



Turnover Intention among Customer Service Executives at Contact Centers

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The intent of this research paper is to ascertain whether intrinsic factors, extrinsic factors and interpersonal factors have any influence towards turnover intention among the customer contact centre employees in Klang Valley. Employee turnover is one of the challenging issues confronting most of the industry workers in Malaysia. It is more prevalent among the customer contact centres departments as given the nature of the job as front liners. High turnover rate among the customer service executives can lead to several problems including low productivity, high recruitment and training cost. It can also affect the service index of the contact centres, which in the long run could lead to reduction of profit for the contact centres, hence impact the centres performance. A total of 270 respondents using snowballing sampling technique among customer service executives at call centres located in Klang Valley. SPSS Statistics version 20 were used to analyse data collected from the questionnaire survey. Based on usable data, the findings show that only interpersonal factor such as work-family conflict has positive influence on turnover intention of customer service executives in contact centres in Klang Valley while intrinsic factors such as career advancement, extrinsic factor such as salary package, and interpersonal factors such as family expectation do not have any influence on the turnover intention. These findings can assist management in developing policies and enhance employee retention programs and focus on areas that should be given extra consideration by the employers.

Key words: *Intrinsic, Extrinsic, Interpersonal, Customer Service Executives, Turnover Intention*

1.0 Introduction

Contact centre is perhaps one of the most important operation of business, particularly businesses that need to deal with customers around the clock, 24 hours a day, 7 days a week. Customers' needs, perception, influences and experience have great impact in shaping an organisation's direction and therefore, contact centre plays a prominent role in determining whether the customers will continue doing business with the organisation or they will shift to other competitors. Therefore, it is crucial for a contact centre to have employees who are knowledgeable, have good customer interaction and able to give good customer service so that the customers will remain loyal to the brand or to the organisation.

The main job description of a customer service executive (CSE) is to answer calls from customers and help to solve their inquiries or make sales calls to potential customers. Other functions that they have to perform are collection, inquiry services, billing supports, order processing and fulfilment and technical support (Imtiazhossain & Muniandy, 2018). In a normal day, a CSE is expected to receive or make calls between one hundred to one hundred and fifty calls. With the high number of call volumes and the fact that the CSEs are expected to fulfil call monitoring key performance indicator, they are known to have a highly stressful job scope as compare to other general working population (Holdsworth & Cartwright, 2003) and the job is also found to be repetitive, 'dead end', low status, poor pay and has limited career opportunities (Lucy, 2017, Mou & Wang, 2015). With the presence of these factors, contact centres are among the highest sector that experiencing high turnover rate (Taylor & Bain, 1999) and the employee turnover rate of 27% to 29% is considered a common number in contact centre (The US Contact Centre Decision-Maker Guide 2016). Robinson and Morley research in 2006 mentioned that such a high turnover rate among the CSE have affected the business and the stakeholders and the cost can be in terms of direct costs of recruiting, training and inducting of employees and indirect costs are associated with the destruction of customer service.

Besides the technology itself, CSEs are considered as the backbone to any contact centres, therefore it is imperative for the contact centres in Malaysia to study what are the retention strategies that could make them stay. As employee engagement is found to increase job satisfaction and employee feeling connected with work activities, therefore decreasing turnover intention (Schaufeli, Bakker, & Salanova, 2006), hence, the aim of this paper is to determine what are the factors that influence the high turnover in contact centre in Klang Valley and sound retention strategies for the industry.

1.2 Background of research study

A contact centre is a centralised centre where all communications from the customers are transmitted and managed, either via telephone, email, fax, letter, online live chat or social



medias. Common industries that use contact centres are those who provide customer service ranging from financial services, telecommunication, travel service, customer relations, technical support, education and online business (Ramli, Jamal, Nasir, & Mohamad, 2013). Contact centres can be categorized either by inbound or outbound where inbound means the CSEs are receiving incoming calls or the customers are calling the centres for inquiries or assistance with the products. Outbound, on the other hand means that the CSEs are calling the customers, mainly for sales purposes. In short, inbound contact centres are more to customer service focused while outbound contact centres are more to sales focused (Wierman, 2010). It is reported in 2016 Global Contact Centre Benchmarking Report, 54% of the contact centres are inbound, 3% outbound and 43% are mixture of both. The CSEs in contact centre whose jobs are to serve customers whether through inbound or outbound, are being closely monitored and they are demanded to be efficient. Their typical daily job will revolve around answering or making calls to customers and they are expected to adhere to shift plan. Even their breaks are also being planned and this is done using shift planning software. Tapola's research in 2016 mentioned that the employees are allowed to have after call work (ACW) which means the "100 seconds" after the call to complete required tasks such as writing reports.

According to Frost & Sullivan (2012), Asia Pacific will continue to experience the highest growth in the global contact centre where if compare to other regions, the seats as CSEs had grew by 4.8%, with 3.7 million representatives employed in 2012 and is expected to employ over 6 million representatives in 2019. The growth of this industry is contributed largely from growth of technology (Ling Suan & Ibrahim, 2016). Malaysia has also seen the growth in contact centre industry. It is growing at the rate of 5.2% in 2016 and the market is forecasted with a compound annual growth rate of 1.5% from 2016 to 2023 (Frost & Sullivan, 2018), due to the establishment of organisations such as Contact Centre Association Malaysia (CCAM), the Communication and Multimedia Commission and multimedia super corridor that have assisted in the growth and development of Malaysia contact centre (Abdullateef et al 2014). The fact that CSEs in Malaysia who are able to communicate at least in two languages also helps in the industry's growth.

The fast growth in the industry implies that there is an increased need of CSEs positions throughout the world. It was recorded that the total number of CSEs in United States in year 2017 was 3.4 million, 1.1 million representatives in India and 1.15 million in Philippines (Jiwa, 2017). Despite the contact centre growth, the high demand of representatives throughout the world, the significant of the industry itself, the industry is still facing with high employee turnover issue.

There are few studies that have been conducted to study on the high turnover within contact centre industry. Although the studies show different turnover percentage, the numbers show that indeed, the contact centre industry is facing with a critical issue, which is the high turnover rate among its employees, and it has become a major management or human resource issue. The average turnover in contact centre is around 30% to 45% which is double the average for

all jobs in the US as per research findings shared by The Quality Assurance & Training Connection in USA (Wells M, 2019). Meanwhile in UK, the turnover is approximately 20% with average lifespan of 5 years. While this is considered low, the number is not so encouraging around the world. In India, the lifespan of a CSE is only 2 years but is even worse in Philippines where the highest employee turnover rates have resulted in average lifespan of only 18 months (Shaham H, 2017) The number is consider overwhelming as the average employee turnover in other industry is around 15% (Dinsmore M, 2016) with the lowest turnover is recorded at 8% in utilities industry. Even the entertainment and recreation industry recorded average turnover at 27% (Crowley J, 2018).

There are few researches who have studied on the reasons for the high turnover rate in contact centre industry. The most common reasons are monotonous job, lack of growth opportunities, work stress, favouritism among leaders, salary and organisational commitment (Budhwar, Varma, Malhotra, & Mukherjee, 2009), lack of utilisation of skills (Thite & Russell, 2010) and bad supervisors (Kuruvilla & Ranganathan, 2010). These common factors of motivation such as a sense of accomplishment, interesting job, good relationship with superiors who creates environment are some factors that make an employee stay (Brzenzinski, 2014, Smerek & Peterson, 2007). Intrinsic factors or the motivator factors like training and development, sense of belonging to the organization, job security, challenging / interesting work and freedom for innovative thinking significantly influenced retention amongst employees in both public and private sector organization (Samuel & Chipunza, 2009).

Besides the intrinsic and extrinsic factors that can affect the employees' turnover intention, interpersonal factors also play a role. Iso-Ahola (1995) pointed out that Interpersonal factors are concerned with one's social environment such as social support network. Koehly (2017) further describes Social support as a source of emotional, informational, and instrumental assistance that can assist people in times of stress or changes in their lives and family is one of the best source of social support network. In this paper, two important personal factors that are related to family are to be examined in relation to turnover intention. The first interpersonal factor is the work - family conflict and the second is family expectation.

Kahn et al (1965) defined work - family conflict as situation when an individual has to perform multiple roles : as employee, spouse and parent and each of these roles demand the individual's time and energy and commitment. Most of the time, the demand lead to role strain of two type: overload and interference (Kelly 1985). When an individual feels the strain on his work, the possibility of him or her to quit the job is higher.

Interpersonal factor can also mean family expectation. Family is indeed the most powerful system to which human beings can belong and family, whether they realise or not, as Bratcher (1982) puts it that interpersonal factor is regularly producing the direction and choices of one's individual life as well as insistently feeding back information over one's lifetime. Unlike individuals in the West, Asians are known to have the culture of respecting the parents and the

siblings especially elder siblings and respect for family can have an influential impact on an employee's turnover decision especially to those employees who are quite young and just join the workforce. The expectation of the family can have great influence in an employee's career life cycle.

Many empirical studies have been made on employee satisfaction and how it affects the employee retention, but only few researches have conducted research to examine factors that influence turnover intention among CSE in contact centre in Klang Valley in Malaysia and looking at it from the perspective of both employee engagement factors and the interpersonal factor of the employees. This study intends to do as such and it will also explore on some strategies that could be used in the contact centre industry to curb the issue.

1.3 Research Problem

The high turnover rate in the contact centre has negative impact towards the contact centres' overall operations. Many private organisations in financial institution identified the problem among contact centre as having a high turnover rate. The reasons that were recorded during exit interview showed that the high level of work stress that employees faced and the rigid managerial practices where their supervisor are micromanaging them. This has cost the organisation more allocation for hiring and training to ensure these positions are filled. Skilled employees will be lost and to train new employees will take some time and this will disrupt the service level of the contact centre. It also forces the contact centre to reschedule manpower rosters as the remaining employees need to cover those who have resigned. It will add to employee stress and disrupting their life at home (Ling Suan & Ibrahim, 2016, Staw, 1980). New employees would need some time to learn these skills and when they are lacking the explicit and tacit knowledge, the efficiency is reduced as constant turnover increases waste and slows service time (Carbone, 1995). Davidson et. all (2010) believes selection and recruitment costs are more obvious and easily traceable and employee replacement costs can be up to one third of the HR Department budgets allocation. The costs of selection and recruitment does not only calculate the significant tangible dollar but also intangible or 'hidden' costs associated with loss of skills, efficiency and replacement costs (Lashley and Chaplain, 1999).

High turnover rate among employees also can lead to employees' demoralization. According to Staw (1980), turnover may lead to demoralization and deteriorates the attitudes of the remaining employees which may lead to more turnover. The effect however depends on the reason why the employees left the company. If it is due to reasons related to the organization, the effect will be stronger as compare to reasons that are personal in nature (Staw, 1980). Another researcher, Sheehan, (1995) agrees with Staw that turnover negatively affects the job satisfaction of those who are left behind and that this negative effect is stronger if the remaining employees think their colleague left for negative reasons that were related to the job or the organization.

Most importantly, a study by Kacmar et. al (2006) found that turnover rates impact employees' efficiency. Customer perceptions may play a role in explaining service organisations' success as customer contacts are the front lines for any organisation and they are showcasing the image of the organisation. This will lead to poor service quality of contact centre. Based on the findings of the previous research conducted on turnover intentions among employees, the aim of this research is to reveal the factors that influence turnover intention among customer service executive in contact centre located in Klang Valley. The objectives are to identify whether intrinsic factors, extrinsic factors or interpersonal factors have influence turnover intention among customer service executives.

This study is hoped to answer questions on whether i) personal development have any influence on turnover intention ii) career advancement have any influence on turnover intention iii) salary package have any influence on turnover intention iv) work content have any influence on turnover intention v) work-family conflict have any influence on turnover intention and vi) family expectation have any influence on turnover intention among customer service representatives in contact centres in Klang Valley.

The organisation could take advantage of this study by looking at which factors have positively influence on the turnover intention. The study also contributes to understanding of influence that families have towards job commitment. Perhaps the organization could make some improvement on its current policies and Standard Operating Procedures (S.O.P) or to have more activities that could make the employees more engaged with the organization or they can develop a more balanced working environment to manage the dual responsibilities.

2.0 : Literature Review

This study is based on a significant theory by Herzberg (1959) called two-factor theory as cited by (Samuel & Chipunza, 2009) and the family system theory as cited by Bratcher (1982). Herzberg argued that employees are motivated by internal factors rather than factors that are external to the work. According to him, motivators are internally generated and is propelled by variables that are intrinsic to the work like achievement, recognition, responsibility, advancement, work itself and growth (Samuel & Chipunza, 2009). Herzberg described the non-job related variables (extrinsic) or what he called the hygiene factors as the primarily disruptions in the external work content, while motivators dealt with internal states of mind (Smerek & Peterson, 2007). The values described by Herzberg as the extrinsic values are company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationships with peers, personal life, relationships with subordinates, status, and security (Smerek & Peterson, 2007). The absence of intrinsic values according to Herzberg would not lead to job dissatisfaction and the extrinsic values do not motivated employees but they must be present to make the employees happy. Previous finding from Amabile in 1993 define a formal definition of intrinsic and extrinsic reward as Persons who are intrinsically motivated when they search for enjoyment, interest, satisfaction of inquisitiveness, self-

expression or personal challenge in their work. Amabile also explained that an unmotivated employee is likely to put little effort into work tasks, produce work of lower quality, evade the workplace, and even leave their job if given the opportunity to do so, while motivated employees are likely to take on tasks, produce work of high quality, are creative, persistent, and productive.

The family system theory is looking at a family as a unit. The family therefore function as a system in which each family member affects and is affected by the others (Bratcher, 1982). Each family has its own operating principles or rules and normally been passed from one generation to the other. Some has also myths, which have been embedded in the minds of every family members. These myths and rules are sometimes too rigid that family members are not permitted new experience and growth (Wahle 1976). Bratcher, (1982) also suggests that besides myth and rules, boundaries and homeostasis have influence in an individual's choices. Boundaries define the way in which family approaches separation and establishment of individual autonomy (Bratcher, 1982). There should be clear boundaries in each family because when there is disengaged boundaries, family member's personal growth will be hampered. Another concept by Bratcher is homeostasis, the 'same status' concept where all systems have its own establishment and followed a rhythmic way of operating and when the homeostasis is in danger the system will evoke the rules and employs considerable pressure to return to a balanced system. Understanding how families operate will give a clearer picture why the families can have influence in one's choices in life, including the decision on career growth.

The family system can be affected by the work-family conflict, a form of inter role conflict occurring as a result of general demands and strain, created by the job interfering with one's ability to perform family related responsibilities (Netemeyer & Boles, 1996). Work-family conflicts has been studied by many researches as the conflicts are affecting the workplace and home place activities. T. D. Allen et. all (2000) summons that the problem arise from the work-family conflict can lead to negative outcomes like low commitment, job dissatisfaction, absenteeism, tardiness, intention to quit and less family satisfaction. Several studies have also found evidence that work - family conflict is correlated with reduced job as well as family satisfaction which can lead to reduce life satisfaction (Aminah Ahmad, 1996). There are three different types of conflicts; time-based, strain-based and behavior-based conflicts (Kelloway, Gottlieb, & Barham, 1999). Time-based conflict is experienced when time pressures of one role prevents an employee from being able to allot time to meet the demands of another role. Strain based conflict occurs when pressure or strain from one role affects how a person performs in another role, and behaviour-based conflict occurs when behavioural patterns required and exhibited in one role are incompatible with those required for another role. For example, a female Navy officer is expected to be strict, aggressive and autocratic but as a mother and wife at home, she is expected to be warm, affectionate and democratic. It is sometimes difficult for an individual to manage the expectation of different roles and there shall be conflict when he or she could not manage the expectation.

Intrinsic factors

Career advancement: Often a time employee looks for a challenging and meaningful work with opportunities for career advancement. Most employees, especially the talented employees are not content with the same job day in and day out and want to advance in the organization. Mentioned that employees are more committed when they perceive that their job is offering them the opportunity for career advancement, both on a short and long-term basis.

Extrinsic factors

Salary package: Salary package involves combination of pay, bonuses and other financial rewards and it is crucial that organization pay employees similarly to other employees who are conducting equal work or completing it with comparable level of skill. When there is equality in an organisation, the employees will have higher satisfaction in their job as they know there is no room for favouritism or office politics. Additionally, management must ensure everyone is treated equally. Therefore, it is important that management is aware of their rivals' compensation packages to ensure the equality and hence, satisfaction among employees (Rathakrishnan, Imm, & Kok, 2016).

Interpersonal factor

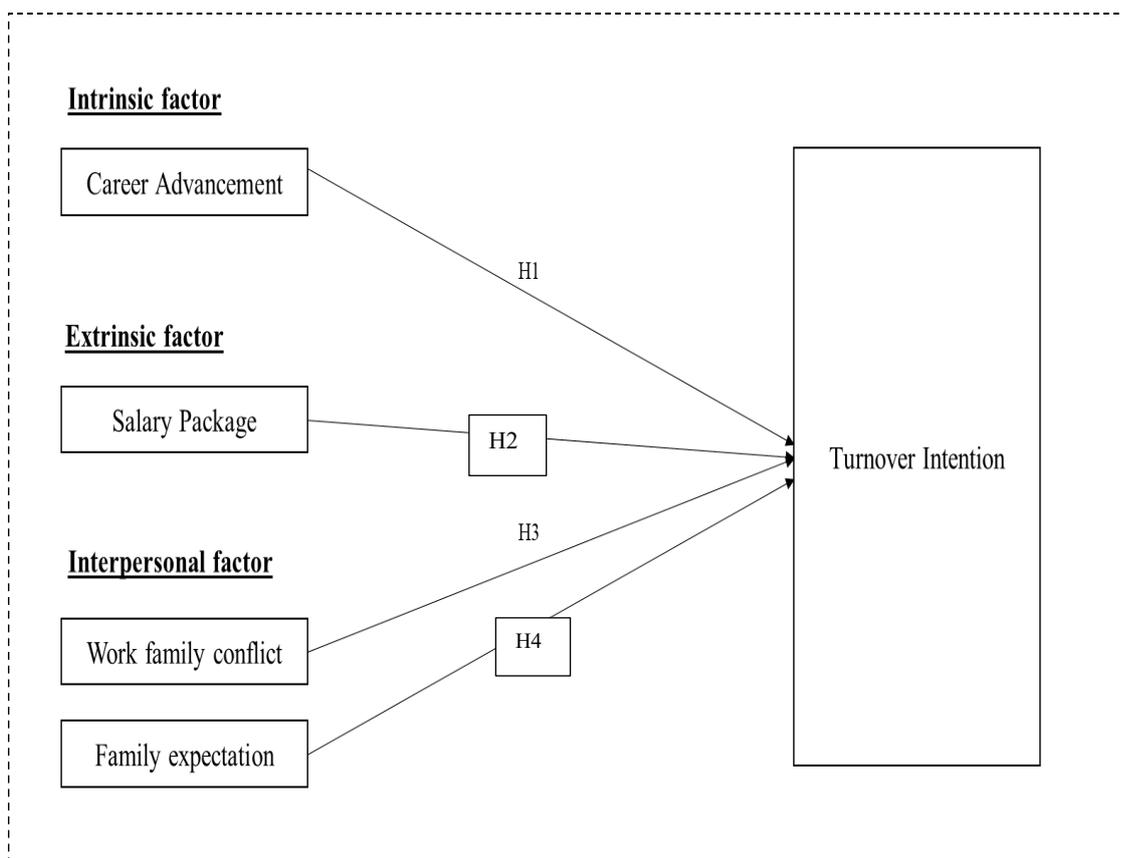
Work- family conflict: As more and more organizations are focusing to become a high-performance organization; the burden lies within the human resources. To cope with the demand of being a high-performance organization, the employees are expected to put extra work and sometimes, they would feel burden to keep a balance between the professional and personal lives. Ghayyur & Jamal in their research in 2013, found out that work -family conflicts in an organizations are found to be problematic to both employees and employers as it distracts the employees' involvement at work place and creates problem within the family.

Family expectation: Family has great influence on an individual's career choice and career development. DeRidder (1990) explains that attitudes around school and work, educational, career goals, ambitions, and values have a long-term impact on a youth's career choices, decisions, and plans.

Turnover intention is defined as 'the subjective estimation of an individual regarding the probability of leaving the organisation in the near future' (Kashyap & Rangnekar, 2014) or in a simpler term, the intention to quit the job. The decision may be initiated by job dissatisfaction because of lack of appreciation, less pay, boring work, poor supervision or inability to take time off (Smit et al 2015). Turnover intention also can result from a job mismatch which can lead to job dissatisfaction. Jacobs and Roodt (2011) reiterate that when an organisation could not provide what the employee needs, or vice versa, imbalance is presence in the person-organisation relationship.

Turnover intentions are likely to lead to voluntary turnover because the decision is initiated by the employee, as compared to the decision being initiated by the organisation, where the employer terminates the contract of the employee (Allen et al 2008). Several reasons can be associated with the employees' turnover intention including unfair treatment to employees, work stress and lack of motivation factor. Employees' general decision to leave the organisation resulted in them seeking alternative employment or accepting a job offer from another organisation (Kashyap & Rangnekar, 2014). Shore & Martin, (1989) noted that turnover intention is an appropriate dependent variable because it is linked with actual turnover. Bluedorn (1982) and Price & Mueller (1981) even recommended the use of turnover intention over actual turnover because the latter is more difficult to predict as there are many external factors that affect turnover behaviour.

RESEARCH FRAMEWORK



Theoretical framework

The above table is the theoretical framework for this study in which the independent variables are, personal development, and career advancement for intrinsic motivation factors while salary package and work content for extrinsic motivation factor. There are two variables for

interpersonal factors which are the work-family conflict and family expectation. Turnover intention is defined as the dependent variable in this study.

H1: There is a significant influence between career advancement and turnover intention of customer service executive in contact centers in Klang Valley

H2: There is a significant influence between salary package and turnover intention of customer service executive in contact centers in Klang Valley.

H3: There is a significant influence between work-family conflict and turnover intention of customer service executive in contact centers in Klang Valley.

H4: There is a significant influence between family expectation and turnover intention of customer service executive in contact centers in Klang Valley.

3.0: Research Methodology

The study is confined to respondents who are CSEs who work in contact centers located in Klang Valley. The contact centers that were chosen to, belong to either telecommunication industry, service industry (logistic, banking, insurance, education) and hospitality industry like hotel, food and beverage and hospitals. There are about 20 contact centers in Klang Valley which belong to these industries (Contact Centre Association Malaysia) and it is estimated that there are about 500 CSEs who are working in this contact centers in Klang Valley. Krejcie & Morgan (1970) table for sampling explains that for 500 population only 217 respondents are required for sample, however, for the interest of time, the study focused only on the responses by the first 200 respondents. As the researchers do not have the data for all the CSEs, the researchers employ non-probability sampling using the snowballing method.

A snowball sampling strategy was used to reach the respondents. It is commonly used by organisational research as a means of obtaining data from various industries and sectors and to gain access to difficult to reach target populations (Lee, 1993; Faugier and Sargeant, 1997). This snowballing strategy is also widely used by many studies involving contact centres (Mirchandani 2004, Taylor and Bain 2005) and popular in studies focusing on a specific company that involve primary data collection from that company. In Snowballing strategy, after identifying the initial subject, the researcher will ask assistance from the subject to help identify people with the same trait of interest. This strategy works like a sequence referral of respondents. An exponential non-discriminative snowballing sampling is being adopted where the head of the contact centre is identified and he or she will then provide multiple referrals and each new referrals to provide with more data for referral, and so on, until there is enough number of subjects for the sample. In this study, the researches identify the head or manager of the contact centre and ask their assistance to distribute the questionnaires to the CSEs under their care.

Survey strategy has been used in this study to gather primary information from the respondents. An online survey was created using Google Forms and the link was distributed by email and WhatsApp to respondents. In order to determine the relationship between a dependent and independent variables, the quantitative method has been selected.

The instruments comprises of five sections. The first section is section A which contained 5 questions, focusing on dependent variables questionnaires. The section was tested on one dependent variables, which is the turnover intention. Each of the questions for each variable was extracted from previous study. The data collected for this study were coded and analysed using SPSS version 20. The results were analysed and described for reliability test, correlation test and regression test.

5.0 : Findings and Discussions

From the demographic analysis, majority of the respondents are under the age category of 20 and 30 years old and they belong to the generation Y category (born from the year 1980 to 2000). The respondents are majority female Malay and have less than 5 years' service in the current contact centers. These categories of respondents are the ones who has contributed to the study which will be highlighted later.

Reliability Analysis

Reliability test is used to verify that the measures are free from error and therefore generate consistent results. Reliability analysis is established by testing both internal consistency and stability. Cronbach's alpha coefficient (α) is the most common measure of internal consistency or the reliability used to indicate how well the internal consistency. It is recommended by Nunnally (1978), that the Cronbach's alpha has to be more than 0.7 to make it reliable.

Table 1 shows the summary of the reliability test done for all the four IVs and the DV.

Table 1: Reliability test

Variable	Cronbach's Alpha	Number of items
Career advancement (IV1)	0.928	10
Salary package (IV2)	0.815	6
Work - life conflict (IV3)	0.950	10
Family expectation (IV4)	0.860	4

From the table, it can be concluded that all of the IVs and DV have Cronbach's Alpha of more than 0.7 hence they are all reliable variables.

Pearson's Correlation Analysis

Hair et al. (2011) proposed the rules of thumb about the coefficient range and the strength of association as shown in Table 2.

Table 2: Rule of thumb for coefficient range

Coefficient range	Strength of association
±0.91 to ± 1.00	Very Strong
±0.71 to ± 0.90	High
±0.41 to ± 0.70	Moderate
±0.21 to ± 0.40	Small but definite relationship
±0.01 to ± 0.20	Slight. Almost negligible

Pearson correlation test was done, and Table 3 shows the result of the test

Table 3: Correlation analysis

		Correlations				
		Career_Advancement	Salary_package	Work_Life_Conflict	Family_Expectation	Turnover_Intention
Career_Advancement	Pearson Correlation	1	.195**	-.600**	-.441**	-.345**
	Sig. (2-tailed)		.006	.000	.000	.000
	N	200	200	200	200	200
Salary_package	Pearson Correlation	.195**	1	-.264**	.071	-.127
	Sig. (2-tailed)	.006		.000	.319	.072
	N	200	200	200	200	200
Work_Family_Conflict	Pearson Correlation	-.600**	-.264**	1	.393**	.457**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	200	200	200	200	200
Family_Expectation	Pearson Correlation	-.441**	.071	.393**	1	.298**
	Sig. (2-tailed)	.000	.319	.000		.000
	N	200	200	200	200	200
Turnover_Intention	Pearson Correlation	-.345**	-.127	.457**	.298**	1
	Sig. (2-tailed)	.000	.072	.000	.000	
	N	200	200	200	200	200

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

A Pearson correlation analysis was conducted to examine whether there is a relationship between all IVs and the DV which is the turnover intention. From the table, the results revealed that all the IVs except for salary package have significant relationship with DV which is turnover intention (p value less than 0.05). Based on the rule of thumb of the coefficient range, career advancement has small negative relationship with turnover intention with R value - 0.345. Work-family conflict on the other hand has a moderate positive relationship with turnover intention with R value of 0.457 while family expectation has a small but definite relationship with turnover intention with R value of 0.298.

Regression Analysis

Regression Analysis will assist the researcher to determine whether the four independent variables namely career advancement, salary package, work-family conflict and family expectation are significant in explaining the variance in turnover intention.

Table 4: Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479 ^a	.229	.213	.50265

a. Predictors: (Constant), Family_Expectation, Salary_package, Work_Family_Conflict, Career_Advancement

b. Dependent Variable: Turnover_Intention

Multiple regression was conducted to examine whether career advancement, salary package, work-family conflict and family expectation impact turnover intention. From Table 4.8, the coefficient determination value (R square) is equal to 0.229. It means that 22.9% variations of turnover intention can be explained by these 4 independent variables. The remaining 77.1% can be explained by other variables not investigated in this paper.

Table 4.9 indicates that there is positive significant influence between work-family conflict ($p=0.000$, $\beta=0.317$) with turnover intention. However, there is no significant influence between career advancement ($p=0.417$, $\beta=-0.056$), salary package ($p=0.664$, $\beta=-0.22$) and family expectation ($p=0.77$, $\beta=0.102$) with turnover intention.

Table 5: Coefficient analysis

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.662	.465		3.573	.000		
	Career_Advancement	-.056	.069	-.067	-.813	.417	.583	1.715
	Salary_package	-.022	.050	-.029	-.434	.664	.884	1.132
	Work_Family_Conflict	.317	.073	.358	4.364	.000	.587	1.703
	Family_Expectation	.102	.057	.130	1.780	.077	.743	1.347

a. Dependent Variable: Turnover_Intention

Hence, based on the finding the researchers are accepting hypothesis H3 and fail to accept hypothesis H1, H2 and H4. The researchers can conclude that work- family conflict has positive influence on turnover intention among CSEs in contact centre in Klang Valley. Career advancement, salary package and family expectation have no influence on turnover intention among CSEs in contact centre in Klang Valley.

6.0 : Conclusion and Recommendations

From the data analysis it has been concluded that only work-family conflict factor has significant influence on turnover intention among CSEs in contact centres in Klang Valley whereas the other IVs such as career advancement, salary package and family expectation do not have any significant influence on turnover intention among CSEs in contact centre in Klang Valley. As such, only Hypothesis 3 is being accepted and the other hypothesis are being rejected.

This result is consistent with Noor (2008), Haar et al., (2012), Ahmad, (2008) and Ho, Downe, & Loke (2010). Work - life conflict which arise from work-family imbalance due to dual career responsibilities, work pressure, demanding shift work, and work overload has significant influence on turnover intention among employees.

The findings could be due to the age group of the respondents because majority respondents represents the age group of 20 to 30 years old (Generation Y). Unlike the older working population which belong to Generation X or Baby Boomers, these Generation Y are more family-focused, they need better work-family balance and they grew up with an emphasis on family, having taken the cue from their parents who earn their living by working too hard. Generation Y prefer focusing on family private lives as opposed to career (Smith & Nichols, 2018).

Majority of the responds received were from female respondents, which in a way impacted the findings of this study. Female are often associated with tendency to put family first before their career, especially in career which demand their time or take them away from their family. This notion is supported by a study by (Noor, 2008) which found that stressful career could lead to stressful life and it has effect on the women's life as they have to struggle between work and family responsibilities. The stress arising from dual responsibility has individual and interactive adverse effect on the physical and mental health of women. According to the study, long working hours could lead to reduce of energy, burnout and difficulties in dealing with others and completing the tasks as required.

Since this study focused at CSEs who work in contact centre in Klang Valley and the needs for employees working in Klang Valley might be different from employees working in other regions in Malaysia. The cost of living is higher in KlangValley and as such, some families found it a necessity for both parents to work, to have a dual income, in order to support the day to day living expenses. They are left with no choice and some of them feel burdened with the expectation of having dual function as an employee and as a parent or wife or husband. With the demand from work, which sometimes take most of their time especially time to commute to and from work, most of the time these parents found it difficult to spend time with the family.

There are few initiatives that could be conducted by contact centres to ensure that employees in the industry, especially the CSEs could be retained in the organisation. Some of the initiatives include setting up organisational policies and practices that promote work-family balance and reducing the work-family conflict. What organisations could implement are policies like giving time off, maybe for two hours every month, for the employees to run errands pertaining to their family, implement flexi working hour and job sharing.

The contact centres should also acknowledge that one of the reasons that lead to work-family conflict in contact centre, which in the long run could lead to burnout, is the inflexibility and the demanding nature of the shift work. As such, organisations should invest more on practices or systems that could cater to flexible shift working schedule. The shift pattern does not necessarily have to be rigid in which the employees, particularly the CSEs, are required to adhere to 12-hour shift or work for 6 days and only getting one-day off in a week. More flexible shift pattern scheduling software need to be procured.



Work from home for contact centres might sound alien to Malaysia contact centre environment but it has proven to be successful in United Kingdom. According to the 2016 UKCCF Home Agent Study, 58% of UK contact centres now employ homeworkers (or HomeAgents). The findings also shared that 69% said that it produces happier and more productive employees, while 74% said that it enables them to schedule more flexible arrangement to meet expected customer contact volumes.

The contact centre could also implement a more family-friendly culture in the organisation. A family-friendly culture does not necessarily mean that the organisation is giving employees whatever they want and whenever they want. It is about recognising the change in attitudes to work and that the employees have a life outside of work. The researchers do not consider situational variables of the respondents, for example the difference in ethnicity culture, gender perception, type of companies and external factor like the country's economic situation. Different ethnic might have different perspective in life, so does one's economic situation, might influence his or her decision at that time. At times when the family economic is good, employees do not feel the urgency to leave the organisation or when the country is facing with recession, the employees will try as much as possible to hold on to their current job as the jobs out there is becoming scarce.

These limitations however do not lessen the significance of the findings, but they are being used as a platform for forthcoming research. The population of the study should be broadened for a better findings on the turnover intention among CSEs in contact centre research. The future study should include all CSEs in contact centres in Asean, not only confine to Klang Valley, Malaysia. Different employees from different country might have different perspective in turnover intention.

Future researchers could also classify the types of employees' turnover. Not all turnover is bad for the organisation. The 'desirable' turnover is considered beneficial to the organisation. This happen when the non-performing or undisciplined employee leave the company. Undesirable turnover on the other hand impacts the organisation and this happen when a high performer employee leaves the organisation. Other factors other than being investigated in this study need also to be explored. Factors like personality type may have significant impact to employee turnover.



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