

# **The relationship between job demands, job resources, engagement, burnout and intention to quit**

Beatrix Cole



Thesis presented in fulfilment of the requirements for the degree of Master of  
Commerce (Human Resource Management) at  
Stellenbosch University

Supervisor  
Mr G. Cillié

April 2014

## **DECLARATION**

By submitting this dissertation electronically, I declare the entirety of the work contained therein is my own original work, that I am the sole author thereof (save to the extent explicitly otherwise stated), that reproduction and publication thereof by Stellenbosch University will not infringe any third party rights, and that I have not previously in its entirety or in part submitted it for obtaining any qualification.

Signed: B. Cole

Date: 30<sup>th</sup> November 2013

## ABSTRACT

The increasing demand for client-services in a highly competitive business environment has resulted in a substantial increase in the number of call centres in South Africa and worldwide (Carrim, Basson & Coetzee, 2006). Within the call centre industry, turnover intentions have been identified as one of the most pressing problems in terms of cost and productivity. This research suggests that the exploration and then the alteration of job resources and job demands will help elicit factors that foster engagement and will help lessen and/or alleviate burnout experiences. This in turn will help to decrease turnover intentions in the South African call centre industry. This research attempts to investigate the proposed relationships between the constructs in a structural model.

The literature review defines turnover, turnover intention, engagement, burnout as well as job demands and job resources, using the Job Demands-Resources model. It also discusses the importance for organisations to understand employees' turnover intentions. The literature review aims to portray that there are relationships between the five constructs.

The current research was conducted in 5 inbound/outbound South African call centres. The sample was comprised of 122 participants and a non-probability sampling technique, convenience sampling was utilized. A self-developed Biographical Questionnaire, the Utrecht Work Engagement Scale (UWES) and the Maslach Burnout Inventory Questionnaire (MBI) were used as measuring instruments. Job demands and job resources using the Work Design Questionnaire (WDQ) by Morgeson and Humphrey (2006) were used as well as a Turnover Intentions Questionnaire developed by Roodt (2004) cited in Adam and Roodt (2008). A reliability analysis was done to assess the measurement properties of the respective measures, and all scales showed highly acceptable reliability.

The data were analysed using the soft approach to Structural Equation Modeling that is Partial least squares path modeling. The results indicate that

all of the relationships tested are significant. A model testing engagement and burnout as mediators were also investigated. Both relationships were insignificant hence engagement is a mediator between job resources and intention to quit and burnout a mediator between job demands and intention to quit. This was also confirmed by two separate Sobel tests (Sobel, 1982).

This study adds to existing literature on job resources, job demands, engagement, burnout and intention to quit by providing insights into the relationships among these constructs. This study also provides call centres with valuable information for the development and/or alterations of working conditions aimed at mitigating turnover behavior and maximizing organizational outcomes through an engaged workforce.

## OPSOMMING

Die toenemende vraag na kliënt-dienste, in 'n hoogs mededingende sake-omgewing, het gelei tot 'n aansienlike toename in die aantal van oproep-diens sentrums in Suid-Afrika asook die wêreld (Carrim, Basson & Coetzee, 2006). Intensie om te bedank is geïdentifiseer as een van die mees dringende probleme in terme van koste en produktiwiteit, binne oproepsentrums. Hierdie navorsing dui daarop dat die eksplorاسie en die verandering van werkbronne met betrekking tot die werksomgewing en werkvereistes; sal faktore ontlok wat kan aanleiding gee tot die verbintenis betrokkenheid van personeel, en sal ook help om uitbranding ervarings te verminder of om te verlaag. Dit op sy beurt sal meerbring dat intensie om te bedank dus verlaag word binne die Suid-Afrikaanse oproepsentrum-bedryf. Hierdie navorsing poog om die voorgestelde verwantskap tussen die konstrakte in 'n strukturele model te ondersoek.

Die literatuuroorsig definieer omset, intensie om te bedank, verbetering, uitbranding sowel as werkvereistes en werkbronne, met die hulp van die werk-eise model. Dit bespreek ook die belangrikheid vir organisasies om werknemer omset bedoelings te verstaan. Die literatuuroorsig poog om die verwantskap tussen die vyf konstrakte te illustreer

Die huidige navorsing was gedoen by 5 inkomende/uitgaande Suid-Afrikaanse oproepsentrums. Eenhonderd twee en twintig (122) deelnemers was in die navorsing gebruik en 'n nie-waarskynlikheidsteekproefneming tegniek, gerieflikheidsteekproef was benut. 'n Self-ontwikkelde biografiese vraelys, die Utrecht Werksbegeesteringskaal (UWES) en die Maslach Uitbrandingsvraelys (MBI) was as meetinstrumente gebruik. Werkvereiste en werkbronne was gemeet deur die werk Ontwerp vraelys (WDQ) wat deur Morgeson en Humphrey (2006) ontwikkel is, addisioneel tot die voorafgaande was omset bedoelings vraelys wat deur Roodt (2004) ontwikkel is soos aangehaal in Adam en Roodt (2008). 'n Betroubaarheid analise is gedoen om die meting eienskappe van die onderskeie maatreëls te evalueer, en daar is bevind dat al die skale hoogs aanvaarbare betroubaarheid toon.

Die data is ontleed met gebruik van die sagte benadering tot strukturele vergelykingsmodellering wat PLS modellering. Die resultate dui daarop dat al die verhoudings wat getoets was betekenisvol is. 'n Model toets verbintenis en uitbranding as bemiddelaar is ook ondersoek. Beide verhoudings was onbeduidende daarom is verbintenis 'n bemiddelaar tussen werkbronne en voorneme om te bedank en uitbranding 'n bemiddelaar tussen werk eise en intensie om te bedank. Dit is ook bevestig deur twee afsonderlike Sobel toetse (Sobel, 1982).

Hierdie studie dra by tot die bestaande literatuur oor werkbronne, werkwerkvereistes, uitbranding en intensie om op te bedank deur die verskaffing van insigte in die verhoudings tussen hierdie konstrunkte. Hierdie studie bied ook vir oproepdiens-sentrums waardevolle inligting vir die ontwikkeling en/of verandering van werksomstandighede wat daarop gemik is om die veranderende opset van omset gedrag en om optimale uitkoms van verandering vir die organisasie deur 'n betrokke werksmag te benut.

## ACKNOWLEDGEMENTS

All glory and praise to my Heavenly Father for blessing me with the opportunity to have come this far, and for giving me strength and endurance while guiding me through the completion of my thesis.

A special thank you to all of the call centres that provided a platform for this research and to all of the participants who took time out in completing the questionnaire.

A special thank you to Prof. Martin Kidd for his kind assistance with the data analyses.

My parents have been my support and encouragement throughout my educational journey and especially in the completion of this thesis. Thank you for giving me the best gift that a child can ask for, an education. I therefore dedicate this thesis to them. I hope that one day I will continue to make you proud and I hope that one day I will be able to dedicate my PhD to you.

Mommy, thank you for always believing in me and for motivating me to always do my best. I am certain that without your presence and continued motivation I would not have been able to complete this thesis.

Daddy, you have always been my silent motivation to succeed in life and I hope that one day I would have achieved even half of what you have. Thank you for being the best father and role model in the world.

To my Lee, thank you for your patience and support. Your Barbie loves you!

Last, but not least, my gratitude is extended to my supervisor, Mr.Cillié, for his direction and guidance and for affording me the opportunity to undertake this journey with him.

## TABLE OF CONTENTS

	<b>Page</b>
<b>DECLARATION</b>	<b>i</b>
<b>ABSTRACT</b>	<b>ii</b>
<b>OPSOMMING</b>	<b>iv</b>
<b>ACKNOWLEDGEMENTS</b>	<b>vi</b>
<b>TABLE OF CONTENTS</b>	<b>vii</b>
<b>LIST OF FIGURES</b>	<b>xiii</b>
<b>LIST OF TABLES</b>	<b>xiv</b>

### **CHAPTER 1: BACKGROUND, RATIONALE FOR THE STUDY, RESEARCH INITIATING QUESTION, RESEARCH OBJECTIVES AND OUTLINE OF THE STUDY**

1.1. BACKGROUND	1
1.2. RATIONALE FOR THE STUDY	4
1.3. RESEARCH INITIATING QUESTION	4
1.4. RESEARCH OBJECTIVE/S	5
1.5. OUTLINE OF THE STUDY	6

### **CHAPTER 2:LITERATURE REVIEW**

2.1 BACKGROUND	8
2.2 THE CALL CENTRE INDUSTRY	10
2.2.1 Defining call centres	10
2.2.2 Characteristics of call centres	11
2.2.3 Rationale behind call centres	14
2.2.4 The nature of call centre work and how it impacts on employees'	14



2.3	THE SOUTH AFRICAN CALL CENTRE INDUSTRY	16
2.3.1	Exploring the South African call centre industry	16
2.3.2	Comparing the South African call centre industry with its global counterparts	17
2.4	TURNOVER AND INTENTION TO QUIT	19
2.4.1	Introduction	19
2.4.2	Turnover and intention to quit defined	20
2.4.2.1	Defining turnover	20
2.4.2.2	Intention to quit defined	20
2.4.3	Intention to quit models	21
2.4.3.1	The March and Simon model	22
2.4.3.2	The Mobley model	23
2.4.3.3	The Steers and Mowday model	24
2.4.4	Factors associated with turnover intentions	25
2.4.5	Turnover and Turnover intention in the call centre industry	26
2.5	ENGAGEMENT	28
2.5.1	Introduction	28
2.5.2	Engagement defined	29
2.5.3	Importance of engagement	30
2.5.4	Engagement amongst call centre agents	30
2.6	BURNOUT	31
2.6.1	Introduction	31

2.6.2	Burnout defined	32
2.6.3	Burnout amongst call centre agents	33
2.7	JOB DEMANDS-RESOURCES MODEL	34
2.7.1	Introduction	34
2.7.2	Job demands	36
2.7.2.1	Equipment	37
2.7.2.2	Changes in tasks (task variety)	38
2.7.3	Job resources	38
2.7.3.1	Autonomy	39
2.7.3.2	Social support	40
2.7.3.3	Feedback	40
2.8	RELATIONSHIPS BETWEEN JOB DEMANDS, JOB RESOURCES, ENGAGEMENT, BURNOUT AND INTENTION TO QUIT	41
2.8.1	Job resources and engagement	41
2.8.2	Job resources and burnout	42
2.8.3	Job demands and burnout	43
2.8.4	Job demands and engagement	44
2.8.5	Job resources, engagement and intention to quit	44
2.8.6	Job demands, burnout and intention to quit	46
2.9	SUMMARY	49

## **CHAPTER 3:RESEARCH METHODOLOGY**

3.1	INTRODUCTION	50
3.2	RESEARCH DESIGN	50
3.3	RESEARCH OBJECTIVE/S	52
3.4	SUBSTANTIVE RESEARCH HYPOTHESES	53
3.5	SAMPLE AND PARTICIPANTS	54
3.6	MEASURING INSTRUMENTS	55
3.6.1	Biographic information	56
3.6.2	The Utrecht Work Engagement Scale	56
3.6.3	The Maslach Burnout Inventory Questionnaire	57
3.6.4	The Turnover Intentions Questionnaire	57
3.6.5	The Work Design Questionnaire	58
3.7	DATA COLLECTION PROCEDURES	58
3.8	DATA CAPTURING AND DATA ANALYSES	59
3.8.1	Missing values and reverse scores	59
3.8.2	Data analyses	59
3.9	SUMMARY	60

## **CHAPTER 4:PRESENTATION OF RESEARCH RESULTS**

4.1	INTRODUCTION	61
4.2	BIOGRAPHIC RESULTS	61
4.2.1	Age	61
4.2.2	Gender	62
4.2.3	Length of employment	62
4.2.4	Highest qualification	63
4.3	RELIABILITY	63

4.4	PARTIAL LEAST SQUARE (PLS) ANALYSES	65
4.4.1	Formulating the measurement model	65
4.4.2	Evaluating the structural model	66
4.5	TESTING THE MEDIATING EFFECTS OF ENGAGEMENT AND BURNOUT	68
4.6	TESTING THE MEDIATING EFFECT OF ENGAGEMENT BETWEEN JOB RESOURCES AND INTENTION TO QUIT	69
4.7	TESTING THE MEDIATING EFFECT OF BURNOUT BETWEEN JOB DEMANDS AND INTENTION TO QUIT	71
4.8	SUMMARY	72

## **CHAPTER 5: DISCUSSION OF RESEARCH RESULTS**

5.1	INTRODUCTION	73
5.2	RELIABILITY OF THE MEASUREMENT SCALES	73
5.3	THE VARIANCE STRUCTURES BETWEEN JOB DEMANDS, JOBRESOURCES, ENGAGEMENT, BURNOUT AND INTENTION TOQUIT	73
5.3.1	Relationship between job resources and engagement	74
5.3.2	Relationship between job resources and burnout	74
5.3.3	Relationship between job demands and burnout	75
5.3.4	Relationship between job demands and engagement	75
5.3.5	Relationship between engagement and intention to quit	76
5.3.6	Relationship between burnout and intention to quit	77
5.3.7	The mediating effect of engagement between job resources and intention to quit	77

5.3.8	The mediating effect of burnout between job demands and intention to quit	78
5.4	SUMMARY	78
<b>CHAPTER 6:</b>	<b>LIMITATIONS, RECOMMENDATIONS AND CONCLUSION</b>	
6.1	INTRODUCTION	80
6.2	LIMITATIONS	80
6.3	RECOMMENDATIONS FOR THE CALL CENTRES	81
6.4	RECOMMENDATIONS FOR FUTURE RESEARCH	82
6.5	CONCLUSION	82
	<b>REFERENCES</b>	84
	<b>APPENDIX A: COVER LETTER</b>	<b>101</b>
	<b>APPENDIX B: INFORMED CONSENT FORM</b>	<b>102</b>
	<b>APPENDIX C: QUESTIONNAIRE</b>	<b>105</b>

## LIST OF FIGURES

	<b>Page</b>
Figure 2.1: The Taylorist model of call centre workers	13
Figure 2.2: Primary market share served by South African call centres	17
Figure 2.3: Educational levels present in South African call centres	18
Figure 2.4: The March and Simon model	22
Figure 2.5: The Mobley model	23
Figure 2.6: The Job demands-resources model	36
Figure 2.7: A conceptual model of the relationships between job resources, job demands, engagement, burnout and Intention to quit	48
Figure 3.1: Proposed structural model	54
Figure 4.1: Age	61
Figure 4.2: Gender	62
Figure 4.3: Length of employment	62
Figure 4.4: Highest qualification	63
Figure 4.5: PLSPM	67
Figure 4.6: Model used for testing engagement and burnout as mediators simultaneously	69

## LIST OF TABLES

	<b>Page</b>
Table 4.1: Cronbach's alpha and Average inter-item correlation	64
Table 4.2: Average and Composite Reliability	65
Table 4.3: PLSPM results	66
Table 4.4: Results	70
Table 4.5: The bootstrap confidence intervals for engagement as a mediator between job resources and intention to quit	70
Table 4.6: The bootstrap confidence intervals for burnout as a mediator between job demands and intention to quit	71

## **CHAPTER 1**

### **BACKGROUND, RATIONALE FOR THE STUDY, RESEARCH INITIATING QUESTION, RESEARCH OBJECTIVES AND OVERVIEW OF THE STUDY**

#### **1.1 BACKGROUND**

The increasing demand for customer-services in a highly competitive business environment has resulted in the increase of call centres globally (Knight, 2004, Nel & De Villiers, 2004 and Williams, 2000 cited in Carrim, Basson & Coetzee, 2006). Similar trends can be observed in South Africa as the call centre environment is one of the fastest growing industries.

Benner (2006), defines call centres as workplaces consisting of dedicated telephone positions, in which employees use telephonic and computer technologies while interacting directly with customers. According to Sprigg and Jackson (2006), a call centre is a work environment in which the main business is mediated by a computer and telephone-based technology that allows an efficient number of incoming and outgoing calls to available agents. Call centres are known to have a relatively high number of contingent employees, with flexible employment contracts. This flexibility is reflected in the working hours, working days as well as in the type of contract, for example either fixed term or temporary (Kalleberg, 2000). According to Kalleberg the use of these atypical contracts is connected to the need for flexibility in the deployment of staff.

In general call centres are not viewed as pleasant workplaces, they have even been referred to as “electronic sweatshops” (Benner, 2006). It is a well-known assumption that call centre representatives work in a stressful and monotonous environment, where job demands are high. For this reason, concern has been expressed about the possible negative effects that call centre work will have on the well-being of representatives (Piercy & Rich, 2009). Holman (2003) identified that having high control over work methods, having a sufficient amount of variety within working methods, having a



performance measurement system aiming to develop employees and having a supportive structure, can have positive effects on employee well-being. However, if these aspects are not attended to, it can result in increased turnover rates which then results in recruitment and selection costs, training and development costs as well as a loss in intellectual capital (Holman, 2003).

Staff turnover is an important human resource issue as it is a vital indicator of how effective and efficient organisations are (Abeysekera, 2007). Turnover can be defined as voluntarily leaving the organisation or termination of the employment relationship (Van Breukelen, van der Vlist & Steensma, 2004). As mentioned by Benner (2006) high staff turnover is a factor that is often associated with the call centre industry in South Africa. Van Breukelen, et al. (2004) notes that turnover intention which can be defined as the psychological variable in which to leave an organisation, is closely related to turnover and should rather be studied. Turnover intention is important to study rather than turnover itself as the thinking of a working person as to why he/she wants to quit is important for organisations to know so that actual turnover can be prevented. For this reason intention to quit will be focused on in this study.

Turnover intention represents one of the most crucial issues of concern to both Human Resources Managers and to the organisation. This is because, organisations aim to be effective and efficient and to maximise their profits. Therefore if an organisation suffers from high turnover rates, it will be difficult for it to maximize profits and remain effective due to the detrimental consequences turnover brings. As stated by Lambert, Hogan and Barton (2001) cited in Radzi, Ramley, Salehuddin, Othman and Jalis (2009), high turnover rates result in a lack of organisational stability, high costs associated with recruitment, selection, training and development, a loss in intellectual property, as well as a dampened public image as an organisation with high turnover rates conveys a negative impression of unsatisfactory work conditions. Abeysekera (2007) states that turnover is an undesirable phenomenon as it costs organisations millions of rands in the form of exit costs such as e- data on turnover intentions, which is less expensive than actual turnover.

According to Bakker, Demerouti and Schaufeli (2003), the Job Demands-Resources model (JD-R model) may stimulate two different processes. Firstly, badly designed jobs or high job demands such as workload and emotional demands may exhaust workers and cause health problems, whilst secondly job resources such as performance feedback and a supportive structure may foster goal accomplishment and lead to stronger involved employees in terms of organisational commitment and dedication to ones work. The presence of job resources may also reduce or manage job demands. Therefore by exploring the JD-R model as a human resource tool within the call centre industry, an ideal level of demands and resources can be established so that employees are engaged and committed as opposed to being exhausted and stressed and thus experience lower intentions to quit.

Human Resource Management is authorized to affect the behavior of employees to the extent that the reasons for turnover intention are known and understood, as well as the manner in which it affects performance which is crucial for a successful organisation. The examination of how different working conditions, job demands and job resources are related to turnover intentions among call centre representatives is crucial. It is imperative to understand whether high job demands, which describe an energy depletion process, lead to health problems and consequently turnover intentions. Then also whether job resources leading to a motivational process results in employees becoming less inclined to leave the call centre. However, even if the reasons for high staff turnover and turnover intention in the South African call centre industry are known, it could still be a challenge to solve the high turnover rate. Hence, it is important to identify if working conditions within the call centre environment are evoking an imbalance of energy depletion and a motivational process, which in turn affect call centre representatives intention to terminate the employment relationship.

## **1.2 RATIONALE FOR THE STUDY**

As previously mentioned by Benner (2006), the call centre industry is one of the fastest growing industries not only in South Africa but also globally, therefore attracting and retaining a talented workforce is a top priority. According to Burgess and Connell (2004), call centre representatives are essentially the only face that clients have an opportunity to interact with, as they are the front line of customer service. It is therefore their role to ensure that current business is maintained as well as to promote new business. But unfortunately call centres are experiencing painfully high turnover rates often exceeding 50% annually (Paulet, 2004).

Literature suggests that call centre representatives are expressing intentions to leave the industry due to the level of stress and monotony they face on a daily basis (Bagnara, 2000 cited in Carrim et al., 2006). This situation is further aggravated by a lack of opportunities for promotion (Worldroom Digest, 2004 cited in Carrim et al, 2006).

The South African government has stated that the call centre industry poses an opportunity for both foreign investment and job creation, hence the importance of understanding why one of the fastest growing industries, one that could create hundreds of jobs is experiencing such a high rate of turnover intentions. To further help to achieve this aim is to explore the JD-R model as a Human Resource Management tool as research suggests that it has predictive validity in both employee wellbeing and organisational outcomes, such as engagement, burnout and intention to quit.

## **1.3 RESEARCH INITIATING QUESTION**

From the above, the research initiating question is: why are call centre representatives expressing intentions to quit, tend to disengagement and burnout and specifically what role does the exploration and alteration of work demands and resources play within the call centre environment?

## 1.4 RESEARCH OBJECTIVES

The call centre industry in South Africa is relatively new yet it has already been associated with a modern day sweatshop (Benner, 2006). Although this industry is large and it continues to grow, it experiences high rates of turnover. Turnover is costly for organisations as it affects other aspects of human resources such as recruitment and selection, hence the importance for Human Resources to understand turnover intentions and to be proactive.

It is contended that job demands through their relationship with burnout and job resources through their relationship with engagement are predictors of turnover intentions. The present study used the overall theoretical framework of the JD- R model (Bakker & Demerouti, 2007) to examine how different categories of working conditions in South African call centres are related to turnover intentions.

Industrial Psychology attempts to explain the human behaviour of a working person so that interventions can be used with the goal to improve their performance. Therefore it is necessary to investigate the proposed relationships between engagement, burnout, intention to quit, job demands and job resources as it will cost- effectively benefit the organisation at large taking into account the consequences that turnover intentions bring. Also, the fact that call centres have the ability to attract foreign investment and create jobs means that it is important to know why the industry is experiencing high intention to quit rates. Thus it is vital to see whether these two sets of working conditions and the altering thereof to increase engagement and decrease burnout can act as a retention strategy and lower the intention to quit rates.

A comprehensive literature review will be conducted on the constructs engagement, burnout, intention to quit and the JD-R model: job demands and job resources to determine any inherent relationships between. A demonstration of the relationships between the constructs will provide valuable information for call centres regarding how to engage and retain agents, as well as how to decrease and/or alleviate burnout experiences.

The research objectives can be summarized as follows:

- To explore the constructs, job demands, job resources, engagement, burnout and intention to quit by means of a literature review
- To investigate the relationship between job demands and burnout
- To investigate the relationship between job resources and burnout
- To investigate the relationship between job demands and engagement
- To investigate the relationship between job resources and engagement
- To investigate the relationship between burnout and intention to quit
- To investigate the relationship between engagement and intention to quit
- To investigate whether engagement mediates the effect of job resources on intention to quit
- To investigate whether burnout mediates the effect of job demands on intention to quit

## **1.5 OVERVIEW OF THE STUDY**

Chapter 1 provided a contextual background for investigating the relationship between engagement, burnout, intention to quit, job resources and job demands in terms of the value it could bring to call centres in identifying where they should focus their attention with regards to employee working conditions in their attempt to elicit engagement and manage burnout and in turn lower turnover intentions. This Chapter also outlined the research initiating question and the research objectives of the study.

Chapter 2 provides a comprehensive review of the literature related to engagement, burnout, intention to quit, job resources and job demands culminating in the conceptual model and the hypothesized relationships between the variables. It also discusses the call centre industry in general as well as in South Africa.

Chapter 3 describes the research methodology, the sample and the sampling design. It also describes the measuring instruments used in this study, the data collection procedures, as well as the data analyses utilized.

Chapter 4 presents the results.

Chapter 5 provides a detailed discussion and interpretation of the results.

Chapter 6 outlines the limitations to the study and also provides recommendations for the participating call centres as well as for future research.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 INTRODUCTION

A worldwide economic shift from the traditional industrial economy to the service economy has occurred with the resultant increase of employment of service workers (McCommon & Griffen, 2000 cited in Visser & Rothmann, 2009). Call centres are one way to incorporate service workers. Through the utilization of call centres, large organisations can reduce their core employee number and costs, while still benefitting from continuous and in some cases extended service provision (Burgess & Connell, 2004). This suggests that call centres were created as an alternative, more cost- effective model to replace the high costs of face to face client interaction (Taylor & Bain, 1999 cited in Visser & Rothmann, 2009).

The growth and development of the call centre sector has boomed worldwide over the last decade (Bain & Taylor, 2008a). This industry has emerged and transformed the delivery of business service, the nature of service sector work and the location where service work is conducted (Burgess & Connell, 2004). A study by Kgomo and Swarts (2010) indicates that 85,12% of call centre representatives expressed an intention to leave the industry.

Within call centres, a special type of service employee needs to be mentioned. They are referred to as call centre representatives (CSR) (Holdsworth & Cartwright, 2003 cited in Visser & Rothmann, 2009). Call centre representatives occupy boundary-spanning roles in representing the business to the client. They mostly perform emotional labour, where they are expected to display certain emotions as part of their job (Grandey, 2000 cited in Visser & Rothmann, 2009). Call centre representatives are also highly susceptible to elevated levels of stress and burnout. A call centre representative is seen as occupying one of the ten most stressful jobs in the present day world economy (Holdsworth & Cartwright, 2003 cited in Visser & Rothmann, 2009).

Job resources are also limited for call centre representatives, since there are sparse opportunities for career growth and minimal supervisor support (Valverde, Ryan & Gorjup, 2007).

Under-researched until the late 1990s, call centres have suddenly received an explosion of academic research (Burgess & Connell, 2004; Valverde, Ryan & Gorjup, 2007). The apparent growth and proliferation in call centres and in the academic research thereof is due to the embodiment of issues that impinge upon the future of work and workers. For example the restructuring of work, the globalisation of business operations and the delivery of service work (Burgess & Connell, 2004). Issues like these can affect the quality of work as well as living standards.

Call centres are continually introducing improved infrastructures and more advanced technologies as a reaction to the need for bigger, better, faster and even more cost-effective communication. This has manifested into work environments where call length is measured in seconds (Hauptfleisch & Uys, 2006). It is a disciplined environment where perfectionism can easily demand a perfect call from every call centre representative for every customer they interact with (Hauptfleisch & Uys, 2006). However research has shown that this strategy comes with reports of high levels of stress and intention to leave the industry (Data monitor, 1998 cited in Holdsworth & Cartwright, 2002; Kinnie et al., 2000 cited in Holdsworth & Cartwright, 2002). Personnel turnover is a crisis for many call centres and it represents a significant disadvantage for organisations that use call centres (Bakker, Demerouti & Schaufeli, 2003).

Research in call centres has shown that a lack in job control, performance monitoring, emotional labour and a lack in team leader support all lead to job stress including depression and even burnout (Bakker, Demerouti & Schaufeli, 2003). Also, social support, coaching and adequate performance feedback can lead to involved and committed employees (Bakker et al., 2003).



In the next section, the literature review will continue with information on the call centre industry in general as well as in South Africa followed by the various concepts namely, turnover and intention to quit, engagement, burnout, job demands and job resources.

## **2.2 THE CALL CENTRE INDUSTRY**

### **2.2.1 Defining call centres**

Benner (2006) defines call centres as workplaces consisting of dedicated telephone representative positions, in which employees use telephonic and computer technologies while interacting with clients. The industries' work is also defined as lacking in variety and as being routine by nature (Russell, 2004).

Sprigg and Jackson (2006) define call centres as a work environment, in which the priority business is mediated by a computer and telephone-based technology that enables effective and efficient communication, which in turn allows employees and customers to interact simultaneously with the use of display screen equipment.

A call centre in which the main business is conducted via telephone whilst simultaneously using display screen equipment can include both parts of a company's activities such as internal help lines as well as the whole company (Norman, 2005).

There are many different types of call centres, with different factors being whether calls are inbound or outbound. An inbound call centre is where the customer makes the phone call, usually for customer service or support (Callaghan & Thompson, 2000; Kalleberg, 2000). According to Bester (2004), an outbound call centre is where the call centre representative contacts the customer usually to sell something or to collect outstanding debt. Therefore the difference between the two is the degree of product complexity and the

depth of knowledge required to deal with service interactions (Kalleberg, 2000).

According to Norman (2005) call centres can also be internal or external. An external call centre is usually associated with an independent company that uses telephone communication technologies to handle everything from advice to telemarketing. On the other hand, an internal call centre is an actual department within a larger company, usually part of another main core business (Norman, 2005).

### **2.2.2 Characteristics of call centres**

In call centres, service is rendered by call centre representatives. They are the frontline employees whose primary task is to interact with customers by means of the telephone, hence the name call centres. A call centre representative is described as someone sitting at a table in front of his/her computer, wearing a headset, talking to customers while simultaneously entering data into the computer, if needed (Zapf, Isic, Bechtoldt & Blau, 2003).

According to Hauptfleisch and Uys (2006), call centres can be summarised as follows. Firstly, call centre representatives are in direct contact with customers, be it through dealing with inbound calls or making outbound calls. Secondly, call centres combine telecommunications and information systems technologies so that they are able to interact with customers on the phone, while simultaneously entering information into a specialised computer programme. Then lastly, call centres facilitate managerial control over labour processes through automated call distributions (ACD), which sets the pace for work and monitors employee's performance. This creates a degree of control, which is considered crucial in order for the call centre to function optimally (Hauptfleisch & Uys, 2006).

In some instances call centre representatives may sit in front of the computer most of the day, with both physically and mentally monotonous work (Norman, 2005). This is in line with research conducted by Ferreira and co-workers

whom found that call centre representatives spend up to 90% of their working time on the telephone and in front of the computer (Ferreira, Conceicao, da Saldiva, 1997).

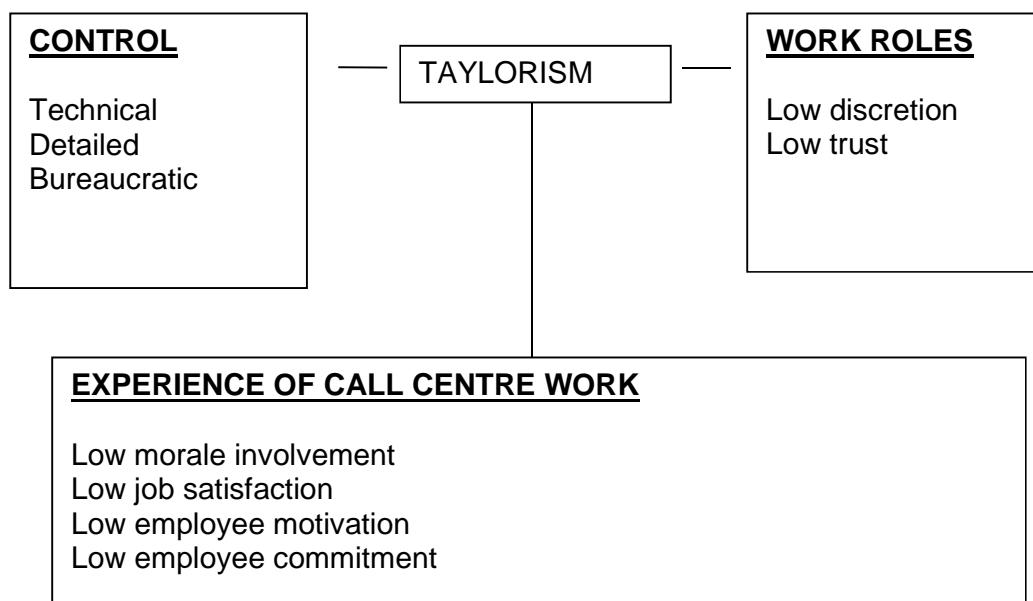
According to Halliden and Monks (2005), not all call centres are managed in the same way. They explain that the employer of the call centre makes specific decisions about the employment practices, which they wish to utilize within the operation. Halliden and Monks also state that call centres tend to employ individuals on a casual or part time basis so that they do not have to invest in their training, resulting in a lower wage bill opposed to their full time counterparts. Due to many call centres paying little attention on whom to employ, they tend to experience high levels of absenteeism and turnover quit rates which has been characterized as a result of emotional exhaustion (Halliden & Monks, 2005). Paulet (2004) argues that not all call centres are alike in that not all of them promote and are built on repetitive work and deskilling in nature, as some are based on a quality service initiative which stresses employee discretion in decision making. Service quality is different across the industry depending on its size and sector. Typically call centres are associated with bad customer service and as treating representatives as human robots (Magoqwana, 2011).

A common stereotype regarding call centre work is that it is neither complicated nor demanding as most interactions and duties are basic, simple and even scripted in some cases (Burgess & Connell, 2004). This stereotype is, however, not in line with recent research, as the majority of studies have shown that the work of call centre representatives is in actual fact very demanding (Burgess & Connell, 2004). For example, in order to do the job correctly, a call centre representative has to perform several attention consuming simultaneous subtasks such as controlling the call via the deployment of sophisticated listening and questioning skills, operating a keyboard in which information is captured and speaking to the customer (Wegge& Van Dick, 2006).

Call centres are therefore different from other industries for the following reasons. They include the usage of technologies to control the nature of work, they service activities that can be provided from any location and therefore can be seen as a geographically mobile industry (Hauptfleisch & Uys, 2006). Due to the considerable amount of control and surveillance over employees a very distinctive work relationship and labour process is produced.

Piercy and Rich (2009) have described call centres as incorporating lean or Tayloristic approaches, which is known to be extremely cost effective and to have work designed in a monotonous and repetitive way. Jackson and Martin (1996) state that lean approaches can be characterized according to workflow integration, team interdependence and process simplification. From this it is assumed that processes are standardized, time is not wasted as everything is machine paced working through automatic routing of incoming calls or dialing of outgoing calls and performance is monitored. Piercy and Rich (2009) state that call centres applying these Tayloristic approaches often result in damaging their employee's well-being and promote a deskilling culture.

Figure 2.1 demonstrates Taylorism and how it is related to the work in a call centre experienced by call centre representatives.



**Figure 2.1. The Taylorist model of call centre work (Jackson & Martin, 1996)**

### **2.2.3 Rationale behind call centres**

Within the service industry, call centres have become a very popular method of service delivery, mostly because of the cost savings implications it brings to the organisations that make use of them (Visser & Rothman, 2009). Call centres eliminate the need for extensive, and expensive, branch networks with face-to-face service interaction which is also a financial benefit for the organizations that make use of them.

The main logic behind the development of call centres is based on a client orientation and provision of high quality service as well as to keep costs low (Valverde, Ryan & Gerjup, 2007). Valverde et al, (2007) state that call centres can also be called contact centres as it is used to express the diversity of means of reacting with customers regarding the different technologies involved.

Call centres exist in a vast array of industries from service to finance to telecommunications (Benner, 2006). Benner (2006) and Russell (2004) state that there has been a dramatic growth in this industry, which represents a valuable opportunity for employment. As mentioned previously by Roodt (2008), the South African government has stated that the call centre industry raises opportunities for both job creation and foreign investment. Call centres aim to provide customer service at the lowest possible cost and they act to centralize service provision and to consolidate service providers (Burgess & Connell, 2004).

### **2.2.4 The nature of call centre work and how it impacts on employees**

A research study conducted by McGuire and McLaren (2009) explored how an organisation's physical environment affected employee's commitment and in turn their employee turnover rate. Generating high levels of employee's commitment in call centres is crucial to their success. A high level of employee commitment displayed in the call centre industry has resulted in beneficial consequences such as higher worker performance and lower

employee quitting rates (Mathieu & Zajac, 1990). Although call centres have been characterized as a growing industry that delivers excellent customer service while reducing costs of existing functions, it has also been characterized as having a poor reputation explained by their monotonous work and low pay. For these reasons McGuire and McLaren (2009) state that the physical environment is absolutely vital in order to maintain key employees and keep them committed. They state that call centres need to ensure that their physical environment is one that promotes health and well-being, has functioning equipment that works and that is safe and has adequate space as it is a vastly growing industry. McGuire and McLaren (2009) state that if call centres have a conducive physical environment, employees will become more committed and engaged thus retaining key call centre representatives.

Norman (2005) found that call centres generally have a negative impact on employees. Call centre representatives can be exposed to both physical and psychological harms. In terms of physical exposures, call centre representatives can be impacted negatively by noises, climate and lighting which could lead to stress, tiredness and eye discomfort (Norman, 2005). Then in terms of psychological exposures, employees can experience psychological demands such as emotional demands and time pressure and their working environment generally does not incorporate social support systems such as a manager whom the call centre representative can confide in (Norman, 2005).

As already mentioned call centre representatives can spend most of their working day sitting and are therefore inactive (Straker, Abbott, Heiden, Mathiassen & Toomingas, 2013), this consequently has been shown to be a risk factor for obesity, diabetes, some cancers and even death.

Sprigg and Jackson (2006) describe the industry as controversial as it offers benefits such as low costs to employers on the one hand and on the other repetitive and highly pressurized work to employees. The industry has also been known to experience low levels of engagement, high levels of burnout,

absenteeism and voluntary turnover which have forced management to rethink the logic of their work regime (Burgess & Connell, 2004).

In the next section the call centre industry in South Africa will be discussed.

## **2.3 THE SOUTH AFRICAN CALL CENTRE INDUSTRY**

### **2.3.1 Exploring the South African call centre industry**

In South Africa, like in most parts of the world there has been a rapid increase in the number of call centres. Magoqwana (2011) states that the main reason for the vast expansion of the call centre industry in South Africa is due to government's objective to have a more customer centric- plan. Companies are seeing them as a cost- effective way to keep costs low while providing a service to customers and on the other hand the customer tends to complain about poor service (Benner, Lewis & Omar, 2007).

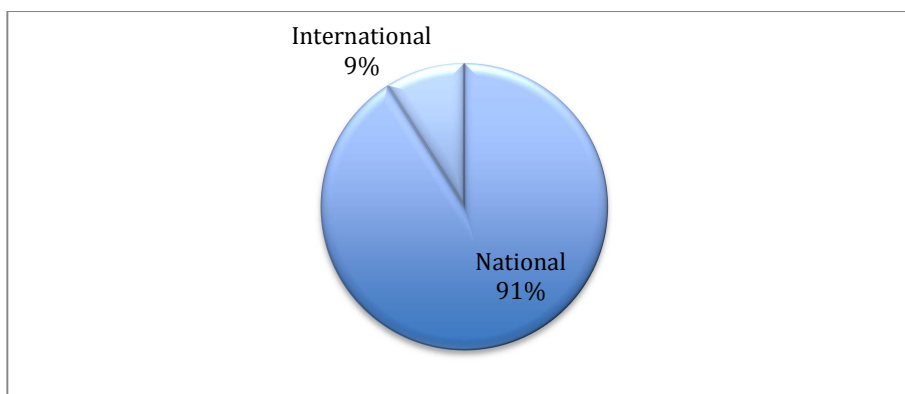
Benner et al. (2007) describe the South African call centre industry in some detail. According to Benner et al. (2007), there were approximately 64 companies with approximately 5600 call centre representatives in 2007 and to date this figure is growing. Generally this industry has been described as an electronic sweatshop, however more specifically to South Africa it has been described as having flexible job descriptions and work schedules and as employing strict control and monitoring of the performance of each worker (Benner et al., 2007). South African call centres tend to have a mix of in-house and outsourced firms and an inbound and outbound call ratio. Magoqwana (2011) states that training and development is more evident in South African call centres than its global counterparts with an estimated 17.4 days of initial training on each new hire. Benner (2006) also mentions that training is linked to the strict control of surveillance and monitoring that occurs within the industry as it can reveal any gaps that the representative may have and therefore what type of training is perhaps needed to close this gap.

### 2.3.2 Comparing the South African call centre industry with its global counterparts

As previously mentioned, call centres are not all the same- there are variations within the industry (Valverde, et al., 2007). For example, there are external organizations (outsourced call centres) versus in-house call centres, there are inbound versus outbound call variations and there are mass production models of call centres, which are characterized by having highly standardized jobs and lots of control and surveillance versus service models which are characterized as having more complex jobs, higher salaries and often employing qualified, skilled representatives (Valverde et al.,2007).

Benner et al. (2007) show that there are similarities and differences between call centres in South Africa and the rest of the world. Firstly, they state that South African call centres generally serve a local market as opposed to an international one. Secondly they do not employ as many representatives as their international counterparts. South Africa has a median of 24, whereas globally the median is 49. Therefore South African call centres generally serve a domestic market, in which large outsourced call centres are the exception and not the rule (Benner et al.,2007).

Figure 2.2 shows that South Africa generally serves a domestic market as opposed to an international one.

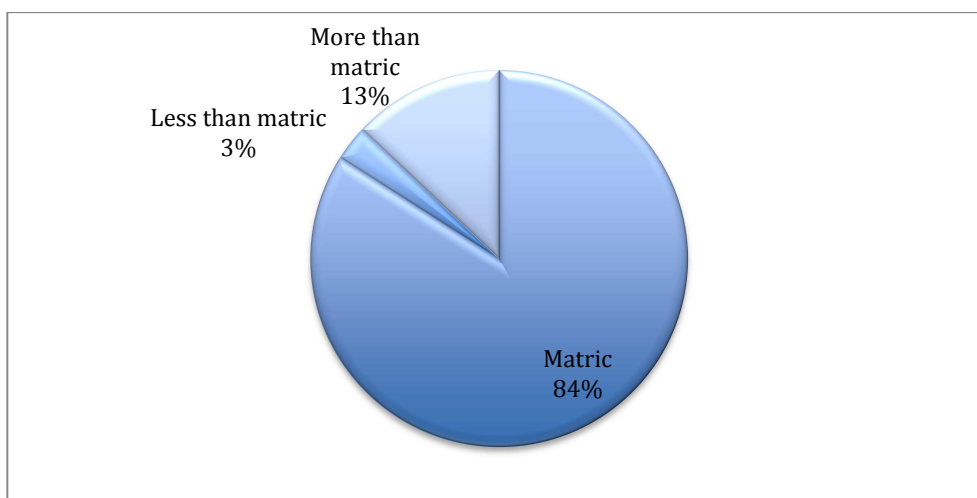


**Figure 2.2.** Primary market share served by South African call centres (Benner, Lewis & Omar, 2007, p4).



Searle (2005) cited in Benner et al. (2007) however states that South Africa's international profile in the call centre industry is slowly on the rise, being seen as able to deliver competitive performance at cost-effective prices. Also according to Benner et al, (2007), the South African government is marketing South Africa as an ideal outsourcing destination. A few more differences to highlight are that many of the call centre representatives in South Africa have only matric, in contrast to global centres employing skilled youth with university degrees.

Figure 2.3 demonstrates that call centre representatives in South Africa mostly have a Matric certificate.



**Figure 2.3. Educational levels of employees in South African call centres (Benner, Lewis & Omar, 2007, p4).**

Then also in terms of workforce, in South Africa the female percentage ratio is consistent across the three occupational groups. The percentages of females are as follows: 57% core agents, 57% team leaders and 59% management (Benner et al., 2007). With regards to race, Africans are still highly under-represented, particularly in higher positions in call centres. Overall, 79% of South Africa's population is African but only 7% of that is in a management position, 27% agents and 18% team leaders (Benner et al, 2007).

From the above literature on call centres in general and call centres in South Africa, matters of job demands, job resources, engagement, burnout and intentions to quit arose. Taking into account that the call centre industry has the potential to attract foreign investment and create jobs it is vital that the factors contributing to a disengaged workforce with burnout experiences and high turnover intentions be investigated. Thus, the importance of exploring these constructs in this study.

In the next section turnover and intention to quit will be explored and defined.

## **2.4 TURNOVER AND INTENTION TO QUIT**

### **2.4.1 Introduction**

Turnover research has been a consistent theme in Human Resources Management and Organisational Psychology for many years (March & Simon, 1958 cited in Compion, 1991) as employee turnover represents a massive problem to firms in terms of loss of talent and additional recruitment and training costs for newcomers (Loi, Hang- Yue & Foley, 2006). Turnover is also an important Human Resource issue as it is an indicator of how effective and efficient organizations are (Park, Ofari- Dankwa & Bishop, 1994 cited in Abeysekera, 2007).

While the call centre industry aims to manage valuable customer relations the working conditions under which call centre employees are put under are often demanding, repetitive and stressful (Taylor (2002). This is reflected in the high levels of absenteeism and employee turnover. The call centre environment is also known as giving agents little or no autonomy at work and opportunities for career growth are lacking due to the industries' flat structure (Bakker et al, 2003).

In the next section turnover and intention to quit will be defined.

## **2.4.2 Turnover and Intention to quit defined**

### **2.4.2.1 Defining turnover**

Turnover is the percentage of staff members that have left the organization and can be measured as an indicator of organizational stability (Oman & Pfleeger, 1997).

According to Phillips and Connell (2003) turnover is defined as leaving an organization for whatever particular reason. Turnover represents a major organizational phenomenon as it has a significant economic impact on the organization both directly and indirectly (Phillips & Connell, 2003). Therefore translating staff turnover into actual numbers is essential because management needs to understand and appreciate its true costs (Dell & Hickey, 2002 cited in Phillips & Connell, 2003).

In order for management to understand and then counteract the problem of turnover it is important for them to understand and know the reasons as to why an employee has left. If the reasons for wanting to leave an organisation are known, something can be done before the employee actually quits.

### **2.4.2.2 Intention to quit defined**

According to Tett and Meyer (cited in Oehley, 2007, p. 47), intention to quit is defined as a conscious and deliberate willfulness to leave the company. Oehley argues that intention to leave an organization is influenced by specific competencies, but that these competencies do not all exert a direct causal influence on intention to quit but rather indirectly through constructs such as job satisfaction and organizational commitment. Intention to quit has also been considered as a proximal antecedent since it captures employee perceptions and evaluates job alternatives (Allen, Shore & Griffeth, 2003).

March and Simon (1958) define intention to quit as the leaving of one's firm to move to another in order to get better prospects such as higher remuneration

or better benefits. They state that this behaviour is common for young people who tend to have fewer responsibilities and therefore find it easier to quit a job and look for another.

According to Frimousse, Swalhi and Wahidi (2012), intention to quit is an evolutionary process as it can be seen as a series of stages that occur overtime, starting with the scanning of the job market and then moving towards the decision to quit or stay in the organization. In analyzing the decision process of employee turnover, the ultimate goal is to define the employee's propensity to search for work outside of the company (Frimousse et al., 2012). Lee and Mowday (1987) have also asserted the importance of job search in predicting employee turnover.

Turnover intentions can be explained as voluntarily leaving the organization and is seen as the best predictor of actual turnover. Therefore intentions of quitting can be utilized as reliable indicators of actual quitting (Janssen, De Jonge & Nijhuis, 2001 cited in Visser & Rothman, 2009). For these reasons intention to quit will be explored in this study as opposed to turnover.

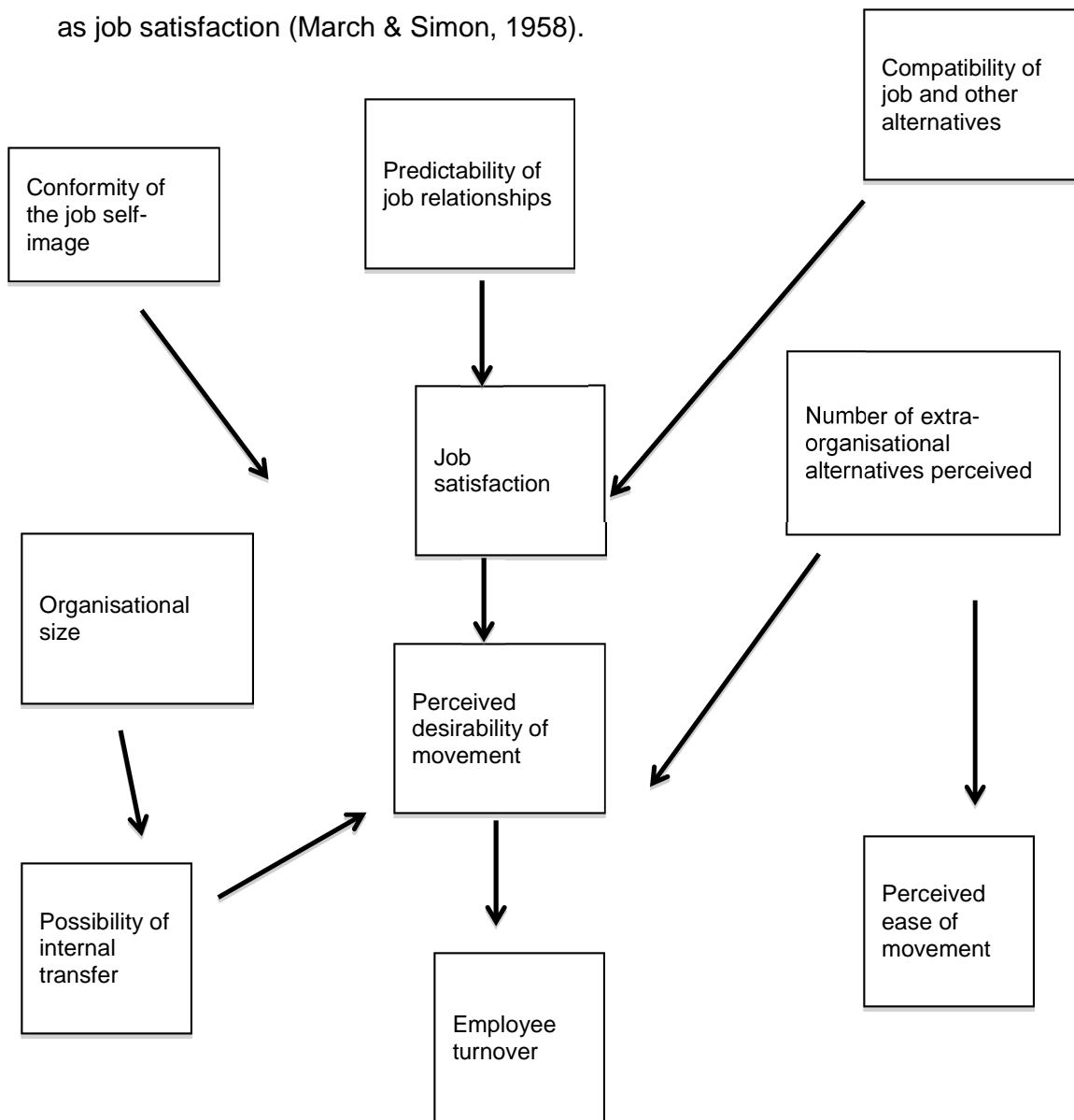
### **2.4.3 Intention to quit models**

Turnover intention models in general attempt to describe the employee turnover process. Although initial models mainly examined job satisfaction as a correlate of turnover, more recent complex models were developed overtime (Compion, 1991). Generally literature shows that turnover is related to an array of variables such as economics, work-related and the individual (Muchchinsky & Marrow, 1980).

The following section will focus on three models of intention to quit namely: 1) March and Simon model, 2) Mobley model and 3) Steers and Mowday model. These models are discussed because they demonstrate the multi- staged process of turnover behavior and they have shaped the research on the topic of intention to quit.

### 2.4.3.1 The March and Simon model

Many studies of voluntary turnover are to some degree derived from the March and Simon (1958) model. This model specifies that an employee's decision to leave a job is influenced by two factors: their perceived ease of movement, which refers to their assessment of alternative opportunities and their perceived desirability of movement, which is influenced by factors such as job satisfaction (March & Simon, 1958).

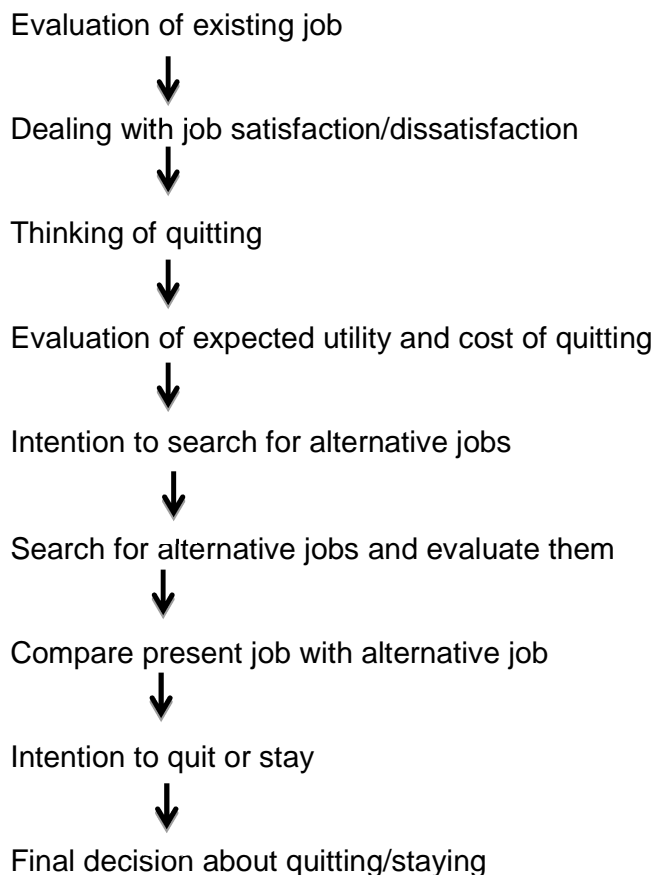


**Figure 2.4** The March and Simon (1958) model of Intention to quit

According to Oliver (2007), in order to avoid voluntary turnover, March and Simon (1958) theorized that both employees and organizations strive for a state of equilibrium between inducements and contributions. Achieving such equilibrium assures continued participation by the employee and survival of the organization. Thus, based on this theory March and Simon (1958) found that improved job satisfaction reduced an employee's intention to leave.

#### **2.4.3.2 Mobley's model**

Mobley (1977) model of employee turnover is based on a decision process. This model has shaped the course of turnover studies for many years and is heuristic based.



**Figure 2.5 The Mobley (1977) model of Intention to quit**

According to Mobley (1977) the termination decision process can be described as a sequence of cognitive stages starting with the process of evaluating the current job and whether one is satisfied with it or not, i.e. if job satisfaction is minimal then the thought of quitting may be initiated. Then the search for alternatives begins- if an appropriate opportunity is found, it is compared with the present job. If the alternative job is favoured, the behavioral intention to quit will be stimulated, followed by the decision to quit or stay.

According to Maertz and Campion (2004) this model dominated early process research. However, Mobley's model implies a linear, rational decision sequence that does not describe all turnover decisions newer models were developed.

#### **2.4.3.3 The Steers and Mowday model**

This model is based on a two way sequence. That is an employees' decision may either lead to an eventual staying or quitting.

Firstly, the individual's values and job expectations are said to influence the employee's affective response to the job, which were specified as job satisfaction, organizational commitment and job involvement. Secondly, the affective responses are seen as influencing the employee's desire and intention to quit. Finally, the employee makes the final decision to either stay or quit (Taylor, 2002).

Steers and Mowday, 1981 cited in Taylor (2002) specified that this sequence is likely to differ across employees. For some intention to quit or intention to stay starts when the actual deed is performed while for others intention to quit or intention to stay starts when one begins to search for alternative jobs.

Like March and Simon (1958) model, Steers and Mowday determined that job satisfaction had a greater impact on the employees intent to leave but only if the employee was a poor performer (Oliver, 2007). They claim that employers

typically make little attempt to retain employees who perform poorly and often try to encourage the better performers to stay by offering incentives such as benefits and promotions. Therefore, for good performers, intention to leave and eventually turnover are less likely to be affected by job satisfaction (Oliver, 2007).

#### **2.4.4 Factors associated with turnover intentions**

The theory of turnover shows that turnover intention is the best predictor of whether a worker leaves the firm or not (Lambert, 2006). According to Lambert intention to quit is the cognitive process of thinking and planning to leave a job.

Generally, turnover intentions have been an extremely powerful concept that helps to understand employee attitudes and behaviour. A study conducted by Ilyas (2013) contributed to the literature on turnover intentions by understanding the heterogeneity among employees' turnover intentions within the call centre industry, where it is almost a norm to quit. It is important to identify and understand which attitudes of employees are associated with their decision to stay, leave or be unsure about either. Based on previous research, organizational commitment, job satisfaction and organizational support have been found to be factors affecting employees' intentions to quit (Ilyas, 2013). Hence the importance for Human Resource practices to focus on this heterogeneity and help increase the chance of retention.

Role ambiguity, role conflict, work overload, work-family conflict and job stress in general have been seen as immediate determinants of quitting a job (Hang-Yue, Foley & Loi, 2005). According to Ajzen (1991), behavioral intention is a measure of the chances that people express a given behaviour which involves motivational factors influencing the particular behaviour. Examples of these 'factors' affecting one's behaviour and essentially the decision to either quit or stay in a job are high levels of job stress and a lack in career growth (Hang-Yue et al, 2005).



Budhwar, Varma, Malhotra and Mukherjee (2009) state that the intention to quit is a consequence of the lack in employee commitment, the nature of the work being monotonous and repetitive, little or no room for career advancement and having no autonomy or voice.

Empirical testing of turnover intention shows that working conditions such as too much work and a lack in social support from organizational leaders are factors that affect intention to quit (Bakker et al., 2003). Empirical testing of turnover intentions also shows that turnover intentions are affected by individual traits such as age, occupation and income received (Oregon & Johnson, 1993). According to Zeytinoglu, Denton, Davies and Plenderleith (2009) younger workers in occupations that are in demand and whom receive lower earnings are more likely to leave the organization.

McWilliams (2011) states that intention to quit is costly for organizations both directly and indirectly. It is costly directly by losing staff through recruitment, selection, training and development and indirectly through the loss of tacit knowledge and intellectual property to competitors.

#### **2.4.5 Turnover and Turnover intention in the call centre industry**

The importance of understanding turnover intentions in call centres is evident when the growth of this industry is considered. In Australia about 160 000 call centre representatives were employed in 1999 and this figure grew at a rate of 20% annually from 1999-2001 (Australian Committee Association Research, 1998). At the same time, the average staff turnover rate in the industry rose from 18% to 29.5% in the same time frame (Australian Committee Association Research, 1998). The cost of losing a call centre representative in 1998 was estimated at 10 000 Australian dollars and extrapolating from the above statistics that average would have increased to between 20 000 and 25 000 Australian dollars in the succeeding 3-year period (Australian Committee Association Research, 1998).

The call centre industry in South Africa yields similar results as shown by the (South African National Business Processing Outsourcing (BPO) and the Call Centre Report of 2008 cited in Banks & Roodt, 2011), which suggests that there were about 1500 operational call centres that employed between 150 000 and 170 000 agents nationally. A study conducted by Kgomo and Swarts (2010) showed that 31,51% of call centre representative from a sample consisting of 800 from 16 call centres nationwide voiced an intention to leave the industry.

As already mentioned most call centres are occupied by youthful agents or students. Cregon and Johnson (1993) conducted a study on why young people as new entrants into the labour market quit their jobs. This would be applicable to call centres and perhaps give more insight into their reasons for quitting as literature has revealed that the majority of call centre representatives are students or young workers (Cregon & Johnson, 1993). High levels of absenteeism and staff turnover are experienced in South African call centres (Benner, 2006). Globally, also as a consequence of high absenteeism and employee turnover rates, there has been a renewed interest in the reasons for this.

A study conducted by Bhatnagar (2008) found that 60% of people joining the call centre industry are expected to leave within the first 6 months. The reasons for leaving were little room for career planning, no or little organizational support, a lack in role clarity and inadequate training. Bhatnagar (2008) suggested that an increase in engagement would help address the poor state of retention.

As previously mentioned, employee turnover and intention to quit brings practical implications for management at call centres. Management therefore needs to look at and consider the call centre environment and which factors make it stressful for representatives. If these factors are correctly addressed, turnover rates will decrease and productivity rates will increase (Siong, Mellor, Moore & Firth, 2006). It is therefore vital to understand workers' intention to

quit especially with the rapid growth in the industry. Siong et al. (2006) argue that stress is indirectly related to intention to quit.

Intention to quit in the call centre business is important to explore considering the high rates of turnover that the industry experiences (Norman, 2005). Although call centre representatives seem to have different reasons for intending to leave the industry it is vital to explore possible constructs that may be contributing to their intentions of quitting. Thus, for the purpose of this study, intention to quit was used as opposed to turnover based on the fact that the study aims to decrease call centre representatives intentions of quitting which in turn could then result in actual turnover. Also according to Van Breukelen et al. (2004) intention to quit is closely related to turnover and should rather be studied as the thinking of a working person as to why he or she wants to quit is important to know so that actual turnover can be prevented.

In the next section, engagement will be discussed.

## **2.5 ENGAGEMENT**

### **2.5.1 Introduction**

Literature on employee engagement has proliferated in both academic and practitioner spheres (Albrecht, 2010). According to Albrecht (2010), in recent years the term engagement has strongly resonated with businesses.

The needs of businesses are essentially to maximize profits. The way in which they can do this is by maximizing the inputs of workers by ensuring that they are engaged (Schaufeli, 2011). The needs of organizations are driven by global competition, which is increasing the need for workers to be committed to their company, to their clients and to their work (Albrecht, 2010). According to Bakker et al. (2003), engagement predicts positive organizational outcomes such as job satisfaction, motivation and lower turnover intentions.

Research on the construct engagement and the factors associated with it is needed as the modern day world of business expects employees to be engaged, productive, committed and to take responsibility for their own development (Bakker et al., 2003).

### **2.5.2 Engagement defined**

Work engagement was first described by Kahn (1990) as a construct that refers to the investment of physical, cognitive and emotional energy at work. It implies the presence of positive work-related feelings such as happiness and enthusiasm. From Kahn's (1990) definition, engagement is also characterized by the three components, namely a physical (vigour), a cognitive (absorption) and an emotional dedication component.

Schaufeli, Martinez, Pinto, Salanova and Bakker (2002) defined engagement as 'a fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption'. Vigour refers to high levels of energy and resilience while at work, dedication refers to deriving a sense of significance from work and to be proud about one's job and lastly absorption is characterized as having difficulty to detach oneself from their work. Albrecht (2010) also describes engagement as a work-related psychological state reflected in one's willingness to exert effort towards the organization's goals and its success.

Hallberg & Schaufeli (2006); Sonnetag (2003) cited in Bledow, Schmitt and Jana (2011) state that work engagement can be ongoing and vary in strength. They also state that work engagement is distinctive as it comprises an energetic component as well as a component that reflects self-involvement.

Engagement refers to involvement, energy and professional efficacy which are considered as opposites for the burnout dimension (Maslach & Leiter, 1997 cited in Mauno, Kinnunen & Ruokolainen, 2006). Therefore as opposed to those employees, who suffer from burnout, engaged workers have a sense of energy and connectedness with their work and see their work as

challenging as opposed to stressful and demanding (Bakker, Schaufeli, Leiter & Taris, 2008).

### **2.5.3 The importance of engagement**

The importance of engagement stems from its definitions and from the positive outcomes associated with it. Engagement is a positive work-related state of mind characterized by a genuine willingness to contribute to the company's success (Albrecht, 2010). Work engagement is important as preliminary evidence has found a relationship between work engagement and numerous positive business- related outcomes.

Specifically, research has demonstrated that for example, engagement is linked with an increase in employee commitment (Halleberg & Schaufeli, 2006). According to Albrecht (2010), engagement is seen as desirable as it is linked to higher levels of employee well-being, increased proactivity, higher productivity and a better return on investment in general.

Bakker (2011) demonstrates the ability of engagement to safeguard employees against developing intentions to quit, as engagement has demonstrated its relatedness to work attitudes.

Lastly, workers who are able to experience engagement at work, more often find their work pleasant and fulfilling (Schaufeli & Bakker, 2004). According to Schaufeli (2011) it is important for employees to find their work pleasant and fulfilling and to see it as challenging rather than stressful and demanding so that they become and remain engaged.

### **2.5.4 Engagement among call centre representatives**

Engagement is not only affected by how the company as a whole treats and values its employees but also by all the interactions a worker has while in the company.

According to Cook (2012) call centres throughout the world often struggle with engagement and retention of employees. The reason for this is due to potential 'lack of's' as experienced by a call centre representative. For example the lack of a challenge in a call centre job, the lack in flexibility and the lack in career development (Cook, 2012).

Bhatnagar (2008) suggested that call centre representatives who are engaged are less likely to voluntarily quit. They found that through career planning, reward and recognition programmes, a sense of participation and freedom and performance management systems, helped elicit engagement.

The main challenge that the managers of call centres face is to find ways to engage employees and to build a sense of belonging and ownership that will support efficiency and customer satisfaction (Cook, 2012). Without resources such as social support, feedback, career opportunities and autonomy which are essential for engagement to occur, it is difficult for a call centre representative to experience engagement physically, cognitively and emotionally (Cook, 2012). Therefore an alteration of the call centre representatives working conditions and environment needs to occur so that engagement can be fostered.

In the next section, burnout will be explored.

## **2.6 BURNOUT**

### **2.6.1 Introduction**

Burnout is a phenomenon that has been studied for many years by researchers (Demerouti, Bakker, Nachreiner & Schaufeli., 2001; Maslach & Leiter, 1997). Researchers have also considered that the symptoms of burnout can be predicted by role stress and a lack of job resources (Ashill, Rod & Carruthers, 2008). Most burnout research has focused on helping occupations as burnout is thought to be most prevalent in jobs where continuous contact with clients in need of aid occurs (Hellreigel & Slocum,

2009). The highest probability of burnout occurs among those individuals who have a high frequency of interpersonal contact (Maslach, Schaufeli & Leiter, 2001). Call centres are working environments where frequent interpersonal contact with customers is a crucial requirement of the job. Call centres can also be characterized as a helping occupation as clients can call in and query. Therefore burnout amongst call centre representatives is not something new (Hellriegel & Slocum, 2009).

The call centre industry is described as implementing taylorist principles and engaging in low profit, value-added activities, which both have implications for occupational health and well-being (Wallace, Eagleson & Walderse, 2000). Through extensive systems of monitoring, being under constant management surveillance and performance monitoring thus creating greater pressure for call centre representatives to perform and constantly be exposed to an emotionally draining work environment is all associated with stress and burnout in call centres (Hannif, Lamm & Vo, 2010).

### **2.6.2 Defining burnout**

According to Schaufeli and Enzmann (1998) burnout was first mentioned during a proposition for new organizational structures to help counteract staff burnout amongst probation officers. According to Halbesleben (2010) and Sand and Miyazaki (2000), burnout has been used to describe workers' cumulative job stress in a number of different occupations.

According to Maslach and Leiter (1997), burnout is a particular type of stress from work that consists of the components of depersonalization, emotional exhaustion and reduced personal accomplishment. Emotional exhaustion refers to an employee being overextended, depersonalization refers to an employee being detached to certain areas of the job and lastly reduced personal accomplishment refers to feelings of incompetence or a lack of achievement in the job (Maslach & Leiter, 1997).

Burnout is thought to represent a response to intense and frequent customer interactions (Dormann & Zapf, 2004). According to Dormann and Zapf this response is an indication that the worker is no longer able to manage these interactions appropriately.

As already mentioned burnout and engagement can be seen as two opposites on the same scale (Maslach & Leiter, 1997 cited in Mauno et al., 2006). Burnout can be characterized by exhaustion, cynicism and inefficacy which essentially are the opposites of engagement, which is characterized by energy, involvement and efficacy (Maslach & Leiter, 1997 cited in Mauno et al., 2006).

### **2.6.3 Burnout amongst call centre representatives**

Burnout as experienced by call centre representatives can have detrimental effects not only on organizational outcomes, but also on the worker. According to Lee and Shin (2005) burnout has been linked to increased levels of absenteeism and turnover, both of which are costly for organizations.

Job burnout incidence rates among call centre representatives are extensively high (Jain & Singh, 2010). The call centre industry is a strategic point for customer service and in this type of service environment it is possible for burnout to occur due to the nature of interactions between representative and client (Schaufeli, Taris & Van Rhenen, 2008). According to Schaufeli and Bakker (2004), call centres are useful industries to examine burnout amongst call centre representatives.

According to Maslach et al. (2001) burnout is regarded as a hazard particularly in service professions such as call centres, as interactions with customers determines the propensity of burnout occurring. Call centre representatives experience burnout as they are exposed to frequent antagonistic interpersonal interactions, their job tends to be comprised of high demands and they have little control over work (Castanheira & Chambel, 2010).



Research on occupational stress has demonstrated that electronic, monotonous work tends to be associated with stress and in turn eventually burnout (Castanheira & Chambel, 2010). Call centre representatives work is also characterized as monotonous.

A study by Castanheira and Chambel (2010) found that a high level of burnout is experienced in the call centre environment but with the help of Human Resource metrics such as training, autonomy and performance measures, the possibility of burnout experiences can decrease.

Burnout in the call centre industry is a major concern for organizations to consider as call centre representatives who, suffer from burnout are more likely to express an intention to quit. Therefore it is important for burnout to be explored in this study.

In the next section, the job demands-resources model will be explored.

## **2.7 JOB DEMANDS-RESOURCES MODEL**

### **2.7.1 Introduction**

The Job Demands-Resources model (Bakker & Demerouti, 2007; Demerouti et al, 2001) is a comprehensive and theoretical job characteristics model (Nielsen, Mearns, Mattheissen & Eid, 2011). The model is one of the leading frameworks for understanding employee well-being and ill being (Halbesleben & Wheeler, 2008) and it accounts for two separate but related processes which explain job strain (burnout) and motivational outcomes (engagement) (Fernet, Austin & Vallerand, 2012).

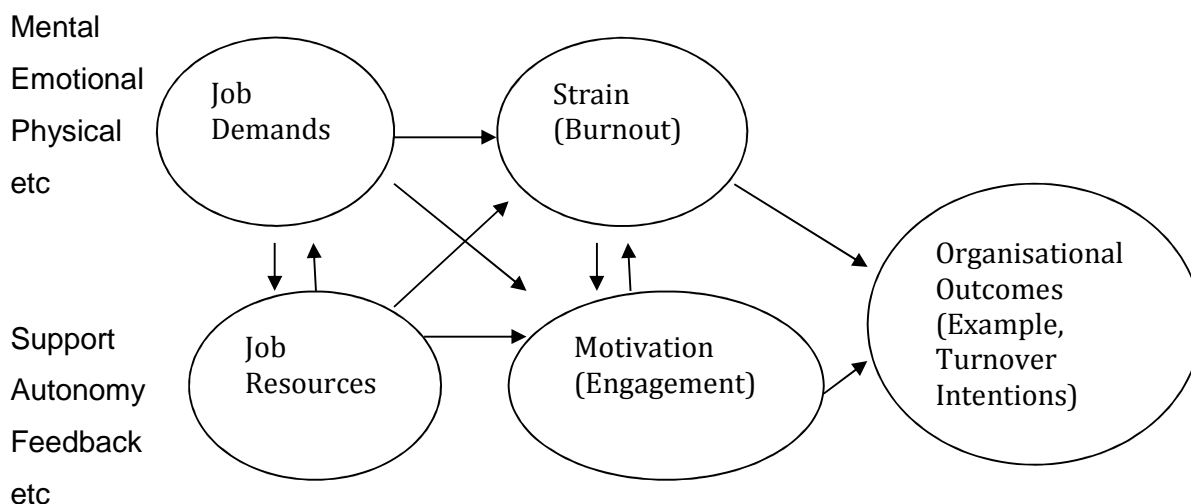
The JD-R model was developed to expand upon previous job characteristics models such as the demand-control model (Karasek, 1979). Unlike many others it considers a wide variety of job characteristics; hence it can be meaningfully grouped into two broad categories: job demands and job

resources, where job demands initiates a health impairment process and job resources a motivational process. According to Van den Broek, Baillen and De Witte (2011) cited in Karasek (1979), the model has been successful in explaining a range of outcomes such as employee attitudes and behaviour.

Another aspect that sets the JD-R model apart from previous ones is that it constitutes a model that may be applied to various occupational settings, irrespective of the particular demands and resources involved (Bakker & Demerouti, 2006). The JD-R model has been applied and tested in a number of countries, which include Germany (Demerouti et al, 2001) and Finland as cited in Hakanen, Schaufeli, & Ahola, K. (2008). It has also been applied and tested in a number of professions such as nursing (Demerouti et al., 2001), teaching (Bakker, Demerouti & Euwema, 2005) and amongst call centre employees (Bakker et al., 2003).

The JD-R model (see Figure 2.6) demonstrates that excess job demands and lacking job resources exert an energy-draining effect on employees through a stress process while high job resources are related to positive work outcomes through a motivational process (Bakker et al., 2003). There has been considerable evidence for the support of stress processes such as working in a demanding environment with very few resources being associated with burnout (Llorens, Bakker, Schaufeli & Salanova, 2006). Furthermore, the motivational process has been linked to job resources through engagement and then with low intention to quit rates (Schaufeli & Bakker, 2004).

Therefore, as this model accounts for two separate but related processes, namely one that leads to burnout through job demands and another to engagement through job resources, it is essential for it to be explored taking into account that literature suggests a link between burnout and an increased intention to quit rate and a link between engagement and an decreased intention to quit rate.



**Figure 2.6. The Job Demands-Resources Model (Bakker & Demerouti, 2006, p313).**

### 2.7.2 Job demands

Job demands can be defined as work related tasks that require effort. They can vary from complex problem solving to dealing with aggressive clients (Van den Tooren, De Jonge & Dormann, 2012). They represent aspects of the job that could potentially cause strain and stress. More specifically, job demands are characteristics that can be physical, psychological, social or organizational that requires sustained effort (Schaufeli & Bakker, 2004). According to Meijman and Mulder, 1998 (cited in Bakker & Geurts, 2004), job demands are not negative even though they can lead to job stress when employees are confronted with high demands.

The JD-R model recognizes that demanding characteristics in the working environment such as work overload and work pressure, can lead to an impairment of health and consequently result in burnout (Rothmann, Mostert & Strydom, 2006). Demerouti et al. (2001) demonstrate that unless workers have sufficient resources, when demands are high, job strain will result. For example employees who are confronted with high emotional demands are

least likely to experience job strain when they have access to sufficient and appropriate resources such as social support (Van den Tooren et al., 2012).

Bakker et al. (2003) found equipment use and minimal task variety to be the most pressing job demands within a call centre environment. Low task variety and the use of complicated equipment can be stressful for call centre representatives and can eventually result in burnout. Based on this information, these two demands were measured in this study and will be briefly discussed. This selection is supported by previous research that recognized the importance of these job characteristics for most employees (Lee & Ashforth, 1996 cited in Xanthopoulou, Bakker, Schaufeli, Taris & Schreurs, 2007).

#### **2.7.2.1 Equipment**

Equipment can be defined as the necessary items for a particular purpose such as supplying office equipment (Oxford dictionary, 2012). Equipment can also be defined as something you need in order to complete a job or task.

Bakker et al. (2003) state that the main type of equipment that is used in call centres is computers since the main business is mediated by a computer along with other telephone-based technologies. They propose that work equipment such as computers, can be demanding in nature and therefore may lead to the impairment of health. Also, equipment that is complex to use can be stressful especially when little or no training is given to agents on how to operate the equipment.

Working with computers simultaneously with the telephone may lead to higher demands on cognitive resources such as the working memory and attentiveness (Norman, 1986 & Salvendy, 1981 cited in Norman, 2005). Also the essential need to operate complicated equipment within the call centre business and the importance of being able to multitask can make the job demanding and may eventually result in burnout.

### **2.7.2.2 Changes in tasks (task variety)**

Task variety is defined as the degree to which the job demands a wide range of tasks (Morgeson & Humphrey, 2006). Due to the nature of a call centre representative's job, there is limited variety in the tasks needed to be performed as they are required to carry out the same tasks over and over again. For example a typical job description of a call centre representative is to sit down and utilize the telephone while simultaneously using the computer to capture information. This in turn can eventually lead to boredom and emotional exhaustion (Bakker et al., 2003).

### **2.7.3 Job resources**

According to Schreurs, De Cuyper, van Emmerik, Notelaers and de Witte (2011), job resources can refer to physical, psychological, social or organizational aspects of the job. These aspects can be functional in achieving work goals, can reduce job demands and stimulate personal learning and development. Job resources can also occur at the level of the organization at large such as in career opportunities or in wages, at interpersonal relationships such as supervisor or colleague support and at the work level which includes role clarity and tasks like autonomy, task significance and feedback (Bakker et al., 2003).

According to Saks (2006), job resources foster work motivation and promote adaptive work behaviour, such as engagement, commitment and involvement. They play either an intrinsic motivational role as they foster employee growth and development or an extrinsic motivational role as they are instrumental in achieving work goals (Bakker & Demerouti, 2008). When job resources play an intrinsic motivational role, human needs such as autonomy are fulfilled (Deci & Ryan, 1985). Also feedback helps foster learning and development which in turn increases job competence. On the other hand by job resources playing an extrinsic motivational role, the likelihood of achieving work goals is high as the effort put into tasks by an employee is apparent through their dedication (Meijman & Mulder, 1998 cited in Bakker & Geurts, 2004).

More and more literature suggests that job resources are involved not only in the motivational process but also in the stress process, suggesting that a lack of resources contributes to job strain and eventually burnout (Bakker, Demerouti & Schaufeli, 2003). For example Schaufeli and Bakker (2004) found that the resources feedback and social support predict turnover intentions through burnout and engagement. A possible explanation for this finding is that energy may be depleted not only by the presence of high demands but also by the absence of sufficient resources, which can hinder employees from achieving work goals and from learning and growing (Fernet et al., 2012). This explanation is consistent with the conservation of resources theory (Hobfoll & Freedy, 1993) which states that when significant resources are lost or threatened, job stress results (Fernet et al., 2012).

Bakker et al. (2003) found autonomy, social support and feedback to be the most pressing job resources within a call centre environment. Being able to participate in decisions, having a social support system such as a key person within the call centre whom one can confide in and seek advice from as well as receiving some form of feedback which included information on one's work performance can result in a motivated and engaged workforce. Based on this information these three resources were measured in this study and will be briefly discussed. This selection is supported by previous research that recognized the importance of these job characteristics for most employees (Hackman & Oldham, 1980; Lee & Ashforth, 1996 cited in Xanthopoulou, Bakker, Schaufeli, Taris, & Schreurs, 2007).

### **2.7.3.1 Autonomy**

Morgeson and Humphrey (2006) noted that autonomy is closely linked to control. They then further noted that autonomy included some form of discretion in decision making. Bakker and Demerouti (2007) state that autonomy is crucial for employee's well-being as the greater autonomy affords workers with more opportunities to deal with stress. They also noted that autonomy is strongly linked to various types of commitment within the workplace.

According to Cook (2012), the conversations call centre representatives have with customers on a daily basis tend to be highly scripted and controlled. As this is a crucial part of their job description, any chance for autonomy in that respect is lost resulting in agents having low levels of freedom and discretion in their work. Cook (2012) states that for call centre representatives to become empowered and motivated, some form of autonomy needs to be allowed so that they have some freedom in fulfilling out duties and making work-related decisions.

### **2.7.3.2 Social support**

Social support can be defined as the degree to which the job affords opportunities for advice and assistance from others (Morgeson & Humphrey, 2006). It is argued that some form of support can buffer the ill-effects of negative work outcomes (Karasek et al., 1998, cited in Morgeson & Humphrey, 2006). Research also supports the fact that social support can help lessen and/or eliminate variables such as stress, role overload and burnout (Bakker, Van Veldhoven, & Xanthopoulou, 2010).

Karasek and Theorell (1990) cited in Norman (2005) state that call centre representatives are exposed to minimal forms of social support and depending on the type of supervisor, little assistance is sometimes given.

### **2.7.3.3 Feedback**

Feedback at work refers to the degree in which the job provides clear and direct information about one's performance (Morgeson & Humphrey, 2006). Feedback can take many forms such as feedback from one's job or feedback from people at work such as one's manager, customers or work colleagues. According to Bakker and Demerouti (2007), constructive feedback helps employees to successfully grow in and complete their work as well as improve communication between supervisor and coworkers.

Although feedback within call centres can be a common practice it normally takes the form of informal meetings (Bakker & Demerouti, 2007). Also a lack of feedback in terms of performance appraisals can result in depression, emotional exhaustion and anxiety (Bakker et al., 2003).

In the next section, the relationships between the concepts discussed above will be demonstrated and discussed.

## **2.8 RELATIONSHIP BETWEEN JOB DEMANDS, JOB RESOURCES, ENGAGEMENT, BURNOUT AND INTENTION TO QUIT AND THE IMPACT THEY HAVE ON EACH OTHER.**

In the previous section the constructs intention to quit, engagement, burnout, job demands and job resources were explored. In this section the relationships between them will be discussed based on evidence found in the literature. The section will then end off with the presentation of a conceptual model.

### **2.8.1 Job resources and engagement**

In Kahn's (1990) and Maslach et al. (2001) models, it is possible to identify a variety of potential antecedents of engagement. For example organizational and social support as well as reward and recognition systems in terms of feedback (Saks, 2006). These examples can be termed as resources as they encompass some form of efficacy, involvement and energy. Therefore there is an apparent link between job resources and engagement. According to Prieto, Soria, Martinez and Schaufeli (2008), job resources and engagement are positively associated as the presence of resources results in engagement.

A study by Bakker and Xanthopoulos (2009) argued that when employees operate within a resourceful environment, that is one with sufficient job resources, they are more likely to feel competent and valued. Consequently by having a resourceful work environment helps foster engagement among staff in their jobs.



Through job resources like social support and feedback call centre representatives can become engaged and consequently become physically involved in tasks, cognitively alert and emphatically connected to others in the work that they are doing.

Hence, from the above a link between job resources and engagement exists and therefore the following hypothesis can be formulated.

H1: Job resources have a significant positive impact on engagement.

### **2.8.2 Job resources and burnout**

Crawford, LePine and Rich (2010) in their meta-analysis found that job resources are negatively related to burnout as the lack of resources present results in burnout. Schaufeli and Bakker (2004) also stated that job resources are negatively related to burnout by conveying that low job resources and an increase in job demands fosters burnout. An explanation for this finding is that by the absence of sufficient resources in which to deal with certain job demands results in emotional energy being depleted and in turn hinders employees from achieving significant work goals (Bakker & Demerouti, 2007). This reasoning is consistent with the conservation of resources theory (Hobfoll & Freedy, 1993 cited in Lingard & Francis, 2009), which proposes that when significant resources are lost or threatened, burnout can result. Hence, job resources portray to be negatively related to burnout.

In a study conducted by Kim and Stoner (2008) examining the effect that role stress, job autonomy and social support would have in predicting burnout and turnover intentions, they found that building a supportive job is needed to retain social workers as well as to ensure that they do not experience burnout.

The results of a study conducted in New Zealand showed that job resources buffers the dysfunctional effects of burnout (Ashill et al., 2008). Thus the presence of job resources in call centres can prevent the chance of burnout occurring amongst call centre representatives.

From the aforementioned the following hypothesis is formulated.

H2: Job resources have a significant negative impact on burnout.

### **2.8.3 Job demands and burnout**

Human service professions generally work in demanding jobs and as a result are often exposed to high risks which can affect their health and wellbeing (Geurts, Schaufeli & De Jonge, 1998). Recent studies have also suggested that burnout could be found in human service professions such as health care, teaching and in call centres (Martinussen, Richardson & Burke, 2007).

Working in a demanding job, especially one with insufficient resources can result in the worker experiencing burnout (Llorens et al., 2006). Bakker et al., (2005) found emotional exhaustion as a job demand to be the most important predictor of burnout. Demerouti et al., (2001) and Bakker et al. (2005) also confirmed that high job demands essentially forms a breeding ground for burnout.

According to a meta-analysis burnout was related to job demands such as time pressure and work overload (Crawford et al., 2010). In another study by Prieto, Soria, Martinez and Schaufeli (2008), it was demonstrated that job demands were associated with burnout.

As mentioned in the literature above, workplaces or jobs such as call centres that involve a lot of customer interaction are more likely to experience high job demands which in turn can result in burnout.

From the above the following hypothesis is formulated.

H3: Job demands have a significant positive impact on burnout.

#### **2.8.4 Job demands and engagement**

Prieto et al., (2008) showed in their study that job demands predicted engagement. They also demonstrated that the more job demands present, the less engagement there is amongst employees. This shows that job demands impacts engagement. Sonnetag, Binnewies and Mojza (2010) hypothesized that high job demands predict poor well-being and this in turn predicts low engagement.

Crawford, LePine and Rich, 2010 (cited in Tims, Bakker and Derks 2013), argued that job demands that are interpreted as challenging to employees are positively associated with work engagement. Albrecht (2010) also found this positive association.

Job demands such as the use of complicated equipment in call centres can be seen as challenging for call centre representatives and therefore can elicit some form of motivation and engagement in them.

From the above, the following hypothesis is formulated.

H4: Job demands have a significant positive impact on engagement.

#### **2.8.5 Job resources, engagement and intention to quit**

Researchers of engagement have found significant relationships with turnover intentions (Halbesleben & Wheeler, 2008). A meta-analysis of engagement literature (Halbesleben & Wheeler, 2008) found a strong correlation between engagement and intention to quit. Shuck and Wollard (2010) also found that employees who experience engagement at work are less likely to have intentions to leave the organisation. According to Elangoven (2001) engagement is an immediate antecedent of intention to quit.

As discussed in the literature above, job resources such as social support, autonomy and feedback within the call centre industry results in engagement and consequently a decreased intention to quit rate.

From the above the following hypothesis is formulated.

H5: Engagement has a significant negative impact on intention to quit.

The JD-R model is responsible for assuming two different processes namely the health impairment and a motivational process. The motivational process starts with job resources which then lead to engagement and then results in lower intentions to quit (Bakker, Schaufeli, Leiter & Taris, 2008).

Saks (2006) provided the first research on engagement which offered certain antecedents and consequences of employee engagement. One of the aspects Saks (2006) found in his research study was that engagement mediated the relationships between the antecedents and job satisfaction, organizational citizenship behaviour, organizational commitment and intention to quit. A few of the antecedents included perceived organizational and supervisor support as well as rewards and recognition, which are categorized as job resources as they encompass some form energy, efficacy and involvement (Saks, 2006).

According to Halbesleben and Wheeler (2008) the link between engagement and intention to leave stems from high levels of investment in and dedication to one's work. An employee who is therefore engaged will find it difficult to detach him or herself from the job and in turn highly likely not intend to quit (Halbesleben & Wheeler, 2008). Also if the organisation has provided employees with a large amount of sufficient job resources he or she may hesitate to leave the job (De Lange, De Witte & Notelaers, 2008).

According to De Cuyper et al., (2011), the advantage of studying job resources is that they are tied to the job and therefore are relatively easier to

change or adjust in terms of enhancing engagement or decreasing turnover intentions.

As already mentioned according to the Kahn (1990) and Maslach et al., (2001) model, it is possible to identify a variety of potential antecedents of engagement. These antecedents can be referred to as job resources as they can elicit some form of motivation (Saks, 2006). A few examples are autonomy, feedback and social support. From these positive consequences of engagement (Harter, Schmidt & Hayes, 2002), there is a connection between job resources, engagement and business-related results. Engagement can therefore result in an increase in organizational commitment and job satisfaction as well as a decrease in turnover intentions (Saks, 2006). Rothmann and Rothmann (2010) also state that engagement can predict positive organizational outcomes such as lower staff turnover rates.

As seen in the literature above and through the presence of job resources in the call centre industry engagement can be elicited and in turn intention to quit rates can decrease.

Therefore from the above the following hypothesis is formulated.

H6: Engagement mediates the impact of job resources on intention to quit.

#### **2.8.6 Job demands, burnout and intention to quit**

Job stress is an important issue for the health and safety of employees (Lee & Shin, 2005). Prolonged exposure to job stress can also result in burnout (Lee & Shin, 2005). The consequences of burnout are important organizational issues as it has been found that it is associated with work-related problems such as high intentions of leaving (Cordes & Dougherty, 1993). According to Lee and Shin (2005) high employee turnover intention rates is an extremely challenging issue for organisations.

There is reason to believe that the relationship between burnout and intention to quit can be explained by attitudinal changes towards the organization or the industry at large (Demerouti et al., 2001). Geurts, Schaufeli and De Jonge (1998) found that burnout and intention to quit are linked and that in order to understand this phenomenon, attention must be paid to how workers perceive and interpret information as well as behaviours of themselves and others at work.

The relationship between burnout and turnover intention was demonstrated in a study that used a social exchange perspective in which both burnout and intention to quit were considered to originate from an inequitable exchange relationship within the company at hand (Geurts et al., 1998).

Studies reviewed by Burke and Richardson (2001) cited in Visser and Rothmann (2009) found that intention to quit was significantly associated with burnout. Kleeman and Matuschek (2002) stated that high intentions to quit can be attributed to the feeling of burnout which has escalated after staying in the same job for a few years.

From the literature, through job demands present in a call centre environment the chances of burnout occurring are rife. The presence of burnout in turn can result in an increased rate of intention to quit amongst call centre representatives

Therefore from the above it is portrayed that burnout and intention to quit are linked. The following hypothesis is therefore formulated.

H7: Burnout has a significant positive impact on engagement.

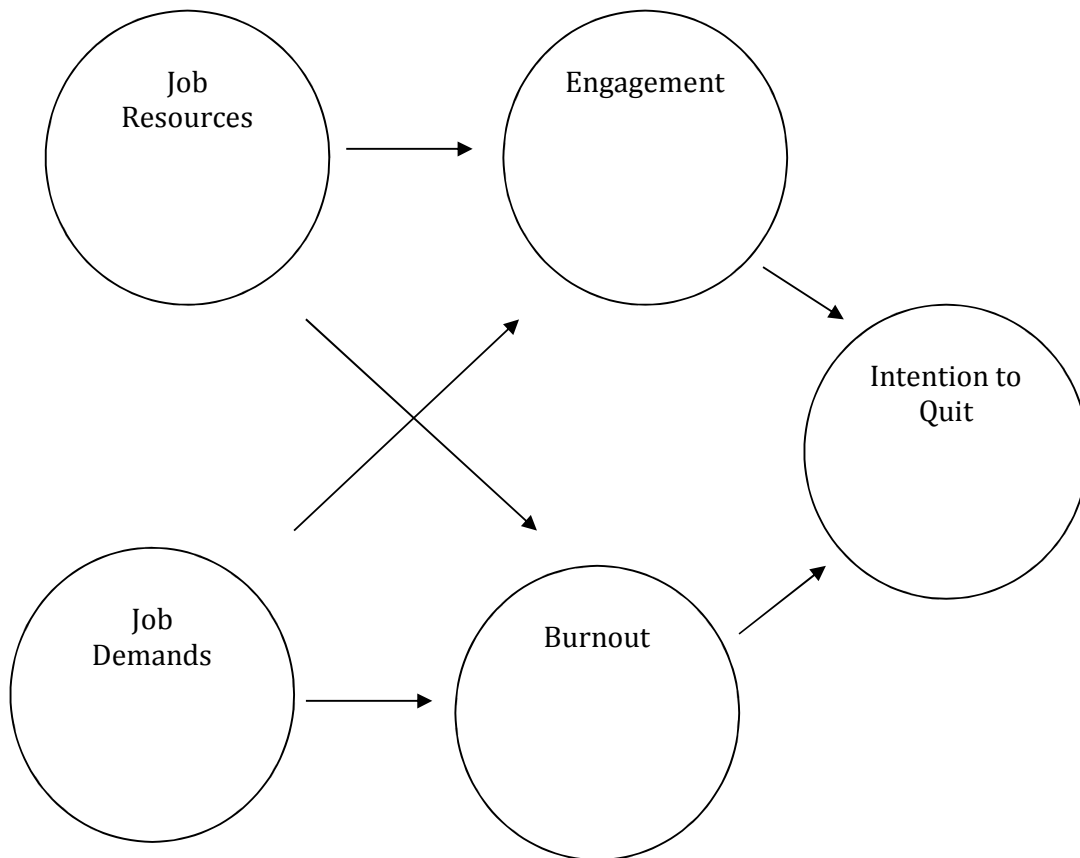
As mentioned previously the JD-R model has two processes namely the health impairment and a motivational process. The health impairment process starts with high job demands which in turn leads to burnout and consequently to high levels of turnover intention (Schaufeli & Bakker, 2004).

Lee and Shin (2005) found that job demands such as work overload contributed to a significantly high level of exhaustion (low energy) and therefore confirmed existing theories that burnout develops in a response to job demands and consequently intentions to quit arise. According to Jackson, Rothman and Van de Vijver (2006), empirical studies have confirmed that burnout acts as a mediator in associating job demands and intentions to quit.

From the aforementioned the following hypothesis is formulated.

H8: Burnout mediates the impact of job demands on intention to quit.

The above mentioned hypothesized relationships are presented in Figure 2.7



**Figure 2.7 A conceptual model of the relationships between job demands, job resources, engagement, burnout and intention to quit.**

## 2.9 SUMMARY

This chapter explored the constructs job demands, job resources, engagement, burnout and intention to quit. The literature review demonstrated how the five constructs manifested themselves within the call centre industry. Due to a call centre job being one that involves forms of customer interaction on a daily basis, call centre representatives are likely to find the job demanding. Job demands can result in burnout which in turn can result in intentions to quit. However, if call centres were to alter their working conditions to ensure that there are adequate job resources present, engagement amongst call centre representatives may be fostered and in turn turnover intentions may decrease.

The literature review also presented evidence of the relationships between each of the constructs namely that job resources have a significant positive impact on engagement and a significant negative impact on burnout. Job demands have a significant positive impact on both burnout and engagement. Engagement has a significant negative impact on intention to quit and mediates the impact of job resources on intention to quit. Then lastly, that burnout has a significant positive impact on engagement and mediates the impact of job demands on intention to quit.

The chapter then concluded with a conceptual model demonstrating the relationships between the constructs.

In the next chapter, the research methodology will be discussed.



## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

According to Babbie and Mouton (2001) research methodology can be described as the methods, techniques and procedures that are used in the execution of a research design.

In this chapter the research methodology will be discussed. The research objectives, the research design and sampling with specific reference to the substantive research hypotheses will also be discussed. And finally in this chapter is a discussion of the measuring instruments, data collection procedures, data capturing and methods used for the data analyses.

#### **3.2 RESEARCH DESIGN**

A research design is a plan of how the researcher intends to conduct the research process in order to solve the research problem (Babbie & Mouton, 2001). A research design also ensures that the evidence obtained can answer the initial question as unambiguously as possible. However obtaining relevant evidence entails specifying the type of evidence needed to answer the question, to test a theory or to describe a phenomenon (Babbie & Mouton, 2001).

According to Kerlinger and Lee (2000) a research design must be prefaced by a distinction between experimental and ex post facto approaches. In experimental designs the researcher has the ability to manipulate and control independent variables, whereas in an ex post facto approach the researcher does not as their manifestations have already occurred (Kerlinger & Lee, 2000).

According to Babbie and Mouton (2001), if a structural model has causal relations existing between the endogenous latent variables and no manipulation can occur then an ex post facto correlational research design is most appropriate. Also if there are at least two indicator variables per latent variable then Structural Equation Modeling must be used (Babbie & Mouton, 2001). In this study there are five variables namely, job demands, job resources, engagement, burnout and intention to quit and as seen in the conceptual model (Figure 2.7) there are causal relations existing between the endogenous latent variables, also no manipulation can occur. Therefore the proposed research design for this study is an ex post facto correlational design.

According to Salkind (2009) a non-experimental research design includes a variety of different methods that describe relationships between variables. Non-experimental research also cannot set out or test any causal relationships between variables. This approach essentially examines the relationships among variables without manipulation or control of any one of the variables (Creswell, 2009).

A correlational approach aims to test whether there is strength and direction of the relationships between the constructs. Correlational research provides an indication of how two or more things are related to one another or in effect what they share, or have in common, or how well a specific outcome might be predicted by one or more pieces of information (Salkind, 2009). It therefore does not hint of attributing the effect of one variable on another. The hypothesized relationships are thus based on theoretical frameworks such as the JD-R model and the relationships between job demands, job resources, engagement, burnout and intention to quit as presented in the literature review.

This study therefore employed a non-experimental research design namely an ex post facto, correlational design, using structural equation modeling (SEM).

This research design does have a number of limitations that are vital to take into account when interpreting the results of the study. Firstly, the *ex post facto* data, which means after the fact, has the following limitations that are inherent to non-experimental data (Kerlinger & Lee, 2000). These are that the researcher is unable to manipulate the data, there is a lack of power to randomize and there is a risk of improper interpretation (Kerlinger & Lee, 2000). The correlational part of the study has the limitation that it cannot demonstrate causation between variables, but only correlation (Babbie & Mouton, 2001). Another limitation that this research design conveys is that internal validity is low (Babbie & Mouton, 2001).

Essentially an *ex post facto* correlational design aims to measure all of the variables as well as to find out how much variance in one variable can be explained by another or others. It aims to determine their hypothesized relationships by testing the conceptual model. According to Theron (2012), this design allows for the drawing of inferences from path coefficients that are significant. This design is therefore in essence able to show that one variable has a relationship with another, but that one variable however cannot infer that one influences the other.

### **3.3 RESEARCH OBJECTIVES**

This study aims to test the hypothesized relationships between job resources, job demands, engagement, burnout and intention to quit in South African call centres.

It is envisaged that a better understanding of these interrelationships will enable the researcher to explain the influence of these constructs on one another, and to use this information to inform call centres on the various job demands and job resources available so that interventions focused on sustaining organisational performance and competitiveness through effective retention and engagement of workers occurs.

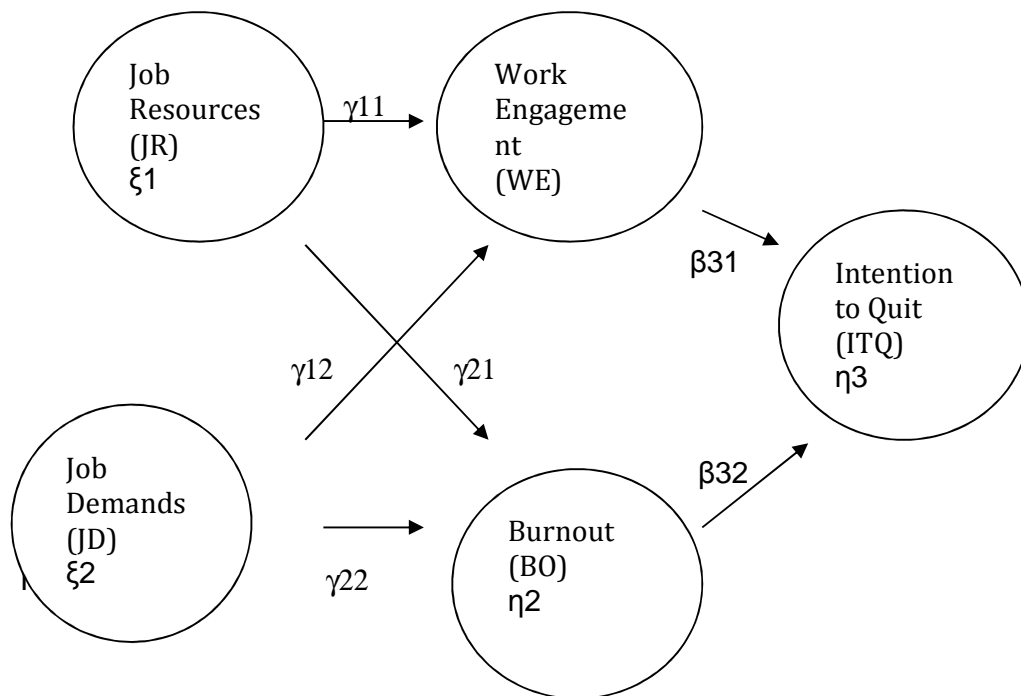
The objective is to deliver more specific informative input for human resources practices within call centres, with particular reference to engagement and retention initiatives and the structure of work.

### **3.4 SUBSTANTIVERESEARCH HYPOTHESES**

From the research objectives and the conceptual model presented in figure 2.7 the following hypotheses has been formulated.

- H1: There is a statistically significant relationship between job resources and engagement.
- H2: There is a statistically significant relationship between job resources and burnout
- H3: There is a statistically significant relationship between job demands and burnout
- H4: There is a statistically significant relationship between job demands and engagement
- H5: There is a statistically significant relationship between engagement and intention to quit
- H6: Engagement mediates the relationship between job resources and intention to quit
- H7: There is a statistically significant relationship between burnout and intention to quit
- H8: Burnout mediates the relationship between job demands and intention to quit

The proposed Structural Model represented in Figure 3.1 suggests that there are paths between the exogenous and endogenous latent variables. According to Theron (2012) the hypotheses depict the logic underlying the structural model, the research design and the nature of the analysis related to an ex post facto correlational design.



**Figure 3.1. Proposed Structural Model**

### 3.5 SAMPLE AND PARTICIPANTS

Selecting a sample is an integral part of designing and developing sound research (Fritz & Morgan, cited in Salkind, 2009). A sample can be defined as items selected at random from a population and used to test the hypothesis about the population (Babbie & Mouton, 2001). According to Fritz and Morgan cited in Salkind (2009) sampling occurs when researchers examine a portion of a larger group of potential participants and use the results to make statements that apply to this broader group.

The target population was call centre representatives from five call centres in Cape Town, South Africa. In sampling, a main concern is the size of the sample as this leads to whether the sample is representative or not and whether it can be generalized to another population. According to Salkind (2009) to account for variability and diversity in a group, a large sample needs to be selected that can represent most of the group. According to Babbie and Mouton (2001) when selecting a sample especially when using structural Equation Modeling things like time, cost, and the availability of the respondents as well as the ratio of the sample size to the number of the parameters to be estimated must be considered. Through contacting many call centres via email and telephone only five call centres responded positively and were keen to participate in the study. From the five call centres, 122 individuals completed the questionnaire. Some of the call centres opted to have the questionnaire sent to them electronically whereas others opted to have hardcopy questionnaires personally delivered and collected by the researcher.

This research was not looking for a specific candidate to take part in this study as any call centre representative willing to participate was welcomed. Therefore a non-probability sampling technique called convenience sampling was employed. Convenience sampling involves making use of available subjects (Babbie & Mouton, 2001). The reason for this choice of sampling was because it is convenient and cost effective (Salkind, 2009). According to Babbie and Mouton (2001) the major disadvantage of this technique was that the researcher had no idea of how representative the information collected about the sample was to the population as a whole.

### **3.6 MEASURING INSTRUMENTS**

According to Theron (2012) every latent variable within the structural model needs to be measured by a viable instrument. This study used a composite questionnaire which consisted of existing questionnaires that was sent either by email or hand delivered to the participating organisations to be completed either electronically or in hardcopy.

The questionnaire constructed for the purpose of this study was made up of the following components.

- A covering letter outlining the topic of the research and a description of the question (see Appendix A)
- A consent form outlining the purpose and objective of the research and pertinent information related to the rights of the participants (see Appendix B)
- The measuring instruments in the form of a composite questionnaire consisting of five sections namely section A, B, C, D and E (see Appendix C)

### **3.6.1 Biographical Information**

**SECTION A** of the questionnaire was used to obtain biographic information of the call centre representatives which included length of service, age, education level and gender.

### **3.6.2 The Utrecht Work Engagement Scale**

**SECTION B** of the questionnaire measured levels of work engagement. This study used the Utrecht Work Engagement Scale (UWES) and more specifically the UWES-17 which consists of 17 items. The scale is anchored at a 7-point scale ranging from 0 (never) – 6 (always). The scale consisted of three constructs namely vigor, dedication and absorption.

The UWES- 17 instrument is well validated and reliable as it has been used across cultures (Bakker & Demerouti, 2008). The estimated Cronbach alpha coefficients for the three subscales of a South African study were 0, 78 (Vigour), 0, 89 (Dedication) and 0, 78 (Absorption) (Storm & Rothmann, 2003). In a Spanish study the three subscales were 0, 78 (Vigour), 0, 84 (Dedication) and 0, 73 (Absorption) respectively (Schaufeli, Martinez, Pinto, Salanova, & Bakker, 2002).

As many test-forms are available (Seppala, Mauno, Feldt, Hakanen, Kinnunen, Tolvanen & Schaufeli, 2009). proves that the UWES is an accessible and well trusted instrument. In this study the Vigour subscale has 6 items, the Dedication 5 items and Absorption 6 items. Thus the rationale for selecting the UWES instrument is that it is an accessible and well trusted instrument and high levels of Vigour and Dedication suggest work engagement (Schaufeli & Bakker, 2004).

### **3.6.3 The Maslach Burnout Inventory Questionnaire**

**SECTION C** measured burnout using the Maslach Burnout Inventory Questionnaire (MBI) consisting of 22 items. The MBI- 22 is anchored on a 7 point Likert scale where responses range from 1 (never) – 7 (everyday). The questionnaire consists of 3 subscales namely emotional exhaustion, depersonalization and personal accomplishment. The emotional exhaustion subscale has 9 items, depersonalization 5 items and personal accomplishment 8 items.

Maslach and Jackson (1981) conducted a series of analyses on the MBI, which confirmed that it is a valid and reliable measuring instrument. In a particular study cronbach alpha coefficients yielded a reliability coefficient of .83 in respect of frequency and .84 in respect of intensity (Maslach & Jackson, 1981).

### **3.6.4 The Turnover Intentions Questionnaire**

**SECTION D** measured an individual's intention to quit. This study used a turnover intentions questionnaire developed by Roodt (2008). This instrument measures employee's intention of either staying with or leaving an organization. The questionnaire consisted of 14 items measured on a 7 point intensity response scale anchored at extreme poles from 1 (never)- 7 (always).



Studies conducted by Martin and Roodt (2007) proved that this questionnaire is both reliable and valid. Cronbachs alpha coefficients yielded .913 and .895 respectively.

### **3.6.5 The Work Design Questionnaire**

**SECTION E** measured job demands and job resources using certain subscales of the Work Design Questionnaire (WDQ) by Morgeson and Humphrey (2006). The WDQ consists of questions that are ranged on a 5-point scale from 0 (strongly disagree) to 4 (strongly agree).

As a set the WDQ scales demonstrate great internal consistency reliability within an average of .87 and only the ergonomics scale yielding below .70 (Morgeson & Humphrey, 2006).

According to Bakker, Demerouti and Schaufeli (2003), the following job demands and job resources are most relevant within the call centre industry: autonomy, workload, emotional demands, changes in tasks, support, feedback and computer problems.

Based on the literature review and the aforementioned this study used the following sub-dimensions for job resources: autonomy consisting of 9-items, feedback consisting of 6-items and social support consisting of 6-items. For job demands the sub-dimensions that this study utilized was equipment use consisting of 3-items and task variety consisting of 4-items.

### **3.7 DATA COLLECTION PROCEDURES**

As some of the participating call centres requested hard copies of the questionnaires, surveys were distributed in hard copy as well as electronically according to the organizations preference. Both of these distribution techniques have positives and negatives. Questionnaires distributed electronically are cheaper for both the researcher and the organization in terms of printing costs involved whereas hardcopy surveys helps to assure

confidentiality (Salkind, 2009). Confidentiality of the responses was ensured by the purposeful exclusion of any requests for or means of identifying personal details within the construct of the survey. The questionnaire took 30 minutes to complete. All of the participants received the questionnaire including the covering letter. On completion, all of the questionnaires were returned to the researcher.

### **3.8 DATA CAPTURING AND DATA ANALYSES**

The data was captured using a Microsoft excel spreadsheet and a control sheet was created to minimize error. Each day the researcher completed a few questionnaires at a time allowing an hour break between every batch to also help minimize error. Also regular checks were made to ensure that no mistakes were made during the process.

#### **3.8.1 Missing values and reverse scores**

According to Theron (2012) missing values present a problem in research and have to be seen to before proceeding with analyses. In this study missing values did not pose a problem, however 3 of the respondents did not tick the 'I agree' to participate box and therefore were not taken into account as part of the sample. The final number of respondents used in the data was 122.

The questionnaire that was administered was comprised of a few questions that were negatively phrased for example in the burnout questionnaire item number 33: 'I feel very energetic' had to be reversed scored and in the intention to quit questionnaire item number 50: 'I look forward to another day at work' also had to be reversed scored. All of the items that needed to be reversed scored were done before the data was analysed statistically.

#### **3.8.2 Data analyses**

Various statistical techniques were used to analyse the data and test the structural model. These include:

- Cronbach's alpha for testing reliability
- Sobel's test (1982)
- Structural Equation Modeling (SEM)

SEM is a collection of statistical techniques that allow a set of relationships between one or more independent variables, either continuous or discrete and one or more dependent variables, either continuous or discrete, to be investigated (Ullman & Bentler, 2013). SEM consists of a measurement and a structural model (Hussey & Eagan, 2007). PLS path analysis was used for evaluating the structural model taking into account the 'small' sample size of 122.

### **3.9 SUMMARY**

This chapter provided the research hypotheses, the research design as well as defined the sample and its participants. The method of sampling was a non- probability, convenience sample technique. Further the chapter represented the psychometric properties of each instrument that was used in the questionnaire. These included the Utrecht Work Engagement Scale, the Maslach Burnout Inventory, the Turnover Intentions Questionnaire and the Work Design Questionnaire. Then, finally data capturing and the methods used for data analyses were explained.

In the next chapter, the results of the study will be presented.

## CHAPTER 4

### PRESENTATION OF RESEARCH RESULTS

#### 4.1 Introduction

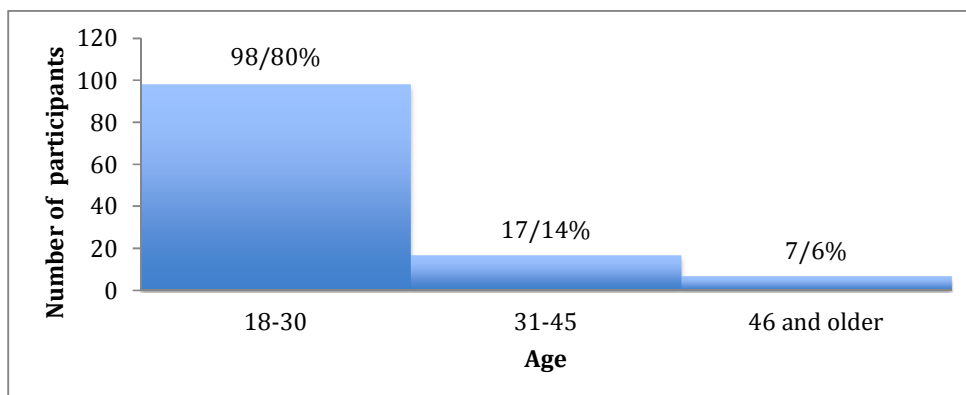
In this chapter the research results is presented. First, an outline of the demographic information will be provided followed by the reliability analysis of the measuring instruments used in this study. The partial least square analysis will then be provided followed by Sobel's (1982) test before concluding the chapter.

#### 4.2 Biographical data

Biographical data for the call centre representatives was gathered in the following categories: age, gender, highest qualification and length of employment.

##### 4.2.1 Age

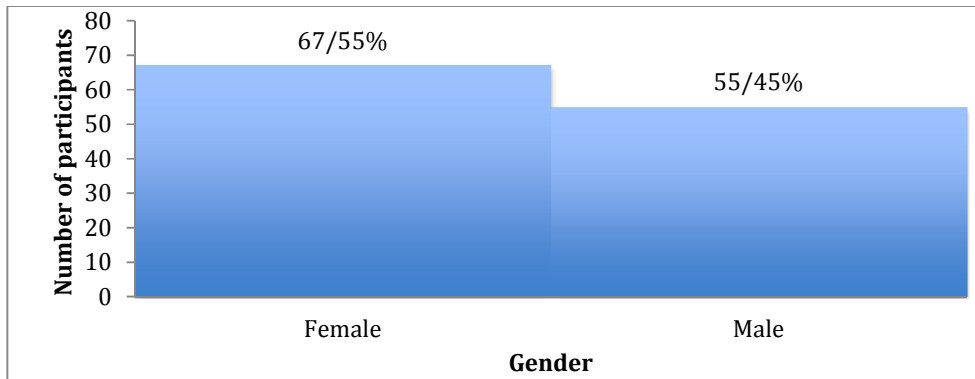
Figure 4.1 presents the age distribution of the respondents within the sample. The histogram indicates that most of the call centre representatives fall in the age group 18-30 (80%), with 14% being between 31-45 and 6% 46 and older.



**Figure 4.1. Age (n=122)**

#### 4.2.2 Gender

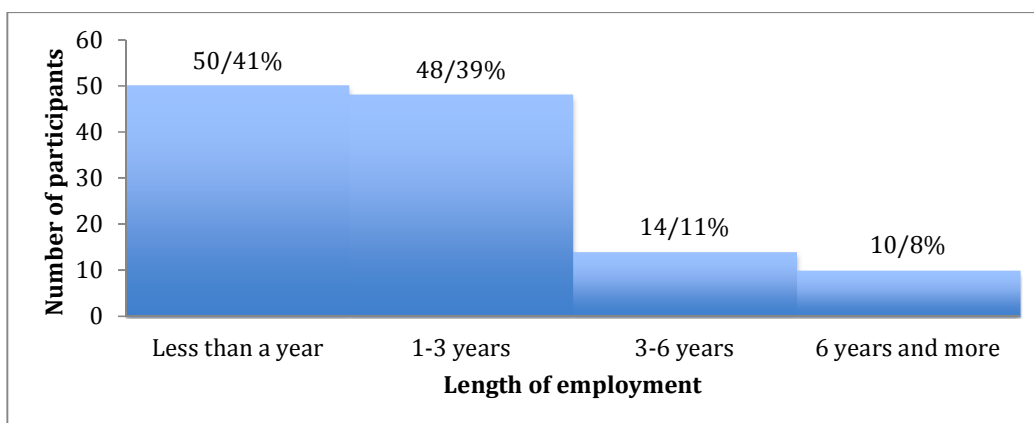
Figure 4.2 presents the gender distribution of the participants in this survey. The histogram indicates that majority of the participants were female (55%).



**Figure 4.2. Gender (n=122)**

#### 4.2.3 Length of employment

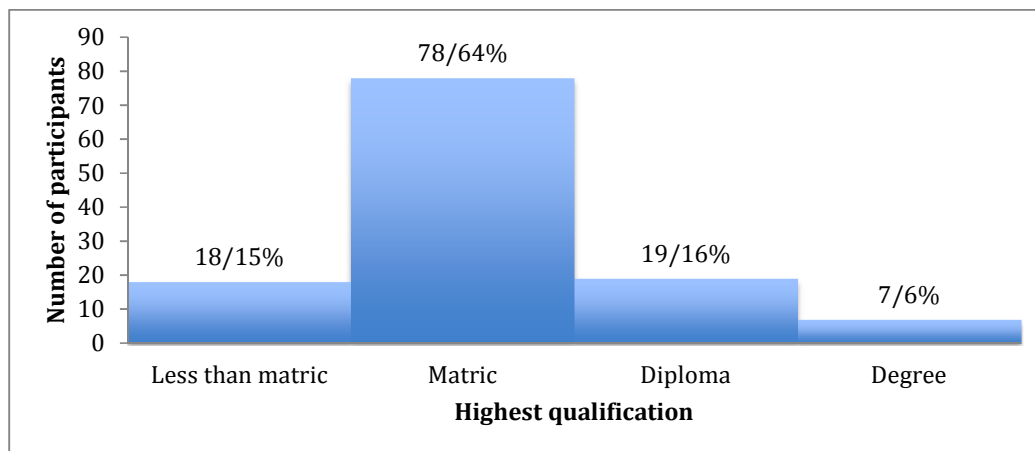
Figure 4.3 presents the length of employment observed within the sample. The histogram shows that the majority of agents (41%) have less than a year of service while only (8%) have more than 6 years of service.



**Figure 4.3. Length of employment (n=122)**

#### 4.2.4 Highest qualification

Figure 4.4 shows the highest levels of qualifications of the agents in this survey. The majority (64%) of the agents had matric, with the minority (6%) having a degree. This correlates with Figure 2.3 which showed that in 2007 the majority of call centre representatives in South Africa (84%) also had matric.



**Figure 4.4. Highest qualification (n=122)**

#### 4.3 RELIABILITY

The psychometric properties of the measurement instruments were investigated as the purpose of this study was to determine the relationships between job demands, job resources, burnout, engagement and intention to quit. Therefore the overall reliability of the scales is essential.

Using STATISTICA 10 (Downing & Haladyna, 2006), the inter-item correlations were investigated in order to identify and eliminate possible items that were not contributing to an internally consistent description of the latent variable measured. The average inter-item correlations for all of the scales were positive (see Table 4.1).

The item reliability analysis was performed on the items of all the measuring instruments used in this study namely: the Utrecht Work Engagement Scale, the Maslach Burnout Inventory Scale, the Intention to Quit Questionnaire and the Work Design Questionnaire. According to Bernstein and Nunnally (2004), .7 must be used as the measure for acceptable reliability. All of the alphas complied with this measure of the inter-item correlations were positive and all of the cronbach alphas were above .7 and therefore no corrective steps were undertaken (see Table 4.1)

**Table 4.1.**

***Cronbach's alphas and average inter-item correlations***

<b>Scale</b>	<b>Cronbach alpha</b>	<b>Average inter-item Correlation</b>
Engagement	.96	.63
Task variety (WDQ-jd)	.96	.85
Equipment use (WDQ-jd)	.72	.47
Work scheduling autonomy (WDQ-jr)	.82	.60
Decision making autonomy (WDQ-jr)	.91	.78
Work methods autonomy (WDQ-jr)	.92	.80
Social support (WDQ-jr)	.81	.43
Feedback from job (WDQ-jr)	.84	.64
Feedback from others (WDQ-jr)	.93	.81
Burnout	.91	.34
Intention to quit	.90	.41

#### 4.4 Partial Least Square (PLS) analysis

Partial least square path modeling (PLSPM) is a prediction ordered structural equation modeling technique and it is based on the partial least squares algorithm (Hoyle, 1999). According to Wold (1985) PLSPM can be a powerful method of analysis due to the minimal demands on measurement scales, sample size and residual distributions. According to Hoyle (1999) samples sizes below 200 are regarded as 'small'. This study had a sample size of  $n=122$  and its objective was to predict rather than to test a theory. Therefore the PLSPM approach was used to fit the model using the SmartPLS Software programme (Hoyle, 1999).

When using the PLSPM approach to SEM, a two-step process is recommended. The first step evaluates the outer model (measurement component) which is needed to determine the measurement quality of the constructs used for evaluating the inner model (structural component) (Chin, 1998). The second stage evaluates the inner model (structural component).

##### 4.4.1 Evaluating the measurement model

A Partial Least Square Path Modeling analyses was performed, yielding the following results (see Table 4.2)

**Table 4.2.**

***Average and Composite reliability***

Scale	AVE*	CR (Composite reliability)
Burnout	.86	.95
Intention to quit	.79	.92
Job demands (WDQ)	.55	.70
Job resources (WDQ)	.52	.86
Engagement	.94	.98

An AVE value of  $> .5$  and a CR value of  $> .7$  were used as the guideline for the



PLS path analysis (Hoyle, 1999). Based on the results presented in Table 4.2, the measurement model fit of engagement, burnout, intention to quit and work design (job resources and job demands) were all acceptable.

#### 4.4.2 Evaluating the structural model

The structural model was also evaluated using the PLSPM approach.

The PLSPM results offer an indication of how well the different observed variables measure the latent variables in the outer model. In order to determine which paths between the different variables are significant, the bootstrapping method was used. According to Roux (2010), the bootstrap method provides an estimate of the shape, spread and bias of the sampling distribution of a specific statistic. It is used to determine whether coefficients are significant or not. The PLS path coefficient indicates the strength of the path between two variables.

**Table 4.3.**

***PLSPM results***

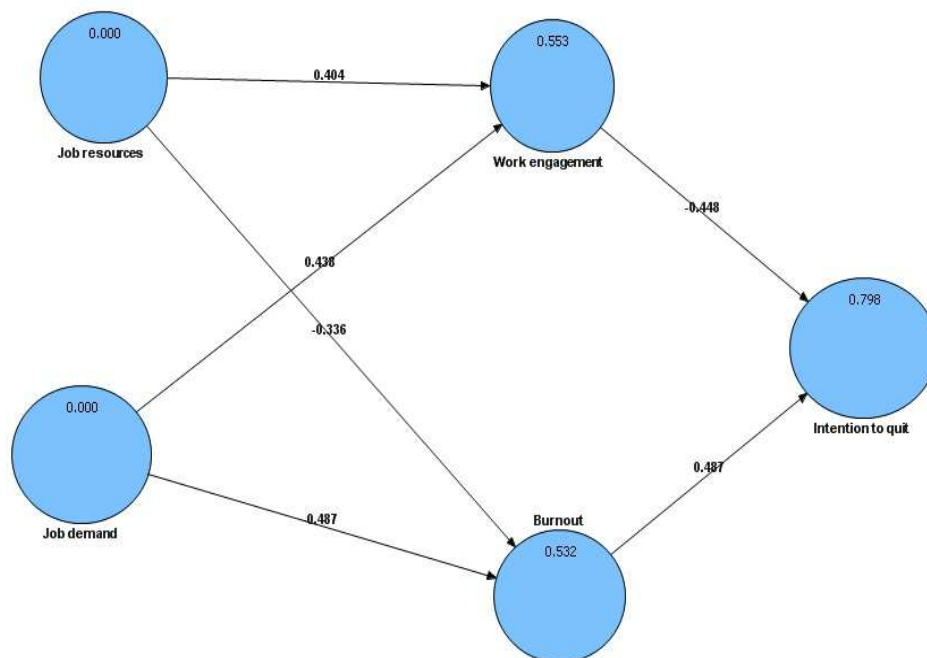
	PLS path Coefficient	Bootstrap lower (95%)	Bootstrap upper (95%)	Significance
Burnout- intention to quit	.49	.36	.63	Significant
Job demands- Burnout	-.49	-.61	-.34	Significant
Job demands- engagement	.44	.28	.58	Significant
Job resources- burnout	-.34	-.47	-.21	Significant
Job resources- engagement	.4	.28	.54	Significant
Engagement-	-.45	-.58	-.29	Significant

---

intention to quit

---

Figure 4.5 presents the path coefficients. Figure 4.5 indicates that all paths in the structural model are significant. The inner model measurement fit was found to be satisfactory and all of the paths were found to be significant when looking at the outer model measurement. Figure 4.5 furthermore suggests that job demands and job resources explain 55% of the variance in engagement and 53% of the variance in burnout. Figure 4.5 also demonstrates that the various path coefficients (refer to Table 4.3) make theoretical sense. For example, the burnout-intention to quit path is +0,49 suggesting that the more burnout a call centre representative experiences the more likely he/she will have intent of leaving the call centre. All of the paths in Figure 4.5 make theoretical sense as the relationships between the constructs were explored and demonstrated in the literature review.



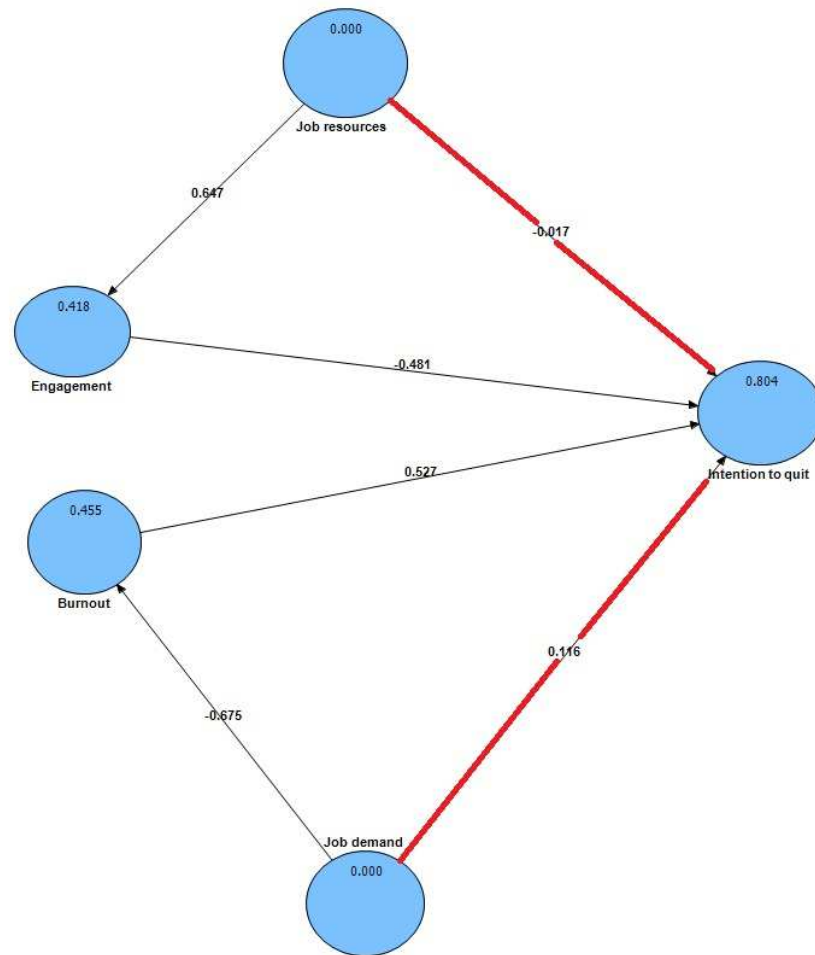
**Figure 4.5. PLSPM**

The PLS results suggest that by including job demands, job resources, burnout and engagement in the prediction of intention to quit, 80% variance will be explained (see Figure 4.5).

#### **4.5 TESTING THE MEDIATING EFFECTS OF ENGAGEMENT AND BURNOUT**

Mediator effects were tested using Sobels test (Sobel, 1982). Sobel's test was conducted using the R statistical programming language (Sobel, 1982).

The Sobel test is a specialized t-test that provides a method to determine whether the reduction in the effect of the independent variable, after including the mediator in the model, is a significant reduction and thus whether the mediation effect is statistically significant (Kline, 2011). It is a method for testing the significance of mediation



**Figure 4.6. Model used for testing engagement and burnout as mediators simultaneously**

The two red paths (job resources to intention to quit and job demands to intention to quit) in Figure 4.6 are not significant. See Table 4.4 for a summary of the results.

**Table 4.4 .*****Results***

	<b>Path Coefficient</b>	<b>Bootstrap Lower (95%)</b>	<b>Bootstrap upper (95%)</b>	<b>Significance</b>
Job demands- Intention to quit	.12	-.01	.23	not significant
Job resources- Intention to quit	-.2	-.14	.11	not significant

#### **4.6 TESTING THE MEDIATING EFFECT OF ENGAGEMENT BETWEEN JOB RESOURCES AND INTENTION TO QUIT**

The Sobel test (Sobel, 1982) was performed to test if employee engagement acted as a mediator in the relationship between job resources and intention to quit. The results of this test are presented in Table 4.5.

**Table 4.5.**

***The bootstrap confidence intervals for engagement as a mediator  
between job resources and intention to quit***

<b>p- value</b>	<b>Bootstrap 95% CI lower</b>	<b>Bootstrap 95% CI upper</b>	
Independent variable= Job resources, mediator= Engagement, dependent Variable= intention to quit	0.00	-1.3364	-0.8375

#### 4.7 TESTING THE MEDIATING EFFECT OF BURNOUT BETWEEN JOB DEMANDS AND INTENTION TO QUIT

The Sobel test (Sobel, 1982) was performed to test if burnout acted as a mediator in the relationship between job demands and intention to quit. The results of this test are presented in Table 4.6.

**Table 4.6.**

*The bootstrap confidence intervals for burnout as a mediator between job demands and intention to quit*

	p- value	Bootstrap 95% CI lower	Bootstrap 95% CI upper
Independent variable= Job demands, mediator= Burnout, dependent variable = intention to quit	0.00	-8350	-.3228

From the Sobel test the data indicates that engagement acts as a mediator in the relationship between job resources and intention to quit ( $p = .00$ ,  $-.13364 < 0 < -.8375$ ) and that burnout acts as a mediator in the relationship between job demands and intention to quit ( $p = 0.00$ ,  $-.8350 < 0 < -.3228$ ).

From the model in Figure 4.6 the two non-significant paths imply that both burnout and engagement act as mediators. This was confirmed by the two Sobel tests which were both significant.

## 4.8 SUMMARY

This chapter provided an overview of the reliability analysis performed on the properties of the psychometric tools, as well as the results of the statistical analysis of the data. Good internal reliabilities were obtained for all scales of measurement as all of the cronbach alphas were above the recommended .7 (Bernstein & Nunnally, 2004). The cronbach alphas ranged from .72 to .93.

Following this PLSPM was used to fit the measurement model using SmartPLS software programme. An average value of  $>5$  and a composite reliability of  $>7$  were used as guideline for The PLSPM analyses. The results for both the average and the composite reliabilities were all above the recommended guidelines, thus the measurement model fit of engagement, burnout, intention to quit and work design (job demands and job resources) were all acceptable.

The structural model was then also evaluated using the PLSPM approach. The results showed that all of the paths (see Figure 4.5, p. 71) were significant.

Then lastly, mediator effects were tested using Sobel's test. The Sobel test indicated that engagement acted as a mediator in the relationship between job resources and intention to quit ( $p= 0.00$ ,  $-13364 < 0 > -.8375$ ) and that burnout acted as a mediator in the relationship between job demands and intention to quit ( $p= 0.00$ ,  $-.8350 < 0 > -.3228$ ).

In the following chapter the results that were presented are interpreted and discussed.

## **CHAPTER 5**

### **DISCUSSION OF RESEARCH RESULTS**

#### **5.1 INTRODUCTION**

In this chapter the research results presented in chapter 4 are interpreted and discussed.

Firstly this chapter will discuss the outcomes of the reliability analysis that was performed on the measurement scales using cronbach's alpha coefficient followed by the outcomes of the path analyses using PLS and Sobel's (1982) test.

#### **5.2 RELIABILITY OF THE MEASUREMENT SCALES**

The reliability analysis presented highly acceptable cronbach alpha values for all the scales of measurement used, ranging from 0.72 to 0.96. Thus, all of the measures measured what they were intended to measure with acceptable reliability.

#### **5.3 THE VARIANCE STRUCTURES BETWEEN JOB DEMANDS, JOB RESOURCES, ENGAGEMENT, BURNOUT AND INTENTION TO QUIT**

The conceptual model that was derived from the literature review hypothesizes specific relationships between the variables related to this study (see Figure 2.7).

The results of the study support all of the hypothesized relationships between the constructs. PLS path analyses were conducted to determine the significance of these relationships. These findings are discussed in the following section.



### **5.3.1 Relationship between job resources and engagement**

Various indications found in the literature suggested a relationship between job resources and engagement. This was confirmed by Preito, Soria, Martinez and Schaufeli (2008) who found job resources and engagement to be positively associated. Bakker and Xanthopoulou (2009) also found that by having a resourceful work environment helps foster engagement among staff in their jobs.

The significantly positive relationship between job resources and engagement (path coefficient= +0.4) confirms that as the presence of job resources increases within call centres, so does the level of engagement amongst the agents. This study therefore corroborates Hypothesis 1, which postulated that there is a significantly positive relationship between job resources and engagement.

### **5.3.2 Relationship between job resources and burnout**

Although studies have confirmed that a non-significant relationship between job resources and burnout exists, Crawford, LePine and Rich (2010) in their meta- analysis found that job resources are negatively related to burnout. Schaufeli and Bakker (2004) also stated that job resources are negatively related to burnout by conveying that low job resources and an increase in job demands fosters burnout.

The significantly negative relationship between job resources and burnout (path coefficient= -0,34) confirms that the presence of no or minimal job resources within a call centre environment, the more likely a call centre representative will experience burnout. This study therefore corroborates Hypothesis 2, which postulated that there is a significantly negative relationship between job resources and burnout.

### **5.3.3 Relationship between job demands and burnout**

Research has shown that job demands have a profound influence on burnout (Xanthopoulou, Bakker, Schaufeli, Taris & Schreurs, 2007). Various studies conducted by researchers on the call centre work environment indicate that there are a variety of variables inherent to the nature of call centre work and call centre work environments that have been related to the development of burnout. These include the repetitive nature of the work, a lack of task variety, management focus on throughput, role ambiguity, a lack of supervisor and co-worker support and a lack of training to deal with job requirements and to utilize the needed equipment for the job (Deery, Iverson & Walsh, 2002; Deery & Kinnie, 2004; Holman, 2004; Singh, 2000; Singh & Goolsby, 1994; Taylor & Bain, 1999; Wallace, Eagleson & Waldersee, 2000 cited in Visser & Rothmann, 2009).

This study looked at task variety and equipment use as job demands, which were measured using the WDQ. Lower scores on the WDQ implies higher job demands therefore the less task variety present in an agent's job, the more complex the equipment becomes and the less training time to learn to operate the equipment there is implies a more demanding job which essentially can lead to burnout. The significantly negative relationship between job demands and burnout (path coefficient = -0.49) confirms that as the job demands within the call centre increase, the more prevalent the burnout experience becomes. This study therefore corroborated Hypothesis 3, which postulated that there is a significantly negative relationship between job demands and burnout.

### **5.3.4 Relationship between job demands and engagement**

According to Mustosmaki, Anttila and Oinas (2013) work engagement in a call centre environment is difficult to maintain. A relatively large body of literature has shown that call centres are specific work environments which incorporate working conditions that have the potential to negatively affect employee well-being (Mustosmaki et al., 2013).

In general, Mustosmaki et al. (2013) found that call centre representatives experienced less feelings of engagement than employees in other organisations. Crawford, LePine and Rich (2010) found relationships among job demands and engagement that were highly dependent on the nature of the demand. For example they found that job demands that employees tend to appraise as hindrances were negatively associated with engagement, and demands that employees tend to appraise as challenges were positively associated with engagement.

As already mentioned this study looked at task variety and equipment use as job demands, which were measured using the WDQ. Using the WDQ to measure job demands implies that 'low' scores equals higher job demands. Therefore, the more task variety present, the less complex the equipment is and the more training time given to learn to operate the equipment the less demanding the job becomes which can lead to engaged call centre representatives. The significantly positive relationship between job demands and engagement (path coefficient= +0.44) confirms that as job demands decrease, the more engaged the agent becomes. This study therefore corroborated Hypothesis 4, which postulated that there is a significantly positive relationship between job demands and engagement.

### **5.3.5 Relationship between engagement and intention to quit**

According to Halbesleben and Wheeler (2008) the link between engagement and intention to leave stems from high levels of investment in and dedication to one's work. An employee who is therefore engaged will find it difficult to detach him or herself from the job and in turn highly likely not intend to quit.

The significantly negative relationship between engagement and intention to quit (path coefficient= -0.45) confirms that the absence or low engagement amongst call centre representatives, the more likely their intention to leave becomes. This study therefore corroborated Hypothesis 5, which postulated

that there is a significantly negative relationship between engagement and intention to quit.

This provides important insights for the development of talent retention strategies and employee engagement strategies in the call centres, in terms of the value they could add to desired organisational outcomes such as low turnover intention.

### **5.3.6 Relationship between burnout and intention to quit**

Studies reviewed by Burke and Richardson (2001) cited in Visser and Rothmann (2009) found that intention to quit was significantly associated with burnout. Kleeman and Matuschek (2002) stated that high intentions to quit can be attributed to the feeling of burnout which has escalated after a good few years in the same job.

The significantly positive relationship between burnout and intention to quit (path analysis= +0.49) confirms that as burnout increases, the more likely an agents intention to quit will be. This study therefore corroborates Hypothesis 6, which postulated that there is a significantly positive relationship between burnout and intention to quit.

### **5.3.7 The mediating effect of engagement between job resources and intention to quit**

The literature review suggested that engagement mediates the relationship of job resources on intention to quit (Bakker & Shaufeli, 2004; Saks, 2006; Rothmann & Rothmann, 2010).

The two non-significant paths in Figure 4.6 imply that engagement and burnout do act as mediators (job resources- intention to quit= -.02; job demands- intention to quit= .12). This was confirmed by a Sobel (1982) test which indicated that engagement acts as a mediator in the relationship between job resources and intention to quit ( $p = .00, -1.3364 < 0 < -0.8375$ )

### 5.3.8 The mediating effect of burnout between job demands and intention to quit

According to Jackson, Rothman and Van de Vijver (2006), empirical studies have confirmed that burnout acts as a mediator in associating job demands and intentions to quit.

As already mentioned the two non-significant paths in Figure 4.6 imply that engagement and burnout do act as mediators (job resources- intention to quit= -.02; job demands- intention to quit= .12). This was confirmed by a Sobel (1982) test which indicated that burnout acted as a mediator in the relationship between job demands and intention to quit ( $p = .00$ ,  $-.8350 < 0 < -.3228$ ).

## 5.4 SUMMARY

The results of the study were interpreted in terms of the proposed hypotheses by indicating whether they were found to be significant or not. The results indicate the following:

- There is a significantly positive relationship between job resources and engagement (path coefficient= +.4).
- There is a significantly negative relationship between job resources and burnout (path coefficient= -.34).
- There is a significantly negative relationship between job demands and burnout (path coefficient= -.49).
- There is a significantly positive relationship between job demands and engagement (path coefficient= +.44).
- There is a significantly negative relationship between engagement and intention to quit (path coefficient= -.45).
- There is a significantly positive relationship between burnout and intention to quit (path coefficient= +.49).
- Engagement acts as a mediator in the relationship between job resources and intention to quit ( $p = .00$ ,  $-.13364 < 0 < -.8375$ ).

- Burnout acted as a mediator in the relationship between job demands and intention to quit ( $p = 0.00$ ,  $-0.8350 < 0 > -0.3228$ ).

As mentioned in Chapter 1, the call centre industry is one of the fastest growing industries both in South Africa and worldwide. Thus attracting and retaining talent is vital. The results of the present study show that call centres need to focus on increasing job resources so that agents can become engaged more engaged and attend to or decrease the amount of job demands present so that the likelihood of burnout experiences decrease. This in turn will essentially decrease call centre representatives intention to leave.

The following chapter documents the limitations of the study and makes recommendations for participating call centres as well as for future research. It also draws a final conclusion.

## **CHAPTER 6**

### **LIMITATIONS, RECOMMENDATIONS AND CONCLUSION**

#### **6.1 INTRODUCTION**

In this chapter the limitations of the study are conversed and various recommendations for future research are provided followed by a general conclusion.

#### **6.2 LIMITATIONS**

Finding call centres to participate in this study was a major challenge as in this industry, time equals money. From the many call centres approached, only 5 'small' call centres in total were willing to take part, hence the 'small' sample size of  $n=122$ . Although the current study posed good results despite the small sample utilized, the conclusions made should not be seen as representative of the total call centre industry in South Africa in general.

Another limitation is the possibility that some individuals did not trust the confidentiality clauses accompanying the survey. Therefore these respondents could have answered questions inaccurately in the fear that they could be identified. This could have influenced the results.

The UWES scale specifically measures the state of work engagement, capturing both the affective and cognitive aspects of engagement. However, this scale does not measure trait and behavioural engagement on the basis that they do not capture the construct of engagement in theory, and that behavioural engagement is difficult to measure (Alarcon, 2009). It should be noted, therefore, that only the work component of employee engagement can be accounted for in the interpretation of the results of this study. While it could be argued that the work component is the most important, it does not act in isolation of the emotional and behavioural states, which together are directed

towards the desired organisational outcomes that a company aims to achieve (Shuck & Wollard, 2010).

This study used a cross-sectional design and as such the results were taken at a static point in time. Therefore this study does not benefit from the advantages presented by longitudinal studies. For example longitudinal studies track the same people and any other dynamics present within the call centre at this point in time might have had on the results may therefore not have been picked up in the information presented in the results. Because of this benefit, longitudinal studies make observing changes more accurate.

### **6.3 RECOMMENDATIONS FOR THE CALL CENTRES**

The findings of this study strongly suggest that job demands and job resources impact work engagement and burnout and in turn intention to quit.

From the findings of this study, it is clear that the job demands and job resources present in the call centres, should be carefully analysed so that any adjustments in terms of working conditions for example have a social support system that call centre representatives can utilize and ensure that adequate training is given to employees with regards to using equipment such as the computers. From this an increase in engagement and a decrease in burnout and in turn lower turnover intentions are possible. It is important that a working environment whereby call centre representatives are able to thrive, learn and grow is created.

It is also suggested that interventions such as information on the workplaces intranet be developed within the call centres context in order to raise awareness of job demands and job resources and what impacts these have on levels of work engagement and burnout. Interventions should be aimed at creating awareness so that call centre representatives are made aware of how to deal with job demands and to identify the job resources they have available to them at the call centre.



## **6.4 RECOMMENDATIONS FOR FUTURE RESEARCH**

Despite the limitations in the current study, the present findings could have important implications for future research and practice.

Although the sample size of  $n=122$  was seen as sufficient for the current study, a larger group of respondents could be considered for future studies. A larger sample size would also allow co-variance based structural equation modeling to be used in addition to partial least squares.

The current research study employed a non-probability sampling method (convenience sampling) hence some groups may have been under-presented. Therefore for future research it is recommended that a stratified random sample be utilized which would enable the researcher to have more control with the respondents to the sample.

Data was gathered using self-reported surveys, therefore it is possible that participants may have answered in a way that they perceived to be more socially desirable, as opposed to answering in a more genuine manner. Therefore for future research it is recommended that interviews be conducted as an addition to the self-reported surveys.

Due to time constraints the current study used a cross-sectional design. Future studies are recommended to employ a longitudinal design, whereby the sample are asked to complete a survey more than once and over a period in order to get more informed data and to determine the extent of change in responses.

## **6.5 CONCLUSION**

The aim of this research was primarily to determine the relationship between job demands, job resources, engagement, burnout and intention to quit. The results emanating from this research indicate that there are significant

relationships between all of the factors that were measured amongst a sample of call centre representatives who participated in this study.

This study adds to existing literature on job demands, job resources, engagement, burnout and intention to quit by providing insights into the relationships between these constructs. The findings of this study also provide call centres with valuable information in attempting to decrease and/or eliminate intentions to quit amongst agents. For example by increasing job resources and in turn engagement and by decreasing job demands and in turn burnout, turnover intentions can decrease. The constructs job resources, job demands, engagement and burnout therefore have an essential relationship in the mitigation of turnover intentions and, ultimately, turnover behaviour, and in affecting the call centres performance.

## REFERENCES

- Abeysekera, R. (2007). The impact of human resource management practices on marketing executive turnover of leasing companies in Sri Lanka. *Contemporary Management Research*, 3(3), 33-252.
- Adam, M., & Roodt, G. (2008). Perception of organizational commitment, job satisfaction and turnover intention in post- merger South African tertiary institution. *South African Journal of Industrial Psychology*, 34(1), 21-31.
- Ajzen, I. (1991). The Theory of Planned Behavior. *Organizational Behavior and Human Decision Processes*, 50, 179-211.
- Alarcon, G.M. (2009). The development of the Wright Work Engagement Scale. Unpublished doctoral thesis, School of Graduate Studies: Wright State University, California: USA.
- Albrecht, S. L. (2010). *Handbook of employee engagement: perspectives, issues, research and practice*. Edgar Elgar Publishers:
- Allen, D., Shore, L.M., & Griffeth, R. (2003). The role of perceived organizational support and supportive human resource practices. *Journal of Management*, 29.99-118.
- Ashill, N., Rod, M. & Carruthers, J. (2008). The effect of management commitment to service quality on frontline employee job attitudes, turnover intentions and service recovery performance in a new public management context. *Journal of Strategic Marketing*, 16 (5). pp. 405-430.
- Australian Committee Association Research, 1998.

- Babbie, E. & Mouton, J. (2001). The practice of social research. Cape Town, South Africa: Oxford University Press Southern Africa.
- Bain, P. and P. Taylor (2008a) 'No passage to India?: Initial responses of UK trade unions to call centre outsourcing', *Industrial Relations Journal*, 39(1): 5–23.
- Bain, P., & Taylor, P. (2008b). Union by Common Language? Trade union responses in the United Kingdom and India to call centres offshore. *Antipode*.
- Bakker, A.B., Demerouti, E. & Schaufeli, W.B. (2003). Dual processes at work in a call centre: An application of the job demands – resources model. *European Journal of Work and Organisational Psychology*, 12(4), 393–417.
- Bakker, A.B., & Geurts, S.A.E. (2004). Toward a work-home interference. *Work and Occupations*, 31(3), 345–366.
- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job Resources buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology*, 10(2), p. 170–180.
- Bakker, A.B. & Demerouti, E. (2006). *Towards a model of work engagement*, *Career development International*, 13(3), p. 209–223.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22 (3), 309–328.
- Bakker, A.B., & Demerouti, E. (2008). The crossover of work engagement: A closer look at the role of empathy. *Journal of Managerial Psychology*.

- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology *Work & Stress*, 22 (3), 187-200.
- Bakker, A. B., & Xanthopoulou, D. (2009). The cross-over of daily work engagement: Test of an actor-partner interdependence model. *Journal of Applied Psychology*, 1562-1571.
- Bakker, A.B., van Veldhoven, M., & Xanthopoulou, D. (2010). Beyond the demand-control model: Thriving on high job demands and resources. *Journal of Personnel Psychology*, 9, 3-16.
- Bakker, A.B. (2011). An evidence-based model of work engagement. *Current Directions in Psychological Science*, 20, 265–269
- Banks, D., & Roodt, G. (2011). The efficiency and quality dilemma: what drives South Africa's call centre management performance indicators? *South African Journal of Human Resource Management*, 9(1).
- Bhatnagar, J. (2008). Keeping employees in Indian call centres: how to address poor rates of retention. *Human Resource Management International Digest*, 16(3), 17-18.
- Benner, C. (2006). South Africa on-call: Information Technology and Labour Market Restructuring in South African call centres. *Regional Studies*, 40(9), 1025-1040.
- Benner, C., Lewis, C., & Omar, R. (2007). The South African call centre industry: a study on strategy, *Human Resource Planning and Performance*.1-45.
- Bernstein, H., & Nunnally, D. (2004). *Statistics for the social sciences*. Wiley & sons: New York.

- Bester, L. (2004). *A call centre agent is not just a call centre agent – the success of precision recruitment in the call centre industry: A case study* De Villiers, Bester and Associates.
- Bledow, R., Schmitt, A., & Jana, M. (2011). The affective shift model of work engagement. *Journal of applied psychology*, 96(6).
- Budhwar, P, Varma, A, Malhotra, N., & Mukherjee, A. (2009). Insights into the Indian call centre industry: can internal marketing help tackle high employee turnover. *Journal of services marketing*, 23(5), 351-362.
- Burgess. J., & Connell, J. (2004). Emerging developments in call centre research. *Labour & Industry*, 14(3), 1-13.
- Callaghan, G., & Thompson, P. (2000). Proceeding to the paddling pool: the selection and shaping of call centre labor. *Open Discussion Papers in Economics*, 15.
- Carrim, N., Basson, J., & Coetzee, M. (2006). The relationship between job satisfaction and locus of control in the South African call centre environment. *South African Journal of Labour Relations*, 30(2), 66-80.
- Castanheira, F., & Chambel, M.J. (2010). Reducing burnout in call centres through HR practices. *Human Resource Management*, 49(6), 1047-1065.
- Chin, W.W. (1998). The partial least squares approach to structural equation modelling. In: G.A. Marcoulides (Ed.), *Modern methods of business research* (pp. 295-358). Mahwah, New Jersey: Lawrence Erlbaum Associates.
- Compion, M. A. (1991). Meaning and measurement of turnover comparison of alternative measures and recommendations for research. *Journal of Applied Psychology*, 76(2), 199-212.

- Cook, S. (2012). *Complaint management excellence*. Sarah Cook: London.
- Cordes, K., & Dougherty, T. (1993). A review of an integration of research on job burnout. *Academy of Management Review*, 18(4), 621-656.
- Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95(5), 834-848.
- Cregon, C., & Johnson, S. (1993). Young workers and quit behaviour. *Applied Economics*, 25, 25-33.
- Creswell, J. (2009). *The selection of research design*. Sage Publications: London.
- De Cuyper, N, Mauro, S., Kinnuran., U., & Makikagu, A. (2011). The role of job resources in the relationship between perceived employability and turnover intentions: a prospective two sample study. *Journal of Vocational Behaviour*, 78, 253- 263.
- Deci, E., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behaviour*. New York: Plenum Press.
- De Lange, A. H., De Witte, H., & Notelaers, G. (2008). Should I stay or should I go? Examining longitudinal relations among job resources and work engagement for stayers versus movers. *Work and Stress*, 22, 201-223.
- Demerouti, E., Bakker, A.B., Nachreiner, F., & Schaufeli, W.B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), p. 499-512

- Dormann, C., & Zapf, F. (2004). Call centres high on technology, high on emotions. *European Journal of Work and Organizational Psychology*, 12(4), 305-310.
- Downing, S.M., & Haladyna, T.M. (2006). *Handbook of test developments*. Lawrence Erlbaum Ass. Inc: New Jersey.
- Elangoven, A.R. (2001). Causal ordering of stress, satisfaction and commitment, and intention to quit: Structural equations analysis Electronic version. *Leadership and Organisational Development Journal*, 22(4), 159-165.
- Fernet, C., Austin, S., & Vallerand, R.J. (2012). The effects of work motivation on emotional exhaustion and commitment: an extension of the JD-R model. *Well-being and Stress: an International Journal*, 26(3), 213-229.
- Ferreira, M., Conceicao G., & da Saldiva, P. (1997). Work organization is significantly associated with upper extremities musculoskeletal disorders among employees engaged in interactive computer-telephone tasks of an international bank subsidiary in Sao Paulo, Brazil. *Am J Ind Med* 31(4):468-473.
- Frimousse, S., Swalhi, A., & Wahidi, M.A. (2012). The hybridization and internalization of HRM in the Magreb: Examining the case of commitment and intention to quit amongst employees of Multinational companies, *Cross Cultural Management*, 19(2), 257-270.
- Geurts, S.A.E., Schaufeli, W.B., & De Jonge, J. (1998). Burnout and intention to leave among mental health-care professionals: A social psychological approach. *Journal of Sociological and Clinical Psychology*, 17, 341-362.



- Hakanen JJ, Schaufeli WB, & Ahola K. (2008). The Job Demands-Resources model: a three-year cross-lagged study of burnout, depression, commitment, and work engagement. *Work and Stress* 22:224-41.
- Halbesleben, J.R.B. & Wheeler, A.R. (2008).The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work & Stress: An International Journal of Work , Health & Organisations*, 22(3), p. 242–256.
- Halbesleben, J.R.B. (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources, and consequences . In A.B. Bakker & M.P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 102-117). New York: Psychology Press.
- Halleberg, E. ,& Schaufeli, W.B. (2006). Same, Same. But Different? Can work engagement be discriminated from job involvement and organizational commitment? *European Psychologist*, 11(2), 119-127.
- Halliden, B., & Monks, K. (2005). Employee-centred management in a call centre.*Personnel Review*, 34(3), 370–385.
- Hang-Yue, N., Foley, S., & Loi, R. (2005). Work role stressors and turnover intentions: a study of professional clergy in Hong Kong. *International Journal of Human Resource Management*, 16(11), 2133-2146.
- Hannif, Z., Lamm, F., & Vo, A. (2010). Unsafe/unhealthy work? OH&S outcomes in Australian call centres. *International Employment Relations Review*, 16(2), 37-59.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement , and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87, 268–279.

- Hauptfleisch, S., & Uys, J.S. (2006). The experience of work in a call centre environment. *South African Journal of Industrial Relations*, 32(2), 23-30.
- Hellriegel, D., & Slocum, J. (2009). *Organizational behavior*. Business and Economics: Texas.
- Hobfoll, S., & Freedy, J. (1993). *Conservation of resources: a general stress theory applied to burnout*. Taylor & Francis: London.
- Holdsworth, L. & Cartwright, S. (2002). Empowerment, stress and satisfaction: an exploratory study of a Call centre. *Leadership and Organisation Development Journal*, 24(3), 131-140.
- Holman, D. (2003). Phoning in sick? An overview of employee stress in call centres. *Leadership and Organizational Development*, 24(3), 123-130.
- Hoyle, R.H. (1999). *Statistical strategies for small sample research*. Sage Publications: London.
- Hussey, D.M., & Eagan, P.D. (2007). Using structural equation modeling to test environmental performance in small and medium sized manufacturers: can SEM help SMEs? *Journal of Cleaner Production*. 15, 303-312.
- Ilyas, S. (2013). Combined effects of person job fit and organization commitment on attitudinal outcomes such as job satisfaction and intention to quit. *WEI International Academic Conference Proceedings*.
- Jackson, P.R. & Martin, R. (1996). Impact of just-in-time on job content, employee attitudes, and well-being: A longitudinal analysis. *Ergonomics*, 39, 1-16

- Jackson, L., Rothman, S., & Van de Vijver. (2006). A model of work related wellbeing for educators in South Africa. *Stress and health*, 22(4), 263-274.
- Jain, S., & Singh, A. K (2010). *Job burnout*. Lambert Academic Publishing.
- Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work [Electronic version]. *Academy of Management Journal*, 33, 692-724.
- Kalleberg, A. L. (2000). Nonstandard employment relations: part-time, temporary and contract work. *Annual Rev. Social*, 26, 341-365.
- Karasek, R.A. (1979). Job demands, job decision latitude and mental strain: implications for job redesign. *Admin Science Quarterly*, 24(2), 285-308.
- Kerlinger, F.B., & Lee, H.B. (2000). *Foundations of behavioral research*. Harcourt College publishers.
- Kgomo, F.L., & Swarts.I. (2010). Staff retention factors affecting the contact centre industry. *Journal of Contemporary Management*, 7, 231-252.
- Kim, H., & Stoner, M. (2008). Burnout and turnover intention among social workers: effect of role stress, job autonomy and social support. *Administration in Social Work*, 32(8), 5-28.
- Kleemann, F., & Matuschek, I. (2002). Between job and satisfaction: Motivations and career orientations of German "high quality" call center employees. *Electronic Journal of Sociology*, 6, 2, *Electronic Journal of Sociology*, 6(2).
- Kline, R.B. (2011). *Principles and practices of structural equation modeling*. New York: Guilford Press.

- Lambert, E. (2006). I want to leave: a test of a model of turnover intention among correctional staff. *Applied Psychology in Criminal Justice*, 2(1), 57-83.
- Lee, T., & Mowday, R. (1987). Validating leaving an organization: an empirical investigation of steers and mowdays model of turnover. *Academy of Management Journal*, 30(4), 721-743.
- Lee, K., & Shin, K. (2005). Job burnout, engagement and turnover intentions of dieticians and contract foodservice management company. *Journal Nutrition*, 7(2).100-106.
- Lingard, H., & Francis, V. (2009). *Managing work-life balance in construction*. New York: Taylor & Francis.
- Llorens, S., Bakker, A.B., Schaufeli, W.B., & Salanova, M. (2006). Testing the robustness of the Job Demands-Resources model. *International Journal of Stress Management*, 13, 378-391.
- Loi, R., Hang-Yue, N., & Foley, S. (2006). Linking employee justice perceptions to organizational commitment and intention to leave: the mediating role of perceived organizational support. *Journal of Occupational and Organisational Psychology*, 79, 101-120.
- Maertz, C.P., & Campion, M.A. (2004). Profiles in quitting: investigating process and content to theory. *Academy of Management Journal*, 47 (4), 566-582.
- Magoqwana, B. (2011). Call centres as a vehicle to improve customer satisfaction.
- March, J., & Simon, H.A. (1958). *Organizations*. New York: John Wiley & Sons.

- Martin, A., & Roodt, G. (2007). Perceptions of organizational commitment, job satisfaction and turnover intentions in a post merger tertiary institution. *South African Journal of Industrial Psychology*, 34(1), 23-31.
- Martinez, I., & Schaufeli, W. (2008) Extension of the JD-R model in predicting burnout and engagement among teachers overtime. *Psicothema*, 20(3), 354-360.
- Martinussen, M., Richardson, A.M., & Burke, R.J. (2007). Job demands, job resources and burnout among police officers. *Journal of Criminal Justice*, 35, 239-249.
- Maslach, C., & Jackson, S.E. (1981). The measurement of experienced burnout. *Journal of Organizational Behavior*, 2(2), 99-113.
- Maslach, C., & Leiter, M. P. (1997). *The truth about burnout: How organizations cause personal stress and what to do about it*. San Francisco, CA: Jossey-Bass.
- Maslach, C., Schaufeli, W.B., & Leiter, M.P. (2001). Job burnout. *Annual Review of Psychology*, 52, p. 397-4
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates and consequences of organizational commitment. *Psychological Bulletin*, 108, 171-194.
- Mauno, S., Kinnunen, U., & Ruokolainen, M. (2006). Job demands and resources as antecedents of work engagement: a longitudinal study. *Journal of Vocational Behaviour*, 70, 149-171.
- McGuire, D., & McLaren, L. (2009). The impact on the physical environment on employee commitment: the mediating role of employee wellbeing. *Team Performance Management*, 15(1), 35-48.

- McWilliams, J. (2011). Unfolding the way valued knowledge workers decide to quit. *IJES*, 19(1), 70-100.
- Mobley, W.H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237-240.
- Morgeson, F. P., & Humphrey, S. E. (2006). The work design questionnaire (WQD): Developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*, 1321-1339.
- Muchchinsky, P.M., & Marrow, P. (1980). A multidisciplinary model of voluntary employee turnover. *Journal of Vocational Behaviour*, 17, 263-290.
- Mustosmaki, A., Anttila, T.A., & Oinas, T. (2013). Engaged or not? A comparative study on factors inducing engagement. *Nordic Journal of working life studies*, 3(1), 49-67.
- Nielsen, M., Mearns, K., Mattheissen, S., & Eid, J. (2011). Using the JD-R model to investigate risk perception, safety climate and job satisfaction in safety controlled organisations. *Personnel and Social Psychology*, 26(3), 213-229.
- Norman, K. (2005). *Call centre work: characteristics, physical and psychosocial exposure and health related outcomes*. National Institute for Working Life.
- Oehley, A.M. (2007). The Development and Evaluation of a Partial Talent Management and Competency Model.

- Oliver, J. L. (2007). *Individual factors that contribute to the turnover of fundraisers employed at institutions of higher education*. ProQuest Information & Learning Company.
- Oman, P., & Pfleeger, S. L. (1997). *Applying software metrics*. Los Vaqueros Circle: IEEE Computer Society Press.
- Oxford dictionary. (2012).
- Paulet, R. (2004). Putting call centres in their place. *Labour and Industry*, 14(3), 77-90.
- Phillips, J.J., & Connell, A.O. (2003). *Managing employee retention: a strategic accountability approach*. United Kingdom: Franklin Covey.
- Piercy, N., & Rich, N. (2009). Lean transformation in the pure service environment: the case of the call service centre. *International journal of Operations and Production management*, 29(1), 54-76.
- Prieto, L.L., Soria, M.S., Martinez, I.M., & Shaufeli, W. (2008). Extension of the job demands-resources model in the prediction of burnout and engagement among teachers overtime. *Psicothema*, 20(3), 354-360.
- Preito, L., Soria, M. & Magoqwana, B. (2011). Call centres as a vehicle to improve customer satisfaction.
- Radzi, S.M., Ramley, S.Z.A., Salehuddin., M., Othamn, Z., & Jalis, M.H. (2009). An empirical assessment of hotel departmental managers turnover intentions: the impact of organizational justice. *International Journal of Business Management*, 4(8).
- Roodt, G. (2008). Perception of organizational commitment, job satisfaction and turnover intention in a post-merger tertiary institution. *South African Journal of Industrial Psychology*, 34(1), 23-31.

- Rothman, S., Mostert, K., & Strydom, M. (2006). A psychometric evaluation of the Job Demands-Resources Scale in South Africa. *SA Journal of Industrial Psychology*, 32 (4), 76-86.
- Rothmann, S., & Rothmann, S. (2010). Factors associated with engagement in South Africa. *South African Journal of Industrial Relations*, 36(2), 1-12.
- Roux, S. (2010). *The relationship between authentic leadership, optimism, self-efficacy and work engagement: an exploratory study*. Unpublished Master's thesis, Stellenbosch University.
- Russell, B. (2004). Are all call centres the same. *Labour and Industry*, 14(3), 91-110.
- Saks, A. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21 (7), 600-619.
- Salkind, N. (2009). *Exploring research*. Pearson Prentice Hall: New Jersey.
- Sand, G., & Miyazaki, A. (2000). The impact of social support on salesperson burnout and burnout components. *Psychology and Marketing*, 17(1), 13-26.
- Schaufeli, W.B., & Enzmann, D. (1998). *The burnout companion to study and practice: A critical analysis*. London: Taylor & Francis.
- Schaufeli, W.B., Martinez, I.M., Pinto, A.M., Salanova, M., & Bakker, A.B. (2002). Burnout and engagement in university students: a cross national study. *Journal of Cross- Cultural Psychology*, 33(5), 464-481.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25, 293-315.



- Schaufeli, W. B., Taris, T. W., & Van Rhenen, W. (2008). Workaholism, burnout, and work engagement: Three of a kind or three different kinds of employee well-being? *Applied Psychology*, 57 (2), 173-203.
- Schaufeli, W. B. (2011). *Work engagement: What do we know?* Paper presented at the International Organizational Health Psychology Workshop, Timisoara, Romania.
- Schreurs, B., De Cuyper, N., van Emmerick, H., Notelaers, G., & de Witte, H. (2011). Job demands and resources and their associations with early retirement intentions through recovery need and work enjoyment. *South African Journal of Industrial Psychology*, 37(2).
- Seppala, p., Mauno, S., Feldt, T., Hakanen, J., Kinnunen, U., Tolvanen, A., & Schaufeli, W. (2009). The construct validity of the Utrecht work engagement scale: multisample and longitudinal evidence. *Journal of happiness*, 10, 459-481.
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review. *Human Resource Management Review*, 9(89), 89-110.
- Siong, Z., Mellor, D., Moore, K., & Firth, L. (2006). Predicting intention to quit in the call centre industry: does the retail model fit. *Journal of Managerial Psychology*, 21(3), 231-243.
- Sobel, M.E. (1982). Asymptotic confidence intervals for indirect effects in structuralequation models. *Sociological Methodology*, 13, 290-312.
- Sonnetag, S., Binnewies E.J., & Mojza, C. (2010). Staying well and engaged when demands are high: the role of psychological detachment. *Journal of Applied Psychology*, 95(5), 965-976.

- Sprigg, J., & Jackson, P. (2006). Call centres as lean service environments: job related strain and the mediating role of job design. *Journal of Occupational Health Psychology*, 11(2), 197-212.
- Straker, L., Abbott, R.A., Heiden, M., Mathiassen, S.E., & Toomingas, A. (2013). Sit-stand desks in call centres: Associations of use and ergonomics awareness with sedentary behavior. *Applied Ergonomics*, 44, 517–522.
- Storm, K., & Rothmann, S. (2003). A psychometric analysis of the Utrecht Work Engagement Scale in the South African Police Service. *South African Journal of Industrial Psychology*, 29, 62-70.
- Taylor, S. (2002). *The employee retention handbook*. CIPD: London.
- Theron, C.C. (2012). *Intermediate Statistics and Computer Usage*. Unpublished class notes (Industrial Psychology 815), University of Stellenbosch.
- Tims, M., Bakker, A.B., & Derks, D. (2013). The impact of job crafting on job crafting on job demands, job resources and wellbeing, 18(2), 230-240.
- Ullman, J.B., & Bentler, P.M. (2013). Structural equation modeling. Handbook of Psychology, John Wiley & Sons, New York.
- Valverde, M., Ryan, G., & Gorjup, M.T. (2007) An examination of the quality of jobs in the call center industry. *International Advances in Economic Research*, 13 (2), 146-156
- Van Breukelen, W., van der Vlist, R., & Steensma, H. (2004). Voluntary employee turnover: combining variables from the traditional to literature with the theory of planned behaviour. *Journal of Organizational Behaviour*, 25, 893 -914.

- Van den Tooren, M., de Jonge, J., & Dormann, C. (2012). A matter of match? An experience on choosing specific job resources in different demanding work situations. *International Journal of Stress Management*, 19(4), 311-332.
- Visser, W. A. & Rothmann, S. (2009). Exploring antecedents of burnout in a call centre *South African Journal of Industrial Relations*, 34(2), 79-87.
- Wallace, C., Eagleson, G.K. & Waldersee, R. (2000). "The sacrificial HR strategy, in call centers", *International Journal of Service Industry Management* vol. 1, pp. 174-184.
- Wegge, J., & Van Dick, R. (2006). Emotional dissonance in call centre workers. *Organisational and Social Psychology*, 1-38.
- Wold, H. (1985) *Partial Least Squares*. In *Encyclopedia of Statistical Sciences*, vol. 6, 581-591. Wiley: New York.
- Xanthopoulou, D., Bakker, A.B., Schaufeli, W.B., Taris, T.W., & Schreurs, P.J. G. (2007). When do job demands particularly predict burnout? The mediating role of job resources. *Journal of Managerial Psychology*, 22(8), 766-786.
- Zapf, D., Isic, A., Bechtoldt, M., & Blau, P. (2003). What is typical for call centre jobs? *European Journal of Work and Organisational Psychology* 12, 311-340.
- Zeytinoglu, I.U., Denton, M. Davies, S., & Plenderleith, M.S. (2009). Casualised employment and turnover intentions: Home care workers in Ontario, Canada. *Health Policy*, 91, 258-268.

**APPENDIX A  
COVERING LETTER**

**‘The relationship between job demands, job resources, engagement, burnout and intention to quit’**

Dear participant,

Thank you for participating in this study. The questionnaire you will be completing is designed to explore the relationships between job demands, job resources, engagement, burnout and intention to quit.

The questionnaire consists of five sections which will take 30 minutes to complete.

1. Biographical information
2. The Utrecht Work Engagement Scale
3. The Maslach Burnout Questionnaire
4. The turnover Intentions Questionnaire
5. The Work Design Questionnaire

Before completing the questionnaire, please read the attached consent form and tick the consent box.

Thank you for your cooperation.

**B.COLE**

## APPENDIX B

### INFORMED CONSENT FORM



UNIVERSITEIT • STELLENBOSCH • UNIVERSITY  
jou kennisvennoot • your knowledge partner

#### CONSENT TO PARTICIPATE IN RESEARCH

**The relationship between engagement, burnout, intention to quit, job demands and job resources in a South African call centre.**

You are asked to participate in this research study conducted by Beatrix Cole, currently enrolled for a master's degree in human resources management in the Department of Industrial Psychology at the University of Stellenbosch. The results of this study will contribute to her thesis which will be submitted in fulfillment of the requirements for the attainment of a master's degree. You have been selected as a possible participant in this study in your capacity as a call centre agent in the South African call centre environment.

##### 1. Purpose of the study

The purpose of the study is to see whether a relationship exists between engagement, burnout, intention to quit, job demands and job resources.

##### 2. Procedures

If you volunteer to participate in this study, we would like you to answer the questions/statements in the questionnaire in all honesty. Please return the survey to designated place as mentioned in the relevant email as to ensure confidentiality.

### **3. Potential risks**

Participation in this study does not predispose anyone to any risk. The only inconvenience is the time that it takes to complete the questionnaire. As intention to quit is sensitive issue information will not be shared with management. Management and the company will only receive feedback on the aggregated findings of the research and not on any individual responses.

### **4. Payment for participation**

There is no payment for participation.

### **5. Confidentiality**

Any information that is obtained in connection with this study and that can be identified with you will remain confidential, will be used solely and only for purposes of knowledge generation. As a matter of confidentiality, the questionnaires will be secured in the Department of Industrial Psychology and data analysis will be computerized. Both the questionnaires and data will only be accessible to myself and my supervisor. The data will be saved on a password protected file and the questionnaires will be locked away.

### **6. Participation and withdrawal**

You can choose whether to be in this study or not. If you volunteer to participate in this study you may withdraw at any time without any consequences of any kind. You may also refuse to answer any questions you don't want to answer and still remain in the study.

### **7. Identification of investigators**

If you have any questions or concerns about the research, please feel free to contact:

Beatrix Cole: [beatrix.barbie.c@gmail.com](mailto:beatrix.barbie.c@gmail.com) or 0844037853; Mr. GG Cillie, Supervisor: [ggc@sun.ac.za](mailto:ggc@sun.ac.za) or 082 414 5712

## 8. Rights of research subjects

You may withdraw your consent at any time and discontinue participation without penalty. You are not waiving any legal claims, rights or remedies because of your participation in this study. If you have any questions regarding your rights as a research subject, contact the research coordinator at the University of Stellenbosch: Malene Fouche at [mfouche@sun.ac.za](mailto:mfouche@sun.ac.za)

Please tick the block below if you have read and understood the information above and agree to take part in the study under the above stated conditions.

I agree to participate  
participate

☐

I do not agree to

☐

## APPENDIX C QUESTIONNAIRE

### SECTION A: BIOGRAPHICAL INFORMATION

Please tick (✓) the most appropriate cell.

1. Age group is:

18-30	31-45	46 and older
-------	-------	--------------

2. Gender is:

Male	Female
------	--------

3. Highest qualification is:

Less than matric	Matric	Diploma	Degree
------------------	--------	---------	--------

4. My length of employment at my current workplace is:

Less than 1 year	1-3years	3-6years	More than 6years
------------------	----------	----------	------------------

### SECTION B: ENGAGEMENT

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you felt it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

Never	Almost never	Rarely	Sometimes	Often	Very Often	Always
<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
Never	A few times	Once a month	A few times	Once a week	A few times	Every
a year	or less	a month	a week	a weekday		



**Please tick (✓) the most appropriate cell.**

5. At my work, I feel bursting with energy. (VI 1)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

6. I find the work that I do full of meaning and purpose. (DE 1)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

7. Time flies when I am working. (AB 1)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

8. At my job, I feel strong and vigorous. (VI 2)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

9. I am enthusiastic about my job. (DE 2)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

10. When I am working I forget about everything else around me. (AB 2)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

11. My job inspires me. (DE 3)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

12. When I get up in the morning, I feel like going to work. (VI 3)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

13. I feel happy when I am working intensely (AB 3)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

14. I am proud of the work that I do. (DE 4)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

15. I am immersed in the work that I do. (AB 4)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

16. I can continue working for very long periods at a time. (VI 4)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

17. To me my job is challenging. (DE 5)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

18. I get carried away when I am working. (AB 5)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

19. At my job I am resilient, mentally. (VI 5)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

20. It is difficult to detach myself from my job. (AB 6)

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

21. At my work, I always persevere even when things do not go well. (VI 6).

<b>Never</b>	0	1	2	3	4	5	6	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

## SECTION C: BURNOUT

The purpose of this survey is to discover how various persons in the human services or helping professions view their jobs and the people with whom they work closely. Because persons in a wide variety of occupations will answer this survey, it uses the term recipients to refer to the people for whom you provide your service, care, treatment, or instruction. When answering this survey please think of these people as recipients of the service you provide, even though you may use another term in your work.

On the following page there are 22 statements of job-related feelings. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, write a “0” (zero) before the statement. If you have had this feeling, indicate how often you feel it by writing the number (from 1 to 6) that best describes how frequently you feel that way.

22. I feel emotionally drained from my work.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

23. I feel used up at the end of the work day.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

24. I feel fatigued when I get up in the morning and have to face another day on the job.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

25. I can easily understand how my recipients feel about things.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

26. I feel that I treat some recipients as if they are impersonal objects.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

27. Working with people all day is really a strain for me.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

28. I deal very effectively with the problems of my recipients.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

29. I feel burned out from my work.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

30. I feel that I am positively influencing other people's lives through my work.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

31. I have become more callous towards people since I took this job.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

32. I worry that this job is hardening me emotionally.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

33. I feel very energetic.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

34. I feel frustrated by my job.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

35. I feel that I am working too hard on at my job.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

36. I do not really care what happens to some recipients.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

37. Working with people directly puts too much stress on me.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

38. I can easily create a relaxed atmosphere with my recipients.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

39. I have accomplished many worthwhile things at this job.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

40. I feel like I am at the end of my rope.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

41. In my work, I deal with emotional problems very calmly.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

42. I feel that recipients blame me for some of their problems.

<b>Never</b>	0	1	2	3	4	5	6	<b>Everyday</b>
--------------	---	---	---	---	---	---	---	-----------------

#### SECTION D: INTENTION TO QUIT

The following questionnaire measures your intentions to quit.

Please tick ☒ the most appropriate cell.

43. I consider leaving my current job.

<b>Never</b>	1	2	3	4	5	6	7	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

44. I scan newspapers and other forms of social media for job opportunities.

<b>Never</b>	1	2	3	4	5	6	7	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

45. My current job satisfies my personal needs.

<b>To no extent</b>	1	2	3	4	5	6	7	<b>To a large extent</b>
---------------------	---	---	---	---	---	---	---	--------------------------

46. Opportunities to achieve goals at my workplace are jeopardized.

<b>Never</b>	1	2	3	4	5	6	7	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

47. My most important needs at work are compromised.

<b>Never</b>	1	2	3	4	5	6	7	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

48. I day dream about a different job that will suit my personal needs.

<b>Never</b>	1	2	3	4	5	6	7	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

49. The probability that I will leave my current job, if I get another suitable offer is.

<b>Low</b>	1	2	3	4	5	6	7	<b>High</b>
------------	---	---	---	---	---	---	---	-------------

50. I look forward to another day at work.

<b>Never</b>	1	2	3	4	5	6	7	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

51. I think about opening my own business.

<b>Never</b>	1	2	3	4	5	6	7	<b>Most of the time</b>
--------------	---	---	---	---	---	---	---	-------------------------

52. Family responsibilities prevent me from leaving my current employer.

<b>Never</b>	1	2	3	4	5	6	7	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

53. My interests in social benefit schemes (pension, provident fund and medical aid) prevents me from leaving my current employer.

<b>Never</b>	1	2	3	4	5	6	7	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

54. I am emotionally agitated when arriving home from work.

<b>Never</b>	1	2	3	4	5	6	7	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

55. My current job affects my personal wellbeing.

<b>Never</b>	1	2	3	4	5	6	7	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

56. The trouble of relocating prevents me from leaving my current employer.

<b>Never</b>	1	2	3	4	5	6	7	<b>Always</b>
--------------	---	---	---	---	---	---	---	---------------

## SECTION E: WORK DESIGN

This questionnaire will measure certain job demands and job resources.

Please tick ☒ the most appropriate cell.

Job demands (task variety and equipment use)

Task variety

57. The job involves a great deal of task variety.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

58. The job involves doing a number of different things.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

59. The job requires performance of a wide range of tasks.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

60. The job involves performing a variety of tasks.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

Equipment use

61. The job involves the use of a variety of different equipment.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

62. The job involves the use of complex equipment or technology.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

63. A lot of time/training was required to learn the equipment used on the job.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

Job resources

Autonomy

Work scheduling autonomy

64. The job allows me to make my own decisions about how to schedule my work.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

65. The job allows me to decide on the order in which things are done on the job.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

66. The job allows me to plan how I do my work.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

Decision-making autonomy

67. The job gives me a chance to use my personal initiative or judgment in carrying out my tasks.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

68. The job provides me with significant autonomy in making decisions.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

69. The job allows me to make a lot of decisions on my own.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------



### Work methods autonomy

70. The job allows me to make decisions about what methods I use to complete my work.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

71. The job allows me to make a lot of decisions on my own.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

72. The job allows me to decide on my own how I go about doing my work.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

### Social support

73. I have the opportunity to develop close friends in my job.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

74. I have the chance in my job to get to know other people.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

75. I have the opportunity to meet with others in my work.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

76. My supervisor is concerned about the welfare of the people who work for him/her.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

77. People I work with take a personal interest in me.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

78. The people I work with are friendly.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

Feedback

Feedback from the job

79. The work itself provides information about the efforts of my job (eg. Quality/quantity)

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

80. The job itself provides feedback on my performance.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

81. The job provides me with information about my performance.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

Feedback from others

82. I receive a great deal of information from my manager and coworkers on my job.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

83. Other people within the organization provide me with information about my job performance.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------

84. I receive feedback on my job performance from coworkers and my manager.

<b>Strongly disagree</b>	0	1	2	3	4	<b>Strongly agree</b>
--------------------------	---	---	---	---	---	-----------------------