

THE BUFFERING EFFECT OF ORGANIZATIONAL TENURE ON THE ASSOCIATION OF BURNOUT, SALARY SATISFACTION AND TURNOVER INTENT OF FILIPINO CONTACT CENTER EMPLOYEES: A PREDICTIVE-CROSS SECTIONAL ANALYSIS

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ABSTRACT

Call centers in the Philippines are the top choice of foreign investors to outsource their customer service functions because of the natives' ability to speak English. Nevertheless, while the industry is famous, constant attrition is a common problem, mainly because of burnout and salary satisfaction. To add to the growing solutions for call center attrition, this paper employed organizational tenure as a moderating variable in the association of burnout, salary satisfaction, and turnover intent among Filipino contact centers. A predictive cross-sectional method, from a target population of about 420 respondents has been used in this study to represent Filipino contact centers accurately. There has not been any study globally or in the Philippines about the buffering effect of tenure. The results of this research, using multiple regression analysis and ANOVA, provided remarkable and practical implications for organizations to adapt and for researchers to study further using a longitudinal or qualitative methodology.

Keywords: Filipino contact center; organizational tenure; burnout; salary satisfaction; turnover intent

INTRODUCTION

The Philippines is the top choice among English-speaking countries to outsource their customer service jobs because of its viable supply of competent talent. Filipinos can speak English well since it is their second language. The Filipino contact center generated about USD 29.49 billion in income output in 2021 and is hailed as one of the chosen workplaces for the entire workforce (Cahiles-Magkilat, 2022; D. Lee, 2015). However, it constantly faces a recurring issue in keeping its talent, which is a steady attrition (Valle & Ruz, 2015), reducing the competent pool of employees and

consequently triggering unprecedented organizational costs such as hiring and training expenditures.

Like other industries, attrition is also an issue for contact centers, but what makes it alarming is the speedy turnover (Hernández-Cestero, 2020). The resignation happens on average after two years of call center employment (Koglin, 2022), and in the Philippines, it happens even before they reach their first year at work (Ravanera, 2021). This situation calls for a scientific evaluation to gain further insights into its triggers, generating recommendations and mitigating negative effects.

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The concept of turnover in contact centers has been a topic for over a decade in the Filipino context, and known antecedents such as burnout, salary satisfaction, work-life conflicts, and other reasons have been studied (Cebuano et al., 2019; Hechanova, 2013; Montalbo, 2016). While the latter variables suggested claims in forecasting turnover independently, no attempts have been made to predict turnover intent among Filipino contact center employees, specifically if two or more variables interacted with the tenure of those subjected to that research, thereby further discovering a possible moderating effect, or at least identifying differences among tenure levels. In this study, the author investigated the variables' interactions to learn how they exacerbate turnover, as well as existing characteristics, in this case, organizational tenure, which may moderate the effects of the independent variables on turnover.

To highlight, burnout and salary satisfaction were chosen as independent variables closer to how studies are done globally (Dahmash et al., 2020; Lewig & Dollard, 2003) to discover whether their interactions can aggravate or mitigate turnover intent, thus examining how those variables influence turnover intent independently and interactively. To investigate the strength of organizational tenure, this demographic data has been elevated as a moderating effect based on how it was operationally defined in the literature. When tenure increases, employees tend to understand better the organization's practices and routines (March & Simon, 1958). This is supported by the speculation that with tenure, employees are more exposed to positive experiences and learn through negative experiences. With the mentioned claims, the author implies that the effect of burnout and salary satisfaction on turnover intent may be moderated with organizational tenure.

OBJECTIVES OF THE STUDY

Accordingly, the findings of this study add to the growing body of research on the

concept of turnover intent in the context of Filipino contact center employees. Therefore, the main objectives of this study for Filipino contact center employees are as follows: (1) realize if burnout and salary satisfaction independently predict turnover intent; (2) check if the interaction of the independent variables impacts turnover intent; and (3) explore if organizational tenure affects the associations of all the variables.

Above all else, this research has the potential to answer the necessity of establishing a framework to understand how tenure directly affects clusters of factors in forecasting turnover intent (Ferris & Rowland, 1987).

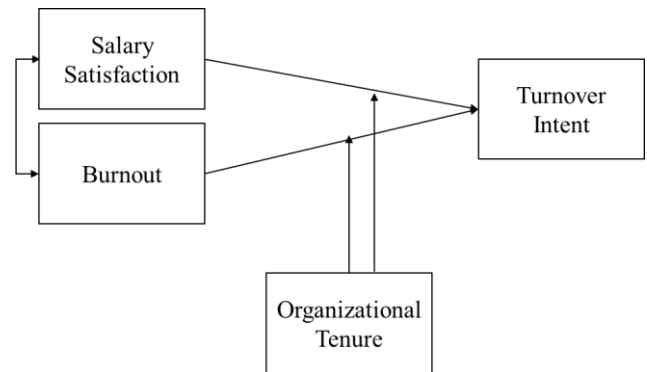


Figure 1. Conceptual model: Buffering Effect of Organizational Tenure on the Association of Salary Satisfaction, Burnout, and Turnover Intent

METHODOLOGY

The author implemented a predictive cross-sectional research design to gather information from a population at a single point in time(Levin, 2006). Furthermore, no research participants were manipulated, allowing the author to examine multiple characteristics at once (in this case, gender, organizational tenure, burnout, salary satisfaction, and turnover intent.

The target participants in this research are Filipino contact centers and regular employees. Around 1.3 million Filipinos work as contact center agents (Murga, 2021); therefore,

four hundred respondents were collected to comply with the 95% confidence level and a 5% margin of error based on the NCSST Statistical Software PASS sample size calculator.

The non-probability sampling technique was used because it is the most convenient for the researcher to access. This can be done due to geographical proximity and availability at a given time (Battaglia, 2008).

To properly gather data, questionnaires were documented on paper and in online format with informed consent. The survey was sent to participants physically and via postings in call center online forums. However, the author acknowledges the probability of sampling error estimates, which may be prone to random systematic errors because of the methods used.

The following instruments were used in this study:

Salary Satisfaction Questionnaire. Salary satisfaction was assessed using the Salary Satisfaction Questionnaire (PSQ), created by Heneman and Schwab in 1985. It used a Likert-type scale with a reliability coefficient of $=.89$, with responses ranging from extremely dissatisfied (1) to extremely satisfied (5).

Oldenburg Burnout Inventory. The Oldenburg Burnout Inventory (Demerouti & Bakker, 2008) measures burnout. The OLBI (Oldenburg Burnout Inventory) outperforms the Maslach Burnout Inventory (Maslach et al., 1997). The OLBI is suitable for both human service and non-human service businesses, comprises sixteen items, and measures disengagement and weariness. Respondents score their agreement on a 4-point Likert scale. Higher ratings imply disengagement or fatigue. The two-factor model is stable over several populations, but no total score is calculated (Demerouti & Bakker, 2008). OLBI investigations have shown good psychometric characteristics. The Maslach Burnout Inventory (MBI) has proven concurrent validity with overall correlations larger than 0.70; however, convergent and discriminant studies show that

the OLBI and MBI are separate measures of burnout (Demerouti & Bakker, 2008; Halbesleben, 2006). Disengagement and tiredness subscales had strong internal consistency, with Cronbach's alphas of 0.76 to 0.83 and 0.73 to 0.87, respectively (Demerouti et al., 2010).

Turnover Intent Scale. Turnover intentions are the degree to which employees plan to quit their current work (Spector & Michaels, 1982). As Cohen (1999) elaborated, the three-item measure evaluates participants' intentions to quit their organization with a reliability of 0.94.

To achieve the objectives of the study, descriptive and inferential statistics were used. Firstly, descriptive statics has been made to pulse the distribution of gender per tenure group to understand the landscape of the participants. Secondly, inferential statistics were made to deepen the meaning behind the scores. Multiple regression analysis has been deployed for independent prediction using burnout and salary satisfaction as predictors of turnover intent. To highlight the interactive prediction, linear regression has been made by regressing the pre-computed turnover intent, burnout, and salary satisfaction with their tenure.

The pre-computation has been done to determine the interactions by centering the independent variable values by averaging and standard deviation methods. The resulting values will be multiplied by each other to get the interacting terms.

To answer the second hypothesis, one-way ANOVA has been first evaluated to describe the differences between each tenure against their burnout, salary satisfaction, and turnover intent scores. However, to categorize the tenure, the basic quartile method has been used with the 420 respondents to fairly group the tenure accordingly. The groupings made were as follows: less than eight months, 8 to 2 years, two years to 4.5 years, and 4.5 years, respectively. Finally, to assess the buffering effects of organizational tenure, multiple regression has been applied using the interaction terms of burnout and tenure, as well



as salary satisfaction and tenure, with turnover intent as the dependent variable.

RESULTS AND DISCUSSION

1. Demographics profile

Through descriptive analysis, below is the summary of the respondent demographics:

Table 1
Participant Demographics

Tenure Group	Total Female	Total Male	Grand Total
<8 mos.	67	42	109
8 mos.- 2 yrs.	65	44	109
2 - 4.5 yrs.	54	44	98
> 4.5 yrs.	58	46	104
Grand Total	244	176	420

Participants of the present study are Filipino contact center employees (N = 420) from different companies in the Philippines, with varying tenure groups such as less than eight months (N = 109), eight months to 2 years (N = 109), 2 to 4.5 years (N = 98), and more than 4.5 years (N = 104), and a varying number of females (N = 244) and males (N = 176).

Compliant with the requirements in getting enough participants, below are the results of the inferential analysis.

2. Burnout and Salary Satisfaction independently and interactively predict Turnover Intent among Filipino Contact Center Employees

Table 2
Multiple regression analysis of Burnout, Salary Satisfaction, and Turnover Intent

	b*	Standard Error of b*	b	Std. Error of b	t(417)	p-value	R	R ²	Adj R ²
Intercept			14.28	2.016	7.08	0.00	.55	.30	.30
Burnout	0.16	0.04	0.15	0.04	3.78	0.00			
Salary Satisfaction	-0.49	0.01	-0.17	0.01	-11.56	0.00			

P < .05

Data were analyzed using multiple regression analysis using the values of burnout and salary satisfaction as predictors of turnover intent. The overall relationship was significant $F(2,417) = 89.888$ $p < 0.00$. With other variables held constant, burnout yielded a positive

coefficient, while salary satisfaction was negative. This means that turnover intent increases by 16% as an effect of burnout and decreases by 49% with salary satisfaction.

3. Independent Regression of Burnout and Salary Satisfaction to Turnover Intent

On the aspect of burnout, contact center employees are expected to be exhausted because of their daily laborious demands. This resonates with Hochschild and Arlie (1983), who stated that burnout was one of the prospective outcomes of performing emotional labor. According to de Croon et al. (2004), beliefs in burnout increase the likelihood of attrition. As an affirmation of the results, research from Salama et al., 2022, stated that it all begins with work stress, as it represents the employee’s feeling in a negative emotional state towards the work environment and the inability to cope with work demands as a result of its buildup, resulting in a state of burnout, which is considered one of the occupational health risks, affecting the job satisfaction and impacting achievement. All these factors contribute to employees' desire to quit and look for work in other centers where the pressure is less intense. Undoubtedly, in call center jobs, both absenteeism and employee withdrawal are incredibly high due to burnout (Lewig & Dollard, 2003).

The results also affirm the study's assumptions; however, the impact of burnout on turnover intent can also be justified by other factors such as supervisor support, career path, and employee behavior (Feyerabend et al., 2018). This is supported by a comparable study for IT industries in India, which states that key reasons for attrition are related to human variables such as relationship with the manager, career prospects, compensation, rewards, appreciation, and job content. supporting the findings of Barpanda & Athira (2022), which provided testimony that direct line managers and their relationship with employees are critical factors while countering those of Olubiya et al. (2019), which argue that a friendly



work environment and job security are the critical factors for longer employee retention.

Furthermore, a variety of studies from other industries apart from call centers show that factors influencing turnover intention are organizational system, physical environment, work position, and organizational climate. Jung et al. (2012) also said that the organization's climate and reasonable ways of working should be considered to reduce employees' plans to leave.

Regarding salary satisfaction, it negatively predicted turnover intent by 49%, which means higher satisfaction with the employer's remuneration package predicts a low desire to leave. In supporting research, salary is an important determinant of Filipino call center employees' stay (Casimero, 2022). Practically speaking, the overall gross salary affects the lifestyle of employees and supplies their needs. As the great resignation is still in full swing in the Filipino call center industry, salary happens to be the most motivating factor for motivation (Cahiles-Magkilat, 2022). This can be explained by the current situation in the Philippines regarding the increasing cost of living. Inflation is massive, affecting low-income Filipino earners (Villanueva, 2022). Call centers are among the major low-income earners in the Philippines, so they usually desire a higher salary. This study also points out that the minimum wage of 570.00 pesos (Magtubo, 2022) is inadequate.

On the contrary, Social Exchange Theory reduces the importance of money in determining how long employees can stay. If inflation causes corporations to raise their basic salary, the theory suggests that employers can invest in employee engagement activities such as paid time off, flexible work hours, work from home, discounts, and so on. However, the latter suggested initiatives can be successful if all solutions are moderate and do not eliminate the salary satisfaction factor (Salleh & Memon, 2015).

However, one interesting aspect of this analysis is the adjusted R² value of 0.30, which means the model is insufficient to represent

regression to turnover intent from the independent variables. This means that other things may need to be considered if attrition intent is to be predicted accurately.

4. Linear regression analysis of interacting terms Salary Satisfaction and Burnout to Turnover Intent

Table 3
Linear regression analysis of interacting terms Salary Satisfaction and Burnout to Turnover Intent

	b*	Standard Error of b*	b	Std. Error of b	t(418)	p-value	R	R ²	Adj R ²
Intercept			-3.15	0.04	-71.23	0.00	.43	.19	.19
Burnout x Salary Satisfaction	0.44	0.04	0.19	0.19	9.89	0.00			

P < .05

The overall relationship was significant, $p < 0.00$. With other variables held constant, the interaction of burnout and salary satisfaction yielded a positive coefficient. This means turnover intent increases by 44% as an effect of salary satisfaction and burnout interaction. This implies that, with the combination of both antecedents, call center agents still intend to resign given their high scores in salary satisfaction. This study cited that while salary alone can negate turnover, interaction with burnout appears to boost the intent to leave.

Similar research has stated that lower salary satisfaction also increases burnout (Taormina & Kuok, 2009). Author Rounds et al. (1987) defined job satisfaction as a worker's appraisal of the degree to which the work fulfills the worker's needs, which can be tangible things such as income and bonuses. Crosby (1976) stated that discrepancies between the rewards employees think they deserve and what they receive are preconditions to salary dissatisfaction. When applied to the call center, if agents consider their salary to be less than they need, this could also result in burnout.

However, other research showed that burnout and salary satisfaction could mediate attrition with the consideration of other factors, such as social capital, which is a positive product of human interaction. Zhang et al. (2022) stated that workplace social capital

significantly negatively impacted employees' turnover intentions. The same study also mentioned that it could be a predictor of employees' attrition intent.

5. Burnout and Salary Satisfaction to the Turnover Intent of Filipino Contact Center Agents

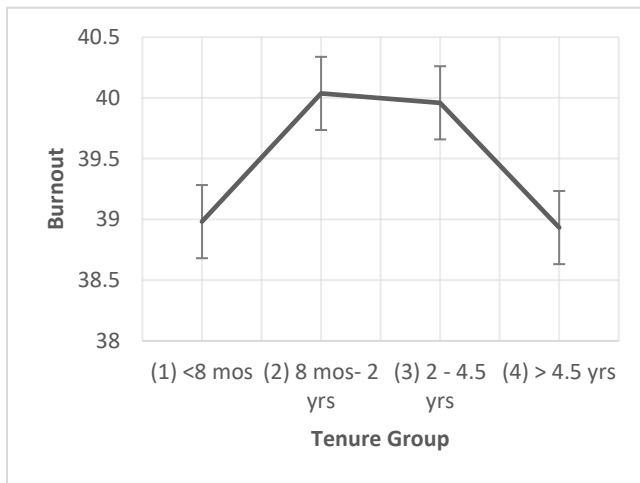


Figure 2. Burnout and Organizational Tenure

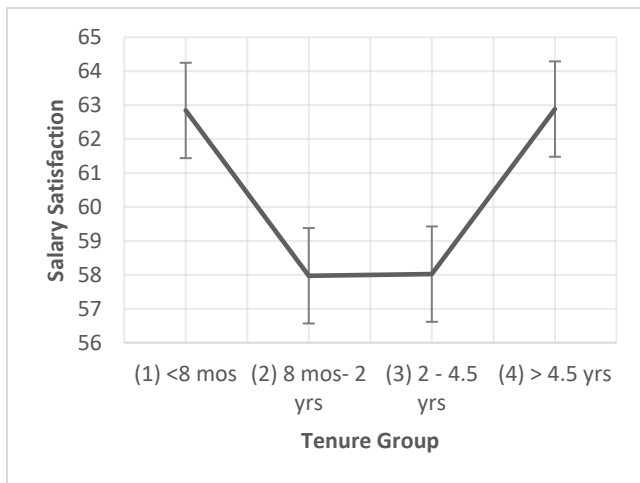


Figure 3. Salary Satisfaction and Organizational Tenure

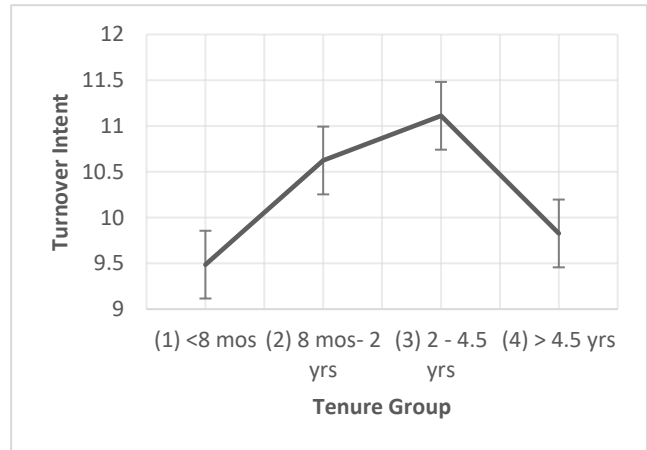


Figure 4. Turnover Intent and Organizational Tenure

6. Organizational Tenure and Scores Against Salary, Burnout, Turnover Intent, and Interaction of the IVs

Table 4
Organizational Tenure and Scores Against Salary, Burnout, Turnover Intent, and Interaction of the IVs

Organizational Tenure	Mean Salary Satisfaction	Mean Burnout	Mean Turnover Intent
Less than 8 Months	62.84	38.98	9.49
8 Months to 2 Years	57.97	40.04	10.62
2 to 4.5 Years	58.02	39.96	11.11
More than 4.5 Years	62.88	38.93	9.83

P < .03

One-way ANOVA has been implemented to evaluate significant differences of the independent variables in the tenure categories. Based on the computations cited from Figures 2 to 4, tenure groups 8 months to 2 years and 2 to 4.5 years showed higher burnout and turnover intent with lower salary satisfaction than those less than 8 months and more than 4.5 years.

The results resonate with the study of Ng and Feldman (2011), which discovered that as tenure increases, stress could accumulate and may reduce employee interest in the organization. However, the more than 4.5-year group displayed a downward trend in turnover intent and higher satisfaction, which can be explained by the fact that by that stage, they developed a better understanding of the practices and routines of the organization and



therefore started to completely assimilate the organization’s goals as their own March & Simon, 1958). Similarly, the youngest in the group, less than 8 months old, has lower turnover plans and lower burnout with higher salary satisfaction because they are more interested in learning new skills, developing connections, and taking on new obligations (Super et al., 1996).

The variations from each tenure category in this paper presented a fresh perspective to look at Filipino call center employee retention. However, the above arguments can be further fortified through the interactions of the independent variables against the quantitative values of organizational tenure to predict turnover and see its buffering effects, thus, Table 1.5 provides the computation of the moderating effect.

7. Linear regression analysis of interacting terms Burnout and Tenure to Turnover Intent

Table 5
Linear regression analysis of interacting terms Burnout and Tenure to Turnover Intent

	b*	Standard Error of b*	B	Std. Error of b	t(418)	p-value	R	R ²	Adj R ²
Intercept			12.73	0.48	26.23	0.00	.27	.07	.07
Burnout x Tenure	-.27	0.05	-0.19	0.03	-5.71	0.00			

P<.05

The overall relationship is significant, $p<0.00$. With other variables held constant, the interaction of burnout and tenure (centered values) to turnover intent yielded a negative coefficient. This means that intent to leave current employment decreases by 27% as an effect of burnout and tenure interaction. This striking result offered a practical thought that even if a call center employee is experiencing burnout, his desire to leave is low, given the organizational tenure.

8. Linear regression analysis of interacting terms Salary Satisfaction and Tenure to Turnover Intent

Table 6
Linear regression analysis of interacting terms Salary Satisfaction and Tenure to Turnover Intent

	b*	Standard Error of b*	B	Std. Error of b	t(418)	p-value	R	R ²	Adj R ²
Intercept			10.20	0.19	53.63	0.00	.522	.27	.27
Salary Satisfaction x Tenure	0.52	0.04	0.41	0.03	12.53	0.00			

P<.05

The relationship is significant $p<0.00$. With other variables held constant, the interaction of salary satisfaction (centered values) and tenure to turnover intent yielded a positive coefficient. This means that intent to leave current employment increases by 52% as an effect of tenure and salary satisfaction interaction. Practically, the results can immediately draw insights that salary is a key driving reason employees stay, therefore, it appears that employees still intend to leave, even if they are tenured, if they are not satisfied with their pay. However, quantitative results are not sufficient to claim the thought process, as a qualitative study can supplement narrative reasons.

CONCLUSIONS

The results fulfilled the study’s objectives: (1) burnout and salary independently predicted turnover intent; (2) the interaction of independent variables reported a significant turnover intent; and (3) organizational tenure moderated the associations of all the variables, with significant differences per tenure group classified in this study.

Firstly, turnover intent increases with burnout and decreases significantly with salary dissatisfaction, which establishes the prediction independently. Furthermore, the results showed an increased effect when processed through interacting terms with burnout and salary satisfaction as interacting predictors of turnover intent. As a result, if salary satisfaction and burnout are treated separately, they significantly impact the turnover intention for Filipino contact center employees.

However, the interaction of burnout and salary satisfaction aggravated turnover intent, implying that while salary alone may not be able to eliminate plans to leave, burnout must be considered as well because their collective capacity increases turnover intent.

Secondly, the results of one-way ANOVA to review tenure categories' intent to leave vary accordingly. The groupings computed through the quartile method are an entire discovery in terms of how they perceive turnover intent. Nevertheless, while these are new instances, they are only descriptive. The moderating effect of organizational tenure on the associations of burnout, salary satisfaction, and turnover intent yielded much more insightful discoveries: as with tenure and burnout, turnover intent decreases, whereas for salary satisfaction with tenure, the intent to leave increases. To the author, this is a discovery; however, the quantitative results cannot support the rationale yet.

RECOMMENDATIONS

With the results of this study, the author concludes that all the variables have significant relationships and provide valuable realizations for Filipino contact centers.

Burnout and Turnover Intent

One practical recommendation for organizations to prepare for burnout in call centers is to prepare a job review and analysis. The main goal of this initiative is to review the end-to-end tasks of the employee and rank burnout-yielding aspects. This can be done to categorize the tasks according to the competency level of whoever owns them. A manager can assess the level of difficulty of tasks based on the employee's tenure and current skill level. In this way, exhaustion can be alleviated by proper training and a positive mindset about the tasks. The following tiering system is recommended:

- Tier 1– Basic tasks: less than 8 months

- Tier 2– Intermediate tasks: 8 months to 2 years
- Tier 3– Advanced tasks: 2 to 4.5 years
- Tier 4 –Mastery/Expertise tasks: more than 4.5 years

In addition, employee sentiment evaluation is another strategy that organizations can use to measure the disengagement aspect of burnout. This survey can be deployed to employees before their first year because, at this time, they are learning call handling and product knowledge. This period is important because that is where the stress of understanding and applying new knowledge happens. Knowing their sentiments during those days is insightful for pointing out burnout instances. Through this initiative, leaders will have better insights into mitigating immediate attrition, directly addressing the 8 months to 2-year higher turnover intent concluded in this study. Below is the author's suggested sentiment evaluation content.

- Ascertain how confident they are with the job.
- Define what help they need to cope with the daily demands.
- Describe processes that work and do not work for them.
- Spot on early attrition signs
- Pulse check training logistics that may cause resignations, such as:
 - Work location
 - Schedule
 - Work From Home enablement

Subsequently, after knowing the opinions of the employees, the author suggests frequent engagement activities to retain belongingness, such as Facetime with leaders, help center group chats, fun Friday activities, lunch outs, and mental wellness advocate touchpoints, among others.

Salary Satisfaction and Turnover Intent

For organizations to mitigate salary dissatisfaction, it is important to set

expectations with applicants during hiring. Realistic marketing while applicants are still in the initial screening is very vital to lessen hiring costs. To master this step, the recruiter must be calibrated with the process. Simply put, the phone screening should be completed quickly to avoid wasting time; for example, 50% of the usual initial screening handling time should cover salary expectations.

Furthermore, it is critical to review the demographics of those who have stayed for one year, and then use that as a benchmark for those who will qualify.

Additionally, salary and benefit trends shall be consistently revisited given the current inflation, job demands, and working conditions of call centers. While work-from-home and flexible schedules are in place for call centers, even before COVID-19, inflation is still an issue since basic commodities are still needed, even if transportation is not involved.

Health is a top priority following the peak of COVID-19; thus, Health Maintenance Organizations (HMOs) are the top choices for call center applicants. Also, inclusion and diversity considerations can be included in this aspect to cater to the diverse choices of the contact center employees, i.e., life partners, breadwinners, single parents, adoptive parents, adult care, childcare, and even pet care as part of their beneficiary. Insurance and retirements are also top aspirations; therefore, the inclusion of such packages can be considered.

Academically, the author suggests considering other attrition reasons to determine how each factor can influence turnover. These insights may lead to diverse conclusions, opening a wide array of research. Since a cross-sectional study has been applied, longitudinal studies may produce a deeper array of findings that can modify the concluded framework in this research.

Organizational Tenure and Turnover Intent

Organizations may adjust in response to the findings of this study, particularly for the following employee tenure groups:

For new hires, it is important to have their first 100 days of performance reviews to help them identify their top transaction call drivers causing exhaustion and deploy more tenured employees as experts to help new hires in their initial customer interactions. To sustain the will to work for the new hires, it is also imperative that their learning materials be developed according to their learning styles, such as improving the learning materials applicable for work on-site or work from home, deploying search engines for their training resources like Google search, and deploying flexible targets to consider the learning curve. Being new to a job is stressful in and of itself; therefore, making it doable can reduce exhaustion and the desire to quit.

For tenured employees, succession planning is a useful initiative to review their talent landscape. However, immediate supervisors should also be trained to make succession initiatives operational, not just HR professionals.

Furthermore, identifying the top attrition reasons may also be done to objectively identify patterns of employee exit trends by clustering the reasons based on the actual exit sentiments of the resigned employees, then identifying the reasons as to what is or is not cost-impacting. Additionally, an applicant's path to employment can add value to the attrition analysis by revealing hiring trends of successful hires; in this case, the author recommends highlighting those who stayed after 8 months (based on the tenure groups discovered in this study).

Lastly, organizational policymakers can include all this in a guideline, which can be reviewed by applicants during hiring, evaluated by new hire employees during onboarding, and utilized by supervisors when coaching employees to achieve operational performance and retention.

Academically, researchers may describe why specific lengths of stay in an organization can trigger or deter attrition through qualitative methods. The buffering effect of organizational tenure on the

associations of burnout, salary, and turnover posited a new prospect to find out the qualitative or narrative reasons for such differences. Burnout is an expected negative variable, and its partnership with tenure appeared to be positive for turnover. Furthermore, salary is a rewarding topic, but the plan to resign becomes more aggravated when combined with tenure. While the numbers show obvious differences, narrative statements may qualify and justify the directional meaning of the values, revealing emerging reasons for academic research and, as a result, continuously finding ways to control the big resignation plan. Similarly, the author would recommend conducting a longitudinal design to discover tenure and attrition scores over specific periods to uncover seasonality patterns possibly.

The author did not consider demographical attributes such as gender, socio-economic status, position, monthly salary, and other attributes to focus on salary satisfaction and burnout; hence, adding the latter factors and discovering possible interacting or moderating effects is recommended. Finally, the author suggests replicating the study across industries or within a single call center company.

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