

Front-Line Employee Attitudes and Their Turnover Intentions: Role of Their Affective Commitment and Job Satisfaction in Call Centers

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Abstract

The research was conducted in a non-contrived environment in call center industry and it aims to examine the impact of front-line employee attitudes such as their affective commitment and job satisfaction on their turnover intentions. Survey based quantitative approach was utilized and primary data were gathered by using questionnaire as an instrument from 262 front-line employees in call center industry on all the variables of interest across Islamabad, Rawalpindi, and Peshawar. Validated scales were used for assessing job satisfaction, affective commitment, and turnover intention. Survey data were quantified on a five-point response scale. Statistically data analysis was done through descriptive measures, correlation, and regression. Statistical findings have shown the affective commitment and job satisfaction of employees were inversely associated with turnover intentions of front-line employees. Implications of these results have been discussed in the paper, which infers, increase in positive attitudes of front-line employees result in lowering their intentions to leave organization.

Keywords: Front-line employees, call center, affective commitment, job satisfaction, and turnover intentions.

Introduction

In call centers work environment front-line employees are important interface between the organizations and their core and augmented customers, their crucial role helps in delivering quality customer services and achieving organizational objectives (De Keyser et al., 2019; Zakaria et al., 2020). On regular basis they fulfil diverse challenging demands of their clients and supervisors too (Kalra et al., 2021). Customer service representatives who are working at front-line are both inbound and outbound agents who not only facilitate customers but also boost up sales, public relations, brand image and ultimately productivity of organization (Ellahi, Malik, Sulehri, Kiani, & Awais, 2023; Kuokkanen & Sun, 2020; Packard & Berger, 2021). Although they are pivotal to organizational success but mostly, they are underestimated in terms of financial based managerial paradigm and are viewed as just functional inputs instead of being considered as strategic core value. Moreover, they have to work in a stressful environment where they have to face tight supervisory control and low self-esteem that eventually leads to elevated withdrawal intentions (Awais, 2014; Batt & Moynihan, 2002; Pattnaik & Panda, 2020). Employees have multiple interactions every time, work in challenging conditions and are closely monitored that result in decrease in satisfaction of employees and high turnover rate (Ramlawati et al., 2024).

Employee turnover is not easy. Organizations have to suffer and bear huge loss in form of expenses of training and hiring process. Lazzari et al. (2022) reflected that higher turnover possesses significant threat in the shape of decreasing productivity, service quality, and also time invested in employees. According to research, replacement of employee costs 90 to 200 % of annual salary. These research findings also highlight the importance of strategies for retention including psychological aspects such as attitude with organization.

Existing studies emphasize the rational role of employee's attitudes which is reflected in their affective commitment and job satisfaction to overcome intentions of turnover (Akinyemi et al., 2022). Experimental substantiation in context of Pakistan is still not vast and more research is needed. Employees attitude of affective commitment towards organization and their level of job satisfaction reduces their turnover intentions in the banking sector of Pakistan (Waqar et al., 2023). Furthermore, the facilitation impacts of these variables are constantly increasing in Southeast Asia (Gulo & Ardiansyah, 2025). Pakistan call center industry is boosting rapidly. Due to heavy reliance on satisfied and committed front-line employees, it is important to examine the attitudinal aspects in office daily tasks. This research intends inquiring the role that front-line employee attitudes like affective commitment and job satisfaction play in reducing turnover intentions in Pakistan.

This study has both theoretical and practical contributions as it is highlighting the progressing service-oriented sector with high growth potential economical industry. Present research also broadens worldwide reach about employees' retention to a Pakistani environment, and explains to decision or policy makers to foster positive attitudes, minimize turnover cost, and strengthen service quality standards. Knowledge and findings gained are highly relevant and timely considering the cost constraints, demands and expectations in call center environment.

Literature Review

In studies on organizational behavior, organizational commitment is fundamental. It contributes in not only fostering employee retention but also boost job performance related outcomes. It exhibits affectional connections between the organization and workforce. This encompasses emotional attachment, identification, own willingness to give suggestion and helping in obtaining corporate aims (Meyer & Allen, 1991). In line with the 3-component model, employee's organizational commitment has further three different forms, namely continuance commitment, affective commitment, and normative commitment. Among these three, maximum fame and attraction got employee's affective commitment because of its linkage with other productive measured effects like employee's high level of work engagement, citizenship behaviors, and decreasing rate of their turnover (Li et al., 2022; Memon et al., 2021). Workforce who was having better affective commitment opted and stayed with their own working organization because of emotive relationship that was formed. That is why, this construct is pertinent in explaining and understanding employee's turnover intentions (Mowday et al., 1979; Ribeiro et al., 2022). Recent studies like Kaur and Randhawa (2023) and Xu et al. (2023) further highlight the role that affective commitment plays in decreasing employees' level of stress and burnout. Moreover, longitudinal studies also confirm that affective commitment of employees is significant, relevant and among most reliable predictors of employee's turnover intentions across industrial and cultural backgrounds (Imran et al., 2023).

Employee's job satisfaction, i.e., an additional foundation of their turnover studies is formulated in the form of the favorable emotional reaction derived from employee's evaluation/analysis of their work history (Locke, 1984). Exhibits affective plus cognitive evaluation about job elements like remuneration, job condition, supervision, as well as chances of growth and development (Cranny et al., 1992; Na-Nan et al., 2020). Previous studies in most instances emphasized employees job satisfaction in the capacity of a limited indicator (Boles et al., 2003), but contemporary research often devised job satisfaction as multidimensional (Kim et al., 2023; Zhang et al., 2022). Data driven analysis repeatedly

showed workforce with more job satisfaction usually do not develop intentions to leave because their high level of satisfaction from work increases their level of commitment towards work, job engagement, and enduring retention and continuance (House et al., 2023). However, studies also show that employee's job satisfaction frequently play mediation role connecting different practices like employee nurturing human resource policies and employee's inclination towards staying in organization (Nguyen & Nguyen, 2022; Wang & Zhang, 2022). Job satisfaction with inherent and contingent work aspects in close environments such as call centers contributes leading function to reduce turnover ratio at workplace (Ramlawati & Arifin, 2021).

Employees turnover intention and propensity is well known in the role of most proximal precursor of factual employee turnover or withdrawal behavior. It is defined to be a well-organized intention to quit work in an organization where he/she works (Mobley, 1977). Employees turnover intentions are about a better indication of their leaving decision (Hom & Hulin, 1990). Elevated employee turnover rates also air organizational difficulties which ultimately leads to high cost in new employee selection, their training regimes, knowledge drain, and less productivity from compromised service quality (Lazzari et al., 2022; Yin et al., 2023). Call centers work settings where workers are conjunction between the work place and its esteemed customers, after effects of withdrawal or turnover behaviors are concerning, impelled workforce render negative results and reduce organizations efficiency and customers satisfaction at work (Peltokorpi et al., 2023).

Scholarly perspective provides meaningful insights and understanding towards the mechanism underlying the concept of employee turnover intentions. Traditional turnover theory in organizational behavior studies that is based on classical foundations of March and Simon's (1958) along with Mobley's turnover model (1977), suggested and proposed that workforce do not leave organization when their expected compensations and advantages are greater than other alternative opportunities, whereas dissatisfaction initiates demotivation among the employees which leads to voluntary exit. On the basis of this conception, Ajzen and Fishbein's (1975) attitude and intention work explains the worker's evaluation about his/her job structure their willingness to stay or leave workplace, that afterwards results in actual withdrawal behavior in the company. Empirical work explains a theoretical framework that conveys attitudinal variables like job satisfaction and affective commitment operates and work like crucial precursors towards turnover intentions of employees at work (Ahn & Choi, 2023; Alkhraishi et al., 2023; Nurtjahjono et al., 2023).

This study has continually expressed the fact about workers having higher job-related attitudes like satisfaction and their affective commitment have less chances of turnover

and leaving organization. Much of evidence comes from Eastern Asian nations and from South Asia. This difference is evident in Pakistan, where call center industry has gained momentum in recent times and workload in centers have increased the chances of resignation. Contemporary close monitoring of attitudinal employees' variables that leads to turnover is time consuming as well as important. Through elaborating it, this current research plays part in practical knowledge plus theory and provides valuable thoughtful connotation to assist corporations and workplaces in developing key mechanism for increasing their employee's retention intentions instead of turnover in a challenging, dynamic and tense sector. The conceptual framework comprises of following main aspects:

H1: *Employees affective commitment in call center is notably and inversely linked with their turnover intentions.*

H2: *Employees job satisfaction in call center is notably and inversely linked with their turnover intentions.*

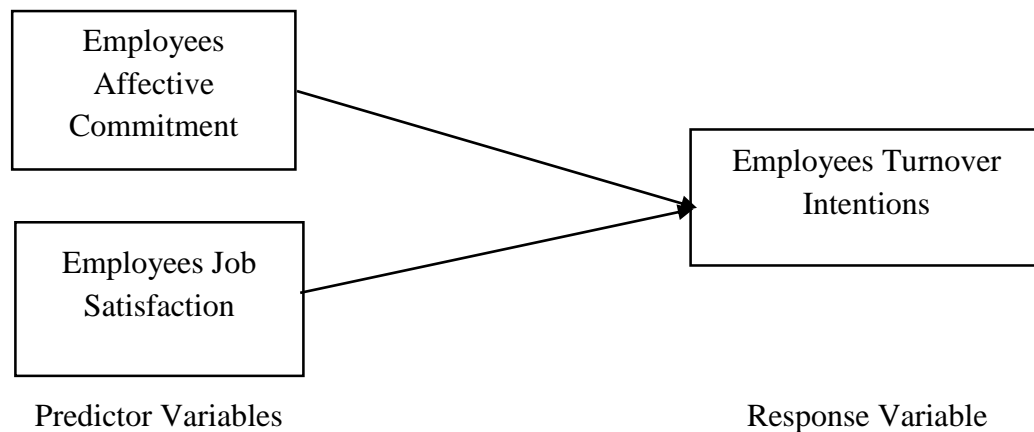


Figure 1: Conceptual Framework of Study

Method

Ongoing investigation being quantitative in nature is structured survey methodology used for overseeing lasting impacts of employee's attitudes including job satisfaction and affective commitment on their turnover intentions in contexts of call center work

environment. Study had a cross-sectional single point study design and was made to analyze different workplace trends and patterns in organizational behavior.

Research target audience for examination was comprised of front-line workers from different call centers from Islamabad, twin city Rawalpindi, and also from Peshawar. Three cities specifically got attention due to ongoing expansion in call center industry and expanding opportunities which are given to dedicated workers. For exploring this practical problem, a convenience sampling method was adopted where data were obtained from the participants which were readily available to take part. This sampling technique was perhaps the only useful methodology in call center context since workers have to go through tough schedules which keeps them in rigorous observation and control that makes their availability to participate difficult. But this sampling approach helped in accessing participants effectively. Not only this ensured timely completion of data but it also ensured appropriate sample size which reflected range of front-line employees working experience. Convenience sampling allowed encompassing of employees from different organizations across different cities (Peshawar, Islamabad, Rawalpindi). Despite this, the dependability on convenience sampling has some limitations like generalizability and self-selection bias concerns. Therefore, it was important mitigating these limitations. Measures taken carefully for inclusion of workers from a diverse and heterogeneous demographics. And employees from different call centers with diverse operational and functional sizes and conditions covering different metropolises were included in sample. Furthermore, well known and standardized measurement instruments were employed to strengthen the reliability and validity of obtained data, hence lowering the potential biases that were related to this sampling method (Bornstein et al., 2013; Etikan et al., 2016; Taherdoost, 2022).

Total number of 460 questionnaires were uniformly distributed, approximately 57% of the responses were valid, yielding up to 262 responses in total. This survey was for male and female workforce covering varied viewpoints of different groups. Well-organized designed questionnaire helped to obtain data which included employees' demographics, their level of job satisfaction, their affective commitment towards organization, and their turnover intentions. Questionnaire was started with inquiring brief intro and background information, then highlighted purpose of the investigation and afterwards assured volunteering involvement, and confidentiality. However, privacy was maintained and no personnel data was written, this minimized the probable risk factors.

For accurate measurement and examination, well established scales from previous studies were employed. Employees job satisfaction an important study variable was measured

through workplace environment relations survey (WERS, 2004) that explains core fundamentals such as employment environment, chances to develop career, and compensation. Present research utilized the well-established scale of organizational commitment designed by Allen and Meyer (1990) for assessment of emotive variable affective commitment of study to appraise extent of employee's fondness for workplace. Employees turnover intentions were monitored by Hom and Griffeth (1995), which was used to measure chances of resigning from work. Responses gathered and differentiated on a scale of 5 which varied from disagree to agree.

After the comprehensive and time taking obtaining data procedure, respondents feedback went through careful observation, coding, and analysis with the help of statistical tool SPSS version 26. SPSS is used for statistical data representation which includes average/mean, standard deviation, and tables of frequency. All these got computed to finalize demographic characteristic of sample. To further examine the relationship among variables, person's correlation coefficient was employed, predictive influence of jobs satisfaction and affective commitment were employed with multiple regression models. Diagnostic test was also conducted to confirm the key premises of regression; this test was conducted before the regression analysis. Diagnostic test included normality, linearity, and residual independence to assure the strength and reliability of findings of study. Moreover, to find internal consistency and instrument's reliability Cronbach's alpha for each scale was computed.

Ethics related issues have large standing in the study. All the study respondents had complete information about the agenda of research, well educated about the cause of the inclusion and had assurance of right to leave anytime without restriction. Data collected was solely gathered for research and study purpose with no extrinsic influence and privileges.

Results

Reliability Analysis

Table 1 of study is presenting the results after analyzing reliability. Values of Cronbach's alpha coefficients for the independent variables affective commitment and job satisfaction were 0.87 and 0.95 respectively and for the dependent variable turnover intentions it was 0.79. Now these values have crossed the advisable threshold value that is 0.70 and showed all the scales that were employed in the study are reliable.

Table 1

Reliability

| Variables of Study | | Values of Cronbach's Alpha | Number of Items |
|-----------------------------|-----------|----------------------------|-----------------|
| Employee's Commitment | Affective | 0.87 | 08 |
| Employee's Job Satisfaction | | 0.95 | 10 |
| Employee's Intentions | Turnover | 0.79 | 03 |

Findings that have been mentioned in Table 2 showed that generally or overall the participants were dissatisfied as far as their work is concerned, had little level of affective commitment and inversely they had shown higher intentions to quit their workplaces.

Table 2

Values of Mean, Standard Deviation, Skewness and Kurtosis

| Variables of Study | | Mean/Average | Standard SD | Deviation/ | Skewness Statistics | Kurtosis Statistics |
|-------------------------|-----------|--------------|-------------|------------|---------------------|---------------------|
| Employee's Satisfaction | Job | 2.05 | 0.68 | | 1.56 | 1.57 |
| Employee's Commitment | Affective | 1.95 | 0.48 | | 1.75 | 2.78 |
| Employee's Intentions | Turnover | 4.16 | 0.49 | | -1.33 | 2.06 |

Correlation

Table 3 is showing the findings of correlation between the independent and dependent variables. Correlational analysis has shown that all of the linkages among employee's affective commitment, their job satisfaction, and their turnover intentions were in the

anticipated directions. Moreover, statistically at 0.01 level all of them were significant. Predictor variable, employee's job satisfaction exhibited significantly inverse correlation with response variable turnover intentions (r value is -0.550 , p value less than 0.01). Moreover, employee's job satisfaction level and their affective commitment had positive correlations (r value is 0.641 , p value is less than 0.01). Likewise, employee's affective commitment demonstrated a significantly expected negative correlation coefficient with their turnover intentions (r value is -0.546 , p value is less than 0.01). Results have confirmed that employees with elevated levels of satisfaction from their job and increased affective commitment towards organizations are related to their decreased level of negative turnover intentions.

Table 3
Correlation

| Variables of Study | Employee's Turnover Intentions | Employee's Job Satisfaction | Employee's Affective Commitment |
|---------------------------------|--------------------------------|-----------------------------|---------------------------------|
| Employee's Turnover Intentions | 1 | | |
| Employee's Job Satisfaction | -0.550 | 1 | |
| Employee's Affective Commitment | -0.546 | 0.641 | 1 |

Note: All of the correlation values are statistically significant at the 0.01 level, i.e., 1-tailed; Number of participants were 262

Linear Regression

Analysis of multiple linear regression was done in order to overview linkage between dependent and independent variables, which are front-line employee's affective commitment towards organization, their level of job satisfaction, and their turnover intentions. Before this research was finalized key factors such as expectations were checked thoroughly to ensure credibility of model.

Scatterplots were used to check linearity which showed linearity link between predictor and response variables. Durbin-Watson statistics were used to assess the residuals. This yielded a value of 1.89 which indicated no persistence. The assumptions of Homoscedasticity were checked by plotting residuals vs predicted values plot, showing stable variation across all levels of independent variables. Variance inflation factors were used to find multicollinearity. Values came out to be 1.30 for job satisfaction and 1.25 for affective commitment indicating low multicollinearity. Q-Q plot assessed that the residuals had approximately normal distribution.

Statistically this model was significant as F value came out to be 74.754 and p value is less than 0.01, showing 37% variance in response variable turnover intentions, i.e., 0.371. Value of adjusted R square was 0.368 indicating insignificant diminution, which shows a strong predictive power of model when it would be applied to a broader population of study. Regression coefficient has showed that employee's affective commitment towards organization was a significant component that weakened the influence of employee's turnover intentions in their organizations, i.e., value of β is -0.324, value of t is -5.12 and p value is less than 0.01. Findings imply that every single unit increase in employee's affective commitment would decrease 0.324 units of their turnover intentions, whereby keeping other predictor variable that is job satisfaction constant. Likewise, predictor variable employee's job satisfaction appeared with expected significant inverse relation and values are β value is -0.341, value of t is -5.41, and p value is less than 0.01, implying that every single unit increase in employee's job satisfaction would corresponds to a decrease of 0.341 unit in turnover intentions, while controlling for other predictor variable that is affective commitment.

Findings of regression analysis were important to measure the statistical value of the questions as well as assumptions of study. Moreover, it checks goodness of fit of study model and assess to which extent research predictor variables contribute in explaining variance in response variable. Direct impact of employee's attitudes in call centers on worker's turnover intentions indicated that positive employees' attitudes including their affective commitment towards organization and their job satisfaction, had negative relation with their withdrawal and quitting intentions, which infers that ameliorating front-line employee's affective commitment towards organizations and their job satisfaction decreases their probability of turnover intentions.

Findings presented in Table 4 showed that employee's affective commitment towards organization has a significant negative impact on their turnover intentions, i.e., value of β is - 0.324, and p value is less than 0.01. Therefore, at 1% significance level, findings

confirmed that employee's affective commitment is significant in predicting their turnover intentions and Hypothesis H1 received support. Likewise, employee's job satisfaction has also came out to have a significant negative relation with turnover intentions, i.e., β value is -0.341, and p value is less than 0.01. Therefore, H2 also received support as it is significant at 1% level. Overall, these result calculations underscore importance of employee's affective commitment and their job satisfaction at workplace in lowering their turnover intentions.

Table 4
Regression Results

| Independent Variables of Study | Dependent Variable of Study |
|--|--------------------------------|
| | Employee's Turnover Intentions |
| Employee's Affective Commitment | -0.324** |
| Employee's Job Satisfaction | -0.341** |
| R Square | 0.371 |
| Adjusted R Square | 0.368 |
| F value (df ₁ , df ₂) | 74.754** (2, 259) |

** significant at 0.01 level

The overall results showed that regression model is quantitatively important and provides strong understanding of variation in turnover intentions of employees.

Discussion and Limitations

Repeatedly thorough investigation has highlighted the causal association of workers attitudes and their turnover intentions at work. Drawing upon this framework, current piece of work increases perception and comprehension by highlighting the significant mechanics that operates between front-line employees' attitudes at work and their turnover wish/intentions. Through working and determining workers job satisfaction and their affective commitment with organization as key forerunner and establishing inverse associations with turnover intentions particularly in call centers with stressful environment gave contributions in practical as well as theory. Workforce which was more committed to their duty were better at bonding with the organization and lined up closely with

company's core values and objectives. According to Meyer and Allen (1997), employees with more sense of duty were strongly affectively committed and were intended to overachieve. In support of this another argument by Mowday et al. (1979) also showed the same that such employees are of crucial importance for organizational prosperity. Another attitude examining in study, i.e., job satisfaction is also helpful in decreasing withdrawal and turnover intentions, because workers satisfied with their jobs devote more energy to their roles, and got least distracted from other things, and often help in providing innovative ideas which benefit the organization.

All the findings concluded in this research reflects that call center organizations should target retention by encouraging positive employee attitudes. Various tasks including assigning real tasks to employees, prioritizing office work to ensure smooth flow of tasks, reducing role uncertainty, better training programs, removing differences, understanding organizational values, dealing with justice and fairness and promoting creative healthy cultures can make the work environment better and results in job satisfaction. Such mentioned plan of actions fortifies inter organizational connection and inhibit employees' negative turnover intentions. Policy divisors working on eradicating employees' turnover, internal and external aspects of employee's job satisfaction and their affective commitment towards organization came out as a practical driver directing on reducing turnover, stabilizing staffing, and lowering cost burdens tied to hiring.

This research has certain shortcomings; it relies on a single method for data gathering. Moreover, cross sectional design halts forming causal links, sample size is also an issue which limits the use of delicate data gathering techniques. Critically this research is about affective commitment and job satisfaction but other important factors that can affect turnover are not included due to scope of study. Occupational stress has been identified as leading feature in influencing turnover in Pakistan. In latest results showing increasing workload stress only affects employee's well-being and increases chances of turnover and leaving organization (Ramzan et al., 2024). Work life balance is crucial in decreasing turnover and strengthen employee's affectionate behavior with the organization (Ahmad Saufi et al., 2023; Lestari & Margaretha, 2021). In upcoming research work it should also be considered. Generally, longitudinal study designs having comparatively larger sample sizes have strength to find over the passage of time changes in attitudes of workforce and can lead to causal inferences. Adding other constructs like stress, leadership, employee's varying personality traits, and morale would importantly ameliorate predictive study models and help in getting deeper insights of employee's turnover at work. Employee morale has been found to be an important insightful variable (Rhodes et al., 2004). In future studies, research model can be further be explored with addition of these dimensions to

reinforce theoretical rigor along with practical usefulness, directing holistic and sustainable strategies in call centers and other related service industries.

Conclusion

This research emphasizes that employee turnover intentions must be diminished. High rates of turnover cases can reduce company's operational efficiency, and customer's services quality. To alleviate this issue, call centers should also prioritize improving front-line employees job satisfaction by providing a better work environment, competitive compensation and offering various opportunities. Moreover, they should cultivate affective commitment where employees should feel more connected. This can only be achieved through different recognition programs and better communication among the employees and other higher position holders in organization. Management in call centers and related sectors must devise and enhance core plan of action to increase retention at workplace, reducing intentions to quit and developing a stabilized and peaceful environment at work for workers to achieve aims and higher-level productivity.

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