89 - LIFE QUALITY AND HEALTH IN THE WORKPLACE – CALL CENTER

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1. INTRODUCTION

The Life Quality in the Workplace (LQW) has been a big concern of the organizations, because it's not possible exist winner companies without winner workers, and so little motivated organizations without motivated people. The organizations are noticing that the productivity in certain activity is directly related with the welfare of the employee, with the relationship with the team, between other factors that will be cited over this article. Taking this idea as basis, it's conclusive that the success of an enterprise depends on it collaborators.

The clearest definition to the term life quality in the workplace is “to facilitate and satisfy the needs of the workers in the development of their professional activities” (RODRIGUES, 1998).

According to Limongi-França (2004), the term life quality in the workplace can be defined as a process that consolidates the pursuit of human and organizational development.

In Brazil Life Quality in the Workplace is a great cultural challenge, beyond being a large process independent of the area that acts. According to Cañete (2004), the companies are introducing new concepts and LQW is gaining even more importance. This happens thanks to the fact that people stays in the workplace about 8 hours a day during at least 35 years of their lives (CONTE, 2003).

To França (1996) LQW is a set of actions of a company that involve improvements and innovations inside and outside of the workplace, with the purpose to propitiate human development conditions during the work performance.

According to Sucesso (1998) LQW encompasses: income with capability to satisfy the expectations; Pride in work; Satisfactory emotional life; Balance between work and leisure; Reasonable office hours; Career opportunities; Potential use possibility; Respect for the rights; and, justice on the rewards.

Walton's model (1974) along Rodrigues (1998) presents a model, considering internal and external factors to the organization, which allows conditions to evaluate the level of Life Quality in the Workplace. This model presents eight indicators dimensions that affect people in the work.

Walton along Vieira (1996) defines the main concepts of Life Quality in the Workplace measurement being:

1. Proper and fair compensation: aims to measure the remuneration adequacy of the executed work, comparing internally and externally. The compensation received may focus 2 points: relation between salary and physical/mental effort; by the employee experience and the responsibility required by the job title.

a.Income adequate to the job: the salary received by the worker is fair comparing to the tasks that performs, in addition it verifies if the remuneration level is proper to the effort, qualification, ability and responsibility degree required by the work.

b.Internal equity: it verifies if there is difference on the remuneration between collaborators that performs equal or similar tasks in the organization.

c.External equity: it evaluates if the remuneration of a worker of other organization of the same size and sector is equal or similar to the remuneration noted by the employees of the researched company, when executes similar tasks.

2. Work conditions: the satisfaction is related to reasonable office hours, work conditions that reduce to zero the diseases and physical damages risks or age limit imposition when it is a work that affect the welfare.

a.Workday: the workload obeys to the current legislation and doesn't cause fatigue, stress or physical/mental exhaustion to the collaborators.

b.Physical environment safe and healthy: the organization respects to the security rules using individual protection equipments (IPE's), and elaborates continuous plans to decrease the works accidents. Beyond that, it has attention to the physical and mental integrity of the workers and to their health and life quality.

3. Opportunity to use and develop capacities: refers to the possibility of the employee utilizes your knowledge and skills, develop your autonomy, obtain information about work process and feedback about your performance. However, Walton (1974) highlights that the maturity degree of the worker, your formation and capacity to make decisions and initiatives will determine in which level these factors will be considered. One should not forget that some people wish a work that requires little skill and that is securely managed.

a.Autonomy: the organization allows that the worker has a limit to solve problems related to the tasks that performs.

b.Task meaning: the worker feels accomplished with the performed activity.

c.Task identity: measures the satisfaction rate of the employee regarding the developed work.

d.Ability variety: the performed task requires different knowledge and abilities becoming the work more attractive and dynamic, ceasing to be tiring and repetitive.

e.Feedback: the organization allows the employee to receive information regarding your performance and developed product.

4. Opportunity of growth and security: measure the possibilities that the work offers regarding professional career, growth and personal development and security in the job. Walton focus basically the career opportunity granted to the workers, as well the difficulties suffered by them.

a.Career possibility: verifies the existence of a job titles and salaries plan that allows the workers properly capable and adept to an opportunity of professional growth.

b.Professional growth: the company offers to all the opportunity to acquire and improve their knowledge through a plan of developing and capability.

c.Security and job: the organization has a structure of human resources solid, which provides to the worker the feeling of security relative to your job.

5. Social integrity in the job: absence of big hierarchical differences, relationship marked by mutual support, frankness and respect to the individualities. Walton highlights the importance of the interpersonal relations to verify the identity degree of the workers with the organization and the level of their satisfaction with the life quality in the workplace.

a.Equality of opportunities: absence of preference between the workers.

b.Relationship: verifies the existence of a good interpersonal relationship and team spirit along the workers, making possible a mutual commitment between the parties.

6. Constitutionalism: based in the establishment of the rights and duties of the collaborators.

a.Respect to the labor laws and rights: the organization comply all the rights of the workers predicted by law (vacations, 13th salary, office hours, among others).

b.Personal privacy: the company respects the privacy of the individual, since your behavior doesn't affect your work.

c.Freedom of expression: the workers have opening to give suggestions and to express ideas.

d.Rules and routines: should be clear, defined, disclosed, understood and accepted by all.

7. Work and total life space: have as goal measure the balance between work and personal life. According to Walton the experiences in the work can interfere, positively or negatively, in the personal and social life of them; this way, the author recommends the pursuit of the balance through work schemes and professional growth. The satisfaction level of the worker relative to work influence practiced about the particular life should be evaluated through opinions regarding the balancing of the office hours, stability of schedules and geographical changes that affects the availability of leisure time.

a.Balanced role at the job: is the satisfactory equilibrium between the work and other personal activities of the workers.

8. Social relevance on work life: for Walton the irresponsible way to act of some companies makes that a lot of workers starts to depreciate their jobs, affecting the self-esteem and productivity.

a.Company image: it's fundamental that the organization conserves excellent image before it workers, current and potential clients, suppliers, community, among others.

This article have as objective perform a case study, analyzing aspects of Life Quality in the Workplace of the employees in the Call Center area of a cement industry in Curitiba. The research was performed based in Walton's Model, which is compound by eight indicators that affects the work performance.

2. METHODOLOGY

The instrument of data collection utilized was a questionnaire, elaborated by Joaquim (2007), with the objective to evaluate the satisfaction level of the workers from Call Centers, verifying the several factors that interfere in their everyday. It was evaluated 50 employees of the Call Center area of a cement industry in the city of Curitiba.

The questions utilized to evaluate the satisfaction level of the collaborators were based in Walton's model, focusing physical, security, remuneration, social integrity, career, work influence on personal life factors, among other aspects.

3. RESULTS AND DISCUSSION

Table 1 presents the results obtained about the first pillar, which talks about fair and proper compensation.

Its possible concludes that the employees are dissatisfied with the salary received relative to the performed work and also comparing with other companies in the industry (dissatisfaction percentage of 56% and 42% respectively). At the same time, 78% of the interviewed utilizes the benefits offered by the company.

Table 1 – Pillar 1: Fair and Proper Compensation

Question	Yes	No	More or less
1.1 – Do you co nsider fair the salary that receives related with the work that performs?	28%	56%	16%
1.2 – Comparing with other companies of the same industry do you consider your salary fair?	34%	42%	24%
1.3 – Beyond the salary, do you utilizes extras benefits as medical or dental assistance, nursery, feeding?	78%	16%	6%

Table 2 presents the obtained results about the second pillar, which talks about work conditions.

Table 2 – Pillar 2: Work Conditions

Question	Yes	No	More or less
2.1 – The available time to do your activities is enough to perform your tasks?	34%	42%	24%
2.2 – Your lunch and snack time is enough to you perform all your needs?	62%	20%	18%
2.3 – Do you consider your journey little tiring work?	32%	36%	32%

The result proves that 42% of the interviewed considers the service time insufficient to perform all the tasks. This happens because there is a time stipulated for call lengths, but may have exceptions and some call may last more than others, causing delay and failure of the daily goal of calls established.

Regarding the lunch and snack time, more than half of the interviewed (62%) considers the time insufficient to perform all the activities not related to work.

In the question that approached the tiredness related to the workday it was possible to indentify that had equilibrium on the answers, however with a higher percentage in the dissatisfaction of the employees. The studied company has a workday of 8 hours; however the Department of Labor Inspection established a workday of 6 hours for the Call Center and Telemarketing area. This may have caused the discontent of 36% of the interviewed; consequently there is an inclination in the increase of stress level. Table 3 presents the results obtained about the third pillar, which talks about the use and development of capability.

Table 3 – Pillar 3: Use and Development of Capacities

Question	Yes	No	More or less
3.1 – Is it under your responsibility the good performance, the quality and the result of the work that you perform?	76%	6%	18%
3.2 – Do you consider yourself an important person so that the company reaches their goals?	60%	30%	10%
3.3 – Is your job very important to your professional achievement?	72%	12%	16%

It's possible to conclude that regarding the 3rd Pillar the vast majority of the employees are satisfied referent the possibility of use their skills and develop autonomy in their work performance. This result proves that the service isn't performed only for accomplish tasks but with the intention to make the best aiming the quality of the service.

Table 4 presents the results obtained about the fourth pillar, which talks about opportunity of growth and security.

Table 4 – Pillar 4: Opportunity of Growth and Security

Question	Yes	No	More or less
4.1 – Does the company recognizes and values your aspects and the aspects of your coworkers?	40%	25%	35%
4.2 – Do you have promotion chances inside the company?	50%	18%	32%

Analyzing the result, its noteworthy that 50% of call center operators have the vision that the company offers promotion opportunities and 40% believe that the company recognizes and values the good work performed. Table 5 presents the results obtained about the fifth pillar, which talks about social integrity in the work.

Table 5 - Pillar 5: Social Integrity in the Work

Question	Yes	No	More or less
5.1 – Do you consider your relationship with coworkers good?	86%	14%	0%
5.2 – Do you consider you relationship with your superior good?	76%	12%	12%
5.3 – Do you consider the commitment and collaboration spirit in the company good?	40%	20%	46%

Analyzing the chart, it's concluded that in the area exists a good relationship between the coworkers (86%) and between subordinate and superior (76%). However, regarding commitment and collaboration spirit in the company 46% consider such aspect middling. Table 6 presents the results obtained about the sixth pillar, which talks about constitutionalism.

Table 6 – Pillar 6: Constitutionalism

Question	Yes	No	More or less
6.1 – Are labor laws as register, payment of tax, minimum wage and others of your knowledge applied in the company?	100%	0%	0%
6.2 – Is performed extra hours paid correctly?	76%	8%	16%

In this aspect, 100% of the employees are satisfied with the application of labor laws. However, they are dissatisfied or middling dissatisfied relative to the payment of extra hours. This happens due the fact that in some cases the employees have an hour bank that should be converted in extra hour but the supervisors require days off instead of payment. Table 7 presents the results obtained about the seventh pillar, which talks about work and total life space.

Table 7 – Pillar 7: Work and Total Life Space

Question	Yes	No	More or less
7.1 – Does your work have a positive interference in your family life?	50%	24%	26%
7.2 – Do you have, outside your work, time to leisure and social activities?	62%	20%	18%

This pillar have as goal measure the work and personal life. It's noteworthy that the employees are satisfied in this aspect. Table 8 presents the results obtained about the eighth pillar, which talks about social relevance in work life.

Table 8 – Pillar 8: Social Relevance in Work Life

Question	Yes	No	More or less
8.1 – Are you proud to say where you work?	76%	12%	12%
8.2 – Do you think the company 's image good in the local community?	88%	0%	12%

On questions applied for the 8th pillar, it's possible analyze that 76% of the employees have pride to say where they work and 88% consider the company's image good at the community. The employee's admiration for the company shows that they consider themselves important to the organization and that they are satisfied with themselves.

4. CONCLUSION

It's concluded that the Life Quality in the Workplace of employees from Call Center in the analyzed company was considered in good level, excepting the aspect remuneration. It's observed that in this company is possible to maintain the employees satisfied, as well the interests of the company.

The Call Center area is seeing as an environment of high levels of stress and a lot of people have the perception that is an area with low satisfaction level in several aspects. However, the research proved the contrary. Despite being a tiring workday for the performed function, the collaborators consider the break time enough to perform all your needs. Beyond that, the vast majority are proud to work in this organization and consider that the work have a positive influence in the familiar life. But, an alert matter for the organization refers to the salary aspect, which dissatisfaction may cause high demotivation and fall in the work performance.

However it is suggested that the company analyze the most critical issues and develop action plans to further leverage the level of employee satisfaction. Small solutions like creating moments for gymnastics can be essential not only to improve the quality of life of employees but also to improve the health of ourselves. Often, simple actions such as the implementation of gymnastics for example, or even a well-conducted conversation can expect big changes.

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LIFE QUALITY AND HEALTH IN THE WORKPLACE – CALL CENTER

ABSTRACT

Even more companies adopt the services of call centers due the facility and operability of these professionals. This way, this article has as main objective to evaluate the satisfaction rate of the Call Center operators of a cement industry. For this evaluation, it was applied a questionnaire based in the eight pillars of Walton to 50 workers. The results showed that, despite the exhaustive workday, the collaborators consider the time interval enough to perform their activities and are proud to work in the organization. However, in the aspect “salary” most of the employees are dissatisfied, and this should be a matter that the company has to be attentive to avoid demotivation of the employees. This way, is conclusive that hardly is possible to obtain 100% of the employees satisfied, nevertheless, the organization should always attack their weakness, and create ways to humanize more the rank of staff, for example, giving recovery pauses and activities as labor gymnastics for the workers during their workday.

KEYWORDS: Life Quality in the Workplace (LQW), Walton Model, Health, Labor Gymnastics.

QUALITÉ DE VIE ET DE LA SANTÉ AU TRAVAIL - CENTRE D'APPELS

RÉSUMÉ

De plus en plus d'entreprises adoptent les services des opérateurs de centres d'appels et une facilité d'utilisation par ces professionnels. Ainsi cet article vise à évaluer le degré de satisfaction des opérateurs des centres d'appels d'une industrie du ciment. Pour cette évaluation, un questionnaire basé sur huit piliers de Walton a été appliquée à 50 travailleurs. Les résultats ont montré que, malgré le voyage exhaustive de travail, les employés considèrent l'intervalle de temps suffisant pour la réalisation de leurs activités et de se sentir fiers de travailler dans l'organisation. Toutefois, les aspects salariaux plupart des employés ne sont pas satisfaits, et c'est un point que l'entreprise doit prendre soin d'éviter la démotivation du personnel. Ainsi, nous pouvons conclure que peu peuvent obtenir 100% d'employés satisfaits, mais l'organisation doit toujours attaquer leurs faiblesses, et la création de plus de moyens pour humaniser le lieu de travail, par exemple, la création de séjours et d'activités de rétablissement, gymnastique pour les employés tout au long de leur journée de travail.

MOTS-CLÉS: Qualité de vie au travail, la santé, le modèle Walton, Gymnastique.

CALIDAD DE VIDA Y SALUD EN EL TRABAJO - CALL CENTER

RESUMEN

Cada vez más empresas adoptan los servicios de los operadores de call center y la facilidad operativa por estos profesionales. Así, este artículo tiene como objetivo evaluar el grado de satisfacción de los operadores del centro de llamadas de una industria del cemento. Para esta evaluación, se aplicó un cuestionario basado en ocho pilares de Walton a 50 trabajadores. Los resultados mostraron que a pesar del recorrido exhaustivo del trabajo, los empleados consideran que el intervalo de tiempo suficiente para llevar a cabo sus actividades y se sienten orgullosos de trabajar en la organización. Sin embargo, los salarios aspecto mayoría de los empleados no están satisfechos, y este es un punto que la empresa debe tener cuidado para evitar la desmotivación del personal. Por lo tanto, podemos concluir que difícilmente se puede obtener el 100% de los empleados satisfechos, pero la organización siempre que atacar sus debilidades, y crear más formas de humanizar el lugar de trabajo, por ejemplo, la creación de los descansos y las actividades de recuperación como gimnasia para los empleados durante su jornada de trabajo.

PALABRAS CLAVE: Calidad de Vida Laboral, Salud, Modelo Walton, Gimnasia.

QUALIDADE DE VIDA E SAÚDE NO AMBIENTE DE TRABALHO – CALL CENTER

RESUMO

Cada vez mais empresas adotam os serviços de operadores de call center pela facilidade e operacionalidade destes profissionais. Desta forma este artigo tem como objetivo principal avaliar o grau de satisfação dos operadores de Call Center de uma indústria cimenteira. Para esta avaliação foi aplicado um questionário baseado nos oito pilares de Walton para 50 trabalhadores. Os resultados mostraram que, apesar da jornada de trabalho exaustiva, os colaboradores consideram o tempo de intervalo suficiente para realização de suas atividades e sentem orgulho de trabalhar na organização. Porém, no aspecto salário a maioria dos funcionários está insatisfeita, sendo este um ponto que a companhia deve estar atenta para evitar desmotivação dos funcionários. Desta forma, pode-se concluir que dificilmente se consegue obter 100% dos funcionários satisfeitos, contudo a organização deve sempre atacar seus pontos fracos, e criar formas de humanizar mais o posto de trabalho, por exemplo, criando pausas de recuperação e atividades como a ginástica laboral para os funcionários ao longo de seu dia de trabalho.

PALAVRAS-CHAVE: Qualidade de Vida no Trabalho, Saúde, Modelo de Walton, Ginástica Laboral.