CHAPTER FIVE

CONCLUSION

Although the call centre industry has attracted much negative feedback both in the media and in research characterised by jobs of high demand and low control, in contrast, the present study revealed slightly different findings. Much of the past literature refers to foreign call centres and as South Africa is relatively new in the call centre industry, it may be possible that a more ‘human-centred approach’ has been taken in setting up our local call centres.

The main findings of the present study revealed that organisational climate was significant and was shown in a relatively positive light, because call centre agents were given more decision latitude, there was a perception of general social support within the organisation, work roles were clearly defined and self-esteem was not significantly associated to the work environment. Thus, organisational climate was not seen to be excessively negative. One possible interpretation for the findings of the present study could be that call centres are in fact taking cognisance of past research, and attempting to improve their employee’s working environment. To conclude, the present study appears to shed a more positive light on call centres within South Africa.

Recommendations for Future Research

As the present research examined organisational climate with regard to several concepts, such as social support, decision latitude and psychological job demands, organisational climate conveys a broadly descriptive situation, whereas the other variables measured
were concerned with individual feelings and evaluations. Additionally, not all aspects of climate were significantly associated with job satisfaction. It can be noted that “specific measurements of single aspects of an organisation can encourage accurate reporting by research participants” (Patterson, Warr and West, 2004, p14). Thus, it may be useful in the future to concentrate on one specific aspect of organisational climate, for example a descriptive and specific examination, testing the presence of a specific organisational practice such as management style with respect to the dependent variables.

Although organisational climate did not significantly influence call centre agent’s perceptions of self-esteem, it is still not clear what areas may impact their self-worth. Implications for future research may be to examine call centre agent’s locus of control in relation to their perceptions of self-esteem. Thus, further examination of the type of person who works in a call centre may expose the support for the findings that call centre agents find other sources for their feeling of self-worth rather than from their job.