

Influence of Job Characteristics on Job Satisfaction and Job Performance – The Mediating Role of Organizational Culture in Malaysian Call Centres

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Abstract

The debate related to work outcomes like job performance and satisfaction continues in the management literature. Regardless of many years of research on job characteristics, there is an absence of generalizability of research discoveries concerning their application to job satisfaction and performance in the administration examines writing. Since employees contrast in compensation, status, and working conditions, all things considered, they would be fulfilled particularly in an organization. Within the Malaysian call centres context there are few researchers dealing with the issue of job satisfaction among the employees at the different levels such as CRM strategy performance, satisfaction and turnover. However, there is a lack of research investigating the role of organizational culture between job characteristics, job satisfaction and job performance in the context of employees of call centre industry in Malaysia. Therefore, this research focuses on exploring the factors that affect the job satisfaction of call centre employees. The exploration of this research provides a good opportunity to develop an entire in-depth understanding of the underpinning factors contributing to the job satisfaction and performance of the employees. This study has chosen the questionnaire as the tool for collecting data from the employees working different call centres located within Kuala Lumpur. Random sampling technique was utilized for data collection. A total of 320 samples were collected for this study. PLS-SEM was used to examine the influence of each job characteristics factors on job satisfaction factor, job performance and organizational culture. The findings and the knowledge gathered through quantitative aspects are of relevant importance to the top management officials of the industry. In short, all the studies did not investigate the job satisfaction of employees and were not extensive in exploring in-depth underpinning factors contributing to job performance and job satisfaction. Therefore, this research has bridged the gap by giving call centre employees, feelings and attitudes regarding their job satisfaction through the adoption of quantitative method. At the end, implications are discussed and recommendations are proposed.

1 INTRODUCTION

Job satisfaction among the employees of the organizations have been contended since with the presence of Maslow's hypothesis (1956) and from that point forward specialists have been researching profoundly to the issue with different logical examinations. Hardiyanto, Triatmanto and Manan (2019) have demonstrated with respect to the job satisfaction in the association, as a segment of the workplace and one of the fundamental elements deciding organizational atmosphere. Also, have expressed that job satisfaction is seen as an unequivocal factor with regards to the general proficiency of an association. It is realized that examination into job satisfaction began in the field of industry and business organization, with a unique accentuation being laid on the regular workers. Later on, this examination moved into the field of instruction, with more focus being put on the educating segment. In any case, called attention to that most of job satisfaction research has been coordinated towards lower-level employees, including that it is constrained about taking a gander at administrators, specialists, and experts.

Job satisfaction is regarded as a very important issue within the service industry, especially for the call center organizations because it is connected with different aspects of their role and those, which consumes most of their time-solving problems and doubts of their customers (Alsheikh et al., 2017). Therefore,

it is necessary that the employees feel satisfaction and harmony in carrying out their job to ensure effectiveness in delivering their duties and roles. Therefore,

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this research attempts to identify the job characteristics that enrich jobs in the organizational settings increasing job satisfaction and performance.

Over the past decades, there has been a major shift within the context of corporate reestablishments and downsizing for organizational performance, effectiveness and efficiency. One-third to one-half of the small and medium-sized corporate has been downsized annually between 1988 and 1993 (Ariyabuddhiphongs & Kahn, 2017; Conley, Bacharach & Bauer, 1989; McKinley, Sanchez, & Schick, 1995). In the management literature, job satisfaction of employees is one of the most studied sub-

jects. (Zeithaml, Parasuraman, & Berry, 1990) mentioned that job satisfaction is an important determinant of the quality of service delivered by employees to their customers. However, according to (Alsheikh et al., 2017; Reichheld & Sasser, 1990) improved customer interaction and high customer satisfaction are brought by highly satisfied employees. Therefore, customer satisfaction for the quality of service they experienced increases the competitiveness of the call centers. In this regard, quality of service is the key element for the success of call centers. Several authors like (Garcia, Archer, Moradi and Ghiabi (2012) recognized that job satisfaction is an important element for employee turnover.

Thus, it can be argued that job itself is very crucial for the job satisfaction from the above quotation. It has also found from previous researchers like (Judge, Thoresen, Bono & Patton, 2001; Morris & Venkatesh, 2010) that the main issues raised between job characteristics and job satisfaction need to be reviewed based on redesigning job characteristics as per the requirements and needfulness of the employees.

2 Statement of the Problem

The major issue that the call center organizations are facing is the job stress and unpleasant working conditions of their employees (Abdullah et al., 2014; Kalleberg, 2009; Sugianto et al., 2018). Call center organizations face numerous human resources moves explicit to their organizational structures, job characteristics, and workforce socioeconomics. As the quantity of call centers increments the nation over, so do their particular human resource issues, for example, low representative resolve and satisfaction, and high truancy and turnover rates (Alvesson & Sveningsson, 2015; Kabene et al. (2006). Many authors like in the psychological era discovered call centre work to have a particular arrangement of stressors including lower levels of job control or autonomy, restricted task variety, and more elevated amounts of job demand and vulnerability. These characteristics have been connected to what could best be depicted as a "psychological well-being monotonous strain", which effects wellbeing and prosperity.

The essentials of employees for motivation and job satisfaction have been highlighted by several management theories. According to Kuranchie-Mensah and Amponsah-Tawiah (2016) work motivation, satisfaction and commitment are enhanced with there are the presence of two main elements: (1) higher order need strength is salient and (2) a high degree of skill variety, task identity, task significance, autonomy and working condition are experienced by the employees. Other management theorists consider higher order needs essential to overall job satisfaction (Abdullah et al., 2014; Alderfer, 1972). It has also been argued that motivational needs are either arranged in a hierarchical order (Maslow, 1943) categorized by two finite sets of needs (Herzberg, 1966) or in some instances, not in terms of any hierarchical order (Alderfer, 1972; Alsheikh et al., 2017).

The debate related to work outcomes like job performance and satisfaction continues in the management literature (Elbaz & Haddoud, 2017; Kuranchie-Mensah & Amponsah-Tawiah, 2016; Saari, 2004). Regardless of many years of research on job characteristics, there is an absence of generalizability of research discoveries concerning their application to job satisfac-

tion and performance in the administration examine writing. Since employees contrast in compensation, status, and working conditions, all things considered, they would be fulfilled particularly in an organization (Hardiyanto et al., 2019).

Within the Malaysian call center organization context there are few researchers dealing with the issue of job satisfaction among the employees at the different levels such as (Alvesson & Sveningsson, 2015; Elbaz & Haddoud, 2017; Voon, 2011), CRM strategy (Abdullateef, Mokhtar, Yusoff, & Ahmad, 2014) performance, satisfaction and turnover (Ahmad, 2008; Alvesson & Sveningsson, 2015) but there was lack of research investigating the role of organizational culture between job characteristics, job satisfaction and job performance in the context of employees of call center industry in Malaysia.

This research focuses on exploring the factors that affect the job satisfaction of call center employees. The exploration of this research provides a good opportunity to develop an entire in-depth understanding of the underpinning factors contributing to the job satisfaction and performance of the employees. The findings and the knowledge gathered through quantitative aspects will be of relevant importance to the top management officials of the industry. In short, all the studies did not investigate the job satisfaction of employees and were not extensive in exploring in-depth underpinning factors contributing to job performance and job satisfaction. Therefore, this research will bridge the gap by giving call center employees, feelings and attitudes regarding their job satisfaction through the adoption of quantitative method.

RESEARCH QUESTIONS

- 1) What is the relationship between job characteristics and job satisfaction among call center employees in Malaysia?
- 2) What is the relationship between job characteristics and job performance among call center employees in Malaysia?
- 3) What is the relationship between job characteristics and organizational culture among call center employees in Malaysia?
- 4) What is the relationship between organizational culture and job satisfaction among call center employees in Malaysia?
- 5) What is the relationship between organizational culture and job performance among call center employees in Malaysia?
- 6) Does organizational culture mediate the relationship between job characteristics and job satisfaction?
- 7) Does organizational culture mediate the relationship between job characteristics and job performance?

Objectives of the Study

1. To investigate the relationship between job characteristics and job satisfaction among call center employees in Malaysia.
2. To examine the relationship between job characteristics and job performance among call center employees in Malaysia.

- 3 To explore the relationship between job characteristics and organizational culture among call center employees in Malaysia.
- 4 To inspect the relationship between organizational culture and job satisfaction among call center employees in Malaysia.
- 5 To study the relationship between organizational culture and job performance among call center employees in Malaysia.
- 6 To determine the mediating effect of organizational culture between job characteristics and job satisfaction.
- 7 To determine the mediating effect of organizational culture between job characteristics and job performance.

Research hypotheses

- 1) The job characteristics will have a high influence on the job satisfaction outcomes.
- 2) The job characteristics will have a high influence on the job performance outcomes.
- 3) Job characteristic will have a high influence on the organizational culture.
- 4) Organizational culture will have a high influence on the job satisfaction outcomes.
- 5) Organizational culture will have a high influence on the job performance outcomes.
- 6) Organizational culture mediates the relationship between job characteristics and job satisfaction.
- 7) Organizational culture mediates the relationship between job characteristics and job performance.

Research Approach and Design

This research aims to the investigation on job characteristics, organizational culture, job satisfaction and job performance of call center employees in Malaysia. Survey questionnaire was designed and distributed to get a response from the selected sample. A research design refers to the selection and use of a variety of techniques and research methods that need to be scientifically verified (Craig & Douglas, 2005). The point of the examination is to code the exploration as far as design for the quantitative information (Grunow, 1995). In the field of organization thinks about, it has been discovered that just around one-fifth of the accessible articles examine the connection between research themes and the general design of the investigation. Along these lines, the overall absence of regard for research questions may mirror this propensity which may have some speculation past the bounds of that discipline.

The research design is a plan to choose the resources

research agenda from hypothesis to data analysis. According to (Creswell, 1994), research design for quantitative methods includes cross-sectional and longitudinal research. Besides, Hair et al., (2010) referenced that it relies upon the exploration questions and destinations for choosing the right research design. It is imperative to pick right research design properly to give a structure to the accumulation and examination of information and will reflect choices about the need being given to a scope of measurements of the exploration procedure.

This examination utilizes the exploration methodologies involving quantitative research approach. As pointed by (Creswell and Garrett, 2008), quantitative technique designs hold a lot of guarantee for the analyst who needs to handle complex issues that live at various levels. It can improve the sort of data assembled and can serve to expand the legitimacy of a given research.

A short meaning of the quantitative research approach is justified here. Quantitative research can be characterized as a request that is grounded in the presumption that highlights of the social condition comprise a target reality that is generally consistent crosswise over time and settings. The prevailing technique is to depict and clarify highlights of this reality by gathering numerical information on discernible practices of tests and by exposing the information to statistical examination (Gall, Borg, and Gall, 1996).

Both research methodologies have distinctive logical contrasts, as featured in figure 3.1. Quantitative research has increased a solid dependable balance in different research disciplines. The focal point of this exploration approach was to utilize measurable numbers to speak to esteems to hypothetical develops and ideas. These numbers depict solid logical proof of how an occasion functions or happens. Analysts regularly change the ideas or hypothetical builds into quantifiable qualities utilizing a study instrument comprising of either close or open-ended inquiries. Every one of the inquiries in this examination were close-ended questionnaire.

Utilizing a quantitative research approach can expand the legitimacy of the examination discoveries (Creswell and Clark, 2007; Greene and Caracelli, 1997). This is on the grounds that quantitative technique research improves the assessment of an occasion or marvel by taking into consideration triangulation of discoveries through various instruments, in this way supplementing outcomes from various strategies (Verd, 2004; Yin, 2013).

The examination procedure of this investigation is introduced in figure 3.2. It demonstrates that the examination begun by evaluating the related investigations. In view of the survey, the examination issue, just as the exploration targets and questions, have been created. Further, the survey was the reason for building up the theoretical model of this examination just as the theories of this investigation. The instrument of this investigation is a survey from past dependable examinations. Unwavering quality and legitimacy were accomplished for the poll and a pilot study was led preceding information gathering. SPSS and Smart PLS utilized for data examination.

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that can answer the research questions. It is a framework connecting between variables and to assume a form of guidelines about

Location of the Study

This study was conducted in Malaysia. There are around 35 call centres operating in Malaysia. The below table shows the 13 local call centres operating in Malaysia is provided below.

Background of call center industry in Malaysia

Call Centre Name	Description	
BPO Asia Sdn Bhd	This company provides a solution to quality centric business process outsourcing to international, domestic IT, telecommunications, financial services and gaming organizations.	Mobif Malaysia
Hancom Contact Centre Malaysia	It is the telemarketing company that focuses on both outbound and inbound telemarketing.	Scandent Group Malaysia
Hitech Telecom Malaysia	It provides software solutions to the market. Some of the solution includes: wholesale voice, billing solutions, Web call back.	Telemarketing Services Malaysia
Info Alchemy Corporation Malaysia	It provides solutions to Enterprise data integration software in Asia. The main focus of this industry is to provide expertise in data integration, data warehousing, business intelligence, and analytics.	
Intradeco Malaysia	This is an outsourcing company that is committed to delivering quality, innovation, and professional services to their customers in the area of information, communication and technology services.	Voicecom Global Malaysia
ITSol Technologies Malaysia	This company is engaged in Business process outsourcing (BPO) services and other technology services to the clients like mortgage financiers, real estate and healthcare providers based in US and UK.	VoIPLCR Tucker Communication and Consulting LTD Malaysia
Jaring Malaysia	This company provides services to the internet users in Malaysia. Its main efforts are to bring people together from different cultures, language, and ethnicity.	
Lyric Labs Malaysia	It is fully integrated translation and localization service provider that enables clients to get speedy, accurate and native translation into effective strategies, technology leverages, and	

e-business collaboration.

This company provides advance telecommunication solutions and design of communication infrastructure for better voice, video and data related services and deployment.

This company provides services to the IT space where the usage of board based global workforce is increasing. It focuses on strategic consulting to business process outsourcing support services.

This company provides two of the most customer focused services in the corporate environment. They are outsourcing contact center services and contact center agent and management skills.

This company is application service provider under the Malaysia Communication and Multimedia Commission. It also provides services related to broadband phone and wireless transfer.

It is specialized in providing carrier services brings advantage to its customers.

Population and Sampling

This exploration utilized the non-probability sampling approach utilizing the purposive and convenience sampling procedure for quantitative research. This is purposive since the respondents have officially participated in the quantitative stage and comprehended the explanation behind further research utilizing quantitative methodology. They were intentionally focused because of their quantitative investment experience. Since there is no particular database on the quantity of call centres openly accessible, the scientist answered to use on close to home systems to recognize those call centres. The key source approach was utilized where worker took an interest in the data collection as their insight and experience will capture quality data. In total, there are around 35

call centres including local as well as foreign companies are currently operating in Malaysia. Thus, these companies were considered as the population

Unit of Analysis

In this research, the unit of analysis is the employees working in call centers. The respective respondents to the questionnaire were required to answer the questions specifically based on their views on job stress and satisfaction and its effect on their performance. According to Lamb and Kling (2003), "the use of the individual end-user as the unit of analysis in conducting studies related to information and communication technologies adoption". In order to determine the unit of analysis the researcher conducted a pilot research and refined the data collection instruments (Yin, 2008). The unit of analysis of this research is at the low manager level because they are the best-suited respondents due to their experience of handling calls and make decisions on solving customer problems. Emphasis is placed on each company's in-house department with some emphasis on human resource department. Through the examination of these units, the researcher expects to identify and provide a recognizing the impact of job characteristics factors towards job satisfaction and job performance.

Sample Size

As indicated by Sekaran and Bougie (2016), each exploration has various needs and prerequisites. Consequently, the correct sample size is consistently based on the kinds of research. They further portrayed that for populace in excess of 100,000 the sample size ought to be somewhere in the range of 300 and 500 (Sekaran and Bougie, 2010). Hair et al. (2017b) further gave a general thought or fundamental principle guideline on the best way to decide the sample size. According to the Hair et al. (2017b), in this study, there are total 4 arrows pointing at the dependent variable which are job satisfaction and job performance. Normally, in any research, the confidence level is considered 95%. As such, if the minimum R^2 is 0.10, and a total of four arrows pointing at the dependent variable, the minimum sample size is 137.

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RESEARCH INSTRUMENTS

This section provides and discusses the measurement items for independent, mediating, and dependent variables. The items for the constructs were adopted from previous studies

Measurement Items

S/N	Measurement Items	References
AUTONOMY		
AT1	The job gives me good opportunity for freedom in how I do the work	(Hackman & Oldham, 1975; Morris & Venkatesh, 2010)
AT2	The job gives me chance to use my personal initiatives in carrying out the work	
AT3	The job gives me chance to use my personal judgment in carrying out the work	
COMPETENCE		(Hackman &

CP1	Communication skills of employees are crucial for task completion	Oldham, 1975; Morris & Venkatesh, 2010)
CP2	Management of information is crucial for task completion	
CP3	Thinking and problem-solving skills of employees are crucial for carrying out the work	
TASK SIGNIFICANCE		
TS1	A lot of other people can be affected by the work done	(Hackman & Oldham, 1975; Morris & Venkatesh, 2010)
TS2	Job itself is important in the broader scheme of things	
TS3	Forming natural working units would improve the	
TASK IDENTITY		
TI1	The job gives me chance to completely finish the work I began	(Hackman & Oldham, 1975; Morris & Venkatesh, 2010)
TI2	The job is arranged in a manner that I can do the work from beginning to end	
TI3	I get opportunity to freely use my work efficiency and experiences	
JOB VARIETY		
JV1	High level of skills is required to perform this job	(Hackman & Oldham, 1975; Morris & Venkatesh, 2010)
JV2	The job is very complex	
JV3	The job is non-repetitive	
JOB FEEDBACK		
JF1	Just doing the job itself provides many chances for me to figure out how well I am doing	(Hackman & Oldham, 1975; Morris & Venkatesh, 2010)
JF2	After I finish a job, I know whether I performed well	
JF3	Manager lets me know how well I am doing the task	
JOB SATISFACTION		
JOB1	I feel happy communicating with my department and another department	(Huey Yiing & Zaman Bin Ahmad, 2009)
JOB2	I am satisfied with the team I work with my department and another department	
JOB3	I am satisfied with my remuneration because by comparing the amount of workload with another department, I actually have less workload	
JOB4	I am satisfied with the welfare provided by the organization	
JOB5	Whenever I require assistance, a supervisor is always there to help	
JOB6	A supervisor always listens to my issues and assist me in solving them	
JOB7	I will be recognized when I perform outstandingly.	
JOB8	I will be rewarded if I provided good service to the customers	
ORGANIZATIONAL CULTURE		

OC1	Organization is concerned for the individual development of employees
OC2	Organization cares about opinions from employees
OC3	Organization has clear standard on praise and punishment
OC4	Organization possesses a comprehensive system and regulations
OC5	Employees are sincere in customer service
OC6	The profit of the customer is emphasized extremely in this organization
OC7	Organization develops new product and services continuously
OC8	Organization keeps strict working discipline
OC9	There is consideration for employees for good cooperation

(Huey Yiing & Zaman Bin Ahmad, 2009)

JOB PERFORMANCE

JB1	Technical competence
JB2	Ability to organize workloads
JB3	Skills in planning
JB4	Acceptability of completed work
JB5	Willingness to perform duties
JB6	Making a high impression
JB7	Skill in communications
JB8	Quality of work
JB9	Dependability

(Huey Yiing & Zaman Bin Ahmad, 2009)

(Henseler *et al.* 2009). In addition, indicator loadings are assessed using outer loading numbers (Henseler *et al.* 2009). For both tests, the cut-off value that indicates acceptable reliability is 0.70 and above (Hair *et al.* 2011). Any pointer loading that is beneath 0.70 ought to be considered for disposal in light of the fact that the thing adds minimal informative capacity to the measurement model (Hair *et al.* 2011). However, any item that has an indicator loading below .40 should be eliminated (Hair *et al.* 2011).

Data Collection Procedure

Administering the survey instrument in the quantitative research includes a few stages. Initially, the study pack (that incorporates the survey, basic letter, and other related records) is conveyed to the employees straightforwardly according to their convenience. The key informant approach was chosen since the respondent is be recognized by prudence of their situation in the organization and was relied upon to give sensible and valid sentiments in the limit of a key chief in the organization (Atuahene-Gima and Li, 2002). To support cooperation, it was guaranteed that addressing the inquiries is made simple as the members will be required to make a basic hover on a number scale. As a further motivating force to build the reaction rate, a duplicate of the discoveries could possibly be sent to the taking an interest respondent, pending their solicitation.

The implementation collecting data was conducted by selecting employees working at different call centers in Malaysia located within Kuala Lumpur and Selangor. In the end, 320 completed questionnaires were returned, yielding a response rate (88.2%). Table shows the questionnaire distribution among those cities.

Data Analysis

The data analysis of this study was done using two software. The first software is the Statistical Package for the Social Sciences version SPSS which was used for preliminary analysis. The second software is the Partial Least Squares - Structural Equation Modelling (PLS-SEM) for conducting the measurement and structural model and testing the hypotheses of this study. After finalizing the data collection, the researcher key in the data into an SPSS file. Next, some analysis conducted to clean and cleanse the data as recommended by Pallant (2016) who recommended examining the data using the missing value, outliers, normality and common method variance. These procedures followed to assess the normality of the data.

The assessment of a PLS path model is partitioned into two stages: assessment of the measurement model and assessment of the structural model. This examination model is reflective. The measurement model is assessed to look at the connection between a latent variable and its show variables, while the structural model is assessed to analyse the connection between endogenous variables and other latent variables (Tenenhaus *et al.*, 2005).

The assessment of a measurement model includes surveying its inner consistency reliability, indicator reliability, convergent validity, and discriminant validity (Henseler, Ringle and Sinkovics, 2009; Hair, Ringle and Sarstedt, 2011). Internal consistency reliability is assessed using composite reliability

NO	Call center	Distributed	Collected	%
1	Daythree Business Services	20	15	4.69
2	VADS Berhad	20	17	5.31
3	Datacom Malaysia	15	14	4.38
4	Envobpo	20	18	5.63
5	Chima Services Sdn Bhd	15	12	3.75
6	Aegis Global	10	9	2.81
7	Teledirect Tele-commerce	20	19	5.94
8	Brandt International	15	12	3.75
9	RSM Malaysia	10	9	2.81
10	VPO Services	40	32	10.00

What to check?	What to look for in SmartPLS?	Where is it in the report?	Is it OK?
Reliability			
Indicator Reliability	"Outer loadings" numbers	PLS-Calculation Results-Outer Loadings	Square each of the outer loadings to find the indicator reliability value. 0.70 or higher is preferred. If it is an exploratory research, 0.4 or higher is acceptable. (Hair et al., 2011)
Internal Consistency Reliability	"Reliability" numbers	PLS-Quality Criteria-Overview	Composite reliability should be 0.7 or higher. If it is an exploratory research, 0.6 or higher is acceptable (Hair et al., 2012a, 2012b)
Validity			
Convergent validity	"AVE" numbers	PLS-Quality Criteria-Overview PLS-Quality Criteria-Overview (for the AVE number as shown above)	It should be 0.5 or higher (Henseler et al., 2015)
Discriminant validity	"AVE" numbers and Latent Variable Correlations	PLS-Quality Criteria-Latent Variable Correlations	Fornell and Larcker (1981) suggest that the "square root" of AVE of each latent variable should be greater than the correlations among the latent variables

Measurement Model Evaluation

Constructs	Items	Factor Loadings	Cronbach's Alpha	CR	AVE
Autonomy	JD_AT1	0.894	0.746	0.786	0.577
	JD_AT2	0.776			
	JD_AT3	0.89			
Competence	JD_CP1	0.852	0.719	0.841	0.639
	JD_CP2	0.763			
	JD_CP3	0.781			
Task Significance	JD_TS1	0.847	0.783	0.873	0.696
	JD_TS2	0.888			
	JD_TS3	0.85			
Task Identity	JD_TI1	0.723	0.806	0.885	0.721
	JD_TI2	0.829			
	JD_TI3	0.855			
Job Variety	JD_TV1	0.857	0.629	0.760	0.533
	JD_TV2	0.855			
	JD_TV3	0.834			
Job Feedback	JD_JF1	0.774	0.826	0.896	0.742
	JD_JF2	0.853			
	JD_JF3	0.873			
Organizational Culture	OC1	0.76	0.815	0.862	0.544
	OC2	0.738			
	OC3	0.753			

This segment provides the assessment of the measurement model and the structural version. Hair et al. (2017b) counselled the assessment of measurement model and structural model while using Smart PLS.

In this study, the aim of assessment of the measurement model was to gauge the connection between every indicator and its connected construct, and additionally, to make sure that every construct is distinct from the others. Many tests were used to look at these considerations, and acceptable results were obtained. The “Rule of Thumb” for assessing the reliability and validity in PLS-SEM is conferred in Table 4.11. These criteria were followed throughout the analysis.

Rule of Thumb for Reliability and Validity

Job Satisfaction	OC4	0.844	0.891	0.913
	OC5	0.728		
	OC6	0.885		
	OC7	0.722		
	OC8	0.772		
	OC9	0.806		
	JS1	0.877		
	JS2	0.782		
	JS3	0.77		
Job Performance	JS4	0.748	0.875	0.903
	JS5	0.791		
	JS6	0.718		
	JS7	0.826		
	JS8	0.707		
	JP1	0.74		
	JP2	0.834		
	JP3	0.764		
	JP4	0.754		
	JP5	0.707	0.875	0.903
	JP6	0.746		
	JP7	0.217		
	JP8	0.774		
	JP9	0.786		

for discriminant validity check. This can be found in the Heterotrait-Monotrait Ratio (HTMT) table. Table 4.5 show that all values of HTMT were less than 0.85, which has been suggested as a threshold (Henseler et al., 2015).

Discriminant Validity (Heterotrait-Monotrait Ratio - HTMT)

	AT	CP	JF	JP	JS	JV	OC	TI
CP	0.879							
JF	0.778	0.849						
JP	0.741	0.827	0.893					
JS	0.521	0.758	0.675	0.837				
JV	0.568	0.618	0.554	0.758	0.787			
OC	0.714	0.676	0.605	0.535	0.715	0.729		
TI	0.647	0.701	0.617	0.615	0.691	0.608	0.709	
TS	0.634	0.623	0.614	0.678	0.617	0.7	0.587	0.705

Yet, the discriminant validity has been confirmed. This can be found in the Heterotrait-Monotrait Ratio (HTMT) table. Table 4.13 shows that the loadings for the latent variables are higher comparing the loadings both horizontally and vertically.

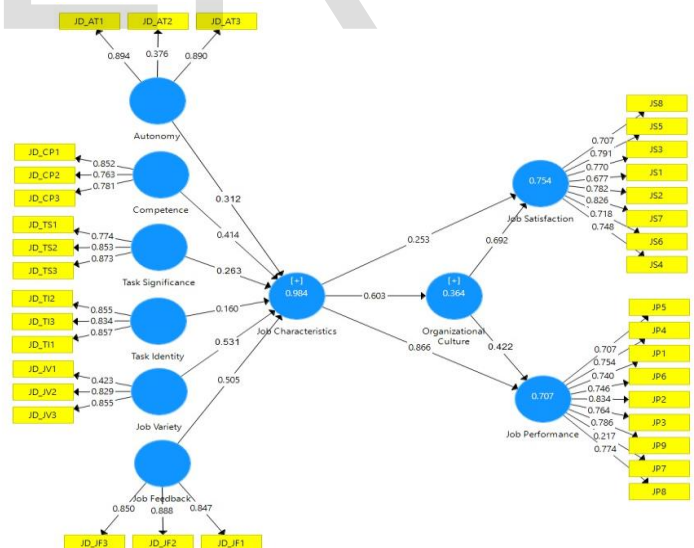
Primarily based on the above dialogue, this have a look at confirms that the specified reliability and validity for the measurement model is achieved. As such, this confirms that the measurement model is valid for further analysis. The figure 4.8 below shows the measurement model of this study.

CR= Composite Reliability; AVE= Average Variance Extracted; HTMT= Heterotrait-Monotrait ratio

To achieve “Internal Consistency Reliability”, the composite reliability should be 0.70 and above (Dijkstra, 2014; Hair et al., 2017b). In addition, the outer loadings is suggested to be greater than 0.70. From Table 4.12, it can be observed that the composite reliability and factor loading for each construct is more than 0.70 which confirms the internal consistency reliability of the model.

To test the validity, Hair et al. (2017a) have also advised checking the convergent validity and discriminant validity. To attain the convergent validity, the common variance extracted (AVE) ought to be 0.50 or higher (Henseler, Ringle, & Sarstedt, 2015). However, the composite reliability (CR) ought to be more than 0.70 as well. Table 4.5 additionally suggests that the AVE is more than 0.50 and this indicates that the convergent validity has carried out for all constructs.

The degree of uniqueness among constructs turned into tested by means of discriminant validity that is the quantity to which a construct is genuinely distinct from other constructs by empirical requirements. To attain the discriminant validity, the “square root” of AVE of every latent variable must be more than the correlations of the latent variables (Fornell & Larcker 1981). In line with Hair et al. (2017), HTMT can serve as the indication



Measurement Model of the Study Assessment of Structural Model

The second step in PLS is to assess the structural model and therefore the relationship between constructs. PLS-SEM are often thought of as a significant applied mathematical approach for its ability to disclose the existence of direct as well as indirect relationship between variables. PLS-SEM conjointly tests the theoretical model hypothesized by an investigator (Rönkkö & Evermann, 2013). Thus, during this study, PLS-SEM was used to spot

the structural relationships between the various variables and their effects and to check hypotheses for this study. A series of goodness-of-fit indices that replicate the fitness of the model were used. Though, there is no universal agreement among the researchers relating to that fitness index ought to be used (Hair et al., 2017b), however, using the foremost normally used fit indices within the past literatures were considered during this study. Five-step procedure is utilized to assess the structural model which are assess for collinearity, path constant (β), R-square (R^2), impact size (f^2) and therefore the prophetic connection (Q^2). The “Rule of Thumb” is given in Table 4.14. These criteria were followed throughout the analysis. In the next section, the five criteria are discussed

Criteria	Rule	Source
Path Value	≥ 0.20 demonstrate its significance.	Rigdon, 2012
R^2	0.75 is substantial, 0.50 is moderate, and 0.25 is weak. Lower than this is not acceptable.	Wong, 2013
Normality Test	Minimum number of iterations required is 300.	Wong, 2013
P Value	≤ 0.05	Henseler & Sarstedt, 2013
Sample Size	A sample size of 100 to 200 is usually good	Vilares & Coelho, 2013
Bootstrapping	Number of bootstrap “samples” should be 5000	Hair et al., 2017
Checking Significance in Bootstrapping	T-statistics ≥ 1.96 .	Hair et al., 2017
Collinearity issues	VIF ≤ 5	Henseler et al., 2015

These criteria are mostly reported in the part literatures

The first step is to test the collinearity statistics among the constructs in the structural model. The assumption of normality can be confirmed through the Outer VIF Values (Hair et al., 2011). The estimation of direction coefficients within the structural model is primarily based on regressions of every endogenous latent variable on its corresponding predecessor constructs (Hair et al., 2017a). If the estimation involves good sized levels of collinearity amongst predictor constructs, just like normal multiple regressions, the path coefficients may indicate a bias. In this study, none of the constructs found to be violated the assumption. The output is presented in Collinearity Assessment (VIF Values)

Construct	VIF
Job Characteristics	1.657
Organizational Culture	1.869
Job Satisfaction	2.154
Job Performance	1.924

The second step is to assess the path coefficient. It is to evaluate the significance of the hypothesised relationship among the constructs. The PLS depends on the non-parametric bootstrap process (Krijnen, Dijkstra & Gill, 1998; Rigdon, 2012). Bootstrapping calculates the t-values and was used to check whether or not path coefficients range is considerably vary from zero. The non-parametric bootstrapping system was implemented to 228

cases, 5000 sub-samples, and individual sign changes (Henseler, Ringle, & Sinkovics, 2009; Hair et al., 2011).

The results indicate (Table 4.16) that job characteristics has a significant positive effect on job performance ($\beta = 0.866$, $p \leq 0.05$). Job characteristics has also a significant positive effect on job satisfaction ($\beta = 0.253$, $p \leq 0.05$). Besides, job characteristics has a significant positive effect on organizational culture ($\beta = 0.603$, $p \leq 0.05$). Furthermore organizational culture has a significant positive effect on job performance ($\beta = 0.422$, $p \leq 0.05$). Finally, organizational culture has also a significant positive effect on job satisfaction ($\beta = 0.692$, $p \leq 0.05$).

Path Coefficient and Hypothesis Testing (Direct Effect)

Direct Effect	Path Coefficients	STDEV	T
Job Characteristics -> Job Performance	0.866	0.033	6.03
Job Characteristics -> Job Satisfaction	0.253	0.037	6.81
Job Characteristics -> Organizational Culture	0.603	0.039	5.18
Organizational Culture -> Job Performance	0.422	0.048	2.12
Organizational Culture -> Job Satisfaction	0.692	0.032	2.12

Note: * $p \leq 0.05$

The Third step is to assess the coefficient of determination (R^2). The most used method for evaluating the coefficient of determination for any structural model in PLS-SEM is R^2 value (Hair et al., 2017b). The authors further noted that, “This coefficient is a measure of the model’s predictive power and is calculated as the squared correlation between a specific endogenous construct’s actual and predicted value” (Hair et al., 2017b, p. 200). The R^2 value for organizational culture is 0.364 while for job satisfaction is 0.754 and for job performance is 0.707 (Table 4.16). Referring to the “PLS-SEM Rule of Thumb” provided in Table 4.14, it can be seen that the values fall within the required level and thus, accepted for further analysis as suggested by Wong (2013).

Coefficient of Determination (R^2)

Endogenous Latent Variable	R Square	Sig Level
Organizational Culture	0.364	Week
Job Satisfaction	0.754	Substantial
Job Performance	0.707	Moderate

Step four includes a further investigation of the prediction size between the variables which can be examined by trying out the effect size (f^2) of the course between the respective predictor variables onto the structured variables. f^2 is used to measure the effect size of the endogenous constructs for the model. According to Cohen (1988), the minimum effect size to be considered is ≥ 0.02 . This means that anything less than this has no effect on the endogenous constructs for the model. He further indicated that f^2 values of 0.02, 0.15 and 0.35 indicate small, medium and large effects respectively. The f^2 value for the study model is presented in Table 4.18 that indicates that only perceived trust has got effect in the model. Rest all the variables have small and medium effects.

Effect Size (f^2)

Construct	f^2	Degree of Effect
Organizational Culture	0.573	Large
Job Satisfaction	0.629	Large
Job Performance	0.235	Medium

The last step concerns the assessment of the predictive relevance (Q^2). Hair et al. (2017b) further suggested using predictive relevance Q^2 value to evaluate the predictive accuracy of the model. "The Q^2 values estimated by the blindfolding procedure represent a measure of how well the path model can predict the originally observed values" (Hair et al., 2017b, p. 208). Via this way, researchers may estimate the model's predictive relevance. In line with Hair et al. (2017b), Q^2 values larger than 0 indicate that the exogenous constructs have predictive relevance for the endogenous constructs. In this study, the Q^2 values for all endogenous constructs are greater than zero. The Q^2 value for the study model is presented in Table.

Predictive Relevance (Q^2)

Endogenous Latent Variable	Q^2 Value
Organizational Culture	0.386
Job Satisfaction	0.497
Job Performance	0.459

Mediation Testing (Indirect Effect)

For testing the mediating relationship, this study has used the application of PLS-SEM. Table shows the result of the mediating effects.

Total Effects (Indirect Effect)

Indirect Effect

Job Characteristics -> Organizational Culture -> Job Performance	0.825	0.031	2.825	0.000	Supported
Job Characteristics -> Organizational Culture -> Job Satisfaction	0.718	0.032	3.214	0.000	Supported

Note: * $p < 0.05$

The results indicate that job characteristics ($\beta = 0.825$, $t = 2.825$ and $p \leq 0.05$) have significant positive indirect effect on job performance through organizational culture. Besides, job characteristics has also a significant positive effect on job satisfaction through organizational culture ($\beta = 0.718$, $t = 3.214$ and $p \leq 0.05$).

As shown in table, a total of 7 hypotheses were tested, in which all these 7 hypotheses were supported.

Hypotheses Results		
H(x)	Hypothesis	Results
H1	There is a significant and positive relationship exists between job characteristics and job satisfaction	Supported
H2	There is a significant and positive relationship exists between job characteristics and job performance	Supported
H3	There is a significant and positive relationship exists between job characteristics and	Supported

organizational culture

H4	There is a significant and positive relationship exists between organizational culture and job satisfaction	Supported
H5	There is a significant and positive relationship exists between organizational culture and job performance	Supported
H6	Organizational culture mediates the relationship between job characteristics and job satisfaction	Supported
H7	Organizational culture mediates the relationship between job characteristics and job performance	Supported

Summary and Discussion of Findings

In consonance with the outlined methodology of this research, the research was conducted to investigate the relationship of job characteristics on job satisfaction of call center employees. PLS-SEM was used to examine the influence of each job characteristics factors on job satisfaction factor, job performance and organizational culture. Also, PLS-SEM was applied to examine the influence of all job characteristics factors together on job satisfaction factor, job performance and organizational culture.

The results from PLS-SEM analyses showed that autonomy (t-value of 2.311), competence (t-value of 6.185), task significance (t-value of 2.892), task identity (t-value of 2.011), job variety (t-value of 3.581) and job feedback (t-value of 7.325) are the key dimensions of job characteristics.

The PLS-SEM analysis result also provides the necessary information on the study objectives and research questions. Several hypotheses were developed and tested to achieve the study objectives as well as to answer the research questions. The first research objective was "To investigate the relationship between job characteristics and job satisfaction among call center employees in Malaysia". To answer this, hypothesis 1 was formed which was H1: There is a significant and positive relationship exists between job characteristics and job satisfaction. The result from the PLS-SEM analysis shows that the t-value for job characteristics and job satisfaction is 6.885. Thus, this study confirms that the relationship between job characteristics and job satisfaction is statistically significant. Therefore, this study accepts the hypothesis H1. As such, this also answer the research question 1 and research objective 1.

The second research objective was "To examine the relationship between job characteristics and job performance among call centre employees in Malaysia". To answer this, hypothesis 3 was formed which was H2: There is a significant and positive relationship exists between job characteristics and job performance. The result from the PLS-SEM analysis also shows that the t-value for job characteristics and job performance is 6.049. Thus, this study confirms that the relationship between job characteristics and job performance is also statistically significant. Therefore, this study also accepts the hypothesis H2. As such, this also answer the research question 2 and research objective 2.

The third research objective was "To explore the relationship between job characteristics and organizational culture

among call centre employees in Malaysia". To answer this, hypothesis 3 was formed which was H3: There is a significant and positive relationship exists between job characteristics and organizational culture. The result from the PLS-SEM analysis also shows that the t-value for job characteristics and organizational culture is 5.373. Thus, this study confirms that the relationship between job characteristics and organizational culture is also statistically significant. Therefore, this study also accepts the hypothesis H3. As such, this also answer the research question 3 and research objective 3.

The fourth research objective was "To inspect the relationship between organizational culture and job satisfaction among call center employees in Malaysia". To answer this, hypothesis 4 was formed which was H4: There is a significant and positive relationship exists between organizational culture and job satisfaction. The result from the PLS-SEM analysis also shows that the t-value for organizational culture and job satisfaction is 2.613. Thus, this study confirms that the relationship between organizational culture and job satisfaction is also statistically significant. Therefore, this study also accepts the hypothesis H4. As such, this also answer the research question 4 and research objective 4.

The fifth research objective was "To study the relationship between organizational culture and job performance among call center employees in Malaysia". To answer this, hypothesis 2 was formed which was H5: There is a significant and positive relationship exists between organizational culture and job performance. The result from the PLS-SEM analysis also shows that the t-value for organizational culture and job performance is 2.875. Thus, this study confirms that the relationship between organizational culture and job performance is also statistically significant. Therefore, this study also accepts the hypothesis H5. As such, this also answer the research question 5 and research objective 5.

Besides, the result from the structural modelling also showed that organizational culture acts as a mediator to enhance the relationship between the job characteristics and job satisfaction and also between the job characteristics and job performance. This is evident in the last two hypotheses. The sixth research objective was "To determine the mediating effect of organizational culture between job characteristics and job satisfaction". To answer this, hypothesis 6 was formed which was H6: Organizational culture mediates the relationship between job characteristics and job satisfaction. The result from the PLS-SEM analysis also shows that the t-value is 3.214. Thus, this study confirms that organizational culture does mediate the relationship between job characteristics and job satisfaction. Therefore, this study also accepts the hypothesis H6. As such, this also answer the research question 6 and research objective 6.

The last research objective was "To determine the mediating effect of organizational culture between job characteristics and job performance". To answer this, hypothesis 7 was formed which was H7: Organizational culture mediates the relationship between job characteristics and job performance. The result from the PLS-SEM analysis also shows that the t-value is 2.825. Thus, this study confirms that organizational culture does mediate the relationship between job characteristics and job performance.

Therefore, this study also accepts the hypothesis H7. As such, this also answer the research question 7 and research objective 7.

Implications of the Study

This research study contributes to the literature and knowledge base in this field and, as well, it makes suggestions for future research. More immediately, it contributes to a more comprehensive understanding of the call centre. The empirical study mainly focuses on empirical evidence. This is a way for getting the samples through the direct and indirect experience and observations. With the empirical research, most of the time, the researcher has some theory about the investigated subject based on the hypothesis that will be developed. From those hypotheses, the predictions regarding these certain events will be derived.

In the current research, the empirical cycle processes were followed, including the observation of the phenomenon and the inquiry regarding its causes. It has been followed by the induction, the hypotheses formulation, which are the generalized explanations for the phenomenon. Therefore, it follows the deduction process, the formulation of the experiments that can help in testing the hypotheses i.e. confirming if they are true and decline them if false. The testing process includes the procedures by which the hypotheses are being tested and data is collected. The evaluation refers to the process of the data interpretation and the formulation of the theory, which is a deductive argument that demonstrates the outcomes of the experiment as the most reasonable explanation for the phenomenon. Based on the above, the contributions pertaining to the empirical contributions have been made.

The implications of this study discussed from two perspectives. The first perspective concerns the theoretical implications regarding the related theories and variables in this study. The second perspective relates to the practical implications that this study has brought.

Recommendations of the Study

There were various variables that were distinguished that impact performance in a call Center condition, hence this study would prescribe that these elements are taken a deeper look during the following exploration regarding this matter. Going ahead, the performance examination framework can likewise concentrate on less things. One of the viewpoints that turned out was that of trust, and as expressed in the writing survey, trust is the premise all things considered, on the grounds that without this factor it would come up short. There are numerous constructs to see when inspecting an organization and trust is one of the constructs that are generally analyzed (Bunker, Alban, and Lewicki, 2004) and along these lines there is a greatness of definitions accessible. Trust is for the most part analyzed as a generally perpetual attribute and procedure. As indicated by Mayer (2005), trust can be characterized as the ability of an individual ("A") to be helpless against the activities of another (Person "B"), and "A" has a desire that "B" will guarantee the best result for the person in question, and this trust is given by "B" without having the option to screen or control "A". The organization where the exploration was done is just a single case of a business where call Center operators are utilized. I would suggest that there ought to be an examination done on a more extensive scale as far as a serious number of organizations that utilize call centre agent.

Conclusions

The general objective of this research is to examine the relationship between aspects of job characteristics and job satisfaction of employees working in the call centers in Malaysia. The specific objectives of this research was to: 1) investigate the influence of job characteristics on job satisfaction of call center employees; 2) assess the influence of job characteristics on the job performance of call center employees; 3) determine the mediating effect of organizational culture between job characteristics and job satisfaction; 4) determine the mediating effect of organizational culture between job characteristics and job satisfaction; 5) determine the mediating effect of organizational culture on job characteristics and job performance; 6) determine the mediating effect of job satisfaction on job characteristics and job performance. This was finished by first doing a writing study so as to figure out what the variables ought to be to be tried. These were then distinguished and assembled, job trademark variables influencing job satisfaction and job performance of employees. An obligation gathering organization was drawn nearer to test their call Center the two fundamental subjects that were distinguished through factual examination of the data was that of the worker and administrative. These two components should be a significant mostly that performance is overseen and estimated inside the call Center condition. Specifically taking a gander at the certainty that the employees have in the performance evaluation framework, the degree to what the employees are given to performance the board and the worth that the employees get from the self-examination process.

The other explicit viewpoints to take a gander at under the administrative part is that of the demonstrable skill of the appraiser, what listening aptitudes the appraiser has, the degree of value feedback from the appraiser, regardless of whether the appraiser understands the job desires for the particular worker, and to what degree the appraiser can work with individuals.

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