OVERLOAD	MONOTONY
JOB STRESS	Pearson Correlation	1					
	Sig.						
CALL MONITORING	Pearson Correlation	.506**	1				
	Sig.	.000					
DIALOG SCRIPTING	Pearson Correlation	.391**	.560**	1			
	Sig.	.000	.000				
TIME PRESURE	Pearson Correlation	.292**	.347**	.555**	1		
	Sig.	.000	.000	.000			
WORK OVERLOAD	Pearson Correlation	.516**	.447**	.516**	.473**	1	
	Sig.	.000	.000	.000	.000		
MONOTONY	Pearson Correlation	.302**	.223**	.304**	.258**	.487**	1
	Sig.	.000	.000	.000	.000	.000	

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

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

An analysis of data contained in Table 4.92 reveals that Job stress is positively associated with Call Monitoring ($r = 0.506^{**}$), Dialog Scripting ($r = 0.391^{**}$), Time Pressure ($r = 0.292^{**}$), Work Overload ($r = 0.516^{**}$) and Monotony ($r = 0.302^{**}$) which means that increase in each of these factors will lead to increase in stress levels of employees and vice versa, in proportion of their correlation. Since all the independent variables were found to be associated with the Job Stress it becomes imperative to understand which variable is having a deeper and significant impact on job stress. For this purpose it becomes necessary to



make a regression analysis of the data and further which will help us to test our hypothesis.

Table 4.93.1: Model Summary

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.604 ^a	.364	.354
a. Predictors: (Constant), MONOTONY, CALLMONITORING, TIMEPRESURE, WORKLOAD, DIALOGSCRIPTING			
b. Dependent Variable: JOBSTRESS			

Table 4.93.2 Analysis of variance

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.621	5	18.724	34.260	.000 ^a
	Residual	163.415	299	.547		
	Total	257.036	304			
a. Predictors: (Constant), MONOTONY, CALLMONITORING, TIMEPRESURE, WORKLOAD, DIALOGSCRIPTING						
b. Dependent Variable: JOBSTRESS						

Table 4.93.3: Regression analysis of job stress and its correlates

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.561	.258		2.170	.031
	CALLMONITORING	.358	.061	.337	5.906	.000
	DIALOGSCRIPTING	.013	.054	.016	.243	.808
	TIMEPRESURE	-.005	.049	-.006	-.098	.922
	WORKLOAD	.327	.062	.330	5.317	.000
	MONOTONY	.078	.066	.063	1.183	.238
a. Dependent Variable: JOBSTRESS						



Histogram

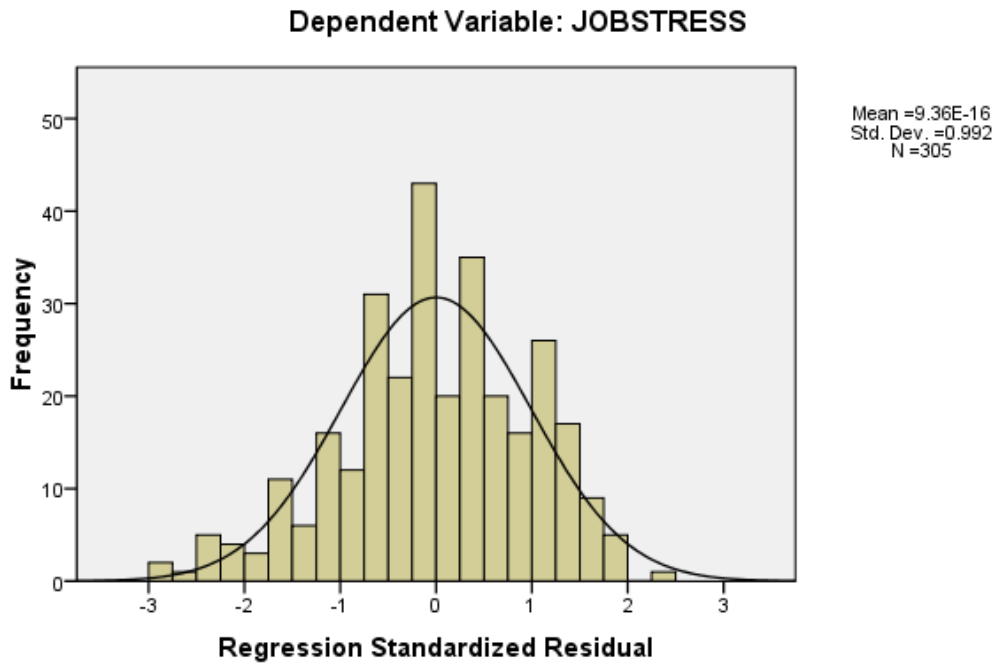


Chart 4.51: showing the population distribution

Normal P-P Plot of Regression Standardized Residual

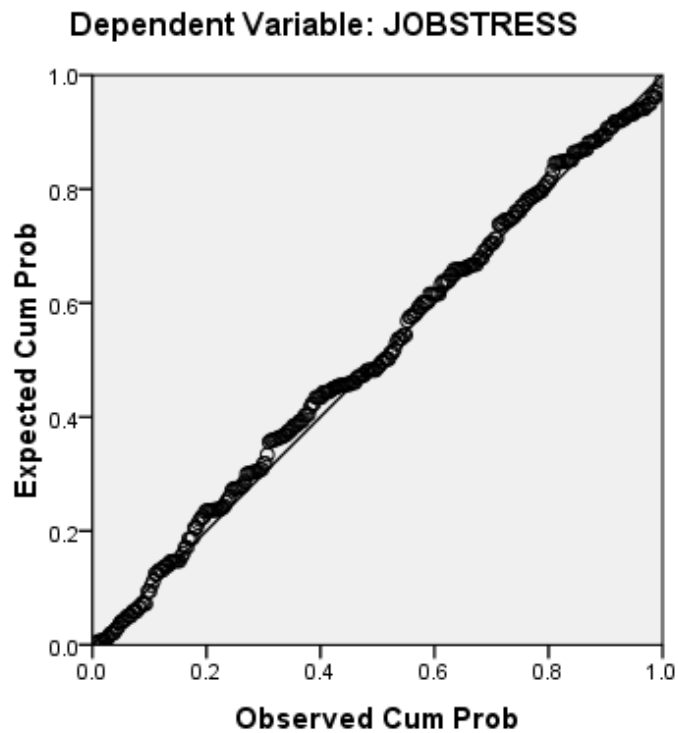


Chart 4.52 : showing linearity of data



From the Analysis of chart 4.51 it is obvious that the sample we have chosen for our study is normal as the results are normally distributed and by having a look at the chart 4.52 it becomes clear that the observed cumulative probability is very near to the expected cumulative probability, this enhances the reliability of data and thus the results thereof. In table 4.93.1 the value of R^2 shows that 36% of the variation in job stress is explained by job stress factors (i.e. Call Monitoring, Dialog Scripting, Time Pressure, Work Overload and Monotony). The significance of model in terms of overall fit is expressed by $F = 34.26$ (see table 4.93.2). The Beta values of 0.337 and 0.330 (see table 4.93.3) call monitoring and work overload shows that there is a significant ($p < 0.05$) and positive impact of two factors on job stress. However, the Beta value of dialog scripting 0.016, time pressure 0.006 and monotony 0.063 reveals there is no significant ($p > 0.05$) impact of these factors on Job stress. in other words the call monitoring and work overload are much useful to predict the job stress of call center employees as compared to dialog scripting, time pressure and monotony.

Hypothesis Testing

Results from regression analysis (table) demonstrate that among the independent variables, Call Monitoring and Work Overload, impact the job stress the most as their t-values are statistically significant at 95% confidence level, which supports our following hypothesis.

H1 “*Call Monitoring is a significant source of stress for call center employees*” and this is in line with the findings of Holman, et al., (2007) that high call monitoring of call center employees have been



shown to increase employee stress, and as a result an employee is more likely to quit his or her job.

H4 “*Work overload is a significant source of stress for call center employees*” this in consensus with the findings of research study conducted by Gozde Yilmaz & Askin Keser (2006).

On the other hand t-values of Dialog Scripting, Time Pressure and Monotony, not statistically significant at 95% confidence level, which reveals that these variables does not affect Job Stress significantly, this rejects our following hypothesis,

H2 “*Dialog Scripting is a significant source of stress for call center employees*”

H3 “*Time Pressure is a significant source of stress for call center employees*”

H5 “*Monotony is a significant source of stress for call center employees*”

An analysis of data contained in Table 4.94 reveals that Turnover Intention is positively associated with Job Stress ($r = 0.419^{**}$) which means that increase in stress will lead to increase in quitting intention of employee and vice versa in proportion of their correlation. Further Turnover Intention is found to have a negative correlation with Job Security ($r = -0.373^{**}$), Salary ($r = -0.182^{**}$) & Promotion ($r = -0.345^{**}$) which indicate that any improvement in the Job Security, salary and promotion will result in decline in quitting intentions for the employees. Since all the independent variables were found to be



associated with the Turnover Intention it becomes imperative to understand in depth, which variable is having a deeper and significant impact on Turnover Intention, for this purpose regression analysis was carried (see table

Table 4.94 : Intercorrelation Matrix of various Dimensions

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

		TURNOVER INTENTION	JOB SECURITY	SALARY	PROMOTION	JOB STRESS
TURNOVER INTENTION	Pearson Correlation	1				
	Sig.					
JOB SECURITY	Pearson Correlation	-.373**	1			
	Sig.	.000				
SALARY	Pearson Correlation	-.182**	.253**	1		
	Sig.	.001	.000			
PROMOTION	Pearson Correlation	-.345**	.169**	.248**	1	
	Sig.	.000	.003	.000		
JOB STRESS	Pearson Correlation	.419**	-.380**	-.013	-.128*	1
	Sig.	.000	.000	.819	.025	

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

In order to justify studying job security, promotion and salary as reasons of turnover intention among CC employees empirically, together with job stress. I tested how much variance job stress alone explain on turnover intention see table 4.95 and then tested the variance explained by all the four variables (job security, promotion, salary, and job stress) together on turnover intention see table 4.96.1. Analysis of both the



tables reveal job stress alone explain only 17% of variance of turnover intention, and all the four variable together explain 30% of variance on turnover intention. Thus including other three variables with job stress helps us to analyse the turnover intention in much better and broader way.

Table 4.95: Regression Analysis of Turnover intention and Job Stress

Model Summary						
Model	R	R Square	Adjusted R Square			
1	.419 ^a	.176	.173			
a. Predictors: (Constant), JOBSTRESS						
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.413	1	39.413	64.533	.000 ^a
	Residual	185.055	303	.611		
	Total	224.468	304			
a. Predictors: (Constant), JOBSTRESS						
b. Dependent Variable: TURNOVERINTENTION						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.222	.172		12.933	.000
	JOBSTRESS	.392	.049	.419	8.033	.000
a. Dependent Variable: TURNOVERINTENTION						

**Table 4.96.1: Model Summary**

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.551 ^a	.303	.294
a. Predictors: (Constant), PROMOTION, JOBSTRESS, SALARY, JOBSECURITY			
b. Dependent Variable: TURNOVERINTENTION			

Table 4.96.2 : Analysis of Variance

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.113	4	17.028	32.672	.000 ^a
	Residual	156.356	300	.521		
	Total	224.468	304			
a. Predictors: (Constant), PROMOTION, JOBSTRESS, SALARY, JOBSECURITY						
b. Dependent Variable: TURNOVERINTENTION						

Table 4.96.3: Regression Analysis of Turnover intention and its correlates

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.947	.287		13.745	.000
	JOBSTRESS	.291	.049	.311	5.926	.000
	JOBSECURITY	-.166	.046	-.195	-3.596	.000
	SALARY	-.062	.050	-.064	-1.253	.211
	PROMOTION	-.273	.053	-.257	-5.105	.000
a. Dependent Variable: TURNOVERINTENTION						



Histogram

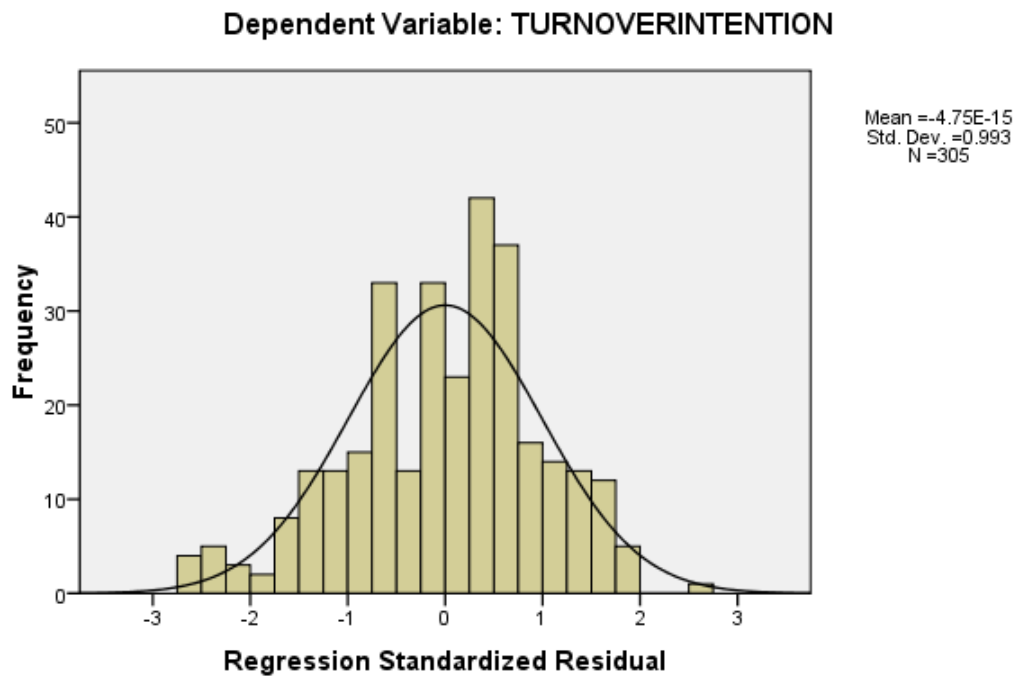


Chart 4.53: showing population distribution

Normal P-P Plot of Regression Standardized Residual

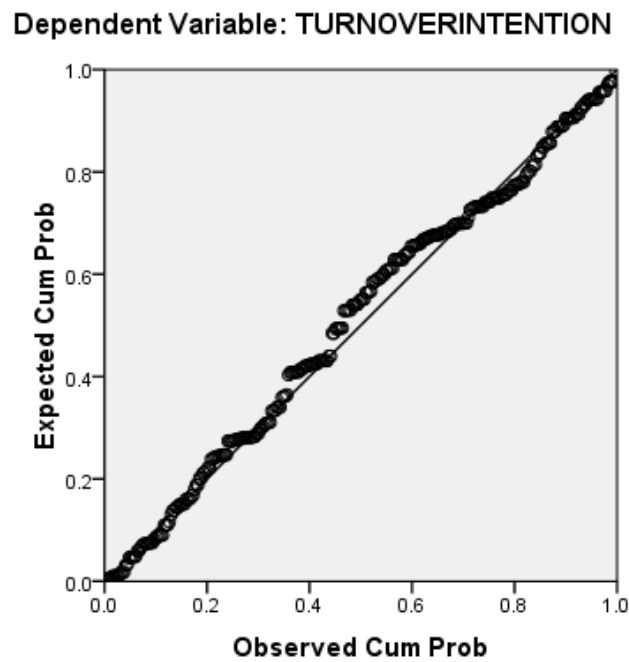


Chart 4.54: showing linearity of data



From the Analysis of chart 4.53 it is obvious that the sample we have chosen for our study is normal as the results are normally distributed and by having a look at the chart 4.54 it becomes clear that the observed cumulative probability is very near to the expected cumulative probability, this enhances the reliability of data and thus the results thereof. In table 4.96.1 the value of R^2 shows that 30% of the variation in turnover intention is explained by turnover intention factors (i.e. Job stress, job security, salary and promotion). The significance of model in terms of overall fit is expressed by $F = 32.67$ (see table 4.96.2). The Beta values of 0.311, 0.195 and 0.257 (see table 4.96.3) job stress, job security and promotion respectively shows that there is a significant ($p < 0.05$) and positive impact of three factors on turnover intention. However, the Beta value of salary 0.064 reveals there is no significant ($p > 0.05$) impact of salary on turnover intention. In other words the job stress, job security and promotion are much useful to predict the turnover intention of call center employees as compared to salary.

Hypothesis Testing

Results from regression analysis (table) demonstrate that among the independent variables, Job Stress, Job Security and Promotion, are significant reason of turnover intention in our sample as their t-values are statistically significant at 95% confidence level, which supports our following hypothesis.

H6: Lack of Job Security is a significant reason for turnover intention among call center employees.



H8: Lack of Promotional chances is a significant reason for turnover intention among call center employees.

H9: Job Stress is a significant reason for turnover intention among call center employees. On the other hand t-value of salary is not statistically significant at 95% confidence level, which reveals that the salary is not a significant reason of turnover intention for our sample, this rejects our following hypothesis,

H7: Poor Salary is a significant reason for turnover intention among call center employees.

H	Hypothesis	Accepted/ Rejected
1	<i>Call Monitoring is a significant source of stress for call center employees</i>	Accepted
2	<i>Dialog Scripting is a significant source of stress for call center employees</i>	Rejected
3	<i>Time Pressure is a significant source of stress for call center employees</i>	Rejected
4	<i>Work overload is a significant source of stress for call center employees</i>	Accepted
5	<i>Monotony is a significant source of stress for call center employees</i>	Rejected
6	<i>Lack of Job Security is a significant reason for turnover intention among call center employees</i>	Accepted
7	<i>Poor Salary is a significant reason for turnover intention among call center employees</i>	Rejected
8	<i>Lack of Promotional chances is a significant reason for turnover intention among call center employees</i>	Accepted
9	<i>Job Stress is a significant reason for turnover intention among call center employees</i>	Accepted



Chapter 5 Conclusion & Suggestions



Chapter 5

Conclusion and Suggestions

This chapter concludes the thesis by summarizing the findings of the study. Furthermore, suggestions for minimizing the stress and turnover rate in call centers have also been included in this chapter.

An empirical study of a qualitative nature was undertaken, and data regarding job stress, turnover intention and various other related factors was collected from a sample of 305 call center representatives working in different call centers, with the following objectives.

1. To explore the sources of job stress experienced by call center employees.
2. To ascertain the reasons behind the turnover intention among call center employees.
3. To ascertain the level of turnover intention among call center employees.
4. To determine the relationship between job stress and turnover intention of call center employees.
5. To suggest on the basis of the results of the study the coping strategies for the minimization of stress levels and turnover of call center employees.

**Findings:**

The in-depth analysis job stress, turnover intention and various dimensions related to job stress and turnover intention reveals the following findings:-

Job Stress:

- Call center employees perceive their job as highly stressful which is represented by an overall average score of 3.40 on a 5 point scale.
- Female employees report higher stress as compared to their counterparts and the difference is statistically significant.
- The study reveals lower the educational qualification of employees higher the stress experience.
- Inbound call center employees experience higher stress as compared to the Outbound call center employees.
- People of lower age group experience higher stress as compared to the high age group, which means as they advance in their age the stress experience is lowered.
- People with working experience of less than 6 months are highly stressful and those falling under other categories of experience are not much different from each other in respect of stress experience.
- Job stress is positively correlated with call monitoring, dialog scripting, time pressure, work overload and monotony. This means that job stress can be controlled by controlling these factors.
- However regression analysis reveals job stress is found to be significantly associated with call monitoring and work overload, which confirms our hypothesis H1 and H4.
- Regression analysis also reveals that job stress is a significant reason behind turnover intention of call center employees, which confirms our hypothesis H9.



Call monitoring:

- Call center employees in general are experiencing high level of call monitoring i.e. average score of 3.90 on a 5 point scale, which means their calls are continuous or randomly monitored and the employees regard this as a major source of job stress.
- There is no significant difference between the male and female employees in experience of call monitoring.
- Employees with low qualification are reported to have high monitoring as compared to the employees with high qualification.
- Inbound call center employees are reporting to have high call monitoring as compared to the outbound employees.
- Employees below age group of 20 years are experiencing very high level of call monitoring i.e. 4.25 which is relatively very high in comparison to the sample mean.
- Employees with higher working experience are reporting to have slightly lower call monitoring, however there is no significant difference between the employees of different working experiences on account of call monitoring.
- Call monitoring is positively correlated with job stress and the correlation is statistically significant and regression analysis reveals that it is found to be a significant source of job stress, which confirms hypothesis H1.

Dialog Scripting:

- The present study reveals call center employees are experience greater dialog scripting, which means they cannot deviate from the script provided to them and they do not have the freedom to change the script while speaking to customers.



- Female employees are experiencing higher dialog scripting, than their counter parts.
- Employees with lower educational qualifications i.e. 10/10+2 are reporting to have higher dialog scripting as compared to the graduates and post graduates.
- There is a significant difference in dialog scripting experience of inbound and outbound employees, which may be attributed to their very nature of job.
- The difference in dialog scripting is not found to be significant while comparing the different age groups of the sample call center employees.
- Employees with varied working experience are not experiencing any significant difference in dialog scripting.
- Dialog scripting is positively and significantly correlated to job stress, but the regression analysis reveal that it is not a significant source of job stress, which disapproves on of our hypothesis H2.

Time Pressure:

- Pressure to finish each call within a specified time is quite high as revealed by the results of the present study. The call center employees are required to finish the calls in less time as to maintain the average handling time at desired levels and at the same time they need to satisfy the customers fully, which is a major challenge for the most of CSR's.
- There is no significant difference between male and female employees in respect of time pressure to handle calls.
- Experience of time pressure for differently educationally qualified people was no different from each other.



- While comparing the inbound and outbound call center employees on the basis of time pressure, inbound people were reported to have higher time pressure than their counterparts.
- Employees in different age and working experience groups are reporting to have similar within the group time pressure.
- Time pressure is significantly and positively correlated with job stress of call center employees but however regression analysis reveal that time pressure is not a significant source of job stress which disapproves one of our hypothesis H3.

Work overload:

- Call centers in general have a reputation of experiencing high call volumes, results of our study are in consistency with the previous studies. The present reveals call center employees experience high call volumes, which is a source of stress for them as revealed in previous studies (see Meera Sharma & Sprigg, Christine).
- Males and female employees are no different in experience of work overload.
- Comparing the people of different educational qualifications we did not find any significant difference in work overload of these people.
- CSR's having inbound nature of job are reporting to have higher workload as compared to the outbound, and the difference is statistically tested and found to be significant.
- Employees in age group of 25years and above are experiencing the least work overload in comparison to other age groups.
- The results reveal that as the employees work for longer their work overload reduces and relatively newer employees face higher work overload.



- Work overload is positively correlated with job stress, the correlation is statistically significant and regression analysis reveals that it is found to be a significant source of job stress, which confirms hypothesis H4.

Monotony:

- The results reveal that call center jobs lack task variety, which means that employees working these call centers need to work repetitively in a similar manner. This is a cause of boredom and stress for employees (see Holman D.)
- Both male and female call center employees are equally experiencing repetitious work.
- Employees with lower educational qualifications i.e. 10 / 10+2 are perceiving their job relatively highly monotonous as compared to graduates and post graduates.
- There is no significant difference between the inbound and outbound call center employees in respect of experience of monotony at work.
- Employees falling under lower age group are reporting to higher monotony at their work, than those lying under high age groups.
- We did not find any significant difference in experience of monotony between the different groups of employees falling under different groups based on working experience.
- Correlation analysis reveal that there is a significant positive correlation between monotony and job stress but however regression analysis reveal that monotony is not a significant source of job stress which disapproves one of our hypothesis H5.

Job Security:

- Results of the study reveal that call center employees perceive their job as mildly insecure. And sense of insecurity leads employees to



search for more secure jobs, thus creates quitting intention among employees as reveal by previous studies (see Burke, 1998; Mauno *et al.*, 2001).

- Outbound call center employees consider their job much insecure as compared to their inbound.
- There is no significant difference in perception of Job Security within the groups of different genders, educational qualification, age, and working experience.
- Job Security is found to be negatively correlated with turnover intention and which any improvement in job security will lead to proportionate decrease in quitting intention of call center employees. Further the regression analysis reveals that job security is a significant reason of turnover intention among call center employees, this is conformity of one of our hypothesis H6.

Promotion:

- Promotion chances are very low in call center industry that is what our study has found. And it in line with the previous research studies (see Belt, 2001; Korczynski, 2001).
- It was found that female employees perception regarding the promotion chances is quite good in comparison, but still on a lower side of the scale.
- Graduates and post graduates feel to some extent they have a chance of getting promotion on the job, but employees with low qualifications reported to have very low chances of promotion.
- Outbound call center employees are much satisfied with their chances of promotion as compared to inbound call center employees.



- Employees in middle age group(20-25years) feel to have very low chances of promotion as compared to low (less than 20 years) and high age (25 years and above) groups.
- The difference in perception of promotion chances is not significantly different in employees of different working experience.
- Correlation analyses reveal employees promotion is negatively correlated with employees turnover intention, i.e. if promotion chances are improved the quitting intention of employees will come down proportionately. Further regression analysis was also conducted which revealed that lack promotion chances is a significant source of employee turnover intention.

Salary:

- The results disclose that employees working in call center are mildly satisfied with their current salary and chances of increase in salary.
- The results reveal a decreasing level of salary satisfaction, from low qualification group (10/10+2) to higher qualification groups. i.e. employees of low(10/10+2) qualification group are highly satisfied with their salary and the employees with post-graduation are least satisfied with their salary.
- There is no significant difference in perception of salary satisfaction within the groups of different genders, educational qualification, age, and working experience.
- Salary satisfaction is negatively correlated with quitting intention of call center employees i.e. any increase in salary will lower the quitting intention of employees relatively. But the regression analysis of the data reveal the salary is not considered to be a significant reason of quitting intention among call center employees and thus our hypothesis H8 is rejected.



Turnover Intention:

- The study reveals the overall average of quitting intention of call center employees is high i.e. 3.55 on a 5 point scale. And this is in accordance with the industry norm.
- There is no significant difference between the male and female employees in the regard.
- Employees with low (10/10+2) and high (post-graduation) educational qualifications are reporting to have higher quitting intentions as compared to graduates.
- Employees working in inbound jobs are having higher quitting intentions in comparison to outbound.
- There is no significant difference in quitting intention between various groups of employees of different age groups.
- The results reveal that people with higher working experience tend to show lower quitting intentions.
- Turnover intention is found to be negatively correlated with job security, promotion and salary, which theoretically means that increase in these correlates of turnover intention, will lead to decrease in turnover intention of employees and vice versa. And turnover intention is found to be positively correlated with job stress, which means any decrease in job stress will result in proportionate decrease in quitting intention of the employees.



Conclusion:

Findings of the study reveal that call center employees are experiencing high level of call monitoring, dialog scripting, time pressure, work overload and monotonous work, such experiences in turn give rise to job stress, however regression analysis reveal call monitoring and work overload are significant indicators of job stress.

Further the findings reveal quitting intention of call center employees are high i.e. 3.55 on a 5 point scale, & regression analysis reveal high job stress, low job security and lack of promotion chances are significant reasons behind turnover intention among call center employees; however salary is not found to be a significant reason of turnover intention among call center employees. Job stress is found to be positively correlated with turnover intention, which means decrease in job stress would subsequently lead to decrease in turnover intention of employees and vice versa.

Thus it would be appropriate to conclude that most of the call centers are not bothered about the psychological wellbeing of their employees, their only consideration is the output (calls received / made). In order to achieve this prime objective of maximizing the output, employees are given deadlines to finish calls within specified time and maintain the Average Handling Time (AHT) for which they are continuously monitored. Indeed, call handlers and customers alike often want to increase the duration of call and thus quality of the calls (Knights & McCabe, 1998; Korczynski, Shire, Frenkel, & Tam, 2000). This is exemplified by high score on a statement of the questionnaire of this study that “I am unable to give adequate time to customers as I have to



finish each of my calls within a given time”. That is why employees are reporting to have high level of job stress.

In addition to this call center employees lack the promotional chances in their organisations, there are very low chances of an agent being promoted as a team leader, as organizational politics also come into play. Since the recent slowdown in the western economies and protest in wall street against outsourcing of jobs, many western companies who used outsource their operations to Indian call centers, are now pulling back, this poses a threat of loss of job in Indian call center employees.

Thus in a situation like this, high quitting intentions of employees is not a big surprise. Employees will tend to search for jobs which offer higher promotion chances, job security and lower work load and job stress.

Suggestions:

During the time of survey I talked to some HR managers and most of them were of view that their employees are not stressed at all and with regard to turnover, they were of the view that employees turnover is an inevitable part of a call center industry and most of the HR managers try to resolve the problem of employee turnover by adopting to continuous recruitment policy i.e. they just keep on hiring people in order to fill the deficit caused by voluntary turnover. But that is not the way of managing things, one should go deep down to the cause of the problem and try to address the same. Here are some suggestions for minimisation of job stress and turnover intention of employees.

1. Average Handling Time (AHT) should not be the Key Performance Indicator (KPI) of call center agents. Agents should be allowed to extend the duration of a call as per the requirement of each case, so that the agent is able to resolve the issue/s of the customer fully.



This will lead to the satisfaction of customer and minimise the time pressure experienced by agent.

2. HR managers should effectively calculate the optimum staffing requirements as per the flow of calls and also by keeping track of shrinkages. So that the agents get proper time to handle the calls.
3. Call monitoring process should be followed by Call coaching programs i.e. the specific call quality issues identified for improvement while monitoring should be sought out by working on customer service skill by adopting one-to-one training sessions known as coaching. By developing the customer service skill, agents will be at much ease while handling the customers and their feeling of work stress will be minimised.
4. Dialog scripting should be minimised to some extent, because too much of dialog scripting hampers the quality of calls and creates frustration in employees.
5. This study reveals lack of task variety is one of the reasons of job stress; it is human nature that people want to grow and learn new things. Identify ways to keep people learning and developing even after a few years on the job. For example, a few hours of work per week on a special project can help keep employees challenged and interested in the job.
6. Regular incentives and recognition should be routine practices in call centers where the staff has the difficult job of customer service every day. Employees will tend to stay where they feel appreciated. Simple recognition of jobs well done in the quarterly newsletter, pictures on the bulletin board, dinner gift certificates, and other small rewards provide a high return on investment.



7. Call-center jobs are often perceived to be career dead ends. Giving agents a defined promotion pathway that encourages them to increase their job grade and salaries by providing outstanding performance can dispel this notion. Employees who feel that they have a profitable future with their organization are less likely to quit the job.
8. ERM (Employee Resource Management) software can help increase employee retention and morale. ERM tools enable agents to view benefits packages, access training services, check business calendars and apply for various employee services online.

Over and above all, understanding the problems of employees and trying to resolve the same in order to keep employees stress free is key to successful management of people, in a service organization like call center. If not for the sake of employees but for the sake of organisations itself.



Chapter 6 References



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Appendix



University of Kashmir

Department of Business & Financial Studies



Dear Call Centre Representative,

I am a Research Scholar at the University of Kashmir, I am currently doing research on “**Job Stress & Turnover Intention among Call Center Employees**” Before filling out the following questionnaire, it is important that as a participant you understand the importance of this study. This study is aimed at understanding, relationship between job stress and turnover intention among call center employees and how far the factors identified in this questionnaire cause stress to you as a call center employee and how far it gives rise to your intention to leave the job.

1. The results of the questionnaires will be used purely for academic purposes and will not impact your current jobs in any way or form
2. If you have any queries please do not hesitate to contact me.
3. Kindly complete the questionnaire fully and in one session.
4. The boxes in front of each question provide you 5 point range of answers. Please indicate your answer by placing in the relevant box.

1. Gender

Male Female

2. Educational Level

Matriculate / 10+2 Graduate Post Graduate or higher

3. Type of Job

Inbound Outbound

4. Age : _____ (In years)

5. Working as : _____

6. Working on this position since last _____ years and _____ months

7. Reasons for joining call center job

Good Salary Part time Job Bright Career

If other than above please make mention _____

Younis Ahmad Shah

shahunis@gmail.com



STATEMENTS	HOW MUCH YOU AGREE WITH THESE STATEMENTS				
	1	2	3	4	5
5. I am usually under a lot of pressure when I am at work.	1	2	3	4	5
6. When I'm at work I often feel tense.	1	2	3	4	5
7. A lot of time my job makes me very frustrated or angry.	1	2	3	4	5
8. I am usually calm and at ease when I'm working.	1	2	3	4	5
9. My supervisor constantly monitors my calls.	1	2	3	4	5
10. My company randomly records my calls to monitor my work & keep track of all my shortcomings.	1	2	3	4	5
11. I cannot react strongly to customer abuse as my calls are monitored.	1	2	3	4	5
12. I cannot deviate from the script provided to me while speaking to the customer/client.	1	2	3	4	5
13. I am not allowed to speak to the customer/client using my own style.	1	2	3	4	5
14. I do not have the freedom to change the script while speaking to the customer/client.	1	2	3	4	5
15. I am not allowed to take rest between calls.	1	2	3	4	5
16. I avoid taking washroom breaks as they affect my call.	1	2	3	4	5
17. I am unable to give adequate time to customers as I have to finish each of my calls within a given time.	1	2	3	4	5



18. My workload is too heavy	1	2	3	4	5
19. I have been given too much responsibility.	1	2	3	4	5
20. The amount of work I have to do interfere with the quality I want to maintain.	1	2	3	4	5
21. I feel overburdened in my role.	1	2	3	4	5
22. My duties are repetitious in my job.	1	2	3	4	5
23. I encounter the same situation every day in performing my job.	1	2	3	4	5
24. My job has a variety.	1	2	3	4	5
25. I feel my job is secure	1	2	3	4	5
26. I feel uncertain about the future of my job.	1	2	3	4	5
27. I feel that I might get fired.	1	2	3	4	5
28. I am satisfied with my current salary.	1	2	3	4	5
29. I feel satisfied with my chances for salary increases.	1	2	3	4	5
30. I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
31. I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5
32. There is really too little chance for promotion on my job.	1	2	3	4	5
33. Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5
34. People get ahead as fast here as they do in other places.	1	2	3	4	5
35. I am satisfied with my chances for promotion.	1	2	3	4	5



36. I will definitely look for a new job in the next year.	1	2	3	4	5
37. I often think about quitting.	1	2	3	4	5
38. I may look for a new job in the next year.	1	2	3	4	5