

## Quality of working life of call-center workers

*Qualidade de vida profissional de atendentes de central de telecomunicações*  
*Calidad de la vida profesional de operadores de una central de telecomunicaciones*

Janaina Amoriele Parise<sup>1</sup>, Zaida Aurora Geraldine Sperli, Geraldine Soler<sup>1</sup>

<sup>1</sup> Faculdade de Medicina de São José do Rio Preto, Postgraduate Program in Nursing. São José do Rio Preto, São Paulo, Brazil.

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### ABSTRACT

**Objective:** to analyze the profile and quality of working life (QWL) of call-center workers. **Method:** quantitative research, conducted in one call-center of the city of São José do Rio Preto - SP, using the QVP-35 questionnaire. **Results:** profile was composed by: 80.2% women; 66.3% were single, with high school diploma and 6 hours of daily working hours; mean age of 28 years; 92.9% had only one job with mean working experience of 3 years. Positive aspects of QWL: intrinsic motivation, working ability, available resources and social support. Negative aspects of QWL: workload and organizational support. **Conclusion:** the data obtained indicate the need for better organization of call-center working processes in the company and suggests other researches in this context.

**Descriptors:** Quality of life; Occupational health; Telecommunications; Work; Occupational Diseases.

### RESUMO

**Objetivo:** verificar perfil e qualidade de vida profissional (QVP) de atendentes de uma central de telecomunicações. **Método:** pesquisa de natureza quantitativa, realizada em uma central de telecomunicações da cidade de São José do Rio Preto - SP, utilizando-se o questionário QVP-35. **Resultados:** Sobre o perfil: 80,2% mulheres; 66,3% solteiros, escolaridade até ensino médio e 6 horas diárias de trabalho; idade média de 28 anos; 92,9% único emprego e tempo médio de trabalho na empresa de 3 anos. Aspectos positivos da QVP: motivação intrínseca, capacitação para o trabalho, recursos disponíveis e apoio social. Aspectos negativos da QVP: carga de trabalho e apoio organizacional. **Conclusão:** os dados obtidos apontam necessidade de melhor organização do processo de trabalho dos teleatendentes na empresa e subsidiam outras pesquisas neste contexto.

**Descritores:** Qualidade de Vida; Saúde do Trabalhador; Telecomunicações; Trabalho; Doenças Profissionais.

### RESUMEN

**Objetivo:** comprobar el perfil y la calidad de vida profesional (CVP) de operadores de una central de telecomunicaciones. **Método:** investigación científica de naturaleza cuantitativa, realizada en una central de telecomunicaciones de la ciudad de São José do Rio Preto (estado de São Paulo), valiéndose del cuestionario CVP-35. **Resultados:** el 80,2% eran mujeres; el 66,3%, solteros; la escolaridad era de nivel secundario; la edad promedio era de 28 años; para el 92,9% era el único empleo y el tiempo medio de trabajo en la empresa, de 3 años con 6 horas diarias de trabajo. Los aspectos positivos de la CVP fueron: motivación intrínseca, capacitación para el trabajo, recursos disponibles y apoyo social. Los aspectos negativos fueron la carga de trabajo y el apoyo organizacional. **Conclusión:** los datos obtenidos señalan la necesidad de mejorar la

organización del proceso de trabajo de los operadores telefónicos en la empresa y subsidiar otras investigaciones en este mismo contexto.

**Descripciones:** Calidad de Vida; Salud del Trabajador; Telecomunicaciones; Trabajo; Enfermedades Profesionales.

**CORRESPONDING AUTHOR** Janaina Amoriele Parise E-mail: jana.amoriele@gmail.com

## INTRODUCTION

The concepts of quality of life involve human relationships regarding their culture and different parameters assessment, including: health, architecture, education, environment, security, entertainment and new technologies<sup>(1-2)</sup>.

The quality of working life (QWL) has been studied since the early twentieth century, spreading to the regulation of child labor, weekly rest and compensation for accidents. Over the years this concept has evolved, becoming the main element related to human and organizational development<sup>(1-5)</sup>.

Call-Centers (CC) are organizational structures with strong international trend that have attracted the attention of researchers in recent decades. They represent an economic sector that, in recent years, has incorporated thousands of workers, especially telemarketers in telephone-computer interface (telematics) as the main form of contact/business between companies and customers<sup>(2-4,6-8)</sup>.

The call-center working process has potentially compromising peculiarities of the quality of working life, as it is intensive in information technology and uses different forms of control over the worker, such as pressure for productivity by increasing calls<sup>(2-4)</sup>. In this context, common discomforts resulting from workload are: stress, speed and haste, pressure to promote and maintain the quality of work, which impairs their work performance and quality of working life<sup>(6-9)</sup>.

Given the above, the objective of this study was to analyze the sociodemographic and quality of working life data of a Call-center workers.

## METHOD

### Ethical aspects

Data collection occurred after the approval of the Research Ethics Committee of the Medical School of São José do Rio Preto - FAMERP.

### Design, study site and period

This is a descriptive and exploratory study conducted with call center workers in the city of São José do Rio Preto, located in São Paulo State. Data were collected in November-December 2013.

### Population or sample; Inclusion and exclusion criteria

The number of workers in the investigated company was 352, setting the sample size of 173 at 5% significance level. Participants' selection was based on randomization with those working in Call-centers for at least six months. A total of 87 workers were excluded for being on sick leave, on holiday, or maternity leave or because the area of work has

been extinct. Finally, the sample size was represented by 86 workers who agreed to participate in this study and were working during data collection period.

### Study protocol

Data were obtained through a form organized in two parts, applied as a questionnaire covering socio-demographic data and employment condition. For data collection, we also used the Quality of Working Life - QVP 35<sup>(10-11)</sup> developed by Cabezas-Peña (1999)<sup>(9)</sup> and validated for use in Brazil by Guimarães et al<sup>(10)</sup>.

The QVP 35 instrument enables multi-dimensional analysis of the quality of working life through 35 closed questions related to the perception of the worker conditions, and the questions are grouped into eight dimensions: 1. discomfort related to work; 2. organizational support; 3. workload; 4. resources related to work; 5. Social support; 6. intrinsic motivation; 7. ability to perform work; and 8. perception of QWL. For the evaluation of the domains, the participants used a scale ranging from 1 to 10 covering the categories: None (score 1-2), Low (score 3-4-5) High (score 6-7-8) and Very-high (score 9-10).

For the domains "discomfort related to work" and "workload", the higher the score, the greater the negative aspect related to QWL. For other domains, the higher the score, the greater the positive aspect related to QWL.

### Data analysis and statistics

In the data analysis, we used descriptive statistics measurements to characterize the sample and used the nonparametric Kruskal-Wallis and Tukey's test to compare means at a significance level of 5% (or 0,050).

## RESULTS

The results presented in Table 1 highlight the following data: the participants worked in five areas of the Call-center, called in this research areas A, B, C, D, E. The majority worked in the B area (44.2%) and only 3.5% in A. We highlight: women (80.2%); who were single (66.3%); with high school diploma and daily working hours of 6 hours; working in the morning shift (54.7%). They had exclusive employment bond with the company studied in 92.9% of subjects. The mean age of participants was 28 years, and the mean working experience was three years.

Table 2 shows the descriptive statistics of the domain that assessed the quality of working life of call-center workers, according to working area. It was found that only three had scores with significant differences between the assessed areas, as the p-value was less than 0.050 in the following approaches: Organizational support  $p=0.034$ ; Workload  $p=0.004$ ; Perception of quality of life  $p=0.012$ .

**Table 1 -** Characterization of Call-center workers, according to social variables and employment status, São José do Rio Preto, São Paulo, Brazil, 2014

Variables	n	%
Working area	86	100.00
A	3	3.50
B	38	44.20
C	14	16.30
D	15	17.40
E	16	18.60
Gender	86	100.00
Female	69	80.23
Male	17	19.77
Marital status	86	100.00
Married	23	26.74
Divorced or widowed	6	6.98
Single	57	66.28
Education	86	100.00
High school	57	66.28
College	29	33.72
Daily working hours	86	100.00
6 hours	57	66.28
8 hours	29	33.72
Work shift	86	100.00
All day	29	33.72
Intermediate	6	6.98
Morning	47	54.65
Afternoon	4	4.65
Employment bond	84	100.00
Exclusive	78	92.86
Other job	6	7.14

**Table 2 -** Descriptive statistics of the scores in relation to the perception of Quality of Working Life of call-center workers, according to the working area, São José do Rio Preto, São Paulo, Brazil, 2014

Domain	Sector	n	$\bar{X} \pm S$	Median	Minimum	Maximum	P value
Discomfort related to the job	A	3	5.60 ± 1.83	6.00	3.60	7.20	0.406
	B	38	4.31 ± 1.98	3.90	1.00	8.40	
	C	14	3.71 ± 1.70	3.50	1.40	7.00	
	D	15	4.36 ± 2.00	4.50	1.60	9.40	
	E	16	4.96 ± 2.23	4.20	1.80	9.00	
Organization support	A	3	5.73 ± 1.33	5.40 <sup>ab</sup>	4.60	7.20	0.034
	B	38	5.79 ± 1.76	5.95 <sup>a</sup>	2.00	9.30	
	C	14	5.54 ± 1.61	5.70 <sup>ab</sup>	2.40	7.80	
	D	15	5.90 ± 2.13	6.00 <sup>ab</sup>	1.50	8.70	
	E	16	4.06 ± 1.69	3.65 <sup>b</sup>	1.40	6.80	
Working hours	A	3	8.80 ± 0.20	8.80 <sup>a</sup>	8.60	9.00	0.004
	B	38	6.66 ± 1.90	6.80 <sup>ab</sup>	1.80	10.00	
	C	14	6.35 ± 1.40	6.26 <sup>ab</sup>	3.80	8.40	
	D	15	5.58 ± 1.97	5.60 <sup>b</sup>	1.40	8.60	
	E	16	7.61 ± 1.64	8.30 <sup>a</sup>	4.20	9.40	
Work-related resources	A	3	6.83 ± 2.04	7.75	4.50	8.25	0.089
	B	38	7.54 ± 1.56	7.50	4.25	10.00	
	C	14	6.48 ± 1.24	6.62	5.00	9.00	
	D	15	7.49 ± 1.41	8.00	3.66	8.75	
	E	16	7.86 ± 1.22	7.75	5.25	10.00	
Social support	A	3	8.83 ± 1.25	9.00	7.50	10.00	0.300
	B	38	7.23 ± 2.21	7.50	1.50	10.00	
	C	14	7.57 ± 2.44	8.25	3.00	10.00	
	D	15	7.96 ± 2.43	9.00	1.50	10.00	
	E	16	6.65 ± 2.10	6.25	2.00	10.00	
Intrinsic motivation	A	3	8.41 ± 0.14	8.50	8.25	8.50	0.694
	B	38	6.97 ± 2.09	7.25	2.00	10.00	
	C	14	7.03 ± 1.92	7.00	2.75	10.00	
	D	15	7.06 ± 2.53	8.00	1.00	9.75	
	E	16	6.59 ± 2.01	6.25	3.50	9.50	
Training to perform their activities	A	3	7.00 ± 2.73	7.67	4.00	9.33	0.584
	B	38	7.92 ± 1.55	8.00	4.00	10.00	
	C	14	7.43 ± 1.31	7.83	5.33	9.33	
	D	15	8.15 ± 1.30	8.67	5.33	9.67	
	E	16	7.93 ± 1.58	8.33	4.33	9.67	
Perception of quality of life	A	3	6.00 ± 1.73	5.00 <sup>ab</sup>	5.00	8.00	0.012
	B	38	7.10 ± 1.94	7.00 <sup>a</sup>	3.00	10.00	
	C	14	6.21 ± 1.76	5.50 <sup>ab</sup>	3.00	9.00	
	D	15	6.73 ± 2.31	7.00 <sup>ab</sup>	1.00	9.00	
	E	16	4.62 ± 2.58	4.50 <sup>b</sup>	1.00	9.00	

Note: p-value corresponds to Kruskal-Wallis test..

## DISCUSSION

Call-center activities are considered simplified and repetitive, which can adversely affect the quality of working life (QWL)<sup>(2-4,6-8)</sup>.

Suffering and pleasure at work are analyzed in several studies, and research investigations on QWL have many advantages for both the company and the employees, as they reveal weaknesses and strengths in their activities, allowing them to implement measures to make it more enjoyable for workers. There is, therefore, increased in productivity, more competitiveness and more positive image to society<sup>(12-18)</sup>.

The evaluation of QWL involves indicators such as salaries, benefits, skills and growth development opportunities in the company, safe working process and appropriate interpersonal relationships. Interrelated, the indicators will motivate or discourage the workers, influence positively or negatively the QWL<sup>(19-24)</sup>.

It is important to highlight the profile of the 86 participants in this study:

- Most were women (80.23%); who were single (66.28%) with high school diploma (66.28%);
- Aged between 19 and 49 years, mean 28.31 years, with standard deviation of 7.28 years, median of 26.00 years and coefficient of variation of the age distribution of 25.71%. The distribution of age data showed two distinct values (outliers), maximum, regarding the call-center workers aged 47 and 49 years, showing high data dispersion;
- working experience as call-center workers of a minimum of 0.50 years (6 months) and a maximum of 8.67 years (8 years and 8 months), with a mean of 3.00 years, standard deviation of 1.47 years, median of 3.00 years and coefficient of variation of the distribution of 49.00%, with high dispersion, with the top three outliers (6 years, 8 years and 8 years and 8 months).

In this research, descriptive statistics of the quality of life domains assessed, according to employment area, helped confirm that three variables (organizational support, working hours and perception of QWL) presented scores with significant differences between the areas assessed, as the p value was below significance level ( $p < 0.050$ ). The B area had the best score for the variable organizational support in relation to the sector D. In the variable working hours, the areas A and E showed better scores in relation to D area and the changing perception of QWL in which the workers of the B area claimed better quality of life compared to those of E area.

Considering the participants, 74.4% considered working too much stress or emotional stress demand. The literature investigated indicates several factors that contribute to increased stress, such as the existence of high emotional, cognitive and physical work overload<sup>(1,5,13,16,22-24)</sup>, especially in professions where there is continuous interpersonal contact, considering call center<sup>(2-4,6-8)</sup>.

The perception of QWL involves aspects of pleasure and suffering for execution of work. Work demands require administrative measures that generate welfare for increased business

productivity. The well-being at work is, in turn, characterized by the ability of the worker to develop their potential, progress in achieving their life goals, being recognized by the employer and customer, to get better working conditions in structural and programmatic aspects and harmonious relationship with his/her colleagues, among others<sup>(1,6,8,10,12,20,23-24)</sup>.

We identified in this study, the organizational support scale was the most influenced by quality of life of the call-center workers, followed by working hours dimension and perception of quality of working life. In this direction, organizational support will depend on how employees perceive the recognition given by the company to their work. This perception is influenced by the frequency, intensity and sincerity of praise and approval relations<sup>(13-14,16,23-24)</sup>.

The dimension Organizational Support was negatively evaluated in this study because participants signaled that the work they performed shows great diversity; scored lack of openness to express what they think and need and evaluated their proposals as little or nothing heard and applied, revealing thus miss opportunities to act with creativity. However, in the organizational support area, more than half of the workers said to be positive the support of their supervisors. In other studies conducted with call-center workers, it was found that organizational support, especially by supervisors is necessary for proper performance of tasks<sup>(1,5,13,16,20,23-24)</sup>.

Organizational settings of companies - public, private or hybrid or mixed nature - influence the perception of workers regarding the QWL in four score categories: effectiveness/efficiency; organizational management system; respect of employment and reward system. The effects of organizational support for job satisfaction are studied in different countries and professional contexts<sup>(1,5,22-24)</sup>.

In assessing the workload, we highlighted ergonomic conditions that generate physical and cognitive overload, bodily discomfort and high mental/psychological burden. The high prevalence of musculoskeletal pain related to workload may result from inadequate furniture, environments, incorrect postures and high physical and mental demands on labor activities<sup>(1,5,11-13,19)</sup>.

The perception of high workload revealed in this study can be attributed to the work process of call-center workers, since they perform their activities quickly and "haste", which causes stress and emotional stress.

For the other domains of quality of working life covered in QVP-35 questionnaire, there were no significant differences, since the p values were greater than 0.050. Thus, the differences were not significant in the following dimensions related to work: discomfort, intrinsic motivation, support, resources and training to perform their activities.

These other aspects are, however, relevant to the recognition of the different factors that lead to a better QWL, such as: intrinsic motivation - concerns pleasure to develop work activity; work ability - continuing education, resources related to work and social support. All these aspects are associated with the development of humanistic managerial practices, which include the worker's well-being and reverberate in a better quality of work and customer service, and increased productivity of the company.

We consider as limitations factors in this study: limited number of participants; analysis of few socio-demographic data and work condition; lack of data to understand the relationship between living conditions and health and working processes, in addition to worker conditions in the five specific areas of call-center activities in the studied company.

Anyhow, the data obtained in this study show that the call center industry has a lot to be studied in Brazil, under the worker's health focus, occupational diseases and related to the work process. It is also an occupational area of relevance in the nursing area, professional more directly involved in proposing and promoting educational and organizational actions to better work performance, in order to achieve greater business productivity and satisfaction among workers.

## CONCLUSION

The results of this study revealed that the research participants had QWL compromised in the areas of organizational support, working hours and perception of the quality of life. The knowledge of the perceptions of participants about their QWL is relevant to support management intervention actions, particularly in the context of the work nurses' performance, and contribute to the development of research in order to improve the QWL of call-center workers.

It is concluded that further studies are important in the aspects of social and programmatic structure of the company, in order to provide welfare for workers, higher quality of services and organizational growth.

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