FACTORS INFLUENCING CALL CENTER AGENT ATTRITION: A CASE OF KENYA POWER CALL CENTER

BY

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DECLARATION

This research project is my original work and has not been presented for academic purposes in the University of Nairobi or any other University.

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this research project report to my late husband John Mwebia Mbaya and my lovely daughter Shanique Makena.

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ABBREVIATIONS AND ACRONYMS

GDP - Gross Domestic Product

HR - Human Resource

KPC - Kenya Power Company

SET - Social Exchange Theory

SPSS - Statistical Package for Social Sciences

UK - United Kingdom

US - United States

USA - United States of America

ABSTRACT

Call centres are high-pressure and stressful work environments, characterized by highly routine work, lack of control, intensity of electronic performance monitoring, meeting of performance targets, high turnover, and absenteeism. Unfortunately call centres are experiencing painfully high turnover rates often exceeding 50% annually. The call centre industry in Kenya is relatively new yet it has already been associated with a modern-day sweatshop. Although this industry is large and it continues to grow, it experiences high rates of turnover. High staff turnover can, negatively impact on call centre quality because every time a trained agent leaves; fewer are on hand to ensure an optimum level of service. In spite of the investments made to reduce employee turnover, KPC continue to struggle with higher than average call center work turnover. The purpose of the study was therefore to establish the factors influencing call center agent attrition with focus on Kenya Power call center. The study adopted a descriptive research design. The target population for this study was 200 agents, 8 team leaders, 4 supervisors, 8 quality control officers in KPC contact center. Stratified proportionate random sampling technique was used to select 141 respondents using Kothari (2004) formula. Primary data was obtained from the agents using self-administered questionnaires. Descriptive statistics analysis was employed. Multiple regression analysis was used to establish the relations between the independent and dependent variables. Tables were used to present the study findings for ease of understanding. The study found that training and development, rewards management, job characteristics, supervisor support and career growth influence call center agent attrition at Kenya Power greatly. The study further concluded that training and development, rewards management, job characteristics, supervisor support and career growth greatly and positively influence call centre agent attrition at Kenya Power. The study also recommends that Kenya Power Call Center human resource pool establishment of additional and necessary infrastructures must be implemented by supporting a right policy which guarantees a friendly business environment and the availability of appropriately skilled labour force including language capability, that government should implement policies that encourage the call center sectors, which are of great value from a socio-economic point of view and provide them with the necessary infrastructure in terms of physical and human capital, that Call centers require supervisors or managers who are both relations focused and task focused as there needs to be a balance between the two. This will prevent high staff bum out and reduce the levels of stress in the call centers. In addition this will make the call center work to be more enjoyable to the agents, and that Call center management should strive more for intrinsic motivation rather than extrinsic motivation e.g. through recognition and rewards. Intrinsic motivation has long term effects as compared to extrinsic motivation which has short term effect but is the easiest to achieve where the call center management would gain more by turning over burnt-out staff and investing in programs that targeting morale, commitment and enthusiasm.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The increasing demand for customer-services in a highly competitive business environment has resulted in the increase of call centres globally (Knight, 2012). Call centers are an integral part of most industries today. They play an essential role in today's business world and are often the primary source of contact for customers (Jagasia, Baul & Mallik, 2015). The call centre industry has experienced incredible growth on both sides of the Atlantic, which is set to continue. According to Rakestraw (2014), the Western European call centre market as a whole is expected to grow by 12% annually. In European countries such as the UK more employees work in call centres than in many traditional fields and recent figures estimated that in 2001 2.2 percent of the UK population were working in call centres.

The call centre industry is one of the most rapidly growing in the developed world today (Harvey, Cohendet, Simon & Borzillo, 2015). Call centres are employed in diverse industries, including financial services, insurance, retail, information technology, and telecommunications. Internationally, it is estimated that approximately 3% of the US workforce is employed in call centres, while in the UK, the call centre industry is growing at a reported 50% annually (Call Center News, 2002). In the Asia Pacific, it is predicted that over the next few years, the region will represent an estimated 33% of the total global GDP, making it the fastest growing, emerging market in the world (callcentres.net, 2003). At present, the combined call centre market in the Asia Pacific region is valued at US$15.6 billion, and is predicted to grow some 15% in the next few years (Poon, 2012).

In Singapore, the matured call centre market is predicted to gross US$166 million in revenues by 2006 from US$68 million in 2001, growing at a 21% annual rate during this period (Tang, 2002). It is estimated that 250 organizations operate call centres in Singapore, with the market having approximately 325 call centres operating 10,000 seats (Venieris, 2014). The rapid growth of these call centres, both locally and in the region, can be attributed to the liberalization of the industries, increased call centre outsourcing or offshoring opportunities coming from countries such as Britain and the USA, the development and increased adoption rates of mobile phones and wireless data technology,

and the lowering cost of long distance calls due to emerging technologies. As call centres become increasingly important for customer relationship management, call agents will become increasingly critical, as they serve as the link between companies and customers.

Call centres that execute customer care by phone, represent a new form of work organization, which often is designed ‘‘from scratch’’. This might offer a unique opportunity to design jobs according to established principles of job design, creating work that is motivating, and enhances productivity (Caillier, 2013). Typically, however, when new jobs are designed, such principles tend not to play a major role. Rather, work is designed around technical solutions or existing organizational principles, and this may imply unfavourable working conditions for employees (Gardner, 2012). This seems to apply to call centres as well. Of course, one cannot lump together all call centre jobs in an undifferentiated way. Nevertheless, there are indications that, at present, many call centre agents predominantly carry out tasks that are rather specialized and often simplified (Berkbigler & Dickson, 2013).

According to the U.S. Bureau of Labor Statistics, employee turnover rates can surpass more than 75% annually in some industries (Tucker, 2012). Many of these industries facing high turnover rates employ call center workers to support their daily operations and client inquiries. Specifically, the call center profession has been widely recognized for being hampered by low employee job satisfaction, exemplified by high turnover (Whitt, 2006).

Call centre customer service positions have been found to be highly repetitive and "dead-end" jobs (Burnett, 2012). This position is often characterized by low status, poor pay and few career development opportunities (Mou & Wang, 2015). The work of call center agents is very demanding with respect to several aspects. There are lower levels of job control or autonomy, limited task variety, and higher levels of job demand and uncertainty. The employees in call centers are de-motivated to work in such working environments. This also has a negative impact on customer service which is detrimental to the organization’s success. Consequently, call centers have great difficulty in retaining staff. They often face high agent turnover rates which are very costly to the organisation. Their corporate reputation is also at stake. Usually, call centers employ thousands of people and high agent turnover rates may also mean high unemployment rate for an economy. This, then, worsens the country's economic and social conditions.

Employee turnover in call centers is a significant issue for these organizations with an annual turnover reportedly ranging from 50% to 300% across industries (LeBreton, Binning, Adorno, & Melcher, 2012), a rate that is considerably higher than the total workforce monthly average of less than 2% (HR Focus, 2008). In other words, it has not been uncommon for two to four different workers to fill a single call center position in a given year. Medium to large-sized organizations, including non-profits, can incur millions of dollars in losses each year due to the threat of high turnover rates. Brophy (2011) report call centre agents turnover rates of 8 – 50%. They found that experienced monotony is one of the most frequent reasons that call agents cite for quitting their job. In line with this, low complexity and variety predicted intention to quit and were negatively related to actual job tenure

Although there are not many studies concerning call centres, supporting evidence is growing. A German study involving 250 call agents from 14 call centres (mostly inbound) found that call agents had poorer working conditions in terms of task variability and complexity and lower job control as well as higher psychosomatic complaints than people in comparable, but more traditional work places (administrative clerks, bank clerks; Isic et al., 1999) controlling for age, sex, and education level. A Swiss study among 242 call agents from 14 call centres (primarily inbound) showed that task variety predicted psychosocial well-being, qualification requirements predicted job satisfaction, and lack of complexity was related to low organizational commitment. Moreover, a recent study by Holman and Wall (2012) found that low job control predicted depression among inbound call agents of a national UK bank in crosssectional as well as in longitudinal data. Furthermore, in a study among US teleservice centre representatives, lack of job control was associated with musculoskeletal disorders (Karakostas & Demetriadis, 2014).

On a regional perspective, call centers represent a significant realignment of the customer interface across the entire economy (Hannif & Vo, 2011). Increased growth in service sector in the developing countries elicited call center industry which accentuate emotions of employees in the workplace. The increasing demand for client-services in a highly competitive business environment has resulted in a substantial increase in the number of call centres in many African countries (Carrim, Basson & Coetzee, 2006). Within the call centre industry, turnover intentions have been identified as one of the most pressing problems in terms of cost and productivity. Literature suggests that call centre representatives in South Africa are expressing intentions to leave the industry due to the

level of stress and monotony they face on a daily basis. This situation is further aggravated by a lack of opportunities for promotion (Doellgast, 2010). A study conducted by Kgomo and Swarts (2010) showed that 31-51% of call centre representative from a sample consisting of 800 from 16 call centres nationwide in South Africa voiced an intention to leave the industry.

In general call centres in many developing countries are not viewed as pleasant workplaces, they have even been referred to as "electronic sweatshops" (Benner, 2006). It is a well-known assumption that call centre representatives work in a stressful and monotonous environment, where job demands are high. For this reason, concern has been expressed about the possible negative effects that call centre work will have on the well-being of representatives. Holman (2003) identified that having high control over work methods, having a sufficient amount of variety within working methods, having a performance measurement system aiming to develop employees and having a supportive structure, can have positive effects on employee well-being. However, if these aspects are not attended to, it can result in increased turnover rates which then results in recruitment and selection costs, training and development costs as well as a loss in intellectual capital (Dzuba, 2015).

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

According to Kimani (2015), turnover is a too much headache for all the managers in the call centers in Kenya because it decreases the costs and marketability of the call centers and increases the cost of training and recruitment and selection of the employees. There are some other costs that face call centers in cause of turnover such as the cost of advertising and maintaining of human resource team, the cost of interviewing and assessments and the cost of training which includes the cost of trainer's wages and the place or conference which is hired for training.

1.1.1 Kenya Power Company

Kenya Power is a limited liability company in Kenya which transmits, distributes and retails electricity to customers throughout Kenya. It is a national electric utility company, managing electric metering, licensing, billing, and emergency electricity service and customer relations. Historically, the company used to print bills and deliver them to customers home. However, as the number of customers increased an idea of posting the bill to the customer's postal accounts was invented. However, other challenges such as planned power outages change in tariffs and making the payments continued to face the company. The banking halls were congested for customers seeking help from our offices. There was a need to develop a platform where the customer could seek help without visiting the offices in person and also to cut the cost of advertisements on the newspapers.

The main objective was to solve customer complaints such as billing, power outage, new connections queries, and pre-paid services without customers visiting the offices. The second objective was to decongest banking halls and the third objective was for telemarketing. Therefore, all this can be done through phone calls, email and social media that are twitter and Facebook. The contact center is one of the Kenya power sub departments. The contact center is composed of 200 agents, 8 team leaders,4 supervisors,8quality control and a chief officer in charge.

In Kenya power strategic plan 2011/2012 to 2015/2016, the first objective is improving delivery of customer service. Kenya power call center was established in 2011 to act a link between the company and its customers and it was launched as a National contact center in June, 2013.

1.2 Statement of the Problem

Numerous studies have shown that call centres are high-pressure and stressful work environments, characterized by highly routine work, lack of control, intensity of electronic performance monitoring, meeting of performance targets, high turnover, and absenteeism (Holman, 2003; Ocasio, Lowenstein & Nigam, 2015). Under these working conditions, training call agents is a challenging endeavour. This is compounded by the fact that when call service levels fall below specified targets, allocated time for training and coaching is usually compromised.

According to Burgess and Connell (2012), call centre representatives are essentially the only face that clients have an opportunity to interact with, as they are the front line of customer service. It is therefore their role to ensure that current business is maintained as well as to promote new business. But unfortunately call centres are experiencing painfully high turnover rates often exceeding 50% annually (Paulet, 2012). According to 2015 global call Center benchmarking report, all call centers record an average of 37% staff attrition in the first 6months of service.

The call centre industry in Kenya is relatively new yet it has already been associated with a modern day sweatshop (Wagaki, 2015). Although this industry is large and it continues to grow, it experiences high rates of turnover. High staff turnover can, negatively impact on call centre quality because every time a trained agent leaves, fewer are on hand to ensure an optimum level of service. In addition to this, there are heavy costs associated with recruiting, hiring, training and developing new staff – not to mention the costs associated with the dip in productivity that is inevitable as new recruits battle to get up to speed.

In spite of the investments made to reduce employee turnover, KPC continue to struggle with higher than average call center work turnover. Since the contact center was established at KPC, 14 agents have resigned, 24 agents have sought transfer to other departments and each day we record average three to four absenteeism. Secondly our customer service performance level has remained 72% as compared to that of 85% which is set by the company.

With the looming challenge of employee turnover in the KPC call centers, previous studies done locally focused on other sectors: Wanjao (2009) did an investigation of the factors that influence job satisfaction of call center agents in Nairobi province, Kamau (2013) focused on perceived relationship between motivation and job Satisfaction among call centre agents at Safaricom Limited while Nyaga (2014) conducted a study on strategic responses to absenteeism by mobile telephony Call centres within Nairobi. All these studies are of different context and there is none that has attempted to study the factors influencing call center agent attrition at Kenya Power call center.

1.3 Purpose of the Study

The purpose of the study was to establish the factors influence call centre agent attrition at Kenya Power call center.

1.4 Objectives of the Study

The study sought to achieve the following objectives;

i. To determine how training and development influence call centre agent attrition at Kenya Power.
ii. To evaluate the extent to which rewards management influence call center agent attrition at Kenya Power.
iii. To analyze the extent to which job characteristics influence call center agent attrition at Kenya Power.
iv. To establish the extent to which supervisor support influence call center agent attrition at Kenya Power.
v. To determine how career growth influence call center agent attrition at Kenya Power.

1.5 Research Questions

This study sought answers to the following questions;

i. How do training and development influence call center agent attrition at Kenya Power?
ii. What is the extent to which rewards management influence call center agent attrition at Kenya Power?
iii. To what extent does job characteristics influence call center agent attrition at Kenya Power?
iv. In what ways does supervisor support influence call center agent attrition at Kenya Power?
v. How does career growth influence call center agent attrition at Kenya Power?

1.6 Significance of the Study

One of the major assets of an organization is the people that it employs. This is because an effective organization aims to involve good work performers. When practicing managers endorse the proposition that satisfaction causes performance, they are thinking that satisfied people are more willing to do little 'extras' either spontaneously or when requested, and in general are easier to work with in a day-to-day relationship.

The finding of the study will help the call center management to make informed strategic decision on motivation and job satisfaction and consequently increase output and reduce employee turnover in the call centre. Turnover is costly for organizations as it affects other aspects of human resources such as recruitment and selection, hence the importance for Human Resources to understand turnover intentions and to be proactive. Employee turnover can be the single greatest financial and morale drain for call centers. The findings of this study will help call centre agents as the management will be able to establish how well they can be motivated and satisfied in their job.

Academicians will also benefit from this study as reference for thoughts and ideas on similar studies and research in future. The finding of this study will add to the existing knowledge in analysis of factors influencing call center agent attrition as well as form a foundation for further research on relationship between various factors influencing call centre agents. The findings of this study will therefore shed light on how to maintain and retain employee in an organization. This study will also add to the repository of knowledge available for research. Other researchers may use the findings of this study to advance in their research.

This study will also be of great help to the government and its agencies, since it will provide them with insights on the perceived factors that influence employee attrition. The findings of this study will assist salary and remuneration commission in setting the minimum wage for employees as well as formulation of policies regarding employees' welfare.

This study is expected to contribute to the existence literature relating factors influencing employee retention in the banking industry.

1.7 Delimitation of the Study

The purpose of this study was to establish the factors influencing call center agent attrition. This study notes that in order to build on the empirical framework and in terms of theory building a survey of a diverse range of companies and industries would yield more. Despite this, the researcher contemplates that a survey of many companies would be too wide and the research would be constrained on financial and time resources. Therefore, the research will narrow down the research to a contact center department in Kenya power Stima Plaza. Nevertheless, the researcher will ensure that the whole population of Kenya power Contact is included in this study. The study will involve collecting data from chief customer Relation officer in charge of the Nation Contact center who is always busy: the researcher will schedule for an interview. The data would also be collected from the Quality control team and the shift supervisors in form of questionnaires and also from contact center agents in written questionnaires.

1.8 Limitations of the Study

This study expected to encounter some challenges. The major limitation of this study is that it may not be possible to control the attitudes of respondents as they give their responses, which may affect the validity of the responses. The researcher, therefore, would assure the respondents that their responses would be used only for the purposes of the study, and that their identities would be treated with utmost confidentiality.

The study may suffer from generalization of findings. This is because the study was confined in Kenya Power call center. The findings of this study would therefore be applicable to Kenya Power only and any other companies with similar characteristics.

The respondents targeted in this study might be reluctant in giving accurate information. The study seeks information, which is very sensitive, and so the respondents might not be willing to disclose all the true information. To address this, anonymity would be assured as no individual names would be stated. In addition, the researcher would carry an introduction letter from the University to assure the respondents that the information they give would be treated with confidentially and would be used purely for academic purposes.

1.9 Basic Assumptions of the Study

The researcher assumes that the respondents would be cooperative enough to give the required information of the study. The researcher also assumes that all information collected from respondents would be true to give a clear and true picture. The researcher further assumes that external factors like conflict would not arise as this would affect the process of data collection and hence the completion of the project. Finally, the researcher assumes that the respondents would have adequate knowledge on the variable of the study.

1.10 Definition of the Terms

The following terms are defined in the context of the study:

Absenteeism - an unplanned disruptive incident; but more precisely, it can be seen as non-attendance when an employee is scheduled to work (Van der Merwe & Miller, 1976, p. 9).

Autonomy - Hackman and Oldham (1975) defined autonomy as the "degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling the work and in determining the procedures to be used in carrying it out" (p. 162). Autonomy is one of the dimensions included in the Motivating Potential Score.

Burnout - According to Halbesleben (2010), burnout has been used to describe workers' cumulative job stress in a number of different occupations.

Call centres - Benner (2006), defines call centres as workplaces consisting of dedicated telephone positions, in which employees use telephonic and computer technologies while interacting directly with customers

Contact Centre - refers to an office in which phone calls, emails and social media are integrated to serve customer.

Job satisfaction - is a rather complex construct fraught with many definitions. Job satisfaction can be defined as the "extent to which a person derives pleasure from a job (Muchinsky, 1993).

Pay - The Job Descriptive Index pay factor evaluates an employee's attitude towards pay, and is based on the perceived difference between the employee's actual pay and expected pay (Fichter & Cipolla, 2010).

Training - According to Appia (2011) Training can be defined as a "systematic process of acquiring knowledge, skills, abilities, and the right attitudes and behaviors to meet job requirements

Turnover- refers to permanent withdrawal from work (Balsam, Gifford, & Sungsoo, 2007).

1.11 Organization of the study

This study is organized into five chapters. Chapter one is the introduction which focuses mainly on the background, statement of the problem, objectives, the scope and limitation and significance of the study. Review of the theoretical and empirical literature pertinent to the concern of the study is presented in Chapter two. Chapter three describes the research methodology that includes a brief description of the study area, sampling design, data collection procedures and analytical techniques. Chapter four will report the results of the study along with discussions. Finally, summary of the major findings, conclusion and recommendation are presented in Chapter five.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this second chapter, relevant literature information that is related and consistent with the objectives of the study is reviewed. Important issues and practical problems are brought out and critically examined to determine the current facts. The chapter is thus structured into theoretical review, empirical review and conceptual framework. The study also presents the knowledge gap the study seeks to fill.

2.2 Concept of Staff Turnover

Staff turnover is an important human resource issue as it is a vital indicator of how effective and efficient organisations are (Abeysekera, 2007). Turnover can be defined as voluntarily leaving the organisation or termination of the employment relationship (Van Breukelen, van der Vlist & Steensma, 2012). As mentioned by Benner (2006) high staff turnover is a factor that is often associated with the call centre industry in South Africa. Van Breukelen, et al. (2012) notes that turnover intention which can be defined as the psychological variable in which to leave an organisation, is closely related to turnover and should rather be studied. Turnover intention is important to study rather than turnover itself as the thinking of a working person as to why he/she wants to quit is important for organisations to know so that actual turnover can be prevented. For this reason intention to quit was focused on in this study.

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

an undesirable phenomenon as it costs organisations millions of rands in the form of exit costs such as e-data on turnover intentions, which is less expensive than actual turnover.

2.3 Human Resource Training

Training has been reckoned to help employees do their current jobs or help meet current performance requirements, by focusing on specific skills required for the current need. Current educational systems, do not necessarily impart specific knowledge for specific job positions in organizations. As a result of this the labor force comprises of few people with the right skills, knowledge and competencies needed for positions in the job market. There is therefore the need for extensive external training for human resources to be able to improve and also contribute to the productivity of organizations. According to De Censor and Robbins (1996), “training is basically a learning experience, which seeks a relatively permanent change in an individual's skills, knowledge, attitudes or social behavior. This means that, there is the need to improving employee’s skills and knowledge so that he or she becomes efficient to work on both present and future jobs and tasks.

There exists a gap between desired targets or standards and actual levels of work performance in every organizational setting. This means that there can be both a negative and positive relationship between what should happen and what actually happens in terms of the work performance in any organization. There is therefore the need for every organization to adopt strategies in order to achieve the desired targets or standards set by the company (Appia, 2011). Despite the unique challenges faced in training call centre agents, little research has been done on the factors that impact learning in call centre environments. Previous research studies in this area have focused on factors such as learning strategies (Holman, Epitropaki & Fernie, 2001) and learning-related outcomes on skills utilization and self-efficacy (Holman & Wall, 2002).

According to Yazinski (1987), many changing business environment necessitates that organizations should spend on training of employees to enhance organizational ability to positively respond to the dynamic environment. Strategic focus on training, acquisition of new skills based on firms’ future needs, training in hard and soft skills, and evaluating effectiveness of training are vital to achieve enduring results. Career development has psychological meaning to the employees. Employees need to be helped to do their present

job correctly and effectively. A strong training emphasis implies an internal labour market and career opportunities (Cascio, 2005).

Investment on employee training and career development is considered important factor in employee retention. Organization has the incentive to make investment in form of training & development only on those workers, from whom organization expect to return and give output on its investment (Messmer, 2000). According to Clark (2011), organizations are intensification development for talented employees, through proficiency analysis, input on employee interests, need development and multisource appraisal of capabilities and formulate plans for action. Training enhances the skills of employees. When employees are hired to enhance the skill, organization needs to start training program through on the job training (Goldstein, 2010). This then should be supplemented through seminars and workshops related to the job content and also exchange programs. When employees are well equipped with the necessary knowledge and skills, they are able to wok competently and avoid frustrations. This way, they will be motivated to stay put since they believe they have what it takes to perform on their duties.

The importance of training and development in an organization is very evident in current economic times. The growing complexity of the work environment, the rapid change in the organization and advancement in technology require constant employee training to equip them with the necessary skills and competencies to adapt to their duties given these dynamic changes hence their satisfaction. This will influence retention of the employees since a major reason for high employees' turnover in the changes in the work environment that they are not able to cope with. A major purpose of training is to eliminate performance deficiencies whether current or anticipated. Training and development is important in order to improve performance particularly to an organization with stagnant or declining rates of productivity. Another purpose of training and development especially relevant to organizations that are rapidly incorporating new technologies is to make the current workforce more flexible and adaptable. Development programmes such as seminars, workshops and exchange programs are important for several reasons. These include: source of management talent, helps organizations retain and develop productive employees, provides challenging assignments, prescribes new responsibilities and helps employees grow by developing their abilities (Baron & Kreps, 2009).

2.4 Reward Management

Reward management is about how people are rewarded in accordance with their value to an organisation. It is concerned with both financial and non-financial rewards. An employee reward system consist of an organisation integrated policies, processes and practices for rewarding it's employees in accordance with their contribution, skill and competence and their market worth. Tithe (2008) concurs that employers are seeking staff who are rare or want to achieve fairness in pay in relation to effort, responsibility and other factors find that monetary incentives are needed to encourage employees to put extra effort and reduce intention to leave. According to Yazinski (1987), many organizations rewards are differentiated on the basis of status (rather than contribution) and, often, the only way an individual can increase his or her pay is to get promoted. This usually motivates them to really look after themselves so as to get the 'status'' and in return get a bigger salary. This way, they are ready to stay in the organisation to acquire that status.

When employees believe they aren't paid fairly or don't receive adequate benefits, they might decide it's time to find new work. Offering lower salaries might allow you to employ more agents, but this plan can backfire if you must constantly recruit and train new employees. Employees might be more likely to stay if you offer an attractive salary and benefits package. If your company offers bonus programs but makes it difficult for agents to actually reach goals, employees might become less motivated and dissatisfied with their employment. Frequent changes in the bonus program structure and confusion on what goals must be achieved to earn bonuses also lead to frustration.

Bowen and Ostroff (2008) asserts that the aim of reward management is to support the attainment of the organisation strategic and short term objectives by helping to ensure it has skilled, competent, committed, and well-motivated work force it needs. When employees are well paid, their morale towards their duties increases. They look forward to making sure that their duties are well done because they tend to be happy. This way, employees don't not look for new jobs. This makes them stay put at their work stations since they feel that their goals are being achieved. The system also incorporates non-financial rewards such as recognition, praise, achievement, responsibility and personal growth and in many cases performance management process. Among the concerns of the employees' quality of work life, security, impact of work on family life pay and benefits

top the list.As noted, certain HR practices provide both instrumental and affective outcomes. Although benefits certainly have instrumental worth to employees, they also may signal the organization's affective valuation of employees (i.e., organizational support).

Dessler (1997) argued that rewards system such as a higher salary base, gain sharing, bonuses and employee stock options, act as incentives for employees to be committed and motivated to achieve organizational goals and stay put in their work places. Employees will want to be paid well rewarded well for the work they do for both self-esteem and practically for the life they live. This will make employees feel respected and well taken care of by the organization he/she works for. It serves as the greatest motivation for employees. As the organization achieves its goals, the employees need to feel that they are not left behind and is realized if their reward is satisfying to them. This will make they retain their duties and stay put. On the other hand, one argument for incentive pay systems is that they harmonize employee and employer interests by aligning incentives. Further, incentive pay systems should promote equity feelings because workers are paid for performance contributions. Accordingly, employees should view incentive pay as a form of support and show increased commitment in return. Despite well-known problems with incentive systems, this basic idea suggests that workers will be more committed in firms where performance is an important earnings influence. Prior research by Flippo (2008) provides some support for the positive effects of an incentive pay system on commitment found that competency-based pay and rewards improves productivity and reduces labour turnover (Heathfield, 2012).

2.5 Job Characteristics

Role ambiguity, role conflict, work overload, work-family conflict and job stress in general have been seen as immediate determinants of quitting a job (Hang-Yue, Foley & Loi, 2005). The atmosphere of your call center also plays a role in attrition rates. While it’s necessary to have rules regarding breaks, lunch hours and average call time, regulations that are too stringent can drive away employees, particularly those accustomed to working in a more relaxed atmosphere. The level of interaction with co-workers and supervisors also can affect employee satisfaction. Placement of employees in isolated work areas with little chance for interaction with co-workers can cause dissatisfaction. A friendly team environment can help improve attrition rates and

employee satisfaction with call center work. At one extreme, call centre work can be monotonous due to the highly repetitive nature of the job; at the other, it can be stressful, thanks to the seemingly impossible targets and strictures that some organisations place upon their staff.

Quality of work life as a concept is usually defined through one or with all of the below concepts: professional activities and career development, recognition for competence and expertise, department and external relationships, perceptions of discrimination, and positive working conditions. Many have found significant relationships between increased quality of work life and high employee commitment increased job satisfaction (Cole & Flint, 2005), and decreased turnover intention rates (Jaskyte, 2003).

With regard to call centre studies, the picture is less clear for stressors, such as task-related stressors (e.g., work overload, concentration demands, and uncertainty in terms of role ambiguity) and social stressors (e.g., conflicts with supervisors and colleagues). However, there are reports that high call volumes often lead to a fast pace of work (Moltzen & van Dick, 2002). Isic et al (1999) found, controlling for age, sex, and educational level, rather high levels of time pressure, concentration demands, and uncertainty among call agents, and two of those were significantly higher among call agents than among administrative clerks; the task-related stressors of bank clerks were, however, comparable to those of the call agents.

Numerous studies have investigated effects of working conditions on strain. For instance, resources at work such as job control are in general positively related to wellbeing, health and job-related attitudes. Moreover, job demands like job complexity and variety have the same effects on well-being and job-related attitudes as resources at work as long as they do not overtax a person's capabilities, and as long as they allow to utilize one's skills, knowledge, and abilities and, therefore, promote learning. Positive relationships of job complexity and variety with well-being and job-related attitudes have been reported both in the literature on stress at work in general (Sonnentag & Frese, 2003) and specifically for call agents (Isic et al., 1999). While control, complexity, and variety are associated with well-being, good health, and positive job-related attitudes, the opposite applies to stressors at work. In general, stressors are a possible source for chronic stress, such as impaired well-being and health and negatively affect job-related attitudes, too. For

instance they might reduce job satisfaction and affective commitment over time, and, in turn, enhance intentions to quit a job (Sonnentag & Frese, 2003).

Job burnout incidence rates among call centre representatives are extensively high (Jain & Singh, 2010). The call centre industry is a strategic point for customer service and in this type of service environment it is possible for burnout to occur due to the nature of interactions between representative and client (Schaufeli, Taris & Van Rhenen, 2008). According to Schaufeli and Bakker (2012), call centres are useful industries to examine burnout amongst call centre representatives.

Job characteristics that are articulated to satisfaction are linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction to an extent, the emotional state of an individual is affected by interactions with their work environment (Bernstein & Nash, 2008). Therefore employees are bound to stay at their work without causing to leave since the emotional well-being that is supposed to come from job characteristics is being felt. The emotional component such as boredom, anxiety, acknowledgement and excitement would course high employee turnover (Dee, 2005).

2.6 Supervisor Support

Orienting new employees properly and giving them the support they need is basically creating a seamless work environment for the new employees. The supervisors should make sure they give new employees helpful tips for dealing with job realities. Supervisors also affect the attrition rate, especially those who are rigid or overly negative. Huselid (2011) notes that supervisors who are indecisive or who use criticism as a management technique can prompt employee resignations.

Kilonzi (2013) in his study of recruitment practices, job satisfaction and employee retention in the Kenyan manufacturing sector suggested that it's also a good idea to place new employees in work groups with positive attitudes. And make sure that new employees receive the support they need from their supervisor, especially during the first three months on the job. Once employed, new recruits should have a good induction and socialization experience. This involves meeting with other employees, understanding the structure of the company, what the different employees are responsible for, how they are

expected to interact with employees in other departments, who to go to for help, how to use the office IT and telephone systems (Robbins, & Coulter, 2014).

According to Thang and Buyens (2014), one of the major reasons that would course an employee to leave am employment is the feeling of being contract agreement. Supervisory support therefore goes a long way to ensure that new employees are given care support at work environment. This gives employees social support skills among other older employees, ability to ask questions without fear and general interaction within the organization which is health. With this support, employees are bound to stay and adapt to work environment quickly. Organization needs to base promotions on your employee's performance and cultivate a perception of fairness in career progression. If there are ample opportunities for growth and career progression in your organization and you have demonstrated to employees that they have long term prospective, then your employees will be more likely to stay on. One of the leading causes of employee turnover is poor orientation and supervisory support or not even either of them at all. A proven way to counteract the threat of attrition in your business is to provide targeted orientation that focuses on skill development. It's also important to offer training on an ongoing basis. Failing to follow-up will put your business at risk of falling into the same age-old pitfall that costs your company big when it comes to employee turnover (Huselid, 2011).

2.7 Career Growth

Call center agents can become burned out when they perform the same tasks day after day, particularly if they've been with your company for many years. If a manager don't cross-train agents or rotate their responsibilities, employees who crave some variety will start thinking about leaving. Lack of growth also contributes to rising attrition rates. Employers who look for creative ways to encourage and motivate valued employees, such as appointing them as team leaders or asking them to manage a new project, might be more likely to retain employees (Schaufeli, Taris & Van Rhenen, 2008).

Employees career advancement is a phenomenon which is formalized, organized and it is planned effort to accomplish the balance between requirement of organization workforce and individual career needs. The rapidly rising awareness makes it evidence that employees can give leading edge to the organization in market place. It is challenge for today HR Managers to identify the organization developmental strategies which enthuses the employee commitment to the organization vision and values to motivate the

employees and help the organization to gain and sustain the competitive advantage (Graddick, 2015). People always work for a reason and the cause should be provided by work, organization, co-workers or from within. Findings show that when employees want to advance in their careers, a motivational factor, it does not matter how old one is, a lot of stay in the organization as a way to advance (Greller, 2013).

Career development focuses on providing the analysis necessary to identify the individual interests, values, competencies, activities, and assignments needed to develop skills for future jobs (development). According to Caldwell (2011), career development includes both individual and organizational activities. Career development can help with retention because employees can develop a sense of loyalty for employers who are willing to invest in them. Likewise, when it is time to hire new employees, career development programs can be attractive to job-seekers. A company can develop its own unique career development programs to increase employee retention and hopefully increase productivity and profits (Butler & Waldrop, 2014).

According to Fink (2010), Organization desire to strengthen their bond with employees must spend on the development of employees It creates promotion opportunities within organization and provides training opportunities and skill development to improve their employee's employability on the external and / or external labour market career development encompasses vertical issues such as promotions and upward mobility and also horizontal movement (lateral job transfers) within the organization. Career development deals with the fundamental nature of the relationship of individuals to their work and employees to their organizations. A clearly defined plan of action prepares employees for the future and preserves an organization's ability to meet both existing and future needs (Bowen & Ostroff, 2012).

2.8 Theoretical Orientation

This study is anchored on human capital theory

2.8.1 Human Capital Theory

In the economics literature, human capital refers to the productive capabilities of people (Cascio, 2006). Skills, experience, and knowledge have economic value to organizations because they enable it to be productive and adaptable; thus, people constitute the

organization's human capital. Like other assets, human capital has value in the market place, but unlike other assets, the potential value of human capital can be fully realized only with the cooperation of the person. Therefore, all costs related to eliciting productive behaviors from employees-including those related to motivating, monitoring, and retaining them-constitute human capital investments made in anticipation of future returns (Walker 2001).

Organizations can use HRM in a variety of ways to increase their human capital (Cascio 2005). For example, they can "buy" human capital in the market (e.g. by offering desirable compensation packages) or "make" it internally (e.g. by offering extensive training and development opportunities). Investments of either type have associated costs, which are justifiable only to the extent the organization is able to productively utilize the accumulated capital. In human capital theory, contextual factors such as market conditions, unions, business strategies, and technology are important because they can affect the costs associated with alternative approaches to using HRM to increase the value of the organization's human capital and the value of the anticipated returns, such as productivity gains.

2.9 Conceptual Framework

Research has indicated that the job characteristics of call agents differ significantly from those of traditional jobs, in that they are high in emotional demand and stress (Lewig & Dollard, 2003). The conceptual framework of study is shown in figure 1.

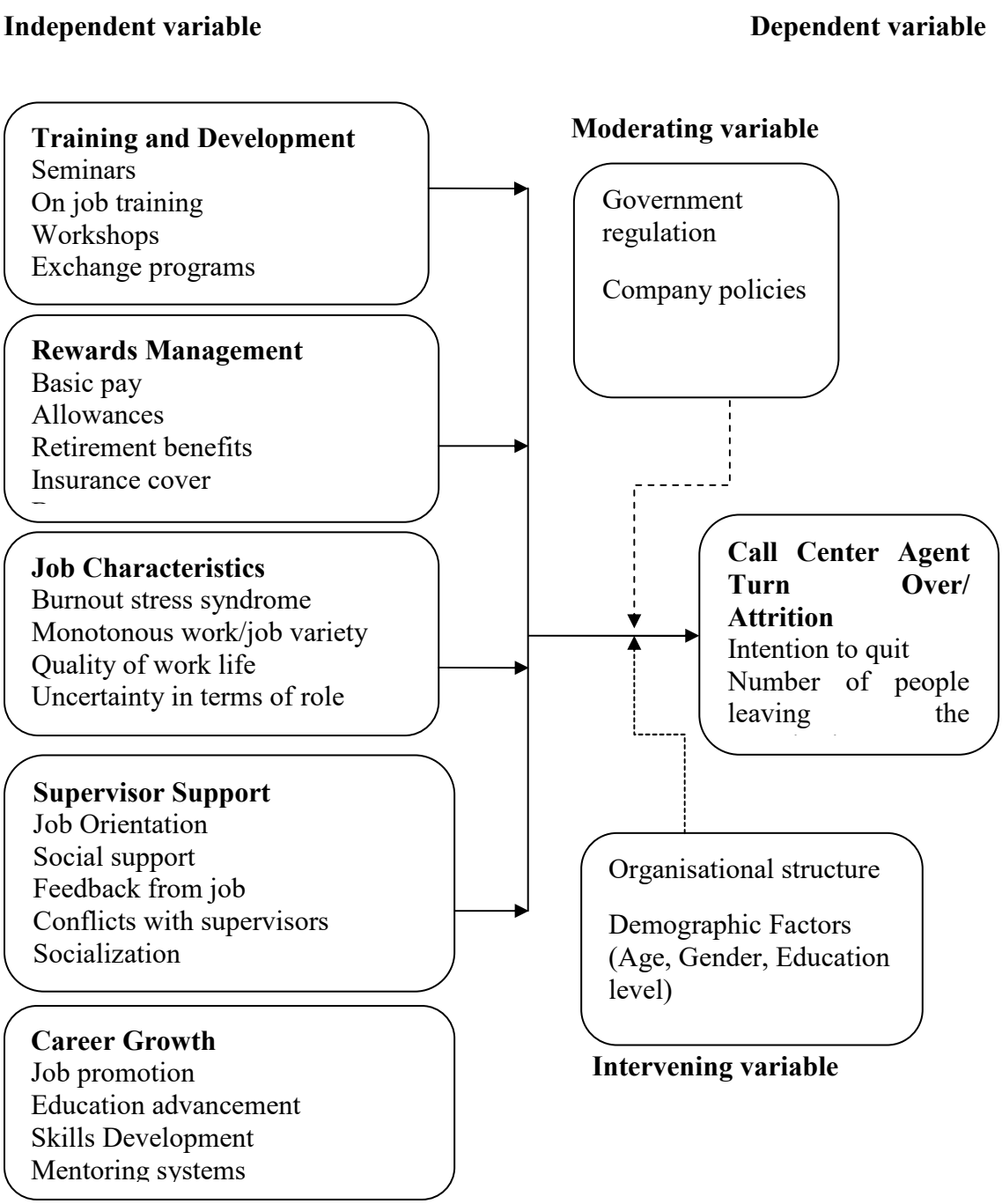
Independent variable
Dependent variable
Training and Development
Seminars
On job training
Workshops
Exchange programs
Rewards Management
Basic pay
Allowances
Retirement benefits
Insurance cover
Job Characteristics
Burnout stress syndrome
Monotonous work/job variety
Quality of work life
Uncertainty in terms of role
Supervisor Support
Job Orientation
Social support
Feedback from job
Conflicts with supervisors
Socialization
Career Growth
Job promotion
Education advancement
Skills Development
Mentoring systems
Moderating variable
Government regulation
Company policies
Call Center Agent Turn Over/ Attrition
Intention to quit
Number of people leaving the
Organisational structure
Demographic Factors (Age, Gender, Education level)
Intervening variable

Figure 1: Conceptual framework

2.10 Summary and Research Gap

The retention of employees, especially the high performers, is an important issue for organizations (Yamamoto, 2011). For most organizations, the high cost of recruitment and selection, possible hold-ups and productivity loss during the assimilation period, potential loss of business opportunity (Walker, 2001), poor customer relationship (Clarke, 2001), and hidden cost of lost productivity (Dee, 2005) associated with turnover have subsequently heightened the importance of retaining committed employees.

Retaining well motivated staff is vital to the success of an organization. As noted by Granrose and Portwood (2009), the focus of scholarly researchers from the mid-1990s has not only been to determine why employees leave their organizations but also to determine factors which positively influence them to stay as well as benefits associated with retaining valued employees. Therefore the challenge for most organizations today is to formulate effective employee retention strategies that will enable organizations to retain employees they consider critical to the attainment of organizational goals (Kochachathu, 2010). Whiles retaining employees has several benefits, research has shown that turnover or losing critical employees is costly to organizations. Different researchers have identified various costs associated with employee departures in terms of time, money and other resources. Similarly, in a study by Hale (1998), employers cited recruitment costs as 50 to 60 percent of an employee's first year's salary and up to 100 percent for certain specialized positions. Cascio (2006) affirms that the costs associated with recruiting, selecting and training new employees often exceed 100% of the annual salary for the position being filled. Other areas of cost include increases in short-term costs such as the money spent on hiring, personnel reshuffling, training of other employees and decreased production (Yamamoto, 2011).

Call centres are continually introducing improved infrastructures and more advanced technologies as a reaction to the need for bigger, better, faster and even more cost-effective communication. This has manifested into work environments where call length is measured in seconds. It is a disciplined environment where perfectionism can easily demand a perfect call from every call centre representative for every customer they interact with (Hauptfleisch & Uys, 2006). However research has shown that this strategy comes with reports of high levels of stress and intention to leave the industry (Holdsworth

& Cartwright, 2002). Personnel turnover is a crisis for many call centres and it represents a significant disadvantage for organisations that use call centres (Bakker, Demerouti & Schaufeli, 2003).

Research in call centres has shown that a lack in job control, performance monitoring, emotional labour and a lack in team leader support all lead to job stress including depression and even burnout (Bakker, Demerouti & Schaufeli, 2003). Also, social support, coaching and adequate performance feedback can lead to involved and committed employees (Bakker et al., 2003). Overall, there has been a lack of studies completed using call center workers as the focus of factors influencing attrition to answer the research questions posed in this study. Specifically, a lack of research exists regarding factors influencing call center agent attrition with focus on Kenya Power call center.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides the research design, the population and the sample size, techniques of data collection and data analysis as well as how data was presented. The choices herein were chosen to facilitate a complete synthesis and conclusion of the study in line with the research objectives.

3.2 Research Design

A research design is a plan of how the researcher intends to conduct the research process in order to solve the research problem (Babbie & Mouton, 2001). The study adopted a descriptive research design. A descriptive design is concerned with determining the frequency with which a phenomenon occurs or the relationship between variables (Bryman & Bell, 2011). Thus, this approach is suitable for this study, since the study intended to collect comprehensive information through descriptions, which was helpful for identifying variables. Bryman and Bell (2011) assert that a descriptive design seeks to get information that describes existing phenomena by asking questions relating to individual perceptions and attitudes. According to Polit and Beck (2013), in a descriptive study, researchers observe, count, delineate, and classify. They further describe descriptive research studies as studies that have, as their main objective, the accurate portrayal of the characteristics of persons, situations, or groups, and/or the frequency with which certain phenomena occur.

3.3 Target Population

According to Pole and Lampard (2010), a target population is classified as all the members of a given group to which the investigation is related, whereas the accessible population is looked at in terms of those elements in the target population within the reach of the study. Based on the recommendations of Churchill and Iacobucci (2010) in defining the unit of analysis for the study, the target population for this study was 223 agents, 8 team leaders, 4 supervisors, 8 quality control officers in KPC contact center as shown in Table 3.1.

Table 3.1: Target Population

Department	Total Number	Percentage
Agents	203	91.0
Team leaders	8	3.6
Supervisors	4	1.8
Quality control officers	8	3.6
Total	**223**	**100.0**

Source: KPC (2017)

3.4 Sample Size and Sampling Procedure

Sampling is a deliberate choice of a number of people who are to provide the data from which a study will draw conclusions about some larger group whom these people represent. The sample size is a subset of the population that is taken to be representatives of the entire population (Onabanjo, 2010). A sample population of 141 was arrived at by calculating the target population of 223 with a 95% confidence level and an error of 0.05 using the below formula taken from Kothari (2004).

$$n = \frac{z^2.N.\partial_p^2}{(N-1)e^2 + z^2\partial_p^2}$$

$$n = \frac{z^2.N.\partial_p^2}{(N-1)e^2 + z^2\partial_p^2}$$ Where; n = Size of the sample,

N = Size of the population and given as 223,

e = Acceptable error and given as 0.05,

∂p = The standard deviation of the population and given as 0.5 where not known,

Z = Standard variant at a confidence level given as 1.96 at 95% confidence level.

Stratified proportionate random sampling technique was used to select the respondents. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then making a selection within the individual subset to ensure representativeness. The goal of stratified random sampling is to achieve the desired representation from various sub-groups in the population. In stratified random sampling subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample (Kothari, 2012). The method also involved dividing the population into a series of relevant strata, which implied that the sample is likely to be more representatives (Saunders et al., 2009).

Table 3.2: Sampling Frame

Department	Total Number	Proportion ratio	Sample
Agents	203	0.63	128
Team leaders	8	0.63	5
Supervisors	4	0.63	3
Quality control officers	8	0.63	5
Total	**223**		**141**

3.5 Data Collection Instruments

Primary data was obtained from the agents using self-administered questionnaires. The questionnaire is made up of both open ended and closed ended questions covering issues associated to insurance company performance. The open ended questions was used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allow respondent to respond from limited options that had been stated. According to Saunders (2009), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form. In addition, an interview guide was administered to the team leaders, supervisors and quality control officers.

3.5.1 Validity of the Research Instruments

According to Golafshani (2003), validity is the accuracy and meaningfulness of inferences, based on the research results. One of the main reasons for conducting the pilot study is to ascertain the validity of the questionnaire. The study used both face and content validity to ascertain the validity of the questionnaires. Content validity draws an

inference from test scores to a large domain of items similar to those on the test. Content validity is concerned with sample-population representativeness. Gillham (2008) stated that the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills.

3.5.2 Reliability of the Research Instruments

Instrument reliability on the other hand is the extent to which a research instrument produces similar results on different occasions under similar conditions. It's the degree of consistency with which it measures whatever it is meant to measure. Reliability is concerned with the question of whether the results of a study are repeatable. The research instruments were subjected to overall reliability analysis using the split half method. This was done by collecting data from a given number of respondents into two halves (often odd-even). The two halves are correlated using Pearson's correlation. A coefficient of 0.7 or more implies that there is a high degree of data reliability (Trochim, 2006). The purpose is to refine the research tools so that respondents in the major study had no problem in answering the questions and examining whether the same response is obtained.

3.5.3 Reliability Analysis

Reliability analysis was subsequently done using Cronbach's Alpha which measures the internal consistency by establishing if certain items within a scale measure the same construct. Trochim (2006) established the Alpha value threshold at 0.7, thus forming the study's benchmark.

Table 3.3: Reliability Analysis

	Cronbach's Alpha	Number of items	Decision
Training and Development	.827	4	Reliable
Rewards Management	.838	5	Reliable
Job Characteristics	.746	7	Reliable
Supervisor Support	.718	8	Reliable
Career Growth	.706	4	Reliable

Cronbach Alpha was established for every objective which formed a scale. The rewards management was the most reliable with an Alpha value of 0.838, followed by training and development with an Alpha value of 0.827 then job characteristics with an Alpha value of 0.746, supervisor support with an Alpha value of 0.718 while career growth was the least reliable with an Alpha value of 0.706. This illustrates that all the five variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 Trochim

(2006). This, therefore, depicts that the research instrument was reliable and therefore required no amendments.

3.6 Data Collection Procedure

The researcher obtained an introduction letter from the university which was presented to each manager so as to be allowed to collect the necessary data from the respondents. The drop and pick method was preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. Research assistants were trained on interviewing skills including developing rapport, convincing respondents to provide relevant data and seeking clarifications whenever necessary. Research assistants booked appointment with respondent organizations at least two days before visiting to administer questionnaires. The research assistants personally administered the research instruments to the respondents. This enables the researcher to establish rapport, explain the purpose of the study and the meaning of items that may not be clear as observed by Best and Khan (2007).

3.7 Data Analysis

The data collected was assessed and comparison made so as to select the most accurate and quality information from the feedback given by various respondents. This involved assessing and evaluating the questionnaires and other sources of both primary and secondary data.

Descriptive statistics analysis was employed to establish the factors influencing call center agent attrition with focus on Kenya Power call center. The quantitative data was coded to enable the responses to be grouped into various categories. The analyzed data was interpreted in terms of averages and standard deviation using assistance of computer packages especially SPSS (version 22). Tables were used to present the study findings for ease of understanding.

Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regression attempts to determine whether a group of variables together predict a given dependent variable (Babbie, 2012). Since there were five independent variables in this study the multiple regression models generally assumed the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + €$$

Where:-

Y= Call Center Agent Turn Over/Attrition

β_0=constant

X_1= Training and Development

X_2= Rewards Management

X_3= Job Characteristics

X_4= Supervisor Support

X_5= Career Growth

€=Error Term

3.8 Ethical Issues

According to Kerridge, Lowe and McPhee (2005), ethics involves making a judgment about right and wrong behaviour. Ethics as noted by Minja (2009) is referred to, as norms governing human conduct, which have a significant impact on human welfare. Indeed as observed by Devettere (2010), ethics is about choice between good and bad. In this study, confidentiality is of concern as the information relevant to the study is of strategic importance.

In this regard, the researcher observed the following standards of behaviour in relation to the rights of those who become subject of the study or are affected by it: First, in dealing with the participants were informed of the objective of the study and the confidentiality of obtained information, through a letter to enable them give informed consent. Once consent is granted, the participants maintained their right, which entails but is not limited to withdraw or decline to take part in some aspect of the research including rights not to answer any question or set of questions and/or not to provide any data requested; and possibly to withdraw data they have provided. Caution was observed to ensure that no participant is coerced into taking part in the study and, the researcher sought to use minimum time and resources in acquiring the information required. Secondly, the study adopted quantitative research methods for reliability, objectivity and independence of the researcher.

3.9 Operationalization of Variables

Table 3.4: Operationalization of Variables

Objective	Variable	Indicators	Measurement scale	Tools of analysis	Type of data analysis
To determine how training and development affect call center agent attrition at Kenya Power.	**Independent:** Training and Development	Seminars On job training Workshops Exchange programs	Ordinal Ordinal Interval Ordinal	Mean Percentage	Descriptive Regression
To evaluate the extent to which rewards management affect call center agent attrition at Kenya Power.	Rewards Management	Basic pay Allowances Retirement benefits Insurance cover Bonuses	Ordinal Ratio Ordinal Ordinal	Mean Percentage	Descriptive Regression
To analyze the extent to which job characteristics affect call center agent attrition at Kenya Power.	Job Characteristics	Burnout stress syndrome Monotonous work/job variety Quality of work life Uncertainty in terms of role ambiguity Work scheduling Decision making autonomy Time pressure	Nominal Ordinal Ordinal Interval	Mean Percentage	Descriptive Regression

To establish the extent to which supervisor support affects call center agent attrition at Kenya Power.	Supervisor Support	Job Orientation Social support Feedback from job Conflicts with supervisors Socialization Feedback from others Negative group climate Unfair treatment	Ordinal Ratio Interval Ordinal	Mean Percentage	Descriptive Regression
To determine how career growth affect call center agent attrition at Kenya Power.	Career Growth	Job promotion Education advancement Skills Development Mentoring systems	Ordinal Ratio Ordinal		
	Dependent: Call Center Agent Turn Over/Attrition	Intention to quit Number of people leaving the organisation	Ordinal Interval	Mean Percentage	Descriptive Regression

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter contains sections that have the analysis of the data collected concerning the subject under study, its presentation (in tables containing the means, standard deviation, frequencies and percentages) and its interpretation which was given in prose.

4.2 Response Rate

The researcher administered 141 questionnaires. The researcher was only able to get back 104 questionnaires. This gave a response rate of 73.04 which is above 50% and is considered significant response rate for statistical analysis as prescribed by Saunders (2009)

Table 4.1: Response Rate

	Number of Participants	Percent
Response	104	73.04
Non- Response	37	26.96
Total	**141**	**100**

4.3 Background information

The general information about participants which included gender, age bracket and highest level of education as well as period worked in the organisation was collected by asking them to respond to questions related to the same. The findings were then presented in subsequent sub-sections.

4.3.1 Gender

The participants were requested to indicate their gender. The data collected was presented in Table 4.2.

Table 4.2: Gender

	Frequency	Percent
Male	62	59.6
Female	42	40.4
Total	**104**	**100**

Table 4.2 reveals that majority of the participants were male as illustrated by 59.6% while female participants were 40.4%. This implies the researcher obtained information from the both genders.

4.3.2 Age Bracket

The participants were also asked to indicate their age and the data obtained was presented in Table 4.3.

Table 4.3: Age Bracket

Age	Frequency	Percent
18-25 years	16	15.4
26-35 years	28	26.9
36-45 years	44	42.3
46 years and above	16	15.4
Total	**104**	**100**

Table 4.3indicates participants age analysis where 42.3% of the participants were aged between 36 and 45 years, 26.9% were aged between 26 and 35 years, 15.4% were aged between 46 years and above while 15.4% were also aged between 18 and 25 years. This illustrates that most of the participants were mature enough to cooperate in giving accurate and reliable information concerning the study.

4.3.3 Highest Level of Education

The participants in this study were requested to indicate their education level. The findings were presented in the Table 4.4.

Table 4.4: Level of Education

Education level	Frequency	Percent
'O' level	10	9.6
College diploma	19	18.3
Degree	72	69.2
Postgraduate	3	2.9
Total	**104**	**100**

Majority of the participants showed that their highest level of education was a degree as shown by 69.2%, 18.3% indicated college/ diploma, 9.6% indicated 'O' level while postgraduates were 2.9%. This shows that most of the participants were learnt enough to comprehend the subject being studied and therefore gave the relevant information.

4.3.4 Working Experience

The researcher also asked the participants to tell the period in which they had worked in organization. The results are as shown in the Table 4.5.

Table 4.5: Working Experience

	Frequency	Percent
Less than 5 years	23	22.1
Between 5 and 10 years	41	39.4
Between 10 and 15 years	40	38.5
Total	**104**	**100**

From the results, 39.4% of the participants indicated that the period in which they had worked in organization was between 5 and 10 year and 39.4% indicated a period was between 10 and 15 years while 22.1% indicated a period of less than 5 years. This implies that majority had been in the organisation for long enough to articulate the subject under study and give the required information.

4.4 Factors Influencing Call Center Agent Attrition

The study sought to establish the factors influence call centre agent attrition at Kenya Power call center. To do this, the researcher considered five factors whose findings are presented under this section.

4.4.1 Training and Development

The study sought to determine how training and development influence call centre agent attrition at Kenya Power. The participants were requested to indicate the extent to which training and development influence call center agent turnover/ attrition. Their responses were presented in Table 4.6.

Table 4.6: Extent of Training and Development Influence

	Frequency	Percent
Little extent	10	9.6
Moderate extent	26	25
Great extent	50	48.1
Very great extent	18	17.3
Total	**104**	**100**

From the findings, the participants indicated that training and development influence call center agent turnover/ attrition to a great extent as shown by 48.1%, to a very great extent as shown by 17.3%, to a moderate extent as shown by 25% and to a little extent as shown by 9.6%. This shows that training and development influence call center agent turnover/ attrition greatly. Further the participants were asked to tell the extent to which various aspects of training and development influence call center agent turnover/ attrition. Their responses were presented in table 4.8.

Table 4.7: Extent of Influence of Aspects of Training and Development

	Not at all	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std. Dev.
Seminars	0.00%	0.00%	27.90%	39.40%	32.70%	4.0481	0.7806
On job training	0.00%	0.00%	27.90%	39.40%	32.70%	4.0481	0.7806
Workshops	0.00%	4.80%	55.80%	39.40%	00.00%	3.3462	0.5706
Exchange programs	3.80%	37.50%	36.50%	22.10%	00.00%	2.7692	0.8388

Table 4.7 reveals that seminars greatly influence call center agent turnover/ attrition as shown by a mean of 4.0481 and that on job training greatly influence call center agent turnover/ attrition as shown by a mean of 4.0481. The study further indicated that workshops moderately influence call center agent turnover/ attrition as shown by a mean of 3.3462 and that exchange programs moderately influence call center agent turnover/ attrition as shown by a mean of 2.7692.

4.4.2 Rewards Management

The study further sought to evaluate the extent to which rewards management influence call center agent attrition at Kenya Power. Therefore, the research required the participants to indicate the extent to which rewards management influence call center agent turnover/ attrition. Their responses were presented in table 4.9.

Table 4.8: Extent of Rewards Management Influence

	Frequency	Percent
Little extent	14	13.5
Moderate extent	23	22.1
Great extent	46	44.2
Very great extent	21	20.2
Total	**104**	**100**

From Table 4.8 the results revealed that to great extent rewards management influence call center agent turnover/ attrition as illustrated by 44.2%, to a moderate extent rewards management influence call center agent turnover/ attrition as illustrated by 22.1%, to a very great extent rewards management influence call center agent turnover/ attrition as illustrated by 20.2% and to a little extent rewards management influence call center agent turnover/ attrition as illustrated by 13.5%. This shows that rewards management greatly influence call center agent turnover/ attrition.

Again, the researcher also requested the participants to indicate the extent to which various aspects of rewards management influence call center agent turnover/ attrition. Their responses were presented in Table 4.9.

Table 4.9: Extent of Influence of Aspects of Rewards Management

	Not at all	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std. Dev.
Basic pay	0%	0%	15.4%	51%	33.7%	4.1827	0.6793
Allowances	0%	0%	20.2%	62.5%	17.3%	3.9712	0.6147
Retirement benefits	21.2%	30.8%	42.3%	5.8%	0%	2.3269	0.8751
Insurance cover	0%	0%	50%	42.3%	7.7%	3.5769	0.6339
Bonuses	0%	0%	20.2%	51%	28.8%	4.0865	0.6983

As per the results the study found that basic pay as illustrated by an average of 4.1827 and bonuses as illustrated by an average of 4.0865 greatly influence call center agent turnover/ attrition. The study also found that allowances as illustrated by an average of 3.9712 and insurance cover as illustrated by an average of 3.5769 greatly influence call center agent turnover/ attrition. Further the study found that retirement benefits as illustrated by an average of 2.3269 lightly influence call center agent turnover/ attrition.

4.4.3 Job Characteristics

The study also sought to analyse the extent to which job characteristics influence call center agent attrition at Kenya Power. The participants were again asked to indicate the extent to which job characteristics influence call center agent turnover/ attrition. Their responses were presented in table 4.10.

Table 4. 2: Extent of Job Characteristics Influence

	Frequency	Percent
Little extent	6	5.8
Moderate extent	33	31.7
Great extent	52	50
Very great extent	13	12.5
Total	**104**	**100**

Majority of the participants indicated that job characteristics influence call center agent turnover/ attrition greatly as expressed by 50%, moderately as expressed by31.7%, very greatly as expressed by12.5% and lightly as expressed by 5.8%. This implies that job characteristics influence call center agent turnover/ attrition greatly.

The researcher also required the participants to indicate the extent to which various aspects of job characteristics influence call center agent turnover/ attrition. Their responses were presented in table 4.11.

Table 4.11: Extent of Influence of Aspects of Job Characteristics

	Not at all	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std. Dev.
Burnout stress syndrome	0%	42.3%	27.9%	29.8%	0%	1.875	0.844
Monotonous work/job variety	0%	0%	42.3%	29.8%	27.9%	3.856	0.829
Quality of work life	0%	0%	20.2%	55.8%	24%	4.039	0.667
Uncertainty in terms of role ambiguity	0%	0%	30.8%	41.3%	27.9%	3.971	0.769
Work scheduling	11.5%	35.6%	52.9%	0%	0%	2.414	0.691
Decision making autonomy	0%	0%	0%	39.4%	60.6%	4.606	0.491
Time pressure	0%	0%	30.8%	55.8%	13.5%	3.827	0.645

Table 4.11 indicates that decision making autonomy as expressed by a mean score of 4.606 and quality of work life as expressed by a mean score of 4.039 greatly influence call center agent turnover/ attrition. The study also showed that uncertainty in terms of role ambiguity as expressed by a mean score of 3.971, monotonous work/job variety as expressed by a mean score of 3.856 and time pressure as expressed by a mean score of 3.827 greatly influence calls center agent turnover/ attrition. Further the study revealed that work scheduling as expressed by a mean score of 2.414 and burnout stress syndrome as expressed by a mean score of 1.875 lightly influence calls center agent turnover/ attrition.

4.4.4 Supervisor Support

The study further intended to establish the extent to which supervisor support influence call center agent attrition at Kenya Power. The participants were requested to tell the extent to which supervisor support influence call center agent turnover/ attrition. Their responses were presented in table 4.12.

Table 4.12: Extent of Supervisor Support Influence

	Frequency	Percent
Little extent	25	24
Moderate extent	26	25
Great extent	45	43.3
Very great extent	8	7.7

Total	104	100

Table 4.12 shows that supervisor support influence call center agent turnover/ attrition to a great extent as shown by 43.3%, to a moderate extent as shown by 25%, to a little extent as shown by 21% and to a very great extent as shown by 7.7%. This shows that that supervisor support influence call center agent turnover/ attrition greatly.

Further the participants were asked to tell the extent to which various aspects of supervisor support influence call center agent turnover/ attrition. Their responses were presented in table 4.13.

Table 4.13: Extent of Influence of Aspects of Supervisor Support

	Not at all	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std. Dev.
Job Orientation	0%	0%	30.8%	51%	18.3%	3.8750	0.6924
Social support	0%	0%	27.9%	59.%	12.5%	3.8462	0.6196
Feedback from job	0%	25%	28.8%	40.4%	5.8%	3.2692	0.9056
Conflicts with supervisors	0%	0%	32.7%	55.8%	11.5%	3.7885	0.6336
Socialization	0%	0%	50%	42.3%	7.7%	3.5769	0.6339
Feedback from others	0%	0%	19.2%	19.2%	61.5%	4.4231	0.7967
Negative group climate	0%	0%	2.9%	32.7%	64.4%	4.6154	0.5452
Unfair treatment	16.3%	35.6%	48.1%	0%	0%	2.3173	0.7408

From table 4.13, the participants indicated that negative group climate (Mean=4.6154) influence call center agent turnover/ attrition very greatly. The participants also revealed that feedback from others (Mean=4.4231), job orientation (Mean=3.8750) and social support (Mean=3.8462) greatly influence call center agent turnover/ attrition. The participants also indicated that conflicts with supervisors (Mean=3.7885) and socialization (Mean=3.5769) greatly influence call center agent turnover/ attrition.

However, the participants also indicated that feedback from job (Mean=3.2692) moderately influence call center agent turnover/ attrition while unfair treatment (Mean=2.3173) lightly influence call center agent turnover/ attrition.

4.4.5 Career Growth

The study sought to determine how career growth influence call center agent attrition at Kenya Power. The participants were also asked to indicate the extent to which career

growth influence call center agent turnover/ attrition. Their responses were presented in table 4.14.

Table 4.14: Extent of Career Growth Influence

	Frequency	Percent
Little extent	5	4.8
Moderate extent	18	17.3
Great extent	68	65.4
Very great extent	13	12.5
Total	**104**	**100**

Table 4.14 illustrates that career growth influence call center agent turnover/ attrition greatly as shown by 65.4%. The study also illustrated that career growth influence call center agent turnover/ attrition moderately as shown by 17.3% and very greatly as shown by 12.5%. Further the study revealed that influence call center agent turnover/ attrition lightly as shown by 4.8%. This reveals that career growth influence call center agent turnover/ attrition greatly.

The participants were further asked to tell the extent to which various aspects of career growth influence call center agent turnover/ attrition. Their responses were presented in table 4.15.

Table 4.15: Extent of Influence of Aspects of Career Growth

	Not at all	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std. Dev.
Job promotion	0%	0%	7.70%	75%	17.30%	4.0962	0.4930
Education advancement	0%	1%	53.80%	37.50%	7.70%	3.5192	0.6533
Skills Development	0%	0%	50%	42.30%	7.70%	3.5769	0.6339
Mentoring systems	0%	0%	19.20%	19.20%	61.50%	4.4231	0.7967

From the findings on Table 4.15 the participants indicated that mentoring systems as shown by a mean of 4.4231 and job promotion as shown by a mean of 4.0962 greatly influence call center agent turnover/ attrition. The findings also show that skills development as shown by a mean of 3.5769 and education advancement as shown by a mean of 3.5192 greatly influence call center agent turnover/ attrition.

4.4.6 Call Center Agent Turn Over/Attrition

The study finally sought to examine the trend of various aspects of call center agent turn over/attrition over the last five years. The participants therefore were asked to indicate the trend and their responses were used to come up with the findings in table 4.16

Table 4.16: Trend of Call Center Agent Turn Over/Attrition

	Greatly decreased	Decreased	Constant	Improved	Greatly improved	Mean	Std. Dev.
Intention to quit	0%	20.2%	40.4%	19.2%	20.2%	3.3942	1.0279
Number of people leaving the organisation	0%	3.8%	15.4%	56.7%	24%	4.0096	0.7438

Findings in Table 4.16 show that intention to quit the organisation has been constant as shown by a mean score of 3.3942 and that number of people leaving the organisation has improved over the last five years 4.0096.

4.5 Regression Analysis

Using multiple regression analysis was used to test the relationship between the variables where it shows how the dependent variable is influenced by the independent variables.

Table 4.17 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.826	0.682	0.666	0.329

The model tests whether the model is fit for data. From the table 4.14, the independent variables were statistically significant predicting the dependent variable since adjusted R square was 0.666 implying that training and development, rewards management, job characteristics, supervisor support and career growth explains 66.6% variation in call center agent turnover/ attrition.

Table 4.18: ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.64	5	4.728	42.050	0.000
	Residual	11.019	98	0.112		
	Total	**34.659**	**103**			

The probability value of 0.000 indicates that the regression relationship was significant in determining how training and development, rewards management, job characteristics, supervisor support and career growth influence call center agent turnover/ attrition. The F

calculated at 5 percent level of significance was 42.05. Since F calculated is greater than the F critical (value = 2.26), this shows that the overall model was significant.

Table 4.19: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.345	0.182		18.379	0.000
Training and Development	0.684	0.196	0.584	3.490	0.000
Rewards Management	0.586	0.289	0.539	2.028	0.040
Job Characteristics	0.735	0.248	0.562	2.964	0.003
Supervisor Support	0.774	0.312	0.572	2.481	0.015
Career Growth	0.864	0.234	0.686	3.692	0.000

The established model for the study was:

$$Y= 3.345+ 0.684X_1 + 0.586X_2 + 0.735X_3 + 0.774X_4+ 0.864X_5+ €$$

Where:-

Y= Call Center Agent Turn Over/Attrition

β_0=constant

X_1= Training and Development

X_2= Rewards Management

X_3= Job Characteristics

X_4= Supervisor Support

X_5= Career Growth

The regression equation above has established that taking (training and development, rewards management, job characteristics, supervisor support and career growth), call center agent turnover/ attrition will be 3. 345.The findings presented also show that taking all other independent variables at zero, a unit increase in the training and development would lead to a 0.684 increase in the score of call center agent turnover/ attrition. Further it was found that a unit increase in the scores of rewards managements would lead to a 0.586 increase in the scores of call center agent turnover/ attrition.

Further, the findings show that a unit increases in the scores of job characteristics would lead to a 0.735 increase in the scores of call center agent turnover/ attrition and a unit increases in the scores of supervisor support would lead to a 0.774 increase in the scores of call center agent turnover/ attrition. The study also found that a unit increase in the scores of career growth would lead to a 0.864 increase in the scores of call center agent

turnover/ attrition. Overall, All the variables were thus significant with their p- values less than 0.05.

CHAPTER FIVE
SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on summary of the results, discussion, conclusion, and gives recommendations according to the research findings. Here, the summary includes overview of the study, conclusion is the crucial findings, and recommendations are propositions and advice based on findings.

5.2 Summary of the Findings

This section presents the summary of the findings presented and interpreted in chapter four. The findings were interpreted in relation to the objectives and research questions in chapter one.

5.2.1 Training and Development

The study sought to determine how training and development influence call centre agent attrition at Kenya Power. The study found that training and development influence call center agent turnover/ attrition greatly. The study also revealed that seminars greatly influence call center agent turnover/ attrition and that on job training greatly influence call center agent turnover/ attrition. The study further indicated that workshops moderately influence call center agent turnover/ attrition and that exchange programs moderately influence call center agent turnover/ attrition.

5.2.2 Rewards Management

The study further sought to evaluate the extent to which rewards management influence call center agent attrition at Kenya Power and showed that greatly influence call center agent turnover/ attrition. The study also found that that basic pay and bonuses greatly influence call center agent turnover/ attrition. The study also found that allowances and insurance cover greatly influence call center agent turnover/ attrition. Further the study found that retirement benefits lightly influence call center agent turnover/ attrition.

5.2.3 Job Characteristics

The study also sought to analyse the extent to which job characteristics influence call center agent attrition at Kenya Power and found that it influences call center agent turnover/ attrition greatly. The study also revealed that decision making autonomy and quality of work life greatly influence call center agent turnover/ attrition. The study also showed that uncertainty in terms of role ambiguity, monotonous work/job variety and time pressure greatly influence calls center agent turnover/ attrition. Further the study

revealed that work scheduling and burnout stress syndrome lightly influence calls center agent turnover/ attrition.

5.2.4 Supervisor Support

The study further intended to establish the extent to which supervisor support influence call center agent attrition at Kenya Power and found that it influences call center agent turnover/ attrition greatly. The study also found that negative group climate influence call center agent turnover/ attrition very greatly. The study also revealed that feedback from others, job orientation and social support greatly influence call center agent turnover/ attrition. The study also established that conflicts with supervisors and socialization greatly influence call center agent turnover/ attrition. The study also found that that feedback from job moderately influence call center agent turnover/ attrition while unfair treatment lightly influence call center agent turnover/ attrition.

5.2.5 Career Growth

The study sought to determine how career growth influence call center agent attrition at Kenya Power and found that it greatly influences call center agent turnover/ attrition. The study also found that that mentoring systems and job promotion greatly influence call center agent turnover/ attrition. The findings also show that skills development and education advancement greatly influence call center agent turnover/ attrition.

5.3 Discussion

5.3.1 Training and Development

The study sought to determine how training and development influence call centre agent attrition at Kenya Power. The study found that training and development influence call center agent turnover/ attrition greatly. This concurs with De Censor and Robbins (1996) who says that “training is basically a learning experience, which seeks a relatively permanent change in an individual's skills, knowledge, attitudes or social behavior.

The study also revealed that seminars greatly influence call center agent turnover/ attrition and that on job training greatly influence call center agent turnover/ attrition. These are in agreement with Yazinski (1987) who argue that many changing business environment necessitates that organizations should spend on training of employees to enhance organizational ability to positively respond to the dynamic environment.

The study further indicated that workshops moderately influence call center agent turnover/ attrition and that exchange programs moderately influence call center agent

turnover/ attrition. This conforms to Clark (2011) who said that organizations are intensification development for talented employees, through proficiency analysis, input on employee interests, need development and multisource appraisal of capabilities and formulate plans for action.

5.3.2 Rewards Management

The study further sought to evaluate the extent to which rewards management influence call center agent attrition at Kenya Power and showed that greatly influence call center agent turnover/ attrition. This is in line with Tithe (2008) who argues that employers are seeking staff who are rare or want to achieve fairness in pay in relation to effort, responsibility and other factors find that monetary incentives are needed to encourage employees to put extra effort and reduce intention to leave.

The study also found that that basic pay as illustrated by an average of 4.1827 and bonuses greatly influence call center agent turnover/ attrition. This is in agreement with Yazinski (1987) who claim that many organizations rewards are differentiated on the basis of status (rather than contribution) and, often, the only way an individual can increase his or her pay is to get promoted.

The study also found that allowances and insurance cover greatly influence call center agent turnover/ attrition. Further the study found that retirement benefits lightly influence call center agent turnover/ attrition. These findings are similar to Bowen and Ostroff (2008) who asserts that the aim of reward management is to support the attainment of the organisation strategic and short term objectives by helping to ensure it has skilled, competent, committed, and well-motivated work force it needs.

5.3.3 Job Characteristics

The study also sought to analyse the extent to which job characteristics influence call center agent attrition at Kenya Power and found that it influences call center agent turnover/ attrition greatly. This corresponds to Bernstein and Nash (2008) job characteristics that are articulated to satisfaction are linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction to an extent, the emotional state of an individual is affected by interactions with their work environment.

The study also revealed that decision making autonomy and quality of work life greatly influence call center agent turnover/ attrition. This is in line with Sonnentag and Frese

(2003) who claim that positive relationships of job complexity and variety with well-being and job-related attitudes have been reported both in the literature on stress at work in general.

The study also showed that uncertainty in terms of role ambiguity, monotonous work/job variety and time pressure greatly influence calls center agent turnover/ attrition. This concur with Isic et al (1999) who found that controlling for age, sex, and educational level, rather high levels of time pressure, concentration demands, and uncertainty among call agents, and two of those were significantly higher among call agents than among administrative clerks; the task-related stressors of bank clerks were, however, comparable to those of the call agents.

Further the study revealed that work scheduling and burnout stress syndrome lightly influence calls center agent turnover/ attrition. This is in line with Jain and Singh (2010) who argue that job burnout incidence rates among call centre representatives are extensively high.

5.3.4 Supervisor Support

The study further intended to establish the extent to which supervisor support influence call center agent attrition at Kenya Power and found that it influences call center agent turnover/ attrition greatly. The study also found that negative group climate influence call center agent turnover/ attrition very greatly. These findings are in line with Huselid (2011) who notes that supervisors who are indecisive or who use criticism as a management technique can prompt employee resignations.

The study also revealed that feedback from others, job orientation and social support greatly influence call center agent turnover/ attrition. Once employed, new recruits should have a good induction and socialization experience. These findings are in agreement with Robbins and Coulter (2014) who argue that once employed, new recruits should have a good induction and socialization experience which involves meeting with other employees, understanding the structure of the company, what the different employees are responsible for, how they are expected to interact with employees in other departments, who to go to for help, how to use the office IT and telephone systems

The study also established that conflicts with supervisors and socialization greatly influence call center agent turnover/ attrition. This concur with Kilonzi (2013) who claim

that suggested that it's also a good idea to place new employees in work groups with positive attitudes.

The study also found that that feedback from job moderately influence call center agent turnover/ attrition while unfair treatment lightly influence call center agent turnover/ attrition. These are in line with Thang and Buyens (2014) who said that one of the major reasons that would course an employee to leave am employment is the feeling of being contract agreement.

5.3.5 Career Growth

The study sought to determine how career growth influence call center agent attrition at Kenya Power and found that it greatly influences call center agent turnover/ attrition. This correspond to Schaufeli, Taris and Van Rhenen (2008) who argue that employers who look for creative ways to encourage and motivate valued employees, such as appointing them as team leaders or asking them to manage a new project, might be more likely to retain employees.

The study also found that that mentoring systems and job promotion greatly influence call center agent turnover/ attrition. This is in agreement with Greller (2013) who said that when employees want to advance in their careers, a motivational factor, it does not matter how old one is, a lot of stay in the organization as a way to advance.

The findings also show that skills development and education advancement greatly influence call center agent turnover/ attrition. This corresponds to Bowen and Ostroff (2012) who argue that plan of action prepares employees for the future and preserves an organization's ability to meet both existing and future needs.

5.4 Conclusion

The study concluded that training and development greatly and positively influence call centre agent attrition at Kenya Power. The study deduced that seminars greatly influence call center agent turnover/ attrition and that on job training greatly influence call center agent turnover/ attrition. The study further deduced that workshops moderately influence call center agent turnover/ attrition and that exchange programs moderately influence call center agent turnover/ attrition.

The study also concluded that rewards management influence call center agent attrition at Kenya Power greatly and significantly. The study deduced that that basic pay and bonuses

greatly influence call center agent turnover/ attrition. The study also deduced that allowances and insurance cover greatly influence call center agent turnover/ attrition.

The study concluded that job characteristics influence call center agent attrition at Kenya Power greatly and significantly. The study deduced that decision making autonomy and quality of work life greatly influence call center agent turnover/ attrition. The study also deduced that uncertainty in terms of role ambiguity, monotonous work/job variety and time pressure greatly influence calls center agent turnover/ attrition.

The study further concluded that supervisor support influence call center agent attrition at Kenya Power positively and greatly. The study deduced that negative group climate influence call center agent turnover/ attrition very greatly. The study also deduced that feedback from others, job orientation and social support greatly influence call center agent turnover/ attrition. The study also deduced that that feedback from job moderately influence call center agent turnover/ attrition while unfair treatment lightly influence call center agent turnover/ attrition.

The study concluded that career growth positively, significantly and greatly influence call center agent attrition at Kenya Power. The study deduced that that mentoring systems and job promotion greatly influence call center agent turnover/ attrition. The also deduced that skills development and education advancement greatly influence call center agent turnover/ attrition.

5.5 Recommendations

The study recommend Kenya Power Call Center human resource pool establishment of additional and necessary infrastructures must be implemented by supporting a right policy which guarantees a friendly business environment and the availability of appropriately skilled labour force including language capability.

The study also recommends that the government should implement policies that encourage the call center sectors, which are of great value from a socio-economic point of view and provide them with the necessary infrastructure in terms of physical and human capital.

The study also recommends that call centers need to have job rotation to break the monotony of the current highly routine job structures at the call centers. The management should redesign the work to make it more interesting and challenging e.g. by involving

agents in the recruitment of fellow call center agents, or by involving them in projects in the call centers on a rotational basis. This will enable the agents to acquire more knowledge and skills that will help them to build their careers. In addition call center work should stop appearing as an entry level job into the job market.

The studies recommend that work colleagues in different departments should appreciate and value the work of the agents. The call center management can promote this by recognising and rewarding the efforts of call center work and promoting a spirit of customer service in the organisation. It would also be good to change the title of the agents to sound as more meaningful e.g. “Support Executives”.

The study suggests that the Call centers should have a clear care path and growth with clear promotion policies. The management can look for ways of rewarding loyal agents by creating different groups of call center agent’s e.g senior call centre agent etc. The call centers should also invest more on career development training and coaching and create other senior positions in the call centers.

The study further suggest that Call center management should strive more for intrinsic motivation rather than extrinsic motivation e.g. through recognition and rewards. Intrinsic motivation has long term effects as compared to extrinsic motivation which has short term effect but is the easiest to achieve. The call center management would gain more by turning over burnt-out staff and investing in programs that targeting morale, commitment and enthusiasm.

The study finally suggest that Call centers require supervisors or managers who are both relations focused and task focused as there needs to be a balance between the two. This will prevent high staff bum out and reduce the levels of stress in the call centers. In addition this will make the call center work to be more enjoyable to the agents.

5.6 Recommendations for Further Studies

Since This study was only limited to Kenya Power Call Center, The study recommends that a further study should be conducted in all other firms in Kenya to determine the factors influencing call center agent attrition.

The study also recommends that it would be also good to add other intervening variables e.g. absenteeism, staff turnover, calls center performance and see how these would influence call center agent attrition.

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APPENDICES

Appendix 1: Transmittal Letter

LUCY MWENDWA

P.O. Box 3054

Meru.

October, 1st, 2016

Dear Sir/Madam,

RE: **REQUEST FOR PARTICIPATION IN A RESEARCH STUDY**

I am a final MA degree student at the University of Nairobi. My area of specialization is project planning and management. I am currently undertaking a research on "**FACTORS INFLUENCING CALL CENTER AGENT ATTRITION: A CASE OF KENYA POWER CALL CENTER**".

I would be grateful if you could spare some time from your busy schedule and complete the enclosed questionnaire. All the information provided will be used purely for academic purposes only and will be treated with utmost confidentiality.

Thank you for your cooperation.

Yours faithfully,

Lucy Mwendwa

Appendix II: Research Questionnaire

My name is Lucy Mwendwa. I am a student in the University of Nairobi. I am doing a research on *"FACTORS INFLUENCING CALL CENTER AGENT ATTRITION: A CASE OF KENYA POWER CALL CENTER*. I have chosen you as one of the people to interview because you are a project manager in this company. I believe you will provide me with the required information for this study. Your honesty and co-operation in responding to these questions will be highly appreciated and treated with utmost confidentiality and be used for academic purposes only.

SECTION A: BACKGROUND INFORMATION

(Please fill in the required information in the spaces provided. Tick (√) where necessary)

To begin with, I would like to know some background of you.

1) Gender Male: [ ] Female: [ ]
2) In which category does your age fall?

   18-25 [ ]

   26-35 [ ]

   36-45 [ ]

   46 and above [ ]

3) Highest Level of education

   'O' Level [ ] Certificate/Diploma [ ]

   Degree [ ] Postgraduate [ ]

4) How long have you worked in this organization?

   Less than 5 years [ ] Between 5 and 10 years [ ]

   Between 10 and 15 years [ ] Between 15 and 20 years [ ]

   More than 20 years [ ]

Section B: Factors Influencing Call Center Agent Attrition

Training and Development

5) To what extent do training and development influence call center agent turnover/ attrition in your organization?

Not at all	[ ]	Low extent	[ ]
Moderate extent	[ ]	Great extent	[ ]
Very great extent	[ ]		

6) To what extent do the following aspects of training and development influence call center agent turnover/ attrition in your organization? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

	1	**2**	**3**	**4**	**5**
Seminars					
On job training					
Workshops					
Exchange programs					

Rewards Management

7) To what extent does rewards management influence call center agent turnover/ attrition in your organization?

Not at all	[ ]	Low extent	[ ]
Moderate extent	[ ]	Great extent	[ ]
Very great extent	[ ]		

8) To what extent do the following aspects of rewards management influence call center agent turnover/ attrition in your organization? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

	1	**2**	**3**	**4**	**5**
Basic pay					
Allowances					
Retirement benefits					
Insurance cover					
Bonuses					

Job Characteristics

9) To what extent does job characteristics influence call center agent turnover/ attrition in your organization?

Not at all	[ ]	Low extent	[ ]
Moderate extent	[ ]	Great extent	[ ]
Very great extent	[ ]		

10) To what extent do the following aspects of job characteristics influence call center agent turnover/ attrition in your organization? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

	1	**2**	**3**	**4**	**5**
Burnout stress syndrome					
Monotonous work/job variety					
Quality of work life					
Uncertainty in terms of role ambiguity					
Work scheduling					
Decision making autonomy					
Time pressure					

Supervisor Support

11) To what extent do supervisor support influence call center agent turnover/ attrition in your organization?

Not at all	[ ]	Low extent	[ ]
Moderate extent	[ ]	Great extent	[ ]
Very great extent	[ ]		

12) To what extent do the following aspects of supervisor support influence call center agent turnover/ attrition in your organization? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

	1	2	3	4	5
Job Orientation					
Social support					
Feedback from job					
Conflicts with supervisors					
Socialization					
Feedback from others					
Negative group climate					
Unfair treatment					

Career Growth

13) To what extent does career growth influence call center agent turnover/ attrition in your organization?

Not at all [ ] Low extent [ ]

Moderate extent [ ] Great extent [ ]

Very great extent [ ]

14) To what extent do the following aspects of career growth influence call center agent turnover/ attrition in your organization? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

	1	2	3	4	5
Job promotion					
Education advancement					
Skills Development					
Mentoring systems					

15) What is the trend of the following in your organization for the last 5 years? Where, 1 = greatly decreased and 5 = greatly improved.

	1	2	3	4	5
Intention to quit					
Number of people leaving the organisation					

Thank you for participating