



ABSTRACT

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Organizational Identification, Pride and Health Among Newcomers: A Modification of the Job Demands-Resources Model for the Call Center Industry

Call centers do not enjoy the best reputation. Due to this bad image, new employees often have difficulties in identifying with their work and the company. Familiarizing with complex know-how and getting an approach to the role of a customer service agent (CSA) can be extremely demanding. Problems arise if newcomers start with expectations different from those of every day work and leave the company already after few weeks or months. At this point of time the company has incurred costs due to socialization without that the newcomer has been productive. In consequence, call centers have a vital interest in decreasing the labor turnover rate by enhancing organizational identification and pride.

Furthermore, the work of a CSA requires special social, mental and physical fitness. High concentration, emotion work and one-sided physical strain – doing a job which requires a predominantly sitting position – are only some examples. An investigation should be made as to which impacts stress-enhancing work factors have on health condition and how they relate to absenteeism.

In sum, call centers do have two main challenges: to reduce the labor turnover rate and to promote health of their newcomers. Therefore, we developed a theoretical framework based on the “job demands-resources model” (e.g. Bakker et al. 2003). This model postulates that there are two independent causal-effect-chains. Whereas the energy-driven process describes an influence of job demands (e.g. work pressure, emotional demands) on health problems which are related to sickness absence, the motivation-driven process postulates that job resources (e.g. social support, supervisory coaching) trigger organizational identification and pride which are linked to turnover behavior. To prove these relations we plan to conduct a large sample survey in cooperation with a German call center provider. Besides our theoretical framework and the hypotheses we could present first results based on resignation interviews and emotional diaries at the QUIS conference.