

**Topic: Turnover Intention Amongst Employees of
Contact Center Industry**

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Abstract

This study aims to find out the real reasons behind turnover, this study seeks to understand the growing level of turnover intention among call center staff in Egypt, organizations all over the globe have realized that skilled labor and talented staff are developing the organization for better rewards and improvements, How to decrease the intention of employee turnover, This research is performed to comprehend the variables in the call center sector that directly influence the turnover intentions. Egypt's call center sector was used to examine the connection between turnover intentions, workload, compensation and advantages as well as working circumstances. Different variables manipulate plans for turnover, including: workload and type of job, wages and other advantages , organizational climate and culture, oversight and interpersonal interactions, position, sovereignty, Working circumstances, the complete atmosphere of call centres, the nature of the duties to be conducted and work results.

In constantly adjusting to the ever-changing nature of the market, contemporary company faces many difficulties. One of the most significant problems is to obtain the best available workers to generate competitive benefits and maintain organizational skills. To be successful with this assignment, it is essential to enhance retention in the organization as it is very useless to lose highly skilled and very expensive to substitute that skill. One company extremely affected by these modifications is call centers and it is essential to evaluate the possible ways in which retention can be improved.

Keywords: Turnover, Turnover Intention, Call Center, Wages and Retention, job satisfaction.

1. Introduction

1.1. Topic

Turnover Intention amongst employees of contact center industry.

Turnover intentions refer to the intention of staff to leave the organization and can be influenced by factors such as relational variables or the perception of the quality of working lives that may be impacted by emotional dissonance within call centers. This particular task of expressing unfeeling feelings is unique in call centers and can impact job satisfaction and turnover intentions, a key issue in these operating situations. This research seeks to identify the function of emotional dissonance (work demand) and two resources, work independence and supervisor support, within the theoretical framework of the Job Demands-Resources Model, in perceiving work satisfaction and turnover intentions among an Egyptian call center. Employee turnover increases organisational costs, it affects organisational plan, continuing projects and causes the organization countless issues, but it has some benefits. These benefits replace separate staff with fresh staff who can bring experience, expertise, methods and abilities

1.2. Purpose and Scope

The aim of this research is to explore the extent to which the purpose of turnover is influenced by organizational engagement and work satisfaction. Employee turnover is one of the organizations ' most significant problems to study, and one that requires unique attention. It has some important impacts on organizations; hiring and training of fresh staff, the time required for a fresh worker to be efficiently productive must also be considered. Staff turnover is a sign of low morale warning and it is the quantity of motion in and out of an organization's staff. Overall, staff either willingly leave their employment by their own choice or are compelled to leave by the employer's decision. Employee turnover is one of the variables affecting the productivity of the organization; nowadays it is regarded one of the difficult company problems. Senior management, human resources professionals and industrial psychologists have given considerable attention to the impact of turnover. Employee turnover is voluntary as well as involuntary. Voluntary turnover is a significant issue in many nations for organizations.

If a worker leaves one business for another business providing better salaries, an instance of a voluntary turnover would be. An instance of an involuntary turnover would be when an employee is terminated by an organization for repeated infringement of employment policies. An organization

requires to attempt to decrease both these turnovers because both can be expensive owing to the need to recruit fresh staff and train them.

1.3. Key terms and Definitions

➤ Turnover

The noun turnover is ascribed to an enterprise's employee inflow and outflow and is regarded one of the most significant organizational events as it obliges managers to be trained in analyzing, understanding and managing their implications. Connell and Phillips (2003) The turnover of an enterprise's establishment plan was described as the contrary to its retention. It is expressed through a percentage relationship between admission and terminations related to the average number of employees over a period of time, regardless of the reasons that cause the flow.

Two kinds of turnover are classified: involuntary and voluntary. When the organisation does not cause the loss of human resources, identifying the reasons for turnover becomes crucial because of the significance of maintaining better talents. The aim of this study was to evaluate the volunteer turnover and highlight the need to manage this phenomenon effectively.

With respect to the effects of turnover, part of the study on this topic is focused on its causes and correlations and some models are suggested: the linkage model (Mobley, 1992), the conceptual model of turnover and retention of staff (Winterton, 2004), and the context model of IT turnover professionals (Joseph et al., 2007). Turnover has several adverse and beneficial effects, as in organizational, individual and societal scope (Dalton and Todor, 1979). The following are organization-related implications. The adverse ones are:

- Financial cost;
- Drop in productivity / effectiveness;
- Impact on social networks and communication;
- Loss of skill / know-how; and
- Drop in morality.

Regarding the individual's implications, it is essential to emphasize that the reason for the turnover is not always linked to the organization. There are private factors such as altering your spouse's work, wishing to dedicate yourself to family or indulging in another activity. In all fields of life, the change of business reaches the people, as we must have a complete view of the person, not only from a professional view. Individuals who stay in the organization are also impacted as many of them begin to question their careers, feel the loss of touch with peers in the workplace, and do not even have the

dedication and job satisfaction that leads to instability. In addition, they can be overworked by assuming the staff leaving the organization's operations.

According to Mobley (1992), excessive turnover can boost manufacturing expenses and result in poor manufacturing ability owing to the absence of qualified individuals. In a given region, the lack of skilled experts may lead in a feasible determined procedure, thus affecting the region socioeconomically (Silva et al., 2013).

➤ **job satisfaction**

There is a correlation between job satisfaction and staff commitment and turnover. If the commitment is greater, the satisfaction will increase and the turnover will decrease (Schubert-Irastorza&Fabry, 2014). Explains favorable work satisfaction (Liu, Mitchell, Lee, & Holtom, 2012) due to work experiences and adequate assessments. Job satisfaction greatly influences the decision of an employee to leave or remain in the organisation (Chen.,Ployhart, Thomas, Anderson, & Bliese, 2011), but some scientists also discovered divergent relationship conclusions. According to Chen et al.(2011), whoever is more negatively disposed towards their life, their intention to leave has only a little influence of job satisfaction. He also stated that the more positive an individual's disposition would be, the stronger the relationship would exist between job satisfaction and turnover (Chen et al., 2011).

➤ **contact center**

A contact center is a centralized office that is used to send and receive big quantities of telephone demands. A business operates a contact center for the administration of incoming product assistance or consumer data requests. There are also outgoing telemarketing, customer and debt collection calls. In relation to a call center, it is recognized as a contact center for collective handling of letters, faxes, and emails at one place. A contact center is often operated through a wide open call center agent workspace with job stations that include a laptop for each officer, a telephone set / headset linked to a telecom switch, and one or more supervisor stations. It can be operated or networked separately with extra facilities, often connected to a corporate computer network, including mainframes, microcomputers and LANs. Increasingly, a set of new techniques called computer telephony integration (CTI) connect the voice and information pathways into the middle.

➤ **Lack of physical and emotional commitment**

Assignment deficiency may be apparent in physical ways. It can negatively impact the productivity of staff and companies. Shuck, Twyford, Reio, and Shuck (2014) talked about a detachedoperative's

cognitive, mental, and behavioral possessions. These characteristics can cause an worker to demonstrate decreased performance outputs, potential bad assessment, and punitive activity (Shuck et al., 2014). Alleged private values enhance the emotional commitment of staff and establish favorable strategies (Shuck et al., 2014). Unnecessary leaves, more than once a week, may be a physical response of disengaged staff owing to genuine or likely disease.

1.4. Statement of the problem

In today's competitive company world, managing staff turnover for any organization is regarded an significant task. Successfully managing turnover is essential for achieving the overhead goals of the organization. Significant amount of studies was conducted to know the main causes of employee turnover and retention mechanisms that should be developed by organizations. Developed countries and few developing countries carried out most of these researches. Some studies stated that staff are every element of organizations because employee turnover leads to cost incurred. For both private and governmental organizations, high turnover has become an issue.

1.5. Research questions

- What are the main variables contributing to the Contact Center staff turnover?
- Does the Contact Center have mechanisms to reduce the turnover of employees?
- Is the job satisfaction affecting the intention of turnover?

1.6. Objectives of the study

➤ General Objective

The paper's overall goal is to define various factors that affect and aggravate Enterprise employee turnover so that diagnostic recommendations can be suggested.

➤ Specific objectives of the study

- Determine factors influencing the retention of the organization's employees;
- Understand the impact of personnel turnover on the organization's results;
- Determine the processes used by the organization to decrease the turnover rate.

1.7. Variables

1.7.1 Independent Variable

Turnover intention

1.7.2 Dependent Variable

1- Performance Appraisal

A high-quality system of performance appraisal decreases turnover (Peterson 2004; Brown et al. 2010).

A low-quality system of evaluation of performance improves the desire to leave (Brown et al. 2010).

2- Organizational and Supervisory Rewards;

Organizational rewards are the cooperation between supervisors and managers of human resources to motivate employees to work hard and do not think about leaving the organization because of the precious system of rewards that the employee cannot sacrifice to alter the employer.

3- Employee Development;

Defined as raising employee skills and competences through training courses, on the job training and class training.

4- Job Embeddedness;

Mediating based on human resource practices (evaluation of performance, benefits, growth of employees) and turnover.

Job embedding construction demonstrates a broad range of impacts on the choice of an employee to stay in the work (Holtom, Mitchell, & Lee 2006)

Job embedding consists of Fit, Link, Sacrifice three dimensions (Bambacas, Kulik, 2013)

The link dimension is the relationship between the worker and his / her manager as well as his / her worker.

Fit dimension represents how the needs and capacities of the worker fit.

The sacrificial aspect shows the loss of advantages when the worker leaves the organization.

5- Leadership Behavior

Moderating variable between performance assessment and turnover intensity, as well as between organizational rewards and turnover intention, represents who excellent manager can enhance the relationship between worker and organization, as well as increasing the worker fit to his / her job to prevent turnover intention.

6- Job Satisfaction;

7- Moderating variable between organisational rewards and turnover intention when employees are rewarded to boost job satisfaction, thus increasing the fit dimension to the work specification also dissuades the intention of turnover.

8- Age;

Moderate variable between the growth of employees and the intention of turnover. Increasing worker age limits the opportunity for promotion so the worker was frustrated and designed to leave the organization, although the highly skilled and well-developed young age worker also planned to leave.

2. Literature Reviews

2.1. Previous findings of relevant research:

The turnover rate differs from business to business. The largest turnover rate usually observed in the private sector compared to the public sector. Turnover concentrations also differ from area to area. The largest rates are discovered where the unemployment rate is smaller and individuals find alternative jobs easily. Sometimes employee turnover benefits organizations positively. This could occur when a bad performer is replaced by a more skilled worker and a retired worker is substituted by a younger worker. Employee turnover can also be expensive as it needs distinct expenses to be taken into consideration such as administrative expenses of recruitment, cost of coverage during the period of vacancy, cost of training for the fresh staff, etc. For many distinct reasons, turnover happens. New work draws staff sometimes and pulls them out of the old one. Due to the discontent in their current workplace or due to national conditions when someone re-allocates with their spouse or partner, Worker forced to leave the job as well. A bad leadership relationship can be a significant reason for staff to leave their employment. Leaving employment in which they are pleased even provided by greater wages elsewhere is comparatively uncommon for individuals. A absence of adequate training and growth is also a significant cause of voluntary turnover. Employees have a preference for their job safety. Management could minimize turnover by considering various preventive steps. These may include providing line managers with training for efficient oversight before they are appointed or upgraded, offering job security with a healthy working setting, etc. There may be an offer to retrain current executives who have a bad record to keep their employees happy.

Supervising executives in their teams could be responsible for employee turnover. Maximizing individual employee possibilities such as accommodating employee preferences on working hours, periodic assessments, ensuring as much job security as possible can help to decrease turnover. Employee turnover for any business can be highly disastrous. It makes keeping a constant and successful operation hard for employers. Management should have its own staff turnover ranking and measure how this impacts the efficiency of organizations. Losing one key worker can reduce the probability of achievement of a project and can reduce the trust of investors in the company. Many academic scholars pointed to turnover as the correlation between work discontent and a reduced dedication to organization. The stronger in one's job the impression of dissatisfaction, the more probable it is to start a search for an alternative job. This turnover view shows the function of behavioral feelings and attitudes as antecedents. When an employee leaves an organization, it can have a variety of effects that affect not only the organization, but the individual employee and society as well. Turnover is an index of organizational efficiency and as such allows for attention and some self-understanding. In addition, however, turnover data can assist with resource planning, prediction and control. There is still no widely accepted account or framework for why individuals choose to quit, despite a huge literature on turnover in organizations. The turnover phenomenon is of concern to organizations and theorists as it is a important, possibly expensive and comparatively clear cut. It also depicts the final outcome of a decision process. The objective of ' efficient turnover management ' dictates that organizations need to achieve a high level of sophistication and hence peculiarity to selectively affect the turnover process. The phenomenon, however, has not demonstrated to be predictable so far. Although some research has concentrated on prospective turnover behavior predictors, such as work tenure, control locus, etc.

Under what conditions will employee satisfaction improve and work-life balance decrease employee turnover while still decreasing the organization's general expense?

To take care of their employee organizations, even in the workplace, make it easier for the employee to maximize job satisfaction levels and reduce turnover rates, job satisfaction and turnover intentions reflect the point of view that employees have about their organizations in which they work. Employees usually have elevated job satisfaction rates and reduced turnover intentions when their work environment helps them meet their requirements.

Work-life balance has significant effects on staff attitudes towards their organizations as well as on staff lives. The belief that the organization cares for the well-being of employees has a beneficial effect

on employees and employers who are employee satisfaction, as well as the organizational commitment and intention to stay with the organization.

Organizations experience the loss of job-specific abilities in manufacturing difficulty and incur hiring and training expenses for fresh employees. Incoming employees, however, may be trained, more qualified, and more imitative and enthusiastic than those leaving. Another impact of labor turnover is that when staff are unable to remain on the job, organizational effectiveness decreases. In addition to the cost implications of hiring fresh employees and training substitution, turnover has its implications. He also pointed out that the training given to the departing employees could not be realized and that this could encourage other organizational employees to resign their appointment to another institution.

Although labor turnover increases organizational costs, it affects organizational plan, continuing projects and causes the organization countless issues, but it has some benefits. These benefits are replacing separate staff with fresh ones that could bring Experiences, Knowledge, Practices and Skills, Turnover can drive organizational renewal. While high turnover is costly, low rates can save costs. Additionally, skilled workers with a reduced wage could substitute greater wage staff. The organization may undergo some type of reorganization, some positions being merged, which may enhance the bottom line. Turnover can make it possible for organizations to eliminate bad performance, unmotivated employees and individuals who are hard to get along with Controlling for work discontent is just an alternative. Take a nice look at staff that are unhappy with their job and see if the situation can be elevated by changes in hours, responsibilities or job methods. Remember that the remaining unhappy worker may start overreacting and effectively work against you. If you have high turnover among sales people and other such employment even among your long-term staff, it would be better to look at how staff feels about their guidance, the rules of job, the working culture and the organization as a whole.

An absence of adequate training and growth is also a significant cause of voluntary turnover. Employees have a preference for their job safety. Management could minimize turnover by considering various preventive steps. These may include providing line managers with training for efficient oversight before they are appointed or upgraded, offering job security with a healthy working setting, etc. There may be an offer to retrain current executives who have a bad record to keep their employees happy. Supervising executives in their teams could be responsible for staff turnover. Maximizing individual employee possibilities such as accommodating employee preferences on working hours, periodic assessments, offering as much work safety as possible can assist decrease turnover.

Job embeddedness in China: how HR practices impact turnover intentions

Job embedding in China: how HR practices effect turnover intentions Prevention has recently been explored through the lens of work embedding, retention or anti-withdrawal (Lee, Mitchell, Sablinski, Burton, & Holtom, 2004).

Job embedding covers all dimensions that influence the intention of turnover that staff have to connect with their peers and organisation fit with external and internal stakeholders and raise consciousness of what sacrificing staff when deciding to leave an organisation means that the benefits provided by the organisation must be tangible and sensible to satisfy the worker.

Job embedding theory clarifies how the connections between employees (associations with other individuals in the organisation), fit (quality correspondence between people, organisation and environment) and sacrifice (the advantages that people would renounce if they left) advance the maintenance of workers. Job embedding brings usual factors, such as job satisfaction and engagement, to the turnover prediction. In any event, rather than previous turnover models, Job embeddedness theory focuses on why people remain in organisation rather than why they take off (Bambacas, Kulik, 2013).

Performance assessment relationship with turnover intension mediated by Link, Fit employee embeddedness dimension, Organizational and supervisory rewards relationship with turnover intension mediated by Link, Fit and sacrifice employee embeddedness dimension, Employee development relationship with turnover intention mediated by Sacrifice employee embeddedness dimension (Bambacas, Kulik, 2013). Discussion on performance assessment offers possibilities to strengthen and reward employees who motivate employees to connect with their peers, and performance assessment also offers feedback to help employees acquire abilities that suit their work specification to improve performance (Bambac, Kulik, 2013).

Performance assessment is the excellent instrument by which the organisation and the supervisor can receive complete feedback about their staff, which helps the organisation to understand their employee's true need to decrease their turnover intention and offer the employee a full image of their commitment and development level in the carrier ladder.

Organizational and supervisory rewards established in a healthy way the connections between staff and their leaders. Leaders approve economic rewards in accordance with organisational strategy, so that institutional reward schemes create mutual dependence between staff and their leaders can also approve social rewards in accordance with firm policies that enhance the relationship between staff and their leaders, which are appreciated by staff towards the business, Furthermore, organisational incentives increase employees ' understanding of what they will sacrifice when they decide to leave

the employer, where employees receive advantages and reward valuable and sensible employees who are less likely to leave the organisation, thus reducing the intention of turnover by the three-dimensional institutional and supervisory reward system of worker embeddedness (Bambacas, Kulik, 2013).

Organizational incentives are the collaboration between managers and managers of human resources to motivate staff to work hard and do not think of leaving the organisation because of the valuable structure of incentives that the worker can sacrifice to alter the employer.

Employee development procedures influence people's sacrifice when they leave, which ultimately affects their expectations to go. Employee perceives the sacrifice they make when they leave an organisation that provides open doors to the formation. However, having achieved more prominent employability, officials may be prepared to swap their current development methods for alternative possibilities in any event. Sacrifice may not be sufficient to fully insert staff along these lines and may even be linked to more prominent objectives to leave. (Kulik, Bambacas, 2013).

Employee must be created to suit the job specification and safe his / her carrier line although the design increases the intention of turnover, but for the sake of riches towards organisation and staff, the large organisation has lately called the university organisation and is not concerned about turnover but is also working hard to reduce the intention of turnover.

2.2. Turnover: Causes and factors that influence:

In essence, turnover stems from the unhappiness for individual employees from the location of work. But being dissatisfied in a job is not the only reason individuals leave for another business. If the abilities they possess are in demand, greater pay, better advantages or better work development potential can lure them away. That's why the distinction between employees who leave the job because they are dissatisfied and those who leave for other reasons is essential to understand and acknowledge. There are numerous variables contributing to the turnover of employees. Some of these variables are discussed in more detail below:

- The economy-one of the most popular reasons provided to leave the job in exit interviews is the availability of greater paid employment. For leaving one job to another, some minimum wage employees reported paying only 50 pounds an hour more. Obviously, the availability of alternative employment plays a part in turnover in a better economy, but in exit interviews this tends to be overestimated.

- The job's features -some jobs are more appealing intrinsically than others. Many features will affect the attractiveness of a job, including its repeatability, difficulties, risk, perceived significance, and ability to generate a feeling of achievement.
- Demographics-empirical studies have shown that turnover is linked to the demographic and biographical features of employees in specific circumstances.
- The person-There are also individual-specific variables that can affect turnover rates in relation to the variables mentioned above. These include personal factors as well as factors based on traits. Personal factors include stuff like family situation modifications, a desire to learn a fresh skill or trade, or a work offer that is not requested. Besides these personal factors, trait-based or personality characteristics are also associated with turnover.
- A poor match between the abilities of the employee and the work – Employees who are put in employment that are too hard for them or whose abilities are underused can be discouraged and leave the job.
- Substandard equipment, instruments or facilities – If working circumstances are inadequate or the workplace lacks significant facilities such as adequate lighting, furnishings, toilets and other regulations on health and security, staff will not be prepared to face the inconvenience for a lengthy moment.
- Lack of chance for progress or development – If the work is essentially a dead-end proposal, this should be clarified before employing to avoid disappointing the worker. The work should be accurately defined without increasing false hopes in the situation for development and progress.
- Feelings of not being appreciated – As staff usually want to do a great job, it follows that for their work they also want to be valued and acknowledged. It is necessary to tell even the most experienced worker what he or she does right once in a while.
- Supervision and training insufficient or lackluster – Employees need advice and direction. In studying an unfamiliar job, new staff may need additional assistance. Similarly, the lack of a training program may cause employees to fall back on their level of performance and feel lack of skills.
- Unequal or inferior salary structures – Inequity in pay structures or low pay is a major cause of discontent and may lead some staff to leave. Again, a fresh employee may wonder why the individual next to him receives a greater salary for what he sees as the same job.

2.3. Hypothesizes

Hypothesis 1a (H1a): The connection between performance appraisal and turnover intentions is mediated by the interconnection dimension of Job embeddedness (negative relation).

Hypothesis 1b (H1b): The connection between performance appraisal and turnover intentions is mediated by the fit dimension of Job embeddedness (negative relation).

Hypothesis 2a (H2a): The connection between organisational and supervisory benefits and the intention of turnover will be mediated by the interconnected dimension of job embeddedness (negative relation).

Hypothesis 2b (H2b): The connection between incentives (organisational and supervisory) and the intention of turnover will be mediated by the fit dimension of work embedding organisation. (negative relation).

Hypothesis 2c (H2c): The connection between incentives (managerial and supervisory) and the intention of turnover will be mediated by the sacrificial dimension of job embeddedness (negative relation).

Hypothesis 3 (H3): Employee growth will improve perceptions of sacrifice, but greater perceptions of sacrifice will boost intentions for turnover (positive relation).

Hypothesis 4 (H4): Leadership conduct will mediate the relationship between performance appraisal and turnover intent through the connection dimension of job embeddedness.

Hypothesis 5 (H5): Leadership conduct influences the relationship between (organisation and supervisory benefits) and the intention of turnover is mediated by the connecting dimension of job embeddedness

Hypothesis 6 (H6): Job satisfaction will be mediated by the fit dimension of work embedding in the relationship between (organizational and supervisory benefits) and turnover intention.

Hypothesis 7 (H7): Age will influence the relationship between employee development and will be mediated by employee embeddedness's sacrificial dimension.

2.4 RESEARCH METHODOLOGY

2.4.1 RESEARCH TYPE

The thesis paradigm is **quantitative**, for an **exploratory, descriptive** purpose.

The logic of this thesis is **deductive**, as the proposed model was built using established theories and models

The used process is Quantitative and the outcome is **applied**, the findings is a set of recommendations for turnover problem.

Time horizon of this thesis is a **cross-sectional study**

2.4.2 DATA COLLECTION INSTRUMENT AND SOURCE

2.4.2.1 Exit Interviews:

In order to collect the most effective information from departing employees, employers need to recognizes the need to conduct interview with departing employees in order to revealing the full range of factors that led to their resignation and encourages them to give an honest critique of the expectations, conditions and requirements of their jobs. With the use of an exit interview, we can obtain the opinions and attitudes of departing employees, a wide range of operational, organizational and personal variables affecting the decision to leave are likely to be uncovered. It is this information that is essential to highlighting the areas of perceived deficiency in the organization's working environment and can used to plan effective retention strategies and actions.

The Exit interview questionnaire detailed in Appendix A: Exit Interview

2.4.2.2 Questionnaire:

A self-administered questionnaire used; the respondents were targeted through e-mails.

A first pilot questionnaire sent to five persons; individual comments collected from them via e-mails regarding unclear questions or typing corrections, enhancements were introduced in the second version, which sent to 10 persons in a second round of questionnaire testing, again feedback was used to enhance it, and it launched in its final form on the internet.

Week to observe any abnormalities, when seemed to be fine, the invitation then extended to another 75 persons, in a week timeframe, a reminder was sent to respondents in which they were asked to respond if not done yet

Appendix B provide the mapping allocation of questionnaire questions to each Hypothesis and Construct questionnaire questions

2.4.3 SAMPLING METHODS

2.4.3.1 Exit interviews

POPULATION I (FOR EXIT INTERVIEW)

Sampling method: Non-Probability Sampling

Sampling Criteria: convenience sampling

Sample Size: First 10 employees leave the company

The following criterion were used for selecting the Exit interview

- Junior or senior level employee
- Works in Egypt branch
- The interviews done by the HR Manager and the researcher will contribute according to planned meetings with the employee
- The interviews guided by the questionnaire in appendix A.
- Interviews lasted from 30 to 45 minutes, ended with grateful thanks from the researcher and the HR manager

2.4.3.2 Questionnaire

POPULATION II (FOR THE QUESTIONNAIRE)

Sampling method: whole population

Sampling Criteria: whole population

Population =75

Sample Size= 75

The target population for this thesis satisfies the following criterion:

- Junior or senior level employee
- Works in Egypt branch

Note: Internet access assumed because the questionnaire will distributed via the Internet.

3. Results and Discussion

3.1. Conclusion

First, one significant element concerns organizational identification and the organization's psychological attachment. Improving the feeling of belonging and organizational identification can lead to increased motivation, job satisfaction, behaviors of organizational citizenship and decreased turnover intentions, including among call centers. In order to promote these favorable dynamics, it is

essential to raise employees' awareness of organisational job design and to promote their participation through job autonomy, which in this research seems to be particularly crucial in terms of the ability to handle work operations and, therefore, the associated feelings and the generally available resources. It is also essential to promote group experiences, as improving healthy dynamics among employees and thus establishing beneficial working relationships could decrease the likelihood of turnover.

Referring to emotional work, one practical action to promote understanding and participation can be to explain the emotional necessity during the selection phase, to offer people a defined concept of what is anticipated, as well as to identify the most appropriate staff to carry out the emotional exercise. In line with this, a latest research indicates that emotional work requirements in line with the skills of staff are linked to job satisfaction. Another implication for organisations is the creation of call center operators training programs to promote their emotion regulation, both to deal with client aggressions, and to enhance policies for emotion regulation. Being conscious of the effects of emotional dissonance is a key element for protecting the emotional equilibrium of staff, improving employee policies and reducing the negative costs associated with emotional strain turnover. Having a guide and training program to control feelings could also be valuable for job satisfaction, with beneficial results for the well-being of staff and for organisational objectives, in line with the results of the current research.

In this context, supervisors should also engage in training programs to both be aware of emotional work and to learn and improve the support they can provide to employees to overcome negative emotional situations. In addition, as found in this research, managers have a main role to play in supporting staff: knowledge of this subject could provide the opportunity to create favorable organizational environments with excellent interactions and dynamics, thereby reducing the desire to leave the organization. Indeed, as this research demonstrates, funds are essential to job satisfaction and the decrease of plans for turnover. Employee support implies enhancing the chance of promoting their well-being and motivation, but also their sense of belonging.

Overall, however, organizational resources can mitigate the stressful impact of work requirements and promote individual growth and skills. In specific, resources such as job autonomy and social support can promote ideal work experience that can, in turn, promote workplace motivational dynamics and well-being.

For any organization, turnover is a burning problem. Maintaining its qualified workforce is vital for an organization's constant productivity. But control of the turnover rate within organizations is very hard most of the time. The turnover is affected by so many variables. Multiple alternatives to decrease

turnover have been discussed according to the theoretical debate and case studies. First of all, a satisfying wage structure clearly helps to decrease turnover, although job security is also an significant problem. But it's not the authority's only and always answer. An individual does not remain in an organization for wage alone, but he / she can remain there for many other purposes such as rearranging staff, a healthy stream relationship, a better working environment, preferred work place, etc.

Job satisfaction is essential to both inner and external variables decrease the high turnover rate at the call center. Furthermore, the conclusion indicates that the reduced the turnover of staff, the greater the work fulfillment towards the job, manager, leadership and satisfaction level. Staff turnover will be determined by the level of satisfaction at the call center. The staff also need to be happy at the call center in order to serve the client with confidence. The call center agents are the front liners dealing with customer problems that play an important role.

Management must ensure that the environment of the call center supports staff in responding to calls. Management needs to enhance the outcomes highlighted to decrease high turnover at call centers such as providing training, recognizing excellent job for staff, giving fair and equal treatment, and providing more appealing benefits to the pension program. As stated above, the management can retain a long-term connection with the staff by decreasing the turnover rate at the call center, the organization can maximize output and lower the high turnover rate. It will also decrease the time to prove training for fresh staff and the cost of employing fresh staff by decreasing the turnover rate. Similarly, the workload of the present staff will rise, leading to resignation again.

An organization's productivity relies on its workforce's abilities or knowledge. For any organization, a skilled worker can be an asset. If a skilled person leaves an organization, the effects will be very high where the effect will be less, as in the case of a semi-skilled or non-skilled person. As a consequence, another fresh employee may fill a vacant position of skill labor, but manufacturing falls owing to their difference in skills. Five or six semi-skilled or unskilled labor, on the other hand, can be turnover, but one or two skilled laboratories can fill those empty places. Therefore, in order to improve the organization, it is essential to keep a steady workforce especially for the skilled in an organization to decrease turnover. Most of this paper's job is obviously theoretical, but in future studies a full mathematical model can be achieved to assess this turnover rate. If the employee's or worker's ability is expressed in terms of weight or proportion, the immediate relationships of turnover and productivity could be measured by a mathematical model. To create such a model, we need to consider so many variables such as; wage and wage structure relationships, compensation, fringe benefits, location benefit, job security, turnover social and economic variables, etc. Integrating all

these variables into a model could demonstrate a fresh way for managerial concern to regulate turnover.

3.2. Recommendations

At least to decrease observed issues, it is essential to adopt practicable policies. While individual differences have been respected for each worker, it is essential to have more general and logically functional therapy. Thus, the following points were provided for this particular case. It will be essential to work on the retention, development and evaluation of both inner and external variables that affect company. Efforts initiated by the company should continue to decrease the turn-over as well as to use current experts. Special attention should therefore be provided to the growth of human resources and the advantages of employees through the revision of benefits packages with the internal market.

- It is better for the company to set up incentive mechanisms to encourage staff according to the weight of job enrichment, work expansion.
- It is better for the company to involve staff in the decision-making process and to accept their positive opinions in solving the issue and leading the company.
- Proper employee therapy will improve accountability and increased pay, fair promotion. Therefore, the company management should treat the staff correctly.
- Recognition of important achievement, opportunities for progress and opportunities for growth and career development must be taken into account.
- To make the workplace conducive and workable, a correct connection should be established with manager / supervisor or colleagues.
- Develop a scheme of, filling a vacant position by a individual who has already worked in the company by raising the worker who presently holds the position, moving the worker from a less desirable job to a rewarding job elsewhere in the company, depending on the worker who fulfills the required skills, skills and training required for the position.

3.3. Suggestions

➤ Recruitment and Selection

Recruitment and selection procedures should be transparent and merit-based in call centers. It is necessary to remove bias. The employed applicants will be talented and qualified with the assistance of adequate recruitment and selection procedure. Organizations must also provide equitable wages and other compensation and advantages in accordance with their qualifications, abilities and experience. These points should be concentrated on all the organizations:

- Fair structure for compensation.
- Compensation structure communication.
- Benefits by caliber of the employee.
- The ladder of the career.
- Performance-based compensation.

➤ **Training and Development**

Every employee level should be properly trained according to their work. Training can add additional skills and abilities to the present work in the worker. And development can add values for future problems and employment in staff. To verify the outcomes of the training, evaluation of training and growth should be evaluated. Proper training and growth can decrease turnover, as well as save time and money.

➤ **Performance Appraisal**

Employees leave organizations in the call center sector because they do not receive adequate incentives and other advantages. A adequate performance assessment scheme should be introduced so that staff can assess not favoritism on their assignment. Whether these are financial or non-monetary workers provided according to their level, a correct reward should be provided.

➤ **Employee Relations**

Employee and supervisor relationships should be powerful in order to be able to share everything without hesitation. In creating excellent relations between staff and managers, culture plays an significant role.

➤ **Develop Training System and materials:**

At the call center department, the work category has the smallest average work orientation (training) efficiency. After training, management must have an exam to enable them to have well-trained staff before starting to respond to calls. This test can demonstrate how staff are educated to fix the complaints and problems of clients. The client will look for instant alternatives from the call center officials, at least the staff must attempt to comprehend the investigation or request of the client. Most agents will use professional terms for requests or inquiries, and agents should understand the needs and desires of the customer. The training materials are not suitable based on the observation because the officials are unable to obtain adequate data from the products supplied. The funds are not sufficient for the trainers. It was also found that the training given was not properly outlined by the trainers. Representatives of the call center will not be able to refer all the time to the greater level as they must at least have fundamental expertise to fix customer problems.

➤ **Good strategy for recruitment:**

The organization needs a strong recruitment approach that can lower the turnover rate by employing the correct individual for the correct position. The values, objectives and principles of the staff must correspond with the business. The organization's best investment is long-term development of the workforce. Hiring staff who are fit for the organization's culture is better. Besides that, it is recommended that the management dismiss the employees who don't fit the position due regardless of how effective they are at their job, but they just don't fit the culture of the business will trigger the organization's cultural debt. By influencing the company well, these kinds of staff will cause more harm than good.

➤ **Increase levels of motivation**

Management must improve the organization's motivation level by using the two-factor theory of the Herzberg. In motivating staff, both motivation and hygienic factors play a significant role. If the hygienic variables are missing, the staff may be dissatisfied. The hygienic considerations are such as working circumstances, quality of oversight, emotions of job security, wages, wages and other economic compensation, business policy and management, and quality of interpersonal relationships. Furthermore, management must increase the training of staff in order to enhance them.

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APPENDIX A: EXIT INTERVIEW

OBJECTIVES AND OUTCOMES

- Exit interviews seen by existing employees as a sign of positive culture.
- Exit interviews accelerate participating managers' understanding and experience of managing people. Hearing and handling feedback is a powerful development process.
- Exit interviews provide valuable information as to how to improve recruitment.
- Exit interviews provide direct indications to improve staff retention.
- Exit interviews are an excellent source for identifying specific mistakes and improvement opportunities in management development.

QUESTIONS

1. Did anything trigger your decision to leave?
2. What was most satisfying about your job?
3. What was least satisfying about your job?
4. What would you change about your job?
5. Did your job duties turn out to be as you expected?
6. Did you receive enough training to do your job effectively?
7. Did you receive adequate support to do your job?
8. Did you receive sufficient feedback about your performance between merit reviews?
9. Did the company help you to fulfill your career goals?
10. What would you improve to make our workplace better?
11. Were you happy with your pay, benefits and other incentives?
12. What was the quality of the supervision you received?

13. Would you consider working again for this company in the future?
14. How do you generally feel about this company?
15. What did you like most about this company?
16. What did you like least about this company?
17. What does your new company offer that this company does not?
18. Can the company do anything to encourage you to stay?

APPENDIX B: QUESTIONNAIRE

MAPPING BETWEEN QUESTIONNAIRE QUESTIONS AND HYPOTHESES

Hypothesis	Model Variables	Questionnaire questions
	Turnover Intention (TI)	TI1-TI5
H1	Performance Appraisal (PA)	PA1-PA5
H2	Organizational and Supervisory Rewards (OSR)	OSR1-OSR3
H3	Employee Development (ED)	ED1-ED2
H4	Job Embeddedness (JE)	JE1
H5	Leadership Behavior (LB)	LB1-LB2
H6	job Satisfaction (JS)	JS1-JS4

CONSTRUCT QUESTIONNAIRE QUESTIONS

Construct	Construct variables	Code
Turnover intention	I have ideas of quitting my line of work.	TI1
	I often think about quitting my present line of work.	TI2
	I am constantly searching for a better alternative to the present company.	TI3
	I am actively seeking an alternative work role within the present company.	TI4
	I feel to quit the organization due to lack of sense of fulfillment of personal goals.	TI5
Performance Appraisal (PA)	I think that the performance of employees improves after the process of performance appraisal.	PA1
	I think performance appraisal improves motivation and job satisfaction	PA2
	I think performance appraisal helps to change my behavior	PA3
	I think performance appraisal helps people set and achieve meaningful goals	PA4
	I think performance appraisal give constructive criticism in a friendly and positive manner	PA5
Organizational and Supervisory Rewards (OSR)	I am satisfied with the bonus/tip/reward in the organization	OSR1
	Supervisor encourages on good performance	OSR2
	Higher salary and pay raise on good performance	OSR3
Employee Development (ED)	I can predict my future career path in this organization by observing other people's experiences	ED1
	I feel challenged at work on a daily basis	ED2
Job Embeddedness (JE)	Overall, I have strong ties with people throughout the organization	JE1
Leadership Behavior (LB)	In my work, I enjoy responding to people's requests and concerns	LB1
	I am effective at problem solving.	LB2
job satisfaction (JS)	I feel that I have grown along with my organization.	JS1
	I am satisfied with the compensation I receive from my job.	JS2
	My superiors provide enough information about my job performance.	JS3
	I believe that my skills are used for the better development of the company	JS4