

THE BURNOUT SYNDROME AND THE PERFORMANCE OF SALESPERSONS: THE CASE OF THE PROFESSIONAL EXHAUSTION OF CALL CENTER OPERATORS AND ITS IMPACT ON THEIR PERCEIVED PERFORMANCE

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INTRODUCTION

Burnout is the professional exhaustion which consists mainly in emptying oneself of one's inner resources in order to cope with chronic stress at work, losing any sensitivity towards customers who are then considered as mere files, and finally feeling devoid of the energy needed to act efficiently.

On the one hand, this study contributes to the enrichment of the theoretical framework related to the burnout syndrome, and on the other, it highlights the determinants of professional exhaustion within call centers.

The conceptual model integrates the antecedents of burnout and the consequences of this syndrome on the perceived performance of call center operators.

A quantitative survey showed that burnout in call centers is two-dimensional. It is revealed mainly through emotional exhaustion and depersonalization. The survey also showed that the major antecedents of burnout are motivation through individual performance, motivation through recognition, motivation through remuneration, role conflict and role ambiguity, as well as the personal characteristics of call center operators, such as gender, family status, age, seniority, salary and premium. Finally, the survey demonstrated that burnout has a negative effect on the perceived performance of call center operators.

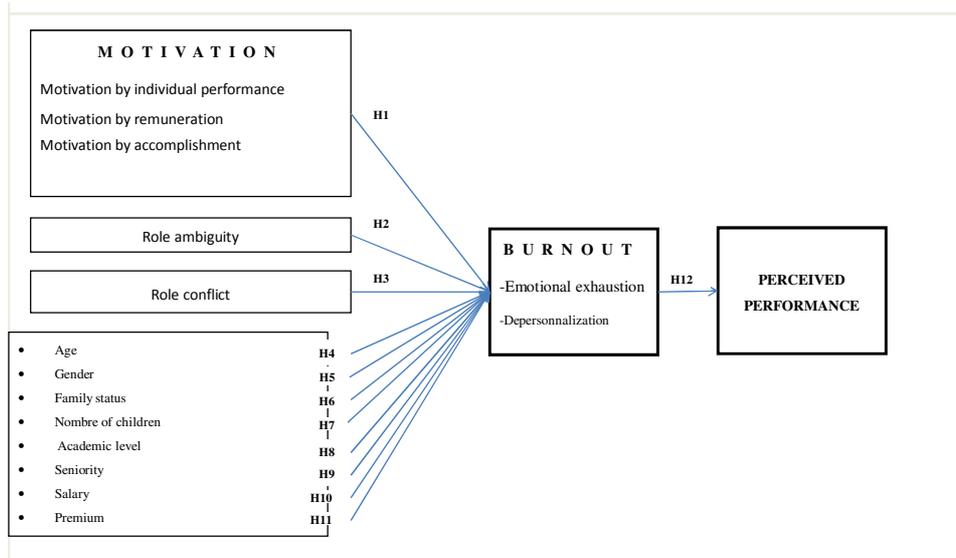
1. STUDY OBJECTIVES AND MODEL

The focal question of our study will be divided into two interrogative points:

- Are role conflict, role ambiguity, motivation and personal characteristics the actual determinants of professional exhaustion in call center operators?
- Do burnout and its determinants have a negative impact on perceived performance?

As for our main objective, it consists in highlighting, on a theoretical as well as an empirical level, a pattern of relationships between the burnout affecting call center operators and their performance, taking into account other variables such as role-related tension, motivation and individual characteristics. Hence, the following relevant study sub-goals:

- Understanding burnout in relational marketing, especially among call center operators.
- Identifying the factors that trigger burnout within call centers.
- Highlighting the relationship between this syndrome and its determinants.



2. RESEARCH ASSUMPTIONS

The assumptions on which we will build our study will be accounted for by referring to various models of burnout, including the model of conservation of resources (COR) (Hobfoll, 1989; Lee and Ashforth, 1996), the basic theory of role stress (Singh *et al.*, 1994), the demands-control model (Karasek, 1979), and the pattern of demands-resources at work (JD -R) (Bakker and Demerouti, 2007).

We will now suggest hypotheses for each of the model's relations, relying on the literature and on logic. As a first step, we will state the assumptions related to the connection between burnout and its antecedents. Then, we will discuss the assumptions related to the influence of burnout on performance. Finally, we will propose the hypotheses that may arise between intrinsic motivation, stress generators, the requirements of the job and individual

characteristics. We will equally highlight the nature of this relationship (whether positive or negative).

2.1. Assumptions on burnout determinants

Our goal is to provide an understanding of the phenomenon of burnout in telephone operators. We will consider the following assumptions:

2.1.1. Assumptions related to motivation

In most service professions, individuals are highly motivated to help their recipients. Without motivation, the objectives of telephone operators, for instance, are difficult to reach. Therefore, we are faced with a tremendous paradox: the most motivated and efficient individuals are the most likely to suffer from burnout.

Intrinsic motivation helps employees cope psychologically with incoming stressful stimulants by influencing their perceptions of each stimulant (Keaveney and Nelson, 1993). This suggests that intrinsic motivation reduces burnout. We should expect salespersons who are intrinsically motivated to be less prone to burnout than others who are not. Yet, in call centers, the results of empirical studies by Lee (1998) and Oliver & Anderson (1994) corroborate: remuneration linked to performance is a source of motivation.

Thus, Lee (1998) showed that a system of fixed remuneration exerts a positive influence on the intrinsic motivation of salespersons, and that a system of commission does the same. Therefore, we assume the following:

H -1 - Motivation has a negative influence on burnout

- H1a: Motivation by individual performance influences emotional exhaustion negatively
- H1a ': Motivation by individual performance influences depersonalization negatively
- H1b: Motivation by remuneration affects emotional exhaustion negatively
- H1b ': Motivation by remuneration affects negatively depersonalization
- H1c: Motivation by recognition impacts emotional exhaustion negatively
- H1c ': Motivation by recognition influences depersonalization negatively

4.1.2. Assumptions related to role stress

H-2-Role ambiguity has a positive impact on burnout

- H2a:** Role ambiguity positively influences emotional exhaustion
- H2b:** Role ambiguity positively influences depersonalization

H-3-Role conflict positively influences burnout

- H3a:** Role conflict positively influences emotional exhaustion
- H3b:** Role conflict positively influences depersonalization

4.1.3. Assumptions related to personal characteristics

H -4- The gender of call center operators has a positive influence on burnout

- H4a :** The gender of call center operators influences emotional exhaustion positively
- H4b :** The gender of call center operators influences depersonalization positively

H-5- The family status of call center operators positively influences burnout

- H5a :** Family status affects emotional exhaustion positively
- H5b :** Family status influences depersonalization positively

Regarding H5, we postulate that family status has an influence on professional exhaustion as well as on depersonalization.

H -6- The number of children positively influences burnout

- H6a :** The number of dependent children of the call center operator has a positive influence on emotional exhaustion
- H6b :** The number of dependent children has a positive influence on depersonalization

H -7- The age of call center operators has a negative influence on burnout

- H7a :** Age positively influences emotional exhaustion
- H7b:** Age has a positive influence on depersonalization

H-8-The level of education influences burnout positively

- H8a:** The level of education influences emotional exhaustion positively
- H8b:** The level of education influences depersonalization positively

H-9-Seniority in the call center has a negative influence on burnout

- H9a:** seniority in the call center affects emotional exhaustion negatively
- H9b:** seniority in the call center affects depersonalization negatively

H-10-Salary influences burnout negatively

- H10a:** The wage of call center operators has a negative impact on emotional exhaustion
- H10b:** The wage of call center operators has a negative impact on depersonalization

H-11-Premium affects burnout negatively

- **H11a:** The premium offered to call center operators has a negative impact on emotional exhaustion
- **H11b:** The premium offered to call center operators has a negative influence on depersonalization

2.2. Assumptions related to the consequences of burnout on perceived performance

Traditionally, empirical studies dealing with the consequences of burnout cover job satisfaction, organizational commitment, intentions to leave and turnover. The presence of the syndrome leads to low job satisfaction and involvement. It equally leads to a willingness to leave the organization. In our study, we will take into account only one variable which we consider to be the most important one, namely perceived performance.

H-12-Burnout has a negative influence on the perceived performance of call center operators

- **H12a:** Emotional exhaustion influences the perceived performance of call center operators negatively
- **H12b:** Depersonalization influences the perceived performance of call center operators negatively

3. THE PROPOSED EMPIRICAL MODEL

To develop our theoretical model, we selected some explanatory (independent) variables which correspond to the antecedents. To select these variables we relied on a literature review and conducted an exploratory survey among experts in our field of research, namely call centers. These antecedent variables which determine the burnout syndrome -the mediating variable in our research model- are motivation (motivation by individual performance, motivation by remuneration, motivation by accomplishment), role stress (role conflict and role ambiguity) and personal characteristics. Then we chose to explain the variable 'perceived performance' as a consequence of burnout.

The importance of this model is noticeable since it allows to highlight the determinants of burnout and its impact on the perceived performance of call center operators. We will first try to see the applicability of the proposed model in the field of call centers which we have chosen. While this model combines the fundamental bases of burnout, it remains incomplete, as we have pointed at the inter-constructed relations without indicating their positive or negative influence or the intensity of their influence. Therefore, we will issue the assumptions that will allow an overall definition of the general model to be tested empirically.

4. MEASURING INSTRUMENTS, THE QUESTIONNAIRE

In the next section, we will expand on the way measuring instruments operate, the justification of the scale test, the organization of the questionnaire, the sampling, and finally the data collection.

4.1. Operating mode of measuring instruments

In this section, we present the different scales used in the research, justifying the choice of some of them. In addition to the factual variables (age, gender, seniority, family status, educational level, and professional status) the questionnaire submitted includes measures of the following variables: burnout antecedents, namely motivation, role ambiguity, role conflict of the call center operator, burnout and the consequences of burnout on the variable 'perceived performance'. For our study, we must justify our choice of each construct in terms of the scales that allow its measurement in the most adequate way. It should be noted that we chose to perform all our measurements by means of interval variables and more particularly with items of the five-interval Likert scale.

4.1.1. The measuring scale of role stress

In this paragraph, we will present two main constructs making up role stress: role ambiguity and role conflict. However, the operating of role ambiguity was performed by Rizzo *et al.*, (1970). The concept is measured by six items the scores of which are reversed and noted “*”. The answers are given following five conditions on a Likert scale, ranging from "Do not agree at all" to "Totally agree."

-The scale of role ambiguity (Rizzo, House ad Lirztman, 1970): 6 items

Item1- I have clear and planned commercial objectives concerning my job as a seller

Item2- I know exactly my responsibilities as a seller

Item3- I know with certainty the extent of my authority as a seller

Item4- As a seller, I get clear explanations about what I should do

Item5- I have the feeling that I organize my working time properly to reach my sales goals

Item 6 - I know what my responsibilities are; I know what is expected of me

Generally in the literature, role ambiguity and role conflict are studied together. Similarly to role ambiguity, role conflict was dealt with by Rizzo *et al.*, (1990). But this time the scale is composed of 8 items.”

The role conflict scale (Rizzo, House and Lirztman, 1970): 8 items

Item 1 - I'm doing things that should be done differently

Item2-I have to break some rules in order to achieve certain objectives

Item3-I make things that can be accepted by some persons and rejected by others

Item4-I have objectives but lack the resources or the means to reach them

Item5-I have objectives but not the necessary staff to achieve them

Item 6 - I have to perform unnecessary tasks

Item7-I have to work with one or more groups who work very differently from me

Item8-I get inconsistent requests from several persons.

4.1.2. The measuring scale of burnout

The measuring scale of burnout was designed by Maslach *et al.* (1981, 1986), translated into French by Girault (1989), and checked by Schaufeli, Enzmann, and Girault (1993). The translation of the Maslach Burnout Inventory (MBI) in occupations other than the professions of human services has proved reliable and valid (Brezniak and Ben-Yarr, 1989; Etzion, 1984; Etzion and Pines, 1986; Florian and Zernichy-Shurka, 1986; Shamir and Drory, 1982). For our study, we relied on the translation of the measuring scale of burnout by Maslach C, Jackson S, MBI (1986) which consists of 22 items on the six-interval Likert scale, sequenced as follows: 0 (Never), 1 (A few times a year at least), 2 (Once a month at least), 3 (A few times a month), 4 (Once a week), 5 (A few times a week), 6 (All Day).

Items of emotional exhaustion

Item1: I feel emotionally drained by my work

Item2: I feel exhausted at the end of my work day

Item3: I feel tired when I get up in the morning with the idea of facing another working day

Item4: I can easily understand what my clients feel

Items of cynicism or depersonalization

Item5: I have the feeling of treating some clients in an impersonal way, as though they were objects

Item6: Working with people throughout the day requires huge efforts on my part

Item7: I deal with the problems of my clients in a very efficient way

- Item8:** I feel that I am breaking down because of my work
- Item9:** I feel that, through my work, I have a positive influence on people
- Item10:** I have become more careless about people since I have been doing this work
- Item11:** I'm afraid I'm working too hard in this job
- Item12:** I feel full of energy
- Item13:** I feel frustrated by my work
- Item14:** I feel that I'm working too hard in this job
- Item15:** I don't really care about what happens to some of my clients
- Item16:** Working in direct contact with people is too stressful for me

Items of professional efficiency or lack of personal accomplishment

- Item17:** I can easily create a relaxed mood with my clients
- Item18:** I feel exhilarated when I've been close to my patients at work
- Item19:** I've done many things that are worthwhile in this work
- Item20:** I feel burnt out
- Item21:** In my work, I deal with emotional problems very calmly
- Item22:** I have the feeling that my clients hold me responsible for some of their problems".

4.1.3. The measuring scale of perceived performance

The scale of perceived performance was created for this search. It is composed of four items with the terms of the five-point Likert type. The process to follow derives from the information cited above:

The lists or classifications of efficiency criteria are numerous. There are two ideas to remember:

-The first idea was concerned with an academic context, while the second one developed mainly from business leaders. Both visions already mentioned are complementary and characterized by their methodological strength.

According to several typologies of adopted efficiency criteria, Robert Quinn and John Rohrbaugh (1983) tried to answer the following question: how do theorists and practitioners understand the notion of performance? From this question, they identified three criteria: "Preference for an internal or external perspective, concern about flexibility or control, and the approach in terms of resources or results". Estelle Morin *et al.* (1994) describe the numerous difficulties to operate on the concept of performance by means of its

characteristics. This concept is described by these authors as a multidimensional, hierarchical and contradictory concept. However, some conveniences or procedures whose purpose is to obtain an acceptable measure of performance are often exposed.

Although there is no agreement on the definition of the concept of performance, several researchers do agree on the procedures to follow to reach an acceptable measure. One of these procedures is presented by Mark Spriggs (1994). To take the question treated into account, a five-step procedure is suggested.

“- The first step should make it possible to set a general description of performance that is adequate with the research or study context.

- The second step should refine the field of performance and determine the set of dimensions that will be involved. This objective could be reached through a literature review, interviews or any other exploratory method.

- The third phase consists in choosing the evaluation perspective. Indeed, different perspectives are available. For instance, for the members of a distribution network, the chief can evaluate himself, or he can be evaluated by his partners (retailers for example), or by an outside observer.

-The fourth step signals the transition from the definition of the performance domain and the parameters allowing to deal with it to measuring issues. It is necessary then to choose among a plethora of available measuring categories (financial or non financial, objective or perceptual, raw or standardized) and the means of collection. Once this is done, the different items constituting the measuring scales should be generated. These items may well be directly observable indicators as well as items created specifically.

Finally, we come to the fifth phase that is the evaluation of reliability and validity which is essential for any measuring approach".

To make the scale of perceived performance operational, we used the approach proposed by Lavorata Laure (2005). As a first step, we conducted a roundtable composed of 15 call center operators, with the aim of creating items corresponding to the perceived performance. The call center operators could thus compare their views and discuss their divergence (Evard *et al.*, 2000). Among the dozen items proposed to them, several indicators are often used to evaluate the individual and collective performance of call center agents. These indicators can be classified under three categories:

- "Productivity indicators: average call duration and call processing, number of clients involved, number of contracts fulfilled, regularity of operators in their work;

- Indicators related to the sale: argumentation rate, gross investment rate, sustainability rate of performed services;
- Satisfaction indicators: quality of discourse, dissemination of the information desired by the customer, customer satisfaction".

The indicators for measuring performance that are most often used by managers of call centers are: "Volume flow (number of calls), efficiency rate that is equivalent to the rate of the first call resolution, number of abandoned calls that makes it possible to determine the size of the human capacity involved, number of calls made before a specified period of time with a rate that is often fixed at 80% of calls unhooked in less than 20 seconds, average conversation time, customer dropout rates (although it is very difficult to measure, this rate is a means to find out the poor service quality for a call center), waiting time and number of production hours "(Relationcltmag.fr).

To measure the perceived performance of call center operators, three indicators have been selected: An indicator that is related to productivity which is considered to be the most important, a single indicator related to the sale, in our case it is providing a service (answering customers' calls), and a last indicator related to customer satisfaction. To assess perceived performance, we presented these items to six call center supervisors and asked them to choose the items they deem consistent. This method was already advocated by Churchill (1979) for the validation of measuring scales. Items chosen by more than 50% will be retained for our study. Three out of six supervisors have chosen the following items:

Item 1: Seeing my personal objectives, my results are satisfying

Item 2: I answer a maximum number of calls in a minimum time span

Item 3: I am able to provide good solutions to customers from the first contact

6.1.4. The measuring scale of motivation

The same approach was applied to the scale of motivation. We initially proposed the list of items proposed by the scale of Anderson and Oliver (1994) which is based on three items. The respondent indicates, on a Likert scale, if he "Strongly agrees" graded 7, or "Strongly disagrees" graded 1.

Item 1- When I do well, I have a feeling of accomplishment

Item 2- I feel deeply satisfied when I do well at work

Item 3- Being efficient at work contributes to my growth and development"

Then, using the round table, we were able to keep other items that have been proposed to call center experts. This resulted in a 12-item measuring scale for motivation. The respondent indicates, on a Likert scale, whether he "does not agree at all" graded 1, "does not agree" graded 2, "rather disagrees" graded 3, "neutral" graded 4, "rather agrees" graded 5, "agrees" graded 6, "strongly agrees" graded 7.

Item 1- When I do well, I have a feeling of accomplishment

Item 2- I feel deeply satisfied when I do well at work

Item 3- Being efficient at work contributes to my growth and development” ”

Item 4-I feel deeply motivated when I am efficient at work.

Item 5-Displaying my individual performance motivates me.

Item6-My individual performance motivates me to keep the same level of performance throughout the week

Item7-Good material conditions motivate me to reach my daily goals

Item8-Pay is the only reason that prevents me from leaving the center.

Item9-Premiums linked to performance are a source of motivation

Item10-The supervisor's support increases my personal accomplishment.

Item11-The fact of changing the script allows me to have a feeling of self-accomplishment.

Item12-Routine in the task does not allow me to have a feeling of self-accomplishment.”

4.1.5. The measuring scale of the indicators of personal characteristics

Measuring socio-demographic indicators (e.g. gender, age, marital status, professional status, seniority, and education) was performed by formulating simple items collecting the respondents' characteristics. These items are of three types, namely nominal (e.g., gender, marital status, professional status and education), ordinal (e.g., age) or continuous (e.g. seniority at work).

5.3. Questionnaire Organization

Our questionnaire comprises 60 questions based on the objectives of our research work. Its structure is built according to five topics:

- A section on issues related to burnout (22 questions).
- A section on issues related to motivation (12 questions)
- A section on issues related to role conflict (8 questions)
- A section on issues related to role ambiguity (6 questions)

- A section on issues related to perceived performance (5 questions)
- A section on issues related to personal characteristics (7 questions)

In addition to the factual variables (age, gender, seniority, family status, education level, professional status), the submitted questionnaire includes measures of the following variables: antecedents of burnout for the call center operator, namely motivation, role ambiguity, and role conflict, burnout and the impact of burnout on the variable of perceived performance. For our study, we need to justify our choice of each construct in terms of the scales that lead to the most appropriate measure. We should note that we chose to perform all our measures with variable intervals and particularly with items of the five-interval Likert scale.

Table 14: Constructs, number of items and types of measure

Types of measure	Constructs	Number of items
8-point Likert measure	Burnout	22 items
5-point Likert measure	Role conflict	8 items
	Role ambiguity	6 items
	Perceived performance	3 items
7-point Likert measure	Motivation	11 items
	Gender, age, family status, number of children, seniority in the firm, Qualification level, salary level, salary premium	8 items

Source : Thesis author

2. RESEARCH LIMITATIONS

In our endeavor to reach the objectives of our research work, we had to cope with a number of limitations. We are stating some of them hereafter:

- The first limitation concerns the exclusion of the variable to be explained such as the intention of some salespersons to leave, which is a consequence of burnout. The elimination of this component is driven by our desire to limit the model to the most common variables in the literature of marketing and to the easiest ones to measure.

□ The second variable to avoid is that of satisfaction which is also a consequence of burnout in salespersons. Only a few authors have studied the relationship between satisfaction and burnout. We therefore consider the variable of performance and keep aside the variable of satisfaction.

□ The third limitation consists in the lack of the dimension 'work overload'. This variable is present in very few theoretical models dealing with the sales force. In the scientific literature devoted to the stress of the sales forces, the most investigated role constraints are role conflict and role ambiguity.

CONCLUSION

This study is a preliminary step before we launch our field survey. The subsequent step will be the validation of the hypotheses. As a future research track, we will try to complete our model with the variables 'work overload' and 'behavioral performance'. Besides, we will try to investigate salespersons in the field of telecommunication where there is more competition. It would actually be interesting to assess customer dissatisfaction resulting from the salesperson's burnout. Similarly, it would be relevant to study the effect of the variable 'demands of the task' on burnout in marketing managers for example, or to check whether the marketing managers' control over the sellers could have a significant effect on their behavioral performance. A more intricate and time-consuming work would also be to study the impact of excess in the use of technological products on the consumer's burnout.

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Annexe

Questionnaire on burnout and perceived performance of salespersons in call centers

Research framework

This questionnaire is used in the framework of a doctoral thesis in Management, with Marketing as subject specialty, at the Faculty of Economic Sciences and Management of Tunis (FSEGT) at El Manar campus, under the supervision of Professor Neji Bouslama . The thesis focuses on the syndrome of burnout and the performance of salespersons: the case of burnout in call center operators and its impact on their perceived performance.

Research objective

Call center operators undergo chronic stress at work, known as the syndrome of burnout, resulting in professional exhaustion and characterized by three dimensions: emotional exhaustion, depersonalization and reduced performance. The purpose of this research is to help with the identification of the causes of burnout among Tunisian call center operators, and evaluate their impact on the perceived performance of call center agents.

We will be deeply grateful if you could devote some of your time to fill in this questionnaire. We assure you that the purpose of the questionnaire is purely academic and that the data collected will be kept strictly confidential and will be processed in a perfectly anonymous way.

Evaluate your current state, using a grade rising from 0 (never), 1 (a few times a year at least), 2 (once a month at least), 3 (a few times a month), 4 (once a week), 5 (a few times a week), to 6 (every day).

1. I feel emotionally emptied by my work

0 1 2 3 4 5 6

2. I feel exhausted by my work at the end of the day

0 1 2 3 4 5 6

3. I feel tired as I get up in the morning with the prospect of a working day ahead of me

0 1 2 3 4 5 6

4. I can easily understand how my customers feel

0 1 2 3 4 5 6

5. I feel that I deal with my customers in a very impersonal way, as if they were mere objects

0 1 2 3 4 5 6

6. Working with people all along the day requires huge efforts on my part

0 1 2 3 4 5 6

7. I cope very efficiently with my customers' problems

0 1 2 3 4 5 6

8. I feel on the verge of breakdown because of my work

0 1 2 3 4 5 6

9. I have the impression of exerting a positive influence on people through my work

0 1 2 3 4 5 6

10. I have become less sensitive to people since I've been on this job

0 1 2 3 4 5 6

11. I'm worried that this work makes me emotionally tough

0 1 2 3 4 5 6

12. I feel full of energy

0 1 2 3 4 5 6

14. I feel frustrated by my work

0 1 2 3 4 5 6

15. I don't really care about what happens to my customers

0 1 2 3 4 5 6

16. Working in direct contact with people is too stressful for me

0 1 2 3 4 5 6

17. I can easily create a relaxed atmosphere with my customers

	0	1	2	3	4	5	6
18. I feel exhilarated at work when I get close to my customers							
19. I have done many worthwhile things in this job							
20. I feel exhausted							
21. At work, I deal with emotional problems very calmly							
22. I have the impression that my patients hold me responsible of some of their problems							

Evaluate with a grade evolving from 1 (do not agree at all) to 5 (totally agree), indicate your level of agreement on the following facts, put a cross in the corresponding box

	Do not agree at all			Totally agree			
23. When I work well, I feel fulfilled							
24. I have a deep feeling of personal satisfaction when I do my work							
25. When I am efficient at work, I feel that this contributes to my personal growth and development							
26. I feel deeply motivated when I am efficient at work							
27. Showing individual performances motivates me							
28. My daily individual performance motivates me to keep the same level of performance throughout the week							
29. Good material conditions motivate me to reach my daily goals							

	0	1	2	3	4	5	6
30. Bonuses related to performance are a source of motivation							
31. The supervisor's support motivates me to improve my accomplishment							
32. The fact of changing in the script allows me to accomplish myself							
33. Routine in the task prevents me from accomplishing myself							

To answer the questions you are asked, you must circle the number that best describes your position towards the proposed statement. The closer the chosen number comes to 5 the more you agree with the statement given.

	Do not agree at all			Totally agree			
35. I do things that should be done otherwise							
36. I must break some rules in order to reach certain goals							
37. I work with two or more groups who operate differently							
38. I do things that could be accepted by some persons and refused by others							
39. I have objectives for which I have neither resources nor means							
40. I must perform useless tasks							
41. I must work with one or more groups who function in a very different way from mine							
42. I receive inconsistent requests from many persons							

43. I have clear and planned objectives as far as my work is concerned

0	1	2	3	4	5	6
---	---	---	---	---	---	---

44. I'm exactly aware of my responsibilities as a call center operator

0	1	2	3	4	5	6
---	---	---	---	---	---	---

45. I know with certitude the range of my authority as a call center operator

0	1	2	3	4	5	6
---	---	---	---	---	---	---

46. As a call center operator, I get clear instructions about what I have to do

0	1	2	3	4	5	6
---	---	---	---	---	---	---

47. I have the feeling that I plan my working time correctly so as to reach my goals

0	1	2	3	4	5	6
---	---	---	---	---	---	---

48. I know what my responsibilities are and what is expected of me

0	1	2	3	4	5	6
---	---	---	---	---	---	---

49. I feel efficient when I have many supporting arguments

0	1	2	3	4	5	6
---	---	---	---	---	---	---

50. I feel efficient when I answer a maximum of calls in a minimum of time

0	1	2	3	4	5	6
---	---	---	---	---	---	---

51. I am efficient when my results are satisfying in relation to my objectives

0	1	2	3	4	5	6
---	---	---	---	---	---	---

52. I am efficient when I answer a maximum of calls in a minimum of time

0	1	2	3	4	5	6
---	---	---	---	---	---	---

53. I am efficient when I am able to provide my customers with good solutions from the very first contact

0	1	2	3	4	5	6
---	---	---	---	---	---	---

Put a cross in the box corresponding to your answer

54. You are

A man

A woman

55. You are

.....

years old

56. Your family status is
- Single
- Divorced
- Married
57. If you are married, how many children do you have in charge ?.....
58. What is your level of education?
- Undergraduate degree
- Bachelor degree
- Master's degree
- Precise if other
59. In what portion of annual gross salary (TD) do you stand ?
- [From 0 to 3000]
- [From 3001 to 9000]
- [More than 9000]
60. What is the portion of variable premiums in your overall remuneration?
- Less than half
- More than half

Thank you for having taken the time to fill in this questionnaire.