

Pivotal Role of Call Centre Managers from an Outsourced Telecommunications Company: A Case in Gauteng, South Africa

Sumei van Antwerpen

*Department of Operations Management, Faculty of Management Sciences,
University of South Africa, PO Box 392, Pretoria, South Africa, 0003
E-mail: vanans@unisa.ac.za*

KEYWORDS Challenges. Management Roles. Profiles. Strategies

ABSTRACT The purpose of this study is to explore the perceptions of managers employed in outsourced telecommunications call centres regarding their managerial roles. The study takes the form of a qualitative case study with data having been collected through semi-structured, interviews. Participants were purposively selected through criterion sampling. The results reveal that scientific management principles and continuous improvement are major focus areas in the call centre environment and that call centre managers who deal with internal and external pressures have a dynamic and challenging task. The study focuses on one telecommunications company that has four outsourced call centres in Gauteng, South Africa. The sample consisted of eight participants. The outcome highlights the role played by managers of outsourced organisations and provides suggestions as to how call centre management can be improved by dealing with the challenges being experienced. By means of careful consideration of the contracting process, this research contributes theoretically and practically towards management, continuous improvement and to addressing financial constraints.