

PERSONALITY FACTORS THAT INFLUENCE CALL CENTRE  
EXECUTIVES WORK PERFORMANCE AT A BANK

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## ABSTRACT

The challenge of retaining or sustaining high performing call centre executives is demanding. To carry out a job well done in a particular workplace does not only rely on the working environment or one's expectations. This is because researchers have shown that job performance is also highly affected by personality factors of an individual. Therefore, this study aims to focus on determining the relationship between personality factors and performance using service performance indicators and additionally, study the role of emotional exhaustion in this relationship in the context of call centre. By using a structured questionnaire, 100 call centre executives were surveyed in one call centre in a company in the financial industry. All of the personality dimensions of the five factor model: conscientiousness, agreeableness, neuroticism, extraversion and openness were significantly related to one or more of the performance measures which resulted in using structural equation modeling when it showed that extraversion/introversion was accepted (O.Sawyer, Srinivas, & Wang, 2009). Emotional exhaustion mediated the relationship between neuroticism and conscientiousness intent to turnover.

The study identified the mediating role of emotional exhaustion in the relationship between personality and performance. The findings of this study could be used to develop selection strategies and work redesign programs and training that would benefit the organization by reducing employee costs and enhancing employee wellbeing. This study employed service performance assessment data obtained from employees to establish the link between personality factors and work performance among call centre executives at a bank. Thus, by managing the Big Five Personality Factors, organization

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## CHAPTER 1

### INTRODUCTION

This chapter discussed about the preliminary aspects of the study. This chapter consists of eight main sections which are discussed by the researcher. The first section is the background of the study followed by the statement of problem. Next, research objectives and research question are presented. Section five of the chapter explained about the significance of the study, then section six present the limitations of the study. Section seven describes the definitions of terms and lastly section eight discussed merely about the summary of the chapter.

#### Background of the Study

Call centres show the service economy in the digital era nowadays (Mukherjee & Malhotra, 2009). A call centre is described as a dispersed or centralized operation in which it is supervised and managed by a group of people who make telephone calls and/or answer telephones constantly by communicating online (Note, 2003). The average of customer contacts occurs through call centres is over 70 percent (Feinberg, Hokama, Kadam, & Kim, 2002). Since the function of call centres have achieved an unexpected rates both nationally and internationally, they have become an integral part of most marketing's companies and customer service strategies (Kasturi, 2006; Khandelwal, 2005).