



High Performance Work Practices and Turnover Intentions: A Case of Call Centre Employees

Dr. Muhammad Tahir ^{1*}, Dr. Premkumar Arul ², Dr. Mallesh Tummala ³, Mr. Mudasir Rahim Shagoo ⁴, Dr. Mohammed Kutpudeen ⁵

^{1, 5} Senoir Lecturer (HR), Business Studies Department, College of Economics & Business Administration, University of Technology & Applied Sciences, Nizwa, Sultanate of Oman

^{2, 3, 4} Lecturer (Marketing), Business Studies Department, College of Economics & Business Administration, University of Technology & Applied Sciences, Nizwa, Sultanate of Oman

* Corresponding Author: Dr. Muhammad Tahir; <https://orcid.org/0000-0001-8195-513X>

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Abstract

Staff turnover is a major problem in call centers due to various factors leading to unfavorable outcomes including operational problems, poor customer service, higher training costs, and lack of competitiveness. In the present study, we investigated this issue by using the High-Performance Work System (HPWS) as a theoretical lens. We hypothesized that the extent of HPWS can negatively influence the staff turnover intention which we used as a proxy measure for actual turnover. The data is collected from selected call center employees (n=159). The results indicate that participants perceive a moderate level of HPWS components. Furthermore, the component of HPWS exerts a negative and significant influence on staff turnover intentions including recruitment and selection ($\beta = -.412, P < .05$); training and development ($\beta = -.552, P < .05$); job security ($\beta = -.418, P < .05$); and autonomy ($\beta = -.306, P < .05$); whereas, results for promotion ($\beta = .051, P > .05$); and communication ($\beta = .107, P > .05$) turned out to be insignificant. The result shows that HPWS is a significant predictor of employee turnover intention in the particular context of the call center, thus implying that the management of the call center should give attention to the employee management-related issues.

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Introduction

Call centers play a crucial role in developing the economy by creating jobs, enhancing GDP and tax revenues for governments, and generating foreign remittances. However, many small to medium-sized call centers face human resource challenges, such as high employee turnover. Several factors contribute to this issue, including insufficient attention to staffing concerns, inadequate training, and pay-related problems. These conditions often result in low motivation and increased turnover, which can disrupt call center operations and diminish competitiveness.

In this study, we explore this issue using the High-Performance Work Systems (HPWS) framework to understand employee turnover intentions. HPWS encompasses a set of interrelated HR practices aimed at enhancing employee skills and performance (Armstrong & Taylor, 2023) ^[3]. Given the variety of HPWS models, we adopted a framework based on six commonly recognized dimensions: recruitment and selection, training and development, job security, promotion, performance-related pay, autonomy, and communication (McClellan & Collins, 2019) ^[21]. We conclude that HPWS is a combination of HR practices aligned with specific organizational goals and mutually supportive.

Another key concept in this study is turnover intention, which refers to the extent to which employees plan to leave the organization (Chang, Wang, & Huang, 2013) ^[7]. This concept is often synonymous with intent to leave. In management research, turnover intention is frequently used as a proxy for actual turnover behavior (Lambert *et al.*, 2009) ^[20]. The rationale for focusing on turnover intention instead of actual turnover is that departing employees are often difficult to reach, making data collection challenging. Additionally, measuring turnover intention is typically simpler than tracking actual turnover for the reasons mentioned earlier (Firth *et al.*, 2004) ^[13]. Lambert *et al.* (2009) ^[20] argue that turnover intention serves a diagnostic purpose by highlighting potential problem areas and enabling management to make necessary adjustments. Thus, due to its ease of measurement, diagnostic value, and exclusion of external factors, turnover intention is a more suitable metric for this study, which will also utilize this approach.

Objectives of the Study

The broader objective of the study is to test the relationship between HPWP and employee turnover intentions.

Significance of the Study

The study provides a useful theoretical contribution to the HPWS and turnover intention literature. Furthermore, it sheds light on the relationship in this particular context of call centers and thus provides useful managerial guidelines for practitioners.

Hypotheses Development and Previous Empirical Evidence

Several studies investigated the positive outcomes of HPWP on employees. For example, studies found that HPWP has positive effects on employee job satisfaction (Dewi & Abadi, 2023; Zhang, He, Jiang, Luo, Li, Li, & Han, 2024) ^[10, 35]. Similarly, HPWP is positively linked with organizational commitment (Natasha, Tanuwijaya, & Gunawan, 2024; Pattnaik & Sahoo, 2023) ^[22, 28]. There are several studies which looked at the relationship between the HPWP and the turnover intention. For example, a study by Bakhtiar, Aziz, Sumarjan, and Kedin (2024) ^[4] showed that HPWS can reduce staff turnover intention. Therefore, based on such sound theoretical and empirical evidence, we propose that HPWP have significant effects on the staff turnover intention. The individual relationship between dimensions of HPWS and employee turnover intention is discussed as follows;

Recruitment and Selection and Turnover Intentions

The recruitment and selection process aims to attract and choose individuals for job openings who align well with the organization's skills and culture (McClean & Collins, 2019) ^[21]. Literature generally distinguishes between recruitment, which focuses on attracting potential candidates, and selection, which involves using valid and reliable criteria to choose the best candidate from the applicant pool based on their knowledge, abilities, skills, and other relevant qualities. Previous studies have shown a negative association between effective recruitment and selection and turnover intention (Haar, 2024; Tahir, 2022) ^[15, 31]. A well-implemented recruitment and selection process promotes fairness and helps identify candidates who fit the

organizational culture and share similar values, thereby decreasing turnover intentions. Therefore, we propose the following hypothesis.

H1= Recruitment and selection have significant effects on staff turnover intentions.

Training and Development

Training and development focus on providing employees with the necessary work-related knowledge, skills, and competencies (Noe & Kodwani, 2018) ^[23]. An effective training and development program can yield positive outcomes, including enhanced loyalty, improved job performance, and increased employee flexibility (Afroz, 2018; Armstrong & Taylor, 2023) ^[2, 3]. Currently, organizations typically engage in training and development activities to elevate employees' skill levels. Research indicates that training and development can lower staff turnover intentions (Haar, 2024; Fulmore *et al.*, 2023; Itzhakov *et al.*, 2023; Aburumman *et al.*, 2020) ^[15, 14, 17, 1]. By equipping employees to perform their tasks effectively, training and development help reduce turnover rates. Therefore, we propose the following hypothesis.H2= Training and development have significant effects on staff turnover intentions.

Job Security

Job security refers to providing employees with assurance that their positions are stable and that they will not lose their jobs (Armstrong & Taylor, 2023) ^[3]. In essence, employers guarantee that employees will retain their jobs unless there is a significant violation of organizational policies or engagement in behavior that contradicts moral and social norms. The significance of job security is underscored by experts such as who advocate for organizations to offer job security to foster positive employee outcomes. When organizations provide job security, it instills confidence in employees and leads to a more committed workforce. Previous studies have also reported a link between job security and reduced turnover, including findings from Falatah *et al.* (2021) ^[12]; Dodanwala and Santoso (2022) ^[11]; and Oh (2020) ^[25]. Based on this body of research, we propose the following hypothesis.

H3= Job security has significant effects on staff turnover intentions.

Promotion Opportunities

The practice of providing promotional opportunities involves allowing employees to advance in their careers and move up within the company's hierarchy (McClean & Collins, 2019) ^[21]. Internal promotions help keep employees motivated and provide them with avenues for career advancement. Conversely, a lack of internal promotion opportunities can lead to employee frustration and an increased intention to leave the organization. Previous studies have shown that the presence or absence of promotion opportunities significantly affects staff turnover intentions (Hur, 2022; Vizano *et al.*, 2021; Aburumman *et al.*, 2020) ^[16, 8, 1]. Promotions not only fulfill individuals' career growth aspirations but also offer other benefits such as higher pay, improved benefits, and greater autonomy, which can mitigate turnover intentions. Therefore, based on this research and the arguments presented, we propose the following hypothesis.

H4 = Promotion has significant effects on staff turnover

intentions.

Autonomy

Autonomy refers to the decision-making authority granted to employees, facilitating effective work performance (Burcharth, Knudsen, & Søndergaard, 2017) ^[5]. It encompasses concepts such as independence, freedom, and discretion. When employees have autonomy, it can lead to quicker decision-making and smoother operations within the organization. Empirical evidence supports the idea that autonomy can reduce staff turnover intentions, as demonstrated in studies by Pagdonsolan *et al.* (2020) ^[27] and Shi *et al.* Therefore, we propose the following hypothesis:
H5= Autonomy has significant effects on staff turnover intentions.

Communication

In this context, communication refers to the dissemination of relevant information from top management to staff throughout the organizational hierarchy (Den Hartog *et al.*, 2013) ^[9]. Effective two-way communication is crucial for fostering employee engagement and participation in decision-making. When two-way communication is lacking, it can result in misunderstandings, diminished trust, and strained staff-management relations. Previous studies have demonstrated that effective communication can lower staff turnover intentions (e.g., Cimarolli *et al.*, 2022; Ohunakin & Olugbade, 2022) ^[8]. Therefore, we propose the following hypothesis:
H6= Communication has significant effects on staff turnover intentions.

Theoretical Framework

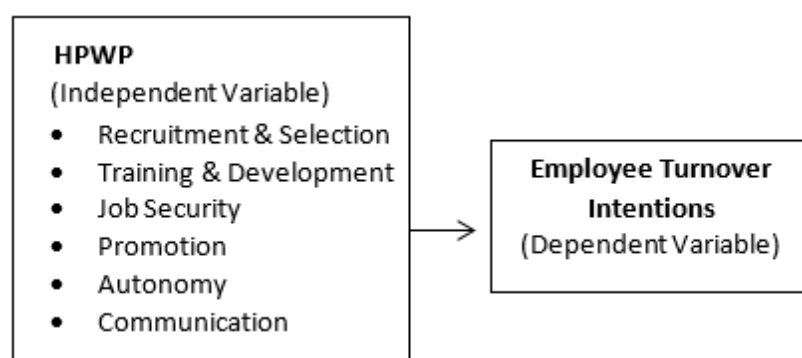


Fig 1: Theoretical Model of the Study

Research Methodology

Research Design

The main research design of the study is based on a quantitative approach. Furthermore, we used a survey method and cross-sectional explanatory research design.

Population and Sampling

The population of the study is all employees in the call centers in the Islamabad, Pakistan area. The study used convenience sampling due to the nature of the call center and accessibility issues. The use of convenience sampling over the other random methods remains a limitation of the study.

Sample Size

We distributed a total of 300 surveys out of which 159 were

We utilized two theories to develop our theoretical model. The first theory is the Social Exchange Theory, which posits that the employment relationship between employer and employee is grounded in both economic and social exchanges (Snape & Redman, 2010). Economic exchanges involve agreed-upon terms, such as compensation based on performance and predefined criteria. In contrast, social exchanges are less formalized and rely on the norm of reciprocity, where employees feel a sense of obligation to reciprocate favors from the organization (Snape & Redman, 2010; Tzafrir, 2005). Researchers suggest that High-Performance Work Practices (HPWPs) can shape employees' perceptions, attitudes, and behaviors (Kuvaas, 2008). For instance, providing autonomy, effective communication, and training signals to employees that they are valued members of the organization. Similarly, offering competitive compensation and a positive work environment fosters reciprocity, encouraging employees to prioritize the organization's interests in return. Overall, we argue that HPWPs can help cultivate positive relationships with employees.

The second theory informing our theoretical model is the Signaling Theory. This theory suggests that HRM practices shape employees' perceptions of the organization by conveying signals about what is valued within the organization (Casper & Harris, 2008). When HRM practices are employee-focused, they send a positive message that enhances staff perceptions. Utilizing these two theories, we propose a hypothetical model based on the idea that through high-performance HR practices, organizations demonstrate care for their employees, fostering a connection that reduces turnover intentions.

returned making 53% as response rate.

Research Tools

The survey is based on adapted measures. Accordingly, HPWS is based on a measure developed by Kehoe and Wright (2013). Accordingly, each dimension of HPWS is measured by 4 items. The measure for turnover intention is adapted from O'Reilly Chatman, and Caldwell, (1991) and is also based on 4 items.

Data Collection

Primary data is collected based on the survey distributed. We used the data collection assistant to distribute the survey. Mostly, physical data collection is conducted from the call centers. Once the data collected is complete, it is entered into SPSS software. Data is initially checked for any

discrepancies and then used for further analysis.

Results

Demographic Details of the Survey Participants

Table 1: Demographic Details of the Participants

	Frequency	Percentage
Gender		
Male	111	69.8%
Female	48	30.2%
Age		
18 to 25 Years	45	28.3%
25 to 40 Years	106	66.7%
Above 40 Years	8	5.0%

Source: Study Survey
N=159

A total of 159 employees from call centers participated in the survey. Out of which, 69.8% were male and 30.2% were female. In terms of age of the survey participants, the largest

age group is 25 to 40 years (66.7%); followed by 18 to 25 years (28.3%); while above 40 years made up a small percentage of the total (5%).

Table 2: Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation	NO. of Items	Cronbach Alpha
Recruitment & Selection	2.00	5.00	3.6604	.71946	4	.938
Training & Development	2.00	4.75	3.2469	.71434	4	.875
Job Security	1.75	4.25	2.4796	.79055	4	.893
Promotion	2.25	4.75	3.7484	.67827	4	.906
Autonomy	2.00	4.25	2.4780	.78675	4	.904
Communication	2.25	4.00	3.1572	.50983	4	.857
Turnover Intention	2.00	5.00	4.0314	1.02789	4	.894

The descriptive statistics paint a picture of moderate level of HPWS including recruitment and selection ($M=3.66$, $SD=.71$); training and development opportunities ($M=3.24$, $SD=.71$); job security ($M=2.47$, $SD=.79$); promotion opportunities ($M=3.74$, $SD=.67$); autonomy ($M=2.47$, $SD=.78$); and communication ($M=3.15$, $SD=.50$). The result also shows that surveyed individuals have a higher level of turnover intention ($M=4.03$, $SD=1.02$). The result of

Cronbach alpha given in the last column also indicates that our adapted measure had satisfactory reliability.

Regression Analysis

In this model, we used the HPWP dimensions as the independent variable and the turnover intentions as the dependent variable. Details are as under.

Table 3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	5.584	.342		16.322	.000		
RecruitmentSelection	-.412	.180	-.288	-2.287	.024	.159	6.304
TrainingDevelopment	-.552	.205	-.384	-2.698	.008	.124	8.032
JobSecurity	-.418	.173	-.321	-2.416	.017	.142	7.024
Promotion	.051	.218	.034	.235	.815	.122	8.191
Autonomy	-.306	.087	-.234	-3.157	.016	.124	8.090
Communication	.107	.266	.053	.402	.688	.145	6.885
R=.785 Rsquare=.617 Adjusted Rsquare=.602 Fstat= 40.80 (.000) DW Stat= 2.049							

The coefficients suggest that for dependent variable of turnover intention, recruitment and selection ($\beta=-.412$, $P<.05$); training and development ($\beta=-.552$, $P<.05$); job security is having negative and insignificant effects ($\beta=-.418$, $P<.05$); and autonomy is having negative and significant effects ($\beta=-.306$, $P<.05$); while, promotion ($\beta=.051$, $P>.05$); and communication ($\beta=.107$, $P>.05$) has insignificant effects. Further, all the VIF values are less than 10 so it suggests that multicollinearity is not violated in our

data. The Rsquare shows that HPWS dimensions explain 61.7% variation in the dependent variable of staff turnover intention. The F-statistics suggest that our proposed model is fit and significant ($Fstat=40.80$, $P<.000$). Overall, the result shows that HPWS dimensions negatively influence staff turnover intentions.

Discussion

This study addressed the issue of high staff turnover among

call center employees in Islamabad, Pakistan. To investigate this, we utilized the High-Performance Work System (HPWS) and employee turnover intentions as explanatory variables. Data were collected through a survey adapted from previous research, focusing on selected call center staff in Islamabad. Our findings reveal that various dimensions of HPWS namely recruitment and selection, training and development, job security, and autonomy significantly and negatively impact employee turnover intentions. Collectively, these HPWS practices accounted for a 61.7% variation in the dependent variable of turnover intention. These results align with previous studies highlighting the positive effects of HPWS on employee outcomes such as job satisfaction and commitment (Dewi & Abadi, 2023; Zhang *et al.*, 2024) ^[10, 35].

Individually, our results corroborate earlier research. For instance, our primary finding indicates a negative relationship between recruitment and selection and staff turnover intention, consistent with the studies of Haar (2024) ^[15] and Tahir (2022) ^[31]. Similarly, training and development were found to negatively influence turnover intention by enhancing employees' knowledge and performance, a finding that echoes previous research indicating that such initiatives can lead to reduced turnover (Aburumman *et al.*, 2020; Fulmore *et al.*, 2023; Itzhakov *et al.*, 2023) ^[1, 14, 17].

Job security is a critical concern for many employees, particularly in the saturated labor market of Pakistan, where job seekers often face challenges in finding new employment or switching employers. Thus, our finding that job security negatively affects turnover intentions is logical and aligns with studies by Topcuoglu *et al.* (2023), Dodanwala and Santoso (2022) ^[11], and Oh (2020) ^[25]. Additionally, we found that autonomy also negatively influences turnover intentions in the call center context, as it enables employees to perform their jobs more effectively, fostering confidence and job satisfaction. This result is consistent with existing literature (e.g., Pagdonsolan *et al.*, 2020; Shi *et al.*, 2021) ^[27].

However, our analysis revealed that two HPWS dimensions, promotion and communication showed insignificant effects on turnover intentions, which contradicts our hypotheses and previous literature (e.g., Hur, 2022; Ohunakin & Olugbade, 2022; Vizano *et al.*, 2021) ^[16, 8, 26]. This discrepancy may arise from the perceived relevance of these factors within the call center context or the survey respondents' views on their importance. Nevertheless, the significance of these dimensions should not be underestimated in this setting. Overall, our findings are consistent with earlier studies, including those by Tahir (2022) ^[31] and Zaman, which reported a negative impact of HPWS on employee-level outcomes.

Conclusion

The study aimed to assess the impact of High-Performance Work Practices (HPWP) on turnover intentions. It was conducted within call centers in Islamabad, Pakistan. Data were gathered through surveys administered to staff at selected call centers. Regression analysis indicated that HPWP practices specifically recruitment and selection, training and development, autonomy, and job security significantly influence employee turnover intentions. Based on these findings, we can conclude that HPWP plays a crucial role in shaping staff turnover intentions.

Consequently, organizations are encouraged to prioritize staffing issues to effectively address turnover intentions.

Recommendations

Based on the findings of the study, the following recommendations are made.

- The first recommendation is to the management of the call center organizations that they should take human resource issues very seriously and give attention to human resources practices. The HR department should pay attention to the proper recruitment and selection, proper training and development of staff, job autonomy, and job security should be provided to the staff.
- The job design in the call center should be such that the staff has a reasonable level of job autonomy. Furthermore, job rotation and job enrichment should be used to make jobs interesting for the staff.
- Another recommendation is that the management of the call center organizations should also attempt to monitor staff turnover and conduct exit interviews. Having such measures will help management to improve their practices and identify areas that need improvement for retaining staff.
- Management of the call center should also attempt to develop a positive psychological contract with the staff as it will likely lead to favorable outcomes.

Limitations of the Study

A limitation of the study is related to the sample size which was drawn from selected firms in the city of Islamabad as well as convenience non-random sampling which remains a limitation of the study. Another limitation is that it only collected data using the survey approach and other methods such as interviews were not included. The use of turnover intention as a proxy of actual turnover is also a limitation. The study only based on the quantitative approach and qualitative methods such as interviews or case studies were also excluded in the current study.

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