

APPLICATION OF JOB SATISFACTION SURVEY IN TELEMARKETING OPERATORS IN BRAZIL

APLICAÇÃO DO JOB SATISFACTION SURVEY EM ATENDENTES DE TELEMARKETING NO BRASIL

Antonio Edson Oliveira Honorato¹, Agostinha Mafalda Barra de Oliveira²;

1. Master's student in Social and Human Sciences from the State University of Rio Grande do Norte, specialist in Strategic Service Management and holds a Bachelor of Business Administration from the Federal University of the Semi-Arid Region antonio.oliveira@ufersa.edu.br.
2. PhD in Social Psychology and Anthropology of Organizations from the University of Salamanca, Master in Business Administration from the Federal University of Santa Catarina and Psychologist from the University of Fortaleza. Currently adjunct professor at the Federal University of the Semi-Arid Region agostinhamafalda@ufersa.edu.br.

Recebido em: 25/06/2018 - Aprovado em: 06/07/2018 - Disponibilizado em: 15/08/2018

ABSTRACT: Job satisfaction is an important variable within the organization, as it directly reflects its productive capacities and production quality levels. Due to several factors, internal or external, the organization can suffer considerable losses in the level of satisfaction of its employees; and when low, this satisfaction can cause great losses not only from an administrative, productive and functional point of view, but also in the health and well-being of the people. In Brazil, there is a specific sector that calls attention to its rapid growth; the service sector. In this one, telemarketing stands out, not only due to the large number of employees, but also due to the increase of occupational diseases developed by professionals working in it. Considering these facts, the objective of this study was to measure and analyze, through the Job Satisfaction Survey (JSS), the level of satisfaction of the telemarketing operators of a Brazilian contact center, since these are the main ones affected by the negative load inherent in the performance of its functions. The survey was attended by 188 telemarketers. The results presented the employee's dissatisfaction in several aspects, such as payment, benefits and contingent rewards. It can be concluded at the end of the research, that there is a great need for companies in this sector – that employ more than 1.6 million people in Brazil – to work and develop methods so that their employees feel satisfied and motivated by the work they perform. Mainly, to reduce the health risks faced by this working class.

KEYWORDS: Job Satisfaction. Human Resources. Occupational Safety and Health.

RESUMO: A satisfação no trabalho é uma importante variável dentro da organização, pois reflete diretamente suas capacidades produtivas e os níveis de qualidade da produção. Por vários fatores, internos ou externos, a organização pode sofrer consideráveis perdas no nível de satisfação dos seus funcionários; e quando baixa, essa satisfação pode causar grandes prejuízos não só do ponto de vista administrativo, produtivo e funcional, mas também na saúde e no bem-estar das pessoas. No Brasil, há um setor em específico que chama atenção pelo seu rápido crescimento, o setor de serviços. Neste, destaca-se o telemarketing, não só devido ao grande número de funcionários, mas também devido ao aumento no número de

doenças ocupacionais desenvolvidas por profissionais que nele trabalham. Considerando esses fatos, o objetivo deste estudo foi mensurar e analisar, por meio do Job Satisfaction Survey (JSS), o nível de satisfação dos operadores de telemarketing de um contact center brasileiro, já que estes são os principais afetados pela carga negativa inerente ao desempenho de suas funções. A pesquisa contou com a participação de 188 atendentes. Os resultados apresentaram a insatisfação do trabalhador em vários aspectos, como pagamento, benefícios extras e recompensas contingentes. Pode-se concluir ao final da pesquisa, que há grande necessidade de empresas desse setor, que empregam mais de 1,6 milhões de pessoas no Brasil, de trabalharem e desenvolverem métodos para que seus funcionários se sintam satisfeitos e motivados com o trabalho que realizam, sobretudo, de forma que se possam reduzir os riscos de saúde enfrentados por essa classe trabalhadora.

PALAVRAS-CHAVE: Satisfação no trabalho. Recursos humanos. Saúde Ocupacional.

INTRODUCTION

In recent years, job satisfaction rates have fallen in countries such as the United States, Ireland and Italy. Americans, for example, have been able to achieve the highest job satisfaction rate since the Great Recession of 2008, but most of them are still unhappy at work (THE CONFERENCE BOARD, 2014). In European countries, the problem is some uncertainty and job insecurity caused by the economic crisis that affected many countries of that continent in 2011, and which still today reflects negatively on the European economy. There has been a significant increase in the level of unemployment in Europe and, consequently, job insecurity has increased (EUROFOUND, 2013).

Problems such as those brought about by economic crises are usually accompanied by challenges for companies, especially with regard to employee retention. The difficulty of sustain jobs, while sales fall, is one of the problems faced. Some sectors, however, have a greater difficulty retaining employees by nature, even in times of steady economy. This is the case, for example, in the telemarketing sector, where employee satisfaction is one of the most difficult variables to control (RUYTER; WETZELS; FEINBERG, 2001; QUINTANILHA, 2013).

In Brazil, telemarketing is the fastest growing area within the service sector. In numbers, more than 1.6 million people have a work contract signed by a Contact Center (SINTELMARK, 2015). In addition to these formal jobs, there are at least one million more working illegally without a formal contract (FRAGA, 2014). A contact center is a new format of customer service; this term is an update of the term call center. The difference is that due to technological change in the digital age, new communication tools were developed, such as the

cell phone through electronic messages and the computer through e-mail, these tools became part of the work routine in telemarketing (RUYTER; WETZELS; FEINBERG, 2001).

This way, while in call center the communication used to happen only by telephone, in the contact center conception, different forms of contact with the customer are used. These changes are related to the very demands of customers who expect companies to respond faster. Then, because of the market's competitiveness, companies need to respond quickly and effectively to their consumers' wants and needs, thus developing new customer service tools (LIMA; POZO, 2017).

By analyzing the work environment of this sector, it is possible to understand the contact centers as specific work environments that incorporate working conditions and that have negative potential for the well-being of the worker. According to the results presented in other surveys, contact center professionals show lower levels of commitment to the company compared to other sectors (MUSTOSMÄKI; ANTTILA; OINAS, 2013).

On the one hand, satisfaction at work is a factor of great importance for the motivation of employees, on the other, there is a sector known to have working conditions with negative potential under the health of the worker. Evaluating this situation, this article aims to measure, through the Job Satisfaction Survey (JSS), the level of job satisfaction of a group of telemarketing operators in a contact center company in Brazil.

The results found in this research can contribute to the development of improvements in main points that lead to worker dissatisfaction in the telemarketing sector. Bringing industrial and operations managers, a specific insight into problems faced by telemarketing operators that lead them to feel dissatisfied with their profession. Thus, the role of the operations manager would be to rethink the forms of management used in this sector specifically so that this group of professionals can feel more satisfied with their work.

SATISFACTION AT WORK AMONG TELEMARKETING OPERATORS

The work in a contact center can be characterized as a momentary job. The longer the individual remains in employment, the more dissatisfied he will become. This motivates the voluntary dismissal of the worker from the moment he qualifies or gets a better job (SILVA; MOCELIN, 2009).

An ostensive monitoring forms the work of the operators, which serves as instrument of harassment (SAKAMOTO, 2014). The excessive monitoring by companies about their employees can affect negatively not only into levels of satisfaction but also into overall mental health. As well as increased rates of anxiety and depression. That is, this monitoring when used as a punishment for the employees to present better results, can directly affect their wellbeing and their health (HOLMAN; FERNIE, 2000).

The autonomy index attributed to employees is another point that deserves some attention in the job satisfaction. When telemarketers feel they have sufficient autonomy to carry out their tasks, they have lower levels of stress, which leads to an increase in satisfaction and performance, and decrease the intention to leave the company (RUYTER; WETZELS; FEINBERG, 2001).

Job satisfaction is an important determinant of both employee performance and employee turnover rates. Thus, contact center companies should adopt alternatives that increase the satisfaction of their employees (RUYTER; WETZELS; FEINBERG, 2001). In addition, avoid several costs caused by the rotation as the recruitment, selection and training of new workers. Moreover, to providing the employee with better social welfare.

THE TELEMARKETING SECTOR OVERVIEW IN BRAZIL

After the recent crisis in Brazil, the services sector has been struggling to grow again, as it has been growing in previous years. In April 2017 closed down by 5.6% compared to the same period of 2016 (LOSCHI, 2017). In January of 2018, it presented decrease of 2.7% compared to January of the previous year; this shows that this is the sector with the greatest difficulty to recover from the crisis (VILLAS BOAS, 2018). Within the services sector, telemarketing is the fastest growing area, between 2011 and 2014 had an increase in the supply of jobs more than tripled (REDE GLOBO, 2014).

Despite the growth of the labor market in this sector, turnover is high; professionals suffer from low wages, job insecurity and early illness (FRAGA, 2014). Telemarketing activity has become a temporary occupation, workers are in temporary jobs and contact centers are being understood as "passing" companies (MOCELIN; SILVA, 2008).

The telemarketer also has to deal with various cognitive and public service requirements such as logical reasoning, concentration, memory and attention, allied to kindness, patience, and

cordiality. The telemarketer gets dependent on standardized phrases and actions and is still prepared to deal with complicated situations generated by customer contact (TORRES, 2001).

The work in contact centers is related to risk factors for the development of stress, the main ones being: standard time for activities and rest breaks; difficulties in reaching, simultaneously, quality and quantity in established goals; tension with customers and negative comments from superiors (CHARBOTEL, 2009).

RESEARCH METHODOLOGY

In this research, the Job Satisfaction Survey (JSS) was used as a data collection instrument (Appendix I). This scale was developed by Paul E. Spector (1985) and presents a good reliability index ($\alpha = 0.91$). The JSS consists of nine dimensions judged as the most significant to measure job satisfaction. These dimensions are: payment, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work and communication. For each dimension, there are four specific questions, totaling 36 items

The result for the reliability index found by the present study was satisfactory, being close to the index of the original research found by Spector ($\alpha = 0.91$). The reliability index for the JSS of this survey is 0.88.

The study universe corresponds to approximately 3,000 employees currently working at the company, in the city of Mossoró, taking into account the prerequisite of participation in the time of one month of service. The sample consisted of 188 telemarketing operators, of the total 2,000 approximately, representing 9.4%, from one of the largest contact center companies in Brazil, specifically in one of its units, located in Mossoró, State of Rio Grande do Norte, aged between 18 and 42, of both sexes.

In all, 1,216 questionnaires were sent by Google Forms, directly, however, participants could share the questionnaires with other participants, so it was not possible to define the number of indirectly sent questionnaires, of which 206 returned, presenting, therefore, a rate of return of approximately 17%. Of the total number of respondents, 188 are telemarketers and 18 are operations supervisors. For this research, only the answers of the telemarketers were considered.

The calculation of the minimum sample required to be representative of a 95% confidence interval was done following the following mathematical formula, presented in Figure 1. The

formula is composed by the size of the research universe (N), confidence interval (Z), margin of error (e) and the value of the true probability of the event (p), and aims to find the sample size (n).

$$n = \frac{N \cdot Z^2 \cdot p \cdot (1 - p)}{Z^2 \cdot p \cdot (1 - p) + e^2 \cdot (N - 1)}$$

n = sample size
 N = size of the universe (3000)
 Z = 95% confidence interval (Z = 1.960)
 e = margin of error of 7%
 p = true probability of 50%

Figure 1 – Sample Calculation
 Source – Medina, 2013.

Based on the calculation of the probabilistic sample, where $N = 3000$, $Z = 1.960$, $e = 7\%$ and $p = 50\%$, the result of 185 employees was found, this is the minimum number to consider the representative sample, that is, the data collected are reliable and can be inferred. The survey counted on the participation of 188 telemarketing operators, therefore, the criterion of the minimum amount of employees to compose the sample was met.

The interpretation of the results obtained by the JSS can be assumed that, the agreement of the participant with the positive items and disagreement with the negative items would represent satisfaction. Meanwhile, disagreement with positive items and agreement with negative items represents dissatisfaction. The data can be interpreted in two ways, according to each dimension of the scale or in general, encompassing all dimensions.

The interpretation of each dimension individually can be done in two ways: by the mean or sum of the items. Considering the average of the four items, an average of 4 points or more means satisfaction, averages of 3 points or less represent dissatisfaction, and values between 3 and 4 points are ambivalent (indefinite). Already by means of the sum, a total of 4 to 12 points means dissatisfaction, from 16 to 24 points represent satisfaction, and values between 12 and 16 points are ambivalent (indefinite).

The interpretation of the general scale, taking into account the total score of the 36 items, can also be done by the mean or sum. Considering the average of the 36 items, the values will be the same used to interpret the dimensions. For the interpretation by means of the sum of the items, it is considered dissatisfaction the scores ranging from 36 to 108, satisfaction from 144

to 216 points, and values between 108 and 144 are ambivalent (indefinite). In this study, we used the interpretation by means of the sum.

RESEARCH FINDINGS

In terms of gender, of the 188 attendants who participated in the survey, the vast majority (72.3%) were female, 136 attendants. Regarding the age, the mean age of respondents was 23.13 years (SD = 4.85, min: 18, max: 42). More than half, 103 attendants (54.79%), is between 18 and 21 years old. Those aged between 22 and 25 years are 32 participants (17.02%), then 34 professionals (18.09%) are between 26 and 29 years of age and the remaining 19 (10.1%) are aged above 30 years. Regarding the length of service, 48 (25.53%) of the 188 attendants are in the service for 1 to 3 months. While 12 attendants (6.38%) are working in the company for 4 to 6 months, and 40 (21.28%) are between 7 and 9 months and 88 attendants (46.81%) have worked in the Contact Center for more than 10 months.

Payment: The first statement of the "Payment" dimension of the JSS measures the level of employee satisfaction with the salary they receive. The statement in this item aims to know if the salary paid by the company is fair for the work performed. The result clearly shows the dissatisfaction of employees with their current salaries, were 85% of the telemarketers who disagreed that the salary is fair. About the values and periodicity of the increases, 87% agreed that they are short and time consuming. The vast majority of telemarketers (69%) feel devalued by the company because of the salary they receive. This shows that, in addition to not finding the salary they receive as shown in Item 1, they feel they are being devalued. The fourth item on payment identifies that 70% of the telemarketers are dissatisfied with the chances of receiving increase.

Table1. Result of responses to the "Payment" dimension of the JSS

Item	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1. I feel I am being paid a fair amount for the work I do.	70%	7%	8%	4%	4%	7%
10. Raises are too few and far between.	6%	1%	6%	6%	19%	62%
19. I feel unappreciated by the organization when I think about what	13%	7%	11%	10%	17%	42%

they pay me.						
28. I feel satisfied with my chances for salary increases.	43%	11%	16%	7%	7%	16%

Promotion: Most attendants (68%) disagreed that there is little chance of getting a job promotion. This shows that the chances of getting promotion in the company are good; many telemarketers enter companies in this sector precisely targeting these promotion opportunities, which occur in a shorter period, compared to companies in other industries. For just over half the telemarketers (53%), employees who do a good job have a good chance of being promoted. In Item 20, on professional growth time, 59% agreed with the statement that growth within the company in which they work is faster compared to other companies. However, at the individual level, of the 188 attendants, 56% are not satisfied with the chances of being promoted.

Table2. Result of responses to the "Promotion" dimension of the JSS

Item	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
2. There is really too little chance for promotion on my job.	21%	24%	23%	14%	9%	9%
11. Those who do well on the job stand a fair chance of being promoted.	24%	8%	15%	15%	20%	18%
20. People get ahead as fast here as they do in other places.	18%	6%	17%	23%	15%	21%
33. I am satisfied with my chances for promotion.	29%	11%	16%	21%	10%	13%

Supervision: The vast majority of respondents (66%) said they believed in the competence of their supervisor. The result of Item 12 shows with expressiveness that the respondents surveyed believe that their supervisors are not unfair. For 81% of the telemarketers, supervisors prove to be fair. The result of Item 21 also demonstrates the satisfaction of the clerks with their supervisors, 72% of the respondents believe that their supervisors are interested in the subordinates' feelings. Like the results of the other items on supervision, the result of Item 30 shows that the vast majority of telemarketers (81%) like their supervisors.

Table3. Result of responses to the "Supervision" dimension of the JSS

Item	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
3. My supervisor is quite competent in doing his/her job.	12%	7%	15%	14%	21%	31%
12. My supervisor is unfair to me.	54%	17%	10%	7%	6%	6%
21. My supervisor shows too little interest in the feelings of subordinates.	38%	16%	18%	10%	6%	12%
30. I like my supervisor.	8%	5%	6%	15%	23%	43%

Benefits: Of the total number of participants, 61%, according to the results of Item 4, are dissatisfied with the benefits they receive. The benefits offered by the company researched are health and dental plans and discounts for employees in partner companies. The health plans are offered with subsidy, and the employees must bear a part (20%) of the costs of consultations and examinations, in addition to the monthly fee. The vast majority of telemarketers (76%) disagreed that the benefits they receive are compatible with those of other companies. Item 22 confirms this, when a significant number of respondents (79%) do not believe that the benefits package offered is fair. In addition, Item 29, which aims to identify if the attendants believe that there are benefits that they do not have, but should have, the result was also quite expressive. About 60% fully agree with the statement and if they add those who agree moderately and slightly, the number rises to 87%. These numbers demonstrate the dissatisfaction of these employees with the benefits they receive.

Table4. Result of responses to the "Benefits" dimension of the JSS

Item	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
4. I am not satisfied with the benefits I receive.	13%	11%	15%	17%	13%	31%
13. The benefits we receive are as good as most other organizations offer.	51%	13%	12%	12%	5%	7%
22. The benefit package we have is equitable.	44%	15%	20%	9%	4%	8%
29. There are benefits we do not have which we should have.	7%	0%	6%	12%	15%	60%

Contingent Rewards: The result of Item 5 shows that most respondents (61%) believe that they are not recognized when they do a good job. For Item 14, whose statement aims to identify if the employees feel that the work they do is valued, most (60%) responded that they agree with the statement, that is, they feel that their work is not valued. About the amount of rewards offered by the company, 60% agreed that the rewards are few. For Item 32, most respondents (38%) have fully agreed that they feel that their efforts are not rewarded in the way they should be for the company, those who agree moderately and somewhat, add up to 29%, so the total that agreed is equal to 67%. Those who disagreed with the statement were 33%.

Table5. Result of responses to the "Contingent Rewards" dimension of the JSS

Item	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
5. When I do a good job, I receive the recognition for it that I should receive.	33%	10%	18%	14%	16%	9%
14. I do not feel that the work I do is appreciated.	12%	16%	12%	12%	12%	36%
23. There are few rewards for those who work here.	10%	11%	16%	20%	14%	29%
32. I don't feel my efforts are rewarded the way they should be.	12%	7%	14%	15%	14%	38%

Working Conditions: Of the total number of respondents, 62% agreed that many of the company rules and procedures make it difficult to do a good job. This result shows that most telemarketers believe that the company's rules and procedures end up hampering their performance, making it harder to do a good job. Following this result, 56% believe that their efforts to do a good job end up being hampered by bureaucracy. The result of Item 24 identifies that just over half of the respondents (55%) agree that they have a lot to do at work. Already for the affirmation of Item 31, about 50% of the respondents disagreed that they have a lot of paperwork at work. This result may be related to the very nature of contact center work, where most of the information inherent to the service is stored in computers and data centers.

Table6.Result of responses to the "Working Conditions" dimension of the JSS

Item	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
6. Many of our rules and procedures make doing a good job difficult.	8%	8%	22%	22%	11%	29%
15. My efforts to do a good job are seldom blocked by red tape.	21%	14%	21%	19%	7%	18%
24. I have too much to do at work.	13%	11%	21%	22%	14%	19%
31. I have too much paperwork.	50%	18%	13%	7%	5%	7%

Co-workers: The result of Item 7 clearly shows the employees' satisfaction with the people they work with. Of the total, 92% said they like the people who work with them. However, according to the results of Item 16, where respondents were slightly more divided, the majority (57%) do not think they need to work more because of the incompetence of their co-workers. In turn, the result of Item 25 demonstrates compliance with Item 7. The result was that the vast majority (90%) of the attendants said they liked their colleagues, this shows satisfaction with co-workers. When questioned about workplace disagreements, most respondents (61%) disagreed that there are many disagreements and fights at work.

Table7. Result of responses to the "Co-workers" dimension of the JSS

Item	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
7. I like the people I work with.	1%	2%	5%	15%	26%	51%
16. I find I have to work harder at my job because of the incompetence of people I work with.	27%	14%	16%	14%	11%	18%
25. I enjoy my coworkers.	3%	2%	5%	15%	23%	52%
34. There is too much bickering and fighting at work.	28%	17%	16%	13%	15%	11%

Nature of Work: About 60% of respondents do not feel their work is insignificant and 58% say they enjoy doing the things they do at work. The majority (58%) also replied that they are

proud of their work. Still about the nature of the work, a little more than half of the telemarketers surveyed (52%) agree that their work is pleasant, against 47% who disagree.

Table8. Result of responses to the "Nature of Work" dimension of the JSS

Item	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
8. I sometimes feel my job is meaningless.	27%	17%	16%	15%	9%	16%
17. I like doing the things I do at work.	17%	11%	14%	18%	23%	17%
27. I feel a sense of pride in doing my job.	17%	7%	18%	22%	16%	20%
35. My job is enjoyable.	18%	10%	20%	22%	18%	12%

Communication: The first item of the communication dimension has as objective to analyze if the telemarketing operators consider that communication within company is good. For this item, 63% agreed that communication within the company appears to be good. Of the 188 attendants, 63% consider that the goals of the company are clear to them. However, in Item 26 exactly, half the attendants (50%) said they often feel as if they do not know what is going on in the company, while the other half disagree. The most significant difference for this item, even though it is a small one, is between those who fully agreed (18%) and those who disagreed totally (15%), with a minimum difference of three percentage points. As in the previous item, Item 36, the last of the scale, had a divided result. In this item, the majority of respondents (52%) disagreed that the assignments of the work are not fully explained. While the other 48% do not think the assignments are fully explained, thus indicating a company communication problem.

Table9.Result of responses to the "Communication" dimension of the JSS

Item	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
9. Communications seem good within this organization.	13%	11%	13%	26%	23%	14%
18. The goals of this organization are not clear to me.	31%	19%	13%	13%	11%	13%
26. I often feel that I do not know what is going on with the organization.	15%	15%	20%	20%	12%	18%
36. Work assignments are not fully explained.	13%	15%	24%	20%	14%	14%

In the evaluation of the level of total satisfaction felt by the telemarketers, taking into account the interpretation of the scale, there were a large number of ambivalent results, totaling 48.94%. Among the satisfaction and dissatisfaction values, it is noticed that part of the 188 attendants (28.72%) is dissatisfied and part (22.34%) is satisfied.

Table10 - Total satisfaction level of telemarketing operators

Level of Satisfaction	Number of respondents	Percentage (%)
Satisfied	42	(22,34)
Ambivalent	92	(48,94)
Dissatisfied	54	(28,72)
Total	188	(100,00)

In Table 11 a summary of the satisfaction of the Company telemarketers can be visualized, according to each dimension of JSS analysis, taking into account most of the answers. At each color status, the level of satisfaction varies, ranging from red (very dissatisfied) to dark green (very satisfied) and the percentages show the number of telemarketing operators with the indicated situation, in the sample of 188 respondents.

Table 11. Level of satisfaction for each dimension of JSS.

Dimension	Status	%
Payment	High dissatisfaction	79%
Promotion	Slight satisfaction	42%
Supervision	High satisfaction	70%
Benefits	High dissatisfaction	73%
Contingent rewards	High dissatisfaction	54%
Operating procedures	Slight satisfaction	39%
Co-workers	High satisfaction	74%
Nature of work	Moderate satisfaction	48%
Communication	Moderate satisfaction	47%

In this case, it is perceived that there is in this organization a high dissatisfaction of the telemarketing attendants as to the dimensions payment, benefits and contingent rewards. Meanwhile, there was a high satisfaction among the respondents with supervision and co-workers.

CONCLUSIONS

This study aimed to verify the level of job satisfaction felt by the telemarketing operators of a contact center company. To reach this goal, the answers obtained through a questionnaire applied to a sample of 188 telemarketing agents were analyzed.

The majority of participants were female (72.3%), with more than half (54.79%) young people between 18 and 21 years old. It is observed that, due to the large number of job vacancies with low qualification requirements, contact center companies are for many young people the opportunity to enter the labor market.

The result of the satisfaction scale showed that, 28.72% of the telemarketers were dissatisfied with the work, against 22.34% satisfied. The main aspects of dissatisfaction were with regard to payment, benefits and contingent rewards. This result goes back to what was found by other studies that mentioned the low remuneration perceived by the telemarketing operators, as well as the lack of professional recognition of them (AZEVEDO, 2012) Already the highest levels of satisfaction were with supervision and co-workers. This last point, in relation to the level of satisfaction with supervision, is a different result than what was found in previous surveys, which report the dissatisfaction of the telemarketers due to excessive supervision in companies in the sector (SAKAMOTO, 2014).

The results of this study suggest that organizational managers generally need to develop methods that minimize problems and organizational situations that expose their employees to

the risk of mental disorder at work, such as stress. The purpose of this should be not only to increase the satisfaction of the professional in the work, but more than that, to improve the well-being of the individual in the development of his profession.

Business strategies must be established in order to think about the human role within the company. It should include in the discussion the ability of the employee to develop the service and the goals set. For this, the employee has to be in proper conditions, this means physical and mental health. Thus, organizations need to offer an environment not only physical, but also social and psychic suitable for the promotion of health and well-being of the individual.

Finally, the study presented results only from a contact center company due to the absence of more companies from the sector in the city where the research was carried out. The inclusion of more branches or other companies in the study would be ideal so that a comparison could be made between them, analyzing which would present better results or if they would be similar

It is suggested that, for future work, research should be done with more than one contact center company so that a comparison of results can be performed. In case the companies are awarded the study, it is suggested that qualitative research be used, through on-site observation and use of the interview with employees in order to obtain more in-depth information about the organizational environment, work and opinion of the participants. Another aspect that can be taken into account is the analysis within and between organizations, including variables such as organizational culture, since this can directly influence levels of job satisfaction.

The research is also indicated with telemarketing supervisors so that a comparison can be made with the results of the telemarketing operators. Thus, it is possible to obtain an analysis of the differences between the levels of supervision and operational, seeking to evaluate the stressors of each group, as well as the degree of satisfaction, since the assignments and goals of each level are different.

REFERENCES

- AZEVEDO, A. *Estresse e frustração no trabalho*. 2012. Disponível em: <<http://callcenterconsultoria.com.br/estresse-e-frustracao-no-trabalho/>>. Acesso em: 09jul. 2018.
- CHARBOTEL, B. et al. Working conditions in call-centers, the impact on employee health: a transversal study. Part II. *International Archives of Occupational and Environmental Health*, v. 82, n. 6, p. 747-756, 2009.
- EUROFOUND. *Impact of the crisis on working conditions in Europe*. 2013. Disponível em: <http://eurofound.europa.eu/sites/default/files/ef_files/docs/ewco/tn1212025s/tn1212025s.pdf>. Acesso em: 09jul. 2018.
- FRAGA, C. *Call center:trabalhadores por um fio*. 2014. Disponível em: <<http://www.extraclasse.org.br/edicoes/2014/07/call-center-trabalhadores-por-um-fio/>>. Acesso em: 09jul. 2018.
- HOLMAN, D.; FERNIE, S. *Can I help you? Call centres and job satisfaction*. 2000. Disponível em: <http://cep.lse.ac.uk/centrepiece/v05i1/holman_fernie.pdf>. Acesso em: 09jul. 2018.
- LIMA, J. G.; POZO, O. V. C. Nível de satisfação dos clientes de um posto de revenda varejista de combustíveis. *Brazilian Journal of Production Engineering*, v. 3, n. 1, p. 66-79, 2017.
- LOSCHI, M. *Setor de serviços cresce 1% em abril frente a março*. 2017. Disponível: <<https://agenciadenoticias.ibge.gov.br/agencia-noticias/2012-agencia-de-noticias/noticias/10220-setor-de-servicos-cresce-1-em-abril-frente-a-marco.html>>. Acesso em: 09 jul. 2018.
- MEDINA, C. *Qual o tamanho da amostra que eu preciso?* 2013. Disponível em: <<http://www.netquest.com/br/blog/qual-e-o-tamanho-de-amostra-que-preciso/>>. Acesso em: 09 jul. 2018.
- MOCELIN, D. G.; SILVA, L. F. S. C. da. O telemarketing e o perfil sócio-ocupacional dos empregados em call centers. *Caderno CRH*, Salvador, v. 21, n. 53, p. 365-387, 2008.
- MUSTOSMÄKI, A.; ANTTILA, T.; OINAS, T. Engaged or not? A comparative study on factors inducing work engagement in call center and service sector work. *Nordic Journal of Working Life Studies*, v. 3, n. 1, p. 49-67, 2013.
- QUINTANILHA, L. O contact center tenta se reinventar com mais qualificação. *Revista Você S/A*, 7 nov. 2013. Disponível em: <<http://exame.abril.com.br/revista-voce-sa/edicoes/186/noticias/o-novo-contact-center-3>>. Acesso em: 09 jul. 2018.
- REDE GLOBO. *Funcionários do setor de telemarketing relatam série de abusos*. 2014. Disponível em: <<http://g1.globo.com/fantastico/noticia/2014/10/funcionarios-do-setor-de-telemarketing-relatam-serie-de-abusos.html>>. Acesso em: 09jul. 2018.

RUYTER, K. de; WETZELS, M.; FEINBERG, R. Role stress in call centers: its effects on employee performance and satisfaction. *Journal of Interactive Marketing*, v. 15, n. 2, 2001.

SAKAMOTO, L. *Teles e bancos superexploram operadores de telemarketing, aponta MTE*. 2014. Disponível em: <<http://blogdosakamoto.blogosfera.uol.com.br/2014/12/23/teles-e-bancos-superexploram-operadores-de-telemarketing-aponta-mte/>>. Acesso em: 09jul. 2018.

SILVA, F. S. C. da.; MOCELIN, D. G. Satisfação com o emprego em call centers: novas evidências sobre o emprego trampolim. *Revista Psicologia*, v. 9, n. 2, p. 60-71, 2009.

SINTELMARK. *Perfil do trabalhador em contact center*. 2015. Disponível em: <<http://www.sintemark.org.br/index.php/99-release?start=55>>. Acesso em: 09 jul. 2018.

SPECTOR, P. E. Measurement of human service staff satisfaction: development of the Job Satisfaction Survey. *American Journal of Community Psychology*, v. 13, n. 6, p. 693-713, 1985.

THE CONFERENCE BOARD. *U.S. Workers more satisfied? Just barely*. 2014. Disponível: <<https://www.conference-board.org/press/pressdetail.cfm?pressid=5214>>. Acesso em: 09jul. 2018.

TORRES, C. C. *A atividade nas centrais de atendimento: outra realidade, as mesmas queixas*. 2001. 106 f. Dissertação (Mestrado em Psicologia) – Instituto de Psicologia. Universidade de Brasília, Brasília.

VILLAS BÔAS, B. *Setor de serviços é atividade mais atrasada na recuperação, nota IBGE*. 2018. Disponível em: <<https://www.valor.com.br/brasil/5389485/setor-de-servicos-e-atividade-mais-atrasada-na-recuperacao-nota-ibge>>. Acesso em: 09 jul. 2018.