

# Effects of Perceived Psychological Contract on Commitment and Citizenship Behavior for Service Marketing Agents\*

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## Abstract

**Purpose** - The purpose of this study is to investigate the effects of service marketing agents' psychological contract with the company on organizational commitment and organizational citizenship behavior.

**Research Design, Data, and Methodology** - The antecedent variable of psychological contract, dependent variables of organizational commitment and citizenship behavior, and mediating variables of self-esteem, self-efficacy, and perceived organization support were used, based on precedent studies.

**Result** - The psychological contract had a positive influence on self-esteem, self-efficacy, and organizational support. Moreover, self-efficacy and organizational support had an influence on commitment, while self-esteem, self-efficacy, and organizational support influenced organizational citizenship behavior. In addition, the results relating to mediated effects showed that only self-esteem had no mediated effect between contract and commitment.

**Conclusions** - The call centers are asked to let the agents cognize an affirmative psychological contract. Further, the call centers are asked to produce an organizational atmosphere to let agents increase motivation factors. Finally, agents should develop them at personal levels to cognize organizational support affirmatively and to keep mutually beneficial contracts between call centers and agents.

**Keywords:** Perceived Psychological Contract, Organizational Commitment, Organizational Citizenship Behavior, Self-esteem, Self-efficacy.

## 1. Introduction

Distribution enterprises and other enterprises make great efforts of service encounter control to provide customers with good service promptly. Service employees contact customers directly and/or indirectly so that service encounter control is important at service marketing control. So, call center counselors who have recently increased play very much important roles. This is because call centers provide customers with information to solve customer's complaints and to help increase enterprise profits by better service quality, customer satisfaction, customer retention and sales promotion and so on (Park et al., 2012). Call center business has characteristics that call center agents react with customers each other without face-to-face meeting. So, success of call centers relies upon control of agents who play important roles of the ones connecting both enterprises and customers (Batt & Moynihan, 2002). Call center agents work at borders of the organizations to play roles of border connection so that they are enterprises for customers as well as connection with customers for enterprises. Studies upon marketing concerning call center agents were focused on two subject, that is to say, the one is study on agents' service quality and customer satisfaction (Burgers et al., 2000; Feinberg et al., 2002; Pontes & Kelly, 2000), and the other is study on the agents' job satisfactions, emotional labor, organizational commitment and turnover intention (Cheong et al., 2008; de Ruyter et al., 2001; Gwak et al., 2010; Lee, 2009; Mahesh & Kasturi, 2006; Han et al., 2013).

This study investigated call center agents who were internal customers of the center. The call center agents with high intensity of labor are forced to express not their own emotion but emotion according to organizational needs to be exposed to plenty of stresses to let them leave job at very much high rate that can be individual problems to be difficult to recruit new employees.

Therefore, This study investigated effects of the agents' psychological contract upon the company upon organizational commitment and organizational citizenship behavior. Also, personal

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characteristics and perceived organizational support of the agents who were exposed to various kinds of stresses would have affirmative influence upon organizational commitment and organizational citizenship behavior. So, the study made a model with mediating variables of self-esteem, self-efficacy and perceived organization support to investigate causal relations between variable by path analysis. Finally, we made an attempt to build a optimized path model using the structural equation modeling.

This study gave not only clues of factors of agents control of call centers but also self-development conditions to let the agents from individual point of view to help the agents under bad conditions work for call centers happily as well as such results made it possible to reduce employee turnover, to increase satisfaction, and moreover strengthen competitiveness.

## 2. Theoretical Background

Members of an organization make psychological contract to cognize organizational obligation personally and to have rights to the organization according to mutual benefit (Rousseau, 1989). The psychological contract has been put forward as a framework for understanding the changes occurring in the exchange relationship between employees and employers (Coyle-Shapiro & Kessler, 2000). For example, the faith of the members is based on the perception that employers give promises such as higher salary, promotion opportunity and job training, and members have obligation of supply of energy, time and technology in exchange for the promises (Roehling, 1996; Rousseau & Tijoriwala, 1998). The psychological contract can be mutually beneficial to be important at social exchange relation (Robinson et al., 1994) to be subjective and dynamic (Robinson & Rousseau, 1994). Cognition on psychological contract helps members recognize mutual obligations to have exchange relations with organizations and to interpret differently depending upon cognition on personal factors and to accept continuously during service period and to compare behaviors of both members and organizations and have different cognition and expectation on contract itself. (Robinson et al., 1994). These characteristics means that call center agents who cognize affirmative psychological contract from call centers may help create affirmative results. However, the ones who do negative psychological contract (i.e. psychological contract violation) may be a counter-productive effects.

According to Rosenberg (1979), self-esteem that is element of self-concept has relations with either affirmative or negative evaluation on them to indicate degree of self-respect and/or thinking of valuable person. Coopersmith (1967) reported that self-esteem identifies praise and/or blame on oneself to show how much eligible, important, successful and valuable he or she is, and Branden (1969) argued that it is values and competence of life of an individual to indicate self-respect and thinking of valuable person. And, self-esteem that is subjective judgment and evaluation on an individual's values may be important to adapt

him or her and to develop human nature in sound way and to develop him or her affirmatively (Manning, 2007). Therefore, self-esteem that includes self-satisfaction, narcissism, self-approval and other emotional elements plays an important role at motivation of people (Rosenberg, 1979). Thus, call center agents are much likely to take buffer actions under exposure to stresses at evaluation on them and to be likely to elevate organizational outcome when self-esteem creates motives. However, it will not be able to ignore the possibility within the confines of narcissistic themselves to act if there is no relationship between self-esteem and organizational performances.

Self-efficacy that comes from theory of social cognition to be dynamic has influence upon behavior, cognition and environment to react each other (Bandura, 1977; Yang et al., 2011). Bandura (1977) defined that self-efficacy is a person's belief about his or her ability to perform a particular behavior successfully. In other words, self-efficacy is said to rely upon one's own ability taking actions to solve problems, and to judge individual's ability that can organized and execute a behavior to produce a result (Bandura, 1986, 1997). Bandura(1977) argued that self-efficacy can be made by four elements : Enactive mastery experience has influence upon efficacy-making, and vicarious experience allows one to develop confidence by oneself and to prepare for future information in advance and control it. And, verbal persuasion can increase efficacy by affirmative persuasion and encouragement from neighboring persons, and psychological and affective state allows one to evaluate own's own ability and to make efforts continuously and make change of thought, attitudes and behavior (Bandura, 1986, 1997). Therefore, call center agents are able to recover confidence by self-efficacy as well as self-esteem at level of individuals, and higher self-efficacy can help improve organizational performance.

Not only self-esteem but also self-efficacy can be indirectly influenced by organization, while perceived organizational support can be directly done. Therefore, perceived organizational support may be important element to verify person- organization fit. In early study on perceived organizational support such as Eisenberger et al.(1986) and Shore & Wayne(1993) suggested that employees' perceptions of the organization's commitment to them, referred to as perceived organizational support (POS), are based on employees' global beliefs concerning the extent to which the organization values their contributions and cares about their wellbeing, relation with members' organizational behavior from point of view of theory of social exchange (Homans, 1958) takes affirmative organizational actions for compensation of organization to let employees cognize support from the organization and to have big paradigm. Choi & Lee (2013) reported that highly perceived organizational support of employees could be made by welfare policy and fairness that organization supported in favor of employees (Eisenberger et al., 2001) to include not only explicit and implicit supports but also intrinsic and extrinsic supports. Precedent studies such as Lambert (2000) and Riggle et al.(2009) put emphasis upon enterprises' active supply of welfare to elevate employees' perceived organizational support. However, the investment can increase labor costs to give enterprises economic burden and to lose

competitiveness.

This study selected not only attitude variable of organizational commitment but also behavioral variable of organizational citizenship behavior that is likely to increase organizational performance. At first, organizational commitment indicates strong emotional attachment of organizations to have strong belief and/or acceptance of goals and values of the organization, voluntary will making great effort to get organizational profit, and strong desire to keep members' status (Meyer et al., 2002; Porter et al., 1974). The organizational commitment with a little different definitions depending upon scholars is thought to indicate organizational effectiveness and to increase effectiveness by better job performance and less turnover rate of members. However, the two opinions are interested in organizational commitment that has relation with various kinds of organizational efficiency variables (Steer, 1977). Therefore, inspection into causal relations with antecedent variables that enhance call center agents' organizational commitment is likely to improve organizational performance and to satisfy members at the same time.

Employee's organizational citizenship behavior that is similar to pro-social organizational behavior (Brief & Motowidlo, 1986) to have similar concept with organizational spontaneity (George & Brief, 1992) can be one of important sources that an organization keeps competitive edge (Paine & Organ, 2000). According to Organ (1990), the organizational citizenship behavior that is not compensated by official compensation system of organizations is said to be members' spontaneous behavior that helps an organization function effectively. The assertion that organizational citizenship behavior is important to get competitive edge of an organization has been supported by empirical study on variables such as members' performance (Mackenzie et al., 1993; Podsakoff & Mackenzie, 1994), organizational performance (Podsakoff & Mackenzie, 1994), production quantity and product quality (Podsakoff et al., 1997), and turnover (Chen et al., 1998).

### 3. Research model and hypotheses

In this study, dependent variable of psychological contract, antecedent variables of organizational commitment and organizational citizenship behavior, and mediating variables of self-esteem, self-efficacy and perceived organization support were used based on precedent studies. In addition Guest & Conway (1988)'s study about the psychological contract can be influenced by organizational atmosphere and culture, human resources control policy, experience, expectation and other precedent factors from personal point of view, and it can have influence upon job satisfactions, organizational commitment, stable employment, employment relations, motives, organizational citizenship behavior, turnover intention and other consequences, and many studies (Cavanaugh & Noe, 1999; Kotter, 1973; Turnley & Feldman, 1999; Pate et al., 2003; Robinson, 1996) reported that psychological contract violation is said to deteriorate job satisfactions, organizational commitment, job perform-

ance and organizational citizenship behavior to increase employees' turnover rate and to have negative influence upon members' contribution. Therefore, we established the following hypotheses.

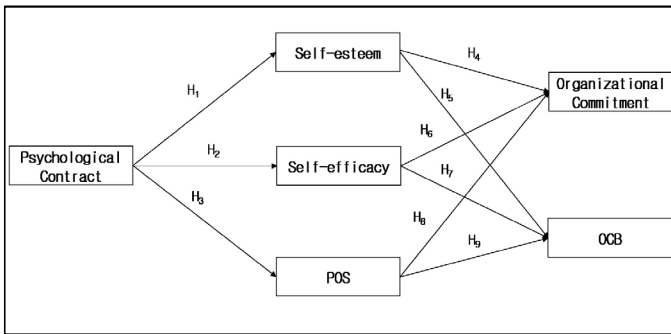
- Hypothesis 1. psychological contract will exert a positive(+) influence on self-esteem.
- Hypothesis 2. psychological contract will exert a positive(+) influence on self-efficacy
- Hypothesis 3. psychological contract will exert a positive(+) influence on perceived organizational support.
- Hypothesis 4. Self-esteem will exert a positive(+) influence on organizational commitment.
- Hypothesis 5. Self-esteem will exert a positive(+) influence on organizational citizenship behavior.
- Hypothesis 6. Self-efficacy will exert a positive(+) influence on organizational commitment.
- Hypothesis 7. Self-efficacy will exert a positive(+) influence on organizational citizenship behavior.
- Hypothesis 8. Perceived organizational support will exert a positive(+) influence on organizational commitment.
- Hypothesis 9. Perceived organizational support will exert a positive(+) influence on organizational citizenship behavior.

According to Adams (1963)'s equity theory explained that members cognize non-equity when an organization performs less or more than promised by psychological contract and that they take various kinds of reactions. In other words, members compare promises of psychological contract with performance to evaluate coincidence of both and to decide upon level of organizational citizenship behavior (Robinson & Morrison, 1995) and organizational commitment (Turnley & Feldman, 1999). And, self-esteem and self-efficacy of mediating variables function to be evaluation and belief to mediate relation with psychological contract that has influence upon organizational commitment and organizational citizenship behavior. The perceived organizational support has close relations with psychological contract as well because both variables are based on exchange relation between members and organization to be tested from point of view of members. Therefore, based on Aselage & Eisenberger (2003)'s study, we expected that members who have made psychological contract in affirmative way have positive influence upon perceived organizational support, and perceived organizational support is likely to mediate at relation with psychological contract having influence upon organizational commitment and organizational citizenship behavior. Therefore, we established the following mediation effect hypotheses. Overall hypotheses except mediation hypotheses and research model were presented in <Figure 1>.

- Hypothesis 10. self-esteem will be mediated the relationship between psychological contract and organizational commitment.
- Hypothesis 11. self-efficacy will be mediated the relationship

between psychological contract and organizational commitment.

- Hypothesis 12. Perceived organizational support will be mediated the relationship between psychological contract and organizational commitment.
- Hypothesis 13. self-esteem will be mediated the relationship between psychological contract and organizational citizenship behavior.
- Hypothesis 14. self-efficacy will be mediated the relationship between psychological contract and organizational citizenship behavior.
- Hypothesis 15. Perceived organizational support will be mediated the relationship between psychological contract and organizational citizenship behavior.



\*POS: Perceived Organizational support, OCB: Organizational citizenship behavior

<Figure 1> Research model and hypotheses

was measured 9 item, likert 5-point scale based on Rosenberg (1979), self-efficacy was measured 24 item likert 6-point scale based on Bandura (1977), and perceived organizational support was measured 17 item likert 5-point scale based on Eisenberger et al.(1990)'s research. Organizational commitment was measured 9 item, likert 7-point scale based on Mowday et al.(1979), and the organizational citizen behavior was measured with 12 item likert 7-point scale based on Organ (1988)'s research. In order to compensate for scale difference of the variables, we converted z-score.

### 4.3. Reliability and Validity

Cronbach  $\alpha$  was used to test reliability and to evaluate internal consistency of measuring items. According to Nunnally (1978), Cronbach  $\alpha$  coefficient should exceed 0.7. In this study, Cronbach  $\alpha$  was 0.878 or more to be ensure the reliability. Analyses of the results for the validation of the variables, the confirmatory factor analysis was completed with maximum likelihood estimation. The results of factor loading of each factor exceeded 0.5 to have construct validity, and AVE(average variance extracted) of each variables except self-efficacy (AVE=.402) exceeded 0.5 to have convergent validity. Also self-efficacy was validated comparing with the results of correlation analysis ( $r^2$ ) and AVE have convergent validity. These results are shown in <Table 1>.

<Table 1> Reliability and Validity

Variable	Final item	Cronbach's $\alpha$	CR	AVE
psychological contract	9	0.931	0.936	0.620
self-esteem	8	0.881	0.929	0.624
self-efficacy	15	0.889	0.889	0.402
POS	17	0.959	0.963	0.609
organizational commitment	6	0.937	0.878	0.546
OCB	9	0.878	0.903	0.512

## 4. Empirical Analysis

### 4.1. Data Collection

The survey was conducted "A" call center company in Seoul. 290 copies of effective questionnaires except for 31 copies were used. The participants consisted of 258 female (89.6%) and 30 male (83.1%), 106 participants were married (36.8%) and 182 participants were not married (63.2%). 97 participants (33.7%) were the most common 25 to 30 years old, 71 participants (24.7%) were 31 to 35 years older, 54 participants(21.8%) were 41 years old. 193 participants (68.7%) were appeared to have more over professional college education level.

### 4.2. Methods

The following self-report measures were used. Specifically, psychological contract was measured 9 item, likert 5-point scale based on Robinson & Rousseau (1994), Herriot et al. (1997),and Turnley & Felman (1999)'s research. Self-esteem

### 4.4. Correlation Analysis

A correlation analysis was done to verify relations and direction between the variables (see <Table 2>). Comparison between self-efficacy (AVE=0.402) with less than 0.5 of AVE and coefficient of determination ( $r^2$ ) had convergent validity. However, there may be the problem of multicollinearity that the results of relationship between psychological contract and perceived organizational support ( $r = .818, p < .01$ ), and between psychological contract and organizational commitment ( $r = .711, p < .01$ ) was too much high.

To determine this problem, we conducted Durbin-Watson test. As a result showed that Durbin-Watson threshold of one explanatory variable ( $k=1$ ) and 290 number of observation ( $n=290$ ) accounted for  $1.758 \leq D \leq 1.779$ , and d-value between psychological contract analyzed and perceived organizational support

did 1.995 and the one between psychological contract and organizational commitment did 1.739 to have no auto-correlation.

<Table 2> Mean, standard deviations and correlation matrix

	1	2	3	4	5	6
PC	(0.620)					
2. Self-esteem	.177**	(0.624)				
3. Self-efficacy	.129**	.427**	(0.402)			
4. POS	.818**	.180**	.169**	(0.609)		
5. OC	.711**	.187**	.225**	.769**	(0.546)	
6. OCB	.458**	.351**	.430**	.503**	.446**	(0.512)
Mean	2.76	3.55	3.90	2.83	3.56	4.27
SD	0.83	0.60	0.63	0.77	1.26	0.86

note) \* p<.05, \*\* p<.01, PC: psychological contract, POS: perceived organizational support, OC: organizational commitment, OCB: organizational citizenship behavior

4.5. Hypothesis Test

Analyses were done to test hypotheses of model: At first, path analysis upon models was done to verify causal relations of each path value. Then, Baron & Kenny (1986)'s three step mediating regression analysis was done to verify mediating effects of mediation variables whether its confirmed fully mediated or partially mediated. Finally, theoretical base as well as modification indices proposed by Jöreskog & Söröm (1981) was used to build up optimum model. Either adoption or rejection of the hypothesis at path analysis were showed in <Table 3> and <Figure 2>.

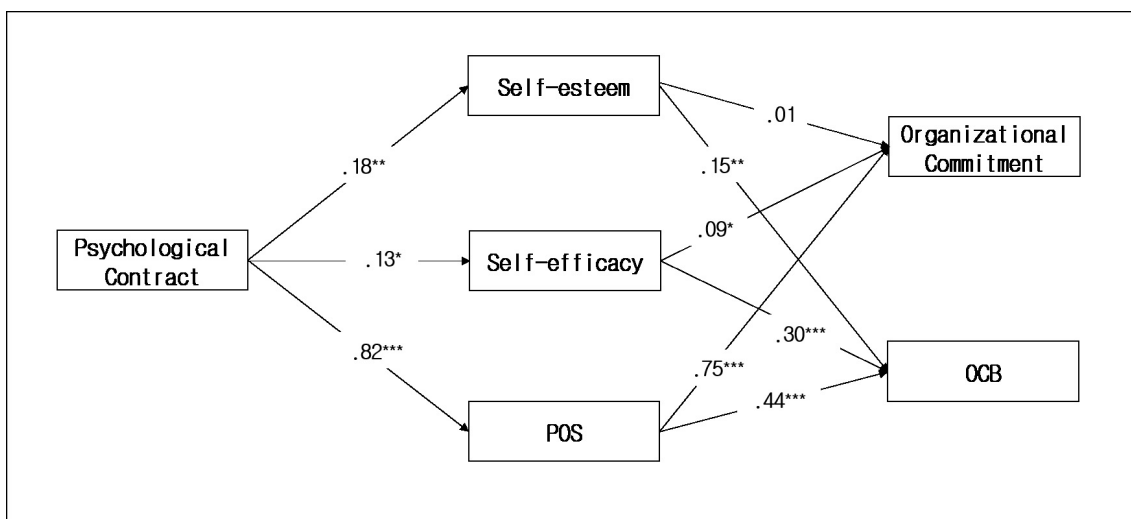
The models had goodness-of-fit of  $\chi^2 = 76.752$ , d.f = 6, p = .000, GFI = .922, AGFI = .728, NFI = .906, CFI = .912 and

RMR = .049 to be satisfied at comparison with indices of comprehensive rating standards. At casual relation analysis, all of others than hypothesis 4 between self-esteem and organizational commitment were adopted.

<Table 3> The Results of Path Analysis

	Paths	Estimate	S.E	t-value	p-value	Results
H1	Self-esteem ← PC	.128	.042	3.065	.002	Supported
H2	Self-efficacy ← PC	.098	.044	2.207	.027	Supported
H3	POS ← PC	.759	.031	21.150	.000	Supported
H4	OC ← Self-esteem	.025	.079	.315	.753	Rejected
H5	OCB ← Self-esteem	.214	.067	3.20	.001	Supported
H6	OC ← Self-efficacy	.186	.075	2.492	.013	Supported
H7	OCB ← Self-efficacy	.404	.063	6.405	.000	Supported
H8	OC ← POS	1.228	.062	19.863	.000	Supported
H9	OCB ← POS	.479	.052	9.176	.000	Supported

At analysis upon 3-step regression for mediating effects with control of demographic variables, self-esteem had no mediation effect between psychological contract and organizational commitment. Specifically, in step 3, the relationship between self-esteem and organizational commitment did not statistically significant. So, Hypothesis 10 was not supported. However, not only self-efficacy but also perceived organizational support was partially mediated between psychological contract and organizational commitment, respectively. Therefore, hypothesis 11 and 12 was adopted. These results presented in <Table 4>.



\* p<.05, \*\* p<.01, \*\*\* p<.001

<Figure 2> The results of Path Analysis

<Table 4> Mediation effects between psychological contract and organizational commitment

Step	Mediating Variables(MV)								
	Self-esteem			Self- efficacy			POS		
	$\beta$	R <sup>2</sup>	F	$\beta$	R <sup>2</sup>	F	$\beta$	R <sup>2</sup>	F
1( $\beta_1$ )	.165**			.119*			.823**		
2( $\beta_2$ )	.717**	.511	49.215**	.717**	.525	52.235**	.717**	.612	74.396**
3( $\beta_3, IV$ )	.706**			.700**			.251**		
3( $\beta_4, MV$ )	.064			.139**			.566**		

\* p<.05, \*\* p<.01, IV; Independent variable

The results of three step mediation analyses for three Mediating variables between psychological contract and organizational citizenship behavior were all partially mediated, so hypothesis 13, 14 and 15 was adopted. These results reported in <Table 5>.

<Table 5> Mediation effects between psychological contract and organizational citizenship behavior

Step	Mediating Variables(MV)								
	Self-esteem			Self- efficacy			POS		
	$\beta$	R <sup>2</sup>	F	$\beta$	R <sup>2</sup>	F	$\beta$	R <sup>2</sup>	F
1( $\beta_1$ )	.165**			.119*			.823**		
2( $\beta_2$ )	.457**	.295	19.712**	.457**	.359	26.433**	.457**	.276	18.005**
3( $\beta_3, IV$ )	.412**			.412**			.129**		
3( $\beta_4, MV$ )	.271**			.374**			.398**		

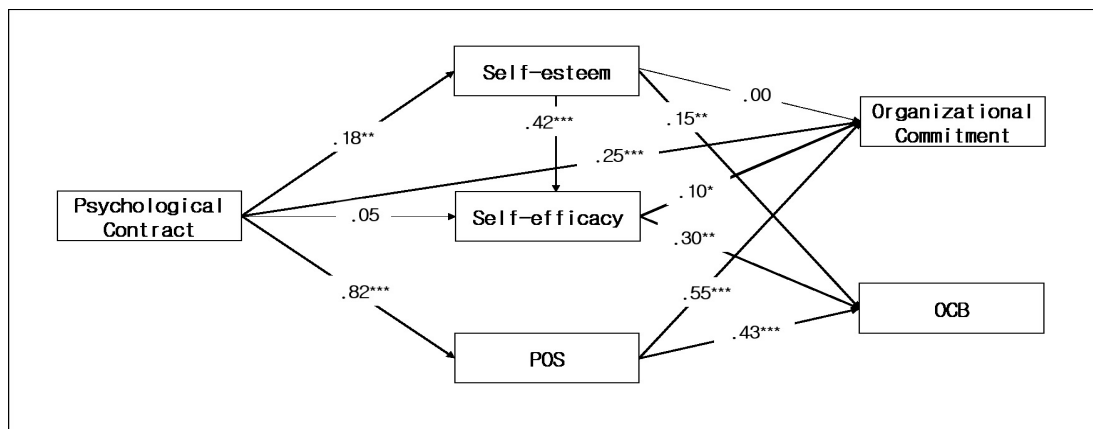
\* p<.05, \*\* p<.01, IV; Independent variable

Interestingly, the results of mediation effect of perceived organizational support between psychological contract and organ-

izational commitment, between psychological contract and organizational citizenship behavior revealed that perceived organizational support can be more promote organizational commitment and organizational citizenship behavior rather than the degree of perceived psychological contract.

Despite of proposed model showed good fit, the result of self-esteem did not affect organizational commitment different form previous studies has been suggested that among the mediation variables were likely to affect themselves. Thus, the results of structural equation modeling showed that modification indices (MI) suggested new path between self-esteem and self-efficacy, between psychological contract and organizational commitment. In precedent studies, for example, Fenzel & Domingues (2009) reported that self-esteem plays an important role at motivation, and promote self-esteem that can increase self-efficacy based on the self-esteem enhancement program such as 'Building self-esteem'(Reasoner, 1982) can be expected to be able to improve self-efficacy by increasing self-esteem. Also, new path was built up based on findings of Guest & Conway(1988) that psychological contract would have influence upon organizational commitment from personal point of view. As a result of analyzing showed in <Figure 3>.

The results showed that the perceived organizational support (= .55, p<.001), psychological contract (= .25, p<.001) and self-efficacy (= .10, p<.05) had influence upon organizational commitment, and perceived organizational support (= .43, p<.001), self-efficacy (= .30, p<.01) and self-esteem (= .15, p<.01) did upon organizational citizenship behavior. Goodness-of-fit of modified model corrected accounted for  $\chi^2 = 6.773$ , d.f = 4, p = .148, GFI = .992, AGFI = .959, NFI = .992, CFI=.997 and RMR = .014 to have significant difference with first suggestion model at  $\chi^2$  test.



\* p<.05, \*\* p<.01, \*\*\* p<.001

<Figure 3> Results of modified model's path analysis

## 5. Discussion and Conclusion

This study investigated call center agents who expanded scale and scope to do service contact point control to let enterprises supply good services to customers quickly. Call center agents with high intensity of labor as well as stress and high turnover rate have personal problems to have negative influence upon call centers. Therefore, This study investigated effects of the agents' psychological contract upon the company upon organizational commitment and organizational citizenship behavior. Also, personal characteristics and perceived organizational support of the agents who were exposed to various kinds of stressors would have affirmative influence upon organizational commitment and organizational citizenship behavior. So, the study made a model with mediating variables of self-esteem, self-efficacy and perceived organization support to investigate causal relations between variable by path analysis. Finally, we made an attempt to build a optimized path model using the structural equation modeling.

Analysis results and implications of this study are as follows:

Firstly, psychological contract had positive influence upon self-esteem, self-efficacy and perceived organizational support. The psychological contract was found to have more influence upon perceived organizational support than other variables did. Self-efficacy and perceived organizational support had influence upon organizational commitment, while self-esteem, self-efficacy and perceived organizational support did upon organizational citizenship behavior. The finding of path analysis that self-esteem did not have influence upon organizational commitment was likely to apply to narcissism that call center agents cognized. So, call centers are asked to let the agents cognize affirmative psychological contract. These days, call centers made change of response manuals against black consumers to reject and/or to take active actions against unfair treatment and to let the counsellors increase self-esteem, self-efficacy and perceived organizational support that is thought to be affirmative strategy.

Secondly, at analysis upon mediated effects showed that only self-esteem had no mediated effect between psychological contract and organization commitment, but all mediation variables had partial mediated effect between psychological contract and organizational commitment, and between psychological contract and organizational citizenship behavior. In particular, the results revealed that perceived organizational support was thought to be very much important. So, call centers are asked to give way that the agents can increase perceived organizational support from point of view of emotion and/or means. However, as pointed out in Herzberg(2005)'s motivation-hygiene theory, external support like welfare (i.e. hygiene factors) could be unsatisfactory factor for members to have limitation on motivation and to give call centers a lot of burden and increase labor costs and to lose competitiveness edge of call centers. Therefore, call centers are asked to produce organizational atmosphere to let agents increase motivation factors such as praise, admission and delegation of authority to give emotional support.

Third, analysis upon modified model based on theoretical

base and modification indices suggested could find out optimum model. Specifically, self-esteem was found to have affirmative influence upon self-efficacy, and psychological contract was found to have direct influence upon organizational commitment. Especially, the results of modified path model analysis showed that psychological contract had direct influence upon perceived organizational support, organizational commitment and self-esteem, respectively. And self-esteem did full-mediated between psychological contract and self-efficacy. To get call centers' competitiveness edge, call center agents should develop them at personal levels to cognize organizational support affirmatively and to keep mutually beneficial contract between call centers and agents.

There are at least several potential limitations in this study that need to be considered:

First, the study was limited to one call center's agents not to distinguish counsellors' jobs such as inbound and outbound to be difficult to generalize. So, further studies shall expand subject by business type and/or job to get a variety of implications. Second, the study was limited to primary factors not to give various kinds of political implications. So, further studies shall investigate sub-factors of psychological contract and perceived organizational support to let call centers establish and manage concrete strategies. Finally, the study made use of self-report questionnaire has problems of hindsight bias and is based on cross-sectional study. So, further studies shall discover and develop objective scale and investigate by longitudinal study to overcome problems of cross-sectional study.

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