

## **ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND JOB SATISFACTION AMONG CALL CENTRE REPRESENTATIVES IN RELATION TO STRESSFUL ENVIRONMENT**

### **Abstract**

*In today's competitive environment, managing the ever escalating customer expectations and need is a key to survival and growth for any company. Considering the consumer-centric nature of the service industry, particularly the call centre industry, developing, managing and retaining the job satisfaction of call center representatives (CCRs) is a key challenge for the call centre industry. However, job satisfaction in call centres has not been researched as extensively within the Indian context. Consequently, the present study is been conducted to on a sample of 267 CCRs of call centre companies in Northern India including Delhi and NCR. The study found a strong relationship between stress, job satisfaction and organizational citizenship behaviour, which is consistent with previous studies.*

**Keyword: Stress, Job Satisfaction, Organizational Citizenship Behavior, Call Centre Representatives (CCRs).**

Job satisfaction has been the most frequently investigated variable in organizational behavior research (Spector, 1997). Job satisfaction refers to the feeling of pleasure and achievement which person experience in his/her job (Cambridge Dictionary 2012). If a person's work is interesting, the pay is fair, promotional opportunities are good, the supervisor is supportive, and coworkers are friendly, then a situational approach leads to predict that a person is satisfied with the job (Brief, 1998) and if an employee dislikes the job then he will perform his job half heartedly which would lead to dissatisfaction. An employee experiencing dissatisfaction leads to absenteeism, turnover, poor efficiency, low productivity, low loyalty and high stress among the employees (Haas et.al, 2000). Employee with high stress may be unable to perform properly on his/her workplace. This may have a significant negative influence on profitability and the competitive edge of the company.

The literature shows the negative relationship between job satisfaction and stress in an organization. (Borg et al, 1991; Burke & Greenglass, 1994; Davis & Wilson, 2000; Day, Bedeian & Conte, 1998;

Laughlin, 1984; Manthei & Gilmore, 1996; Beehr, Walsh, & Taber, 1976; Cotton, Dollard, & de Jonge, 2002; Dua, 1994; Hawe, Tuck, Manthei, Adair, & Moore, 2000; Heslop, Smith, Metcalfe, Macleod, & Hart, 2002; Ulleberg & Rundmo, 1997). Previous research has demonstrated that employees in the helping professions are particularly vulnerable to the experience of burnout (Paton & Goddard, 2003). Job burnout is a psychological syndrome that occurs in response to chronic interpersonal stressors on the job and mainly found among call centre employees. (Maslach, Schaufeli and Leiter (2001). Call centre representatives are allied with intensive and sedentary work with a computer is often connected with symptoms in the neck/shoulder and arm/hand region, eye discomfort (Haavisto, 1997; Hagberg, 1995; Karlqvist, 1998), musculoskeletal symptoms (Buckle, 1994; Karlqvist, et. al 2002; Punnett and Bergqvist, 1997; Tittirononda et al., 1999), static workload, repetitive movements, high demands and low control (Ferreira et al., 1997; Hocking, 1987) are the main causes of stress. However, less stressed satisfied employees might be more prone to go beyond the call of duty because they want to reciprocate their positive experiences. While the later reflects the employee's citizenship behaviour, job satisfaction is interpreted as one's attitudinal behaviour towards the job. Also, a number of jobs related factors such as productivity, performance, motivation, and employee stability have been negatively concerned with job stress. Of these, job satisfaction and organizational citizenship behavior find special reference in the present study.

Man is a social animal, carries economic and non-economic needs in order to accomplish his/her social obligations as well as personal responsibilities; he gets involve in a certain job or task. Job is very important in everybody's life and employees tend to prefer jobs which give more autonomy, participation, empowerments as compared to those jobs that give stress, less challenge, boredom, frustration and a feeling of failure. Therefore, it is imperative that the organizations should take an initiatives in order to reduce the stress, boredom, frustration and feeling of failure among the employees up to the minimal level, because the increase level of stress negatively affects the emotional well-being (Bennett, Lowe, Matthews, Dourali, & Tattersall, 2001; Paterniti, Niedhammer, Lang, & Consoli, 2002; Sharma, Yadava,

& Yadava, 2001) productivity (Blix, Cruise, Mitchell, & Blix, 1994; Gandham, 2000; Reynolds, 1997) of the employees.

In the call centre industry, latest technologies have accelerated the work environment a rapid headway with the elevated command of change towards the new trend of businesses. This widespread paradigm of technology made Call centre industry mix of people, information, communication and technology. The technology and software used by the call centre industry is fast developing the powerful workstations. Due to this new adroitness, employees working with call centres are busted under the work pressure. In this modern era, where the business dealings are mainly done through telephones, mobiles and internet, the work efficiency is much faster than those in the primeval times. CCRs working patterns crossed the time limit and have speeded the working hours in offices. In response to such challenges, CCRs require to work during the night shifts which bring different work-sleep patterns for employees. Moreover, work competitions between the companies have attracted more important ways of working night shifts in order to making and taking calls, handling the customers over phone, dealing with altered moods of customers, and working with computers and other electronic equipments constantly are unavoidable reasons of stress, that can leads to work-related illnesses, low production, decreased job satisfaction, absenteeism, high turnover, and reduced customer satisfaction.

Literature indicates that job satisfaction of call centre representatives is necessary because motivated CCRs provide better customer service (Levin, 2004). The accessible literature reflects that a number of problems have emerged as a central concern among CCRs including poor ergonomic, verbal abuse, working environment, low job security, voice health, less holidays, less future prospects, loss of voice, loss of hearing and acoustic shocks, as CCRs workings are concerned with the daily operations, exposure to higher noise levels such as the fax tones, holding tones, and high pitch tones from mobile phones and other equipment noise. Customer satisfaction is greatly affected by the quality of service provided by the CCRs (Moshavi and Terborg, 2002). Therefore, in order to support a call centre industry, it is indispensable to appreciate the factor that leads to satisfying CCRs, because satisfied employees seem

more likely to display positive behaviors that can effectively contribute to the overall functioning of the organization.

From a prospective of call centre industry, studying stress among call centre representatives is essential not only point of view of a CCR's satisfaction with his/her career to ensure retention of valuable Call centre resources, but also for improving and maintaining their discretionary behavior. Although it is very important to improve discretionary; known as organizational citizenship behaviour because of its relationship with performance, job satisfaction and employee stress, which are equally important for decisions such as to stay in the organization or not. These complex relationships have been widely researched over the years. However, relationship between job satisfaction, organizational citizenship in contrast with stress in call centres has not been researched as extensively within the Indian context.

One of the main objectives of the present research is to determine if stress is a predictive factor of job satisfaction among call centre representatives. Our second purpose is to determine the relationship between job satisfaction and organizational citizenship behavior among call centre representatives beyond that provided by past researches which takes two facets of job satisfaction, relating to extrinsic and intrinsic features of a job among CCRs and a multidimensional organizational construct relating to altruism, Conscientiousness, sportsmanship, courtesy and civic virtues (Organ, 1988). Instead of examining the relationship between facets of job satisfaction and organizational citizenship behavior, the present study demonstrates the relationship between overall job satisfaction and organizational citizenship behavior. The extent to which demographic characteristics of workers relate to Job satisfaction, stress and OCB are also an area of study.

## **REVIEW OF LITERATURE**

### **Organizational stress**

Stress has become an increasingly favorite topic of discussion with academicians and management practitioners, because it is an important impediment to productivity (Blix, Cruise, Mitchell, & Blix, 1994;

Gandham, 2000; Reynolds, 1997) and as well as negative well being of the employees (Bennett, Lowe, Matthews, Dourali, & Tattersall, 2001; Paterniti, Niedhammer, Lang, & Consoli, 2002; Sharma, Yadava, & Yadava, 2001). It is a state of an organism in which his/her well being or integrity was perceived to be endangered; he/she feels that all energy must be diverted to its protection (Cofer and Appley, 1964) may have two types of stress: eustress and distress (Fevre et al., 2003; Sullivan & Bhagat, 1992). When an employee experiencing eustress will be able to meet job demands, satisfaction and positive moral values, conversely, employees with distress will not able to fulfill job demands (Fevre et al.,2003; Millward, 2005; Newell, 2002).

Literature shows that stress have been defined in a variety of ways (O'Driscoll and Brough, 2003). Stress has been defined as the perception of discrepancy between what is expected and the coping resources available to the individual (Goldstein, 1990), an experience of negative emotional states, including frustration, worry, anxiety and depression concerned with work related factors (Kyriacou, 2001), a situation which will force a person to deviate from normal functioning due to the change (i.e. disrupt or enhance) in his/her psychological and/or physiological condition (Beehr and Newman, 1978), an individuals' physically and emotionally do not match or cannot handle their job demands, constraints and/or opportunities (Ugoji, 2003; Ugoji & Isele, 2009) and as an individual experience, depending on the traits of individuals, perception as well as dynamic in nature (Manthei & Gilmore, 1996). In addition to this stress can have a negative impact on both an individual's (O'Connor et al., 2000) and an organization's (Gandham, 2000; Reynolds, 1997) health.

CCRs can be exposed on a daily basis to a large number of potent stressors, including role overload, discrimination, dealing with calls, customer problems and their queries. Consequently, such situations encountered by CCRs at the workplace have a high cost in 'emotional labor'. The major focus of the call centre environment is on efficiency and telecalling of the CCRs, which resulted not only in high levels of employee stress and turnover, but also leads to CCRs lack of focus on customer orientation and service

priorities, which contributes to the difficulty for CCRs to be customer orientated (Knights & McCabe, 2003; Taylor & Bain, 1999; Wallace et al., 2000).

Numerous thought processes relating to stress emerged since the 1970s. It was widely elaborate with the facilitation of Person-Environment Fit (P-E Fit) theory (French & Caplan, 1972; French, Caplan, & Harrison, 1982; Harrison, 1978). The fundamental precept of P-E Fit theory is based on the assumption that stress arises from the fit or misfit between an individual and his or her environment, which can occur at different levels (Edwards, Caplan, & Harrison, 1998). P-E fit theory demonstrates that stress can occur if there is a mismatch between the demands placed on an individual and his or her abilities to meet those demands. Moreover, misfit between demands and abilities induces coping and defense mechanisms, which in turn influence objective and individual's subjective representations of the environment. Misfit between the objective reality of the work environment and an individual's subjective perception of the work environment also can result in stress.

Interfaces with workplace and outside workplace act as stressors. The extra-organizational stressors include factors outside the organization such as personal and societal issues. A number of researchers are in agreement on the variables that act as organizational stressors. Lee & Ashforth, (1996) Schaufeli & Enzmann, (1998) focused on job related stressors, especially work overload, time pressures, and role conflicts, are more strongly associated with stress than client-related stressors such as interactions with difficult clients. All these stressors have a significant impact on both physical health and the health of the organization.

### **Organizational citizenship behavior**

Organizational citizenship behavior, a widely researched phenomenon in the field of organizational behavior (Podsakoff and MacKenzie, 1997), as a variable related to the efficiency, customer satisfaction, financial performance, and revenue growth (Organ et al. 2006). It refers to the individual's behavior that is discretionary, not explicitly recognized by the formal system and that in the aggregate promotes the effective functioning of the organizationl (Organ, 1988 Organ, 1990; Organ and Ryan, 1995; Paine and

Organ, 2000; Organ, 1997). OCB is considered to be a reflection of the employees' commitment to his/her organization and promote teamwork, endorse employee – management communication, increase organizational environment, and reduce employees' mistakes rates (Kelly, 1994; Hui, Lam and Schaubrock, 2001). Organizations with high OCB are more attractive places to work (Wat & Shaffer 2003) as well as a means for employees and organizations to flourish (Wat & Shaffer 2003, Organ et al. 2006, Spreitzer 2007).

The effects of OCB on employee performance are threefold. Firstly, workers who engage in OCB tend to receive better performance ratings by their managers (Podsakoff et al., 2009), because employees with OCB are simply liked more and perceived more favorably, may known as the 'halo effect', (Organ et al., 2006), the second effect is that a better performance rating is linked to gaining rewards (Podsakoff et al., 2009) – such as pay increments, bonuses, promotions or work-related benefits. Thirdly, because these employees have better performance ratings and receive greater rewards, when the company is downsizing during an economic recession, these employees will have a lower chance of being made redundant (Organ et al, 2006).

### **Dimensions of organizational citizenship behavior**

In literature, Different conceptualizations of organizational citizenship behavior have been used. There are about 30 different classifications of OCB (Podsakoff and his associates 2000). However, a great deal of conceptual overlap has been found in the organizational citizenship behavior literature. Originally, Smith and his associates (1983) suggested a two-factor construct of OCB constituting of altruism and generalized compliance. Altruism includes behaviors that are directly and intentionally aimed at helping a specific person in face-to-face situations, whereas generalized compliance refers to a more impersonal form of conscientiousness that does not provide immediate aid to any one specific person, but rather is helpful to others involved in the system (Smith et al., 1983). Yet a five-component model of

organizational citizenship behavior put forward by Organ (1988) has received much empirical support and substantial popularity.

Five essential components related to the definitions of organizational citizenship behavior have been found in literature. These five dimensions of OCB are altruism, courtesy, conscientiousness, civic virtue, and sportsmanship (Hoffman, Blair, Meriac, and Woehr, 2007).

*Altruism* refers to voluntary actions that help others with an organizationally relevant task such as voluntarily helping orientation of a new employee, sharing sales strategies, teaching employees useful knowledge or skills, showing employees how to accomplish difficult tasks (Organ 1998; Borman et al., 2001).

*Conscientiousness* is a discretionary behavior that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie et al, 1993,). More conscientiousness for an employee means more responsibility and less supervision (Podsakoff, Ahearne and MacKenzie, 1997).

*Sportsmanship* refers to the demonstrations of willingness to tolerate minor and temporary personnel inconveniences and impositions of work without grievances, complaints, appeals, accusations, or protest, thus conserving organizational energies for task accomplishment and lightening the loads of managers (Organ and Ryan, 1995; Organ, 1990).

*Courtesy* or gestures are demonstrated in the interest of preventing creations of problems for co-workers (Organ, 1997). A courteous employee avoids creating problems for co-workers and reduces intergroup conflict so managers do not fall into a pattern of crisis management (Podsakoff and MacKenzie, 1997).

*Civic virtue* refers to a behavior on the part of an individual that indicates that employee dutifully participate in, is involved in, or concerned about the life of the company (Podsakoff et al, 1990). Civic virtue behavior shows willingness to participate actively in managing events, to monitor the organization's environment for threats and opportunities, to look out for organization's best interest. These behaviors reflect an employee's recognition of being a part of organization (Podsakoff et al, 2000).



## **Job satisfaction**

Job satisfaction is a fundamental variable in the study of organizational structure and theory, and can be considered a reflection of organizational functioning. It refers to the positive attitude or emotional disposition employees have toward their job (Furnham, 1977; Locke 1976; Brayfield and Rothe 1951; Robbins 1999), an affective, cognitive or attitudinal response to work with significant organizational outcome (Spector, 1997), positive attitude can serve to pull the employees towards the organization and the reverse can be expected when individuals are more negative (George and Jones, 2002). It is determined by finding a balance between work role inputs (level of education, workload and type of occupation) and output (level of perceived job security, opportunity for advancement, and amount of independence at work (Sousa-Poza and Sousa-Poza 2000).

There are many factors which found contributing to job satisfaction, namely, a positive job attitude (Blood, 1969; Pool, 1997; Staw & Ross, 1985), the level of responsibility and autonomy (Mottaz, 1985; Slavitt, Stamps, Piedmont & Haase, 1978), supportive co-workers, and opportunities for growth (Cherniss & Egnatios, 1978). Factors relating to Dissatisfaction are lack of a sense of personal accomplishment (Burke, 1998; Burke & Greenglass, 1994a) and high work stress and strain (Boey, 1998), work overload, ambiguous goals and policies (Cherniss & Egnatios, 1978), mental and physical ill-health (Kirkcaldy, Cooper, Shepard & Brown, 1994), poor job performance (Petty, McGee & Cavender, 1984), emotional exhaustion (Koeske, Kirk, Koeske & Rauktis, 1994).

## **Hypothesizing the relationship between constructs**

Research has shown that stress is associated with job roles characterized by role conflicts, role ambiguity, role overload and under load, is widely examined individual stressors (Mc Grath 1976; Newton and Keenan, 1987), which leads to reduced confidence, a sense of hopelessness, anxiety, and depression among the employees (Jackson & Schuler (1985) and Muchinsky, 1997). High levels of job stress can have a negative effect on emotional well-being (Bennett, Lowe, Matthews, Dourali, & Tattersall, 2001;

Paterniti, Niedhammer, Lang, & Consoli, 2002; Sharma, Yadava, & Yadava, 2001), employee productivity (Blix, Cruise, Mitchell, & Blix, 1994; Gandham, 2000; Reynolds, 1997), job satisfaction (Borg et al, 1991; Burke & Greenglass, 1994; Davis & Wilson, 2000; Day, Bedeian & Conte, 1998; Kyriacou & Sutcliffe, 1979) and employee's propensity to remain in the organization (Kemery et al., 1987; Hendrix et al., 1985). Low job stress is a threat to mental and physical health, quality of life, goal achievement and personal development, which leads to increased absenteeism, conflict and turnover; and reduced quality and quantity of work (Haas et.al, 2000).

Although call centre industry at various levels are affianced in reducing or eliminating stress in the call centre representatives, but still it is prevalent. Studies have found that call center is known to display a high level of stress and employee turnover due to soaring technology utilization, demands for high levels of employee productivity, customer service (Tidmarsh, 2003). The high stress levels experienced by CCRs can be attributed to the highly repetitive and boring nature of their work, as call centres are often associated with factors such as high staff turnover and emotional burnout, which impact negatively on job satisfaction (Thomson, 1993).

The above mentioned literature suggests that stress and job satisfaction is prominent in today's CCRs and these two constructs have been linked with each other. The effect of stress dimension on job satisfaction of CCRs as indicated above leads to setting up of the following hypothesis:-

H01: role conflict of the CCRs will have a negative impact on their job satisfaction.

H02: role ambiguity of the CCRs will have a negative impact on their job satisfaction

H03: role overload of the CCRs will have a negative impact on their job satisfaction

The construct of organizational citizenship behavior refers to willingness of individuals to contribute cooperative efforts to the organization (Barnard 1938). It is well understood that when organizations must take an initiates to promote OCB in the organization by focusing on preferential treatment, performance ratings and promotions (Organ, 1997). However, few studies contradict this by saying that

OCB behaviors are often internally motivated, arising from within and sustained by an individual's intrinsic need for a sense of achievement, competence, belonging or affiliation (Organ's, 1988)

The current OCB concept originated from the conceptualization of management theorist Chester Barnard (1968), extended by subsequent studies, which helped the conceptualization of the current OCB concept (Wolfe, D\_intino and Shepard, 2002), which pronounces that the vitality of the organizations depends on the willingness of individuals to contribute forces to the cooperative system. It is therefore the function of employee behavior and their willingness to devote their energy to the organization they work for. Organ (1990) enumerated a list of behaviors and gesticulation such as an expression of personal interest in the work of others, suggestions for improvement, care for organizational property, punctuality, willingness to endure occupational cost, and refraining from expressing resentment and complaining about insignificant matters etc. significantly influence OCB. This attitudinal behavior of an employee toward a specific job determines his/her job satisfaction. Job satisfaction is associated with organizational aspects; therefore it would develop more quickly than organizational citizenship behavior, which in turn an emotional attachment to the organization and influence the contribution dimension of the employee. The research found that OCB has a significant influence on employee absenteeism, turnover, and psychological distress (Davis, 1992). Walz and Niehoff (1996) noted that OCB represents a set of desirable organizational behaviors, which demonstrate multi-dimensional relationships with positive organizational consequences. Employee recognizes with high levels of job satisfaction are more likely to be engaged in OCB (Brown, 1993), demonstrate a decreased propensity to leave (Sager, 1994; Wright & Bonett 2007). Yet, job satisfaction is still the leading predictor of OCB (Organ, 1997).

Nevertheless, the literature shows that job satisfaction has a strong and positive influence on organizational behavior (Bateman and Organ, 1983; Organ and Ryan, 1995). Employees will be inclined to exhibit organizational citizenship behaviors most likely when they feel satisfied with their jobs, against support or benefit provided by their organization or colleagues (Bateman and Organ 1983; Werner 2007). Chibowa et al. (2011) tested the relationship between job satisfaction and OCB dimensions of employees

of five selected organizations of Zimbabwe where he noted that there is a weak but significantly positive relationship between job satisfaction and all dimensions of OCB.

The above literature led to the formation of the following hypothesis:-

H04: - higher the job satisfaction, higher the organizational citizenship behavior.

## **Method**

### **Sample size and design**

A sample of 267 employees employed in a diverse set of call centre participated in this study. The selection of the call centre was not random, but as per the convenience of the researcher. The harmonious relationship of the researcher with those played an important role in ensuring that accurate data was collected within the timescale available. To encourage participants to share free and frank opinions, researcher assured them of anonymity through both verbal and written means. Furthermore, they were guaranteed that only group data will be communicated to the organization. Survey questionnaires were distributed and retrieved by the researcher in sealed envelopes. 89 % (N=267) of the participants returned the questionnaire. Employees working under supervisors were selected using simple random sampling procedure.

## **Instrument**

### **Stress**

Srivastava and Singh Occupational Stress Index (SSOCI) have been used to measure the twelve type of occupational stress. In the current study, the instrument has been slightly modified. Questions that were irrelevant for the targeted call centre companies in India were dropped from the questionnaire and the questions those were relevant for the study were added. Originally scale has 46 items pertaining to Role Overload, Role Ambiguity, Role Conflict, Group and Political Pressure, Responsibility for Persons, Under Participation, Powerlessness, Poor Peer relations, Intrinsic Impoverishment, Low Status, Strenuous

Working conditions. But for the present study scale relating to role ambiguity (2-items), role overload (2-items), and role conflict (2-items) were taken into consideration.

### **Organisational citizenship behavior**

Based on literature review, OCB was measured by using Podsakoff, MacKenzie, Moorman and Fetter (1990) scale. Four types of OCB, described by Organ (1998a) were used in the study. *Conscientiousness* displays discretionary behavior on the part of the employee that go well beyond the minimum role requirements of the organization, in the areas of attendance, obeying rules and regulations, taking breaks and so forth. *Civic virtue* signifies behavior on the part of an individual that indicates that he/she responsibly participates in, is involved in or is concerned about the life of a company. *Courtesy* exhibits discretionary behavior on the part of an individual aimed at preventing work related problems with others occurring. *Altruism* confirms discretionary behavior that has the effect of helping a specific other person with an organizationally relevant task or problem (Podsakoff, MacKenzie, Moorman and Fetter, 1990). All the dimensions of the scale were adequately reliable and were above the prescribed level were 0.70 (Nunnally, 1967)

### **Job satisfaction**

Several instruments have been developed to measure job satisfaction (Smith, Kendall and Hulin, 1969; Hackman and Oldman, 1975; Cochran, 1977). The studies of these scales indicated that the sub scales were not particularly informative.

The instrument given by Harris (2000) was chosen for this study to measure employee job satisfaction. However few items have been altered as per the significance of the study. Nine items were used to measure salary satisfaction, promotional opportunity satisfaction and organizational appreciation satisfaction on a five point scale. The scale has a high reliability coefficient ranging from 0.83 to 0.94.

Before finalization of the questionnaire, pre-testing of the questionnaire was carried out for qualitative investigation. For this, the questionnaire was administrated on 20% of the total sample. Subsequently, the language of some of the questions was simplified.

### Result and analysis

Figure 1 schematically shows the study methodology and the group composed of 267 CCRs. The data collected was analyzed using SPSS. The sample profile given in Table 1 indicates that 55 per cent and 44.9 per cent of the participants are male and female respectively and their highest qualification is an undergraduate. Similarly, 11.6 per cent of the CCRs are married, while 88.4 percent unmarried. This reflects that call

Particulars	Categories	% of employees
Age	• Below 20 yrs.	75.7
	• 20-25 yrs.	19.9
	• Above 25 yrs.	4.5
Gender	• Male	55.1
	• Female	44.9
Qualification	• UG	81.3
	• Graduate	12.0
	• PG	6.7
Salary	• Below 5000	75.7
	• 5000-10,000	13.9
	• Above 10,000	10.5
Marital status	• Married	11.6
	• Unmarried	88.4
Nature of job	• Inbounding	63.7
	• Out bounding	36.3
Present job tenure	• Below 2 yrs.	86.1
	• 2-3 yrs.	9.4
	• Above 3 yrs.	4.5

centre industry contains a more proportionate of unmarried employees. The table shows that 63.7% of the total employees are

Variable	Minimum	Maximum	Mean	S.D.	Alpha
Job satisfaction	10	44	30.69	9.23	.70
Conscientiousness	12	45	32.22	9.16	.70
Sportsmanship	5	25	12.31	5.83	.75
Civic virtue	7	25	16.68	5.43	.71
Courtesy	5	21	12.72	4.10	.73
Altruism	3	15	15.08	3.08	.70
Role overload	2	5	2.85	.855	.80
Role ambiguity	2	7	2.96	1.07	.80
Role conflict	2	7	3.08	1.19	.80

engaged in inbounding job (in which computers utilizing employees receive Calls from customers). Surprisingly data show that 86.1percent of the CCRs have less than 2 years experience. Before

proceeding with further analysis, the scale validity was established by computing the Chronbach's alpha. The construct (49-item scale) had a Chronbach's alpha of 0.77.

Minimum-maximum range, mean, standard deviation and cronbach alpha of all the variables used in the study are listed in Table 2.

Tables 3 and 4 show the correlation and multiple regressions between stress, job satisfaction and organizational citizenship behavior at .01 and .05 level of significance. There

is a significant positive correlation between job satisfaction and organizational citizenship behavior, whereas a

negative relationship between stress and OCB. This shows that stress and job satisfaction influence Organizational citizenship behavior. The significant correlation between stress, job satisfaction and OCB may be due to response error.

A significant positive relationship has been found between stress, job satisfaction and organizational citizenship behavior respectively. Significant positive relationship has also been found between job satisfaction and organizational citizenship behavior. Significant negative relationship has also been found

	J.S.	OCB	RO	RA	RC
J.S.	1	.783**	-.532**	-.586**	-.588**
OCB		1	-.402**	-.466**	-.477**
RO			1	.929**	.837**
RA				1	.861**
RC					1

\*\* . Correlation is significant at the 0.01 level  
 \* . Correlation is significant at the 0.05 level

Constructs	R	R <sup>2</sup>	Adj. R <sup>2</sup>	B	F	Sig.
Stress	.463	.22	.212	-.463	72.40	.000
Job Satisfaction	.783	.61	.611	0.772	209.66	.000

\*\*p<0.001

Constructs	Gender		t-value	p-value
	M	F		
<b>N</b>	147	120		
<b>Job satisfaction</b>	<b>31.85</b>	29.27	2.29	<b>.02*</b>
<b>OCB</b>	<b>91.61</b>	.87	2.07	<b>.03*</b>
<b>Stress</b>	8.85	8.95	-.274	.78

Constructs	Nature of job		t-value	p-value
	I	O		
<b>N</b>	170	97		
<b>Job satisfaction</b>	30.95	30.24	.6	.547
<b>OCB</b>	90.86	85.83	1.75	.081
<b>Stress</b>	8.7	9.16	-1.08	.281

between stress and organizational citizenship, respectively. Maximum variance has been explained by job satisfaction. i.e.,  $r^2 = 0.61$ . Thus hypotheses 1 2 3 4 are supported.

### Demographic variables and constructs

Further to have an idea on whether demographic variables have any significant effect on job satisfaction, organizational citizenship behavior and stress, T-tests were used. Tables 5-7 gives the result of T-tests used to show the

Table No. 7 shows the effect of marital status on constructs				
Constructs	Marital status		t-value	p-value
	M	UM		
N	31	236		
Job satisfaction	28	31	-1.73	.084
OCB	85.5	89.4	-.913	.362
Stress	10.35	8.7	2.90	.00**
**. Correlation is significant at the 0.01 level				
*. Correlation is significant at the 0.05 level				

effect of demographic variables, e.g., gender, nature of the job and marital status on the different constructs. Nature of job (inbound vs. outbound) does not have any significant effect on the constructs whereas Gender (male vs. female) and marital status (Married vs. unmarried) has a significant effect on stress.

The sample was divided into two groups in terms of gender with one group comprised of female CCRs whereas another group comprised of male CCRs. There is a significant difference in the values of constructs between these two groups. Male CCRs experienced

More job satisfaction and organizational citizenship behavior as compare to female CCRs.

### Discussion

Research has recognized the important role of stress in developing and selecting employees and in determining behavior in the workplace, as stress is believed to affect decision making, problem-solving, OCB, and job satisfaction. CCRs are boundary Spanners, who are one of the primary points of contact between a company and its customers, competitors, and the environment in general. As such, they frequently hold significant information regarding customers, the competitive environment, and/or business trends that others in the organization do not possess, and that will allow the organization to adapt to changes in its environment. Thus, when CCRs actively participate in meetings, provide constructive suggestions about how to improve the way in which the organization does its business, and are willing to risk condemnation to articulate their beliefs about what is best for the organization, they may enhance the



organization's performance more than when non-boundary-spanning employees engage in these behaviors. Therefore, we have sought to address this gap with a study of three constructs of stress, job satisfaction, and organizational citizenship behavior in a call centre.

Research has recognized the important role increased stress with negative effects such as tension, trauma, decreased confidence, and other health problems at the workplace. Current research reveals that stress, which has been recognized as an issue of serious concern for CCRs, is linked to decreased job satisfaction.

The study concludes that job satisfaction is a significant predictor of CCRs citizenship toward his/her job. OCBs are thought to be a means by which CCRs can give back to the organization, so, if an employee is satisfied with his or her job, the employee may be more likely to reciprocate by helping others through their citizenship behaviors. Employees may be less likely to perform extra duties, endorse, support, or defend the organization's objectives, or engage in other citizenship behaviors if they have low levels of satisfaction with the job.

Consequently, the organizational citizenship behavior of CCRs with their call center may be encouraged by developing and strengthening the feeling of accomplishment that one derives from one's job.

Stress has a long and wide ancestry in call centre, not only because it seeks to address one of the most enduring, intractable problems in the management of human resources — the need to secure both observance and collaboration among CCRs — but also because the way in which it does so — promote that employees should be conceded an extent of prudence over job satisfaction and/or unrestricted behavior in call centre decisions — carries ricochet of earlier strategies.

In juxtaposition with the results of (Rizzo, House, and Lirtzman, 1970) found that conflict and ambiguity to be clearly associated with low job satisfaction and dysfunctional behavior due to the stress and anxiety of role pressure. Role conflict refers to disagreement among the roles corresponding to two or more statuses. As conditions at the workplace become sensitive, one of the problems poised to become the prominent challenge for CCRs is managing time in handling many activities related to the queries of the customers, solve their problems, effectively deal with job stress and angry callers, building positive rapport with customers, meets commitments to customers. CCRs entering into this profession

with a view to meet their livelihood for a short span of time period. Moreover, any stress they experience in relation to their job gets carried over to their overall satisfaction with their job. CCRs spend a minimum of eight hours per day directly with their customers. Lack of time for managing too many customers leads CCRs to develop contemptuous thoughts towards their customers, as they feel that too much is being demanded of them in too little time. CCRs experiencing high levels of role conflict eventually suffer deterioration of their relationship with customers which in turn leads to a reduced sense of belongingness with various aspects of their job. Another aspect of stress is role overloads, which have a feeling of fatigue, consequently left a worker unhappy and dissatisfied with the job. This feeling of fatigue therefore leaves an employee dejected and discontented with the job as he/she is unable to deal with the ever escalating demands of the workplace.

The study suggests that by giving challenging task to employees with extra role behaviors to perform their duties passionately is a convivial move as they will learn more with the gaining of experience which is also good idea to measure perceptions of call centre representatives. Call centre industry can also arrange engagement activities, e.g. fun work at work, star performer, employee of the month, recreational activities at call centre generate, ethics, loyalty, values and motivation for advancement among the call centre representatives.

Another reason of low levels of job satisfaction among the CCRs is the feeling of job inferiority. Undeniably, in India parents do not allow their children to be associated with call centre in any of the way. Therefore due to their family reluctant they are also ready to leave the job as early as possible. Simultaneously, in the call centre, CCRs work hard seeking opportunities to grow. However, lack of sufficient resources or role ambiguity sometimes lead employees towards a feeling of squat self actualization. The absence of desired rewards in response to the dedication and hard work, leads to negative evaluation of one's work and thoughts of ineffectiveness and poor self esteem thereby leading to drop off levels of satisfaction with one's job.

The study concludes that job satisfaction is a significant predictor of organizational citizenship behavior towards his/her job. CCRs with elevated on job satisfaction are more expected to display greater organizational citizenship behavior. Since CCRs satisfied with their jobs are more likely to be contented and have a stronger determination to work hard, they may be more efficient and victorious in performing

their roles. This satisfaction and positive feeling toward one's job further endorses a feeling of citizenship behavior toward the call center that acts as the very source of job satisfaction.

The results of the study have implications for the management of call centre industry as working at a call center can be a stressful experience and it can lead to important consequences for the call center. Between call quotas, demanding bosses and irate customers, it can be difficult to stay calm and positive. Stress not only affects their mental health, but also may impact your physical health, causing a variety of symptoms ranging from headache to stomach upset to chest pain. Constant stress can result in decreased employee participation, decrease motivation, decreased organizational commitment, and job dissatisfaction. It may even result in labor turnover, employee absenteeism. In such a scenario, management may perhaps spend a considerable amount of time, money and energy in order to deal with stress related issues.

Therefore, organizational citizenship behavior is essential for maximizing the efficiency and productivity of both the employee and the organization that ultimately contribute to the effective functioning of an organization. A set of desirable organizational behaviors among employees towards their job stimulates greater citizenship behavior towards the organization. Call centre industry want the employees with extra-role behavior towards their job so that they can perform their duties enthusiastically in the call centre. CCRs with extra performing behavior hold themselves with the challenging tasks of the organization.

Organizations should boost their employees to go the extra mile, view them as reward, reinforcement and recognition and thus become more common as the services industry continue to dominate the economy. Employees of airlines, retail stores, hotels, banks, and other service organizations who deals with customers are expected to do more than the expected several a time. This type of super service can help earn an organization an edge relative to its competitors. Therefore, when employees engage in these extra helping behaviors, organizations achieve higher customer satisfaction, productivity and reduced cost. So, organizations may re-examine its policies related to promotions, employee participation, salary and incentives for improving organizational citizenship behavior.

Stress is a built-ins condition. These days employees are hard-wired to have a physical and psychological stress reaction when facing a perceived threat, whether it is real or not. One possible work design that may be adopted for stress management involves encouraging CCRs to improve their communications to reduce uncertainty about career development and future employment prospects. Job related stress may be

reduced by involving call handlers in other tasks and reducing the proportion of time they spend on the phones or by rotating employees between different kinds of query so that they are dealing with more diverse problems. However, the performance of the CCRs who engage in job rotation can be enhanced by setting specific goals for the teams to achieve, providing meaningful incentives for the CCRs to achieve and having a skilled facilitator manage the rotation process.

### **Conclusion and implication**

This study measures the influence of stress, job satisfaction on organizational citizenship behavior with a sample of 267 CCRs from different ten call centres (i.e. Elite call center, Reliance communication, IBM Daksh business process services Pvt. Ltd., Excel call net Pvt. Ltd., Tech Mahindra Ltd. Kishangarh, Smart talk Mohali, VOA technologies, Dell India Pvt. Ltd., Serwiz Solution and Elite GET IT Hr) of Punjab and Chandigarh. Organizational citizenship behavior is a dependent variable and Job satisfaction and stress are independent variables. It had been hypothesized that job satisfaction is positive and stress is negatively influencing the organizational citizenship behavior. However, present study supports the same.

In the competitive business scenario, the call centre representatives as well as their team leader any of the company, will have to play a vital role. In order to train the CCRs properly for continued customer relationship, the team leaders will need to effectively control stress requires understanding, sympathetic, practice, instinct, and skill. There should be an adequate knowledge of job and proper flow of information and resources between CCRs and team leaders, so that role ambiguity, role conflict and role overload of the CCRs can be avoided.

The implications of the study for the service industry, in general, and call centre industry, in particular, are as follows:

- In order to retain customers, call centre industry should focus on keeping the CCRs employees satisfying by providing challenging task, respecting their input and involving them in decisions;
- It is essential to Improving coordination between staff and managers, and across departments;
- There should be an appropriate use of technology and providing adequate computer systems support
- The employer must display leadership effectiveness, especially communication, participation, empowerment, decision-making, understanding employee concerns and providing them with

clear goals, vision, objectives. Information and support leads to open communication and sharing of ideas between CCRs and their team leaders.

To conclude, there are intrinsic job characteristics inherent in the role of call handler that are thorny to change, that is, being a call handler will always involve the repeated handling of phone calls. Still, there are fundamentals of these jobs that can be redesigned to make them less stressful and more satisfying.

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