

IMPACT OF PSYCHOLOGICAL CHARACTERISTICS WITH THE MEDIATING EFFECT OF PSYCHOLOGICAL WELLBEING ON JOB PERFORMANCE: A CONCEPTUAL PAPER WITH REFERENCE TO SERVICE SECTOR RESEARCH PROPOSITIONS

Javed. S.¹, Sambasivan. M.² and Dissanayake. D.M.R.³

¹Taylor's University, Malaysia

²Taylor's Business School, Taylor's University, Malaysia

³Department of Marketing Management, University of Kelaniya, Sri Lanka

Abstract

The purpose of this conceptual paper is to find out the impact of psychological characteristics on job performance with the mediating effect of psychological wellbeing of customer service representatives. . Relevant literature article have been perused and accordingly the proposition were proposed. It was found out from the literature that psychological characteristics such as emotional intelligence, psychological ownership and psychological capital play a vital role in the context of call center's customer service representative's job. In addition to this it was also found out that psychological wellbeing mediates the relationship between these personality characteristics and job performance. The research limitation is that conceptualized perspective of the variables mentioned have not been tested. The insight gain from this study will help in selection and recruitment strategies. The most prominent feature of the call center job is to interact with customers so while recruiting mangers can identify the factors that to what extent individuals are able to cope with proactive aspects of the call center job. This conceptual paper will contribute to the customer service literature by providing practical affirmation on the antecedents of psychological wellbeing.

Keywords: Call Centers, Emotional Intelligence, Psychological Wellbeing, Psychological Capital, Psychological Ownership

1. INTRODUCTION

In order to understand psychological wellbeing it is essential to understand the wellbeing construct. Wellbeing is a complex construct which revolves around optimal experience and functioning. The concept of wellbeing has two different approaches hedonic approach and endemic approach. The hedonic approach is defined as to avoid pain and the endemic approach which defines wellbeing in terms of the degree to which the person is fully functioning. Wellbeing has been defined as happiness, physical condition and general perspective on life. Wellbeing is also about how person feels good about themselves and regarding their responsibilities which can often be ignored while dealing with the meticulous demands of the 21st century (Adejuwon and Lawal, 2012). Thus organizations have started to devise coping strategies in order to enhance the wellbeing of employees at the workplace so that they can achieve higher productivity, attain higher performances and ensure to sustain the motivation and retention of employees. Garg and Rastogi (2009) are of the opinion that the eminent feature of wellbeing is that higher it is, the performance, productivity and commitment of employees will considerable be above average.

According to Adejuwan and Lawal (2012), a good job is comprised of “good remuneration, adequate job motivators, job and career security and conducive organizational climate lead to wellbeing which manifested in pleasurable job related attitude”. In the field of organizational behavior psychological wellbeing is a groundbreaking concept in the domain of psychology and is rarely scrutinized. According to Keyes et al., 2002 psychological wellbeing encompasses the impressions of engagement with the pragmatic challenges of life for example “foreseen meaningful goals, growing and establishing quality ties to others”. According to Diener (1997), psychological wellbeing is the reflection of people’s perspective regarding their life. Psychological wellbeing compound also comprises of cognitive and emotional elements. Diener (1997), depicts an individual wellbeing information based appraisal of one’s life of which a person gives evaluative judgments of one’s own satisfaction. The affective part of the psychological wellbeing which is the part of hedonic assessment is directed by the intensity of pleasant and unpleasant emotional experiences.

In contrast to the content discussed hereto, Ryff (1989), gave the argument that psychological wellbeing is a multidimensional construct and precipitated six dimensions of psychological wellbeing. The distilled dimension he presented for a psychological wellbeing were self-acceptance, personal growth and purpose in life, autonomy and positive relation with others. All these dimensions measures the parameters of an individual effort in being successful while combating with the existing challenges of life (Ryff, 1989). However, Guest and Conway (2004), also suggested six constructs of psychological wellbeing which are manageable workload, personal control over job, support from colleagues and supervisors, positive relationship at work, a reasonable clear role and a sense of control of involvement in changes in the organization.

It has referred that within the work environment setting, psychological wellbeing has also been associated with the work life balance which eventually leads towards life satisfaction and it is also well-known among health care workers (Buke, Ng and Fieksenbaum, 2009; Ashill and Rod, 2010). Another factor that was associated with the psychological wellbeing was leadership. Employee’s perception regarding work-life conflict is also associated with the style of leadership they experience within their work environment because it is one of the key contributor towards job satisfaction and wellbeing (Munir et al., 2012). Thus it can be concluded that work settings can impact the worker’s health and wellbeing. According to Briner (2000), it has defined psychological work environment distinctive attributes which are associated with the employee’s behavior and consequently effects their perception, thought processes and conduct. For example interpersonal contact at work environments and healthy communications with peers, colleagues can provide a platform to express themselves emotionally. It can also be contributor towards the employee’s retention. Another interesting factor that was identified as an antecedent by McGrath (2012) was bullying. Those employees who experience bullying at workplace will undergo anxiety and depression. In such threatening circumstances peers and organizational support can be of utmost important to protect and minimize the effects of mental harm and emotional disturbances (McGrath, 2012).

However, the phenomena of wellbeing are dependent on the synergy balance between physical, spiritual, emotional and intellectual factors (McGuire and McLaren, 2009). Zammuner and Gali (2005) accentuated psychological wellbeing has a vital position within work settings where service jobs interact because during such interactions emotional labor takes place. Because, the underlying impression of the job quality of the call center job is negative and has desolate psychological wellbeing repercussions (Mukherjee and Maheswari, 2012) but at the same time the researchers are of the opinion that the employees with high

self-esteem and high perceived worth of job will undergo an episode of less stress and the occurrences of job satisfaction will be high (Mukherjee and Maheswari, 2012). Though the high perceived worth of job is a subjective experience but it is of crucial importance in inducing negative or positive effects on the psychological wellbeing of the employees. Gian, Giga and Cooper (2008), suggested that wellbeing is positively associated with the affective and normative commitment but is negatively associated with the conditional continuance commitment (conditional continuance commitment is a state in which employee decide to continue with the organization because he is disposed to the favorable condition. It is also because the drawback of the organization has more significant impact on the individual for example increase in unemployment rate).

According to Visser and Rothman (2008), affective commitment among the call center employees mediates the relationship between emotional exhaustion and turnover intentions. They also revealed that work overload, lack of career opportunities, skill variety and emotional labor are the forecaster for emotional exhaustion and turnover intentions. But if job autonomy is high then it is less likely that emotional exhaustion and emotional dissonance will impede job tension among call center employees. In addition it will play a positive role among service workers where they have to deal with the verbally abusive customers (Goussinky, 2012). The role of emotional dissonance is of utmost importance because it is highly significantly associated with the diminishing sense of wellbeing among service workers. Cheung and Tang (2010), argued that when the organization have high expectation from the employees in terms of service delivery, they should demonstrate appropriate emotions while interacting with customers. They also identified various types of customers which are Guanxi-using customer, fair treatment customer, demanding customer, time pressure using customer and threat using customer who endeavor emotional pressures among frontline customer service representatives. Service culture is a double-edge sword. At one perspective it can deploy employees to achieve the desirable quality of the services. Simultaneously, it can pressurize employees thus generating emotional dissonance among employees resultantly jeopardizing their psychological health and their job performance (Cheung and Tang, 2010).

1.1 Research Question

As per the literature based evidence found in previous studies relation to the concepts on Psychological Characteristics, Psychological Wellbeing and Job Performance, it provides a research niche to question how those concepts interlock as a theoretical frame. In par with the said, this paper is focused on the key research question as “how psychological characteristics impact the job performance with the mediating effect of the psychological wellbeing?The literature also shed light on the fact that whether it is possible to facilitate the development of certain requisite personality traits within the call centers.

1.2 Contribution to Knowledge

In view of the above mentioned research question this research contributes to the customer service literature by proving empirical affirmation on antecedents of psychological wellbeing for the future references in service sector employees. The focus of this conceptual paper is on the antecedents of psychological wellbeing of frontline customer service within the complex environment settings like call centers. It is expected that testing of this model will further enhance the work of Luthans et al (2009) from psychological research to performance in the context of organizational performance. Lastly, a significant relationship that exist between the personality traits and job performance holds substantial capacity for

understanding mediating effects of psychological wellbeing (Pierce, Ordiscall and Coghlan, 2010; Avey, Nimicht and Pigeon, 2009). Further, employee performance related studies, particularly referring to call center staff, could be hypothesized based on the propositions proposed in this paper.

2. LITERATURE REVIEW

2.1 The impact of emotional intelligence on psychological wellbeing and job performance of employees

Salovey and Mayer (1990) defined emotional intelligence as the “subset of social intelligence that involves the ability to monitor own’s and other’s feelings and emotions to discriminate among them and to use this information to guide one’s thinking and actions”. In addition to this emotional intelligence has four branch model (Mayer, Salovey and Caruso, 2004) the emotional intelligence is divided into four areas which are the ability to perceive emotion, to use emotion to facilitate thought, to understand thought and to manage emotion (Mayer and Salovey, 1997). Salovey and Mayer also introduce three dimensions of emotions 1.Appraisal and expression of emotions 2.Regulation of emotion 3.Utilization of emotion. In addition Mayer and Salovey (1997) are of the perspective that emotional intelligence can empower one to create and precipitate emotions that can help them in their thought processes as well as to comprehend emotions and emotional knowledge and to contemplate emotions so that they can foster emotional and intellectual growth.

In accordance with this Gundlach, Martinko and Douglas (2003) are of the view that if the person has no control over emotions it can obstruct in the cognitive processing of information which plays a very important role in carrying out task performances. For example employees who are angry or frustrated temporarily they loses their ability to focus on the other things beyond their emotions. Gundlach, Martinko and Gouglas (2003) also suggested that emotional intelligence is an important factor in enhancing self-efficacy. The reason that it is considered as a vital factor because when employees control their emotions, they make accurate attributions for past workplace events and objectively understand their own emotions and attributions.

Emotional Intelligence has also shown to be an important contributor in increasing the efficiency of employees in stressful working environments and during high level of job demands emotional intelligence is a key component in handling psychological strain and withdrawal behaviors (Richards and Pruce, 2006). In association with these Crameli et al., 2009 gave robust evidence that employees with high emotional intelligence have higher level of life satisfaction, self-acceptance and self –esteem as compare to the employees with low emotional intelligence. Clarke (2009) also suggested that emotional intelligence within the team members contributes towards higher goal setting and planning, it is one of the predictor of group satisfaction (Rozell and Scorgins, 2003). Therefore, the level of need for achievement, power or affiliation may also affect the satisfaction levels of highly intelligent individuals. For example if group performance is poor it is more likely that individuals with high emotional intelligence will undergo low group satisfaction because they have a high need for achievement. Researchers (Rozell, Gunderson and Québbeman, 2007) are also of the viewpoint that emotional intelligence can be inculcated among employees by providing them training through placement practices, counselling and encouraging constructive behaviors through performance appraisal and the rewards systems. Research indicates that

emotional intelligence is a challenging and a key variable that plays a crucial role in sustaining the high performance and high competitive advantage (Shahhosseini, Silong, Ismail and Uli, 2012).

2.2 The impact of psychological ownership on psychological wellbeing and job performance of employees

The phenomena of psychological ownership are almost prevalent in all societies. When people are aware of their ownership they undergo a strong sense of association between their tangible and intangible targets (Ditter, 1992). The concept of "target" has a broad sense and is linked with the object of attachment which represents an individual and group (Avey et al., 2009). For example an engineer can have ownership strategic initiatives. The sense of ownership can have both psychological and behavioral effects. Even the past researchers (Pierce, Kostova and Dirks, 2001) and social practices have indicated firstly, that the prevalence of sense of ownership within human being is very much human nature secondly, people ownership also comes in towards the products/objects which are "material" and "immaterial" in nature. Thirdly the phenomena of psychological ownership can have serious consequences in terms of behavioral, psychological and emotional such as citizenship behavior and the risk person takes in order to achieve the target (Pierce, Kostova and Dirks, 2001).

2.3 The impact of psychological capital on psychological wellbeing and job performance of customer service job.

In call centers interaction with customers can affect the wellbeing of employees. The call center job in itself and the relevant organizational consideration which strongly affects the wellbeing of customer service is that it has tight control over methods and procedures of works as well as conversation with customers in a variety of ways. This indicates that the system is a great source of discomfort for employees (Holman, 2003). In addition to this Holman (2003) also shed light on the fact that supportive HR practices and supportive leadership can play a vital role in sustaining the motivation of employees. So far the researches that have been carried out with respect to call center employees are from the perspective of physical environment and commitment of frontline of customer service representatives (McGuire and McLaren, 2008). A number of scholars have focused on the different aspects in enhancing the psychological wellbeing of call center employees (Malhotra, Budhwar and Prowse, 2007; Adomaitene and Slatkeviciene, 2008), job satisfaction (Rose and Wright, 2005; Dietienne, Agle and Phillips and Ingerson, 2012), turnover intention (Xiaoya and Zhou, 2013; Das Nandialath and Mohan, 2013), organizational citizenship behavior (Wegge et al., 2006), health complaints (Charbotel, 2009; Kennedy and Pretorius, 2008; Lin, Chen and Lu, 2009) and emotional exhaustion (Deery, Iverson and Walsh, 2002, Anderson and Carlson, 2004; Wegge et al., 2006; Sawyer, Srinivas and Wang, 2008). In this study psychological wellbeing is studied that how psychological capital which is comprised of hope, optimism, efficacy and resilience (Avey et al., 2010) effects the psychological wellbeing of frontline customer service employees in call centers and these elements also presents some of the positive traits of human psychology and they are also termed as Positive Psychological Traits (Hossain et al., 2012).

At the individual level psychological capital is a psychological source that may fuel growth and performance (Luthans et al., 2005). Psychological capital is defined a psychological

factor of positivity in general and POB (positive organizational behavior) criteria meeting states in particular states that go beyond human and social capital to gain competitive advantage through investment/development of "who are you" (Luthans, Luthans and Luthans, 2005; Luthans and Youseff, 2004). According to Luthans et al., 2005 there are four fundamentals of psychological capital. Firstly, it is based on positive psychology paradigm which includes the importance of positive organizational behavior which is comprised of unique theory/research, valid measurement and state like. Thirdly, the psychological capital is not only about human capital and social capital it also involves investment and development such as economic, financial and capital so that the performance can be enhanced and consequently competitive advantage.

In psychological capital hope is the first of four variables. According to James et al., 2009 hope is that cognitive process which lays the basis of those grounds which helps in accomplishing the goals. The trait hope is basically a motivational state in which it is based on the reciprocal action between three factors: "goals, agency and pathways" (Luthans and Youseff, 2005). Employees are mostly motivated towards their targets by their sense of agency because it unconsciously assimilate resolution and determination in employees so that they can channelize their energy towards their goals (Luthans and Youseff, 2005). This indicates that the employees who have high hopes they know how to make their way out if there is an obstacle in acquiring their targets, they have the ability to find alternative paths. However, the variable hope has been very well investigated in the field of education (Veck, 2014; Arceneaux, 2013), sports (Kretchmar, 2012 and Oh, 2013) and medical (Olsman et al., 2014; Rozensky, Tovian and Sweet, 2014; Tutton, Seers, Langstaff and Westwood, 2012) but with the passage of time the association between hope, work and performance is unfolding as it is relatively a new field. But in the field of business it has been indicated the relationship between the hope and performance has a positive impact on financial performance of business unit, job satisfaction and retention for example in across cultural study of Chinese workers hope was related to their performance (Luthans, Avolio, Walumba and Li, 2005) which ultimately contributed towards the sustainable competitive advantage.

The term optimism is dissimilar from the people who work so hard in order to produce intended results. They work with the belief that the only way to pave change is by relying of their personal strength and abilities. In contrast to this optimistic people do not tend depend on their personal abilities they are of the view that everything will turn out positive eventually (Pierce, Kostova and Dirks, 2001). One of the qualities of people with optimistic attitude is that they make everything internal, stable and global "attributions for success" and externally, unstable and "specific attributions for failures". Thus if anything negative come their way they are still motivated towards the goals because of their optimistic trait which is so deeply inculcated within their personalities (external) infact they are of the view that circumstances were distinctive (specific) and still being hopeful for the second attempt and moving forward with the belief that they will not lack success again. Therefore irrespective of setbacks and problems the optimistic employees keep moving forward with a positive attitude (Avey et al., 2010).

However, there is a distinct line between hopeful and optimism. The difference between hopeful and optimism can be explained in the light of locus of control when employees possess high external locus of control it indicates the fact that the employee might be hopeful but not optimistic about the situation or targets. But at the same time it can be other way around that if the person is not very hopeful about situation. Contrary to this the person with

strong internal locus of control will be more hopeful regarding the success in achieving the targets (Szilagyi, Sims and Keller, 1976; Byrne, 2011 and Singh and Dubey, 2011). For example it was established that employees with high internal locus of control have less job stress and higher job performance as well as satisfaction (Chen and Silverthorne, 2008). As per Anderson and Schiener (1978) it was also established that those team members in which internal locus of control is strongly manifested they have higher chances of emerging as leaders of their groups. This finding is posited with call center work setting as team leaders are selected on the basis of their performance so if they have higher internal locus of control and they work in a group their performance is exceptional. Byrnes (2011) is also of the view that is the locus of control is more relevant in a just in time situation, where there are high expectations from the employees to solve the problems on their own.

In following to this the third construct of psychological capital is efficacy. It was derived from the Bandura's social cognitive theory 1997, applied to the workplace. efficacy can be defined as "the employee's conviction or confidence about his or her abilities to mobilize the motivation, cognitive resources or courses of action needed to be successfully execute a specific task within a given context" (Stajkovic and Luthen, 1998 p.66 cited in Avey et al., 2009). In context to the association with hope the efficacy can be taken as an action of explaining of a firmly held belief in one's proficiency in a particular area for example firstly it can be taken is to produce numerous pathways secondly to work towards the goal with great zeal and eventually be successful enough in accomplishing that goal. Bandura's social cognitive theory basically (1986) focuses on the self-efficacy which is taken as "one of the most theoretically, heuristically and practically useful concepts which are formulated in modern psychology".

Bandura (1977, 1997) came up with two mechanisms "discrepancy mechanism" and discrepancy reduction". In the light of these two different mechanisms there is an exchange of diverging views that people who have high self-efficacy, set challenging goals for themselves. Sometime the goals are too high that it is difficult for the person to achieve which leads towards the lack of compatibility between the current state of performance and the desired state of performance (termed as "discrepancy production"). At the individual level these are some of the dynamic process which with the passage of time the person undergoes and they should be observed and analyzed (Yeo and Neal, 2013). Bandura (1997) has conceptually manifested the chief importance of the efficacy from where it originates is in the success of the attainment goals. It is this process that makes employees believe that they can accomplish the task and they can do it again.

In accordance with this Bandura (1997) also stated that other dimensions that can contribute towards in accomplishing the task is "observation" that an employee observe his or another colleague in successfully achieving the target (Vicarious Learning). In addition the employees also learn from modelling when they are reinforced by their leaders (social persuasion) that they will be successful in their assigned targets and along this being emotionally and physically motivated will also contribute towards demonstrating desirable performance and even to devise coping strategy to accomplish the task (arousal).

The fourth component of psychological capital is resiliency which means the maximum capability of an employee or an individual to spring back from unpredictable, tribulation, defeat or even positive but apparently prodigious changes such as increased responsibility (Luthans, Avolio, Walumbwa and Li, 2005). According to Avey, Patera and West (2006)

individual who possess resilient qualities their personalities are more inclined towards a firm acceptance of reality secondly they have more meaningful approach towards life indicating that their belief is underpin by strongly held values thirdly an impressive ability to comply with noteworthy change in lives. As per Luthan and Yousef (2004) resilience prevailing within the individual teaches them how to cope with the risky and setback situations. Resilience has been studied in the field of sports (Sarkar and Fletcher, 2013) because athletes needs to constantly withstand pressures of different nature to achieve and sustain their high performances. Besides resilience has been studied among leaders (Rammirez and Hammock, 2014) among students distress (Klibert, 2014) as well as from clinical perspective (Siang, 2013) suggesting that resilient people can thrive and grow through setbacks and difficulties (Luthans and Youseff, 2004).

3. CONCEPTUALIZING THE VARIABLE RELATIONSHIPS

The theory that laid the basis in understanding the correlation among variables within the framework is conservation resource theory. The nature of call center work is very stressful. The basic principal of conservation resource theory is that human beings strive to protect their current resources (conservation) and acquire new resources (acquisition). The meaning of resources is that objects, states, conditions and things that people value. The values of the resources depends on the individual and is associated with their personal experiences and situations. The belief of conservation resource theory revolves around two concept primacy of resource loss and the second one is resource investment. The law of primacy law shed light on the fact that psychologically it is damaging that if employees loses their resources rather gaining resources (Xanthopoulou et al., 2007). The main aim of the study is to address the question that what role personal resources play in relation to challenging and handling difficult customers and job performance. The meaning of personal resources is the resiliency that help an individual in taking control over the environment. The personal resources that are included in the framework are emotional intelligence, psychological ownership and psychological capital. Salovey and Mayer (1990) defined emotional intelligence as “the subset of social into intelligence that involves the ability to monitor one’s own and other’s feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions”. According to Dearborn (2002) emotional intelligence is not an innate ability it is a learned ability. In context to call center the service work should demonstrate patience and empathy (Huang et al., 2010).

According to Etzioni psychological ownership is ‘dual creation, part attitude, part in the mind and part real.’ Employees in whom the sense of psychological ownership is strong they are highly determined to achieve their targets. The core of psychological ownership is the feeling of possessiveness and of being psychologically tied to an object. Therefore the target becomes part of the psychological owner’s identity (Pierce, Kostova and Dirks, 2014). According to psychological ownership theory the target must be clear and should be of great interest and attention for the individual. But the target should have certain characteristics so that the motives for efficacy and effectance address the self-identity motives. But those targets that are capable of addressing multiple motives and/or fulfilling the motives to a greater degree have the potential for a deeper level of ownership. The targets can satisfy the motives and provide the necessary and sufficient conditions for psychological ownership (Pierce, Kostova and Dirks, 2001). Pierce et al. (2001) identified three features regarding psychological ownership Firstly a) a sense of ownership that exhibit itself in the form of emotion and meaning which are related with “my”, “mine” and “our”. Secondly sense of

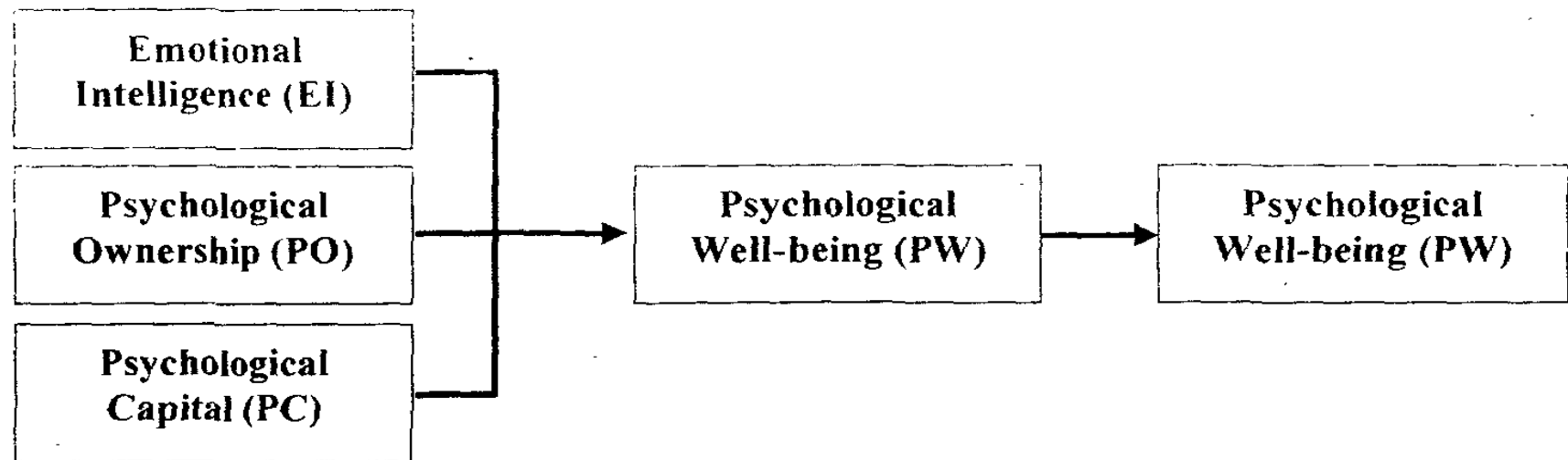
ownership also takes into consideration the relationship that prevails between an individual and the object. This indicates that the object has the strong association with the self. Thirdly, affective and cognitive experiences are central psychological ownership will be as compare to the individual who has less control over the globe. Psychological capital is a model comprised of hope, resilience, self-efficacy and optimism. The personality traits mentioned in the psychological capital helps the individual to devise new coping strategies to acquire the desired goals. Thus indicating that one should have confidence to devise coping strategy with the changing circumstances as well as the resilience to tolerate the setbacks that are bound to happen. Under such circumstances employees need to be encouraged to move on and start devising alternate strategies to tackle the situation and all this can happen is the trait how exists within their personalities. In accordance with this when the employees come across barriers or complications optimism helps them to have a positive outlook towards goals. In context of call center customer service representatives working they undergo changes in terms of dealing with customers sometime they have to deal with verbally abusive customers and subsequently they have to manage their cost and KPIs.

Within the organizational psychology the phenomena of loss holds great significance. As mentioned above regarding call center employees working environment and the stressful nature, it is proven that employees undergo psychological struggles in order to acquire psychological resources. Conservation resource theory helps in understanding the resources in terms of their role in attaining goals which helps in offering more clarity to the construct. This study also addresses the gap with reference to conservation resource theory that how individuals determine the values of their resources addressing it from psychological perspective.

Previous empirical researchers and for the work related theories the regular focal point have always been the negative impact of the work on wellbeing and the negative impact of stress on health. For example a study on call center was conducted in order to find out the mediating effects of the cognitive emotional strategies on the job stress of call center employees and it was found out that employees suffered with higher level of job stress, physical symptoms, depression and anger (Jin, Juong and Do, 2014). In addition to this there was another interesting study conducted which revealed that there are three factors that are associated with the stressful nature of call center which are role ambiguity, promotion practices and associated with the stressful nature of call center which are role ambiguity, promotion practices and pay level they have adverse impact on role performance (Sial, Imran and Zaheer, 2011).

Furthermore it was also identified by the researchers (Sawyer, Srinivas and Wang, 2009) that the relationship between personality factors (conscientiousness, agreeableness, emotional stability, extraversion and openness to new experience) and service performance found that all of the personality dimensions except extraversion and introversion significant. However, customer service representatives have no control over their internal states and behavior, even though on their own environment and desired outcomes. This is all due to the telephonic monitoring which takes away the control from them (Visser, 2008). Accordingly, the said constructive discussion on those key concepts and respective variables postulates a conceptual framework to be hypothesized in future studies as stated in the Figure 1.

Figure 1: Conceptual Framework



The proposed conceptual framework demonstrates the variable relationship on how three independent variables namely Emotional Intelligence (EI) Psychological Ownership (PO) and Psychological Capital (PC) figured out under the Psychological Characteristics impact on Job Performance (JP) whereas Psychological Wellbeing mediates the said impact.

4. PROPOSITIONS FOR THE FUTURE STUDIES

According to Farah et al., (2012) employees who possess higher emotional intelligence and emotional perception ability their team performance and eventually their job performance will be high. According to Carmeli et al., (2007) there is a positive association between emotional intelligence and psychological wellbeing and accordingly (Lam and Kirby, 2002) it increases performance and productivity. Service workers with higher level emotional intelligence are able to handle emotional pressures regardless of the quality exchanges with their supervisors and hence it has been indicated that psychological wellbeing mediates the relationship between emotional intelligence and job performance of customer service employees. Accordingly, study proposes the first propositions as:

Proposition: 1 Psychological wellbeing mediates the relationship between emotional intelligence and job performance of customer service representatives.

Parker et al., (1998) conceptualized psychological ownership in terms of feelings responsible for a particular target. Furthermore Parker et al., (1997) gave a robust insight from a conceptual and operational perspective that psychological sense of ownership is strongly inculcated only when employees are concerned about their target. So, in such scenario it is established that high level of production ownership takes place when the employees are concerned about the product quality, customer satisfaction and determined to be part of team (Pierce et al., 2001). However, the possession is the key factor that distinct the concept of psychological ownership from other variables such as organizational environment and job satisfaction (Pierrec et al., 2010). On the basis of theoretical foundation the following proposition is derived that to what extend the psychological wellbeing mediates the relationship psychological ownership and to maintain the quantity and quality of calls. Par with the said, it does propose the second proposition as:

Proposition: 2 Psychological wellbeing mediates the relationship between psychological ownership and job performance of customer service representatives.

Psychological capital plays an important role in providing employees to have high performance. But there are researchers that have been conducted in which psychological

wellbeing has been taken as a mediating variable and it has been established that psychological capital influence job performance via psychological wellbeing (Polate and Akodogan, 2014). An analysis of human resources and psychological capital of Chinese workers revealed that it has a positive impact on job performance (Luthans et al., 2005). Thus the following proposition is formed. Having said that, it could arrive to third proposition as:

Proposition: 3 Psychological wellbeing mediates the relationship between psychological capital and job performance of customer service representatives

5. CONCLUSION

In view of above foregoing arguments this study offers a new perspective by evaluating a range of psychological intervention techniques in heterogeneous groups of service employees and also by looking into the niche of psychological wellbeing of frontline call center employees from the psychological capital perspective. The insights gained will help to develop selection strategies, work redesign programs and training that would benefit the organization by reducing employee's costs and employee's wellbeing. Further, proposed propositions may be hypothesized in future studies, special referring to service sector organizations which involve with service delivering staff including call center crews. Banking, Insurance, telecommunication and hospitality sectors are noticed as emerging service sectors in most of developing countries. Therefore, the niche of this paper could be tested aligning to the trends of different service sectors as to contribute for the practice and respective knowledge gaps may exist. The proposed conceptual framework and respective propositions could be further studied with service marketing and internal branding related concepts including Service Quality, Brand Citizenship Behavior and Employer Branding to address the research gaps.

On managerial level this study will offer the ability to assess and initiate things independently for the advancement of the evolution of the characterization of groups among frontline employees. It will be very helpful for employees to elevate the morale of employees to perform better as part of group.

REFERENCES

- Ahmed, F., Khsuhnood, B., Yar, U., Rana, S. I., Golo, R.A., & Jaffri, B. M. (2010). Telecommunication Sector-Its Role Contribution to FBR Revenue. Problems and Issues Directorate General Training and Research (IR) Lahore. Retrieved from http://www.dgtrdt.gov.pk/Resaerch/37th_synidcate_%20RPORTS/6.pdf.
- Adejuwon, A.G & Lawal.A.M. (2013). Perceived Organizational Target selling, Self - efficacy, Sexual harassment and Job Insecurity as Predictors of Psychological wellbeing of Bank Employees in Nigeria. *Ife PsycholIA*, 17(29).
- Adomaitienė, R., & Slatkevičienė, G. (2008). Employee Satisfaction and Service Quality and Service Quality in Contact Centers. *Economics & Management*, 18 (12). 2095-2128. doi: 10.1080/09585190701695267
- Ashill, J.N. & Rod, M. (2011). Burnout processes in non-clinical health service encounter. *Journal of Business Research*, .64, 1116-1127. doi: 10.1016/j.j busres.2010.11.004

- Avey, J. B., Nimnicht, J. L., & Pigeon, G. N. (2010). Two field studies examining the association between positive psychological capital and employee performance. *Leadership and Organizational Development Journal*, 31(5), 384-401. doi:10.1108/01437731011056425
- Avey, J. B., Avolio, B. J., Crossley, C. D & Luthans, F. (2009). Psychological ownership: theoretical extensions, measurements and relation to work outcomes. *Journal of Organizational Behaviour*, 30, 173-191. doi:10.1002/job.583.
- Bandura, A. (1977). Self-efficacy: Toward a Unifying Theory of Behavioral Change. *Psychological Review*, 84, 191-215. doi.org/10.1037/0033-295X.84.2.191.
- Bandura, A. (1986). Social foundations of thought and action: A social cognitive theory. Englewood Cliffs, NJ: Prentice-Hall
- Bandura, A. (1997). Self-efficacy: The Exercise of Control. New York: W.H. Freeman.
- Briner, R, B. (2000). Relationships between work environments, psychological environments and psychological wellbeing. *Occupational medicine*, 50(5), 299-303.
- Burke, R, J. Ng, E. S. W., Fiksenbaum, L. (2009). Virtues, work satisfaction and psychological wellbeing among nurses. *International Journal of Workplace Management*, 2(3), 202-219. doi:10.1108/175383509109993403
- Byrne, S. (2011). Does individual locus of control in a JIT environment? *Journal of Applied Management Accounting Research*, 9(1).
- Das, D., Nandialath, A., & Mohan, R. (2013). Feeling unsure: quit or stay? Uncovering heterogeneity in employees' intention to leave in Indian call centers. *International Journal of Human Resource Management*, 24(1), 15-34. doi:10.1080/09585192.2012.665067
- D' Cruz, P., & Noronha, E. (2012). Cornered by conning: agent's experiences of closure of a call center in India. *International Journal of Human Resource Management*, 23(5), 101-1039. doi:10.1080/09585192.2012.665067
- Deery, S, Iverson, R., & Walsh, J.T. (2002). Work Relationship in Telephone Call Centers: Understanding Emotional Exhaustion and Employee withdrawal. *Journal of Management Studies*, 39(4), 471-496
- Deery, S., & Kinnie, N. (2004). Call Centers and Beyond: A thematic Evaluation. *Human Resource Management Journal*, 12(4):3-13
- Dean, M, A. & Rainnie, A. (2009). Frontline employees views on organizational factors. *Journal of Service Marketing*, 23(5), 326-337.
- Dearborn, K. (2002). Studies in Emotional Intelligence Redefine Our Approach to Leadership Development. *Public Personnel Management*, 31(4), 523.

- DeTienne, K., Agle, B., Phillips, J., & Ingerson, M. (2012). The Impact of Moral Stress Compared to Other Stressors on Employee Fatigue, Job Satisfaction, and Turnover: An Empirical Investigation. *Journal of Business Ethics, 110*(3), 377-391. Doi: 10.1007/s10551-011-1197.
- Farah, C., Myeong-Gu, S., Tesluk, P.E. (2012). Emotional Intelligence, Teamwork Effectiveness and Job performance: The Moderating Role Job Context. *Journal of Applied Psychology, 97*(4), 890-900. Doi: 10.1037/a0027377
- Garg, P. & Rastogi, R. (2009). Effect of Psychological Wellbeing on Organizational Commitment of Employees. *Journal of Organizational Behavior, 3*(2), 42-51
- Goussinsky, R. (2011). Customer aggression, emotional dissonance and employee's wellbeing. *International Journal of Quality and Service Sciences, 3*(3), 248-266. doi:10.1108/17566691111182825
- Guest, D. & Conway, N. (2009). Employee wellbeing and the psychological contract: A Research Report. CIPD, London
- Gundlach, M. J., Martinko, M.J., & Douglas, S.C. (2003). Emotional Intelligence, casual Reasoning and the Self-efficacy Development Process. *The International Journal of Organizational Analysis, 11*(3), 229-246
- Hingst, R. (2006). Perception of working life in call centers. *Journal of Management, 7*(1), 1-9
- Holman, D. (2003). Phoning in sick? An overview of employees stress in call centers. *Leadership & Organization Development Journal, 24*(3), 123-130. doi:10.1108/01437730310469543
- Huang, X., Chan, S. C. H., L, W., & Nan, X. (2010). The joint effect of leader-member exchange and emotional intelligence burnout and work performance in call centers in China. *The International Journal of Human Resource Management, 21*(7), 1124-1144
- Jain, A.K., Giga, I.S., Cooper, L, C. (2008). Employee wellbeing, control and organizational commitment.
- Jasmand, C., Blazevic, V., & de Ruyter, K. (2012). Generating Sales While Providing Service: A Study of Customer Service Representatives' Ambidextrous Behavior. *Journal of Marketing, 76*(1), 20-37. doi:10.1509/jm.10.0448
- Keyes, C, L, M., Shmotkin, D. & Ryff, C, D. (2002). Optimizing wellbeing: The empirical encounter of two traditions". *Journal of Personality and Social Psychology, 86*(2), 1007-1022

- Klibert, J., Lamis, D. A., Collins, W., Smalley, K., Warren, J. C., Yancey, C., & Winterowd, C. (2014). Resilience Mediates the Relations Between Perfectionism and College Student Distress. *Journal of Counseling & Development, 92*(1), 75-82. doi:10.1002/j.1556-6676.2014.00132.x
- Kretchmar, S. (2012). Competition, Redemption, and Hope. *Journal of the Philosophy of Sport, 39*(1), 101-116. doi:10.1080/00948705.2012.675072
- Luthans, F., Avolio, B., Avey, J.B. & Norman, S.M. (2007). Psychological Capital: Measurement and relationship with performance and job satisfaction. *Personnel Psychology, 60*, 541-572.
- Luthans, F. & Youseff, C.M. (2004). Human, Social and Now Positive Psychological Capital Management. Investing in People for Competitive Advantage. *Organizational Dynamics, 33*(2), 143-160. doi:10.1016/j.orgdyn.2004.01.003
- Luthans, F., Avolio, B.J., Walumbwa, F.O., & Li, W. (2005). The Psychological Capital of Chinese Workers: Exploring the Relationship with Performance. *Management and Organization Review, 1*(2) 249-271.1740-8776.
- Mahmood, S., & Ali, B. (2011). An empirical investigation on Knowledge workers productivity in telecom sector of Pakistan. *Information management & Business Ethics Review, 3*(1), 27-28.
- Mansoor, M., Fida, S., Nasir, & Ahmad, Z. (2011). The impact of Job Stress on Employee Job Satisfaction: A study on Telecommunication Sector of Pakistan. *Journal of Business Studies Quarterly, 2*(3), 50-56
- Malhotra, N., Budhwar, P., & Prowse, P. (2007). Linking rewards to commitment: an empirical investigation of four UK call centers. *International Journal of Human Resource Management, 18*(12), 2095-2128. doi: 10.1080/09585190701695267
- Mayer, J. D., Salovey, P., & Caruso, D.R. (2004). Emotional Intelligence: Theory, Findings and Implications. *Psychological Inquiry, 15*(3), 197-215.
- Mayer, J.D., Salovey, P. and Caruso, D.R. (1997). Emotional IQ Test, (CD ROM). Virtual Knowledge, Needham, MA
- McGrath, D. L. (2012). Interpersonal at work: Consequences for Wellbeing. *The International Journal of Health, Wealth and Society, 2*(1), 33-47.
- McGuire, D. & McLaren, L. (2008). The impact of physical environment on employee commitment in call centers. The mediating role of employee wellbeing. *Team Performance Management, 15*(1/2), 35-48. doi:10.1108/13527590910937702
- McGuire, D. & McLaren, L. (2008). The impact of physical environment on employee commitment in call centers. The mediating role of employee wellbeing. *Team Performance Management, 15*(1/2), 35-48. doi:10.1108/13527590910937702

- Munir, F., Nielson, K., Garde, A.H., Albertsen, K. & Carneiro, I.G. (2012). Mediating the effects of work-life conflict between transformational leadership and health care workers job satisfaction and psychological wellbeing. *Journal of Nursing Management* 20, 512-521. doi:10.1111/j.1365-2834.2011.01308
- Oh, M. (2013). 'Hope for the win and hope for the defeat': constructions of South Korean identity and the 2010 FIFA World Cup. *Soccer & Society*, 14(5), 670-683. doi:10.1080/14660970.2013.792485
- Olsman, E., Leget, C., Onwuteaka-Philipsen, B., & Willems, D. (2014). Should palliative care patients' hope be truthful, helpful or valuable? An interpretative synthesis of literature describing healthcare professionals' perspectives on hope of palliative care patients. *Palliative Medicine*, 28(1), 59-70. doi:10.1177/0269216313482172
- Parker, S. (1998). Enhancing the role-breadth self-efficacy: The role of job enrichment and other organizational interventions. *Journal of Applied Psychology*, 83, 835-852
- Pierce, J.L., O'driscoll, P.M., & Coghlan, A.M. (2014). Work Environment structure and Psychological Ownership: The mediating effects of control. *The Journal of Social Psychology*, 144(5), 507-534. doi:10.3200/socp.144.5.507-534
- Pierce, J.L., Kostova, T. & Dirks, K.T. (2001). Toward a theory of psychological ownership. *The Academy of Management Review*, 26, 2, 298-310.
- Polat, S., & Akdogan, A. (2014). Psychological Capital and Performance: The Mediating Role of Work Family Spillover and Psychological Well-Being. *Business and Economic Research Journal*, 5(1), 1-15
- Rafiq, M., Javed, M., Khan, M. & Ahmed, M. (2012). Effect of Rewards on Job Satisfaction. Evidence from Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(1), 337-347.
- Ramirez, L., & Hammack, P. L. (2014). Surviving colonization and the quest for healing: Narrative and resilience among California Indian tribal leaders. *Transcultural Psychiatry*, 51(1), 112-133. doi:10.1177/1363461513520096
- Richards, D., & Pruce, J. (2006). EI, wellbeing and performance. *Competency & Emotional Intelligence*, 13(3), 41-46.
- Rose, E., & Wright, G. (2005). Satisfaction and dimensions of control among call center customer service representatives. *International Journal of Human Resource Management*, 16(1), 136-160. doi:10.1080/0958519042000295000
- Rozell, E.J., & Scorggins, W.A. (2009). How much is too much?. The role of emotional intelligence in self-managed work team satisfaction and group processes team. *Performance Management*, 16(1/2), 33-49. doi:10.1108/13527591011028915

- Rozensky, R., Tovian, S., & Sweet, J. (2014). Twenty years of Journal of Clinical Psychology in Medical Settings: We Hope You Will Enjoy the Show. *Journal of Clinical Psychology In Medical Settings*, 21(1), 1-9. Doi:0.1007/s10880-014-9386-3
- Ryff, C. D. (1989). In the eyes of the beholder: Views of Psychological wellbeing among middle and old age adults. *Psychology and Aging*, 4, 195-210
- Saeed, W., Khan, A., & Hussain, F. (2009). User satisfaction with Mobile services in Pakistan. *International Journal of Organizational Innovation*, 2(11), 160-173
- Sarkar, M., & Fletcher, D. (2013). How Should We Measure Psychological Resilience in Sport Performers?. *Measurement In Physical Education & Exercise Science*, 17(4), 264-280. doi:10.1080/1091367X.2013.805141
- Sawyer, O. O., Srinivas, S., & Sijun, W. (2009). Call center employee personality factors and service performance. *Journal of Services Marketing*, 23(5), 301-317. doi:10.1108/08876040910973413
- Shahhosseini, M., Daud, S.A., & Arif, I. (2013). Relationship between Transactional Transformational Leadership Styles, Emotional Intelligence and Job Performance. *Researchers World: Journal of Arts, Science & Commerce*, 4(1), 15-22.
- Sial, M.A., Imran, R., & Zaheer, A. (2011). Job related Stress and Role performance: An empirical evidence from call centers of Pakistan. *International Journal of Academic Research*, 3(5), 459-463
- Siang-Yang, T. (2013). Resilience and Posttraumatic Growth: Empirical Evidence and Clinical Applications from a Christian Perspective. *Journal of Psychology & Christianity*, 32(4), 358-364.
- Szilagyi Jr., A.D., Sims Jr., H.P., & Keller, R.T. (1976). Role Dynamics, Locus of Control and Employee Attitudes and Behaviour. *Academy of Management Journal*, 19(2), 259-276. doi:10.2307/125576
- Tutton, E., Seers, K., Langstaff, D., & Westwood, M. (2012). Staff and patient views of the concept of hope on a stroke unit: a qualitative study. *Journal of Advanced Nursing*, 68(9), 2061-2069. doi:10.1111/j.1365-2648.2011.05899.x
- Veck, W. (2014). Hope, disability and inclusive participation in education. *International Journal of Inclusive Education*, 18(2), 177-195. doi:10.1080/13603116.2013.764932.
- Visser, W. A., & Rothman, S. (2008). Exploring antecedents and consequences of burnout in a call center. *SA Journal of Industrial Psychology*, 34(2), 79-78
- Wegge, J., Dick, R., Fisher, G. K., Wecking, C., & Moltzen, K. (2006). Work motivation, organizational identification, and well-being in call centre work. *Work & Stress*, 20(1), 60-83. doi:10.1080/02678370600655553

- Xiaoyan, L., & Zhou, E. (2013). Influence of customer verbal aggression on employee turnover intention. *Management Decision*, 51(4), 890-912.
doi:10.1108/00251741311326635.
- Yeo, G.B., & Neal, A. (2013). Revisiting the functional properties of Self-efficacy: A dynamic perspective. *Journal of Management*, 39(6), 1385-1396. doi:10.1177/0149206313490027
- Zammuner, V. L., & Galli, C. C. (2005). Wellbeing: Causes and consequences of emotion regulation in work settings. *International Review of Psychiatry*, 17(5), 355-364.
doi:10.1080/09540260500238348