

ORGANIZATIONAL COMMITMENT OF GENERATION Y AGENTS IN
A CALL CENTER OUTSOURCING COMPANY IN BANGKOK



Presented in Partial Fulfillment of the Requirements for the
Master of Arts Degree in Business English for International Communication
at Srinakharinwirot University

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AN ABSTRACT
BY
USANEE DUANGTHONG

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This study aimed to investigate the level of organizational commitment of Generation Y call center agents in a call center outsourcing company in Bangkok and compare the level of organizational commitment based on educational background and tenure. The Three-Component Model of Organizational Commitment applied in this study was affective commitment, continuance commitment, and normative commitment. The participants were 66 Generation Y call center agents. The instrument used in this study was a questionnaire adopted from the Three-Component Model (TCM) Employee Commitment Survey of Meyer and Allen (1991). The data were collected in April 2012, and then were analyzed by using frequency, percentage, mean, standard deviation, and *t*-test.

The results show that the organizational commitment of Generation Y call center agents was at a moderate level. Regarding the results, the organizational commitment of Generation Y call center agents was statistically significantly different when compared with educational background ($p < .05$). The results also show that there was no difference of organizational commitment when compared with tenure.

ความผูกพันต่อองค์กรของพนักงานให้บริการข้อมูลลูกค้าทางโทรศัพท์กลุ่มเงินออเรชั่นวาย

ในบริษัทจัดจ้างทำศูนย์บริการข้อมูลลูกค้าในกรุงเทพมหานครฯ



เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา

ตามหลักสูตรปริญญาศึกษามหาบัณฑิตสาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ

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สารนิพนธ์ฉบับนี้มีจุดประสงค์เพื่อศึกษาระดับความผูกพันต่อองค์กรของพนักงาน
ให้บริการข้อมูลลูกค้าทางโทรศัพท์กลุ่มเจนเนอเรชั่นวายในบริษัทจัดจ้างทำศูนย์บริการข้อมูลลูกค้า
ในกรุงเทพมหานคร และเปรียบเทียบความผูกพันต่อองค์กรตามระดับการศึกษาและอายุนาน
การศึกษานี้สำรวจความผูกพันต่อองค์กรใน 3 ด้าน คือ ความผูกพันด้านจิตใจ ความผูกพันด้านการ
คงอยู่กับองค์กร และความผูกพันด้านบรรทัดฐาน จากกลุ่มตัวอย่างซึ่งเป็นพนักงานให้บริการข้อมูล
ลูกค้าทางโทรศัพท์จำนวน 66 คน เครื่องมือที่ใช้ในการศึกษาครั้งนี้เป็นแบบสอบถามที่ดัดแปลงมา
จากการสำรวจความผูกพันของพนักงานของเมเยอร์และอัลเลน (1991) ข้อมูลในการวิจัยได้ถูก
รวบรวมในเดือนเมษายน 2555 และนำมาวิเคราะห์โดยใช้สถิติการแจกแจงความถี่ ค่าร้อยละ
ค่าเฉลี่ย ค่าเบี่ยงเบนมาตรฐาน และการทดสอบค่าที

ผลจากการศึกษาพบว่าพนักงานให้บริการข้อมูลลูกค้าทางโทรศัพท์มีความผูกพันต่อบริษัท
จัดจ้างทำศูนย์บริการข้อมูลลูกค้าในระดับกลาง เมื่อเปรียบเทียบความผูกพันต่อองค์กรตามระดับ
การศึกษาและอายุนาน พบว่าความผูกพันต่อองค์กรมีความแตกต่างกันอย่างมีนัยสำคัญทางสถิติ (p
 < 0.5) เมื่อเปรียบเทียบตามระดับการศึกษา และพบว่าความผูกพันต่อองค์กรไม่มีความแตกต่างกัน
เมื่อเปรียบเทียบตามอายุนาน

The Master's project advisor, Chair of Business English for International Communication Program and Oral Defense Committee have approved this Master's project *Organizational Commitment of Generation Y Agents in a Call Center Outsourcing Company in Bangkok* by Usanee Duangthong as partial fulfillment of the requirements for the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.

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The Master's project has been approved as partial fulfillment of the requirements for the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.

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Usanee Duangthong

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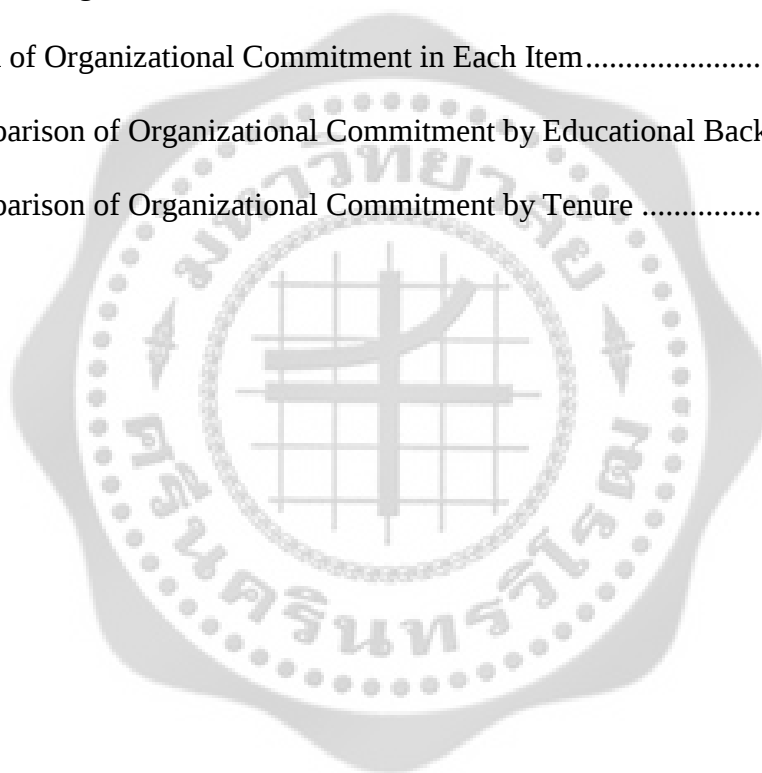
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CHAPTER I

INTRODUCTION

Background of the Study

One of the key success factors of many organizations in today's competitive world is employees since they are an important asset to a company and support management's direction (Geiger, 2010). Employees are the ones who provide quality service and run the business so that it functions smoothly, and they know more about the detailed processes involved in company's products and services than the managers (Marcus, 2010). In the hospitality industry, the organizations that clearly provide motivation programs for their employees about the metrics for success and the actions they can perform will make the employees generate more revenue and make a business profitable (Hamlin, 2010). In customer service jobs, customer satisfaction depends on the service action of employees because they are in direct contact with customers (Lines, 2009). Therefore, employees can drive an organization to achieve business revenue targets, profit, and customer satisfaction.

In hospitality industry organizations, Generation Y is the largest group of employees (Enz & Solnet, 2011). According to Zimmerman (2008), Generation Y people are those who were born between 1980 and 2000. The characteristics of Generation Y employees have been studied and have been identified as having a unique set of characteristics different from other generations, such as being self-confident, independent, and technologically savvy. In addition, they need to do meaningful jobs in order to earn high salary (Grossman, 2006). Asthana (2008) further explains that for the purpose of a better work life, Generation Y employees need more flexible jobs, travel and time to relax

than salary. The average Generation Y employee changes jobs every 1.1 years, and they have become a high priority on which many organizations have to focus and retain (Brown, 2011). Generation Y is quick to change jobs; thus, turnover is incredibly high. It has been estimated in the United States that the turnover is a billion dollar a year problem and is not something that organizations can afford to overlook (Kleinman, 2004).

Currently, when coping with staff turnover and retention, many organizations pay attention to the organizational commitment of their employees. This is because good teamwork and high commitment to an organization can also lead to an organization's high performance (Verbruggen, 2005). If organizations hope to reduce absenteeism, turnover, and improve employee behaviors by fostering greater commitment, it is important that they have to understand how commitment develops and what they can do to foster the appropriate commitment and behavior (O'Reilly & Chatman, 1986). As Mowday, Porter, and Steers (1982) mention "Managers and researchers have paid considerable attention to organizational commitment, mainly because it has been shown to be a predictor of important organizational outcomes such as turnover, tardiness, and absenteeism" (p. 224). Additionally, they present that the high organizational commitment of employees will drive the organization to operate at a high performance level and achieve a better financial outcome.

Organizational commitment appeared in the 1970s and 1980s as a key factor of the relationship between individuals and organizations (Mowday et al., 1982). Most theories and research in this area focus on how organizations create experience and workplace environment to maintain and drive employee loyalty (Vanmaanen & Schein, 1979). One of the best known concepts related to organizational commitment is "The Three-Component Organizational Commitment" of Meyer and Allen (1991). This

concept has been popular in Western society because it empirically combines the organizational commitment from early concepts (Gautam, 2003).

Meyer and Allen (1991) have identified organizational commitment as a three-component model which consists of the affective component, the continuance component, and the normative component. The affective component model refers to the employees' emotional attachment towards organizations. The employees in this model will feel that they want to be involved in organizational success. The continuance component model refers to an individual's value assessment. The employees in this model have to work in an organization because they have to deal with the high living cost and if they resign, they will lose the benefit package that they receive from the organization. The normative component model refers to employees' feeling of obligation. The employees in this model feel that they ought to work in the organization until the debt has been paid to the organization. Meyer and Allen (1997) also described that affective, continuance, and normative commitment were components rather than types because employees could have varying degrees of all three. For example, one employee might feel both a strong attachment to an organization and a sense of obligation to remain at a job. A second employee might enjoy working for the organization and also recognize that leaving the organization would be very difficult from an economic standpoint. A third employee might experience a considerable degree of desire, need, and obligation to remain with the current employer.

Statement of the Problem

The turnover problem of Generation Y employees also occurs in the call center industry in which according to Aoki (2008), the positions of call center agents are filled with people in Generation Y. In 2004, Reynolds found that the average turnover rate of

the call center industry as a whole range is between 30 to 45 percent. As shown in Figure 1, Call Center Association Philippines (CCAP), in 2010 reported that the turnover rate grew to 60-80 percent, while revealed a survey by the Incoming Calls Management Institute (ICMI) in 2010 also showed that the turnover rate of the United States is 50 percent and nearly 35 percent in the United Kingdom (Seo, 2010). The annual report of a call center outsourcing company in Bangkok (2011) also indicated that the turnover rate of call center agents in Bangkok was 48 percent (Sangsumrit, 2012). Apart from these reports on the turnover rate, a study conducted by Datacraft Asia in 2009 revealed that an average span of employment of Asian employees is only 29 months, and then they leave their job to find better salary from other call center outsourcing companies (Eli, 2011).

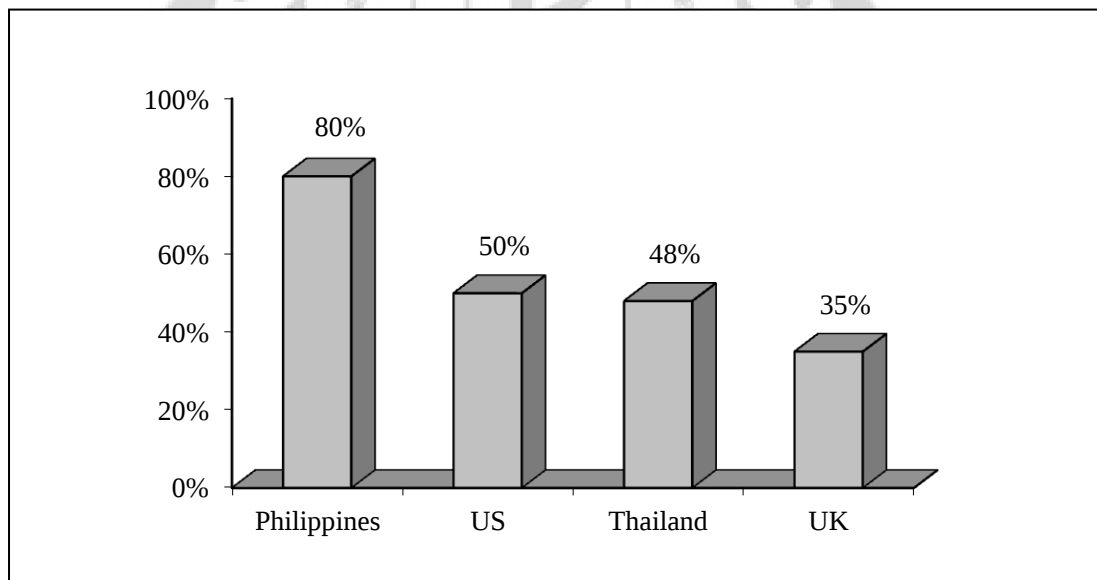


Figure 1. The Number of Turnover Rate in Call Center Industry

According to Sprigg and Jackson (2006), the repetitive, high pressure and strictly process work of call centers can be unattractive. The tight and shift schedules, stress from dealing with difficult customers, lack of holiday breaks and intention to study for a higher degree are also factors influencing resignation. Therefore, almost all call center

outsourcing companies have a high staff turnover rate which has had an impact on the costs of recruitment and training (Kinnie, Hutchinson, & Purcell, 2000). In the United States, the cost of call center agent turnover can range from \$10,000 to \$50,000 per employee (Sheff, 2007). In an interview, Ms.Thimaporn Mingkwan, a call center manager in a call center outsourcing company in Bangkok, pointed out that the high turnover rate of Generation Y agents has a negative impact on business. The cost of recruitment and training new call center agents has risen too high. More importantly, this problem is also a risk to lack of achievement of service level agreement (SLA) between clients and call center outsourcing companies (personal communication, March 2, 2012). Moreover, Elzingre (2009) also stated that the service performance and service quality can drop down when the turnover rate is high, because new staffs have no proficient skills to handle the customers' needs.

To solve the turnover problem of call center agents, Call Center Association Philippines (2010) suggested that the key driver to retain call center agents is enhancing the organizational commitment. However, only few studies on organizational commitment in the call center industry have been conducted. Therefore, this study aims to investigate the organizational commitment of Generation Y agents in a call center outsourcing company in Bangkok. The results of this study can be used as informative data for enhancing organizational commitment in order to maintain the capacity of the organization. The Human Resource Management (HRM) of the call center outsourcing company can also use the results of this study as a guideline to recruit agents and set an effective workforce management plan.

Objectives of the Study

The purposes of this study are:

1. To investigate the level of organizational commitment of Generation Y agents in a call center outsourcing company
2. To compare the level of organizational commitment of Generation Y agents in a call center outsourcing company based on educational background
3. To compare the level of organizational commitment of Generation Y agents in a call center outsourcing company based on tenure

Research Questions

This study attempts to answer the following research questions:

1. What is the level of organizational commitment of Generation Y agents in a call center outsourcing company?
2. Is there any significant difference between the levels of organizational commitment of Generation Y agents in a call center outsourcing company based on educational background?
3. Is there any significant difference between the levels of organizational commitment of Generation Y agents in a call center outsourcing company based on tenure?

Significance of the Study

This study was conducted to investigate the level of organizational commitment of Generation Y agents in a call center outsourcing company in Bangkok. The results of this study can be used for designing a plan or policy for Human Resource Management (HRM) in terms of recruitment, manpower planning, operation planning and staff

engagement related to Generation Y call center agents which will lead to drive competitive performance, productivity, utilization and effectiveness of work.

Scope of the Study

The purpose of this study was to investigate the level of organizational commitment of Generation Y call center agents in a call center outsourcing company in Bangkok. The instrument used in this study was adopted from the Three Component Model (TCM) Employee Commitment Survey of Meyer and Allen (1991). It focused on the three-commitment model of organizational commitment: affective commitment, continuance commitment, and normative commitment. The participants were 66 Generation Y call center agents in a call center outsourcing company in Bangkok. The dependent variable was the organizational commitment and the independent variables were educational background and tenure.

Definition of Terms

Generation Y call center agents means employees who were born between 1980 and 2000 (Zimmerman, 2008), and work as call center agents. Their job is to answer incoming calls and provide information service to customers.

Organizational commitment refers to a multi-based construct that includes an individual's emotional attachment, cost of living, and obligation to remain with an organization (Meyer & Allen, 1997).

Affective commitment is defined as the employees' emotional attachment to an organization and the employees' feeling of contentment when they find solutions to any problems and their need to be involved in an organization's success.

Continuance commitment refers to the individual commitment to an organization because each employee perceives the high costs of losing organizational membership. There will be a negative impact to daily life if they resign.

Normative commitment refers to the individual commitment to remain at an organization because of feelings of psychological obligation, and/or they ought to remain with an organization until they fully pay their debt to an organization.

Organization of the Study

This study consists of five chapters, including this introductory chapter. Chapter II is a review of the related literature, with an emphasis on Generation Y, organizational commitment, and a call center outsourcing company in Bangkok. This overview is followed by an analysis of related research studies conducted internationally and in Thailand. Chapter III presents the methods of the study, data collection procedures, and data analysis. Chapter IV illustrates the findings of the study. Chapter V consists of the conclusion, discussion, and limitations and recommendations for further studies.

CHAPTER II

REVIEW OF LITERATURE

This chapter is a review of literature related to organizational commitment of Generation Y agents in a call center outsourcing company. It focuses on five areas: Generation Y, definition of organizational commitment, conceptualization of organizational commitment, a call center outsourcing company, and previous studies related to organizational commitment.

Generation Y

Many scholars have tried to explain how to define Generation Y in terms of age range and characteristic as follows:

Definition

Since Generation Y began entering the workforce, many researchers have tried to define Generation Y in different ways. Generation Y is known as the Millennial Generation or Millennials (Strauss & Howe, 1992). Generation Y refers to as members of the Echo-Boom Generation because many of them are children of baby boomers (Hammill, 2005). Generation Y are also called the “Eighties Babies” generation (Spradley, 2011). To summarize, Generation Y is defined as a new group of people who have just entered the workforce.

Age Range

The age ranges of Generation Y are varied. Zemke, Raines and Filipczak (2000) assert that Generation Y as those who were born between 1982 and 2005. For Howe,

Strauss and Matson (2000), Generation Y people are those who were born between 1982 and 2002, but for Allen (2004) they are those who were born between 1980 and 1999. According to Hammill (2005), members of Generation Y were born between 1981 and 2000, but as for Zimmerman (2008), Generation Y refers to those who were born between 1980 and 2000. In sum, the age ranges of Generation Y are different depending on each scholar's proposal. In this study, the age range of Generation Y defined by Zimmerman (2008) is employed because it corresponds with the average age range of call center agents in a call center outsourcing company, who are aged between 22-32 years old.

Characteristics

The characteristics of Generation Y employees are identified by many researchers. Grossman (2006) explained that the characteristics of Generation Y are different from other generations as they are self-confident, independent, and technologically savvy. According to Henry (2006), "Generation Y is self-confident, outspoken, passionate, opinionated, loyal and impatient. They are easily bored and happily move on to other things and interests" (p. 1). They are independent because they think that they can take care of themselves. Even if they work well in team, they still maintain a sense of individualism (Huggins, 2008). Generation Y is technologically savvy because they grew up with advanced technologies. As mentioned by Martin (2005), apart from using modern technologies, Generation Y prefers creating one of their own. For instance, they love to post and share information on their own websites. When entering their work life, Generation Y tends to find jobs that are meaningful, high paying, and flexible (Grossman, 2006). They also think that good educational backgrounds will help increase their opportunity for finding good jobs (Avillion, 2008). As discussed by Ye (2006), Generation Y employees go from one job to another and expect higher pay

every time. This may be because of all the identified characteristics and skills they possess.

Definition of Organizational Commitment

The definition of organizational commitment has been discussed by many scholars as detailed below:

Mowday, Porter and Steers (1982) described organizational commitment as an employee's attitude toward an organization. The strong relationship employees have with an organization will encourage their willingness to dedicate themselves to enhance the organization's performance to peak level.

O'Reilly and Chatman (1986) defined organizational commitment as a member's identification and level of engagement with a particular organization.

Morrow (1993) described organizational commitment as characterized by attitude and behavior. The attitude reflects feelings such as attachment, identification and loyalty to the organization as an act of commitment.

Meyer and Allen (1997) explained that organizational commitment refers to a multi-base construct that includes an individual's emotional attachment, opportunity over the cost of leaving, and obligation to remain with an organization.

Miller and Lee (2001) explained that organizational commitment is characterized by employee acceptance of organizational goals and willingness to dedicate oneself to an organization, and a need to be involved in an organization.

Miller (2003) declares that organizational commitment is a state in which an employee identifies with a particular organization and wishes to maintain membership in the organization.

In summary, organizational commitment is characterized by the employees' feeling about their organization and the acceptance of the organization's goals and values, a willingness to dedicate themselves to their jobs, and a passion or strong desire to maintain membership in it.

The Conceptualization of Organizational Commitment

Many concepts and theories related to organizational commitment have been proposed by scholars. Two of the well-known concepts are the Two-Dimension Processes of O'Reilly and Chatman (1986) and the Three Component Models of Meyer and Allen (1991).

The Two-Dimension Processes of O'Reilly and Chatman

In 1986, O'Reilly and Chatman purposed the Two-Dimension Processes to explain organizational commitment. As shown in Figure 2, this concept comprises two dimensional processes of organizational commitment: instrumental exchange and psychological attachment. Instrumental exchange is described as salary and fringe benefits. Psychological attachment dimension may be predicted by three independent factors. The first factor is compliance or instrumental involvement for specific rewards. The second factor is identification or involvement based on passion. The third factor is internalization or involvement predicated between individual and organizational values. The compliance dimension that represents the exchange process leads to a somewhat shallower attachment to the organization.

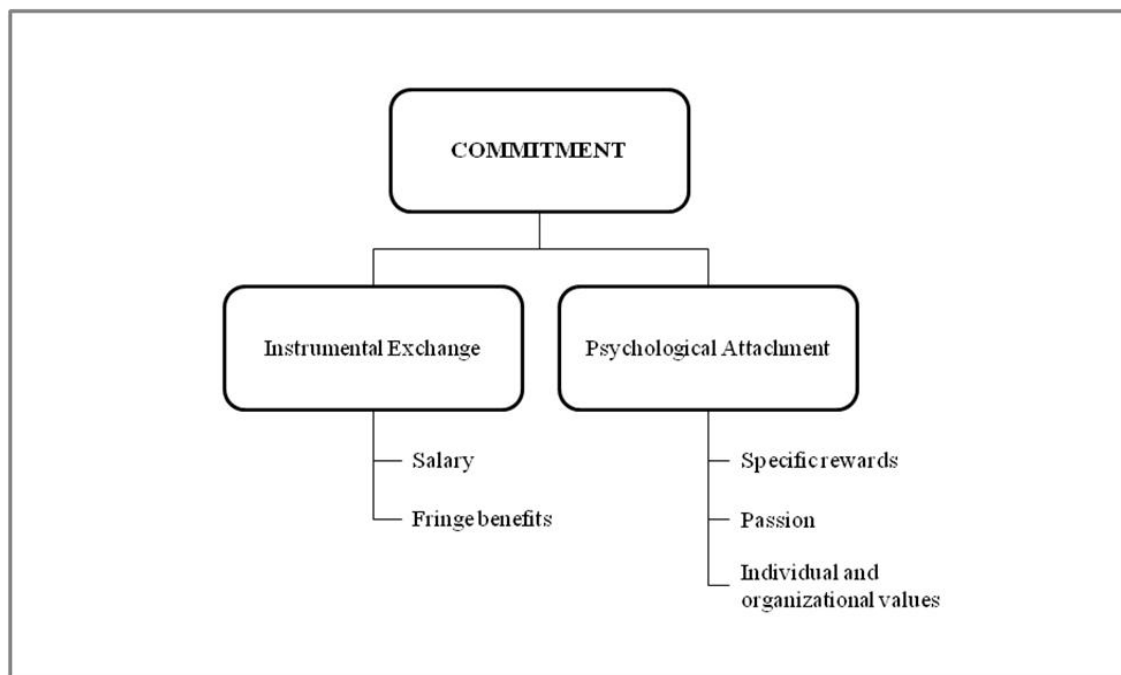


Figure 2. The Two Dimension Processes of O'Reilly and Chatman

The Three-Component Model of Meyer and Allen

According to Meyer and Allen (1991), organizational commitment can be described in the Three-Component Model: emotional attachment to the organization, the perceived costs associated with leaving it, and the obligation to remain with it. This Three-Component Model, as presented in Figure 3, refers to affective, continuance and normative commitment. This model shows that commitment is a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue membership in it. These psychological states also have different implications for work-relevant behaviors.

Affective commitment refers to the employee's emotional attachment to, identification with, and desire for involvement in an organization. Powell and Meyer (2004) further explain that employees who have affective commitment desire to share their value such as quality, innovation, cooperation and participation. If employees

believe that their organization values quality service, they will engage in behaviors that will contribute to high quality. If employees are convinced that their organization values participation, they will be more likely to feel as though their participation will make a difference. Consequently, they will be more willing to give personal involvement to seek solutions and make suggestions to contribute to an organization's success. Employees with a strong affective commitment continue employment with the organization because they want to be a part of an organization's success.

Continuance commitment refers to an individual value assessment. The employees in this model have to work in the organization because they have to handle the high living cost and if they resign, they will lose the benefit package that they receive from the organization. Apart from the costs involved in leaving an organization, continuance commitment will also develop due to a lack of alternative employment opportunities. Employees whose primary link to the organization is based on continuance commitment remain because they need to. Continuance commitment can be regarded as an instrumental attachment to the organization. The need to stay at an organization because the profit associated with continued participation and termination of service would be detrimental to them. Tetrick (1995) supported the concept of continuance organizational commitment as an exchange framework. If the high performance of organization comes from special motivation programs such as incentives and rewards, the management team has to deploy special motivation programs to employees who are continuance committed.

Normative commitment refers to a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization because they have psychological attachment, and/or they feel obliged to some contract. The employees who have psychological attachment may feel

they have a sense of obligation to the people in it, and may feel guilty if they left the organization. Some employees who owe some debt ought to remain with the organization until they fully pay the debt to organization. This debt may be an advanced reward, such as paying college tuition, or incurring significant costs in providing employment such as head-hunting fees or the costs associated with job training. Recognition of these investments causes employees to feel an obligation to continue employment until the debt has been paid (Scholl, 1981).

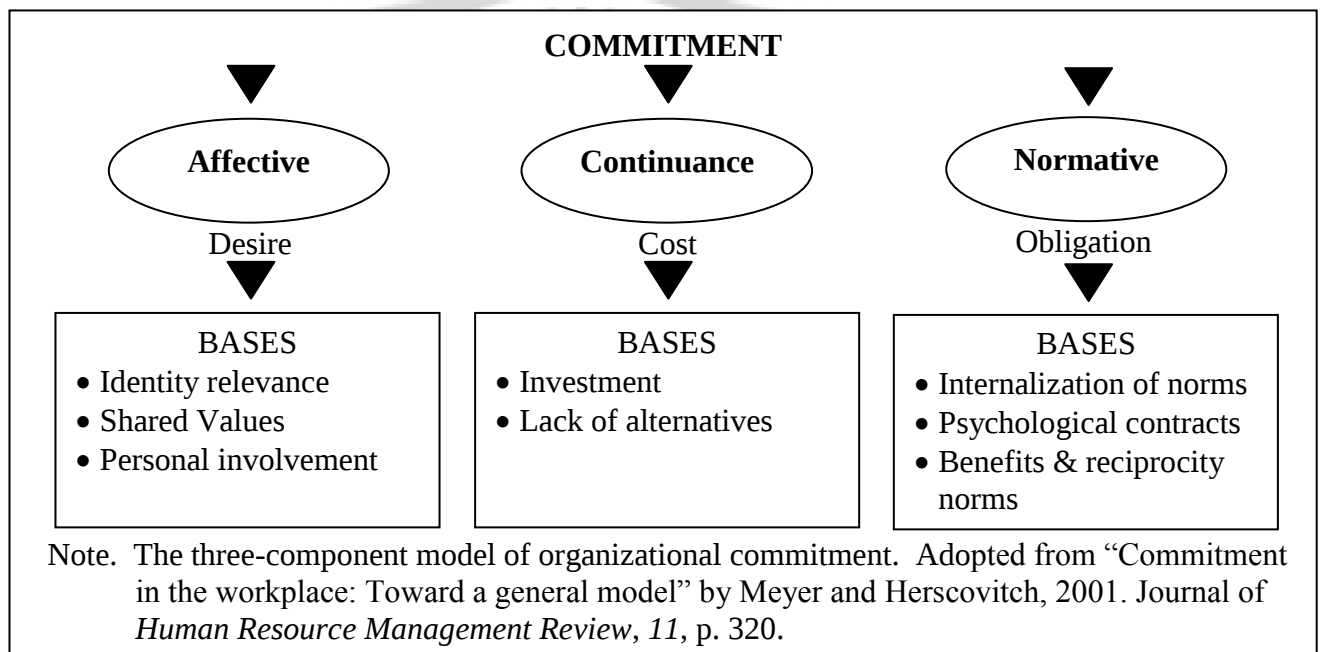


Figure 3. General Model of Organizational Commitment

To sum up, the concept of organizational commitment by O'Reilly and Chatman (1986) comprises two processes which are instrumental exchange and psychological attachment. The concept of organizational commitment by Meyer and Allen (1991) comprises three components which are affective, continuance and normative commitment. However, the concept of Meyer and Allen, (1991) was chosen to apply in this study because it described that organizational commitment is a multidimensional

construct, and commitment can take different forms and be directed at different constituencies in the organization (Meyer & Allen, 1991). In addition, this model suggested that the affective, continuance, and normative commitment were components rather than types because employees could have varying degrees of all three (Meyer & Allen, 1997).

A Call Center Outsourcing Company in Bangkok

A call center outsourcing company mentioned in this study is one of the leading call center outsourcing companies in Bangkok. It was established in year 2000 with a vision to deliver customer service excellence on behalf of clients by providing call center management services to establish customer relationships and information systems. Nowadays, the company provides services to both state-owned and private organizations. Due to the high demand of the call center outsourcing, the company has to provide efficient services to customers by focusing on maintaining potential call center agents and developing their skills (Sangsumrit, 2012).

According to Ms. Rungjira Kraiwiwat, Vice President, the company must have sufficient call center agents in order to handle the large volume of incoming calls. Currently, the company has 2,500 contract agents for providing call center services 32 organizations in Thailand with various service types such as information service, help desks, telemarketing, and order-taking. Ms. Rungjira also pointed out that due to the turnover problem, the company has provided many campaigns in order to increase the call center agents' intention of continuing membership in the organization, for example, *Daily Brief Session*, *MD & You*, special incentive program, birthday party, and career path program. A session of *Daily Brief* is a daily meeting that is arranged 15 minutes before starting work for updating new information and sharing how to handle difficult cases.

MD & You is a monthly meeting that is run by the Managing Director. In the meeting, call center agents will have an opportunity to suggest their ideas for solving problems, develop workplace environment, and improve working performance. The call center manager will be randomly select 15 call center agents per month to join *MD & You*.

Special incentive program is a campaign for motivating service performance such as number of answered call, average handling time, and quality performance. The company will pay incentive rewards when call center agents' performances reach the target.

Birthday party is arranged once a month for call center agents who have a birthday date that month to develop a relationship among their team leaders and colleagues. Career path program is implemented to build call center agents' feeling of job security and career advancement. The top twenty call center agents who have best performance will be invited to attend a training class for developing their skills, and to be promoted to leader level (personal communication, March 15, 2012).

Previous Studies

Many studies related to organizational commitment were conducted in various types of business. Some of them are described as follows:

Bakan, Buyukbese, and Ersahan (2011) investigated the organizational commitment and education levels among employees in a textile company based in the city of Malatya in Turkey. Two hundred and sixty-nine respondents were distributed the Three-Component Model (TCM) of Employee Commitment Survey by Meyer and Allen, (1991). The results showed that there is a statistically significant relationship between education level and organizational commitment. The employees who graduated from university, vocational school and secondary school expressed higher levels of organizational commitment than the employees who graduated from high school and

primary school. An increase in the level of education seems to make employees' commitment to their organizations stronger.

Nicholson (2009) investigated the level of organizational commitment of call center agents. The participants were 2,050 call center agents from one U.S. based call center outsourcing organization. The study used the Three-Component Model (TCM) Employee Commitment Survey of Meyer and Allen (1991). The results showed that the call center agents who had longer job tenure were not significantly related to organizational commitment. The association between age and affective commitment and age and normative commitment were the only demographic variable-based relationships found to be significant.

Sezgin (2009) examined the relationships between teachers' organizational commitment perceptions and some demographic variables in a sample of Turkish primary schools. A total of 405 randomly selected teachers working at primary schools in Ankara participated in the study. The Three-Component Model (TCM) Employee Commitment Survey of Meyer and Allen (1991) were used to gather data. The results revealed that gender and years of experience are significant predictors of organizational commitment, and the variable of age did not significantly predict all three component model of organizational commitment.

Sripramoch, Horradan, and Cheysai (2010) conducted a study to compare organizational commitment of employees based on their individual factors. The samples included 352 production employees working in Krung Thep Electronics Company Limited. The Three-Component Model (TCM) Employee Commitment Survey of Meyer and Allen (1991) were used to measure organizational commitment. The statistics used in this study were frequency, percentage, standard deviation, and *t*-test. The analysis results indicated that employees had a medium level of organizational commitment. The

employees who were different in terms of age, level of education, period of work duration and division, did not have different organizational commitment with statistical significance at .05.

Kuakulkiat (2002) studied the organizational commitment of MCOT employees. The samples of the research were 290 MCOT employees. The questionnaire was used as an instrument for collecting data. The statistics used for analyzing data were percentage, mean, standard deviation, and *t*-test. The research revealed that the organizational commitment of MCOT employees was at a high level and there was no statistically significant difference in the overall aspect and of each aspect of employees such as gender, age, education level, marital status, length of service, and income.

The previous studies focused on investigating the organizational commitment of employees in various types of business by applying the conceptualization of organizational commitment and the Three-Component Model (TCM) Employee Commitment Survey of Meyer and Allen (1991) as instruments. This study, therefore, aims to investigate the level of organizational commitment of Generation Y call center agents in a call center outsourcing company in Bangkok, and focuses on the conceptual aspects of organizational commitment of Meyer and Allen, (1991).

Summary

This chapter displayed the review of related literature, which consisted of Generation Y, definition of organizational commitment, conceptualization of organizational commitment, a call center outsourcing company in Bangkok, and previous studies. The methodology of this study will be presented in Chapter III.

CHAPTER III

METHODOLOGY

This chapter explains the methodology used in this study. First, the participants of the study are described, followed by the instrument and data collection procedures. Lastly, the data analysis is described.

Participants of the Study

The population of this study is Generation Y call center agents who are working in a call center outsourcing company in Bangkok. The company has been operating for 11 years, has estimated 2,500 employees, and at present has 32 call center projects. The participants of the study were 66 Generation Y call center agents. They were randomly selected based on the sampling table for research activities of Krejcie and Morgan (1970) from 80 Generation Y call center agents who work in one of the company's projects. All of the agents in this project are Generation Y employees who were born between 1980 and 2000. The participation of all 66 Generation Y call center agents was voluntary and they were informed that their identity would be kept anonymous.

Instrument

A questionnaire was used as the instrument for this study. It consisted of two parts. The first part contained questions about demographic information of the participants, which includes gender, educational background, and tenure. The participants were required to identify their educational background as below Bachelor's degree, Bachelor's degree or higher. Since the average length of work duration as call

center agent in Asia is 29 months (Eli, 2011), the researcher identified tenure of call center agents into two groups: less than 29 months and 29 months or more. The second part of the questionnaire was an organizational commitment survey adopted from the Three-Component Model (TCM) Employee Commitment Survey of Meyer and Allen (1991). It consisted of 18 questions measuring three components of employee commitment to an organization comprising affective, continuance, and normative commitment. The statements mentioned in the questionnaire are grouped as shown in Table 1.

Table 1 Questionnaire Description

Component	Statement Numbers
Affective commitment	1-6
Normative commitment	7-12
Continuance commitment	13-18

A five-point Likert scale was used in this questionnaire: 5 – strongly agree, 4 – agree, 3 – neutral (neither agree nor disagree), 2 – disagree, and 1 – strongly disagree. To collect data on organizational commitment, the score of a five-point Likert scale for this questionnaire ranged from 18-90. Of the 18 statements, four were reversing keyed which were statement number 3, 4, 5 and 13. Meyer and Allen (2004) created the limited number of reverse-keyed items as a structure to ensure thoughtful statement consideration by participants. A five-point Likert scale used in the reversing keyed items were: 1 – strongly agree, 2 – agree, 3 – neutral (neither agree nor disagree), 4 – disagree, and 5 – strongly disagree.

The questionnaire was translated from English into Thai by the researcher because the target participants of the study are Thai employees. Then the researcher asked three experts to review the questionnaire. Two experts, Dr. Usaporn Sucaromana and Ms. Aranya Srijongjai, the researcher's advisor, were asked to review the translated version of the questionnaire. In addition, Ms. Rungjira Kraiwiwat, Vice President of the call center outsourcing company, was asked to review the content of the questionnaire. Then the questionnaire was revised as commented. An English version is included in Appendix A for international readers. A Thai version is presented in Appendix B.

Data Collection Procedures

Pilot Study

A pilot study was conducted in March 2012 in order to test the reliability and validity of the questionnaire. The researcher conducted a pilot study by distributing the pre-test questionnaire to 20 Generation Y call center agents of other projects in the call center outsourcing company. They were informed that their identity would be kept confidential and their participation was voluntary. From data collection, 15 of the participants (75%) were females while five participants (25%) were males. Thirteen of the participants (65%) had an educational background below Bachelor's degree and seven participants (35%) had a Bachelor's degree or higher. Twelve participants (60%) have been working with the call center outsourcing company less than 29 months and eight participants (40%) have been working with the call center outsourcing company 29 months or more. In data analysis, the internal consistency of the instrument was tested in order to measure the reliability of the questionnaire. The results revealed that Cronbach's alpha of the questionnaire was at an acceptable level of 0.81. Therefore, the same questionnaire was used in the actual study.

Data Collection

The researcher asked the team leaders in one of the 32 projects of the call center outsourcing company to distribute questionnaires to 66 participants in April 2012. Since the call center agents have to work in shift, the researcher collected the completed questionnaires from the team leaders two days after distribution. After all of the questionnaires were collected, the data was verified and analyzed.

Data Analysis

After data collection procedures, the collected data were analyzed by using the Statistical Package for Social Sciences (SPSS) version 10.5. Then data was presented through descriptive statistics: frequency, percentage, mean and standard deviation. The *t*-test was also used to compare the organizational commitment based on the demographic variables.

According to Pisarnbut (2007), the level of organizational commitment was determined by the mean scores as detailed in Table 2.

Table 2 The Interpretation of Score

Score	Meaning
4.21-5.00	Organizational commitment level is extremely high
3.41-4.20	Organizational commitment level is high
2.61-3.40	Organizational commitment level is moderate
1.81-2.60	Organizational commitment level is low
1.00-1.80	Organizational commitment level is extremely low

Summary

The methodology of the study was descriptive and quantitative in nature. In this chapter, the participants, instrument, data collection procedures and data analysis were described. After data analysis was completed, the findings were presented in tables followed by explanations in Chapter IV.



CHAPTER IV

FINDINGS

This chapter contains results of the study. Findings are divided into three parts: the demographic information of Generation Y call center agents at a call center outsourcing company in Bangkok, the level of organizational commitment, and comparison of organizational commitment by independent variables. In each part, the data were presented in tables with explanations. Then the chapter concludes with a summary of the findings.

Demographic Information of the Participants

This section presents the data of demographic information classified by gender, educational background, and tenure. The data were summarized and presented in frequency and percentage as shown in table 3.

Table 3 Demographic Information ($N = 66$)

Gender	<i>n</i>	%
Male	12	18.18
Female	54	81.82
Educational Background		
Below Bachelor's degree	42	63.64
Bachelor's degree and higher	24	36.36

Table 3 Demographic Information (continued)

Tenure	<i>n</i>	%
Below 29 months	47	71.21
29 months or more	19	28.79

As shown in Table 3, the findings show that from 66 participants, 12 of them were male (18.18%) while 54 were female (81.82%). For their educational backgrounds, 42 participants (63.64%) had below a Bachelor's degree level of education whereas 24 participants (36.36%) had a Bachelor's degree or higher. It was also found that 47 participants (71.21%) have been working at a call center outsourcing company in Bangkok less than 29 months, and 19 participants (28.79%) have been working for 29 months or more.

Level of Organizational Commitment

This section focuses on the level of organizational commitment of the call center agents at a call center outsourcing company in Bangkok. In this study, an organizational commitment survey adopted from the Three-Component Model (TCM) Employee Commitment Survey of Meyer and Allen (1991) was used as the instrument to collect data from 66 Generation Y call center agents. The number of responses was summed, and the mean scores and standard deviation of each level of organizational commitment are presented in Tables 4 and 5.

Table 4 Level of Organizational Commitment

Component	$\bar{x}$	<i>SD</i>	Level
Affective commitment	3.36	.550	Moderate
Continuance commitment	2.97	.447	Moderate
Normative commitment	3.33	.596	Moderate
Total	3.22	.387	Moderate

As presented in Table 4, the results show that Generation Y call center agents had a moderate level of organizational commitments ($\bar{x} = 3.22$). The statistics also reveal that Generation Y call center agents had a moderate level of organizational commitment in all three components: affective commitment ($\bar{x} = 3.36$), continuance commitment ($\bar{x} = 2.97$) and normative commitment ($\bar{x} = 3.33$).

Table 5 Level of Organizational Commitment by Each Item

Items	$\bar{x}$	<i>SD</i>	Level
Affective Commitment			
1. I would be very happy to spend the rest of my career with this organization.	2.95	.998	Moderate
2. I really feel as if this organization's problems are my own.	3.35	.832	Moderate
3. I feel a strong sense of "belonging" to my organization.	3.45	.862	High
4. I feel "emotionally attached" to this organization.	3.24	.860	Moderate
5. I feel like "part of the family" at my organization.	3.44	.767	High
6. This organization has a great deal of personal meaning for me.	3.70	.701	High

Table 5 Level of Organizational Commitment by each Item (continued)

Items	$\bar{x}$	SD	Level
Continuance Commitment			
7. Right now, staying with my organization is a matter of necessity as much as desire.	2.74	.882	Moderate
8. It would be very hard for me to leave my organization right now, even if I wanted to.	3.24	.842	Moderate
9. Too much of my life would be disrupted if I decided I wanted to leave my organization now.	3.39	.943	Moderate
10. I feel I have too few options to consider leaving this organization.	2.89	.844	Moderate
11. If I had not already put so much of myself into this organization, I might consider working elsewhere.	3.14	.677	Moderate
12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	2.38	.799	Low
Normative Commitment			
13. I feel any obligation to remain with my current employer.	3.09	.907	Moderate
14. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	3.44	.862	High
15. I would feel guilty if I left my organization now.	3.02	1.030	Moderate
16. This organization deserves my loyalty.	3.20	.932	Moderate
17. I would not leave my organization right now because I have a sense of obligation to the people in it.	3.77	.941	High
18. I owe a great deal to my organization.	3.48	.808	High
Total	3.22	.387	Moderate

As presented in Table 5, the overall organizational commitment of Generation Y call center agents was at a moderate level ($\bar{x} = 3.22$). From 18 items, Generation Y call center agents had organizational commitment at a moderate level in 11 items with the mean score between 2.74 to 3.39. The means of Generation Y call center agents' organizational commitment were at a high level in items 3, 5, 6, 14, 17 and 18 ($\bar{x} = 3.45, 3.70, 3.44, 3.77, \text{ and } 3.48$, respectively). However, Generation Y call center agents had organizational commitment at a low level ($\bar{x} = 2.38$) in item 12.

Comparison of Organizational Commitment by Independent Variables

The researcher conducted additional analyses to determine if there were any statistically significant differences in the mean scores for affective, continuance, and normative commitment of Generation Y call center agents based on their educational background and tenure. The independent sample *t*-tests were analyzed as presented in Table 6 and Table 7.

Table 6 Comparison of Organizational Commitment by Educational Background

Component	Below Bachelor's degree		Bachelor's degree and higher		<i>t</i>	<i>Sig.</i>
	$\bar{x}$	<i>SD</i>	$\bar{x}$	<i>SD</i>		
Affective commitment	3.44	.541	3.20	.542	1.755	.084
Continuance commitment	3.05	.392	2.81	.502	2.149	.035*
Normative commitment	3.44	.618	3.15	.517	1.899	.062
Total	3.31	.355	3.06	.394	2.702	.009*

Note: * $p < .05$

As presented in Table 6, there are noteworthy scores which indicate significant differences between organizational commitment of Generation Y call center agents based on educational backgrounds ($p < .05$). Generation Y call center agents who had an educational background below a Bachelor's degree had higher organizational commitment ($\bar{x} = 3.31$) than Generation Y call center agents who had Bachelor's degree or higher ($\bar{x} = 3.06$). The results also show that the differences of educational backgrounds were significant on continuance commitment at $p < .05$ with below a Bachelor's degree having ($\bar{x} = 3.05$), and Bachelor's degree or higher having ($\bar{x} = 2.81$). However, there were two components, namely affective commitment and normative commitment, which had no significant differences between below a Bachelor's degree and Bachelor's degree or higher.

Table 7 Comparison of Organizational Commitment by Tenure

Component	Below 29 months		29 months or more		<i>t</i>	<i>Sig.</i>
	$\bar{x}$	<i>SD</i>	$\bar{x}$	<i>SD</i>		
Affective commitment	3.40	.555	3.24	.534	1.122	.266
Continuance commitment	2.97	.454	2.95	.441	.198	.843
Normative commitment	3.42	.595	3.12	.558	1.860	.067
Total	3.26	.395	3.10	.350	1.562	.123

Note: * $p < .05$

As presented in Table 7, the mean score of organizational commitment of Generation Y call center agents who have been working at the call center outsourcing company less than 29 months was 3.26, and 29 months or more was 3.10. However,

when comparing the organizational commitment of Generation Y call center agents by tenure, the results from *t*-test show that there was no difference of organizational commitment.

Summary

The objectives of this study were to: (1) investigate the level of organizational commitment of Generation Y call center agents in a call center outsourcing company in Bangkok; (2) compare the level of organizational commitment of Generation Y call center agents in a call center outsourcing company based on educational background; and (3) compare the level of organizational commitment of Generation Y call center agents in a call center outsourcing company based on tenure. The findings of the study show that Generation Y call center agents had a moderate level of organizational commitment. There was a statistically significant difference of organizational commitment when comparing the call center agents' educational background ($p < .05$). The findings also show that there was no significant difference of organizational commitment when comparing tenure. Conclusion and discussion of the findings are presented in Chapter V.

CHAPTER V

CONCLUSION AND DISCUSSION

This final chapter presents the discussion and conclusion of the study. In addition, the limitations and recommendations for further studies are also provided.

Conclusion

This study aimed to investigate the level of organizational commitment of Generation Y call center agents in a call center outsourcing company in Bangkok and to compare the level of organizational commitment of Generation Y call center agents by their educational background and tenure.

The participants were 66 Generation Y call center agents in a call center outsourcing company in Bangkok. The instrument of this study was a questionnaire adopted from the Three-Component Model (TCM) Employee Commitment Survey of Meyer and Allen (1991). The questionnaires were distributed in April 2012 in a call center outsourcing company based in Bangkok, Thailand. The data were analyzed by using frequency, percentage, mean, standard deviation and *t*-test. The findings show that 18.18% of the participants were male while 81.82% of the participants were female. The educational background of 63.64% of the participants was below a Bachelor's degree, whereas 36.36% of the participants had obtained a Bachelor's degree or higher. Seventy-one point twenty-one percent of the participants have been working at a call center outsourcing company in Bangkok for less than 29 months, and 28.79% of the participants have been working for 29 months or more. The findings also revealed that the level of organizational commitment of Generation Y call center agents was at moderate level. In

addition, there was a statistically significant difference of organizational commitment when comparing educational background (at $p < .05$). There was no difference of organizational commitment when comparing tenure.

Discussion

The findings were discussed based on the research questions of the study as follows.

Research Question 1

What is the level of organizational commitment of Generation Y agents in a call center outsourcing company?

Based on the concept of the Three-Component Model (TCM) of Meyer and Allen (1991), the findings show that Generation Y call center agents had a moderate level of organizational commitment in general and in every component. These findings are in accordance with the information of Philippine Call Center (2011) which revealed that the organizational commitment of call center agents was at moderate level.

The results of this study can be possibly inferred that the organization that the Generation Y call center agents have been working for has an awareness of the importance of organizational commitment. This can be observed from many activities organized by the company to cope with staff turnover problems, for example, *Daily Brief Session*, *MD & You*, special incentive program, birthday party, and career path program (R. Kraiwiwat, personal communication, March 15, 2012). Nevertheless, what the organization has tried to do might not be enough to fulfill Generation Y call center agents' needs and expectations so as to increase their organizational commitment to a high level.

When considering the results in each component of the organizational commitment, it was found that the organizational commitment of Generation Y call center agents was at moderate level in every component: affective commitment, continuance commitment, and normative commitment. In the aspect of affective commitment, it is related to the employees' emotional attachment to the organizations and the employees' feeling that they are happy to find solutions to any problems, and they need to be involved in organizational success. Therefore, it can be possibly explained that even the company provides the activities for the call center agents to take part in the company's problem solving process, the staff may not have a passion for finding solutions or need to be involved in organizational success as much as they are expected to since they are hired on a contract basis. Generation Y call center agents may feel insecure with their jobs and, as a result, it may affect the level of their affective commitment to the organization. However, when focusing on each item of affective commitment, it was found that Generation Y call center agents show a high commitment level on three statements which are: a) I feel a strong sense of "belonging" to my organization, b) I feel like "part of the family" at my organization, and c) This organization has a great deal of personal meaning for me. This possibly indicates that these findings may be related to the activities like *Daily Brief Session*, and *MD & You* which are provided by the company. *Daily Brief Session* is a daily meeting activity that the company arranges for the team leaders and call center agents in order to update information and share ideas to handle the difficult cases. In *MD & You* activity, the call center agents have a chance to share their ideas to develop the workplace environment and improve performance with the managing director (R. Kraiwiwat, personal communication, March 15, 2012). Both activities may encourage the call center agents to have a sense of ownership and feel like part of family in the organization. Therefore, to

enhance the affective commitment of Generation Y call center agents, the management team should clearly announce the career advancement policy in order to increase their intention of continuing membership with the company. If these agents realize that they can be promoted to a permanent position or higher level, they might feel more attached to the company and would be more willing to be involved with organizational success.

As for continuance commitment, which refers to individual commitment to the organization because of the employees' high living cost and lack of alternative jobs, Generation Y call center agents rate their commitment at a moderate level. It can be assumed that the incentive program that the company provides for Generation Y employees might not be thoroughly enough to enhance continuance commitment to a high level. In an interview with Ms. Kanyarat Sangsumrit, Performance Analysis Manager of the call center outsourcing company, she pointed out that although the company provided 7 million baht for the annual budget for motivation programs, only 60% of the budget was spent on call center agents. Also, only a small number of call center agents received rewards due to the high target of the motivation programs (personal communication, April 19, 2012). Additionally, Generation Y call center agents had low level of continuance commitment in the response to the item *"One of the few negative consequences of leaving this organization would be the scarcity of available alternatives."* This outcome can be plausibly related to the explanation of the characteristics of Generation Y. According to Henry (2006) and Grossman (2006), Generation Y feel bored easily and they prefer moving on to other things and interests since they are self-confident, independent and technologically experienced. In their work life, they are likely to find jobs that are meaningful, high paying, and flexible. Avillion (2008) also remarks that Generation Y thinks that good educational backgrounds will help increase their opportunity for finding good jobs. Therefore, Generation Y call center

agents may not accept that they have less alternative jobs. Conversely, they might feel confident that they can make a decision on which job they want to do. To improve continuance commitment, management of the call center outsourcing company should review the budget spent on the motivation programs and should set more realistic targets in order to give more opportunity for staff to achieve rewards.

In the aspect of normative commitment, which refers to individual commitment to remain with an organization because of the feelings of psychological obligation, Generation Y call center agents rate their normative commitment at moderate level. This could probably be explained that the activities provided by the company to cope with staff turnover problems may not be sufficiently effective. For example, only organizing the birthday party for call center agents in order to develop relationship among call center agents and their team leaders may not be enough to enhance the agents' normative commitment to a high level. The company should consider the nature of work of call center agents as well. Since call center agents normally work in shifts, all of them can not join activities like the birthday party held at a specific time. To improve normative commitment, managers and team leaders should develop relationships with their employees. For example, the managers and team leaders may ask their team members about their feelings or opinions towards the jobs on a day to day basis. Managers can also make Generation Y call center agents feel better by paying attention to their staff's daily life or using social media in order to enhance the relationship with them. These activities can lead to build the staff relationship and their personal psychological attachment to the company.

Research Question 2

Is there any significant difference between the levels of organizational commitment of Generation Y agents in a call center outsourcing company based on educational background?

From the findings, Generation Y call center agents who have educational background below Bachelor's degree had higher organizational commitment than Generation Y call center agents who have Bachelor's degree or higher. The results also show that there was a statistically significant difference of overall organizational commitment of Generation Y call center agents when comparing their educational background. These findings were in accordance with Tsai, Cheng, and Chang (2010) which indicated that the higher education level of employees in the hospitality industry may result in having less commitment since employees who have a higher education level may have other opportunities of employment. However, the findings were inconsistent with the previous study of Bakan, Buyukbese, and Ersahan (2011) which showed that there was a statistically significant relationship between education levels and organizational commitment of employees in a textile company, and discussed that an increase in educational levels of employees led to an increase of organizational commitment to the organization.

These findings can possibly be explained that as the call center agent's jobs do not require any special skills, they are hired in the same position no matter what educational level they obtained. In addition, Generation Y call center agents who have a Bachelor's degree or higher may have more job alternatives. This remark can be supported by the Global Call Center Report which revealed that only 22% of call center agents in the call center industry graduated from university (Holman, Batt, & Holtgrewe,

2007). These reasons can, therefore, result in less organizational commitment of Generation Y call center agents who have a better educational background.

When considering the results in each component, it was found that there was a statistically significant difference between the continuance commitment of Generation Y call center agents when comparing their educational background. Generation Y call center agents whose educational background was below a Bachelor's degree have higher continuance commitment than Generation Y call center agents who had a higher educational level. These results can be plausibly explained by the nature of the continuance commitment which refers to the individual commitment to the organization because of the perception of the high costs of losing organizational membership. Generation Y call center agents whose educational background is below a Bachelor's degree may have fewer alternative jobs than Generation Y call center agents who have a higher education level. Therefore, they may have to try to continue membership with the call center outsourcing company because they realize that leaving the organization will impact their cost of living. Likewise, Generation Y call center agents who have a higher educational level expressed lower continuance commitment because they might feel that they have more job opportunities and are able to find better jobs. This is also in accordance with the concept of Generation Y who tends to think that good educational background will help increase their opportunity for finding better jobs and higher salary (Avillion, 2008).

To enhance the organizational commitment, the recruitment section of the Human Resource Department of a call center outsourcing company may consider recruiting more agents who have educational background below a Bachelor's degree. Besides arranging job fairs at universities, the recruitment team should plan to arrange job fairs at high schools and/or vocational schools as well.

Research Question 3

Is there any significant difference between the levels of organizational commitment of Generation Y agents in a call center outsourcing company based on tenure?

The results of this study indicated that there was no difference of organizational commitment of Generation Y call center agents overall and in each component when comparing their tenure. The results were in line with Nicholson (2009), Sripramoch, Horradan, Cheysai (2010), and Kuakulkiat (2002) which revealed that job tenure was not significant with organizational commitment. However, the results were inconsistent with Sezgin (2009) which explained that job tenure was a significant predictor of organization commitment. Perhaps Generation Y call center agents who have been working shorter or longer at a call center outsourcing company have no different level of commitment.

The results of this study can probably be explained by considering the company's organizational structure and terms of employment. As the organizational structure of the call center outsourcing company is a flat organization comprising only few levels of management, it does not offer prospective career advancement for Generation Y call center agents who, in the organizational structure, are the front-line employees. In addition, all of the Generation Y call center agents who have been working for the call center outsourcing company are hired as temporary staff and their term of employment will be changed to a permanent position when they are promoted to leaders (R. Kraiwiwat, personal communication, March 15, 2012). Therefore, no matter how long Generation Y call center agents have been working for the company, they have the same level of organizational commitment. In this regard, the call center outsourcing company can deploy programs or campaigns to boost organizational commitment of Generation Y call center agents with no concerns on their tenure.

From the overall findings of the study, it can be assumed that even though the call center outsourcing company has provided policies in order to enhance the staff's organizational commitment, the company still has to refine them and find more solutions to develop more organizational commitment of Generation Y call center agents.

Limitations and Recommendations for Further Studies

This study also has many limitations. First of all, the participants of the study were only 66 Generation Y call center agents in a call center outsourcing company in Bangkok, so the results of the study cannot be used to generalize the call center industry as a whole. Therefore, future studies should focus on a greater number of participants and investigate the organizational commitment in other call center outsourcing companies in Thailand and other countries. Second, this study aimed to compare the organizational commitment of Generation Y call center agents based on only their educational background and tenure. Further studies should explore Generation Y call center agents' organizational commitment with other variables such as age, marital status, employee status, and job position, so more detailed and informative results could be drawn. Third, this study used the Three-Component Model (TCM) Employee Commitment Survey of Meyer and Allen (1991) as an instrument to collect data. An in-depth and open-ended survey together with interviews and observations are recommended for further studies to effectively capture more Generation Y call center agents' personal perspectives on their work. Finally, this study was limited to investigate the level of organizational commitment of Generation Y call center agents in a call center outsourcing company in Bangkok. Other services in the hospitality industry such as customer representative, front service, telemarketing agents, which are related to delivering information service to customers, should also be explored in further studies.



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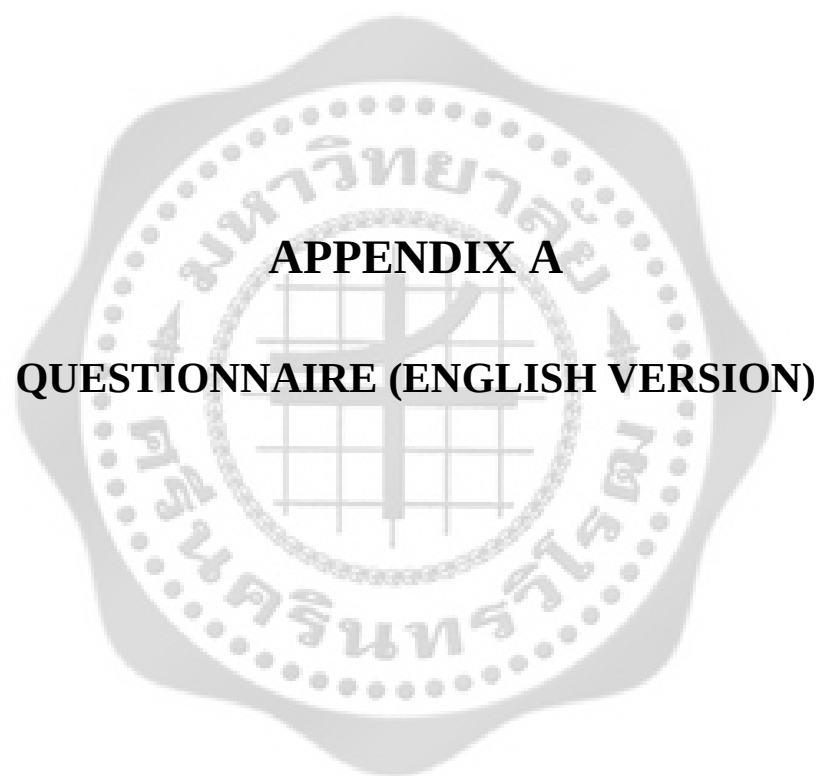
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APPENDICES







APPENDIX B
QUESTIONNAIRE (THAI VERSION)

This questionnaire is a part of a study for a Master of Arts Degree in Business English for International Communication at Srinakharinwirot University, Bangkok. Your responses will be kept strictly confidential and used only for academic purposes.

Part I: Demographic Information

Directions: Please complete the following information.

- | | | |
|---------------------------|--|--|
| 1. Gender | ☐ Male | ☐ Female |
| 2. Educational Background | ☐ Below Bachelor's degree | ☐ Bachelor's degree or higher |
| 3. Tenure |year(s).....month(s) | |

Part II: The Organizational Commitment

Directions: Please check (✓) to indicate your opinion on the following statements.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I would be very happy to spend the rest of my career with this organization.					
2. I really feel as if this organization's problems are my own.					
3. I do not feel a strong sense of "belonging" to my organization.					
4. I do not feel "emotionally attached" to this organization.					
5. I do not feel like "part of the family" at my organization.					
6. This organization has a great deal of personal meaning for me.					
7. Right now, staying with my organization is a matter of necessity as much as desire.					
8. It would be very hard for me to leave my organization right now, even if I wanted to.					
9. Too much of my life would be disrupted if I decided I wanted to leave my organization now.					
10. I feel I have too few options to consider leaving this organization.					
11. If I had not already put so much of myself into this organization, I might consider working elsewhere.					
12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					
13. I do not feel any obligation to remain with my current employer.					
14. Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
15. I would feel guilty if I left my organization now.					
16. This organization deserves my loyalty.					
17. I would not leave my organization right now because I have a sense of obligation to the people in it.					
18. I owe a great deal to my organization.					

Thank you for your cooperation.

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาวิจัยในระดับปริญญาโท หลักสูตรภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ มหาวิทยาลัยศรีนครินทรวิโรฒ กรุงเทพมหานคร ความคิดเห็นของท่านจะถูกนำไปวิเคราะห์เพื่อจุดประสงค์ทางการศึกษาวิจัยเท่านั้น

ตอนที่ 1 ข้อมูลเกี่ยวกับสถานภาพของผู้ตอบแบบสอบถาม

คำชี้แจง กรุณากรอกข้อมูลดังต่อไปนี้

1. เพศ ☐ ชาย ☐ หญิง
2. ระดับการศึกษา ☐ ต่ำกว่าปริญญาตรี ☐ ปริญญาตรีหรือสูงกว่า
3. อายุงานปี.....เดือน

ตอนที่ 2 ข้อมูลเกี่ยวกับความผูกพันต่อองค์กร

คำชี้แจง กรุณาใส่เครื่องหมาย (✓) ลงในช่องที่ตรงกับความเห็นของท่านมากที่สุด

ข้อความ	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ปานกลาง	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
1. ฉันยินดีที่จะทำงานที่องค์กรนี้ตลอดไป					
2. ฉันรู้สึกว่าการเป็นสมาชิกขององค์กรนี้เป็นเสมือนปัญหาของตนเอง					
3. ฉันไม่รู้สึกว่าฉัน “เป็นส่วนหนึ่ง” ขององค์กร					
4. ฉันไม่รู้สึก “ผูกพัน” กับองค์กรนี้					
5. ฉันไม่รู้สึกว่า “เป็นสมาชิก” ขององค์กร					
6. โดยส่วนตัวแล้วฉันคิดว่าการทำงานที่องค์กรนี้มีความหมายกับฉัน					
7. ฉันทำงานที่องค์กรนี้ด้วยความจำเป็นมากกว่าต้องการที่จะทำ					
8. ฉันรู้สึกลำบากใจที่ต้องลาออกจากองค์กรในขณะนี้ แม้ว่าฉันต้องการก็ตาม					
9. ถ้าฉันตัดสินใจลาออกจากงานในตอนนี้ ชีวิตของฉันจะได้รับผลกระทบเป็นอย่างมาก					
10. ฉันรู้สึกว่าฉันมีทางเลือกน้อยกว่าที่จะตัดสินใจลาออกจากองค์กรนี้					
11. ถ้าฉันไม่ได้ทุ่มเทแรงกายแรงใจให้กับการทำงานที่องค์กรนี้ไปแล้ว ฉันอาจจะพิจารณาทำงานที่อื่น					
12. ข้อเสนออย่างหนึ่งของการลาออกจากองค์กรนี้คือฉันแทบจะไม่มีทางเลือกที่จะไปทำงานที่อื่น					
13. ฉันไม่รู้สึกว่ามีความผูกพันใดๆ ที่ทำให้ฉันต้องทำงานอยู่กับองค์กรนี้					
14. แม้ว่าการลาออกจากงานจะมีผลดีต่อฉันมากกว่า ฉันก็ไม่คิดว่าฉันควรจะทำในตอนนี้					
15. ฉันจะรู้สึกผิดถ้าฉันลาออกจากองค์กรตอนนี้					
16. องค์กรนี้สมควรได้รับความจงรักภักดีจากฉัน					
17. ฉันจะไม่ลาออกจากองค์กรในตอนนี้ เพราะฉันมีความผูกพันกับเพื่อนร่วมงาน					
18. องค์กรนี้มีบุญคุณต่อฉันมาก					

VITAE



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