

Prifysgol Cymru

Y Drindod Dewi Sant

University of Wales

Trinity Saint David

Visions for the Future – Theoretical Perspectives on Management

Submitted By

Student Number : 1805231

Course : Doctor of Business Administration

Table of Contents

Abstract	1
1. Introduction	2
2. Pre-conceptual Framework.....	3
3. Turnover in organisations.....	3
4. Management theories and Turnover.....	4
4.1 Maslow's Hierarchy of Needs.....	5
4.2 Herzberg's Two Factor Theory.....	6
4.3 Equity Theory.....	7
4.4 Job Embeddedness Theory.....	8
4.5 Vroom's Expectancy Theory.....	9
5. The call center Industry and Turnover in the call center industry.....	10
6. Evaluating Management theories on turnover in the call center industry	11
7. Metaphorical View of the call center Industry - The Psychic Prison	13
8. Management theories and Metaphorical View A comparison	14
9. Is there an impact of the metaphorical view also on the turnover in call centers?.....	15
10. New Conceptual Framework - The Shift in Paradigm.	16
11. Analysis and Discussion	17

12. Conclusion	18
13. Recommendation for further studies.....	18
References.....	19

List of Figures

Figure 1	Pre-conceptual Framework.....	3
Figure 2	Maslow's Hierarchy of Needs	5
Figure 3	Herzberg's Two Factor theory.....	6
Figure 4	Adams Equity Theory.....	8
Figure 5	Job Embeddedness Theory.....	9
Figure 6	Vroom's Expectancy Theory.....	10
Figure 7	Psychic Prison Organisation.....	15
Figure 8	New Conceptual framework	16

Abstract

Management theories are an important topic when an organisation is considered. They provide the organisation with strategies which can be used to design frameworks. These frameworks can be used by the organisation to enhance their business. The Management theories are essential because they assist in maximizing productivity in an organisation. They are used in decision making and finally, the management theories enable and encourage in the participation of the employees (CFI, 2019).

In the following study, the author will be focusing on the management theories and whether they can be used to minimize turnover of employees in call centers. In order to carry out the study, the author has focussed on Five management theories namely, Maslow's hierarchy of needs, Herzberg's Two-factor theory, Job embeddedness theory, Equity theory, and Vroom's expectancy theory. Although these theories focus on employee motivation, the author feels that when an employee is motivated to work in any organisation then they will not have the intention to quit. The rationale for choosing the call center industry because the author has an intense experience working in the call center industry for a period of nine years from a call center agent to that of a managerial position. Hence in certain areas of the study, the author has mentioned about their own experience working in the call center industry.

The study is carried on the management theories on turnover, the call center industry and how the management theories on turnover have an impact on the call center industry based on a pre-conceptual framework designed by the author. During the study the author wanted to view the turnover in call centers in a different perspective of the images of organisation proposed by Gareth Morgan. The author related the call centers to the psychic prison metaphor of Gareth Morgan. And the study was carried to check if there was a paradigm shift, whether the organisational metaphor also has an impact in reducing the turnover in a call center. A new conceptual framework was designed with the organisational metaphor of psychic prison.

Finally, the author has analyzed and concluded that both the management theories and the organisational metaphors can be used to reduce turnover in call centers and provided recommendation for future studies.

1. Introduction :

Employees in any organisation play an vital role in the organisational performance. There has been a lot of changes in the way the organisation as performing and managing their employees and the way in which the employees are treated in an organisation. An organisation invests in various resources like technology and operations but without an effective workforce it is very difficult for them to attain a competitive advantage,

Turnover of employees is a huge loss to any organisation. Replacing an employee with a new employee incurs more cost. This is because of the cost that is involved in selecting, recruiting, induction and training the new employee. The organisation would face a risk in performance in the long term when there is high employee turnover (Tracey & Hinkin, 2010). Hence retention of an employee is very important for any organisation to reduce the cost and the process involved in recruiting a new employee.

Call centers are a fast-growing industry. Various industries employ call centers to carry out their customer service operations the industries include Banking, telecommunications, transport, retail industry (Mwendwa & Gitonga, 2017, p.417). The call centers provide service to the customer through telephone which includes technical support or nontechnical support, sales and marketing support, etc. However, the call center jobs are said to be repetitive and standstill job. The call center agents, people who answer calls and provide service to the customer are said to be given low compensation, less or no career growth opportunities. These factors demotivate the call center agents which makes them quit the job or have turnover intentions. (Mwendwa & Gitonga, 2017, p.417).

Turnover in call centers are at an alarming rate and organisations should ensure that they retain their employees. There has been a lot of research on the employee turnover and the factors affecting the turnover in call centers. However, this study will provide a different dimension to reduce the turnover of employees in the call center by the use of management theories

2. Pre- Conceptual framework :

The figure below shows the pre-conceptual framework based on which the initial study is carried out. The question on management theories, **Can Management theories be used to reduce turnover in a call center ?** is the central focus and the concepts of Management theories on turnover, turnover in organisations and the call center industry revolve the management question. The author has proposed the pre-conceptual framework with the aim that the three concepts are interrelated and dependent on each other.



Figure 1: Pre-conceptual Framework (Designed by the author for the purpose of study)

3. Turnover in Organisations :

According to Price (1977) turnover in organisation is defined as the “The ratio of the employees of an organization who left in a particular period of time with the average number of employees in that organisation during the same period of time”. (Price, 1977, p.15). Organisations always face challenges due to the turnover of employees. Employees leaving the organisations voluntarily or involuntarily always tend to cause disruption in the operation, performance and the dynamics of the organisation. Although employee turnover paves way for new employees, it can be of expense as the organisation invests in hiring, providing training and development to the employees. When an employee leaves, the investment made by the organization is lost. The human resources department of the organisation play a vital role in employee turnover and is always condemned by the management. (Ahmed, et al., 2016, p.90).

Initially turnover focussed on adverse job attitude which includes no or less job satisfaction as the key reason for an employee to leave the job. However, it is explained psychologically that turnover in the

organisation based on individual employee function which may be due to very low compensation or promotion opportunities provided to the employees when compared to their expectation. In such situations, the employees are dissatisfied and are highly motivated to leave the organisation in search of better job opportunities. (Harman, et al., 2007,p.51).

An employee turnover which is voluntary is considered a vital topic in management research and psychology over the past five decades. The vitality of the concept is because of its practical application. Voluntary turnover is when an employee resigns from the organisation on their own interest. Involuntary turnover is the termination of an employee from his/ her services on a permanent basis by the organisation on various grounds. (Harman, et al., 2007,p.51).

There has been a lot for study and research carried out on the concept of turnover over, however, organisations still find it challenging to the identify the actual cause for the employee turnover in organisations.

Turnover Intention in employees is uncertain when compared to the concept of turnover. Turnover intention depicts the attitude of an employee towards an organisation they work for. Employee turnover intentions are concrete notification of the consequent behaviour. Turnover intention or quitting intention is used when an employee decides to resign from the organisation in a short duration. In any organisation an employee decides to leave the organisation when their expectation is not met. In other words, it can be said that when the employee is not satisfied with the job, they are doing they tend to think about quitting the job and look for better opportunities. (Harman, et al., 2007,p.51)

4. Management theories and turnover :

Management theories can be defined as a set of ideas which can be implemented in managing an organisation or a business. The theory of management provides an explanation to support employees in an organisation to act according to the business goals and guide them in an effective manner to accomplish the goals. There are various ways in which management analysis can be carried out. However, it is said that the management theories have been in existence since the II - world war and has been in practice since then. Human beings have been critical resource since the industrial revolution when there has been a massive rise in production and in terms of specialisation in various fields. All these put together to make management a vital subject to be addressed (OlaREWaju & George, 2014). According to Olum (2004, p.11) the three reasons for studying management theories are – “ First, theories provide a stable focus for understanding what we experience. A theory provides criteria for what is relevant. Second, theories enable us to communicate efficiently and thus move into more and more

complex relationships with other people. Third, theories make it possible – indeed, challenge us – to keep learning about our world. (Olum, 2004, p.11)

The following management theories were taken for the purpose of the study and how they affect the turnover intention of an employee is discussed in detail.

- Maslow's Hierarchy of Human Needs
- Herzberg's two factor theory
- Adam's Equity theory
- Job Embeddedness Theory
- Vroom's Expectancy theory

4.1 Maslow's Hierarchy of Needs :

The theory of motivation was proposed by Abraham Maslow. According to this theory, it is argued that employees in an organisation have needs that they want to be satisfied. Maslow's theory explains an employee's needs for personal development which is explained by the Maslow's Pyramid (Ozguner & Ozguner, 2014, 208-209)

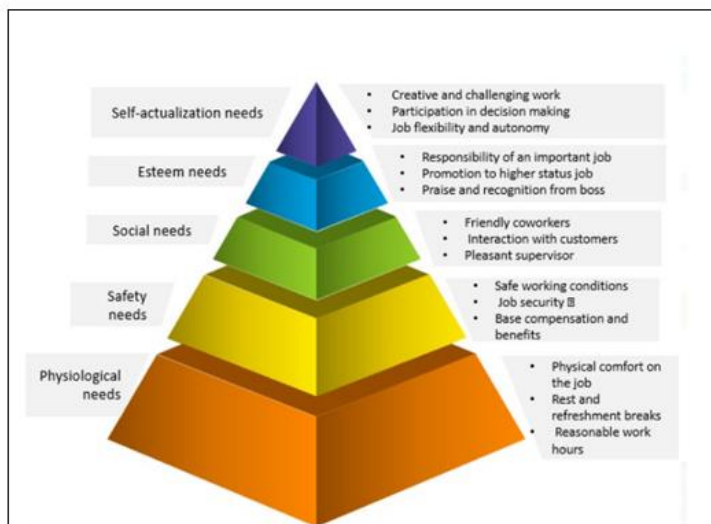


Figure 2 : Maslow's Hierarchy of Needs [Adapted from (Ozguner & Ozguner, 2014, 208-209)]

The theory proposed by Maslow is of great assistance to understand the needs of employees in an organisation and determine what needs to be done in order to satisfy them. According to the theories,

Maslow's suggests that the managers in an organisation should recognise that any need that an employee is deprived of could have an adverse effect on the attitude and behaviour of the employee which might lead to turnover. Maslow's hierarchy of needs is arranged in such a way that the psychological needs are the low-level needs while that of the self-actualization needs are of high level. The psychological needs are at a low level because they are the basic needs such as breaks, comfort while working, etc. (Ozguner & Ozguner, 2014, 208-209). The next set of needs that are required for an employee is the safety needs. The safety needs include job security, reasonable compensation and benefits etc. Once the safety needs are satisfied an employee requires the social needs which are got from the colleagues, support from the co-workers, cooperative managers/ supervisors etc. The esteem needs depict the need for an employee to be made to feel important and respected in the workplace, this includes his/ her ideas been accepted and recognised. And finally, the self-actualization needs including challenging work, and opportunities for growth and progression within the organisations. When these needs are fulfilled the employee feel much motivated to work in the organisation and this negates the intention of turnover. (Ozguner & Ozguner, 2014, 208-209)

4.2 Herzberg's Two Factory theory

According to the Herzberg's two factory theory which was designed in 1959, there are two factors namely motivation and Hygiene factors. Motivation factors contribute to job satisfaction while the hygiene factors contribute to the job dissatisfaction among the employees in an organisation. The following figures show the motivation and the hygiene factor as formulated by Fedrick Herzberg (Henha, 2017,p.2763)

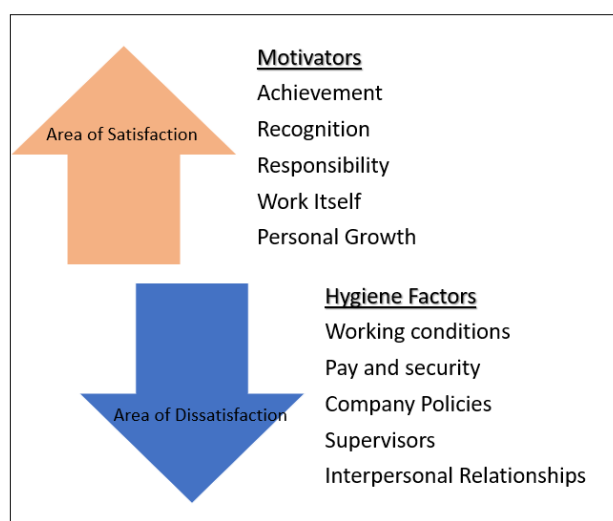


Figure 3 : Herzberg's Two Factor theory [Adapted from (Henha, 2017,p.2763)]

According to Ngo-Henha (2017,p.2763) “ motivation factors include experience achievement, recognition, interesting work, increased responsibility, advancement, and learning. The hygiene factors include unfair company policies, incompetent or unfair supervisors, unpleasant working conditions, unfair salary, threats to status and job insecurity” (Ngo-Henha, 2017,p.2763). The theory is said to claim that both the factors are not contrary to each other. Which means that in case an employee is not satisfied with the poor working conditions in the organisations would not inevitably be satisfied if the working conditions are suitable suddenly. Hence the retention strategies for the employees should ensure that the motivation factors are optimized so as to prevent the turnover intention in an employee.

4.3 Equity Theory :

According to Griffith & Gaertner (2001, 1017) “ equity theory suggests that an employee compares the ratio of his or her outcomes to inputs to the ratio of outcomes to inputs of some referent other. Employees who perceive themselves in an inequitable situation will be dissatisfied and will try to reduce the inequity” (Griffith & Gaertner, 2001, 1017). An assumption can be made that individuals are motivated when they feel there is impartiality and fairness the work they put into the job when compared to the ratio of the outcome. The equity theory is said to focus on the association when the employees give their best to the job that they do and expect better results for the efforts they put. Henha (2017, p.2764) proposed that “ This theory postulates that the assessment of the value of the outcomes against the value of the inputs reveals a sense of equity or inequity for a given person or reference group”. (Henha 2017, p.2764) . In an organisational context, the reference group could include co-workers who work with the employees. The reference group could also include the employee themselves in a comparable position. The inputs in an equity theory are the qualifications, experience, and skill set along with the effort while the outcomes are the compensation, rewards and recognition, benefits from the employer. It is also assumed that according to the equity theory the employees when they experience inequity, have the tendency to work on the restoration to regain equity. Employee turnover and employee retention are associated with the equity theory and the employee turnover intention is a significance of anticipated inequity. (Berry & Morris, 2008).

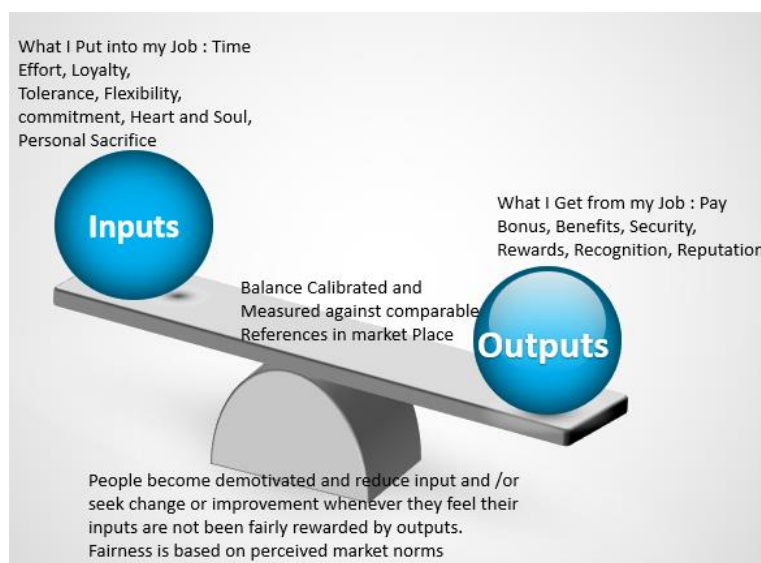


Figure 4 : Adams Equity Theory [Adapted from (Henha 2017,p.2764)]

4.4 Job Embeddedness theory :

Job embeddedness theory was proposed by (Mitchell, et al., 2001). According to the Job embeddedness theory, employees in an organisation have a lot of networks and links in the organisation and their society. As stated by Zhang et.al (2012, p.221) “These influences are present on the job, as well as outside the employee’s immediate work environment, and are often likened to strands in a “web” or “net” in which a person can become “stuck”. Individuals with a greater number of strands become more enmeshed in the web and have greater difficulty leaving their job” (Zhang, et al., 2012, p.221). The theory points out that an employee’s links to the society are basically through their relative, co-workers and their acquaintances. This theory is said to claim that an employee’s integration within the organisation and the society relies on the factors like their personal criteria, their career goals and their qualifications and skillset. It also relies on other factors such as the culture in the organisation, their duties and responsibilities in their job and other generic factors which includes extracurricular activities and multi-cultural beliefs. Henha (2017,p.2763) states that “ the sacrifices or losses that are identified by the job embeddedness theory include “giving up familiar colleagues, interesting projects and desirable benefits and giving up an easy commute, good daycare , or local club membership” (Henha, 2017,p.2763). Hence an employee wishes to stay in their current job if they feel embedded in their closed community professionally and socially. Else they tend to have an intention to quit the job and look for other suitable opportunities.

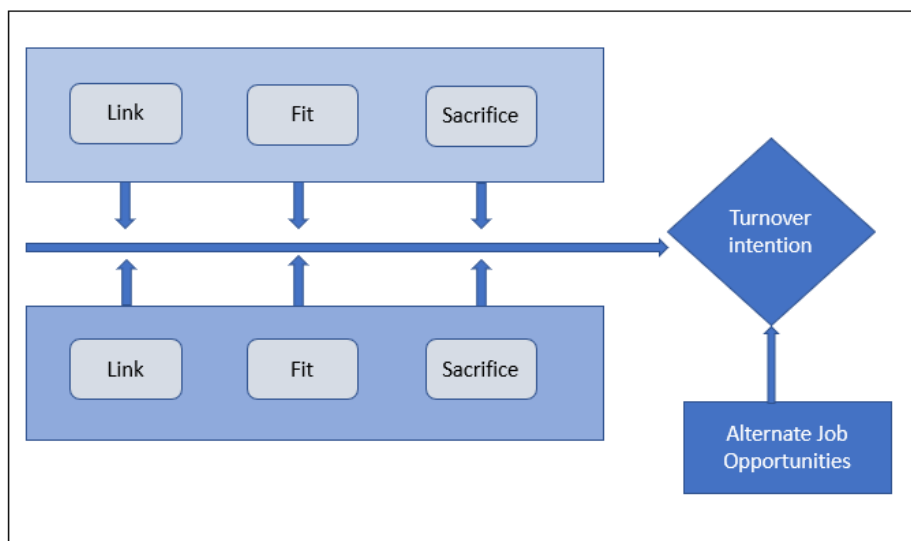


Figure 5 : Job Embeddedness Theory [Adapted from (Henha, 2017,p.2763)]

4.5 VROOM' s Expectancy Theory :

VROOM's expectancy theory of motivation was formulated by Vroom in the year 1964. The theory explains the process by which employees decide on alternatives to behaviour. .Chiang & Jang, (2008,p. 313) states that “ the motivational force for behaviour, action or task is a function of three distinct perceptions: Expectancy, instrumentality and valence. .(Chiang & Jang, ,2008,p. 313). The expectancy theory postulates that before an event or occurrence, an employee has an expectation. In case the expectation is fulfilled then the employee is satisfied and vice versa. According to Henha, (2017, p.2764 -2765) “people enter work organisations with expectations and values and if the expectation and values are met, they will likely remain a member of the organisation” (Henha, 2017, p.2764-2765) in the perception of expectancy, the employee believes that his/ her effort will lead to acceptable performance based on previous experience, their confidence and their career goal. Where instrumentality is the likelihood that acceptable performance will pave the way for anticipated outcomes. Belief, and strategies are variables that affect the perception of the instrumentality of an employee. Thus, it is the perception that if an employee meets the performance expectation then he/she will be rewarded accordingly. Valence is the value an employee places on the rewards that they get personally. (Henha, 2017, p.2764-2765). Thus, when the employees are rewarded as per their expectation in terms of recognitions, stress free working environments etc the intention for them to leave the job is minimised. Thereby organisations should ensure that talented employees are retained by means of fulfilling their expectations.

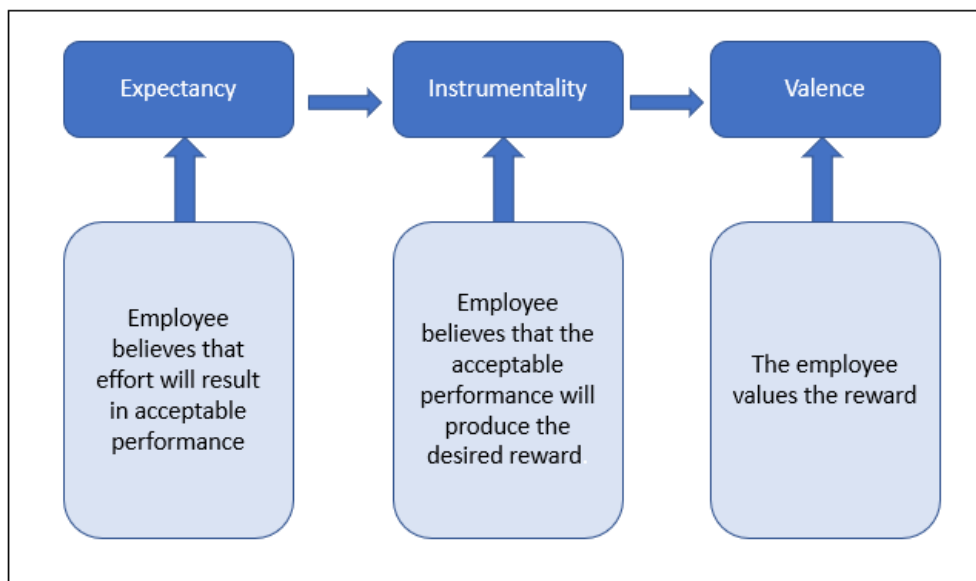


Figure 6 Vroom's Expectancy theory [Adapted from Henha, 2017, p.2764-2765]

5. The call center Industry and Turnover in the call center industry :

According to Suff, et al (2005, p 3) " A call center is defined as a centralised office that answers incoming telephone calls (inbound) from customers or that makes outgoing telephone calls (outbound) to customers" (Suff, et al., 2005, p.3). The call center industry is a varied industry which encompasses in-house customer service operation and outsourced service operation. Call centers have developed in large numbers recently they help the companies to focus on customers individually and providing them with one-stop solutions. Companies aim to attract customer by providing them with the best customer service possible. The best customer service is provided for the companies by means of call center set up by the company or call centers outsourced by the companies. According to Tuten & Neidermeyer (2004, p.26) " Many firms rely on call centers to address customer concerns about billing issues, new accounts, problems with a product or service and product information" (Tuten & Neidermeyer, 2004, p.26)

There has been a plenty of research in the past on the turnover of employees in the call center industry irrespective of the country and also the sector of the company the call centers are associated with. Miranda (2014) concluded that lack of organisational commitment is a significant factor for the employee turnover in the Malaysian call center industry. (Khan & Du, 2014) carried out a quantitative study for the turnover intention of employees working in the call centers in Pakistan and suggested that in order to reduce turnover intentions in call centers, the process of recruitment and selection should be fair. Training and development and performance appraisal need to improve for the employees. There are

various other studies carried out and each research focuses on various determinant for the employee's turnover in the call center industry.

6. Evaluating Management theories on turnover in the call center industry

The call centers are a valued resource in terms of maintaining customer relationships. On the other hand, they are also known for their stressful work environment. Tuten & Neidermeyer, (2004, p. 26) cites that “ stress may be the primary culprit behind negative organizational outcomes as high turnover and absenteeism in the call center industry” (Tuten & Neidermeyer, 2004, p.26). It is also found that the relationship between turnover and stress is indirect, but it is a negative relationship. The employees may decide to leave the organization voluntarily due to low job satisfaction. This is in accordance with the two-factor theory of the Herzberg where the hygiene factor of working conditions influences employees to leave the job. In the call center industry, the customer care agents are subjected to pressure from the time they log in until the end of their shift. The stress full work environment is due to the stringent metrics that are followed in the industry. When a customer calls, the agents need to ensure that the calls are answered within the stipulated time limit. The customer needs to be greeted in a decent manner. It is a practice in call centers that when the agent answers the customer call it needs to be with a smile and in a polite manner. Certain call centers have metrics of the duration of the call and insist the agents clarifies the customer query within that time. Also, it needs to ensure that the agent provides a first call resolution to the customer, meaning the customer should not call the call center again for the same query. The job also involves handling irate customers in a calm and composed way. The call centers work on time schedules, which mean that the agents are allowed to take their breaks as per the schedule. This is to ensure that the service level is maintained and there are no customer calls in queue. On comparing the Herzberg's Two-factor theory with that of the call center industry is can be seen that the employees experience a lot of hygiene factors than that of the motivational factors which are the vital reason for turnover of employees. Apart from the working conditions the call centers agent are always under supervision by their team leaders to finish and get ready of the next call. The level of job dissatisfaction increases and the employees leave the job and look for better prospects.

The other main reasons for the turnover of the employee in the call centers are compensation and career growth. The career growth and compensation (Chowdhury, et al.2012, p.47) this can be related to the safety needs that has been proposed by Maslow in his Hierarchy of needs theory. Apart from that in the call center environment work-life balance, absence of emotional and personal engagement contributes the turnover of employees (Imtiaz Hossain, et al., 2018, p.9). This pertains to the social needs of Maslow's Theory. When the call center agents feel that their needs are not fulfilled by the management

they think of leaving the organisation and look for better prospects. The equity theory and VROOM's Expectancy theory are related to the performance-related factors that influence the turnover of employees in an organisation. Performance metrics are another important factor for turnover. Marr and Neely (2004, p.5) says that the performance measures in the call centers depict a dominance of stopwatches where the measures for performance of an individual rely on the number of call that the agents handle in an hour and the call handled in a day, based on which the monthly performance of the agent is measured.

Apart from the call performance metrics, the agents need to also ensure sales opportunities are captured for the eligible customer and then the sales leads are passed on to the sales team. Performance of an agent is also based on the quality metrics which ensures that agent provides the right information to the customer and ensures that the compliance procedures are taken care in the verification of the customers. The performance is also measured by the feedback the agent receives from the customer based on the customer satisfaction survey. In case the agent's performance is poor in any of the metrics then the performance improvement plans are designed for employees where the agents need to prove their competence within a certain time frame. Their performance improvement plan involves retraining of the employees on the product and process. This also involves the agent having a continuous discussion with the managers and supervisors on their progress. An agent in the performance improvement plan has fewer promotion opportunities or the career progression within the organizations. Analyzing the Equity theory and Vroom's expectancy theory, it can be claimed that both theories have a negative impact on the call center agent. Based on the theories through the employee puts a lot of hard work in terms of time, effort, ability, loyalty, tolerance flexibility, integrity, commitment, reliability heart and soul and also personal sacrifice (Henha, 2017) in his/ her job there are certain aspects which are beyond the scope of the agent that cannot be avoided. For instance, even if the call center agent provides accurate information for the customer based on the company policy, the customer might not be happy with the solution provided to them. When a customer is asked for the feedback for his experience with the call center agent the customer obviously would not give a positive feedback. This will ensure that there is a hit on the performance metrics of the call center agent and he/ she might not be compensated for the efforts they put in though they would have expected a positive recognition for the commitment they have put in the job. The agents become demotivated whenever they feel that they are not been rewarded for the efforts that they put in the work.

7. Metaphorical View of the call center Industry - The Psychic Prison

The organizational metaphors or images of the organisation was proposed by Gareth Morgan in the year 1986. Morgan views organisations by means of metaphors. The psychic prison is one such metaphor used by Morgan to view the organisations. Gazendam (1993) claims that “in the psychic prison metaphor, organizations are seen as socially constructed realities based on unconscious preoccupations of people in the organization. These socially constructed realities or cultures may be experienced as problematic and confining, which is the reason why Morgan uses the term 'psychic prisons'”. (Gazendam, 1993). Morgan says that ‘humans have the tendency to get stuck in traps that they have developed. The organisations hold the ideas of their employees and hence the employees find it difficult to conceptualize what needs to be done.

As discussed earlier the job environment in the call centers are said to stressful. And with the advent of computer technology, it is even more stress as the computers are monitoring tools which help to manage the employees as and when they answer customer calls. According to Hingst (2006,p.2) as cited in (Peaucelle 2000, p. 461) “Conditions prevailing in this situation resemble those of Taylorian workshops, where work rates are close to the maximum that workers can manage. There are very few breaks in between different tasks and the deadlines create a high level of tension. Operators consequently respond to these hard-working conditions with very high turnover rates and social movements.” (Peaucelle 2000, p. 461) . It can also be said that the call center agents experience emotional labour where the agents need to suppress their reactions and handle customer calls in a friendly and calm manner. Hingst (2006,p.4) says that “ in a call center context where call center workers may find it necessary to express empathy with customers experiencing difficult circumstances, and the concomitant requirement to separate their own reactions to the caller in the exchange” (Hingst, 2006,p.4). In certain call centers, the agent needs to follow scripts while talking to a customer. The script is mainly followed in outbound call centers where the agents make calls to customer and talk . The outbound call center is mainly for the purpose of tele calling whereby they call customer and market products. This stress the outbound call center agents experience is related to that of the announcers on the radio. Tension prevails among the outbound call center agents when their performance is monitored from the very scratch of them making calls to the customers. In some cases, the agents are not allowed to deviate from the scripts that they must follow. (Hingst, 2006,p.4).

Thus, the call center industry can be viewed as a metaphor of psychic prison, where the call center agents are imprisoned psychologically. The agents are subjected to numerous unconscious process in their day to life which traps them. This kind of metaphors do not open doors for innovations and

transformation. Even though the agents can free themselves, they tend to remain silent as every call center has the same level of working culture.

8. Management theories and Metaphorical View – A comparison

The management theories and the metaphorical view of the call centers have been discussed in the previous sections. In this section a comparison between the management theories and the organisational metaphors is discussed.

The discipline of the management is composed of two main components of practice and theory. In any organisation for manager to be in the managerial position, it is necessary that they are aware of the latest updates on the theories of management. Olarewaju & George (2014) says that “management theory is interested in facts and sound principles, which prescribe what to do to achieve the desired outcome in the organization (practice)” (Olaewaju & George 2014). It can also be seen that the management theories forms basis for the practice and this management practice emphasize on developing the theories. There have been numerous theories formulated by authors in areas such as Philosophy, psychology, Sociology etc. (Olaewaju & George 2014). Organizational effectiveness is obtained by the process of summarising management into principles, theories, and concepts. According to Olaewaju & George (2014) “ management theory is not an end in itself but should rather serve as a means of improving managerial efficiency. In order to help recognize main trends in the development of management theory, it is typical to classify the work of scholars and writers into various approaches, based on their observation of organisations, their structure, and management” (Olaewaju & George, 2014). Thus, when it comes to the turnover of the employee in the organisation the theories are formulated basically as theories of Motivation. The theories of motivation are grouped under two headings namely the content and the process theories. (Pratap, 2017) The content theories focus on factors within people are the source, that tolerates or stop the behaviour. Content theories concentrate on the needs that motivate people. Pratap (2017) claims that “the process theories discover how performance is caused, sustained or stopped by the motivational factors” (Pratap, 2017)

When the metaphorical view is considered the eight-metaphor described by Gareth Morgan encompasses a group or a collection of organisational theories. According to Örtenblad, et al (2016, p.877) “ The machine metaphor focuses such theories as Taylor’s scientific management, Weber’s bureaucracy , the organism metaphor focusses on the human relations and contingency theories., the brain metaphor encompasses learning theories and cybernetics. The culture metaphor emphasizes the symbolic and informal aspects of organizations, the political system metaphor encompasses stakeholder theories, diversity of interests, and conflict and power in organizations. The psychic prison metaphor

draws from psychoanalytical theories. The flux and transformation metaphor embrace theories of autopoiesis, chaos, and complexity in organizations and the instrument of domination metaphor draws from Marxist and critical theories to highlight exploitation, control and unequal distribution of power performed in and by organizations.” (Örténblad, et al , 2016, p.877). Contrasting to that for the management theories the managers do not need to be aware of the metaphors of the organisation. The images of the organisations are used to integrate theories which are diverse, researchers apply them as tools to identify and analyze the problems related to organisation and assist to gain a complete understanding of the various possibilities for any specific organisation. (Örténblad, et al, 2016, p.878)

9. Is there an impact of the metaphorical view also on the turnover in call centers?

There has been a lot of research on the employee turnover in the call centers and many theories have been formulated for the purpose of understanding turnover and retention strategies been designed basis the theories. However, the metaphorical view of the call center industry has not been used to understand the turnover in organisations.

Psychic prison metaphor is to depict the way an organisation can be trapped in a chosen style of thinking to ensure peace is maintained, such organisations are a barrier for creativity, they restrict change and thereby there is a limitation in the progression.

(Young, 2013) suggests the following traits for the organisation which are under the influence of psychic prison



Figure 7 Psychic Prison Organisation [Adapted from (Young, 2013)]

In a call center industry, the group thinking is prevalent there is no scope for an individual to voice out their views as every metric is already designed and all that the agent must do is follow it. The agent needs to accept what is decided in the group and cannot deviate and share his or her ideas. The call center also works on the grounds where conflict is avoided. This also because there is no chance for the agents to speak up with their thoughts. On a general working day, all the agent could do is login in their shift, answer customer calls, take their breaks in the stipulated time and then log out for the day. In such scenarios there is conflict is avoided. Call centers are an industry which restricts change, changing the process might incur the cost and will also interrupt services provided to the customer. Generally, the call centers aim to provide services to the customer 24/7, working around the clock and impact of changes could lose a lot of business. The decisions are made by the top management and the agents need to accept the decisions. In such cases, the top management would not know the issues the call center agents face, rather take decisions that would affect the performance of the agent. The call center follows an inbred culture when it comes to performance and appraisal. The agent who has been working in the call center or rather been in the position of attending calls for a certain period is said to be given promotion rather than a person who has an excellent performance. Similarly, the culture is arbitrary in nature, only top management is the decision maker and their orders are followed. This could lead to a turnover of employees.

10. New Conceptual Framework - The Shift in Paradigm



Figure 8 : New Conceptual framework (Designed by the author)

The new conceptual framework has been designed by the author with a view that impact of the metaphorical view of call centers namely the psychic prison can also be used to as heuristic device to

answer the management question “ Can Management theories be used to reduce turnover in call center?

11. Analysis and Discussion :

Several studies show that the call centers environment are highly stressful and source of high pressure to the employees. Hence reducing turnover in call centers are significant when the management is concerned. The call centers need to ensure that its employees are been provided with all that is needed in the corporate world. Firstly, Understanding the management theories on employee motivation and turnover is important for reducing the call center. Theories like the Herzberg's two-factor theory and Maslow's hierarchy of needs theories when implemented by the organisations as a part of their organisational culture will ensure that the employee's needs are met and fulfilled. Furthermore, they mirror what call center agents would require as a part of his/her daily routine. Applying the Herzberg's two factors in the call center environment the managers can figure out the factor that motivates and demotivate the employee. Similarly, the Maslow's Hierarchy of Needs theory helps to analyse what are the basic needs of an agent who is facing the customer. The Job embeddedness theory emphasizes on the need for social connections within the call center. The other theories VROOM's expectancy theory, Equity theory focuses on what the call center agent expects for the job they perform. Effective use of the management theories can reduce turnover in call centers to a greater extent.

The metaphorical view on the call centers namely the psychic prison metaphor does play a role in the turnover of call center employee, however, the management or the organisational do not know the fact that it is the metaphorical impact that is influencing the call center agent to quit the job. The call center employees do not have enough knowledge that they are under the influence of an organisational metaphor. For instance, in figure 7, the author depicted the various traits of an organisation that is under the influence of the psychic prison metaphor. Though the call center agent decides to quit the organisation because of the trait, they do not know about the metaphor. The manager and supervisors should be aware of the metaphorical view and ensure that the difficulties that are faced by the agents are been communicated to the top management. Manager should be instrumental in ensuring that the call center agents are also part of all the discussions or decisions are taken at the organisational level

12. Conclusion :

Thus, the study concluded that management theories along with the metaphorical view can reduce the turnover on in call center if they are implemented in the right directions. Though the call center agent knows about the working culture and the stress and pressure that they will encounter they still leave the current job in a call center and go to another call center to work just to have changed. However, studies show that all call centers (Hingst, 2006) the working environment in call center irrespective of the industry or demographic location are the same. Hence it is necessary that the organisation take necessary steps to reduce the turnover by the intervention of the management theories and also the metaphorical views to ensure that the turnover rate is reduced.

The call center agents can be asked to provide feedback about the job culture or environment and necessary actions can taken by the management, also the agents can be trained on the importance of management theories to enable them to understand what they can expect during their tenure.

13. Recommendations for further studies:

The author recommends that further studies that are carried out on the turnover in call center should focus on the metaphorical view in addition to other factors that are focussed for the turnover and studies needs to done to ensure why the call centers even though they know how the call center environment is preferred working in the same atmosphere again and again . Future studies should also focus on the additional way in which the customer can be serviced instead of the call center as a single mode of customer service. Also the study should focus on a qualitative analysis where by the call center agents are interviewed and their knowledge on the metaphors can be questioned upon. The reseach can futher be extended to a diverse demographic section where the behaviour and nature of the call centers can be assessed on turnover of the employees.

References

- Ahmed, Z. et al., 2016. Impact of Employee Turnover on Organisational Effectiveness in Tele Communication Sector of Pakistan. *IOSR Journal of Business and Management*, 18(11), pp. 2319-7668.
- Berry, M. L. & Morris, M. L., 2008. *The Impact of Employee Engagement Factors and Job Satisfaction On Turnover Intent*. [Online]
Available at: <https://files.eric.ed.gov/fulltext/ED501235.pdf>
[Accessed 9 May 2019].
- CFI, 2019. *CFI*. [Online]
Available at: <https://corporatefinanceinstitute.com/resources/careers/soft-skills/management-theories/>
[Accessed 12 May 2019].
- Chiang, C.-F. & Jang, S. (., 2008. An expectancy theory model for hotel employee motivation. *International Journal of Hospitality Management*, Volume 27, p. 313–322.
- Chowdhury, S. K., Diba, F. & Hasan, M., 2012. Factors Affecting Employee Turnover on Call Centre in Bangladesh. *Stamford Journal of Business Studies*, 5(1), pp. 45-57.
- Fernie, S. & Metcalf, D., 1998. *(Not) Hanging on the Telephone: Payment Systems in the New Sweatshops*, London: Centre for Economic Performance.
- Gazendam, H. W. M., 1993. Conceptual analysis and specification of Morgan's metaphors using the CAST method . In: *Variety Controls Variety: On the Use of Organization Theories*. s.l.:Wolters-Noordhoff, p. 400.
- Griffith, R. W. & Gaertner, S., 2001. A Role for Equity Theory in the Turnover Process: An Empirical Test. *Journal of Applied Social Psychology*, 31(5), pp. 1017-1037.
- Harman, W. S. et al., 2007. The Psychology of Voluntary Employee Turnover. *CURRENT DIRECTIONS IN PSYCHOLOGICAL SCIENCE*, 16(1), pp. 51-54.
- Henha, P. E. N.-., 2017. A Review of Existing turnover intention Theories. *International Journal of Economics and Management Engineering*, 11(11), pp. 2760-2767.
- Hingst, R., 2006. Perceptions of working life in call centers. *Journal of Management Practice*, 7(1), pp. 1-9.
- Imtiazhossain, M., Muniandy, K. A., Nasiruzzaman, M. & Dr.AsifmahbubKarim, 2018. Factors Influencing Employee High Turnover Rate at Call Centres: A Case Study on AEON Credit Service Malaysia. *IOSR Journal of Business and Management*, 20(5), pp. 07-15.
- Khan, M. A. S. & Du, J., 2014. An Empirical Study of Turnover Intentions in Call Centre Industry of Pakistan. *Journal of Human Resource and Sustainability Studies*, Volume 2, pp. 206-214.
- Marr, B. & Neely, A., 2004. *Managing and Measuring for Value: The Case of Call Centre Performance*, Cranfield: Centre for Business Performance, Cranfield School of Management .
- McGurgan, H., n.d. *What Are the Causes of Call Center Attrition?*. [Online]
Available at: <https://smallbusiness.chron.com/causes-call-center-attrition-62266.html>
[Accessed 9 May 2019].

- Miranda, J., 2014. Factors Influencing High Turnover in Multinational Call Centres in Malaysia. *International Academic Research Journal of Business and Management*, 3(2), pp. 1-10 .
- Mitchell, T. R. et al., 2001. WHY PEOPLE STAY: USING JOB EMBEDDEDNESS TO PREDICT VOLUNTARY TURNOVER. *Academy of Management Journal*, Volume 44, pp. 1102 - 1122.
- Mwendwa, L. & Gitonga, A. K., 2017. FACTORS INFLUENCING CALL CENTER AGENT ATTRITION: A CASE OF KENYA POWER CALL CENTER. *International Academic Journal of Information Sciences and Project Management*, 2(1), pp. 415-434.
- Ngo-Henha, P. E., 2017. A Review of Existing Turnover intention theories. *World Academy of Science, Engineering and Technology*, 11(11), pp. 2760-2767.
- Olarewaju, A. D. & George, O. J., 2014. *Management Theories and its Application in Organisations: The Nigerian Experience*. s.l., British Academy of Management.
- Olum, D. Y., 2004. *Modern Management Theories and Practices : A Critical Overview*. Kenya, s.n.
- Örtenblad, A., Putnam, L. L. & Trehan, K., 2016. Beyond Morgan's eight metaphors: Adding to and developing organization theory. *Human Relations* , 69(4), pp. 875-889.
- Ozguner, Z. & Ozguner, M., 2014. A Managerial Point of View on the Relationship between of Maslow's Hierarchy of Needs and Herzberg's Dual Factor Theory. *International Journal of Business and Social Science* , 5(7), pp. 205-215.
- Pratap, A., 2017. *Notesmatic*. [Online]
Available at: <https://notesmatic.com/2016/10/content-process-theories/>
[Accessed 11 May 2019].
- Price, J., 1977. *The Study of Turnover*. Ames: Iowa State University Press.
- Suff, P., Reilly, P. & Mercer, M., 2005. *Your Call: Managing Reward and Performance in Call Centres*. Brighton : Institute for employment studies .
- Tett, R. P. & Meyer, J. P., 1993. Job Satisfaction, Organizational Commitment, Turnover Intention, And Turnover: Path Analyses Based On Meta-Analytic Findings. *Personnel Psychology*, 46(2), pp. 259-293.
- Tracey, J. B. & Hinkin, T. R., 2010. *Contextual Factors and Cost Profiles Associated with Employee Turnover*, s.l.: Cornell University, School of Hospitality Administration.
- Tuten, T. L. & Neidermeyer, P. E., 2004. Performance, satisfaction and turnover in call centers The effects of stress and optimism. *Journal of Business Research*, Volume 57, pp. 26-34.
- Young, C., 2013. *Rainmaker Group*. [Online]
Available at: <https://www.therainmakergroupinc.com/blog/bid/145911/is-your-organization-trapped-in-a-psycho-prison>
[Accessed 11 May 2019].
- Zhang, M., Fried, D. D. & Griffeth, R. W., 2012. A review of job embeddedness: Conceptual, measurement issues, and directions for future research. *Human Resource Management Review*, Volume 22, pp. 220-231.