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	<p style="text-align: center;">CHAPTER 1</p> <p style="text-align: center;"><b>THE PROBLEM RATIONALE</b></p> <p>This chapter presents the research rationale, significance of the study and the research impediments. This chapter plays an important role in establishing the objectives of conducting the research study.</p> <p><b>1.1 Rationale</b></p> <p>The profile of the workforce today is very much diverse that it requires new interventions which allow for efficient dealing with the human resource. Job embeddedness, a new construct in the organizational psychology which focus on factors why employees stay in the organization (Mitchell et.al, 2001; Lee et.al, 2004), should be further explored to address issues that the organization face in managing the workforce.</p> <p>Tanksy and Cohen (2004) argued that “the firm’s human resource may be its sole source of sustainable competitive advantage”. As reported by Alava (2006) in her paper regarding the issues of sustainability of call center industry, call center agencies face a decreasing labor supply. Alava (2006) and Tschang (2005) also enumerated few of the concerns of the industry, the difficult work schedule, high attrition rates, and piracy of agents.</p>	

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Having been the new “sunshine industry”, the necessity of hiring employees, which is around 446,000 employees in 2010 (Philippine Daily Inquirer, February 2010), has adverse effects on the quality of people being hired. It has been considered as the fastest growing employment service provider for Filipino graduate today.

Employees of call center agencies specifically call center agents and team leaders/ supervisors, who generally receive higher salaries than office workers in other industries, were expected to deliver good service to different kinds of clients regardless of the changes in the work schedule.

Against the foregoing backdrop, this study address the need to further explore new constructs by dealing with adversity quotient® and openness to group diversity as correlates of job embeddedness via a multiple regression model. Not only call center industries can benefit from this study but would also address the concerns of other organizations on managing employees.

**1.2 Significance of the Study**

The study will benefit the following individuals and entities.

*Selected Call Centers and its Management*

This study can serve to guide in selecting, hiring, training, and managing employees. Programs and interventions can be provided to enhance their level on adversity quotient, openness to group diversity and job embeddedness.

*HR practitioners*

This may pave way for new insights on how to better develop employees and manage the turnover rates in the organization. Knowing the factors why employees stay in the organization would enable them to create better strategies to develop their HR practices.

*Other Industries*

Useful pointers on how companies would be able to manage the demands of the workforce.

*Academe*

Exploring the new constructs of organizational psychology would provide additional knowledge to better understand the human resource.

*Future Researchers*

This study will contribute to the scarcity of available literature as it deals with new constructs such as adversity quotient, openness to group diversity and job embeddedness.

**1.2 Research Impediments**

Several limitations of this study have been noted. This study has limitation in assessing and explaining other constructs related to job embeddedness since it focused on the identification of factors such as adversity quotient and openness to group diversity that can predict the level of job embeddedness. This study doesn't look into the comparison of the results between call center agents and their supervisors.

Due to the lack of connection with any call center agency, the researcher was limited in terms of the number of respondents that will participate in the study. The respondents for this study were limited to call center agents and team leaders/ supervisors who belong to twelve different organizations and came from different cities in and around Metro Manila. The total number of respondents per organization, which was classified in this study as per location of the company, is dependent on the number of retrieved usable instruments.

CHAPTER 2

**THE RESEARCH QUESTIONS**

This chapter presents the theoretical framework, literature review, statement of the problem, and the research simulacrum. This also includes theories that will provide answers to the research questions raised in this study.

**2.1 Theoretical Framework**

This paper was anchored on Field Theory, Social Categorization Theory and Adversity Quotient Theory. Kurt Lewin’s Field Theory posits that human behavior is a function of the field, a perceptual life space in which the aspects of lives are represented and connected (Mitchell et. al., 2001), that it also exists at the time the behavior occurs (Hall, Lindzey & Campbell, 1998). Drawing on these concepts, it is essential to identify possible facts (e.g., adversity quotient®, openness to group diversity) that may determine the behavior of an individual in the environment. Moreover, this theory guides the development of job embeddedness as a construct of employee retention which explains the idea that an employee’s decision to remain in a job is influenced by the social web (environment) they are currently connected or situated with (Lee et.al, 2004).

Another theory that supported the study is the Social Categorization Theory which claims that individuals tend to compare themselves to other members in the organization (Hogg & Terry, 2000), thus enabling them to categorize themselves in a social group where he/she shares the same characteristics (Ashforth & Mael, 1989). Further, this theory asserts that the more an individual can relate to his/her environment, the more likely he/she will retain in the organization (Tsui, Egan & O'Reilly III, 1992). Individuals may avoid circumstances that will trigger tension or conflicts associated with dissimilar characteristics and which may result to employee turnover.

Theory on Adversity Quotient deals with how an individual cope with the pressure of adversities (Thi, 2007). According to Stoltz, human endeavor is consists of events and responses, wherein one has no control over the adverse events but can increase their mastery of the response. This theory suggests that an employee with high adversity quotient will more likely develop a constructive response to life's difficulty and more fulfilled life, which in turn becomes a more contented employee.

**2.2 Literature Review**

Guided by the theories that support the study, the research conducted by scholars on adversity quotient®, openness to group diversity, and job

embeddedness, further strengthened the objective of exploring these constructs.

*Adversity Quotient®*

People commonly go through one of the two emotional traps — the deflation and victimization (Margolis & Stoltz, 2010). On one hand, someone who is able to fix problems on their own for a long time and suddenly experience a traumatic event may experience deflation. On the other hand, individuals who believe that they are helpless and that no one understands them usually experience victimization. In 1997, Dr. Stoltz introduced the Adversity Quotient® (AQ), a new variable that pertains to the capacity of an individual to respond in adverse events (Margolis & Stoltz, 2010). The CORE (Control, Ownership, Reach and Endurance) model, which is the major dimension of adversity quotient®, can measure AQ level (Phoolka & Kaur, 2012). Control refers to the degree of an individual's control over an adverse event. Ownership refers to the extent to which an individual is accountable to the improvement of the current situation. Reach refers to the degree to which an adverse event affects other areas of one's life. Endurance refers to how long an adverse event and its consequences will last (Canivel, 2010).

Adversities, if handled properly, would be able to produce positive results. An example is a study conducted by McMillen (1999) who has explored the benefits of adversity towards which the participants have demonstrated positive attitude. He further stated that experiencing adversities may become an opportunity for a positive change. Stoner and Giligan (2002) have interviewed successful senior business and organizational leaders who are exposed to disappointments and setbacks of the adversity experience and have explored the stages on how leaders cope with adversity. They have identified a common path that leaders go through to be able to adjust with the adversity experience and these stages are: disillusionment, where they feel emotional sensitivity; reflection, which involves searching for meaning and reevaluation; and transformation, which is the process of change or taking action. They have also pointed out the positive influence of having a support group that would provide emotional support as leaders face adversity.

Studies were conducted to test the relationship between AQ<sup>®</sup> and leadership styles (Stoner & Giligan, 2002; Ferrer, 2009; Sachdev, 2009; Margolis & Stoltz, 2010; Canivel, 2010) and other work outcomes like work performance (Caponis, 2004; Johnson, 2005).



Results yielded in the studies on adversity quotient® remain inconclusive. There are results that are conflicting with what the other studies have reported. In a study on the significant relationship of AQ® to leadership style, Stoner and Giligan (2002) and Sachdev (2009) found out that AQ® is significantly related to leadership style, thus making it a framework of enhanced leadership training while a study by Canivel (2010) and Ferrer (2009) yielded results which proved that adversity quotient has no significant relationship with the leadership skills.

*Group Diversity*

The recent trend in the global industry is that the workforce is more diverse (McInnes, 1999; Du Plessis et.al, 2012). In the United States, 2011 data revealed that there is an estimate of 239,618,000 people belonging to the working-age population, the highest among the figures included in the International Comparison of Annual Labor Force Statistics. The working-age population only included those who are not active in the military, those who are not housed in institutions like prison or mental institutions, and those who are 16 years of age and older. The report also shows that in 2011, the employment-population of men accounted for about 52.9 to 72.4 percent as against the employment population of women which accounted for 24.1 to 58.5 percent.

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In the 2006 Ageing Workforce Report in Asia Pacific conducted by Watson Wyatt Worldwide from December 2005 to June 2006 with 2,332 participating major employers from Australia, China, Hong Kong, India, Indonesia, Malaysia, the Philippines, Singapore, South Korea, Taiwan, and Thailand, employers view the trend in the workforce demographic transformation as becoming more diverse. It also noted that employers expect the ageing workforce in Asia Pacific (people aged 60 and above) to increase to more than 50 percent. In Hong Kong, for example, there will be an increase of 52 percent by 2030 and an increase of 59 percent by 2050.

The Philippines also has a diverse workforce. Based on the 2010 Census facts on the Age and Sex Structure of the Philippine Population released on August 2012 by the National Statistics Office (NSO), the median age of the country's population is 23.4. This means that half of the population is younger than 23.4 and the other half can be assumed as the working group including the senior citizens (retirees) which constitute 6.8 percent of the household population. There was a preponderance of males in terms of the total population percentage (50.4 percent are males and 49.6 percent are females). The 2010 Philippines Skills Report released by World Bank states that in two decades, there has been a dramatic increase in the educational attainment of the Philippine workforce.

Group diversity refers to the co-existence of employees (Henry & Evans, 2007) with different characteristics or attributes in a group or unit. There are two dimensions of diversity indicators: the surface-level diversity and deep-level diversity (Harrison, Price & Bell, 1998). Surface-level diversity can easily be identified (e.g. age and gender). Deep-level diversity refers to the attributes that can't be immediately observed (e.g. education, lifestyle, religion, values).

Studies conducted on group diversity by different researchers show positive (Roberge & van Dick, 2010; Zaidi, Saif & Zaheer, 2010; Knouse & Dansby, 2010; Giambatista & Bhappu, 2010; Pieterse, Knippenberg, van Ginkel, 2011; Mamman, Kamoche & Bakuwa, 2012) and negative (Verkuyten & Martinovic, 2006; Hostager & De Meuse, 2008; Kamoche & Bakuwa, 2012) consequences of having diverse groups. Organizations have exerted efforts to manage diversity and maximize the benefits of a diverse workforce (Wentling, 2010). The aim of workforce diversity is to create equal opportunities to different talents (employees), thus enabling the organization to increase its efficiency and effectiveness (Hobman, Bordia & Gallios, 2003, Henry & Evans, 2007). Negative responses on workforce diversity may affect employee's morale and work productivity. Consequences of the negative attitude toward diversity may lead to prejudice, stereotyping, and discrimination (Green, Lopez, Wysocki & Kepner, 2002; Hartel & Fujimoto, 1999; Cunningham, 2010).

However, people who are not open to accept diversity feel threatened to work with people with different attributes in terms of age, gender, or education (Henry & Evans, 2007). These people tend to avoid conflicts and misunderstandings that may arise and may cause undesirable outcomes like absenteeism or turnover (Henry & Evans, 2007; Roberge & van Dick, 2010). Shore and his colleagues (2009) conducted a review of literatures on surface-level diversity including race, gender, age, disability, sexual orientation, and national origin. In the said review which was also supported by a study conducted by Tsui, Egan and O'Reilly, it was noted that women are more likely to stay in an organization with gender diversity and that the usual victims of age discrimination are the older workers.

Human Resource Management (HRM) practitioners play an important role as they implement practices to manage employee turnover (Du Plessis, Paine & Botha, 2012; Wentling, 2004). Du Plessis, Paine and Botha have also conveyed in their study that HR practitioners should demonstrate ability to deal with people with various characteristics. Shen, Chanda, Netto and Monga (2009) stated that there are limited studies that give attention to the role of HR in valuing, developing, and maximizing diversity.

Job Embeddedness

Employee turnover has always been an issue in the organizations. Based on the 2011 International Comparisons of Annual Labor Statistics conducted by the US Bureau of Labor Statistics, the highest unemployment rates registered in July among the 16 participating countries (Republic of Korea, Japan, Netherlands, Australia, Mexico, Germany, New Zealand, Canada, Sweden, United Kingdom, Italy, United States, Turkey, France, Spain, and South Africa) were in Italy with 10.8 percent followed by France with 10 percent.

Meanwhile, Philippines also share the same problem on turnover. Based on the First Quarter of 2012 Labor Turnover Survey conducted by the Bureau of Labor and Employment Statistics (BLES), the separation rate of the major industries in the Philippines, National Capital Region is 7.47 percent. It is important to note that the employee-initiated separations were at 4.21 percent which is higher than the employer-initiated separations at 3.26 percent. Employee-initiated separations caught the attention of scholars who did research on the factors affecting people's decision to stay in the organization. This led to the development of job embeddedness (Mitchell et al., 2001).

A new construct on attachment literature — the construct on job embeddedness which focused on why employees stay rather than why they

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	<p>leave an organization — was introduced (Mitchell et.al, 2001; Lee et.al, 2004). Job embeddedness is defined as a broad cluster of ideas, factors, and influences (psychological, social, and financial) that attach an individual to the organization (Holtom, Mitchell &amp; Lee, 2006; Holtom &amp; Intderrienden, 2006; Burton et.al, 2010; Dawley, Houghton &amp; Bucklew, 2010).</p> <p>Lee, Mitchell, Sabylynski, Burton, and Holtom (2004) conducted a study in which job embeddedness was disaggregated into its two sub-dimensions: on-the-job (organization) and off-the-job (community) embeddedness. These sub-dimensions both have three critical aspects: the links that the employee has with other people and the activities in the organization and in the community, whether the employee fits within the organization and the community, and the sacrifices an employee is willing to make when he/she leaves the organization. Mitchell and his co-authors labeled the three dimensions as “links”, “fit”, and “sacrifice” in which each dimension has an organizational and a community component (Mitchell et.al, 2001). “Links” consist of formal or informal strands that connect and significantly influence an individual through a social, psychological, and financial web (Mitchell et.al., 2001). “Fit” refers to how an individual is able to adapt to his/her environment (Holtom, Mitchell &amp; Lee, 2006). “Sacrifice” is the perceived benefits an individual will lose if he/she decides to leave the organization (Mallol, Holtom &amp; Lee, 2007).</p>	14

Job embeddedness springs from the idea that through the measure of job embeddedness, it would be able to predict the key outcomes of both intent to leave and voluntary turnover (Mitchell et.al, 2001; Halbesleben & Wheeler, 2008; Shafique, Qadeer, Ahmad & Rehman, 2011). This was found to be consistent with the study conducted by Siddique and Raja (2011) on the turnover of the government employees in Pakistan, while Zhao and Liu (2010) have explored the application of job embeddedness to enterprises in China to reduce the turnover rate of employees.

Researchers have exerted efforts to expand the understanding of this new construct. In the recent study conducted by Zhang, Fried and Griffeth (2012), they noted that the construct of job embeddedness is still under development. Their study focused on the conceptual and measurement problems of the scale developed by Mitchell, Lee, and their colleagues. It also suggested avenues to improve the measurement and conceptualization of job embeddedness.

*Adversity Quotient® and Job Embeddedness*

Factors such as negative events affect an employee's intention to quit (Holtom, Mitchell, Lee & Inderrienden, 2005). For example, role conflict between work life and family life predicted job satisfaction, which in turn

predicted intent to quit as discussed by Rode, Rehg, Near and Underhill (2007) in their study conducted amongst the Air Force personnel. Burton, et.al (2009) also discovered that on-the-job embeddedness helps reduce the employee's intention to quit as a result of on-the-job negative events. But if an organization would be willing to embrace uncertainties, this will more likely result to more committed and satisfied employees (Clampitt, Williams & DeKoch, 2010). On the contrary, a study by Tuten & Neidermeyer (2002) stated that pessimists who showed high perceptions of stress have been found to have higher levels of performance and satisfaction, and lower turnover intent.

*Openness to Group Diversity and Job Embeddedness*

The level of job embeddedness has been found to be significant across different work environments. Studies show that demographic profile has significant relationship with employees' turnover. In a study conducted by Tanova and Holtom (2008) in four European countries namely Denmark, Italy, Spain and Finland, men were proved to be more likely to leave voluntarily. The study also noted that there is no significant relationship between having a university level education and leaving voluntarily. Culture, however, plays an important role in determining turnover. Mallol, Holtom and Lee (2007) claim that job embeddedness in a culturally diverse environment like the United States shows that Hispanics demonstrate higher level of job embeddedness than



Caucasians. Meanwhile, Park and Moon (2009) have attempted to explore Korean culture and found out that subjective norms (which is defined in the study as the perceived social pressure to perform or not to perform the behavior) marginally improve the prediction of intent to quit.

Having a supportive environment was also found to lead to job embeddedness. An individual will be more attached to the organization if he/she will receive organizational and supervisory support (Giosan, 2003; Dawley, Houghton & Bucklew, 2010). This suggests that if an employee decides to leave the organization, he/she would sacrifice the good working relationship between his/her co-workers (Khattak et.al, 2012).

### **2.3 Statement of the Problem:**

This study was underpinned by the following research questions:

1. What is the profile of the respondents according to their demographic profile in terms of:
  - 1.1 Age;
  - 1.2 Gender;
  - 1.3 Civil Status;
  - 1.4 Highest Educational Attainment;
  - 1.5 Position in the Organization;

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	<ul style="list-style-type: none"><li>1.6 Location of the Company; and</li><li>1.7 Length of Service in the current organization?</li><li>2. What is the profile of the respondents with regard to:<ul style="list-style-type: none"><li>2.1 Adversity Quotient;</li><li>2.2 Openness to Group Diversity; and</li><li>2.3 Job Embeddedness?</li></ul></li><li>3. What is the profile of the respondents on adversity quotient, openness to group diversity and job embeddedness when grouped according to demographic profile?</li><li>4. How is Adversity Quotient®, Openness to Group Diversity and Job Embeddedness related?</li><li>5. Do factors such as adversity quotient® and openness to group diversity predict the level of job embeddedness?</li></ul> <p><b>2.4 Research Simulacrum</b></p> <p>Based on the literature review and as shown in Fig. 1, a research model was proposed for this study. The study analyzes the factors that would be able to predict the level of job embeddedness.</p>	18

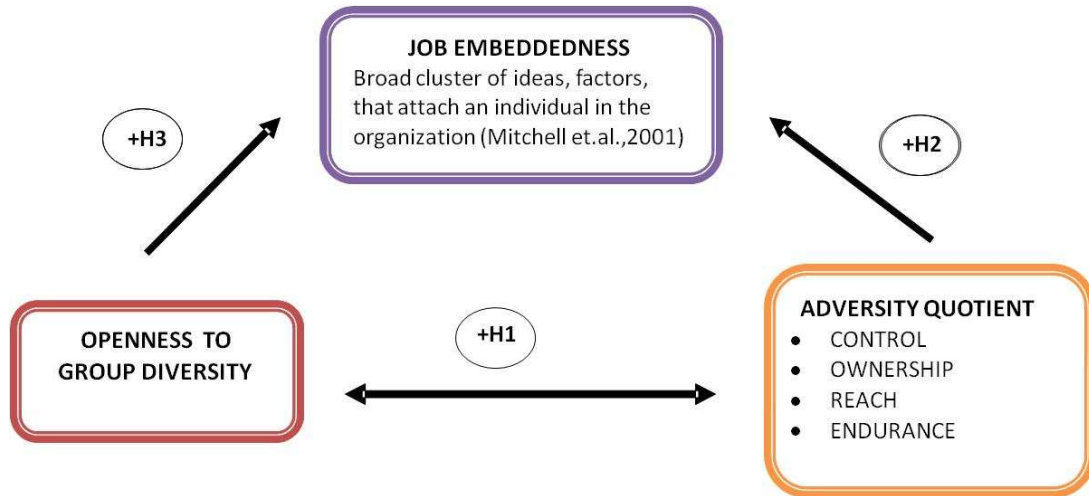


Fig. 1. The Hypothesized Model

Factors such as adversity quotient<sup>®</sup> and openness to group diversity were hypothesized to predict the level of job embeddedness of call center agents and supervisors from different call center industries.

This model also argues that an individual who is open to work with diverse groups would enable him/her to develop his/her adversity quotient. Working with diverse groups develops the employees' creative problem skills, as supported by the literatures. Adversity quotient has four dimensions namely, control, ownership, reach and endurance. These dimensions are relevant in identifying how respondents respond to adverse events.

Guided by the review of literatures and the hypothesized model, the researcher has derived the following hypotheses:

H1: *The higher the level of adversity quotient®, the higher the level of openness to group diversity.*

H2: *The higher the level of adversity quotient®, the higher the level of job embeddedness.*

H3: *The higher the level of openness to group diversity, the higher the level of job embeddedness.*

CHAPTER 3

**THE RESEARCH METHOD**

This chapter contains the research design, study site and subject or participants, instruments used, data gathering procedure, ethical considerations, and the mode of analysis. This chapter plays an important role in clarifying how this research has been planned, prepared, conducted, and interpreted.

**3.1 Research Design**

This study uses the Descriptive- Correlational Research Design. It attempts to establish the relationship between adversity quotient, openness to group diversity and job embeddedness. The study would like to identify which among the constructs, the adversity quotient® and openness to group diversity, can predict the level of job embeddedness.

**3.2 Study Site and Subject**

The research respondents are employees from 12 different call center agencies in and around Metro Manila. The respondents are 125 call center agents and 25 team leaders and/or supervisors.

### **3.3 Data Measure / Instrumentation**

This study made use of four (4) instruments to measure the variables. Likert-Scale was used to gather data on Adversity Quotient®, Openness to Group Diversity, and Job Embeddedness. In a study conducted by Duncan and Stenbeck, Likert-Scale is defined as an adverb-verb combination questions with expanded number of response-categories to provide a precise result of the measurement instrument. The data will be gathered through the following research instruments:

#### **3.3.1 Respondent's Profile**

This instrument described the respondent's demographic profile needed in the analysis of data.

#### **3.3.2 Adversity Quotient Profile® (AQP)**

It is the most widely used method of measuring an individual's style of responding to adverse situations. The instrument has four sub scores: Control, Ownership, Reach and Endurance. The Cronbach's coefficient alpha reliability is at .91 (Grandy, 2009). The questions in this profile were answerable using a five-point Likert Scale.

**3.3.3 Perceived Openness to Group Diversity Scale**

The instrument was adapted by Hobman, Bordia and Gallois (2003) in an existing measure by Pascarella et.al (1996). The items can be answered in a five-point Likert Scale (from strongly disagree=1 to strongly agree=5). Cronbach’s coefficient alphas for perceived openness to visible diversity, informational diversity and value diversity were .91, .92, and .90, respectively. There were nine items that measured the perceived openness to visible, informational and value diversity. Higher mean scores than the midpoint of the scale indicates high level of openness to group diversity.

**3.3.4 Measure of Job Embeddedness**

The survey instrument measured three causal – not effect – indicators of the dimensions for embeddedness: Fit, Links, and Sacrifice (Mitchell et.al, 2001). The instrument had a Cronbach’s coefficient alpha reliability at .87. It is a composite measure of job embeddedness by computing the mean of the three dimensions where each number of items per dimension ranges from six to nine. There were six items for Fit, seven items for Links, and nine items for Sacrifice. Questions on Fit and Sacrifice required answers in a five-point Likert Scale (from strongly disagree=1 to strongly agree=5). Questions for Links with items like “How

long have you been in your present position?” requires pertinent answers from the respondents. Higher mean scores than the midpoint of the scale indicates high level of job embeddedness.

### **3. 4 Data Gathering Procedure**

After receiving the endorsement of the UST Graduate School to proceed with the data gathering procedure, the researcher asked the permission of call center agencies through a letter co-signed by the researcher and the adviser. A total of fifteen (15) call center agencies were encouraged to participate but only twelve (12) agreed to allow the distribution of the questionnaires to their employees but have indicated not to disclose the name of the company. After receiving the permission, the researcher has distributed the questionnaires with an accompanying letter asking the employees’ consent to participate in the study. To avoid disruption of operation, the instruments were distributed through the team leaders. The response rate was 75 percent having been able to retrieve a total of one hundred fifty usable instruments from the two hundred distributed.

### **3. 5 Ethical Considerations**

Permission and proper citations were observed by the researcher in using the research instruments, gathering responses from participants, and getting



pertinent data from different agencies. Questionnaires were identified as the researcher has explored possible instruments to address the objective of the study. For Adversity Quotient Profile<sup>®</sup>, the researcher has requested the Peak Learning Inc. to allow the use of the online version of the test. After getting the approval from Dr. Stoltz, the link for electronic form of the AQP version 8.1 was provided by Peak Learning, Inc., upon the submission of the signed research agreement. Due to the difficulty to ask the respondents to access a separate questionnaire to be answered through online, the researcher have provided the participants a printed copy of the test and personally encoded the respondents' answers to the link provided. The result of the AQP<sup>®</sup> was provided by Peak Learning, Inc., through a data spreadsheet indicating the participant's scores on AQ<sup>®</sup> and its sub-factors: the Control, Ownership, Reach, and Endurance, after informing that the data gathering is done.

**3. 6 Mode of Analysis**

The research findings are presented in tables and graphs after tabulating the data gathered. The researcher sought the assistance of a statistician in analyzing and interpreting the results.

Statistical Package for the Social Sciences (SPSS) was utilized in presenting and analyzing the data gathered. The statistical techniques used in data analysis

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	<p>were: percentages, means and standard deviation to present descriptive measures in the study; and multiple regression analysis to determine if there is a significant relationship between Adversity Quotient®, Openness to Group Diversity, and Job Embeddedness of the respondents.</p>	26

CHAPTER 4

**PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

The following are the findings of the study based on the data derived from the 150 respondents who participated in the study.

1. **What is the profile of the respondents according to their demographic profile in terms of age, gender, civil status, highest educational attainment, position in the organization, location of the company, and length of service in the current organization?**

**Table 1**  
**Demographic Profile of the Respondents (N= 150)**

Profile	Number of Respondents	%	Profile	Number of Respondents	%
<b>Age</b>			<b>Position in the Organization</b>		
19-27	93	62	Call Center Agents	125	83.3
28-36	43	28.7	Team Leaders/ Supervisors	25	16.7
37-45	13	8.7	<b>Location of Company</b>		
46 above	1	0.7	Makati City	34	22.7
<b>Gender</b>			Mandaluyong City	5	3.33
Male	70	46.7	Pasig City	49	32.7
Female	80	53.3	Quezon City	15	10
<b>Civil Status</b>			Taguig City	47	31.3
Single	126	84	<b>Length of Service in the current employer</b>		
Married	21	14	2mos - 2 years	87	58
Separated	2	1.3	>2 years - 4 years	33	22
Widowed	1	0.7	>4 years- 6 years	23	15.3
<b>Highest Educational Attainment</b>			>6 years- 8 years	4	2.7
High School	14	9.3	>8 years- 10 years	3	2
Vocational	1	.07			
College	135	90			

The composite table (Table 1) shows the respondents' demographic profile. The research respondents are employees from call center agencies specifically call center agents who comprised 8.30 percent of the total respondents and team leaders or supervisors who comprised 16.70 percent. Majority of the respondents are single (84 percent); within the age range of 19-27 years old (62 percent) followed by 28-36 years old (28.70 percent). In terms of gender, 53.30 percent are females, a little higher than the males with 46.70 percent. Meanwhile, 90 percent graduated in college as their highest educational attainment.

Eighty-seven (87) out of the 150 or 58 percent of the respondents have two months to two years length of service in their current organization. Call center agencies are usually located in business areas to attract investors, which support the reason behind why 32.7 percent of the respondents are working in Pasig City and 31.3 percent in Taguig City.

The profile of the respondents is consistent with what was reported in the Global Center Report (2007), a collaborative network of forty scholars from twenty countries including the Philippines. The common organizational features observed in call centers are the following: the frontline workforce is predominantly women; call centers mostly recruit people with college degree;

and approximately one-third of the employees have less than one year of tenure at work.

**2. What is the profile of the respondents with regard to Adversity Quotient, Openness to Group Diversity; and Job Embeddedness?**

**Table 2**  
**Adversity Quotient, Openness to Group Diversity and Job Embeddedness of Respondents**

	MEAN	SD
ADVERSITY QUOTIENT	132.11	11.85
OPENNESS TO GROUP DIVERSITY	4.09	.76
JOB EMBEDDEDNESS	3.84	1.10

The respondents are found to have a low level of adversity quotient® ( $\bar{x}$ = 132.11, SD= 11.85). Means show that levels of openness to group diversity ( $\bar{x}$ = 4.09, SD= 0.76) and job embeddedness ( $\bar{x}$ = 3.84, SD= 1.10) are above the midpoint of the scale indicating high level for both constructs. Heterogeneity in the respondent’s responses on all the variables was observed.

Low level of adversity quotient® suggests that the respondents will experience difficulty when faced with adverse events. This is contrary to the popular perception of the Filipinos as resilient. On the other hand, having high

level of openness to group diversity and job embeddedness implies that the respondents, taking into consideration the nature of their work, were able to adapt well with their work environment especially with their co-workers. This corresponds with a statement by Tschang (2005) that one of the Filipino's advantages is having strong interpersonal skills. This also means that their current organization was able to meet their needs in areas such as psychological, social, and financial.

**Table 3**  
**Respondent's mean scores on the AQ Dimensions**

<b>AQ DIMENSIONS</b>	<b>Mean</b>	<b>SD</b>	<b>Rank</b>
CONTROL	37.28	4.73	1
ENDURANCE	32.22	5.01	2
REACH	27.53	4.75	3
OWNERSHIP	35.09	7.79	4

Looking into the dimensions of AQ®, the highest are control and endurance and reach, with a mean scores of 37.28, 32.22 and 27.53, respectively. However, these dimensions indicate below average level. These denote that the respondents will more likely have positive influence and positive actions over the situation (Jackson, 2004). They would also be able to lessen the impact or the effect of adverse events on other aspects of life. When a person who has high level of control, endurance and reach experience personal issues,

he/ she more likely take actions that would resolve the situation and would limit the extent to which the problem more likely involve other aspects of life.

The table also shows that the respondents have low level of ownership, having a mean score of 35.09, which indicates that they may avert from the responsibility to improve the situation. For example, in a situation where they are unable to meet their goals, those who have low level of ownership will not initiate interventions to be able to attain the necessary goals.

**3. What is the profile of the respondents on adversity quotient, openness to group diversity and job embeddedness when grouped according to demographic profile?**

Table 4 shows the respondents' mean scores on adversity quotient, openness to group diversity and job embeddedness when grouped according to their demographic profile. When grouped according to their profiles, the respondent's mean scores show surprising results. In terms of age, the more mature the individual, the more he/she becomes open to group diversity, yet more vulnerable he/she becomes when faced with adversities. This can be explained by the fact that people acquire responsibilities as they become older. Respondents who are 28-36 years old have indicated lower scores than the other

age group on job embeddedness. Individuals undergo career stages that influence their level of embeddedness (Ng & Feldman, 2006). At their age, they tend to find a work suited for them as they plan to stabilize their careers. Once they have assessed that the organization could be able to provide them support in terms of different aspects, such as career advancement, financial and social need, they more likely stay in the organization.

**Table 4**  
**Respondents' mean scores on Adversity Quotient, Openness to Group Diversity, and Job Embeddedness when grouped according to demographic profile**

Demographic Profile (N=150)	Adversity Quotient	Openness to Group Diversity	Job Embeddedness
	Mean	Mean	Mean
Age			
19-27	133	4.06	3.20
28-36	132	4.07	2.96
37- above	129	4.34	3.36
Gender			
Male	131	4.03	3.02
Female	133	4.13	3.25
Civil Status			
Single	132	4.08	3.13
Married	133	4.24	3.38
Separated	127	3.44	2.81
Widowed	126	2.78	1.62
Highest Educational Attainment			
High School	140	3.74	2.73
Vocational	155	4.44	3.82
Position in the Organization			
Call Center Agents	133	4.08	3.15
Team Leaders/ Supervisors	130	4.12	3.10
Location of the Company			
Makati City	134	4.00	3.73
Mandaluyong City	129	4.02	3.96
Pasig City	131	4.27	3.96
Quezon City	130	4.06	3.96
Taguig City	133	4.00	3.74
Length of Service			
2mos - 2 years	133	4.08	3.63
>2 years - 4 years	131	3.89	3.80
>4 years- 6 years	134	4.31	4.23
>6 years- above	128	4.40	5.35



Females have higher mean scores than males in terms of AQ®, openness to group diversity, and job embeddedness. This result is supported by the studies conducted by Tsui, Egan and O’Reilly, wherein it was stated that females are likely stay in the organization especially for organizations with gender diversity. Tanova and Holtom (2008) also have found out that males are more likely to leave the organization voluntarily.

On the factor of highest educational attainment, those who have not been able to graduate in college have indicated below average level of adversity quotient as compared to college graduates with low adversity quotient. The more you experience adversities, the more you develop efficient ways to deal with it. The respondents who were not able to graduate in college may have endured adverse events which includes factors or issues on family, financial, and other social problems may have developed their adversity quotient as they faced those situations that hindered them to go to college.

Notably, respondents who are separated and widowed have lower mean scores on all the variables. These groups of people have the tendency to isolate themselves as a coping mechanism because of the previous experience of being left behind.

While managers demonstrate lower scores on job embeddedness than the agents. The more an individual is equipped with experience and skills, the more they become marketable. According to Swider, Boswell and Zimmerman (2012), employees who have higher employment alternatives because of their work function and experience will possibly demonstrate low level of embeddedness and may consider turnover.

Taking into consideration the location of organizations, respondents from different location in and around Metro Manila have almost same range of levels in terms of means scores on adversity quotient, openness to group diversity and job embeddedness. In a study of Lee, Mitchell, Sabylynski, Burton, and Holtom (2004), they have disaggregated job embeddedness into its two sub-dimensions: on-the-job (organization) and off-the-job (community) embeddedness. This implies that the community also plays an important role in the level of job embeddedness. The more an employee feels secured and well accommodated by the community, the more they feel contented, thus making them more embedded.

**4. How is Adversity Quotient®, Openness to Group Diversity and Job Embeddedness related?**

**Table 5**  
**Descriptive Statistics and correlations of the variables in the study**

Variable	Mean	SD	AQ	GD	JE
1. Adversity Quotient	132.11	11.85	1.00		
2. Openness to Group Diversity	4.09	0.76	.13	.06	1.00
3. Job Embeddedness	3.84	1.10	-.09	.05	.38*

Table 5 indicates the descriptive statistics and correlations of the variables used in this study. Contrary to the hypothesis, adversity quotient® is not significantly related to openness to group diversity ( $r = .130, p = .06 > .05$ ) and to job embeddedness ( $r = -.091, p = .13 > .05$ ). This implies that having a high adversity quotient doesn't follow when one has a high level of openness to group diversity and same goes to having high level of job embeddedness. In contrary with the study conducted by Ng and Feldman (2011) where they have found out that having a high level of control over stressors have significant relationship with social network and perceived organizational embeddedness.

However, openness to group diversity is found to have a slight positive correlation with job embeddedness ( $r = .378, p = .00 < .05$ ). This depicts that the more an individual is open to work with diverse groups, the more likely he/she

becomes embedded in his/her job. Having a positive correlation implies that higher the level of openness to group diversity, the higher the level of job embeddedness.

**5. Do factors such as adversity quotient® and openness to group diversity predict the level of job embeddedness?**

**Table 6**  
**Model Fit Statistics of the Regression Model**

	<b>Model 1</b>	<b>Model 2</b>
<b>Dependent variable</b>	Job Embeddedness	Job Embeddedness
<b>Predictors</b>	Adversity Quotient®	Openness to Group Diversity
<b>R</b>	-.091	.378
<b>R<sup>2</sup></b>	.008	.143
<b>F</b>	1.25	24.677
<b>p value</b>	.13 > .05	.00 < .05

Table 5 presents the model fit statistics of the regression model. Comparing the two models: Model 1 (Adversity Quotient) and Model 2 (Openness to Group Diversity), the pearson correlation coefficient r, which indicates the direction of the relationship, of Model 1 is -.091 and of Model 2 is .378. The R<sup>2</sup> value in Model 2 shows that 14.3 percent of the variability in job embeddedness can be explained by openness to group diversity while Model 1 shows that only 0.8 percent of the variability in job embeddedness can be

explained by adversity quotient®. Further, the *F* statistics (1.25,  $p = .13 > .05$ ; 24.677,  $p = .00 < .05$ ) show how well the predictor variable explains the variation in the criterion variable.

Reflecting on the results, it shows that Model 2, which deals with openness to group diversity as predictor of job embeddedness, has been found to fit best using the data gathered from the respondents.

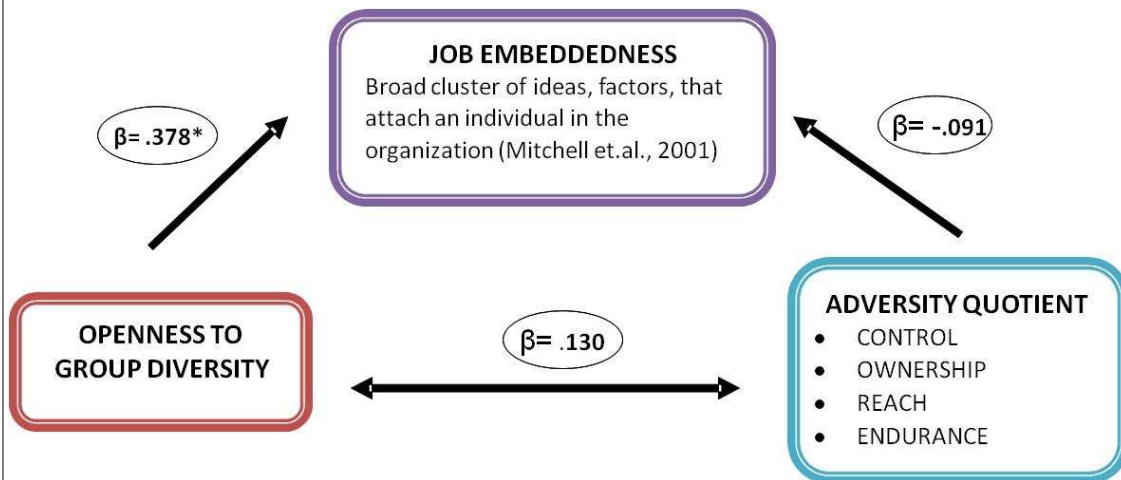


Fig. 2. Regression Model of Job Embeddedness

To further illustrate the results, Fig. 2 demonstrates the regression model of job embeddedness. Among the two predictor variables, the adversity quotient® and openness to group diversity, only openness to group diversity can predict the level of job embeddedness. Similar to the study of Hartel and Fujimoto (1999), openness to group diversity has a positive relationship on job

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	<p>embeddedness (<math>\beta = .378</math>), signifying that the more an individual is open to group diversity, the more he/she becomes embedded in the organization. According to Ng and Feldman (2011), employees who demonstrate belongingness or those who have social networks within the organization lead them to feel more embedded.</p>	38

CHAPTER 5

**SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This chapter gives a summary of the findings of the study, the conclusions drawn from these findings and the recommendations for future research.

**5.1 Summary**

Based on the discussions in the previous chapters, the following summarizes the findings of the study.

1. The respondents from different call center agencies, who are working in Pasig City (32.7%) and in Taguig City (31.3%), are call center agents (8.30 %) and team leaders or supervisors (16.70%). Majority of the respondents are within the age range of 19-27 years old with 62 percent followed by 28-36 years old with 28.70 percent. In terms of gender, 53.30 percent are females, a little higher than the males with 46.70 percent. With regard to civil status, 84 percent are single, 14 percent are married and 2 percent are separated and widowed. Meanwhile, 90 percent graduated in college as their highest educational attainment. Eighty-seven (87) out of the 150 or 58 percent of the

respondents have two months to two years length of service in their current organization.

2. It was revealed through statistical findings that the respondents have low level of adversity quotient but have demonstrated high level of openness to group diversity and job embeddedness.

3. The respondent's mean scores when grouped according to their demographic profile shows that in terms of age, the more mature the individual, the more he/she becomes open to group diversity, yet the more vulnerable he/she becomes when faced with adversities. Respondents who are 28-36 years old have indicated lower scores than the other age group on job embeddedness. With regard to gender, females have higher mean scores than males in terms of AQ®, openness to group diversity, and job embeddedness. While respondents who are separated and widowed have lower mean scores on all the variables. Managers demonstrate lower scores on job embeddedness than the agents but have higher mean scores on openness to group diversity.



4. Statistical findings show that adversity quotient is not related with openness to group diversity and job embeddedness.

## 5.2 Conclusion

Employee turnover, being one of the concerns of the organizations, will be capably handled when factors like openness to group diversity would be further identified. Based on the findings of the study, the following conclusions were drawn:

1. Call center employees should develop their adversity quotient® to deal with uncertainties that they may face not only in their work but also in their personal lives.
2. The study has successfully contributed to literature on adversity quotient®, openness to group diversity, and job embeddedness.
3. The HR plays an important role in addressing the issues in the organization. They should implement interventions to focus on the development of employees.
4. Adversity quotient has no significant relationship with openness to group diversity and job embeddedness.
5. Openness to group diversity has significant relationship with job embeddedness.
6. Openness to group diversity can predict the level of job embeddedness.

**5.3 Recommendations for future studies**

On the basis of the findings and conclusion of the study, the following recommendations are given:

1. Involve larger number of call center employees to be able to generalize the result of the study.
2. The call center industry may adapt and explore the results presented in this study to be able to deal with their employee-related concerns, specifically the labor attrition rate.
3. Future researchers may pursue the same study concentrating on other factors and demographic profile (e.g. religion and ethnicity) that may have an impact on employees' job embeddedness.
4. This study can also be tested in different kinds of organizations with different kinds of working environment.
5. Specifically for the participating companies, programs or interventions on the development of the employees' adversity quotient® and openness to group diversity can be conducted.

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