

# Influence of Intrinsic, Extrinsic and Interpersonal Factors on Turnover Intention among Customer Service Executives in Contact Centres in Klang Valley

Hanita Sarah<sup>a</sup>, \*Haliza Mohd Said<sup>b</sup>, Syahrazad Md Noha<sup>c</sup>, Mazwin Zaba'ia<sup>d</sup>, Mohd Amar Mohd Mokhtar<sup>e</sup>, <sup>a,b,c,d</sup>Faculty of Business and Technology, UNITAR International University, <sup>e</sup>UNITAR Foundation School, UNITAR International University,  
\*Corresponding author, [lizasaid@unitar.my](mailto:lizasaid@unitar.my)

The prime objective of the current study is to investigate the link between TQM, human oriented elements and the organizational performance. Satisfaction, commitment, and loyalty are considered as human oriented elements. The TQM is accessed as a determinate of the organizational performance. In addition to that, the current study has examined the mediating role of human oriented elements in the relationship between TQM and organizational performance in the higher education institutes of Thailand. Structural equation model is employed to analyze the structural model and structural relation among measured and latent variables. It analyzes the direct and indirect association among variables. The SEM-AMOS is used, and the results of the study have provided a great deal of agreement with the hypothesized results. It is evident that the graduates from Thai tertiary institutions are not prepared with the skills with which to exploit and judiciously utilize the endowed natural resources in the country. These and other reasons have rendered the attainment of self-reliance and entrepreneurship education among graduates difficult to maintain. This study has focused on the subjective measure of organizational performance including information gathering in problem solving/communication, faculty intellectual pursuits, achievement and development among staff and students, achieving academic excellence through quality adherence and feedback among others. The study which is among pioneering studies will be helpful for policymakers,

educationists and researchers and students in understanding the issues in the higher education sector of Thailand.

**Key words:** *Intrinsic factors, extrinsic factors, interpersonal factors, turnover intention, customer service executives.*

## Introduction

A contact centre is perhaps one of the most important operations of a business, particularly businesses that need to deal with customers 24 hours a day. Customer need, perception, influence and experience have great impact in shaping an organisation's direction and therefore, access to a contact centre plays a prominent role in determining whether customers will continue doing business with the organisation or whether 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 are able to give good customer service so that 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 to 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 between one hundred to one hundred and fifty calls. With high call volumes and the fact that the CSEs are expected to fulfil call monitoring key performance indicators, they are known to have a highly stressful job as compare to others in the general working population (Holdsworth & Cartwright, 2003). The job is also found to be repetitive, 'dead end', low status, and have poor pay and limited career opportunities (Lucy, 2017, Mou & Wang, 2015, Kapachtsi, Pantelidi & Stamidou 2016).

With the presence of these factors, contact centres are among the highest sector experiencing high turnover rate (Taylor & Bain, 1999) with an employee turnover rate of 27% to 29% which is considered a common number in contact centres (The US Contact Centre Decision-Maker Guide 2016). Such high turnover rate among the CSE has consequential effect on the business and the stakeholders and this cost can be measured in terms of direct costs of recruiting, training and inducting of employees and indirect costs associated with the destruction of customer service (Robinson & Morley, 2006), missed business opportunities, poor service due to staffing shortages and damaged reputation due to poor service levels (Reynolds, 2015).

Apart from the technology itself, CSEs are considered the backbone to any contact centres, therefore it is imperative for the contact centres in Malaysia to study retention strategies that could encourage make them stay. As employee engagement is found to increase job satisfaction and employee perception is connected with work activities, therefore decreasing

turnover intention is experienced (Schaufeli, Bakker, & Salanova, 2006). The aim of this paper is to investigate the factors that influence high turnover in contact centres in Klang Valley and determine sound retention strategies for the industry.

The high turnover rate in contact centres has negative impact on the contact centres' overall operations. An interview conducted with the Head of Human Resource Department of a banking customer care department recently (2018) revealed that the main problem that is affecting the operation of the contact centre is the high turnover rate among its CSEs. The industry is facing an average of 20% employee turnover rate each year and the percentage is escalating yearly. Among the reasons that were highlighted during the exit interview with the resigned CSEs are the high level of work stress that they faced and the rigid managerial practices where they feel that they are excessively monitored. As a result of high turnover rate, the HR Department has to set a higher budget allocation for recruitment and training activities. Besides the obvious direct cost in terms of dollars and cents, there are also hidden costs to the organisation which are the costs of both the supervisor's and the CSEs' time during on-the job training, the mentor's time and also the instruction materials and time for formal training. As it takes time for a new employee to have the same skill and flair as the employees who have resigned, the service level to the customers somehow has been affected. The Head of Human Resources also noted that the high turnover rate among the CSEs in the organisation has affected the morale of the remaining employees and this can be seen from the response they received when they completed their annual employee engagement survey.

There are few studies that substantiated the findings in this industry. These studies found that among the negative consequences of turnover are selection and recruitment costs, training and development costs, operational disruption and demoralization membership. High turnover increases recruitment and training costs as more employees need to be hired and trained. 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. High turnover adds to employee stress and disrupts home life (Ling Suan & Ibrahim, 2016, Staw, 1980).

Having a high turnover means that the Human Resource Department needs to constantly plan for training and knowledge transfer between the remaining employees and new employees. Training in contact centre comes in two ways – either by classroom training or through an on the job training or mentoring system. Both explicit knowledge and tacit knowledge contribute to how successful these knowledge transfers are. Explicit knowledge is written knowledge which can be found in the standard operating procedures, job description, policies and rules in the organisation (Grant, 1996). In contact centres, explicit knowledge is found in the SOP and the script that needs to be used when communicating to the customers. Tacit knowledge on

the other hand is not so easily acquired and needs to be constantly practiced. An example of tacit knowledge in the contact centre is the ability of the customer service executives to use their intuition and sense when the customers are upset as they cannot see the customers' facial expression and can only gauge the mood of the customers from their voice. An experienced CSE will know when the customers are angry, and they can use different methods in calming customers down. New employees would need some time to learn these skills and when they are lacking the explicit and tacit knowledge, efficiency is reduced as constant turnover increases waste and slows service time (Carbone, 1995),

Another negative consequence of high turnover rate is that it can lead to employee demoralization. According to Staw (1980), turnover may lead to demoralization and deteriorates the attitudes of the remaining employees which may lead to further 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 compared to reasons that are personal in nature (Staw, 1980). Another researcher, Sheehan, (1995) agrees with Staw finding 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. A study by Kacmar et. al (2006) found that turnover rates impact efficiency - based on elements of customer service and suggests that customer perceptions may play a role in explaining service organisation success. Tapola's (2016), study found that turnover does affect service quality of a contact centre. In the first place, the customer seeks the right answer or solution to their problem, which is the reason they contact the company in the first place and the new CSEs who replaced the ones who have resigned cannot master all the substance required to quickly solve customer problems. They also have not familiarized themselves closely with the service model. Due to the lack of manpower, the stress and sense of urgency will escalate as call queues increase and as a result, the CSEs can be less friendly and not helpful towards the customers.

Given the issues at hand, this research is conducted to achieve the following objectives:

- i) To identify whether intrinsic factors influence turnover intention among customer service executives in contact centres;
- ii) To identify whether extrinsic factors influence turnover intention among customer service executives in contact centres;
- iii) To identify whether interpersonal factors influence turnover intention among customer service executives in contact centres;

This research hopes to address the following research questions:

- i) Does career advancement have any influence on turnover intention among customer service representatives in contact centres in Klang Valley?
- ii) Does salary package have any influence on turnover intention among customer service representatives in contact centres in Klang Valley?
- iii) Does work-family conflict have any influence on turnover intention among customer service representatives in contact centres in Klang Valley?
- iv) Does family expectation have any influence on turnover intention among customer service representatives in contact centres in Klang Valley?

This study is significant in that it identifies the factors that influence high turnover rate among CSEs in contact centres. Whether intrinsic and extrinsic motivation factors or interpersonal factors are more significant to the employee turnover, will be determined in this study. The organisation could take advantage of this study by looking at which factors have positive influence with turnover intention. The study also contributes to understanding the influence that families on job commitment. Perhaps the organization could make some improvements on its current policies and SOPs or have more activities that could better engage the employees with the organization or they can develop a more balanced working environment to manage the dual responsibilities. This study will also explore some of the strategies that could be used by the contact centre industry to retain their CSEs and minimize the rate of turnover. The hope is that this study helps the industry to devise a retention plan and see what strategy best fits the individual organisation. Without taking any steps in retaining the CSEs, the industry will be facing a serious repercussion from the high turnover rate in the industry.

## Literature Review

The main research sourced in this study for the independent variables are the *Herzberg (1959) 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 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 primary disruptions in the external work content, while motivators dealt with internal states of mind (Smerek & Peterson, 2007; Kamau, Mwanja & Njue 2018; Aziz et al., 2019). 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 motivate employees but they must be present to make the employees happy.

Amabile (1993) offers a formal definition of intrinsic and extrinsic reward as: Individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression or personal challenge in their work. Individuals are extrinsically motivated when they engage in the work in order to obtain some goal that is apart from the work itself. He also states that an unmotivated employee is likely to put little effort into work tasks, produce work of lower quality, avoid the workplace, and even exit his or her job if given the opportunity to do so. On the other hand, motivated employees are likely to willingly take on tasks, produce work of high quality and be creative, persistent, and productive.

The *family system theory* looks 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 which have normally been passed from one generation to the other. Some are based on myths, which have been embedded in the minds of every family members. These myths and rules are sometimes so 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 on an individual's choices. Boundaries define the way in which a family approaches separation and establishment of individual autonomy (Bratcher, 1982). There should be clear boundaries in each family because when there are disengaged boundaries, family member personal growth will be hampered. Another concept is homeostasis, the 'same status' concept. All systems have their own established and repetitive way of operating and when the homeostasis is threatened the system invokes the rules and exerts considerable pressure to return the system to balance (Bratcher). Understanding how families operate will give a clearer picture as to why families can have influence on one's choices in life, including the decision on career growth.

The family system can be affected by 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 have been studied by many researchers as the conflicts affect both workplace and home place activities. The problems arising from the work-family conflict can lead to negative outcomes like low commitment, job dissatisfaction, absenteeism, sluggishness, intention to quit and less family satisfaction (T. D. Allen et.al 2000; Karaçam, 2018). Several studies have also found evidence that work - family conflict is correlated with reduced job satisfaction as well as family satisfaction which can lead to reduced 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 allocate 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 is conflict when he or she could not manage the expectation.

***Social exchange theory*** meanwhile shall be used as the main theory for the dependant variable, which is turnover intention. Social exchange theory has been used widely to investigate different level of relationship i.e. relationship between employer and employee, employees and their co-workers and even relationship between employee and the organisation (Harden, Boakye, & Ryan, 2018; Afthanorhan, Awang, & Fazella, 2018). The theory states that any interdependent relationship or any transaction between parties will produce a norm of reciprocity. For example, when an employer is supportive to the employees, the employees will feel sense of obligation to reciprocate the action. The employees will normally reciprocate by performing in a more effective manner and show positive attitude (Cropanzano R, Mitchell MS, 2005). Reciprocate interdependence emphasizes reliant interpersonal relation, whereby an action by one party leads to a response by another. If a person provides benefits to the other, the receiving party is expected to respond in kind (Gergen, 1969). According to Eisenberg et al (2001) and Bishop et al (2000), in return for organisational support, employees will give their commitment to the organisation. Organisational support includes providing socioemotional resources like respect, care and empathy as well as tangible benefit like salary and intangible benefits like medical and insurance. Commitment can be demonstrated in many ways, from the motivation to work harder, being loyal to the organization, putting extra effort without demanding anything in return and being more productive in their work. When employees have these positive commitments in return for the support given by the organization, they will tend to stay loyal to the organisation, and hence, have less intention to leave.

### ***Intrinsic factors***

***Career advancement:*** Challenging and meaningful work with opportunities for career advancement are what every employee looks for in his or her career. 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. Employees are more committed when they perceive that their job is giving them the opportunity for career advancement, both on a short and long-term basis (Woodruffe, 2006; Aziz, Awang, & Afthanorhan., 2016)

### ***Extrinsic factors***

***Salary package:*** Salary package involves combination of pay, bonuses and other financial rewards and it is important for an organization to pay employees equally to other employees

who are completing comparable work or completing it with similar level of skill. When there is equality in an organisation, 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 equality and hence, satisfaction among employees (Rathakrishnan, Imm, & Kok, 2016)

### ***Interpersonal factor***

*Work-family conflict:* As more and more organizations focus to achieve high-performance; the burden lies with the human resources. To cope with the demands of being a high-performance organization, employees are expected to put in extra work and sometimes, they feel the burden of keeping a balance between their professional and personal lives. Work - family conflicts in organizations are found to be problematic to both employees and employers as they disturb the employees' work place involvement and create problems within the family (Ghayyur & Jamal, 2013).

### ***Family expectation***

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

### ***Turnover Intention***

*Turnover intention* - 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. This 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. When an organisation can not supply what the employee needs, or when the employee cannot supply what the organisation needs, then there is imbalance in the person-organisation relationship (Jacobs & Roodt, 2011).

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 results 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.

## **Relationships of variables**

### ***Intrinsic factors of motivation and turnover intention***

There have been numerous past studies examining the relationship between intrinsic factors of motivation and turnover intention. Among the intrinsic factors mentioned in those studies were sense of belonging to the organization, freedom for innovative thinking, personal development, career advancement, recognition and authority in making decisions. The findings of all the studies indicated that there is positive relationship between intrinsic factors of motivation and employee satisfaction and negatively related to intention to quit Cho & Perry (2012) and Dhanpat et al (2018). Thus, this study seeks to analyze whether two variables in the intrinsic factors of motivation have any significant influence with turnover intention. Therefore, it is hypothesized that:

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

### ***Extrinsic factors of motivation and turnover intention***

There were some studies on extrinsic factors of employee motivation like salary, relationship with superior and work content, examining their relationship with employee engagement. A study by Santhapparaj, Alam, & Shah (2005) shows that a significant association exists between pay, promotion, fringe benefits, working condition, support of research on job satisfaction and thus, employee retention. This is consistent with the study by Ng, Lam, Kumar, Ramendran, & Vimala Kadiresan, (2012) that shows employees may feel they are appreciated by the organization for their performance and contributions if they earn a good salary and are hence motivated to perform better and indirectly they tend to be retained in the organization since they are valued. A study by Kundu Subhash C & Lata Kusum (2016) shows that supervisory relationship and supportive work environment and work context plays a crucial role in predicting employee retention and turnover intention. Thus, this study seeks to analyze whether two variables of the extrinsic factors of motivation have influence on turnover intention of CSE in contact centre. Therefore, it is hypothesized that:

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

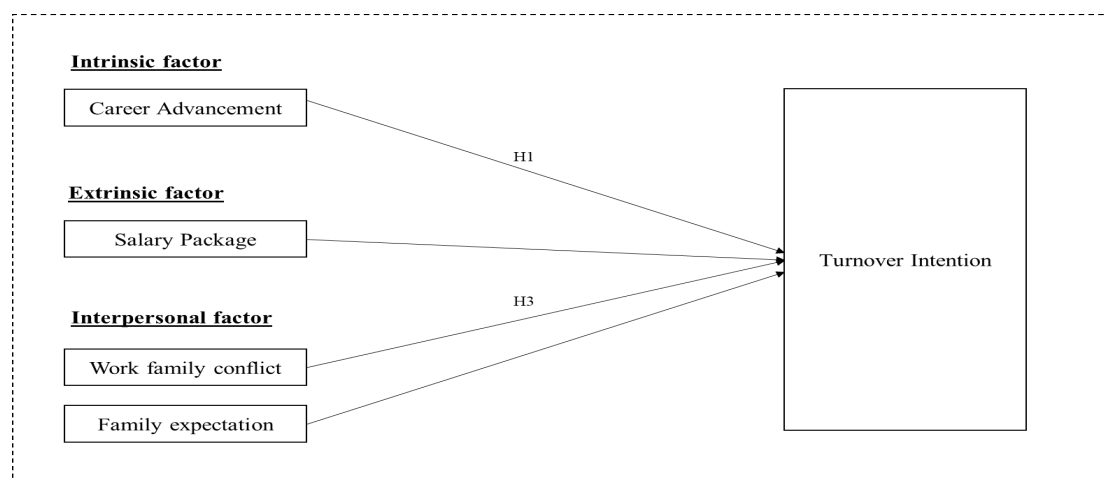
### ***Interpersonal factor and turnover intention***

Empirical studies have been conducted to find the relationship between interpersonal factor, namely the work-family conflict and family expectation towards the turnover intention. Studies by Ghayyur & Jamal (2013), Ahmad (2008), Khan (2014) and Haar et. al (2012) found that work-family conflicts positively and significantly correlated to turnover intention. They also suggest that work-family conflict also has a relationship with job stress, job satisfaction and job burnout. As for family expectation, studies done by Aycan, (2003) and Pascual, (2014) found that the family expectation on an individual is one of important factors that influenced career decision, be it what career an individual chooses to the decision to leave the occupation. This study, therefore, seeks to analyse whether the interpersonal factors have influence on turnover intention of CSEs in contact centre. Therefore, it is hypothesized that:

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

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

### Conceptual Framework



### Research Methodology

In this study, quantitative research design has been used to attain authentic results. The quantitative approach refers to the use of deductive logic that helps researchers make a proper hypothesis and gather information to resolve empirical evidence to support the selected hypothesis (Wilkins, 2017). There are about 20 contact centres 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 centres in Klang Valley. According to Krejcie & Morgan, the sample size for 500 population is 217 participations however, for the purpose

of this research proposal, the study focused on responses by the initial 200 respondents. As the researchers do not have the data for all the CSEs, the sampling method that the researchers use in this study is non-probability sampling using the snowballing method. Snowballing strategy works like a chain referral where, after identifying the initial subject, the researcher will ask for assistance from the subject to help identify people with the same interest traits. This snowballing strategy is also widely used by many studies involving contact centres (Mirchandani 2004, Taylor and Bain 2005) and is popular in studies focusing on a specific company that involve primary data collection from that company.

#### Measurement for turnover intention – DV

Variables	Original item	Adopt & Adapt
<b>Turnover intention</b>	1. As soon as I can find a better job, I will leave this organisation	Adopt
	2. I plan to leave my present employer as soon as possible	Adopt
	3. If given a choice I will not be working at the same organisation this time next year	Adopt
	4. I would take positive steps during the next year to secure a job at a different organization	Adopt
	5. I have searched for other jobs in the last 6 months	Adopt

Sources : (Price, 2001) (Chawla D, Sondhi N, 2011)

#### Measurement for career advancement

Variables	Original item	Adopt & Adapt
<b>Career advancement</b>	1. Opportunity and advancement or promotion exists within the university	Adopt
	2. I know what is required of me to advance within the university	Adopt
	3. Internal candidates receive fair consideration for open position	Adopt
	4. Information about job vacancy within the university is readily available	Adopt
	5. I feel that the career promotion is based on merit and performance.	Adopt

Sources: (Smerek & Peterson, 2007) (Mohanachandran Dk, Govindaraju NS, 2014)

### Measurement for salary package

Variables	Original item	Adopt & Adapt
Salary package	1. My salary / pay rate is competitive when compare to similar jobs at other organisation	My salary / pay rate is competitive when compare to similar jobs at other contact centres
	2. I understand how my base salary is determined	Adopt
	3. Salary / pay increases are appropriate	My salary increment is appropriate
	4. I am fairly paid for the work I do	Adopt
	5. My salary is significant factor in my decision to stay at the university	Adopt

Sources: (Smerek & Peterson, 2007)

### Measurement for work-family conflict

Variables	Original item	Adopt & Adapt
Work-family conflict	1. My work schedule often conflicts with my family life	Adopt
	2. After work, I come home too tired to do some of the things I'd like to do	Adopt
	3. The demands of my job make it difficult to be relaxed all the time at home	Adopt
	4. My job makes it difficult to be the kind of spouse, parent or person I'd like to be	Adopt
	5. Because my work is demanding, at times I am irritable at home	Because my work is too stressful, at times I am irritable at home

Sources: (Aminah Ahmad, 2014)

### Measurement for family expectation

Variables	Original item	Adopt & Adapt
Family expectation	1. My family expects me to have a profession of a certain status	Adopt
	2. My family expects my occupation to match our family's values and beliefs	Adopt
	3. My family expects me to stay in my current job	My family expects me to stay in my current contact centre
	4. My family expects that my choice of occupation would reflect their wishes	My family expects that my current job would reflect their wishes
	5. My family expects that I will consider my religion/spirituality when making career decisions	My family expects that I will consider my religion/spirituality when choosing to work at contact centre

Sources: Fouad N.A et al (2015)

Reliability test was performed on questions measuring the variables. It was used to determine that the measures are free from error and therefore yield consistent results. Reliability analysis is established by testing both internal consistency and stability. Cronbach's alpha coefficient ( $\alpha$ ) 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.

Variable	Cronbach's Alpha	Number of items
Employee retention (DV)	0.891	4
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

Table 1 : Reliability test

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.

## Data Analysis and Findings

### *Descriptive Analysis*

The participants of this study are customer service executives who work in contact centres in Klang Valley. A total of 200 completed and usable questionnaires were received.

**Table 2:** Shows the frequency for each demographic profile.

		Frequency	Percent
Ethnicity	Malay	100	50.0
	Chinese	48	24.0
	Indian	42	21.0
	Others	10	5.0
	Total	200	100.0
Gender	Female	107	53.5
	Male	93	46.5
	Total	200	100.00
Age	20 - 30 years old	138	69.0
	31 - 40 years old	50	25.0
	41 - 50 years old	11	5.5
	above 51 years old	1	0.5
	Total	200	100.0
Total years of experience in contact centre	Less than 5 years	72	36.0
	5 – 10 years	113	56.5
	11-15 years	10	5.0
	16 – 20 years	4	2.0
	More than 21 years	1	0.5
	Total	200	100.0
Years of experience in current workplace	Less than 5 years	155	77.5
	5 – 10 years	38	19.0
	11-15 years	4	2.0
	16 – 20 years	3	1.5
	More than 21 years	0	0.0
	Total	200	100.0
Highest education	SPM	3	1.5
	STPM	4	2.0

		Frequency	Percent
	Certificate	5	2.5
	Diploma	88	44.0
	Degree	99	49.5
	Masters	1	0.5
	Others	0	0.0
	Total	200	100.0
Type of calls manage	Inbound	53	26.5
	Outbound	34	17.0
	Both	113	56.5
	Total	200	100.0
Type of industry	Telecommunication	66	33.0
	Services	122	61.0
	Hospitality	12	6.0
	Total	200	100.0

*Table 2 Demographic profile*

Of 200 respondents, 100 (50%) are Malays, followed by Chinese, 48 respondents (24%), 42 Indians (21%) and remaining 10 are from other **ethnic group** (5%). A total of 107 females participated in the survey and they make up 53.5% while the remaining 93 (46.5%) are male. In relation to their **age**, majority of the respondents are in the age category of 20 to 30 years old with 138 respondents (69%) followed by age category of 31 to 40 years old with 50 respondents (25%). The third highest category in term of age is between 41 to 50 years old with 11 respondents (5.5%) and the least would be in the category of more than 51 years old with 1 respondent (0.5%). The majority of these respondents have around 5 to 10 years of total **working experience** in contact centre (56.5%), followed by less than 5 years experience (36%), 11 to 15 years (5%), 16 to 20 years (2%) and the least would have **working experience** more than 21 years (0.5%). In relation to the years of **experience in current contact centre**, 155 (77.5%) have been there for less than 5 years while 19% have been in the current contact centre for 5 to 10 years. 2% have been there for 11 to 15 years while the remaining 3% have been there for 16 to 20 years. There are no CSEs who have been in the current contact centre for more than 21 years. Majority of the CSEs have Degree (49.5%) followed by Diploma (44%), Certificate (2.5%), STPM (2%), SPM (1.5%) and last will be the Masters holder (0.5%). Majority of them work in both **inbound and outbound contact centre** (56.5%) followed by inbound (26.5%) and outbound (17%). On the **type of industry**, 122 respondents (61%) are from service industry, followed by 66 respondents (33%) from telecommunication industry and only 12 respondents (6%) are from hospitality industry.

### **Pearson's Correlation Analysis**

Pearson's correlation coefficient is used to indicate the direction, strength and significance of the bivariate relationships among all the variables that were measured at an interval or ratio level. Negative coefficient indicates that both variables are in a negative relationship, thus, when one variable increases, another will decrease. Conversely, a positive coefficient indicates both variables are in a positive relationship, when one variable increases, the other variable will increase as well (Min, 2015). Hair et al. (2011) proposed the rules of thumb regarding coefficient range and the strength of association as shown in Table 3

**Table 3:** 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 conducted, and Table 4 shows the result of the test

**Table 4:** 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 to 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

In this analysis researcher would like to examine whether these four independent variables (career advancement, salary package, work-family conflict and family expectation) are significant in explaining the variance in turnover intention.

**Table 5:** Model Summary

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479 <sup>a</sup>	.229	.213	.50265
a. Predictors: (Constant), Family_Expectation, Salary_package, Work_Family_Conflict, Career_Advancement				
b. Dependent Variable: Turnover_Intention				

**Table 6 :** Coefficient *analysis*

Multiple regression was conducted to examine whether career advancement, salary package, work-family conflict and family expectation impact turnover intention. From Table 5, the coefficient determination value (R square) is equal to 0.229. This 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 6 indicates that there

**Coefficients<sup>a</sup>**

Model	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: TurnoverIntention  
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.

Hence, based on the finding this research accepts hypothesis H3 and fails to accept hypotheses H1, H2 and H4. The conclusion is that work- family conflict has positive influence on turnover intention among CSEs in contact centres in Klang Valley. Career advancement, salary package and family expectation have no influence on turnover intention among CSEs in contact centre in Klang Valley.

## Conclusion

The findings show that only work-family conflict has a significant influence on turnover intention of customer service executives in contact centres in Klang Valley while career advancement, salary package, and family expectation do not influence the turnover intention

among the customer service executives in contact centres in Klang Valley. The research however did 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 groups might generate different perspectives in life, just as 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 faced with recession, employees will try as much as possible to hold on to their current job as jobs are becoming scarce. These limitations however do not lessen the significance of the findings, however they should be used as a platform for future research.

In order to produce a better finding on the turnover intention among CSEs in contact centre, the population of the study should be broadened. Future study should include all CSEs in contact centres in Asean, not only confined to Klang Valley, Malaysia. Different employees from different countries might have different perspectives regarding turnover intention. Future research 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 happens when non-performing or undisciplined employees leave the company. Undesirable turnover on the other hand impacts the organisation and this happens when a high performance employee leaves the organisation. Other factors like personality type may have significant impact on employee turnover.

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