



## THE EDIFICE OF AFFECTIVE EVENT THEORY IN CALL CENTER INDUSTRY OF A DEVELOPING ECONOMY

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### **Abstract**

*Affective event theory is rooted onto the psychological modeling developed in true spirit to illustrate a legit connection between feelings and emotions within the premise of an individual's workplace, it draws concrete tangents around an individuals' behavior, job satisfaction and job performance. Affective Event Theory is accentuated on the idea that human beings are instinctively emotional and thereby their actions are guided by felt emotions. Despite having a subtle understanding of job accomplishment as affect there is a scarcity of application of affective event theory in call center industry where the employee and customer interaction does not experience physical exposure. Utilizing the basic literature on emotion management and moods the research paper is destined to the introduction of affective experiences in the call centers developed on the underlined notion of workplace events as a proximal foundation of emotionally loaded responses by call center agents. The paper is a novel attempt to draw a new tangent to the Affective Event Theory that would offer the application of this well- celebrated theory in the call center industry of developing economy, like Pakistan, that requires the representative to manage their emotional responses over the telephone. The following paper is a legit attempt to include a new tangent of AET in the call center industry wherein the theory has not been applied so far.*



*Classically the model of AET has not been tested in the call center industry and therefore the paper is a novel attempt to isolate respective propositions that may offer value laden contribution to the industry.*

**Keywords** *Affective Event Theory, Call Centers, Job Satisfaction, Job performance*

### **Introduction**

Call centers are an effective alternative of face to face customer and organization interaction. The prevailing repository of qualitative studies of call center literature unveils a high pressure environment, where the call center representatives are an idiosyncratic resource to cope with the threshing demand of delivering the high quality customer services in most productive manner. The aforementioned criterion of evaluation overlooks the extensive variation in the call center job characteristics and the overall working conditions that remain uniform across all functional call centers. Two broad categories include the average length of calls along with the type of customers engaged. To understand the problem pertaining the emotional labor in call centers it is significant to gather the original thoughts developed by Hochschild (1983) as she describes three critical merits of emotional labor that are (I) face to face or voice contact with a set of known or anonymous individuals (II) when employees as part of their job try to alter the emotional state of the customer they serve and, (III) employers dominating the work environment by training employees to express emotions in a particular manner, usually by extensive training and development. Thus the prevailing qualitative researchers of call center industry view emotions of an individual as a intrapsychic process that primarily asserts the responsibility of emotional management onto the individual employees. But in order to draw a legit conclusion on as to how and why emotional labor comes into play in employee- customer interaction the role of organizational factors along with the external environment of the organization needs to be mandated.

Modern and academic literature has tills of literature that offers the role of environment on to the job satisfaction of the employees. The importance of affect has anyhow been an agenda of naïve attention since the very determinant of affect is truly perceived as intangible. The modern organization are backed by the business ongoing accounting assumption that clearly talks about profits that can be materialized. Postindustrial work places have anyhow managed to understand that there is a great difference in the performance of employees that are managed diligently as compared to those that are policed rather than managed.

### **Literature Review**



## **2.1: Whereabouts of Affective Event theory**

The paper is a subtle attempt to highlight certain critical factors of the Affective Event Theory presented via contrasting lens of its traditional existence. An elaborated illustration of its critical components will serve to be the major portion of the paper, supplemented by a novel tangent wherein the Affective Event Theory has long been observed but never formalized (Pulcu and Browning 2017). Call Centre industry across the globe and diverse cultures has long been marked with employee dissatisfaction given hefty benefits and decent working environments. In order to understand the cumulative differential between traditional theories applied to call centers and AET is the origin and impact of the theory, Affective event theory focuses classically onto the structure, cause and consequences of different affective encounters of the employees at work (Cropanzano, Dasborough, and Weiss 2017). As a matter of a classically accepted reality satisfaction is marked as a subjective perception of an individual that may or may not be guided by the perception of industry advocates. AET establishes the premise of affective encounters as a counter-balance to the theories that are based on the judgmental processes both individual and group. In the retrospect it is critical to acknowledge that emotional episodes holds a pivotal position in AET and job satisfaction is categorized as a consequence (Jiang and Lavaysse 2018a).

Interestingly the second point nurtured in Affective Event Theory talks about affective reaction irrespective of the environmental constraints, since individuals working in customer centric avenues are more likely to experience emotionally charged episodes that may call for a charged affective response (Lewis, Neville, and Ashkanasy 2017). The Affective Event theory also develops its consensus over time frame since understanding the level of an employees' satisfaction and job affectivity might seem meaningless without the understanding of time frame. Finally the Affective Event Theory views the affective reactions of the individuals as part of multidimensional structures with a subtle emphasis on an individual's psycho-physiological exposures (Ashkanasy, Humphrey, and Huy 2017).

## **2.2: Importance of Call Centers in Developing Economies**

The call center industry has experienced a boom globally in the past two decades (Keon et al. 2018a). The developed parts of the world have managed to provide an above average and in some cases exceptional job quality to the employees in their own countries but on the flipside certain developed countries have outsourced there call center facilities to developing countries in lure of cheap labor and ignorant labor laws. This worsens the case of job quality for call centers in developing countries. South Asian countries agree



upon the idea of getting off shore works primarily to offer employment to the masses. But the opportunity cost is often neglected, the paper is a planned effort to draw the attention of the concerned organizational members towards the mental illness of the employees that are continuously exposed to the emotionally charged customers (Jiang and Lavaysse 2018b). Affective Event Theory has been mandated as a source of to offer a new tangent that may facilitate the management in devising strategies for marginalizing the unnecessary affect from the frame of effective customer services in the call center industry (Keon et al. 2018a).

### **2.3: Emotional Labor in Call Centers**

As a matter of well advocated facts there are two broad dimensions an individual's affective responses, moods and emotions. There have been tills of literature on the discussion and interdependence of these two affective responses deliberated by the experts in the field of study(Feyerabend, Herd, and Choi 2018a). To begin with, emotional labour has three distinctive features. The most basic feature of emotional labour is that it has been manifested not only in face-to-face interactions but also in voice and telephonic communications(Ibrahim, Suan, and Karatepe 2019).

Employees in every sector, in particular, are required to adhere to such organizationally agreed and endorsed laws(Tovar 2020). The implementation of the display rules is expected not only when employees interact with clients face to face, but also when they interact with employees over the phones or, more recently, via social media(Macary et al. 2020a). The second feature of emotional labour notes that the aim of displaying the appropriate emotion when communicating with consumers through various mediums is to ensure that the employees' emotional display affects the emotional display of others. Emotional contagion is the mechanism that causes the drive to engage in emotional labour to become a reality in the workplace. Since workers are required to follow the organization's show laws, it is anticipated that when they express a positive emotion to clients, the atmosphere of contact would be reciprocated by the client, who might be distressed, furious, or unsure at any given time(Davis et al. 2017). For example, an employee can be required to smile in front of a disgruntled client in order to convey sympathy and fulfilment. This systematically engineered grin is understood once more when workers are engaging with demanding clients in the hopes of providing warmth and sympathy(Puyod and Charoensukmongkol 2019). Finally, the third feature of emotional labor states that the presentation of each emotion within the company must adhere to pre-determined rules in order to instill homogeneity in the organization's emotions toward customers(Vranjes et al. 2017). Each organization, as part of various industries, has its own



set of display laws. And in our everyday social interactions with others, we prefer to follow those laws to suit the situation(Fang He et al. 2018).

Employees who join a company are taught to represent the company's agreed feelings, which will help people feel fulfilled in a variety of circumstances. In reality, all dominant societies around the world have a set of written and unwritten laws, and the organisation follows a common trend(Keon et al. 2018b). Organizations, according to multiple researches, have both written and unwritten show rules. Written display laws are well known and recorded in the context of corporate regulations, making them simple to follow (Mwendwa 2017). Unwritten guidelines, on the other hand, are implicit in the organization's culture; finding out how to apply such rules to workers' behavioural and mental expectations is comparatively difficult for them to understand and adapt to (Vargas 2018). Employee emotional labour commitment is the product of the above phenomenon, in which employees consciously attempt to follow the written and unwritten corporate culture's show laws. Hochschild, who showed two strategies of emotional labour, surface acting and deep acting, was the first to coin the concept and strategies of emotional labour (Ashton-James and Ashkanasy 2005). Other researchers checked the techniques even more. When employees are forced to endure emotional labour, they choose one of the two emotional exhibition techniques described above (surface acting or deep acting). Deep acting is categorised as an authentic interpersonal display technique because it shapes inner emotions and reflects the real inner self (Scheibe and Zacher 2013). As a result, workers who use deep acting as a technique to handle emotional labour first sense the feelings before responding to client complaints or queries and sharing feelings. Surface acting, on the other hand, is an interpersonal labour manipulation technique in which workers pretend to have inner feelings and suppress their real emotions in order to step into the organizationally agreed system of emotional communication (Ashton-James and Ashkanasy 2008).

Deep acting, on the other hand, is traditionally accomplished by forming up inner emotions and moderating awareness in order for the front line service provider to model behaviour spontaneously (Russell and Eisenberg 2012). This is a common predictor of positive emotions and natural aura, but it necessitates extensive mind conditioning and attempts to do deep acting after learning to train one's mind and alter perception (Garavan et al. 2008). Hochschild argued that many service sector workers, after gaining experience and skills, have reached a stage where they can show deep acting when dealing with consumers by regular trainings and perspective shifts (Macary et al. 2020b).

In contrast to the above fact, when service providers indulge in surface acting, they portray emotions that are not a representation of their actual inner feelings, hence the

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faking emotions is a value unique to the surface acting. When surface acting, the service provider is seen adapting and reflecting the sentiments accepted by the organization's display rules, which may be a source of suppressing their true feelings (Matteson 2017). As a result, emotional labour is described as the tug of war of emotions that oscillates between felt and show emotions (Goodwin 2011).

#### **2.4: Need Assessment of Affective Events Theory in Call Center Industry**

Before the problem of fundamental emotion is fully settled, applied psychology will have to wait for further study. However, the contributions in the field of study done so far has provided us with enough foundation to move forward. To begin with, both research suggests that emotions should be grouped into distinct families. These definitions will serve as a framework for future study (Hur, Moon, and Jung 2015). Anger, disgust, joy, fear, and sadness will all be categorized within their unique families along with their close derivatives. The developed list therefore has been mounted at the conjunction evolutionary and cognitive appraisal research (Gourlay et al. 2012). The aforementioned emotional spectrum is observed oscillating within the extremes irrespective of its empirical paradigm.

The researches so far has authenticated six categories of distinct emotions there may anyhow be certain augmented emotion that need extensive researches (Fortin and Fellenz 2008). In addition to the presented argument the second argument is developed on the agreed upon idea of multiple researchers that emotional states have actual existence, there emotional states as a matter of fact are mounted on an individual's most recent or most timeless memory or experience that may include collective euphoria, antipathy, misery and fright (Lange and Georgellis 2007). Classically by examining the repository of significant theories the specific emotional state of an individual examined processing cognitive appraisals. Fortifying onto the above mentioned belief the basic theories of emotions have always regarded appraisals or judgments as the point of contention that holds onto the gravity of the situation (Rashid-Radha, Lockwood, and Nolan-Davis 2016). These theories anyhow belied that appraisal are not always deep rooted but are mostly extemporaneous in existence. Finally developing onto the final argument certain emotional terms offer wide range of existence whereas others offer a narrow scope for generalization (Subramony et al. 2017). It is anyhow the matter of crossing the threshold when the emotions of an individual overlap for example one may feel regret over a loss that occurred in past but the feeling of sadness at the time of loss would also suffice to the need of an individual's environmental appraisal (Erks et al. 2017). Similarly the affective Event Theory also encompasses the range of intensities of the felt emotions from instance the movement of an individuals' feelings from being fearful to horrifying the fundamental force of both feelings is same (Belfanti 2017). It could therefore be concluded that



Affective event theory has valid implications on behavioral predictions. Furthermore the widely demonstrated emotion in the call center are disappointment, guilt and self-pity, which happen to be originated from the same category of emotion- sadness (ROLLING 2010). But in every instance of a call center agents' workplace experiences different behaviors are endorsed for the appropriate accomplishment of the customer interaction over telephone (Keon et al. 2018c). Irrespective of the technical complications of adding tangents to Affective Event theory and applying it over the virtual environment the role of organizational researches cannot be dissuaded from developing onto inter disciplinary and intra disciplinary magnitudes for formalizing the Affective Event Theory in the call center industry in terms of developing emotional classification and execution schemes (Feyerabend, Herd, and Choi 2018b).

As a matter of a well admitted reality by the researches in the field of emotional study discrete emotions are realized with an inelastic behavioral tendencies which offer rigidity in execution (Samaroo, Dahya, and Alidina 2013). There is therefore a need of an in-depth understanding of behavioral implications of diverse emotional reactions in the call centers by deploying a formal scheme of emotional classifications. It is anyhow pre-assumed that the threshing environment-emotional clan would overlap the situation emotion matrix to generate optimized framework of Affective Event Theory for the Call Centre Industry (Davis et al. 2017).

## **2.5: Literature Gaps and Inconsistencies**

The pendulum of management science researches is usually seen oscillating between the two common extremes job satisfaction and employee performance. To understand the role of Affective Event Theory in the said framework is hard to accomplish since there are three critical points of departure between AET and contemporary theories. The foremost discrepancy occurs when we understand that the Affective Event Theory is causal in nature and therefore incorporates structures, cause and consequences for better understanding of an employee's affective work expectation or experience. Earlier part of the paper has clearly mandated that the call center industry jobs are highly routinized and standardized and in most of the cases the causal relationship is simple to identify. From the debate presented we can draw the following propositions that will be tested later for their validity

*Proposition 1: The call center agents have an external locus of control when assigning the cause of Affect resulting in inter and intra personal conflict of interest*

The second rather critical element that differentiates Affective Event Theory with other organizational behavior theories is the role of environment. The said theory focuses on the affective experiences and how they end up resulting into a value loaded affective work

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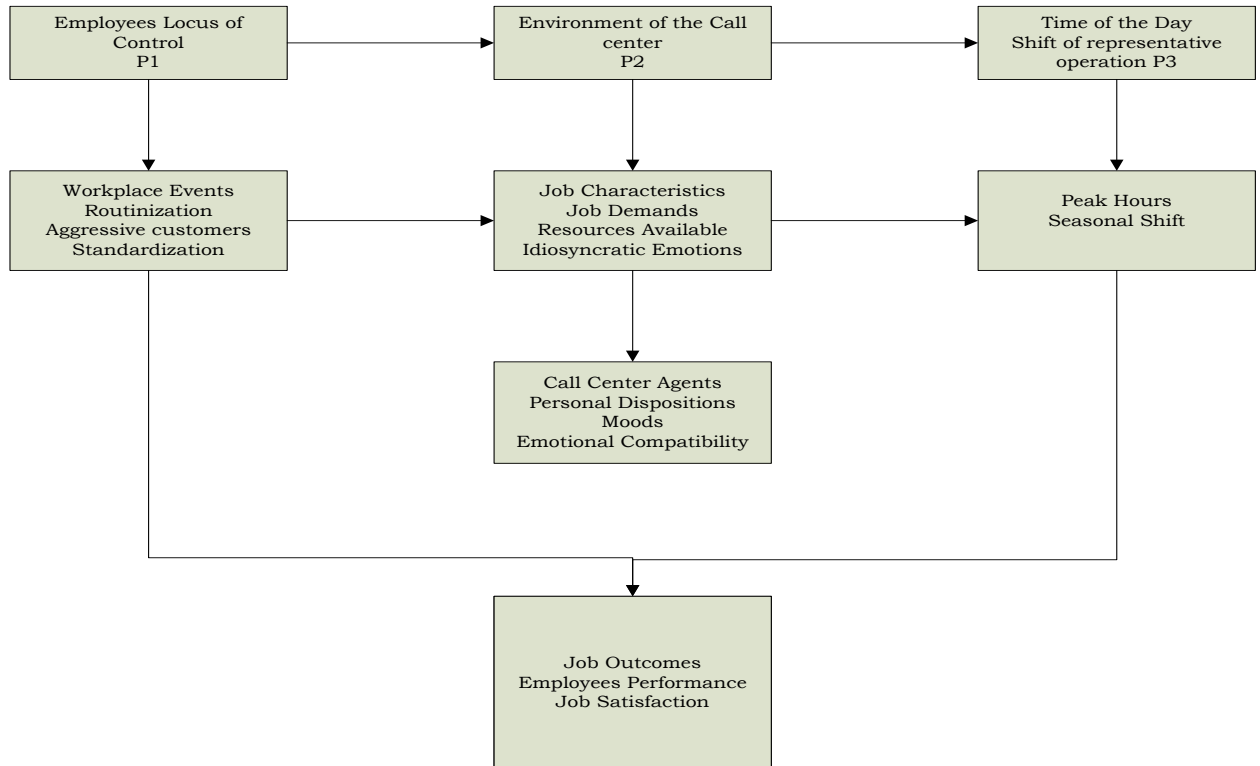
experience for an individual worker without giving any due weightage to the environmental factors offered by the organization. the said debate forms the basis of developing and deploying the second proposition

*Proposition 2: Environment has less or no influences on how call center representative respond to customer aggression over the telephone.*

Finally the affective event theory considers time as a critical success factor for creating or cascading the required affect at work. Multiple researches have anyhow mandated the importance of time in understanding the satisfaction levels of the employee. It has been concluded that over time the satisfaction level of employees is either appreciated or diminishes therefore the time parameter offer a lucrative avenue of investigation when we try to implement the Effective Event Theory in the call center industry. This inconsistency helps us in staging the third proposition for the research

*Proposition 3: Call center representative are affected by the time of the day they operate in, the employees working in afternoon and night shifts are prone to customer aggression resulting in unpleasant affect as compared to those working in morning shifts.*

The aforementioned literature review aligned with the literature inconsistencies' has led to the development of the following initial theoretical framework



## **Methodology**

The following section of the paper shall be focusing on the acute strategies needed to validate the initial theoretical model presented in the preceding section. In order to mandate the aforementioned theoretical model investigator triangulation has been used. Investigators triangulation is one of the five types of triangulations. The input and conclusions by various researchers shall be used to manifest workability of the derived initial model.

Since the research paper is a qualitative attempt to isolate the structure of AET in the call center industry the input from various researchers would add value and hence facilitate the research paper's agenda. Since the research is relying heavily on to the researchers interpretation of reality investigators triangulations would serve as a way control validity and reliability.

## **Data Analysis**



## **Drivers of Affect in Call Center Jobs**

### ***Aggressive Customer Behavior***

The position of complaints and the complaint process in service marketing has a distinct connotation that has the potential to undermine a service provider's entire value chain. In reality, the customer is properly regarded as the most idiosyncratic resource upon which modern businesses depend. The complaint process begins with a customer's negative encounter with a service provider. When a customer has a bad service experience, it produces an instantaneous negative cognition manifested as behavioral and emotional responses, which leads to the formation of a negative mental memory known as “mark” (Naiman-Sessions, Henley, and Roth 2017). In terms of customer service, Consumer moaning conduct is dissected as an antecedent to an adverse service experience by the customer from the dominant reasoning viewpoint. Prospect theory, adaptation stage theory, and social judgement theory are all formative foundations of complaining behavior (Stauss and Seidel 2019). Since the highlighted theories explain how the desire to lament evolves over time and its sources of motivation, mechanism theories are explored and discovered. The researchers further group the mechanism theories into four orders to fit the nature of this paper: lifecycle theories, teleology theories, dialectic theories, and evolution theories (Ogbeide et al. 2017). Since the provided cause fosters the complaint method, the lifecycle and dialectic theories act as a tangent of the research paper.

The lifecycle theory describes complaining behaviour in terms of controlled processes that begin with a negative encounter that leads to a customer's complaining response and profile the process toward the desired improvement (Nguyen 2020). The cornerstone of lifecycle theory is the availability of institutional laws. Since the theory adheres to the known sequence of developmental processes. The recording of a well-defined standard operating procedure by which an unsatisfied consumer can begin a complaint is an example of lifecycle theory (Jumaryadi 2019). Dialectic theory, on the other hand, reflects the diverse pluralist nature of ramming activities that function as active competent for ascendancy and power.

Regardless of their differing viewpoints, one of the two theories discussed offers a basis for explaining complaining behaviour. The lifecycle theory is predictive and addresses the linear existence of the operations, while the dialectic theory is explanatory (Bengül and Yılmaz 2018). It reflects on the origins of the behaviour and responses that culminated in complaints in any given environment. The two ideas discussed serve as the foundation for understanding why people complain (Ndofirepi 2020).



### ***Complaining Activity***

It is critical to comprehend the meaning and antecedent of the complaining action in order to fully comprehend the complaining activity. This applies to the discussion of a customer's unpleasant experience, which prompted them to file a complaint (Kamruzzaman 2020). This is shown in the diagram. The statistic depicts the antecedents of complaining actions as a "negative event" and "pre-experience." Apart from encouraging the complaining process, "resource setup" and "data" would also serve the function of monitoring and promoting the process's course (Arora and Chakraborty 2021). The post-experience is the product of the representation of each part of the complaint procedure, which acts as a precursor to the next activity in the process. Without the customer's competency, the nature of the protesting operation is ineffective (Sann, Lai, and Liaw 2020).

Since the act of complaining entails the consumer expressing their grievances, the customer's ability to reply to a specific complaint system in the company is unavoidable. It's also crucial to show that the complaint mechanism isn't just context-driven; it's also evolving as an interconnected sub-process of service delivery (Lee and Hur 2019). It is also important to note that where the legitimate medium for filing a complaint is not technically deployed, the complaint process loses its usefulness in service environments. As a result, in order to make the complaint process a technically viable process, service providers must provide service consumers and staff with an explicit complaint process SOP (Lee and Hur 2019).

### ***Customer Complaining Behavior***

A combined and cumulative systematic analysis was undertaken to ensure that the model of Consumer Complaining Behavior is evolved to meet the present day criterion on the issue in order to derive a model of Consumer Complaining Behavior (Kormpho et al. 2018). A brief recap of the previous job review will be given in the following part. A few characteristics found in all previous research suggest that customers are compelled to protest when they encounter a reality-expectation gap, which is referred to as "dissatisfaction" in most studies (Järvenpää 2017). The complaint process begins when a customer chooses between taking action and doing nothing in response to his or her genuine, felt disappointment (ibid). The two crucial factors, action and no-action, help to distinguish between those who deliberately protest and those who are disappointed but do not partake in complaining behaviour (Kim and Baker 2020). When no complaints are processed and a customer stays critical over presumed unhappy service, the variable "no-action" is triggered (Joe and Choi 2019).



Consumers who voluntarily voice their complaints, on the other hand, are included in action. "Exit" and "Voice" are the taxonomic classifications that help to categorise "action" and "no-action" (Ferri 2018). The variables are important because they are used to characterize the variables. Consumers who remain with the firm fall into one of two categories: voicing their issue in the form of complain or being dissatisfied by the service of the given organization. The response is classified as "Exit" for the section that leaves the service without expressing their disappointment and therefore leaves no space for the service provider to keep them (Morgeson III et al. 2020).

While the user response to "Exit" can appear to be passive, realistic analysis has shown that either of the two responses "Voice" or "Exit" are active responses that service providers encounter from unhappy customers (Mwendwa 2017). Exit response refers to a customer's desire to leave the service indefinitely, leaving no space for continuity, while "Voice" refers to whether a customer files a complaint with the appropriate authority in order to turn their frustration into something more mundane and productive for the service provider. Relationships often act as a source of negative feedback for service providers (Davis et al. 2017). Since we've come to believe that the community to which a customer expresses a complaint is extremely critical, whether a customer voices a complaint with his friends and relatives, the potency of the complaint can escalate by a factor of ten, resulting in a cascade of negative words directed at the service provider. The model developed below depicts the evolution of complaining behaviour literature and models (Fang He et al. 2018).

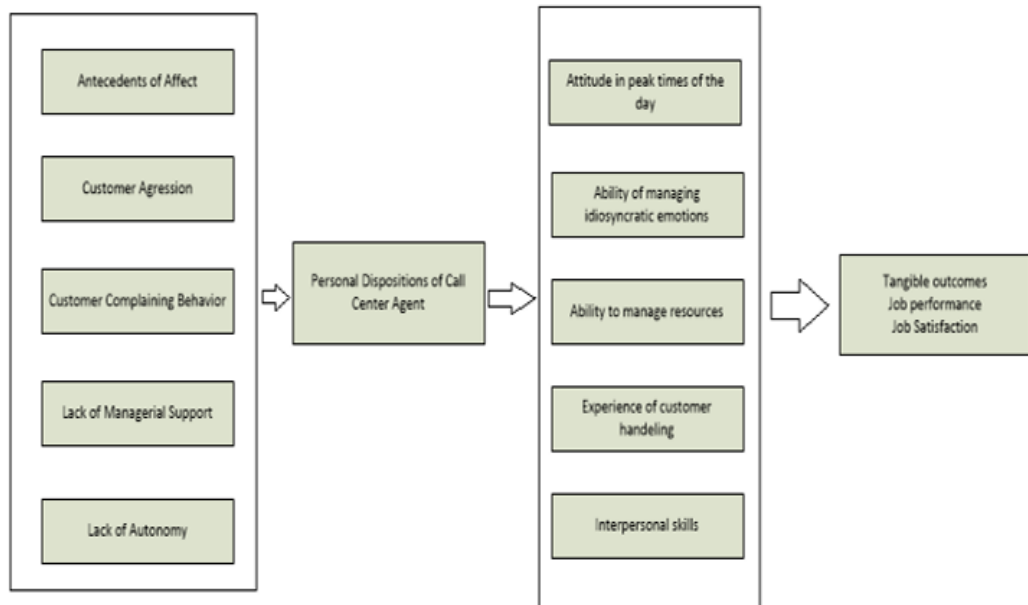
### ***Role of Meta-perception in customer complaining behavior***

Service providers do not intentionally collapse, just as corporate units are built on a "on-going" premise. There are instances and triggers that contribute to Consumer Complaining Conduct (Jiang and Lavaysse 2018a). The psychoanalysis of human anatomy differs dramatically when seen through the prism of similar findings, and a similar disparity is felt in client reactions when engaged in complaints. Customers who express their disappointment to the service provider personally and randomly are classified into two groups (Lewis et al. 2017). Whereas the other segment expresses their dissatisfaction and disappointments from the service provider in an indirect manner, by publicizing the events using negative word of mouth and switching behavior is observed (ibid). As a matter of fact service providers in most of the cases prefer consumers making direct complains since the other one involving indirect complains leads to extensive losses for the service provider and is hard to mitigate on part of service providers image (Tovar 2020).



Customers' particular traits, such as "Attitude toward Complaining," "Complaint Process," and "Prior Experience of Complaining," are categorically linked to the risk of a consumer complaining process, according to the studies. "Anger," "Frustration," "Anxiety," and "Disappointment" are certainly characteristics that are prevalent among consumers that engage in direct complaint processes (Kamruzzaman 2020).

A variety of studies have also found that customers who have formed a positive relationship with service providers report less because they have a larger domain of margin of error with the respective service provider, while customers who have a poor relationship with service providers are more likely to file a lawsuit (Morgeson III et al. 2020). Since customers cultivate concern for the physical environments under which a service provider operates, they fear that expressing a complaint will jeopardise their relationship with the service provider. Complaining behaviour is considered taboo in social environments because it is linked to consumers' need for free redemptions and service redress. The study is focused on consumers' Meta-perceptions, or the particular beliefs and feelings that buyers have when they have a concern (Cropanzano et al. 2017). This quality is attributed to the customer's fear of making a bad impression when complaining. And the shame associated with moaning has also been referenced as a derogatory societal practice. Direct complaint refers to a client confronting a service provider in real time over a service failure (Sann et al. 2020). In reality, the science of direct consumer complaint is seen as a beneficial tool for the service provider since the customer can be given a service remedy in real time and recovery can be realized (ibid). Since nothing sells better than a friend's suggestion in today's world, indirect complaints to incorrect outlets are a straightforward trap for service providers at the hands of opinion leaders (Kim, Rho, and Nam 2018). Eminent findings have aided into the development of final theoretical framework



## Discussion

The paper is a straightforward attempt to include Affective Event Theory as a merit that validates emotions in the call center industry. The scholarly work has surfaced a formal structure for an event based tactic leading to certain naïve and mature affective experiences at work backed by legit literature repository on moods and emotions (Scheibe and Zacher 2013). To mandate the need of including the tangent of emotional labor over telephone to the Affective Event Theory there are a few key points and implications that needs to be recapped. The Affective Event theory is hooked on the idea that job satisfaction is an affect that an individual experiences by performing a job or becoming a part of an organization the first implication identifies by the papers findings clearly indicates that job satisfaction is by no means an affect, it is rather a cumulative evaluation of an individual towards the job performed, the compass of its existence does not limit to the inter organizational factors but external entities effecting the performance of an individual are equally critical. Interacting with customers over the telephone is one unique factor that affects the way an individual advocates its self-developed idea of job satisfaction. It furthermore mandates the researchers' idea of adding a novel tangent to the AET for its application in the call center industry (Hammiat 2020).



The second argument presented to suffice the application of Affective Event Theory to the call center industry is taken from the available repository of literature which advocates moods and emotions as an inevitable part of any workplace experiences. Certain stimuli in the call centers are considered as a hefty trigger of emotionally charged call center representatives, the point of concern here is the absence of physical contact. These affective occasions are considered to influence an employees over all on the job performance and satisfaction (Jumaryadi 2019).

Accelerating towards the third merit for the inclusion of Affective Event Theory in the virtual working environment. The inference would be that the Affective state of an individual employee has the audacity to fluctuate over time (Nguyen 2020). The fluctuation in affect is directly proportional to the performance and the level of individual satisfaction, which responds to the prevailing level of affect aligned to the history and frequency of affect. The importance of frequency can not be ruled out since time plays a very significant role in understanding the affect prevailed and absorbed by any organizational member (Pulcu and Browning 2017). It has been for this reason that the academic and popular studies are trying to figure out ways rooted understanding of time and motion studies via prism of affect. This paper has classically mandated the need of authenticating affect in the call center industry keeping in view the premises of Affective event theory (Ashkanasy et al. 2017). The focus of this paper has therefore been on the diverse situation pouring changes in the level of affect considered at the end of Call center Agents, the paper mandated the thriving need in understanding the causative events and there consequences that serves to be the in-charge of performance fluctuations (Keon et al. 2018b).

### **Concluding Remarks**

Affective Event Theory is accentuated on the idea that human beings are instinctively emotional and thereby their actions are guided by felt emotions. Modern and academic literature has poured enormous tills of literature and research findings that foster the need of emotional management in customer service jobs, wherein the organizational representative work under the effect of affective events that cross them each day. Despite having a subtle understanding of job accomplishment as affect there is a scarcity of application of affective event theory in call center industry where the employee and customer interaction does not experience physical exposure. Utilizing the basic literature on emotion management and moods the research paper is destined to the introduction of affective experiences in the call centers developed on the underlined notion of workplace events as a proximal foundation of emotionally loaded responses by call center agents. The paper is a novel attempt to draw a new tangent to the Affective Event Theory that would



offer the application of this well- celebrated theory in the call center industry that requires the representative to manage their emotional responses over the telephone.



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