CHAPTER - 5

CONCLUSION AND RECOMMENDATION

0. INTRODUCTION

The present study was conducted to understand and find out the job satisfaction and attrition rate of call centers executives in BPO so that a need-based and effective system can be develop to reduce the gender discrepancy in BPO. After analyzing the responses received from 267 respondents, certain conclusions were arrived. In order to analysis and interpretation of data, various qualitative and quantitative based data have been employed to get the desired result.

On the basis of quantitative parameters which include different age group related to job satisfaction and attrition rate and their numerical strength. With regarding qualitative parameters which includes the respondents belong to different sexes, respondents belongs to different managerial hierarchy, indicate their different behavioral attitudes towards ‘job satisfaction and attrition rate’ in BPOs. In this study 61.4% of the respondents, belongs to Sr. Executives and rest of respondents belongs to assistant Executives. On the basis of empirical study, based on 267 respondents, which constitute 160 male and 107 female, given their varied response in their attitude. On the whole, the out of total respondents, majority of the respondents indicates that they have never been shown their personal favor.

In order to know the job satisfaction and attrition rate of call centers executive on various problematic area of different managerial hierarchy, we have taken inferences of the empirical studies. In this context amongst various occupational structures, the BPO sector has been taken in to consideration.

1. Findings

The researcher finds that the total no of respondents are 267 and the total no of statements of job satisfaction are 24. Out of 24 statements 12 statement are highly effect the job satisfaction of BPO executives’ behavior. Working conditions are highly effected (182**), shift rotations (.159**), benefits of salary (251**), and good efforts (174**) that is on 0.01. This shows that working conditions and benefits of salary are most important to the BPO offices. BPO culture are also effect the job satisfaction of call center executives. And some other factors are also effect on job satisfaction like promotion (.138*) that is significant
on 0.05 level. But some other factors are negative effected to the jobs satisfaction that is training and development (-.016), rules and procedures (-.076), felling about job (-.071), increment (-.033), unfairness of supervisor (-.06) and qualification, experience and social status of job (-.06). These factors are negative effect on jobs satisfaction other way the male and female view are different on these statement.

The researcher finds in correlation that total statements of attrition rate are 20 out of these statements only 7 statements are correlated with gender. In these mostly statements are negative correlated with attrition rate of executives in call centers. These statement are unhealthy working conditions (-.145*), working length (-0.127*) on 0.05 level, some statements are highly negative correlated i.e. appreciations for the job (-0.191**), future career (-0.208**), stress level (-0.207**) and neglecting the social needs (-0.227**) on 0.01 level. That shows the view of male and female are different each other. Only one statement are positively correlated that is getting better opportunities (0.134*) on the 0.05 level. On this statement male and female are homogeneous.

As we observe that the calculated value of chi square at 3 df. @ 5% level of significant, indicate 1.359. Meaning thereby, that calculated value of chi square is less than that of given value that is 7.82. Hence, the null hypothesis is not rejected. It is quite obvious that the ‘gender impact’ on job satisfaction indicate a clear-cut not inference, drawn from this study. As we observe that the calculated value of chi square at 3 df. @ 5% level of significant, indicate 3.455 meaning thereby, that calculated value of chi square is less than that of given value that is 7.82. Hence, the null hypothesis is not rejected.

The researcher finds that the calculated value of chi square at 2df. @ 5% level of significant, indicate 6.240. Meaning thereby, that calculated value of chi square is higher than that of given value that is 5.99. Hence, the null hypothesis is rejected. As we observe that the calculated value of chi square at 3 df. @ 5% level of significant, indicate 9.02. Meaning thereby, that calculated value of chi square is higher than that of given value that is 7.82. Hence, the null hypothesis is rejected. It is quite obvious that the ‘gender impact’ on job satisfaction indicate a clear-cut inference, drawn from this study, which indicates an ‘obvious difference’ of gender. In this context, determination of attitude is considerably influenced by male and female executive at different managerial hierarchy.

The researcher finds that the calculated value of chi square at 3 df. @ 5% level of significant, indicate 10.79. Meaning thereby, that calculated value of chi square is higher than
that of given value that is 7.82. Hence, the null hypothesis is rejected. In this context, determination of ‘built promotion avenues’ is considerably influenced by male and female executives behavior at different managerial hierarchy. As we observe that the calculated value of chi square at 3 df. @ 5% level of significant, indicate 15.44. Meaning thereby, that calculated value of chi square is higher than that of given value that is 7.82. Hence, the null hypothesis is rejected. Hence, it is quite obvious that the male take risk to share new ideas with there subordinate as comparison to female. It is clear from the observation, that male have marked 83 in ‘agree column’. whereas, women have marked 60 in ‘agree column’. It clears the gender impact on even sharing new idea with others.

The researcher finds that that the calculated value of chi square at 3 df. @ 5% level of significant, indicate 9.91. Meaning thereby, that calculated value of chi square is higher than that of given value that is 7.82. Hence, the null hypothesis is rejected. It is quite obvious that the ‘gender impact’ on executive behavior indicate a clear-cut inference, drawn from this table, which indicates an ‘obvious difference’ of gender. In this context determination of organizations goals influenced by male and female executive at different managerial hierarchy. The male and female executives are similar on the above statement. Meaning thereby, there is no considerable influence take place, in accordance with the ‘gender’. As we observe that the calculated value of chi square at 3 df. @ 5% level of significant, indicate 18.860. Meaning thereby, that calculated value of chi square is higher than that of given value that is 7.82. Hence, the null hypothesis is rejected.

As we observe that the calculated value of chi square at 3 df. @ 5% level of significant, indicate 12.368. Meaning thereby, that calculated value of chi square is higher than that of given value that is 7.82. Hence, the null hypothesis is rejected. It is quite obvious that the ‘gender impact’ on male and female executive’s behaviour indicate a clear-cut inference, drawn from this study, which indicates an ‘obvious difference’ of gender. In this context, determination of support from the management is considerably influenced by male and female executive at different managerial hierarchy. Hence, it is quite obvious that the female does not take any clear attitude. It is clear from the observation, that male have marked 4 in ‘strongly agree column’. whereas, women have marked ‘10’ in 'strongly agree column’. It indicates a clear-cut vision of ‘biases in showing proper support from management.
As we observe that the calculated value of chi square at 3 df. @ 5% level of significant, indicate 19.439. Meaning thereby, that calculated value of chi square is higher than that of given value that is 7.82. Hence, the null hypothesis is rejected. It is quite obvious that the ‘gender impact’ on attrition rate indicate a clear-cut inference, drawn from this study, which indicates an ‘obvious difference’ of gender. In this context, determination of attrition is considerably influenced by male and female executive at different managerial hierarchy. Hence, it is quite obvious that the male does not take any personal favors. It is clear from the observation, that male have marked 6 in ‘strongly agree column’. Whereas women have marked ‘11’ in ‘strongly agree column’. It indicates a clear-cut vision of ‘biases in showing their better opportunities towards the ‘job’ of personal favors. In case of male which indicate a ‘slight difference’ in their attitude in comparison of male in this regards. The expected and count figures indicate a considerable difference in appreciation for the efforts towards this ‘attrition rate’. In this context, we observe that the efforts always influences by gender. Meaning thereby, there is considerable influence take place, in accordance with the ‘gender’ exist in the organization. As we observe that the calculated value of chi square at 3 df. @ 5% level of significant, indicate 27.481. Meaning thereby, that calculated value of chi square is higher than that of given value that is 7.82. Hence, the null hypothesis is rejected. It is quite obvious that the ‘gender impact’ on attrition rate indicate a clear-cut inference, drawn from this study, which indicates an ‘obvious difference’ of gender.

In this context, we observe that the personal reason always influences by gender. Meaning thereby, there is considerable influence take place, in accordance with the ‘gender’ exist in the organization. As we observe that the calculated value of chi square at 4 df. @ 5% level of significant, indicate 33.230. Meaning thereby, that calculated value of chi square is higher than that of given value that is 9.49. Hence, the null hypothesis is rejected. It is quite obvious that the ‘gender impact’ on attrition rate indicate a clear-cut inference, drawn from this study, which indicates an ‘obvious difference’ of gender. The expected and count figures indicate a considerable difference in attitudes towards this ‘career’. In this context, we observe that the personal attitude always influences by gender. Meaning thereby, there is considerable influence take place, in accordance with the ‘gender’ exist in the organization. As we observe that the calculated value of chi square at 3 df. @ 5% level of significant, indicate 9.980. Meaning thereby, that calculated value of chi square is higher than that of given value that is 7.82. Hence, the null hypothesis is rejected. It is quite obvious that the ‘gender impact’ on attrition rate indicate a clear-cut inference, drawn from this study, which
indicates an ‘obvious difference’ of gender. In this context, determination of attrition rate is considerably influenced by male and female executive at different managerial hierarchy. Hence, it is quite obvious that the male does not take any personal favour. It is clear from the observation, that male have marked 2 in ‘strongly agree column’. Whereas women have marked ‘11’ in ‘strongly agree column’. It indicates a clear-cut vision of ‘biases in showing their attitude towards the ‘career’ of personal favour. In case of male which indicate a ‘slight difference’ in their attitude in comparison of female in this regards.

2. **CONCLUSION:**

The primary purpose of this study was to investigate Job Satisfaction and Attrition Rate in Male and Female Executives in Call Centers at Gurgaon.

The trend of call centers can be emerged as a great opportunity in the near future. Improving telecom and other infrastructure with large pool of skilled and educated workforce has provided a great opportunity for Indian. Call Centres are a relatively new phenomenon for research and most of the research in this field has focused on Call Centres efficiency, optimal staffing levels, and technology. A review of previous offshore Call Centres management paradigms reveals an emphasis on the foregoing factors, in addition to an interest in Call Centres supervisor-subordinate and peer-to-peer communication patterns and relationship models. The purpose of this study was the investigations of the Job Satisfaction and atteration rate in Call Centers executives at Gurgaon. Upon investigating the stated, with specific focus on an Indian Service Sector company’s Call Centres, the research found an immediate relationship between Job Satisfaction, attrition rate, Call Centres efficiency, optimal staffing levels, and technology, thereby confirming earlier studies on the topic. The results of the primary data were displayed in figures and tables in Chapter V and these served to confirm the literature review findings. That is, there are a set of key determinants for the successful operation of Call Centres and these determinants, if applied, can ensure that of Call Centers meet with the satisfaction of customers as well as Job Satisfaction in India.

The research conducted in this study illustrates the importance of job satisfaction especially in a Call Centres industry at Gurgaon (Haryana). Since a large number of young generations of Indian are engage in this industry, it is important to consider ways of improving their satisfaction. From the research one can conclude that it is important to keep job satisfaction high so as to improve performance of the company.
The research undertaker earlier shows that higher job satisfaction, leads to higher performance, lower absenteeism and lower turnover. But the research conducted in this study only support that higher job satisfaction increases performance of the employees. This then indicates that employees who are satisfied in their jobs are more likely to give high performance, which is imperative in call centers especially. Although the call centre industry has attracted much negative feedback both in the media and in research characterized by jobs of high demand and low control, in contrast, the present study revealed slightly different findings. Much of the past literature refers to foreign call centres and as India is relatively new in the call centre industry, it may be possible that a more ‘human-centered approach’ has been taken in setting up our local call centres. The main findings of the present study revealed that organizational climate was significant and was shown in a relatively positive light, because call centre agents were given more decision latitude, there was a perception of general social support within the organization, work roles were clearly defined and self-esteem was not significantly associated to the work environment. Thus, organisational climate was not seen to be excessively negative. One possible interpretation for the findings of the present study could be that call centres are in fact taking cognizance of past research, and attempting to improve their employee’s working environment. To conclude, the present study appears to shed a more positive light on call centres within India.

Since call centers are the major customer interface for many organizations, their management therefore merits significant investment. Working towards enlightening call centers on the importance of job satisfaction and which specific variables assist in creating the satisfaction, could result in a better working environment. By simply adding or maintaining employee satisfaction programs, organizations can maximize the output and reduce high levels of staff turnover and absenteeism.

3. **Job Satisfaction**

The results show that the overall level of job satisfaction amongst Call Centres Executives at the present company is quite low. This is inconsistent with past research as call centers are generally associated with low levels of satisfaction, which is due to the low skilled nature of their work. It is also surprising that the levels of job satisfaction are low because the turnover and absenteeism levels were reportedly quite high.
Even though the results show that there is an overall low level of job satisfaction of the agents of the call center. They are still not satisfied with some of the factors like fringe benefits, authority to make decision, job security, present work, clarity of job description, flexibility in employee related policies. Call Centres Executives are not satisfied with the nature of their work if an individual considers that they are required to work shifts (including evenings and weekends) and spend long hours in front of their computer screen. Added to that, they also deal with a high volume of customer complaints.

Employees generally appreciate a good team spirit, fringe benefits and friendly social relations among the agents and, when Call Centres Executives feel the company understands their worth and but the company dose not rewards their contributions. The company which understand the need of the employees can eventually corporate goal of the company. Hence in order to compete successfully the main goal of any organization should be employee satisfaction.

4. **Level of Performance**

The level of the performance in the present research was found to be at comfortable position. The results show that there was a consistently high level of performance of CCRs throughout January to September. Though there is level of performance has decreased in the month October to December, the overall level of satisfaction is satisfactory to the call centers.

The present study found a positive relationship between level of performance of the employees and job satisfaction. This is consistent with previous research. This study show that a relationship exists between these two variables. Based on this evidence, the hypothesis H1 is accepted i.e. when job satisfaction is high, performance will be high.

5. **Level of Employees’ Turnover**

The research did not support the relationship between employees turnover and job satisfaction. The overall turnover rate in the year 2007 of the different companies is 24%, which is quite high in comparison to 16% in the year 2006. This shows that there is no any correlation between turnover and job satisfaction.

High turnover rates are typically associated with call centers, so it is not surprising to find that the call centers used in the present study has a high turnover rate. The reason
associated with this is that majority of the employees are of intermediate and bachelor level. These people are in the business just for certain period of time. The data provided by the company’s shows majorities of the employees have left the company not because of not being satisfied rather for abroad studies. So we could not find any link between employee turnover and job satisfaction. This hypothesis $H_2$ is therefore rejected i.e. when job satisfaction is low, turnover will be high.

7. Level of Absenteeism

This result also did not support a relationship between absenteeism and job satisfaction. The overall levels of absenteeism and job satisfaction were both quite high. As companies have mentioned 5% absenteeism as a standard, the data provided by the companies shows that the level of absenteeism is slightly higher than the standard. The results therefore provide no evidence that a correlation exists between absenteeism and job satisfaction.

High rate of absenteeism is not a surprising factor in the call center industries. In context of Indian the main reason of being absent in not because of being monotonous or being not satisfied rather they take leave for their examination. The data provided by the companies shows that the employees generally take leave of a week to a month just for the purpose of their exam and nothing else. So we could not find any relation between job satisfaction and level of absenteeism in the call center of Indian. Thus hypothesis $H_3$ is rejected i.e. when job satisfaction is low, absenteeism will be high.

The results presented in this study were able to confirm only of the hypotheses $H_1$: when job satisfaction is high, performance will be high. It is important to note that this study did not look at individual levels of absenteeism, turnover and performance hence the study was only able to present overall levels of these variables.

8. RECOMMENDATIONS

Since the present research has shown that there is a relationship between performance and job satisfaction, an individual can understand the importance of job satisfaction in companies. Even the past researches have shown that high performing call centers have highly satisfied employees. If organizations focus on increasing the level of job satisfaction of their employees, they could potentially increase the levels of performance and customer
satisfaction within their company. In so doing, organizations will increase their overall productivity and performance.

A closer look at the factors leading to high job satisfaction could result in the present organization becoming a high performance Call Centres. The results in chapter four show that CCRs are satisfied with most factors of job satisfaction as measured. The factors with which these employees are not satisfied with are fringe benefits, authority to make decision, job security, present work, clarity of job description, flexibility in employee related policies. In order to increase the level of job satisfaction of CCRs, the present organization would need to look at these factors of job satisfaction that their staff was not satisfied with.

Recommendations for Future Research As the present research examined organizational climate with regard to several concepts, such as social support, decision latitude and psychological job demands, organizational climate conveys a broadly descriptive situation, whereas the other variables measured were concerned with individual feelings and evaluations. Additionally, not all aspects of climate were significantly associated with job satisfaction. It can be noted that “specific measurements of single aspects of an organization can encourage accurate reporting by research participants” (Patterson, Warr and West, 2004). Thus, it may be useful in the future to concentrate on one specific aspect of organizational climate, for example a descriptive and specific examination, testing the presence of a specific organizational practice such as management style with respect to the dependent variables.

Although organizational climate did not significantly influence call centre agent’s perceptions of self-esteem, it is still not clear what areas may impact their self-worth. Implications for future research may be to examine call centre agent’s locus of control in relation to their perceptions of self-esteem. Thus, further examination of the type of person who works in a call centre may expose the support for the findings that call centre agents find other sources for their feeling of self-worth rather than from their job.

The companies should try to incorporating Schedule regular training sessions to bring new employees up to speed and steadily increase older employees' knowledge. The companies should focus on finding employees who value the work. The companies should tell their agents what is expected from them and what they will get for meeting and exceeding those expectations. Companies can also make sense of their performance and their achievements by comparing them to industry benchmarks and those of their competitors. The
companies can also consult sources outside the organization for clues to the gaps in their strategy.

In addition to remuneration this these employees also need other social benefits. As most of these employees are of young age, their focus is more on refreshment and enjoyment. The companies can also recognize the performance by giving them gift certificates etc. Call centers need to offer attractive incentives to retain their staff and stave off competition. The relatively minor competitive advantages can combat the staff attrition problem. In addition, career development and training is can become a significant motivator and retention tool. By equipping the CCRs with more control over their work, companies can reduce their turnover, absenteeism and, in turn increase the job satisfaction of CCRs.

9. MORE RECOMMENDATION FOR FURTHER RESEARCH

In the business world, it’s a generally accepted principle — one that I agree with — that companies with happier employees tend to have happier customers. By improving Call Centre Executive job satisfaction, Companies is likely to improve their customers’ satisfaction as well. Here is some recommendation that can maximize executive’ satisfaction with their jobs.

9.1 Recruit People Who Value the Work

When recruiting, the Company need to look for two things in a candidate — skill and motivation. Most employers are good at finding the skill, but motivation is more difficult. Remember that finding employees who value the work means you’ll have employees who continue to be motivated after the honeymoon is over. In some cases, this might mean accepting a candidate with fewer or lesser skills. The Company would take the person who’s slightly less skilled but highly motivated, every day of the week.

This can be tough in some places. The knee-jerk reaction is to hire the most skilled person who knocks on your door. However, Company often ends up hiring a highly skilled person who’s “between jobs.” It should be no surprise when the person quits as soon as they find something that he or she considers better. A more disconcerting situation occurs when the unmotivated Call Centre Executive doesn’t find something better and ends up resenting call center work for under-challenging them. They “quit” emotionally, but stay on the payroll.
9.2 Clarify Expectations

Tell to Call Centre Executive what’s expected of them and what they’ll get for meeting and exceeding those expectations. One of the reasons why employees fail to do what’s expected of them is that they aren’t told what’s expected of them. Being clear in your expectations — even before they accept the job — is one way to make sure that Call Centre Executive aren’t disappointed (and you aren’t, either). Confusion about roles and contributions frustrates everyone. Clear expectations set the road for achievement and, even if the rewards of meeting those expectations are intrinsic to the employee, enhance job satisfaction.

9.3 Provide Good, Job-Specific Training

Train your Call Centre Executive in the skills they need to be successful. Lack of skills is a road-block to success and job satisfaction. Having the right skills and an adequate level of ability in those skills — some of which are critical, such as call control, anger diffusion, sales, product and system knowledge, and policies and procedures — improves Call Centre Executive achievement, which motivate Call Centre Executive With a solid foundation of skills your Call Centre Executive can become skilled professional achievers.

9.4 Tell Them How They’re Doing, Often

Good or bad, people need feedback; it tells them whether they’re getting closer to their goals. In the absence of feedback, Call Centre Executive will be frustrated because they don’t know how they’re doing or may feel their contribution is unappreciated. Failing to provide sufficient feedback can spoil a lot of your planning and managing.

At a very minimum, feedback tells your Call Centre Executive that you notice them and appreciate what they’re doing.

9.5 Remove Roadblocks to Success

Obstacles occur in almost every endeavor, and your Call Centre Executive is likely to run into lots of them. Obstacles aren’t, in themselves, de-motivating for staff; if, however, management does little to help remove these roadblocks, they can become very de-motivating.

Examples of roadblocks might include processes and tools that don’t work customer-
unfriendly policies, or unhelpful management. It doesn’t matter how controllable or uncontrollable the roadblock is, if it’s not removed it will eventually frustrate your Call Centre Executive. You’ve got to do something about it — your Call Centre Executive need to see you’re trying to improve the situation.

9.6 Remove Fear

W. Edwards Deming, the famed statistician and business consultant, said that the “Economic cost of fear is appalling…” Call centers can easily become scary places for employees. The level of accountability is very high, and in an increasingly competitive world the drive for results is only increasing. Poorly trained or bad Executive compounds the problems of fear.

Fear makes people shut down. It dampens their enthusiasm and prevents innovation and improvement. A lot of good people leave call center jobs because of fear. Your management team must step in to ensure that hard-working employees need not fear for their jobs. This implies a fair workplace with a strong culture governed by a strong set of values. Company need to adapt policies to ensure accountability goes both ways. Call Centre Executives is accountable for doing their best and management is accountable for contributing to the Call Centre success.

Regular (at least monthly) employee opinion surveys are a tool Company can implement to ensure that a fear-free culture is maintained. Management should be responsible for the job satisfaction of their staff. Also, exit interviews will help to determine how successfully management is driving out fear.

An appeals process is a very effective way of ensuring that employee rights are maintained and, done well, will go a long way to reducing fear. With an effective appeals process, the frontline Call Centre Executive can appeal any disciplinary action to a panel of peers. The appeals process needs to be well thought out and designed, and staff must be trained to use it.

9.7 Don’t Ask Them to Do Anything You Wouldn’t Want to Do

If you can’t see yourself doing something, then don’t ask your Call Centre Executive to do it — including handling angry customers or making cold calls.

Have your managers do the frontline job from time to time — it’s a worthwhile
exercise. Some of the very best managers will sit down in an Call Centre Executive’s seat and say, “Watch me.” This is a very fast way to get the respect of your Call Centre Executive. It shows that you’re willing to do the job and, if you’re good, might even give them some tips on how to do the job better.

9.8 Communicate the Good and the Bad — Be Straight and Honest

Effective communication is critical to Call Centre Executive job satisfaction. If you’ve worked in a call center for any length of time, you can probably attest that call centers are rumor machines. It’s not surprising, when you consider that so many people are brought together in one place. Furthermore, call centers abhor a vacuum — so if you’re not communicating the truth, the rumor mill will fill the void.

Management of company can’t communicate too much — the more, the better, including good news and bad. The more information Company communicates, the less room there is for the rumor mill. The great news is that today’s call centers have lots of ways of communicating. From team meetings and e-mail to internal Web sites and chat sessions, management of company can communicate openly and honestly — and a lot.

9.9 Ask for Feedback

Communication needs to go both ways. On a regular basis you should be asking employees for their feedback on how well management is doing at creating a healthy and effective workplace. Company can, and should, ask a number of questions, but the one that’s most important asks employees if they value their job.

Company should also provide a mechanism for employees to give open-ended comments and suggestions. Management may have to make the survey anonymous — even in the best environments some staff will not be comfortable completely opening up.

Company may find a lot of harsh criticism. In any operation Company going to have some less satisfied employees, and they will be vocal. The important thing is to listen to the overlying trends.

It’s important to work at either improving the most critical areas, as defined by your employees, or communicating why these things are as they are.

In subsequent months, Company wants to add specific questions regarding key areas
of dissatisfaction to see if your staff feels you’re improving.

Tying part of your managers’ rewards to employee satisfaction is also a good idea, because it engages the entire management team in improving job satisfaction.

9.10  Be Positive

Call centers are great environments for tracking accountability, and in the quest for constant improvement it’s easy to focus on finding things that aren’t right. However, if this becomes too narrow a focus, you and your supervisors will soon find yourselves concentrating mainly on “catching people doing something wrong.” While well intentioned, this management style is inherently negative and can dampen enthusiasm and morale.

Constant improvement is a worthy goal. When your suggestions for improvement come in a predominantly positive environment, they’ll be received much more enthusiastically.

10.  FUTURE RESEARCH

A prospective study dealing with absenteeism, turnover, performance, call centre executive satisfaction and job satisfaction and attrition rate which the researcher has access to employee records could serve as a prospective study. Obtaining access to a company’s personnel records could result in more accurate data for absenteeism, turnover, performance and customer satisfaction rates however it is very difficult to obtain such information. If one could however, obtain access to this data it could produce a solid study. Conducting a longitudinal study would be beneficial because it would provide a more in depth investigation into the relationship between absenteeism, turnover, performance, customer satisfaction and job satisfaction. A longitudinal study would also enable the researcher to identify major trends over a period of time and could give the researcher the opportunity to examine how long lasting the relationship is between the aforementioned variables. This could yield interesting conclusions.

In addition, the researcher could look at various factors that could potentially affect previously mentioned variables. Understanding these factors could have a significant bearing on call Centres. The major challenge when examining factors involved with job satisfaction is that each individual has their own interpretation of what satisfaction means to them. It may also be worthwhile to examine other facets other than the ones mentioned in this study.