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# THE LEADERSHIP CHALLENGE

# research

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THE MOST TRUSTED SOURCE ON BECOMING A BETTER LEADER

- TITLE** Leadership Practices, Organizational Commitment, and Turnover Intentions: A Correlational Study in a Call Center
- RESEARCHER** William M. Nicholson  
School of Professional Studies  
University of Phoenix  
Unpublished Doctoral Dissertation: January 2009
- OBJECTIVE** The purpose of the study was to explore the relationship between supervisory leadership practice usage and inbound call center agent organizational commitment and turnover intentions.
- METHODOLOGY** The study population consisted of 2,050 inbound call center agents employed in four separate locations by one call center service outsourcer (protocols, procedures, and goals were identical in each center location). The response rate was eight percent and 187 voluntarily participated by completing the Leadership Practices Inventory, the TCM Employee Commitment Survey (Meyer & Allen, 2004), and Intention to Turnover Scale (Camman et al. 1983). Internal reliability for the LPI in this study was .89 for Model, .92 for Inspire, .91 for Challenge, .89 for Enable and .94 for Encourage.
- KEY FINDINGS** There was a significant and positive relationship between each of the five leadership practices and the two commitment forms (affective and normative), as well as with continuance commitment. The author concludes

that “The current research study adds to the body of research that correlated the leadership practices with organizational commitment forms.”