

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Subjective Well-being: A Study among Call Center Employees

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Abstract:

Human resources play a vital role in the successful functioning of call center as organization. Their (employees) prime duty is to provide the customers with the needed information. So organizations recruit them with great care and spend a lot in training them. But employees are facing continuous workload, unreachable targets, abusive customers, unfavorable working condition, imbalance life style and switch to one processor to another frequently. The high levels of absenteeism and turnover due to the incidence of high stress levels in the call center environment have led to renewed interest in measuring call center agents' work-related wellbeing. Subjective well-being comprises of scientific analysis of how people evaluate their lives both at the moment and longer periods.

This study presents to see the effect on subjective well-being among call center employ. It also examined the positive and negative aspect of subjective well-being which includes 11 dimensions in this particular study. A quantitative survey conducted on a convenience sample (n=100) of call center employees working on Delhi and NCR, India. The questionnaire is circulated to measure the subjective well-being on scale developed by Nag pall and Sell (1992) to find responses given by the Domestic and International call center employees with continuation Of statistical analysis Pearson product-moment correlations were calculated to assess the direction and strength of the relationships between the variables and ANOVA to see the within and between variance among call centre employees.

Keywords: Subjective well-being, call centre employee, gender

1. Introduction

Well- being is define differently as state of people situation, despite the ambiguity maintain by, it is a dynamic state which characterized by a reasonable amount of harmony between individual's abilities, needs, expectations, environmental demands and opportunities (levi, 1987),depends greatly on the balance between the physical, emotional, intellectual and spiritual aspects of a human being (Seaward,1994).The issue allied with subjective well-being of the employees in the organization are highly connected with the environment satisfaction and the amount of work (Graham,2007).

Commonly, Subjective well-being designated through a positive state of mind contains of whole life experiences (Diener& Smith,1999) with the mechanism of life satisfaction, positive affect and negative affect.

2. Review of Literature

Though the area of study is very vast and is being studied in the field of organization since 1970, still the gap related to subjective well-being is relatively new in the field called call Centre. This particular study tries to bring out the essence of the last 20yrs review upon well-being and specifically on subjective well- being. Which begin with the study by Seligman and Csikszentmihalyi (2000) who focus on the positive psychology as the scientific study which valued subjective experiences. Ostir, Markides, Peek, &Goodwin (2001) and Danner, Snowdon & Frieson (2001) talks about positivity in life style leads to well-being, similarly supportive co-worker relations are being define by (Hodson,2001).

While subjective well- being catch the attention with the study of Nelson and Simmons (2003) on improvement of well- being. Grebner, Semmer, Faso, Gut, Ka` lin, and Elfering (2003) defined call center scenario and depict the requirement in work enrichment for organization development. Similarly, Sahu and Rath (2003) examine the association of efficacy and wellness. Further subjective well- being elaborated as component of productivity (Keyes &Waterman,2003).

A supportive study conducted on the area of subjective well-being by Lachterman and Meir(2004)and direction given on wellness and affective wellbeing go beyond the absence of ill health (Linley and Joseph,2004). While research by Borghans, and Weinberg (2006b) define SWB something stable over time and Verma and Dhawan (2006) found higher level of well-being among women. Although the effect of well-being was the focus of study conducted (Bezuidenhout,2008). Further on studies faced challenges to preserve subjective well-being (Rothmann,2009) and transmit the focus on SWB (Bakker,2010. Bezuidenhout &Cilliers, 2010). Menard and Brunet (2011) investigate the link between authenticity at work and well-being. the high levels of impaired presenters and turnover studied (Harry,2011).

So the above is the review of literature in which the subjective well-being board new and unique definition and elaborate differently in the context of organization.

3. Methodology

3.1. Objectives

- To examine the subjective well- being among domestic and international and male and female call centers employees.
- To study the effect of subjective well -being among male and female and domestic and international call centers employees.
- To study the interactional effect of call centers employees and gender.

3.2. Hypotheses

- There would be a significant difference between domestic and international call center employees and gender on subjective well- being.
- There would be a significant effect on gender difference and international call center employees between subjective well-being.
- There would be a significant interactional effect of call center and gender on the dimensions of subjective well-being of employees.

3.3. Participant

The sample of study comprised of 200 employees from different call centers i.e. Domestic (N=100) and International (N=100) in Delhi and NCR. Further on subjects were divided on the basis of gender i.e. male (N=50) and female (N=50) each from different call centers. Purposive sample was used to select the subject from different call centers.

3.4. Design

The present research is a 2x2 factorial designed study. The first factor represents the call centers i.e. domestic and international. Whereas gender is considered as second factor i.e. male and female.

3.5. Subjective well- being Inventory

Subjective well- being inventory (Nag pal and Sell,1992). It is design to measure the feeling of well-being and ill being as experienced by an individual or group of individual in various day to day life concerns. It consists of 40 items. The ways to interpret the scores are, the minimum and maximum score can obtain from the range of 40 to 120. Another way of interpretation the scores in terms of subscores on the two set of positive items and negative items the minimum and maximum scores on the positive items are 19-57 and of negative items range are 21- 63respectively.

3.6. Procedure

- Ethical consideration:
- Prior permission was taken from the different organizations.
- Brief introductions were given to the subject.
- Subjects were assured to maintain the Confidentiality.
- Only willing respondent were selected.

For the purpose of proposed research data were collected from different call center situated in Delhi and NCR i.e. domestic and international call centers. Data were collected with the help of the group leader and HR of the call centers. The basic information was taken about the call center. Researcher explained briefly about the purpose and importance of the study. It helped in establishing a rapport with them. After the rapport formation a brief report of their demography was taken. Subject was informed about the questionnaire scale.

4. Result and Discussion

4.1. Table of Mean of means of different groups in Positive well-being score

Groups	Male(N=100)	Female(N=100)	Mean of means
Domestic call Centre	28.5400	28.4200	28.48
International call Centre	26.3400	28.2400	27.29
Mean of means	27.44	28.33	

Table 1

The mean of male on call center employees are lower (27.44) compare to female employees (28.33) indicate that level of positive well-being is higher than male counterparts, however domestic call center display more mean of means (28.48) than international call

center employees (27.29), could be reason of compatibility with the environment and deals with the nation client rather than culture disparity and client from abroad.

4.2. Table of ANOVA Summary of Positive well-being

Sources of Variables	Sum of Square	df	Mean Sum of Squares	F	Sig
Call Centre	70.805	1	70.80	4.68	.032
Gender	39.605	1	39.60	2.62	.107
Call Centre* Gender	51.005	1	51.00	3.37	.068
Error	296.940	196			
Total	1686.000	200			

Table 2

Call Centre on positive well-being reflect significant ($F=4.68$, $p=.032$) impact though the mean difference on domestic and international call Centre are showing a margin in table of Mean of means. Whereas the effect on gender in positive well-being releases no significance difference. So the influence of positive well-being of a subject in Call Centre are the same whether they are the part of domestic or international Call Centers. Despite that the female positive well-being replicates more 28.33 than the male counterparts 27.44 on mean score in this study.

On the ground of interactional effect call center and gender found no significance difference. Hence it can be said that both together does not affect the positive aspect of well-being of the subject.

4.3. Table of Mean of means of different groups in ill-being score

Groups	Male(N=100)	Female(N=100)	Mean of means
Domestic call Centre	54.600	52.040	53.32
International call Centre	52.780	52.860	53.32
Mean of means	53.69	52.95	

Table 3

4.4. Table of ANOVA Summary of ill-being

Sources of Variables	Sum of Square	df	Mean Sum of Squares	F	Sig
Call Centre	50.000	1	50.00	2.29	.131
Gender	33.080	1	33.08	.155	.694
Call Centre* Gender	33.620	1	33.62	1.54	.215
Error	266.520	196			
Total	6234000	200			

Table 4

On the main effect of ill-being of subjective well-being on sources of variables found no significance difference, indicating that call center ($F =2.29$, $p=.131$) gender ($F =.155$, $p=.694$) and the interactional effect of call center and gender ($F =1.54$, $p=.215$) does not influence ill- being with the little edge on female employees (52.95) belongs to domestic and international call Centre in India. Though the tables specify that the gender is not a determinant of subjective well -being whether its positive or negative subjective well -being among call Centre employees, though Clark (1997) found that gender and age may influence well-being, however age has a stronger effect on well-being than gender does. The finding supported by the earlier studies of Ilgen, Fisher and Taylor (1979) that put forward the argument that very high levels of feedback may be perceived by employees as a lack of personal control, and thus results in lowered levels of wellbeing.

The nature of activity associated with the job setting are the core component of any employee included the attractive park and facilities, swift on promotions and multiple increments are the elements which enhance subjective well-being.

5. Conclusion

Call centers are a natural laboratory for a number of interesting interrogations, particularly due to its widespread use. In India the maturity of call center are even not seems deep rooted hardly a decade, somewhat a new industry produced out of the forces of globalization of work empowered by communication technologies. This industry approximately 75% gratifies to international markets such as the US, UK and Australia.

The occurrence / lack of environmental factors influences an individual to act or react, so the subjective well-being does not place in vacuity. Moreover, stress or coping are the elucidation of it.

Indian self is family self, which not only associate with self rather attached with family cogitate with well-being of all. Employee's subjective well-being mainly affected due to the shift of work, its time system is not manageable due to shift work.

6. Implications

Generalization is the process of assuming that the findings of this study can also be applied to the other situations. Using domestic and international call centers as an alternative of just one call center, would have allowed the result to be generalized to both kinds of call center. The present paper addresses the issue of subjective well-being in Indian context to increase our understanding and contributions as a reference material for the academicians as well as for organizations.

The finding of this research suggest that, for the comprehensive study all the dimensions has to be single quantified to bring more insight evidences regarding call center organizations. The individual and group level approach has to be part of the organization to heighten the subjective well-being of employees.

7. Acknowledgement

My heartiest gratitude to Dr. Mustafa Nadeem. Kirmani, Ph.D (Psychology,A.M.U),M.Phil (NIMHANS, Bangalore) who in debt the input for this piece of work and the employees of call center who conjoin to give honest effort on data collection.

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