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The 9th International Conference on Marketing and Retailing**FACTORS INFLUENCING JOB DISSATISFACTION AND
TURNOVER INTENTION AMONG CONTACT CENTRE AGENTS**

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Abstract

Call centres have a tremendous impact on the operation of various sorts of businesses, especially on call centre agents' capabilities in managing customer demand which can either detract from or increase client pleasure. Unfortunately, the demands of the call centre agent's job have made worker turnover the norm in the sector. Employee turnover is frequently associated with negative consequences and operational burdens for organizations, due mainly to the costs and processes required to facilitate or resolve the discrepancies that it can cause. This study aims to identify the factors that influence job dissatisfaction among Contact Centre agents that can lead to turnover intentions. Hence, this study explored the three factors of employee turnover intentions as supervision, salary, and work conditions among Contact Centre agents in Malaysia. 155 useable questionnaires managed to be collected from the call centre agent in the Klang Valley using convenience sampling. The data were analyzed using Statistical Package Social Science (SPSS) version 26 and the result revealed there is a relationship between working conditions and turnover intention. This study will provide benefits to the organization by highlighting the main issues and proposing precautionary action to minimize the turnover intention among the contact centre agents.

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Keywords: Contact centre, job dissatisfaction, supervision, salary, turnover intention, work conditions



1. Introduction

In today's competitive market, human resources have been an important factor for employers to concentrate on. Any organization must fight to maintain the talent of its workers to succeed in the modern age to avoid high employee turnover. According to Ilmi et al. (2019) the employee turnover rate keeps increasing, thus needing huge attention to sustain the best employees and talents in the organization. This is because high employee turnover can decrease the organization's performance and affect employee behavior (Lin & Huang, 2021). Furthermore, as Poku and Naab (2021), mentioned, a continuously high number of turnovers is an unhealthy environment internal and external of the organization. Internally, turnover affects the organization's costs to appoint new employees in terms of training, employee morale, employee dissatisfaction, and caused weak performance. Externally, it caused a bad image of the organization's overall reputation and performance. An interview conducted by Sarah et al. (2019), revealed the increasing turnover rate with an average of 20% in 2018 among Contact Centre agents in Malaysia. Among the highlighted reasons are the high level of work stress and being overly monitored by the supervisors. Therefore, this study is conducted to address the factors influencing job dissatisfaction and turnover intention among contact centre agents.

1.1. Call Centre Agent

Contact Centre Agents are company representatives who must interact with customers over the phone or through computer-based technology in their workplace (Zapf et al., 2010). The Contact Centre is active and engaged in upselling and telemarketing (Lewin & Sager, 2007). The work that calls centre agents do often involves dealing with large volumes of data and carrying out routine, repetitive activities (Chaudhary et al., 2023). According to Zapf et al. (2010) and Hülshager and Schewe's (2011), the Contact Centre can be considered as advanced in job division, task simplification, and pressure in the organisations. Also, in a complicated activity, the customer will keep contacting and requesting information and help to release their frustration. These calls put the agents or operators in a position where they have to deal with stressful events and negative feelings (Molino et al., 2016). In a call centre, workers who are having trouble with technical problems put in a lot of psychological effort without receiving proper guidance and instruction (Schalk & van Rijkevorsel, 2007). Hence, the contact centre engages in consumer interactions and requires competent communication skills and an ability to perform repetitive duties (Bakker et al., 2003). Consequently, employees' performance becomes limited and restricted by their level of work autonomy, resulting in increased pressure in their everyday jobs (Molino et al., 2016).

2. Literature Review

2.1. Turnover Intention

Organizations are becoming more concerned about employee turnover, so it is not surprising that many scholars have focused on it (Hom et al., 2017). Job turnover is referring to the employees' movements such as quitting, migration, or changes in the organization (Adnot et al., 2017). Turnover can

happen due to interpersonal relationships, such as individual stress (Chen et al., 2011). Lacity et al. (2008, p. 228) defined turnover intention as ‘... the extent to which an employee plans to leave the organisation’. Turnover intention is defined by the individual behaviour and attitude of those who wish to leave an organization (Awang et al., 2013). In the literature describing the likelihood that an employee will leave their job shortly, the terms turnover intention, turnover intent, intention to leave, and intention to quit are used interchangeably (Ngo-Henha, 2018). Consequently, turnover will affect the organization’s profit and stakeholder return (Ahmed & Kolachi, 2013). Voluntary and involuntary turnover are the two types of turnover. Voluntary turnover is an integral part of running a business. Furthermore, Harrison and Gordon (2014) defined turnover as having a direct impact on a company's viability. According to Hausknecht and Trevor (2011) involuntary turnover occurs when employers fire or lay off employees. Employees who feel that their jobs do not satisfy their needs and desires are more likely to consider quitting (Shkoler & Tziner, 2020). Thus, this shows the importance of managers worrying about turnover. Not all turnover has been deemed an issue. Some workers are not culturally fit and do not have experience of performing the task or work. Moreover, Ahmed and Kolachi (2013), suggested that turnover helps new workers to join the organization by offering fresh ideas. Consequently, Turnover will affect the organization’s profit and stakeholder return (Ahmed & Kolachi, 2013). The previous researcher conducted by Cohen et al. (2016), concluded the correlation between turnover intention and turnover that shows significant in workload satisfaction, and pay satisfaction. The corporate environment is constantly changing and there is more competitive pressure on a global scale. Leaders must consider why employees intend to leave as well as why employees eventually leave (Salman et al., 2016). There may be numerous causes for workers to accept and behave upon leaving the organization. Personal reasons such as work-life balance, or health status may cause employees to choose to quit the organization. According to Fashola et al. (2016), perception and life status play a crucial role in turnover. Employees choose to quit because of perceived organisational issues, such as compensation, welfare, handling of employees, internal dynamics, work duties, or leadership (Fashola et al., 2016).

2.2. Job Dissatisfaction

Yenen (2019) defines job dissatisfaction as the negative emotional or unhappy feeling about performance and the experience with the job or rules. Additionally, a previous study by Dawis and Lofquist (1984) has similar views to Shukla and Srivastava (2016), defining job dissatisfaction as the result of unfavourableness’ conditions based on employees’ appraisal and experience that did not meet the employee's needs and expectations. Therefore, to minimize job dissatisfaction, and sustain employees in the organization, employers need to provide comfortable working conditions and accessible resources to minimize employee burdens (Li et al., 2021). A few researchers came to a different conclusion that this relationship has a positive effect on job dissatisfaction and lowers the rate of employee turnover. Employees who experience job dissatisfaction are more likely to consider leaving their jobs (Chen et al., 2011). According to Chen et al. (2011), whoever counters negative issues in their lives, will affect their job satisfaction and influence their decision to leave and vice versa. An employee's turnover rate measures job dissatisfaction. Low employee engagement will increase job dissatisfaction and turnover (Bae & Fabry, 2014). This study looks at three aspects of job dissatisfaction as below.

2.2.1. Supervision

The supervisor or leader offered “support to the trainee in the form of encouragement to use newly learned skills, assistance in identifying situations where the skills can be used, guidance in the proper application of the trained skills, provision of feedback, positively reinforcing new applications and improvements (Elangovan & Karakowsky, 1999, p. 272) Leaders should also commit to unbiased treatment that helps to reduce the turnover rate (Egener et al., 2017). The quality of a leader is related to competence and fairness or incompetence and unfairness of the supervision by the supervisor in the organization. Leadership quality includes the willingness of the supervisor to give equal treatment or guidance and be responsible to teach related to job knowledge. Good leadership and accessibility to supervision are important in the organization help to reduce turnover intention and increase job satisfaction among employees (Pek-Greer et al., 2016). The level of job satisfaction will be reduced if conducted by poor leadership. According to Saiyadain (1996), turnover results in job satisfaction factors, and the leadership style directly impacts job satisfaction. The organization believes that the supervisor is crucial to workplace performance and management behavior. Koh and Neo (2000) argue the key element in performance systems is effective supervision and job security. Job satisfaction showed a positive relationship with the personal supervisor. Based on previous research by Malik et al. (2010) highlight the important role of a senior position in promoting trust and productivity. Previous study conducted at Indonesia Public Sector, supervision has a positive impact on job turnover based on a study done by (Asriani & Riyanto, 2020). This is further corroborated by Alkhateri et al. (2018), who investigated the correlation between supervisor support and turnover intention among instructors in the educational sector in Ras-Al-Khaimah. Their findings indicate a strong association. Therefore, the author assumes the hypothesis as below:

Hypothesis 1: There is a positive relationship between supervision and Turnover Intention among Contact Centre Agents

2.2.2. Salary/Wages

A salary is a type of payment made by an employer to an employee, whether or not it is specified in the employment contract (Asaari et al., 2019). The forms of compensation in the organization such as the increase in salary or wage either is fulfilled or unfulfilled based on expected salaries. It includes compensation, rewards, and bonuses in the workplace. Employees move to different organizations to obtain salary increments. A salary or bonus is a work reward for the employees (Dessler, 2005). The practices implemented by Human Resource Department such as compensation, privilege, training, and rewards help to reduce employees' intention to leave the organization and increase their job satisfaction (Williams & Owusu-Acheampong, 2016). The previous study by Khunou and Davhana-Maselesele (2016) shows an increase in salary helps to motivate employees to stay in the public sector. Compensation gives a direct effect on job satisfaction for either private and public sector employees (Getahun et al., 2008). Employee turnover is due to the low level of salary (Kumar, 2011). Getting certain incentives may increase job quality and employee performance (Dilham et al., 2020). Therefore, salary shows a direct

relationship with turnover intention (Hassan, 2014). The finding given by Chepchumba and Kimutai (2017) highlights there is a negative relationship between payment and employee turnover in Eldoret, Kenya. This statement is supported by Akther (2016) agreed that salary negatively correlates with turnover intention. There is a negative relationship between compensation and turnover intention in the Indonesia Public Sector (Asriani & Riyanto, 2020). Therefore, based on the authors assume the hypothesis as below:

Hypothesis 2: There is a negative relationship between salary and turnover intention among Contact Centre Agents

2.2.3. Working Conditions

The work environment is one of the factors that influence an employee's intention to leave the organization (Hayward et al., 2016). The job nature depends on job working conditions and environment (Al-Hamdan et al., 2017). Organizational culture influences employee engagement directly and it is important for the organization's success (Bhagwandeem, 2021). The definition of a work environment is "a work condition that provides a comfortable atmosphere and working situation for employees to achieve the goals desired by the company" (Anggraini, 2024). The factors of working conditions involve the physical environment surroundings of the workplace and facilities whether they are comfortable or poor conditions. Good working conditions may increase job satisfaction (Shukla & Srivastava, 2016). The organization's corporate culture helps employee retention and minimizes turnover by caring about employee behavior (Egener et al., 2017). The success of the organization helps to minimize injury and improve the workplace (Bhagwandeem, 2021). The safety factor is important to the employees, and they will consider staying in the organization by evaluating the working conditions (Egener et al., 2017). Safe working conditions help to increase productivity and minimize absenteeism (Jinnett et al., 2017). The change in work conditions helps to enhance job satisfaction, and minimize turnover (Chiu & Francesco, 2003). Working conditions include space, ventilation, temperature, safety, and tools at the workplace. A good environment helps to increase employee satisfaction, as compared to a poor environment in any organization. This finding agrees with Meirina et al. (2018), who found a positive relationship between the working conditions and turnover intention in four (4) Star Hotels in Padang, Indonesia. However, Asriani and Riyanto (2020), highlight the negative relationship between the working condition and turnover intention among public service agencies in Indonesia. Therefore, the authors proposed the hypothesis as below:

Hypothesis 3: There is a negative relationship between working conditions and turnover Intention among Contact Centre Agents

3. Research Methodology

This study's population consists of the Contact Centre agents who work in the selected Contact centres in Klang Valley such as Grab, SingTel, CiMB, Shoppe and TikTok. This research used three (3)

independent variables as predictors. Therefore, the sample size of this research is $(N > 50 + 8(3) = 50 + 24 = 74)$. According to Tabachnick and Fidell (2007), the sample size, N, should be equal to or greater than 50 whereby $(N > 50 + 8m)$, where m is the number of predictor variables. The researchers target more than 150 sample sizes to make sure it is sufficient for finding analysis. The online questionnaire was distributed to Contact Centre agents around Klang Valley. This study's questionnaire was adapted from previous studies by Sarah et al. (2019) and Delobelle et al. (2011). The authors make some changes to the job dissatisfaction and turnover intention for this study compared to the previous study on the job satisfaction and turnover intentions of primary healthcare nurses in rural South Africa. To measure the respondent's degree of dissatisfaction, use a five likert scale to get the result based on the question. Ethical approval for this study was obtained by the research Ethical Committee, Faculty of Business and Management, UiTM.

3.1. Data Analysis

In this study, Statistical Package for the Social Sciences Software (SPSS) version 24 was used to analyze the data. SPSS is a tool of statistical analysis and data management system that is used for descriptive statistics and regression analysis. Based on table 1, normality tests were conducted and the result show that the data was normally distributed because the Skewness and Kurtosis values were less than ± 2 for each variable (Kline, 2005). A reliability analysis was conducted and the result for Cronbach alpha value is 0.889 for supervision, 0.922 for salary and 0.863 for working environment and 0.899 for turnover intention. The Variance Inflation Factors (VIF) should be less than 10 to demonstrate that there was no collinearity. As a result of multicollinearity in this study shown in Table 1 demonstrates no collinearity because the Variance Inflation Factor (VIF) was less than 5 (Hair et al., 2014).

Table 1. Normality Results: Values for Skewness and Kurtosis for Each Variable

Variable	Skewness	Kurtosis	Cronbach Alpha	VIF
Supervisor	-.287	-.905	0.889	1.523
Salary	-.555	-.264	0.922	1.550
Working Environment	-.412	-.361	0.863	1.930
Turnover Intention	-.539	-.494	0.899	

4. Findings

4.1. Demographic Information

Based on Table 2, most respondents were Malay which consists of 71%. Meanwhile, 50.3% are female respondents. The total number of respondents among the female agents versus male agents is not significantly different. This is due to a higher proportion of female agents in each of the Contact Centres chosen. Aside from that, because of job requirements, the majority of respondents, 49% have a bachelor's degree, indicating they have a high education level. Furthermore, most respondents were in middle age (between 30-39 years old). The income level of the respondents ranges from RM2001 to RM4,500. In addition, most of the respondents were from the Contact Centre in the Banking industry and mostly the

agents involved in this study were senior agents with more experience conducting the customer over the phone within 5 to 10 years.

Table 2. Demographic Profile of the Respondents

Demographic	Category	Frequency	Percentage
Ethnicity	Malay	110	71.0
	Chinese	11	7.1
	Indian	27	17.4
	Others	7	4.5
Gender	Male	77	49.7
	Female	78	50.3
Age	20-29 years old	67	43.2
	30-39 years old	79	51.0
	40-49 years old	8	5.2
	above 51 years old	1	0.6
Education Level	SPM	10	6.5
	STPM	16	10.3
	Diploma	44	28.4
	Bachelor's degree	77	49.7
	Masters	7	4.5
Monthly Income (RM)	Others	1	0.6
	Less than RM2,000	13	8.4
	RM2001 to RM4,500	73	47.1
	RM4,501 to RM6,000	39	25.2
	RM6001 to RM8,000	22	14.2
	RM8001 to RM10,000	6	3.9
Type of industry	Above RM10,000	2	1.3
	Telecommunication	13	8.4
	Services	36	23.2
	Banking	85	54.8
Total years of experience in Contact Centre	Others	21	13.5
	Less than 5 years	53	34.2
	5 – 10 years	72	46.5
	11-15 years	25	16.1
	16 – 20 years	4	2.6
	More than 21 years	1	0.6

The findings of the regression analysis are shown in Table 3. The percentage variance in the dependent variable explained by the variation in the independent variables is shown by R square value. All the independent variables (supervision, salary, and work conditions) explained 14.8% of the variation in the dependent variable (turnover intention) based on the R² of 0.148. The independent variable in this study did not explain 85.2.% of the variance in the dependent variable. This indicates that other factors must be considered in this study and that they may be included to improve the regression equation. The findings of hypothesis 1 indicate there is a no relationship between supervision and turnover Intention among Contact Centre Agents ($\beta = 0.95$, p-value = 0.418). Therefore, H1 was rejected in this study. Secondly, hypothesis 2 shows a no relationship between salary and turnover intention among Contact

Centre Agents. ($\beta = -0.151$, $p\text{-value} = 0.198$). As result, Hypothesis 2 was not supported in this study. Thirdly, Research Question 3 discovered a negative relationship between good working conditions and decreasing turnover intentions among Contact Centre Agents. ($\beta = 10.325$, $p\text{-value} = 0.014$). As a result, Hypothesis 3 is supported.

Table 3. Regression Analysis

Variable	Standardized Coefficients Beta	t	Sig.
Supervision	0.95	0.831	.418
Salary	-0.151	-1.295	.198
Work Conditions	-0.325	-0325	.014
R Square	.148		.

5. Discussion and Conclusion

This study revealed the relationship between supervision, salary, and working conditions, and turnover intention among Contact Centre agents at a selected Contact Centre in Klang Valley. Most of the outcomes are insignificant relationships with turnover intention, particularly in the areas of supervision, and salary. It shows the majority of Contact Centre agent is satisfied and the factor of job dissatisfaction such as supervision, and salary, is not a reason for the employees to leave their job. Based on the findings, there was no relationship between supervision and turnover intention. The result is consistent with the previous study which indicates that the supervisor role has a significant impact on work satisfaction (Al-Suraihi et al., 2021). As a result, contact centre agents are satisfied with their supervisors, and they are more likely to remain with the company when they are satisfied. This study revealed that there is no relationship between salary and turnover intention. Employees are focused on finding job security or permanent position due to Covid-19, inflation and the financial crisis (Almeida & Santos, 2020). According to Herzberg's two-factor theory, job security is the major motivation for employees to stay in the organization (Bassett-Jones & Lloyd, 2005). Therefore, these findings were consistent with Maslow's hierarchy of needs theory, which makes sense to fulfil basic needs, and job security is essential to meeting those needs. As supported by Dhanpat et al. (2018) employees will stay with the organization due to job security, thus, salary is not a reason that causes turnover among Contact Centre Agents. In contrast, only work conditions have a negative relationship with turnover intention among Contact Centre agents. The finding is supported by the previous study conducted by Asriani and Riyanto (2020), among public service agencies in Indonesia that revealed that there is a negative relationship between the working condition and turnover intention. Therefore, Contact Centre companies play an essential role in ensuring the working environment is in line with stress levels. The company should provide a conducive work environment such as a discussion room, game room and etc. The current study was only focused on identifying the relationship between supervision, salary, and working conditions with turnover intention among agents at a selected Contact Centre in Klang Valley. Future studies can use another variable as a factor to know the relationship with turnover intention. Other variables that can be studied such as the work-life balance, employee attitudes, and emotional dissonance. From the researcher's perspective, work-life balance can affect the possibility of turnover to happen. The employees need time to balance

their work and life with their family and friends. Therefore, with conducive work environment may increase their satisfaction.

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