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**THE WORK CENTRALITY OF CALL
AND CONTACT CENTER WORKERS
IN PORTUGAL:
ITS RELATIONSHIP WITH
QUALITATIVE JOB INSECURITY
AND WORKPLACE INCIVILITY**

Ana Mafalda Costa

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PORTUGAL: ITS RELATIONSHIP WITH QUALITATIVE JOB INSECURITY AND
WORKPLACE INCIVILITY

Ana Mafalda Pereira Costa 201405978

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Abstract

This investigation examines the importance attributed to work by call and contact centre professionals in Portugal, understanding if that importance is affected by the workers' perception of insecurity and the experience and witnessing of uncivil workplace behaviour. Data was retrieved through an online survey aimed at call and contact centre workers, resulting in a sample of 209 respondents. The results of this investigation indicate that workers from this industry do not perceive work as a central part of their lives or a source of satisfaction. The results showed that qualitative job insecurity is a positive predictor of experienced and witnessed workplace incivility practised by supervisors, colleagues, and customers. It is also a positive predictor of work centrality. The connection between work centrality and the two workplace incivility forms was insignificant. As of today, this study is one of the first to analyse the work centrality of Call and Contact Centre workers in Portugal and the effects of qualitative job insecurity and workplace incivility as antecedents of work centrality in this population. The findings have theoretical and managerial implications, including the Human Resource Management of these workers.

Keywords: call centre workers, work centrality, job insecurity, workplace incivility, meaning of work.

Resumo

Esta investigação analisa a importância atribuída ao trabalho pelos profissionais de *Call* e *Contact center* em Portugal, percebendo se essa importância é afetada pela percepção de insegurança dos trabalhadores e pela experiência e testemunho de comportamentos incivis no local de trabalho. Os dados foram recolhidos através de um inquérito online dirigido a trabalhadores de *Call* e *Contact centers*, resultando numa amostra de 209 inquiridos. Os resultados desta investigação indicam que os trabalhadores deste sector não veem o trabalho como uma parte central das suas vidas ou uma fonte de satisfação. Os resultados mostraram que a insegurança laboral qualitativa é um fator de previsão positivo da incivilidade no local de trabalho, experimentada e testemunhada, praticada por supervisores, colegas e clientes. É também um fator de previsão positivo da centralidade do trabalho. A relação entre a centralidade no trabalho e as duas formas de incivilidade no local de trabalho foi insignificante. Até à data, este estudo é um dos primeiros a analisar a centralidade no trabalho dos trabalhadores de *Call* e *Contact centers* em Portugal e os efeitos da insegurança laboral qualitativa e da incivilidade no local de trabalho como antecedentes da centralidade no trabalho nesta população. Os resultados têm implicações teóricas e de gestão, incluindo a Gestão de Recursos Humanos destes trabalhadores.

Palavras-chave: trabalhadores de *call centre*, centralidade no trabalho, insegurança no trabalho, incivilidade no local de trabalho, significado do trabalho.

Index

Acknowledgements	ii
Abstract	iii
Resumo	iv
Index	v
Index of tables	vii
Index of figures	viii
1. Introduction.....	1
2. Literature Review	4
2.1. Meaning of Work Model (MOW).....	4
2.2. Work Centrality	7
2.3. Qualitative Job Insecurity.....	9
2.4. Experienced and Witnessed Workplace Incivility	11
3. The Research Context	15
3.1. Call Centre Workers.....	15
3.2. Call Centre Workers in Portugal	17
4. Theoretical Model and Hypothesis	20
5. Methodology	22
5.1. Procedures of Data Collection	22
5.2. Research Measures	22
5.3. Sample.....	23
5.4. Data Analysis.....	24
6. Results	25
6.1. Measures of Reliability.....	25
6.2. Descriptive Analysis.....	25
6.2.2. Correlational Analysis	28

6.3. Test of Hypothesis	31
7. Discussion	34
7.1. Limitations and Suggestions of Future Research.....	35
7.2. Theoretical Contributions	36
7.3. Managerial Contributions.....	36
8. Conclusion	39
References	40
Appendix	44
Appendix 1- Survey	44
Appendix 2 - Experienced Workplace Incivility from Supervisors, Colleagues and Customers	50
Appendix 3 - Witnessed Workplace Incivility from Supervisors, Colleagues and Customers	51
Appendix 4 – Responses to opened ended question.....	52

Index of tables

Table 1- Meaning of Work central papers.	5
Table 2 - Main studies on Work Centrality	9
Table 3 - Sample demographics	24
Table 4 - Work Centrality	26
Table 5 - Qualitative Job Insecurity	26
Table 6 - Descriptive statistics and Spearman correlations for the research variables	30
Table 7- Multiple regressions of the hypothesised relationships between the perceived job insecurity and incivility behaviours	33

Index of figures

Figure 1 - Meaning of Work Model (MOW)	6
Figure 2 - Work centrality as a core component of the MOW Model	7
Figure 3 - Geographic dispersion of the Contact Centres (by number of Employees)	18
Figure 4 - Theoretical model and proposed hypotheses	21

1. Introduction

Work is one of the most central areas of people's lives. Several sociological and psychological studies show that it can have a more relevant role than family, leisure time, religion, and community (Harpaz & Fu, 2002). It provides several benefits beyond just earning money, such as financial security and stability, a sense of purpose and direction, and mental and physical health by providing a sense of belonging and support. According to Harpaz and Fu (2002), work will continue to constitute a central and basic value in people's lives as long it remains a first source "*for providing meaning to one's life in the form of economic, social, or personal identity*"(p. 663). By placing work at the centre of their identity, individuals can derive a sense of purpose, meaning, and fulfilment from their work.

Work centrality is associated with many positive outcomes, including higher job satisfaction, greater organisational commitment, and better mental and physical health. It also influences individuals' behaviour in the workplace, such as their level of effort, motivation, and willingness to go above and beyond what is required of them. Moreover, work centrality is important for organisations, as it can impact their productivity, performance, and overall success. Understanding work centrality can help organisations create a positive work environment that supports employees' needs and values, ultimately leading to better outcomes for both individuals and organisations (Bal & Kooij, 2011; Cortina et al., 2001; Li et al., 2019; Probst et al., 2014; Selenko & Batinic, 2013).

Given the importance of work centrality for companies and individuals, studying factors that may impact the significance attributed to work appears relevant. Job insecurity (Li et al., 2019; Selenko & Batinic, 2013) and workplace incivility (Naimon et al., 2013; Porath, 2016; Schilpzand et al., 2016)) can significantly affect individuals' attitudes and behaviours towards their work (Li et al., 2019; Naimon et al., 2013; Porath, 2016; Schilpzand et al., 2016). Job insecurity can lead to feelings of uncertainty, stress, and anxiety, which can negatively impact individuals' work centrality by reducing their sense of identity and purpose derived from their work (Li et al., 2019; Selenko & Batinic, 2013; van Vuuren & Klandermans, 1990). Similarly, workplace incivility, such as bullying, harassment, and mistreatment, can undermine individuals' sense of belonging and respect (Porath, 2016), ultimately eroding their work centrality (Li et al., 2019). Understanding the relationships between these negative workplace experiences and work centrality can enforce organisations' efforts to create a positive and supportive work environment that enhances employees' sense

of identity and purpose and fosters greater well-being and productivity (Li et al., 2019; Schilpzand et al., 2016).

So far, work centrality has been seen as a mediator between job insecurity and workplace incivility (Li et al., 2019). Only a few studies tried to analyse job insecurity and workplace incivility as antecedents of work centrality and its consequences on this construct.

In that sense, the present research aims to contribute to the knowledge about work centrality and the factors that may influence it. This study examines whether qualitative job insecurity and experienced and witnessed workplace incivility impact the work centrality of call centre workers in Portugal. This study aims to answer four research questions:

1. What is the importance call centre workers attribute to work?
2. What is the relationship between work centrality and qualitative job insecurity?
3. What is the relationship between work centrality and experienced workplace incivility?
4. What is the relationship between work centrality and witnessed workplace incivility?

The original contributions of this study are threefold. Firstly, it examines the antecedents of work centrality, such as the relationship between qualitative job insecurity and the importance attributed to work in the call centre industry in Portugal, a work context generally overlooked in work centrality research. Secondly, it distinguishes the connection between experienced versus witnessed workplace incivility and work centrality. This is an important distinction because incivility can have a negative impact whether it is experienced or witnessed. Finally, it determines the extent to which experienced and witnessed workplace incivility perpetrated by (a) supervisors, (b) colleagues, and (c) customers predict the work centrality of call centre workers working in Portugal. This will have important implications for the advancement of Human Resource Management policies and practices aimed at addressing both job insecurity and workplace incivility since they impact workers' well-being, job-role identification, organisational identification, and job satisfaction (Li et al., 2019). The results presented in this study document the impact of both qualitative job insecurity and workplace incivility experienced and witnessed by call and contact centre workers in Portugal and the way they regard their current work.

This document is organized into six sections. The first section will be dedicated to understanding the concepts of work centrality, qualitative job insecurity and witnessed and experienced workplace incivility using relevant literature in these domains. The following section will explore the population used to conduct this research, more specifically the Contact centre reality that encompasses call centre workers, using relevant literature in this

field to support the characterization of this professional group. The following sections will reflect the research questions, hypothesis, and methodology used in this research, as well as the obtained results. These results will be discussed in the light of the consulted literature, followed by a reflection on the main conclusions and study limitations. Lastly, some recommendations and suggestions for future research will be presented.

2. Literature Review

2.1. Meaning of Work Model (MOW)

According to Ruiz-Quintanilla and England (1996), working brings meaning and importance to the lives of individuals since it generates economic and socio-psychological benefits and a way of occupying time. Furthermore, it interrelates with other important areas of people's lives, such as leisure time, family, religion, and community (Ruiz-Quintanilla & England, 1996). The advancements in the understanding of the meaning of work in people's lives are due to the research developed by the Meaning of Work Research group, a community of scholars who are dedicated to advancing our understanding of the concept of the meaning of work and its implications for individuals, organisations, and society (Claes & Quintanilla, 1994; Manuti et al., 2018; Ruiz-Quintanilla & England, 1996). The purpose of this research group was to advance our understanding of the meaning of the work. They aim to recognise the characteristics that help us identify or measure when a certain activity is considered working, generating insights that can help individuals find more meaning and purpose in their work, explaining why the meaning of work is important to professional lives, and how it varies from person to person (Harpaz & Fu, 2002; Manuti et al., 2018; Ruiz-Quintanilla & England, 1996).

According to Harpaz and Fu (2002): *"The MOW model is based on the conception that the Meaning of Work is determined by the choices and experiences of the individual and by the organisational and environmental context in which he or she works and lives"*(p. 232). This multidimensional model describes how individuals experience their work, retrieving its meaning based on that experience. The model proposes that the meaning attributed to work can be understood in terms of both intrinsic and extrinsic factors, such as salary and job promotion (extrinsic) and personal fulfilment or challenge and (intrinsic) growth opportunities (Manuti et al., 2018; Rosso et al., 2010).

Therefore, the importance of understanding individuals' antecedents seemed justified, such as their values, education, religion, and how these relate to the organisational environment in which they operate. Issues such as the degree of importance and value that each one attributes to work, normative beliefs and expectations about the rights and duties associated with a given professional position, the significance of the results obtained by the work and the objective related to it, as well as how individuals define the work activity, were considered when building the MOW model (Ruiz-Quintanilla & England, 1996). As shown

in Table 1, the meaning of work has been studied in several ways, focusing on social, cultural, and subjective aspects.

Theory	Study	Findings
Meaning of Work	MOW International Research Team's (1981)	The authors found that the meaning of work could be described in three broad categories: (1) psychological and social rewards of work, (2) personal fulfilment, and (3) societal and economic aspects of work. Within these categories, they found nine domains of the meaning of work. This is a "call" for more contextualised research about the meaning of work, given that it varies with the national and professional contexts.
	Claes and Quintanilla (1994)	The authors analysed the initial career and work meanings of university graduates in seven European countries and explored the cultural and gender differences in these meanings. This allowed them to demonstrate the importance of considering these differences when understanding the meaning of work and how they can influence individuals' career and work decisions.
	Ruiz-Quintanilla and England (1996)	In this study, the authors explored the structure and stability of individuals' definitions of work and how these definitions relate to the meaning of work. They discovered that individuals' descriptions of work consisted of four main dimensions: work content, social context, work outcomes, and work experience and that those were stable over time and were related to an individual's perception of the meaning of work.
	Wrzesniewski et al., (1997)	The authors explore how individuals relate to their work and how these relationships affect their experience of meaning in work. They argue that people's relationships to work can be classified into three categories: job, career, and calling.
	Harpaz and Fu (2002)	The authors examined the structure of the meaning of work and its stability over time. They found that the meaning of work could be described in three main factors: personal fulfilment, societal contribution, and interpersonal relationships. Their findings suggest that organisations and policymakers need to consider the multidimensional nature of the meaning of work and the stability of its dimensions when designing policies and practices to promote employee well-being and job satisfaction.
	Rosso et al., (2010)	The authors argue that the meaning of work can be conceptualised in three dimensions that communicate with each other: significance, coherence, and purpose. Energy refers to the subjective value and importance that individuals attribute to their work. In contrast, coherence refers to the fit between one's work and personal values, goals, and identity. Purpose refers to the sense of contribution to others or society. Three dimensions interact with each other and influence individuals' experience of meaning in work.
	Manuti et al., (2018)	The authors studied the meaning of work for millennials and how social and cultural factors, such as individualism, personal growth, and work flexibility, influence their meaning of work. They also highlight the importance of organisations providing meaningful and engaging work opportunities and promoting work-life balance to attract and retain millennial employees.

Table 1- Meaning of Work central papers.

The MOW showcases the meaning of work in three broad categories: (1) psychological and social rewards of work, (2) personal fulfilment, and (3) societal and

economic aspects of work (Harpaz & Fu, 2002; Lips-Wiersma & Wright, 2012; Rosso et al., 2010; Steger et al., 2012).

Figure 1 represents the MOW model, showcasing its categories and dimensions.

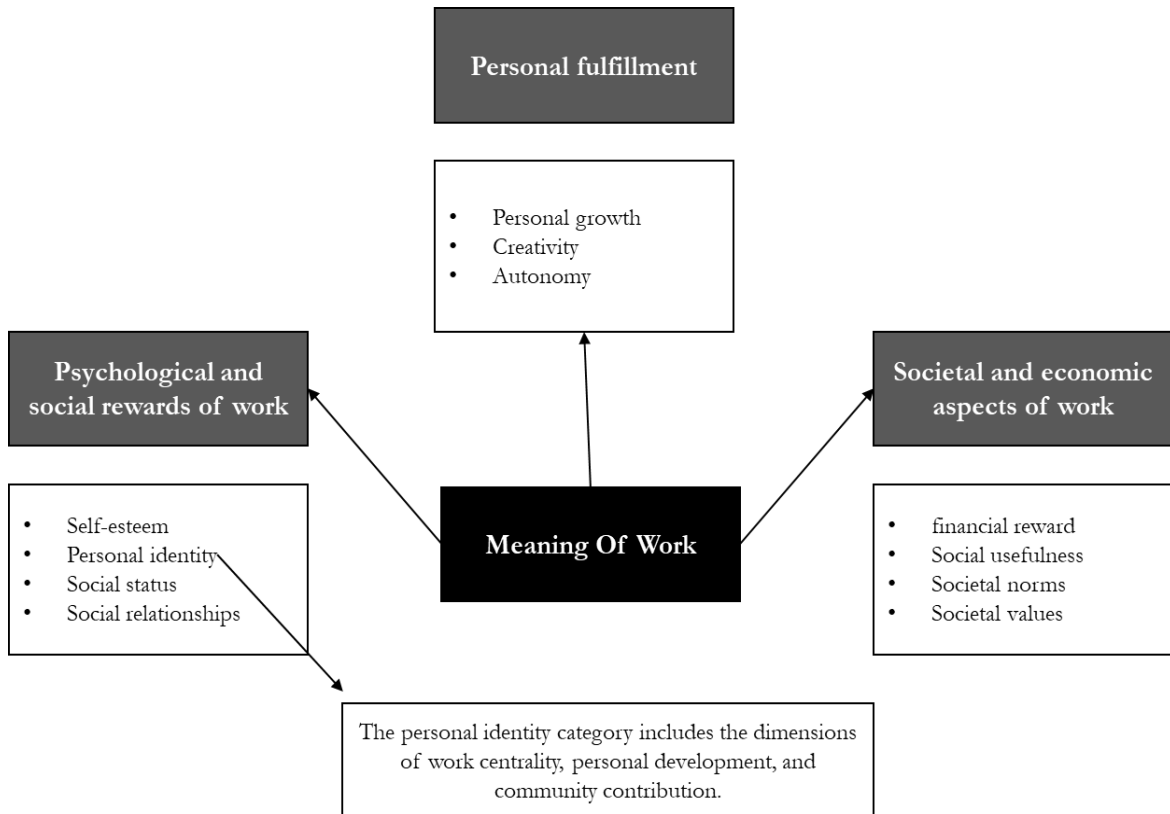


Figure 1 - Meaning of Work Model (MOW)

Source: (Harpaz & Fu, 2002; Lips-Wiersma & Wright, 2012; Rosso et al., 2010; Steger et al., 2012).

The dimension of work centrality, embedded as part of personal identity, reflects the importance work has in a person’s life, representing the extent to which position is central to a person’s self-concept and identity (Harpaz & Fu, 2002). Studying this dimension of the MOW model may contribute to understanding the importance of work in people’s lives and support organisations in developing strategies and policies for fostering meaningful work experiences (Harpaz & Fu, 2002).

2.2. Work Centrality

Work centrality can be defined as “(...) *the degree of general importance that working has in one's life at any given time*” (Harpaz & Fu, 2002, p. 647). It refers to the degree to which work is considered central and important to an individual's overall sense of identity and self-worth. People with high work centrality tend to define themselves largely in terms of their work. In contrast, those with low work centrality may see work as just one aspect of their lives, with other roles (such as family or hobbies) equally or more important (Li et al., 2019). According to Li et al. (2019), workers with high work centrality hold their work in high regard and believe “*that work is one of the most significant aspects of their life and derive inherent satisfaction and pleasure from it*” (p. 252). Work has proven to be more important than rest time, relation with the community, and religion, surpassed only by family importance (Harpaz & Fu, 2002; Manuti et al., 2018).

In Harpaz et al. (2002) study, work centrality is at the core of the MOW model, focusing on the importance and value of work instead of just the meaning of work. Figure 2 depicts their model of MOW, which is used in the present study.

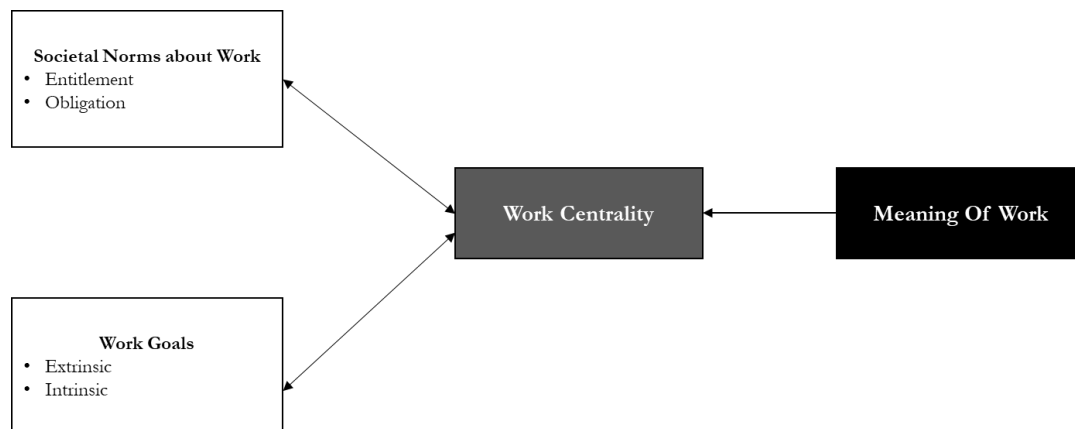


Figure 2 - Work centrality as a core component of the MOW Model

Source: (Harpaz et al., 2002)

They defined the meaning of work using three main domains: (1) work centrality, (2) societal norms about work and (3) work goals.

Societal norms about work describe what individuals should expect from work (entitlements) and what they may be expected to contribute to society through their work (obligations) (Harpaz et al., 2002). The entitlements represent all individuals' right to access work if they desire, driven by the sense that a psychological contract exists between individuals and organisations. On the other hand, obligations represent all individuals' duties

to organisations and society and are translated into the notion that “everyone must contribute to society by working” (Harpaz et al., 2002, p. 232).

Work goals describe “the relative importance of various goals and values sought or preferred by individuals in their working lives” (Harpaz et al., 2002, p. 232). They can be understood as extrinsic, such as good pay, or intrinsic, such as interesting work and learning opportunities.

Together, societal norms about work and work goals play a relevant role in understanding work centrality. **Work centrality** can be defined as the degree of importance and value individuals give to their work concerning other aspects of their lives, which may vary with cultural and social factors (Harpaz et al., 2002). The more central work is to an individual's life, the more likely they are to identify with their work. By engaging in work-related activities, people will find them more meaningful, eventually leading them to spend more time on those tasks (Harpaz et al., 2002).

Table 2 presents examples of how work centrality has been studied through the years.

Theory	Study	Findings
Work Centrality	(Wrzesniewski et al., 1997)	The authors defend that work centrality relates to how individuals view work along the lines of job, career or calling. Individuals with higher work centrality tend to view their work as a calling, while those who perceive work as a job or a career express lower work centrality.
	(Hirschfeld & Feild, 2000)	According to the authors, work centrality and work alienation are distinct aspects of a general commitment to work. In contrast to work centrality, work alienation refers to the degree to which an individual feels disconnected from their work. They highlight the importance of distinguishing between work centrality and work alienation in understanding the relationship between an individual and their work. To promote positive work attitudes, the authors suggest considering work centrality and work alienation in interventions.
	(Harpaz & Fu, 2002)	The authors argued that work centrality is related to the extent to which individuals value each of the five dimensions of the meaning of work (means of earning a livelihood, source of social identity, the origin of personal fulfilment, way of contributing to society, and means to achieve status and recognition.) Individuals who place a high value on work as a source of personal fulfilment and social contribution are likelier to have high work centrality.
	(Harpaz et al., 2002)	Individuals who place a higher value on work as a source of personal fulfilment and social contribution are likelier to have high work centrality, regardless of cultural context. Additionally, work centrality is positively related to job satisfaction and organisational commitment.
	(Dejours & Deranty, 2010)	The authors define work centrality as the degree of importance work has in an individual's life, including its role in shaping their identity, providing meaning and purpose, and facilitating social relationships. They explored historical and cultural aspects that influence the concept of work centrality, examining the impact that organisational changes and technology have on work centrality. It is also highlighted that organisations that use policies and practices prioritising work centrality (job security, meaningful work, etc.) contribute to developing more sustainable and just societies.
	(Sharabi & Harpaz, 2010)	The authors present work centrality as the degree to which work is important and central to an individual's life and self-concept, demonstrating its effects on an individual's level of engagement, motivation, and commitment to their work. They suggest that improving employees' work centrality can enhance organisational performance by providing opportunities for employees to feel engaged, motivated, and

Theory	Study	Findings
		committed to their work. Organisations should prioritise improving employees' work centrality to promote positive work attitudes and behaviours.
	(Bal & Kooij, 2011)	Work centrality is positively related to both psychological contracts and job attitudes, but the strength of the relationship varies with age. Work centrality is important for understanding how employees perceive their work and employer relationships. This relationship may change over the course of their careers.
	(Gavriloaiei, 2016)	The author explores both antecedents and consequences of work centrality, contextual factors such as job characteristics and organisational culture, job satisfaction, organisational commitment and workaholism. Work centrality is depicted as an important concept to explain the differences in attitudes and behaviours about work, highlighting the need for future research on the factors that influence work centrality and its implications for individuals' well-being and organisational outcomes.
	(Li et al., 2019)	The authors demonstrate that work centrality plays a moderating role between job insecurity and workplace mistreatment. They highlight those employees who experienced abuse at work reported higher levels of job insecurity, but this relationship was weaker in employees with higher levels of work centrality.
	(Pratama et al., 2022)	Work centrality mediates the relationship between job insecurity and organisational communication. Employees who place high importance on work in their lives may be less affected by job insecurity when they perceive more elevated levels of corporate communication.

Table 2 - Main studies on Work Centrality

Based on these findings is not surprising that work-centred people report higher job satisfaction, participate in the decision-making process, have greater organisational commitment, and are more interested in the development and planning of their careers than individuals who are less work-centred (Harpaz & Fu, 2002; Li et al., 2019). However, this high work centrality also makes them more vulnerable to workplace mistreatment and job insecurity since *“they derive more satisfaction from their work and have invested more time, effort, and resources into their career”* (Li et al., 2019, p. 252).

Qualitative job insecurity and workplace incivility are likely to be key antecedents of work centrality for both high and low-work-centrality individuals, although with different impacts. Job insecurity and workplace incivility are stressful experiences that can negatively influence individuals, by decreasing their sense of security, control, and meaning in the workplace (Li et al., 2019; Porath, 2016; Probst et al., 2014). Job insecurity and workplace incivility are expected to be negative antecedents of work centrality. This is the focus of the present study.

2.3. Qualitative Job Insecurity

Job insecurity has become increasingly prominent as a research field, and empirical research has characterized it as a threat to population health, a potential mechanism behind health inequalities and a tipping-point phenomenon both driving and resulting from

organizational decline (Shoss, 2017). Although this leads to increased interest in the study of job insecurity, scholars have differing views on a common definition of job insecurity.

Job insecurity can be perceived as objective and subjective, i.e., each individual feels insecurity in a particular way. It is possible that individuals with no real or effective reasons to feel insecure in their current role experience medium to high job insecurity and the other way around (De Witte, 2005; Probst et al., 2014; Witte, 1999). Nevertheless, objective measures of job insecurity can be used despite subjective assessments being the most common. An objective approach to insecurity would require an effective risk of losing one's job and is supported by communications from superiors or contractual conditions (Probst et al., 2014). When looking at employment and health-related outcomes, some research suggests that **subjective insecurity** is more associated with those outcomes than **objective insecurity**, with research showing that qualitative job insecurity is a stronger predictor of job (dis)satisfaction, organisational (low)commitment, (poor)physical health, psychological distress, and job stress than objective job insecurity (Probst et al., 2014).

The present study considers the **subjective definition of job insecurity**, i.e., a personal construct that affects the individual, presented *“as an overall concern about the continued existence of the job as such in the future”* (Chambel & Fontinha, 2009, p. 209), implying that employees perception is that they will, most likely, lose their job or that their job will lose some job features, which may not correspond to a real threat or the reality of the situation (Probst et al., 2014). This definition of job insecurity was first highlighted by van Vuuren and Klandermans (1990), who defined this concept as a subjective experience or perception, that implies a certain degree of uncertainty about the future continuity in the current role or doubts regarding the continuation of the job as such (van Vuuren & Klandermans, 1990).

One can add two layers of detail when analysing job insecurity: quantitative and qualitative. **Quantitative job insecurity** can be portrayed *“as a stressor that leads to strain and, hence, to poor job-related well-being”* (De Witte et al., 2010, p. 42) and is associated with dissatisfaction with the current role, exhaustion and burnout. **Qualitative job insecurity** can be perceived as a *“threat of losing job features while keeping the current job”* (Fischmann et al., 2021), affecting its quality and impacting the relationship between the individuals and their work (Shoss, 2017). In some studies, quantitative job insecurity is perceived as more harmful than qualitative job insecurity since it *“implies potential loss of financial, social, and societal resources associated with employment”* (De Witte et al., 2010). On the other hand, qualitative job insecurity has a more harmful effect on job-related variables such as job satisfaction and job-role

identification and psychological variables such as anxiety, the feeling of disconnect from the job and depression (De Witte et al., 2010).

It is possible that qualitative job insecurity can have a more direct impact on employees' perception and identification with their work, affecting the importance attributed to it. Individuals who perceive their work as more than just a job (Wrzesniewski et al., 1997) tend to attribute great importance to their work, including its characteristics and specificities. If one's work characteristics are changed or one fears they may change in the future, individuals may feel less connected to their work, which may affect the importance they attribute to it, i.e., their work centrality. Therefore, the following hypothesis can be advanced:

H1: Qualitative job insecurity is negatively associated with the work centrality of call centre workers in Portugal.

2.4. Experienced and Witnessed Workplace Incivility

Workplace incivility can be defined as low-intensity aggression in the professional context, with an ambiguous intent to cause harm to colleagues, subordinates, superiors, or clients (Cortina et al., 2001; Schilpzand et al., 2016). It ranges from not listening to someone's opinion to talking to others in a depreciative way, making humiliating remarks, gossiping or even outright bullying (Schilpzand et al., 2016). Besides low intensity and ambiguity, a third characteristic can help understand the concept of workplace incivility: the specific source of the negative conduct. According to Schilpzand (2016), "*incivility may be enacted not only by individuals in managerial jobs or supervisory roles but also by co-workers or customers*" (pp. 57-58). These characteristics of workplace incivility distinguish it from other behaviours, such as psychological and physical aggression and violence (Cortina et al., 2001). The continuance experience of workplace incivility can lead to the development of a toxic work environment, with negative impacts on employees' well-being, physical and psychological health, productivity, job-role identification, organisational identification and retention (Cortina et al., 2001; Li et al., 2019; Naimon et al., 2013; Porath, 2016; Schilpzand et al., 2016). Workplace incivility can also harm individuals' work centrality by making them feel less connected and less motivated. This leads to decreased job satisfaction, increased turnover intentions, and reduced organisational commitment (Li et al., 2019).

The experiences of work incivility vary since they can come from different stakeholders, such as supervisors, colleagues or customers and can assume various forms depending on the position of the individuals involved (Cortina et al., 2001; Schilpzand et al., 2016). Individuals can be targets, instigators or bystanders, so one can associate a type of incivility with each of these positions. **Individuals who are targeted**, i.e., individuals with

lower social power, are more likely to experience workplace incivility than other powerful members of the organisation (Cortina et al., 2001; Schilpzand et al., 2016). The aspects that characterise these employees and make them more vulnerable are age, gender, social status, organisational position and role (Cortina et al., 2001). On the other hand, **instigators**, i.e., individuals with more resources and social power, such as supervisors or clients, are more likely to instigate workplace incivilities (Cortina et al., 2001; Schilpzand et al., 2016). According to a review by Schilpzand et al. (2016), the perception of distributive injustice may instigate incivility, as well as lower levels of job satisfaction, including “*perceived lack of reciprocity, or the perception that one invests more into one’s job than he or she obtains in return, predicted employees’ instigated incivility*” (p. 78). Lastly, **individuals who are bystanders**, i.e., those who do not suffer or practice workplace incivility but can witness incivility in their organisations (Holm et al., 2019), are more likely to “*model their behavior according to what they witness in the workplace*” (Holm et al., 2019, p. 162). This means they are more likely to imitate the instigator than the target.

Regarding the targeted employees, the negative treatment experience can lead them to feel demotivated and less engaged with the organisation, which can influence their perceived continuity in the organisation, including their subjective job insecurity (Li et al., 2019, p. 251). Experienced and witnessed workplace incivility can also affect employees’ psychological well-being, especially among those individuals whose work occupies a central role in their identity (Li et al., 2019, p. 253). Similarly, experienced and witnessed workplace incivility impacts individuals’ work centrality, making them feel less connected and less motivated to perform well (Li et al., 2019). Therefore, the following hypothesis can be formulated:

H3: Workplace incivility, both (a) experienced and (b) witnessed, is negatively associated with work centrality.

However, the strength of this negative association between workplace incivility and work centrality will likely vary with the source of the disrespect. For example, some studies (e.g., Leiter et al., 2012; Spence Laschinger et al., 2012; Taylor & Kluemper, 2012) found that when workplace incivility behaviour is practised by someone with a leadership role, such as supervisors, is more harmful to individuals than when the same conduct is practised by colleagues (Schilpzand et al., 2016). This can be explained by leaders’ role in the employees’ evaluation process, which may impact their progression, rewards, and other related benefits. The targets of this type of behaviour on the part of a supervisor may “*assume that their supervisor’s uncivil behaviors may generalise and bring along other unfavourable events*” (Schilpzand et al.,

2016, p. 65). However, Schilpzand et al. (2016) showed that when reported, uncivil behaviours practised by supervisors are more likely to stop when compared with uncivil behaviours practised by colleagues.

In addition, some studies (e.g., (Sliter et al., 2010) have shown that customers' incivility positively correlates with employees' emotional exhaustion, faking positive emotions, and suppressing negative emotions. This is especially relevant in customer service, where customers' incivility is negatively related to the service's quality and impacts workers' emotional well-being (Sliter et al., 2010). This is because, in customer service jobs, the customer and the employee do not know each other. It is not likely that the same employee takes the same call more than once, granting customers anonymity which increases the likelihood of treating employees uncivilly (Wilson & Holmvall, 2013). Also, the place of these encounters differs from other stakeholders, like colleagues and supervisors, with *"employee-customer encounters primarily taking place during an exchange of organisational goods or services for money"* (Wilson & Holmvall, 2013, p. 312), leaving the employee vulnerable to customers' demands. Customers' incivility is likely to be common and forceful in specific services like call centres, where service encounters are from a distance and frequently motivated by service complaints. Therefore, experienced and witnessed workplace incivility from customers is likely to be positively associated with negative emotions, stress, and even burnout, which may impact employees' attitudes towards their work, including their work centrality.

In sum, contradictory findings have been reported in distinguishing the negative effects of workplace incivility behaviours practised by supervisors, colleagues, and customers, mainly because most studies merged these sources into a single measurement of workplace incivility. To address this research gap, this study distinguishes the sources of workplace incivility to determine which supervisor versus colleagues versus customers can have a stronger negative impact on employees' work centrality. Furthermore, it examines the variation once workplace incivility is experienced or witnessed. However, and given that the previous empirical evidence is scarce and inconsistent, this study predicts a negative association between (i) experienced and (ii) witnessed workplace incivility from (a) supervisors, (b) colleagues, and (c) customers call centre workers in Portugal without pre-establishing any difference in the strength of this association. Therefore, the following hypotheses are offered:

H4: Experienced workplace incivility from (a) supervisors, (b) colleagues, and (c) customers is negatively associated with work centrality.

H5: Witnessed workplace incivility from (a) supervisors, (b) colleagues and (c) customers are negatively associated with work centrality.

3. The Research Context

3.1. Call Centre Workers

According to Sliter et al. (2010), “*dealing with rude, disrespectful people can be a daily occurrence at work, especially in the service industry*” (p. 469), causing serious effects on individuals’ well-being over time.

The call centre industry is one of the world's most proliferous sectors, growing rapidly worldwide. According to Abraham (2008), this industry “*epitomises some of the key contemporary issues concerning the shifting nature of work, labour relations, economic development, and regulations*” (p. 198), gaining the attention of several areas of study and resulting in “*a range of analytical frameworks and methodologies*” (Abraham, 2008, p. 198). Call centres are the primary point of contact between a company and its customers. They can be defined as a centralised department within organisations that manages incoming and outgoing calls, emails, or other forms of communication.

There are three major factors we can associate with the phenomenal growth of this industry: (1) the growing range and expansion of communication and information technology, (2) the consequent restructure of organisations based on information and communication technology and (3) the relocation of employment sites (Abraham, 2008). The use of outsourcing or offshore outsourcing call centre services has several motivators that lead companies to use them. One of those motivators is the improvements in telecommunication technology and the reduction of telecommunication costs (Abraham, 2008). In addition, studies in this field show that there is an increased standardisation of software platforms which enables “*homogeneity of employee skills across organisations*” (Abraham, 2008, p. 200) and allows managers to track customer interactions, route calls to the appropriate agent, monitor call quality, and generate reports on call centre performance. Another motivator for outsourcing is the increasing number of English-speaking employees, especially in third-world countries, with lower wages when compared with other employees with the same set of skills residing in developed countries, making them “*a desirable workforce for multinational and domestic companies*” (Abraham, 2008, p. 200).

Call centre work may also contribute to employees’ growth and development, allowing them to use skills such as communication, independent problem-solving, multi-tasking, and technical knowledge (Mustosmäki et al., 2013). The possibility of interacting

with customers and supporting them in solving their problems may also contribute to call centre workers' job satisfaction and identification (Mustosmäki et al., 2013).

Despite call centres' economic success, a large body of literature has shown that they tend to offer work conditions that "can negatively impact employee well-being (Mustosmäki et al., 2013). In call centre work environments, there has been a significant decline in working conditions, the routinization of work processes, boredom, and increased stress, according to a significant body of sociological studies (Mustosmäki et al., 2013). Workers in the service sector, which includes call and contact centres, are more prone to developing various psychosocial risks and are more vulnerable to job stress and bullying (Cho et al., 2019). Call centre agents are expected to handle a high volume of calls and respond to customer inquiries and complaints quickly and efficiently (Holman, 2002). It requires excellent communication skills, patience and empathy to deal with diverse customers. They are equally more vulnerable to bad work conditions and environments. According to Cho et al. (2019), call centre workers who have their employment based on temporary contracts with low pay *"are exposed to a more unfavourable psychosocial work environment, including job insecurity, low levels of job control, and demand for emotional labour, than other standard workers"* (p. 2). Recent calls (e.g. Shoss, 2017; Jabutay, Suwandee & Jabutay, 2022) on this topic encourage scholars to understand the factors contributing to the increased levels of stress, anxiety, and depression in this industry, focusing on identifying policies and interventions that can reduce these negative impacts on call centre agents.

As we saw in previous chapters, stress, anxiety, uncivil work environment (experienced or witnessed), the loss of job characteristics, autonomy or lack of opportunity for skill and career development can impact employees' work centrality. Call centre agents are more likely to feel this due to the nature of their work and exposure to more uncivil environments. They may be at high risk of experiencing qualitative job insecurity since their work is often reactivated as monotonous and lacking in opportunities for skill development and career advancement (Deery et al., 2002). Furthermore, the call centre industry is known for its high levels of employee turnover, which can exacerbate job insecurity among workers. They may feel that their job is insecure and fear losing them due to poor performance, changes in company strategy, or outsourcing to other countries (Deery et al., 2002). Research has shown that job insecurity can significantly affect employees, including reduced job satisfaction, decreased organisational commitment, and increased psychological distress (Probst et al., 2014).

When call centre agents perceive their job to be insecure, it may lead to a decreased sense of work centrality as they may question the importance of their work and its role in their lives. This, in turn, may have implications for their job performance, job satisfaction, and overall well-being (Deery et al., 2002). Therefore, academics and organisations must understand the factors contributing to qualitative job insecurity in call centres and explore ways to mitigate its negative effects on employees. Doing so can create a more positive and supportive work environment that promotes job security, work centrality, and employee well-being.

Call centre workers can be equally affected by the experience of workplace incivility from their supervisors, colleagues and customers, as well as witnessing other people suffering from workplace incivility. They often have to deal with difficult and angry customers, which can be emotionally taxing and contribute to a negative work environment (Deery et al., 2002). Furthermore, call centre agents often work in highly monitored and controlled environments, with little autonomy or control over their work (Deery et al., 2002). This can lead to feelings of powerlessness and stress, further exacerbating incivility experiences (Lim et al., 2008). It can also affect their well-being and job satisfaction, increasing turnover intentions and reducing productivity (Porath, 2016; Porath & Pearson, 2013).

3.2. Call Centre Workers in Portugal

Call centres are a growing part of the service industry worldwide, and Portugal is no exception, with call centre companies growing at a rate of 20% per year between 2003 and 2006 (Castanheira & Chambel, 2012). Based on a study developed by the Portuguese Contact Centre Association (APCC) in 2021, there were around 2.276 call centre operations in the country, representing a total of e 103.674 workers, of which 60.998 work on outsourced and 42.676 in self-managed functions (APCC, 2021). Most of these workers and operations are located in urban areas such as Lisbon (64,56%), Porto (18,52%) and Braga (6,2%). Still, it was possible to access all districts in both continental and autonomous areas in Portugal with call centre presence being visible, a general growth beyond district capitals (APCC, 2021). In Figure 3, we can see the geographic dispersion of contact centres in Portugal. The concentration in the main districts of the country, Lisbon and Porto, is notorious, with 83% of employees working in one of these two districts. We could also see that most call centre workers in Portugal are women (61%), but that number has decreased by 6% compared to 2020. As for the distribution of ages, the data shows that most agents and supervisors are between 25 and 40 years old (agents: 51% and supervisors: 60%), with agents earning an average income of 897€ and supervisors 1.084€ (APCC, 2021). These findings seem to

support the idea that call centre workers are, in their vast majority, young females with low wages (Abraham, 2008; Cabarrubias, 2011; Mustosmäki et al., 2013).

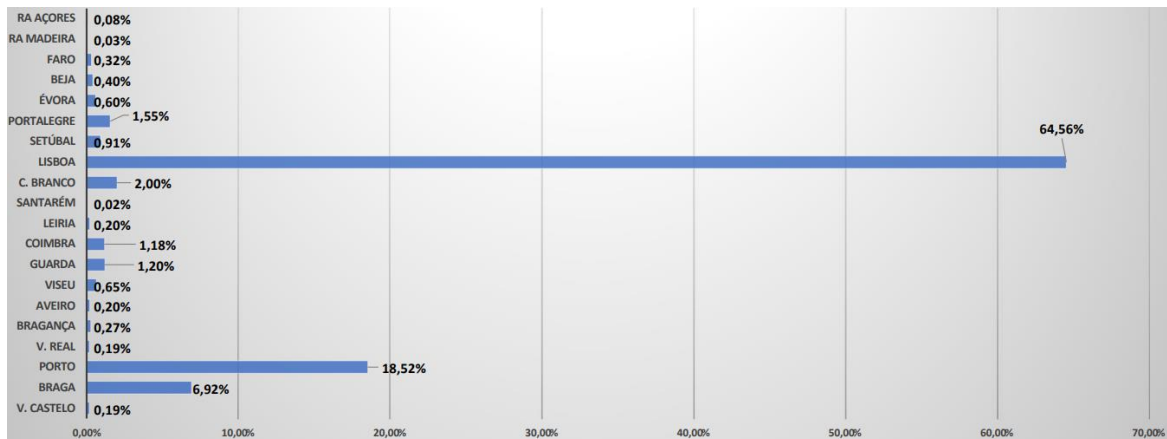


Figure 3 - Geographic dispersion of the Contact Centres (by number of Employees)

Source: (APCC, 2021, p. 38)

The APCC study also analysed this industry’s weight in the Portuguese labour market. It concluded that this sector corresponded to 2,01% of the active population in Portugal, with most of these employees being young workers (APCC, 2021).

Given the relevance of the contact centre industry in the Portuguese labour market, especially for younger workers, seems important to understand how employees perceive their work environment and current role. It is not unusual that when searching for a description of workplace environment within the call centre industry, we find them as a result driven, with many employees working in isolation, having their work tightly monitored and automatically allocated (Castanheira & Chambel, 2012). According to Mustosmäki et al. (2013), “call centres are characterised by elements of Taylorism and its emphasis on a strict division of labour, limited complexity, and variability, and low employee control over work” (p. 51). Such an environment makes these workers more vulnerable to high work pressure and emotional demands, and they experience role ambiguity which can influence how employees manage their workloads, unexpected work tasks, and work conflict (Mustosmäki et al., 2013).

Li (2019) states that how employees have been treated influences how they perceive their continuity and stability in their current role (Li et al., 2019). When treated with respect, employees experience job security, but when they experience workplace mistreatment, they tend to show uncertainty about their future in the current organisation (Li et al., 2019). Consequently, it seems plausible to conclude that workplace mistreatment is relevant to the worker’s perception of security and their permanence in the organisation. But what happens

when employees have work as a central part of their lives? According to Li et al. (2019), *“Employees who derive more satisfaction from their work and have invested more time, effort, and resources into their career will be more vulnerable to negative consequences of workplace mistreatment”* (p. 253).

Therefore, this study aims to comprehend the level of work centrality among call centre employees working in Portugal, analysing the effects of both workplace incivility (experienced and witnessed) and job insecurity, perceived in its qualitative connotation, in the importance attributed to work.

4. Theoretical Model and Hypothesis

This study aims to contribute to the knowledge about work centrality and the factors that may influence it, by examining whether job insecurity and experienced and witnessed workplace incivility impact the work centrality of call centre workers in Portugal. This study aims to answer four research questions:

1. What is the importance call centre workers attribute to work?
2. What is the relationship between work centrality and qualitative job insecurity?
3. What is the relationship between work centrality and experienced workplace incivility?
4. What is the relationship between work centrality and witnessed workplace incivility?

The study of work centrality concerning job insecurity and workplace incivility has been called for (e.g., (Li et al., 2019; Pratama et al., 2022), focusing on jobs with high levels of meaning, in which work centrality moderates both variables. Earlier studies (e.g., Bal & Kooij, 2011; Gavrioloaiei, 2016; Harpaz & Fu, 2002) have examined other variables besides job insecurity and workplace incivility as antecedents of work centrality. The originality of the present study, however, is threefold: (1) examines the relationship between qualitative job insecurity and the importance attributed to work in the call centre industry in Portugal (2) distinguishes the connection between experienced versus witnessed workplace incivility and work centrality; and (3) determines the extent to which experienced and witnessed workplace incivility perpetrated by (a) supervisors, (b) colleagues, and (c) customers predict the work centrality of call centre workers' working in Portugal. This industry and workers segment were selected because Call and Contact centres are a growing workforce worldwide and due to the nature of their work, dealing with customers sometimes in a very emotional environment, making them vulnerable to incivility in the workplace and more likely to feel insecure in their role since their work is often perceived as monotonous and lacking in opportunities for skill development and career advancement

Figure 4 presents the theoretical model and hypotheses.

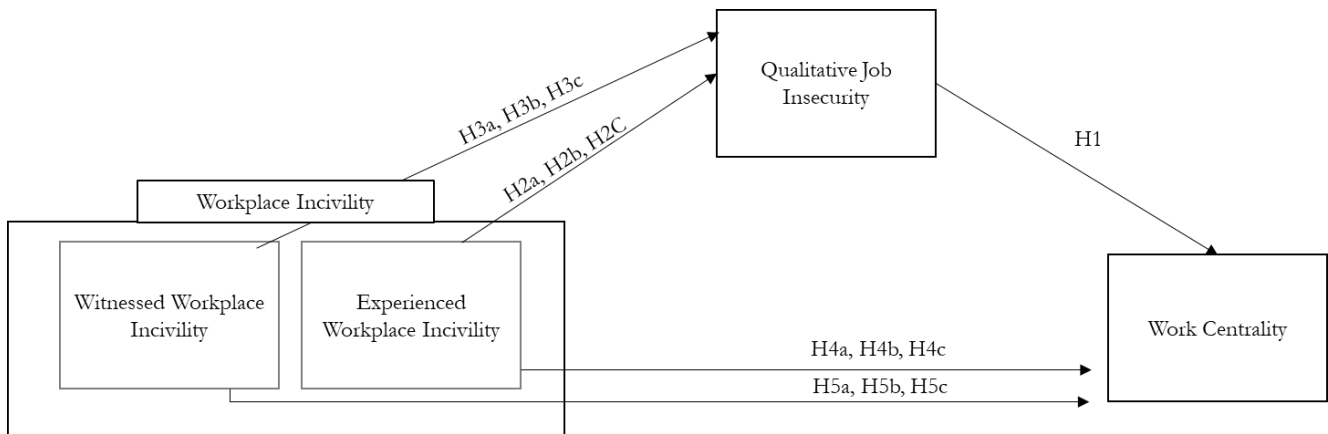


Figure 4 - Theoretical model and proposed hypotheses

H1: The perception of qualitative job insecurity is negatively associated with the work centrality of call centre workers working in Portugal.

H2: The perception of qualitative job insecurity is positively related to the experience of uncivil behaviours in the workplace from (a) colleagues, (b) supervisors, and (c) customers.

H3: The perception of qualitative job insecurity is positively related to the observed uncivil behaviours in the workplace from (a) colleagues, (b) supervisors, and (c) customers.

H4: Experienced uncivil behaviours in the workplace from (a) colleagues, (b) supervisors and (c) customers are negatively associated with the work centrality of call centre workers working in Portugal.

H5: Witnessed uncivil behaviours in the workplace from (a) colleagues, (b) supervisors, and (c) customers are negatively associated with the work centrality of call centre workers working in Portugal.

5. Methodology

This study employs a quantitative methodology and a cross-section design to achieve the proposed objectives, with data collection carried out through individual questionnaires. This chapter describes the data collection and sampling procedure, the measures used and the data analysis methods.

5.1. Procedures of Data Collection

An online survey targeted call and contact centre workers currently residing in Portugal, who were approached through convenience sampling. It was written in Portuguese to have a higher application to the Portuguese population and shared on online platforms, such as LinkedIn, and Facebook, and emailed to group employees working in the contact centre sector. The questionnaire contained a final section with an optional open question, where workers could give their perception of their current work or organization (see Appendix 1).

5.2. Research Measures

This study uses previously tested measures. Some, however, were purposefully translated and adapted to Portuguese for this specific use, as explained below. The full scales and questionnaire are in the Appendix 1.

Work Centrality. It was measured using the translated and adapted to Portuguese three-item scale from Bal and Kooij (2011): “(1) *The major satisfaction in my life comes from my job*”, “(2) *The most important things that happen to me involve my work*”, and (3) *“I have other activities more important than my work”* (reverse item) (Bal & Kooij, 2011, p. 506). Participants answered following a 7-point Likert response scale ranging from 1 (“strongly disagree”) to 7 (“strongly agree”).

Experienced Workplace Incivility. It was measured by the seven-item scale developed by Cortina et al. (2001) with the adaptation from Wilson and Holmval (2013). Sample items included: “*experience disrespectful, rude or condescending behaviours from supervisors, co-workers and customers within the previous five years*” (Cortina et al., 2001, p. 68). Responses were made using a 5-point Likert response scale ranging from 1 (“never”) to 5 (“most of the time”). These items were translated and adapted to Portuguese for the present study.

Witnessed Workplace Incivility (WIS). It was measured using Holm et al. (2019) adaptation of the WIS scale originally developed by Cortina et al. (2001). We also included

customer-related questions consistent with the original scale (Wilson & Holmval, 2013, p. 316) that were not considered by Holm et al. (2019) but are relevant to the present study. The participants were asked to indicate the frequency to which they *“had witnessed the behaviours listed in the seven questions over the course of the last month”* (Holm et al., 2019, p. 164). Responses were made using a 5-point Likert response scale ranging from 1 (“never”) to 5 (“most of the time”). The full scale and questionnaire are in the Appendix 1. These items were translated and adapted to Portuguese for the present study.

Qualitative Job Insecurity (QJI). It was measured using the QUAL-JIS scale, as depicted in the work of Fischmann et al. (2021). This scale is composed of four items: (1) *“I think my job will change for the worse soon”*, (2) *“I feel insecure about the characteristics and conditions of my job in the future”*, (3) *“I am worried about what my job will look like in the future”* (4) *“Chances are, my job will change negatively”* (Fischmann et al., 2021, p. 8). The participants were asked to respond by using a 5-point Likert response scale ranging from (1) “completely disagree” to (5) “completely agree” (Fischmann et al., 2021). The full scale and questionnaire are in Appendix 1. These items were translated and adapted to Portuguese for the present study.

5.3. Sample

A total of 222 participants completed the questionnaire, out of which 209 responses were deemed admissible. The other 13 were incomplete or from non-Portuguese workers. Consequently, the sample consisted of 57 (27.3%) male and 148 (70.8%) female call centre workers. Among them, 186 (89.9%) respondents originated from Portugal, while 23 (11.0%) were from other countries. The average age of the sample was 33.48 (SD = 9.25), and their average tenure in the organisation was 3.59 (SD = 3.26). Moreover, 144 (68.9%) participants held higher education degrees, while 65 (31.1%) possessed secondary school-level education or below. Most participants, specifically 122 (58.4%), had permanent employment contracts, whereas 87 (41.6%) did not have a permanent contract with their current company. Among the overall sample, 56 participants (23.4%) worked in the wholesale and retail trade sector, 48 (21.6%) were employed in the technological field, 33 (14.9%) worked in electricity, gas, and water industries, and another 33 (14.9%) were engaged in the information and communication field. Of the sample, 192 (86.5%) individuals were employed in companies with over 251 workers, while the remaining participants worked in smaller organisations.

Table 1 presents the sociodemographic characteristics of the sample.

Sample Demographics					
		<i>n</i>	<i>%</i>	<i>Mean</i>	<i>SD</i>
Age				33,48	9,25
Gender					
	Male	57	27,3%		
	Female	148	70,8%		
Nationality					
	Portuguese	186	89,0%		
	Other	23	11,0%		
Education					
	No_HE	65	31,1%		
	HE	144	68,9%		
Type of contract					
	Not-Permanent	87	41,6%		
	Permanent	122	58,4%		
Tenure in the organization				3,59	3,26
<i>n</i> = 209					

Table 3 - Sample demographics

5.4. Data Analysis

To test the hypotheses, a series of analytical methods, including descriptive, correlational, and linear regression analysis, were employed using the statistical software IBM SPSS®. Initially, the measurements were computed, and the reliability of the scales was assessed using Cronbach's α before their utilisation. Subsequently, descriptive statistics and correlations among the computed research variables were calculated and presented in Table 2. Non-parametric correlational analysis was conducted to examine the interrelationships among sample demographics and the research variables. Lastly, several regression analyses were performed to test the hypotheses. In this regard, the participants' demographic variables which were significantly correlated with the main variables were entered in Step 1. Then, the predictors, namely qualitative job insecurity, experienced and witnessed workplace incivility from supervisors, clients, and colleagues, and work centrality, were introduced in Step 2 and Step 3. The final results are presented in the following sections.

6. Results

6.1. Measures of Reliability

The measures' reliability was assessed using an internal consistency indicator, Cronbach's alpha coefficient, which states that values between 0,70 and 0,95 are generally acceptable and values larger than 0,80 show very good reliability (Fischmann et al., 2021).

All measures were computed as per the original scales and the α was assessed and resulted as follows: work centrality $\alpha=,805$; qualitative job insecurity $\alpha=,893$; experienced workplace incivility from supervisors $\alpha=,954$; experienced workplace incivility from colleagues $\alpha=,942$; experienced workplace incivility from costumers $\alpha=,943$; witnessed workplace incivility from supervisors $\alpha=,981$; witnessed workplace incivility from colleagues $\alpha=,972$; and witnessed workplace incivility from customers $\alpha=,973$.

6.2. Descriptive Analysis

Table 4 shows the percentages of **Work Centrality** among call centre workers in Portugal. Firstly, when asked if work was the primary source of satisfaction in their lives, 29,2% of participants disagreed with the statement, and 24,4% strongly disagreed. It's also possible to see that 27,8% of respondents do not consider that work is among the most exciting things to happen in their lives, with 20,1% strongly disagreeing with the statement regarding the importance attributed to work compared to other activities in their lives, 37,3% of participants identified having other more important activities than work.

Table 5 presents the frequencies of response for **Qualitative Job Insecurity** among call centre workers in Portugal. When questioned about their perception of their current job conditions, 32,5% of participants do not feel their job will change for the worse soon. However, when asked about the probability of their job changing for the worse, 12,9% of participants agreed with that statement. When asked about the current job characteristics and conditions, 27,3% did not feel insecure about their future job characteristics and needs. However, 23,0% of participants indicated being worried about the evolution of their current job in the future.

Work Centrality				
Centrality of work on peoples lives	Prime source of satisfaction	Most exciting things in live involve work	Having more important activities than work	Not having more important activities than work
Strongly Disagree	24,4	20,1	31,1	37,3
Disagree	29,2	27,8	31,1	33
Disagree in part	13,9	16,7	1702	12,4
Neither agree nor disagree	13,9	8,1	9,1	7,7
Agree in part	12,4	19,6	6,2	6,2
Agree	3,8	5,3	3,8	2,9
Completely agree	2,4	2,4	1,4	0,5

Notes: Valid percentages. N =209

Table 4 - Work Centrality

Qualitative Job Insecurity				
Perception of Qualitative Job Insecurity	Current job will change for the worst soon	Insecure about current job characteristics and conditions in the future	Concern about the evolution of the current job in the future	Current job changing for worse in the future
Strongly Disagree	18,7	12,9	11,5	15,3
Disagree	32,5	27,3	13,9	26,3
Disagree in part	4,3	9,1	7,2	11,5
Neither agree nor disagree	16,7	9,1	9,6	15,3
Agree in part	13,9	18,7	19,1	12,4
Agree	11,0	14,4	23	12,9
Completely agree	2,9	8,6	15,8	6,2

Notes: Valid percentages. N =209

Table 5 - Qualitative Job Insecurity

Statements were made regarding the experience and witness of workplace incivility from supervisors, colleagues, and customers. When questioned about their **Experience of Incivility by their supervisor**, most of the responses were in the “never” range. For instance, 79,9% of respondents never felt their supervisor made them discuss personal matters and 78,9% never felt excluded or ignored from professional camaraderie. Also, 75,1% of workers never had their supervisors talk to them in less professional terms, and 71,8% never felt their superiors had made overly strict or derogatory remarks about them. When compared with **Witnessing Incivility** from the same source. i.e. supervisors, 74,2% of participants never witnessed their supervisor excluding colleagues from professional camaraderie and 71,8% saw their supervisors discuss personal matters. Most of the respondents, never witnessed their supervisor make overly strict or derogatory remarks about their peers or be condescending to a colleague.

When questioned about the **Experience of Incivility by their colleagues**, the tendency stands with the majority of the responses being in the “never” range. However, the percentages are not as high as in the case of the supervisors. When questioned if a colleague was ever condescended to or diminished them in any way, 63,2% of participants said never to have felt that, and 53,1% feel that their peers value their intervention and opinions. To the question regarding the relationship between peers, 68,4% of respondents never felt that their peers were overly strict or derogatory in their remarks, 69,9% never had any colleague talk to them in less professional terms, and 74,2% never had a situation where their peers tried to engage them in a discussion of personal matters. Compared with Witnessing Incivility between colleagues, the percentages of responses are lower compared to witnessing incivility between supervisors and colleagues, even though we still see many reactions in the “never” range. 51,7% of participants said never to catch a colleague condescending or diminishing another peer, and 52,2% witnessed overly strict or derogatory remarks. Also, 60,3% never saw colleagues being ignored or excluded from professional camaraderie, and 66,0% said they never witnessed colleagues discussing personal matters.

Lastly, when questioned about the **Experience of Incivility from customers**, 28,7% of participants said they “frequently” had customers being condescending with them or diminishing them, and 26,3% said that happened to them “most of the time”. Also, 28,9% said to “frequently” have a situation where a customer gave little importance or attention to their opinion, and 28,2% feel that the customers doubt their professional judgment “most of the time”, even in topics they have responsibility. 17,2% stated that “most of the time”,

customers try to bring the discussion to personal matters, and 26,3% feel that customers treat them with less than professional terms.

When compared with **Witnessing Incivility from customers** to other colleagues and supervisors, it is possible to analyse that the response varies between “Sometimes”, “Frequently”, and “Most of the time”. 31,6% of respondents stated that “most of the time” they see their peers being diminished by a customer, 30,6% said to “frequently” witness customers making overly strict or derogatory remarks to their peers, and 31,6% witnessed customers addressing their peers in less than professional terms. Adding to this, 32,1% caught “most of the time” customers doubting a colleague or supervisor’s judgement about a topic they have responsibility over.

6.2.2. Correlational Analysis

Table 6 shows the mean, standard deviation, and Spearman correlations for the research variables.

In the case of qualitative job insecurity, a negative correlation was found with gender ($r = -,190, p < 0,01$), indicating that male workers reported lower job insecurity. Similarly, a negative correlation was observed with education ($r = -,118, p < 0,10$), suggesting that individuals with higher educational attainment reported fewer job changes or loss of job characteristics. The data also shows a significant positive correlation with the experience of incivility from colleagues ($r = ,340, p < 0,01$) and supervisors ($r = ,315, p < 0,01$), indicating that individuals who experience incivility from colleagues and supervisors are more likely to be job insecure. Moreover, a positive and significant correlation was observed between job insecurity and witnessed workplace incivility from colleagues ($r = ,383, p < 0,01$), suggesting that exposure to an environment with uncivil colleagues influences individuals' perception of qualitative job insecurity.

Regarding experienced workplace incivility, positive correlations were found with experienced incivility from supervisors ($r = ,574, p < 0,01$) and customers ($r = ,307, p < 0,01$), indicating that individuals who experience aggressive behaviours from colleagues are more likely to encounter similar behaviours from other stakeholders, such as supervisors and customers. Furthermore, a significant positive correlation was observed between experienced and witnessed workplace incivility from colleagues ($r = ,762, p < 0,01$), suggesting that individuals who experience incivility from colleagues are also more likely to see their colleagues suffering the same treatment.

In the case of the experience of workplace incivility from customers, a negative correlation was found with age ($r = -.242, p < 0,01$), indicating that younger call centre workers reported being more exposed to incivility from customers compared to their older counterparts. Additionally, experienced incivility from customers showed a positive correlation with witnessing uncivil behaviour between customers and other colleagues ($r = ,360, p < 0,01$), indicating that individuals experience such behaviour and see it between their colleagues and other customers.

For witnessed workplace incivility from colleagues, positive correlations were observed with qualitative job insecurity ($r = ,383, p < 0,01$), experienced workplace incivility from supervisors ($r = .526, p < 0,01$), and customers ($r = ,300, p < 0,01$). Moreover, a positive correlation was found between witnessing workplace incivility from colleagues and age ($r = ,118, p < 0,10$), suggesting that younger workers tend to see more incivility among their peers. Furthermore, witnessed customers' incivility is negatively correlated with age ($r = -,222, p < 0,01$), indicating that younger workers are more likely to see aggressive behaviour from customers. It also showed a negative correlation with organisational tenure ($r = -,114, p < 0,10$), suggesting that recently hired workers are more likely to encounter aggressive customer behaviour.

Lastly, work centrality exhibited positive correlations with the type of contract ($r = ,121, p < 0,10$) and qualitative job insecurity ($r = ,114, p < 0,10$), indicating that individuals with permanent work contracts tend to perceive their work as more important. Additionally, it showed that individuals who view their work as a significant aspect of their lives are also more likely to experience workplace incivility.

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	
1. Age				,027	-,007	,045	,056	,099	,096	,066	-,242**	,108	,052	-,222**	,081	
2. Gender	-	-			,119	,060	-,005	-,190**	-,050	-,019	-,019	-,020	-,088	-,050	-,083	
3. Education	-	-				,146*	-,141*	-,118	-,040	-,010	,028	-,065	-,072	,026	-,040	
4. Type of contract	-	-					-,168*	-,011	,055	,101	-,011	-,016	,019	-,031	,121	
5. Tenure in the organization								,018	,024	,046	-,055	,030	,019	-,114	,032	
6. Subjective job insecurity	3,70	1,65								,340***	,315***	,203**	,383***	,281***	,153*	,114
7. Experienced workplace incivility from colleagues											,574***	,307***	,762***	,497***	,227***	,049
8. Experienced workplace incivility from superiors												,333***	,526***	,813***	,279***	-,009
9. Experienced workplace incivility from customers													,300***	,296***	,750***	-,069
10. Witnessed workplace incivility from colleagues														,532***	,353***	,019
11. Witnessed workplace incivility from superiors															,360***	,040
12. Witnessed workplace incivility from customers																-,119
13. Work centrality																

Notes: $n = 209$; Two tailed. Gender: "female" = 0; "male" = 1; Education: "no higher-education" = 0, "high education" = 1; Type of contract: "0 = non-permanent", "1 = permanent", Tenure = computed in years; Significant at: * $p < 0.05$, ** $p < 0.01$. Cronbach's alpha estimates in parentheses, along the main diagonal.

Table 6 - Descriptive statistics and Spearman correlations for the research variables

6.3. Test of Hypothesis

Hypothesis 1 predicted that the perception of qualitative job insecurity is negatively associated with the work centrality of call centre workers working in Portugal. As shown in Table 5, qualitative job insecurity is positively related to work centrality ($\beta = ,122$; $p < 0,10$), thus not supporting hypothesis 1.

Hypothesis 2 predicted that perception of qualitative job insecurity is positively related to the experience of uncivil behaviours in the workplace from (a) colleagues, (b) supervisors, and (c) customers. The results of the regression analysis in Table 5 show that qualitative job insecurity is positively related to the experience of incivility from colleagues ($\beta = ,273$; $p < 0,001$), supervisors ($\beta = ,279$; $p < 0,001$), and customers ($\beta = .218$; $p < 0.01$), the last one more prevalent in younger workers ($\beta = -,269$; $p < 0,001$) thus supporting hypothesis 2a, hypothesis 2b and hypothesis 2c.

Hypothesis 3 predicted that the perception of qualitative job insecurity is positively related to the observed uncivil behaviours in the workplace from (a) colleagues, (b) supervisors, and (c) customers. The results show that qualitative job insecurity is positively related to the witnessing of uncivil behaviours in the workplace from colleagues ($\beta = ,352$; $p < 0,001$) being more prevalent in male workers ($\beta = ,159$; $p < 0,05$), from supervisors ($\beta = ,264$; $p < 0,001$) and customers ($\beta = ,185$; $p < 0,10$) thus supporting hypothesis 3a, hypothesis 3b and hypothesis 3c.

Hypothesis 4 predicted that the experience of uncivil behaviours in the workplace from (a) colleagues, (b) supervisors and (c) customers are negatively associated with the work centrality of call centre workers working in Portugal. The results of the regression analysis show that there is not enough statistical evidence to reject the null hypothesis since the *p-value* is superior to 0,05, which means we cannot meaningfully say there is a negative association between the experience of uncivil behaviours in the workplace from colleagues, supervisors and costumers and work centrality thus not confirming hypothesis 4a, hypothesis 4b and hypothesis 4c.

Hypothesis 5 predicted that observed uncivil behaviours in the workplace from (a) colleagues, (b) supervisors, and (c) customers are negatively associated with the work centrality of call centre workers working in Portugal. The results of the regression analysis show that there is not enough statistical evidence to reject the null hypothesis since the *p-value* is superior to 0,05, which means we cannot meaningfully say there is a negative association between the observation of uncivil behaviours in the workplace from colleagues,

supervisors and costumers and work centrality thus not supporting hypothesis 5a, hypothesis 5b and hypothesis 5c.

Multiple regressions of the hypothesised relationships between the perceived job insecurity and incivility behaviours

Predictors	Work Centrality		Experienced workplace incivility from colleagues		Experienced workplace incivility from superiors		Experienced workplace incivility from customers		Witnessed workplace incivility from colleagues		Witnessed workplace incivility from supervisors		Witnessed workplace incivility from customers		
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2	
	Intercept	2,139***	1,811***	1,474***	,822*	1,526***	,796*	4,373***	3,750***	1,742***	,757	1,487***	,723	4,555***	3,976***
<i>Demographics</i>															
Age	,057	,051	,064	,050	,011	-,003	-,259***	-,269***	,054	,067	,60	,047	-,213*	-,222*	
Gender	-,035	-,029	,108	,122	,031	,045	,028	,039	,137 ⁺	,155*	,115	,128	,036	,046	
Education	-,040	-,025	-,022	,011	-,022	,011	,023	,048	-,064	-,22	-,070	-,039	,025	,047	
Type of contract	,136	,133	,091	0,85	,164*	,158	-,001	-,005	-,003	-,010	,082	,076	-,051	-,055	
Tenure in the organization	,093	,089	,067	,060	,043	,036	-,016	-,021	,090	,081	,051	,045	-,046	-,051	
<i>Predictor</i>															
Qualitative job insecurity		,122 ⁺		,273***		,279***		,218**		,352***		,264***		,185 ⁺	
Overall F	1,206	3,085	1,137	16,349	1,155	17,071***	3,041*	10,595**	1,456	28,900***	1,181	15,193***	2,343	7,392	
R2	,029	,044	,027	,101***	0,28	,014	,070	,117	,035	,156	,028	,097	0,55	,088	
Adjusted R2	,005	,015	,003	,074***	,004	,077	0,47	,090	0,11	,131	,004	,070	,031	,061	
Change in R2	,029	,015	,027	,073***	,028	,076	0,70	,047	0,35	,121	,028	,067	,055	,034	

Notes: Significant at: ⁺ $p < 0.10$, * $p < .05$, ** $p < .01$, *** $p < .001$; standardized β coefficients are reported after Z-score transformation, $n = 209$.

Table 7- Multiple regressions of the hypothesised relationships between the perceived job insecurity and incivility behaviours

7. Discussion

Regarding the first research question - *What is the importance call centre workers attribute to work?* – The results show that the call centre workers surveyed do not perceive work as an important part of their lives; that feeling is more accentuated when compared with other activities. In addition, call centre workers do not consider work a primary source of satisfaction nor perceive it as one of the most exciting things in their lives. These results are consistent with the findings from Li et al. (2019), Wrzesniewski et al. (1997) and Wrzesniewski et al. (2003), showcasing that most of the call and contact centre workers perceive their work as a job and not as much of a career or calling. Although the results are somewhat surprising, a possible explanation can be found in the age, level of education and social background of these individuals. The majority of people who perceive their work as a calling or career tend to come from more favourable backgrounds, with better social and economic support (Wrzesniewski et al., 2003; Wrzesniewski et al., 1997).

Regarding the second research question - *What is the relationship between work centrality and qualitative job insecurity* – The results show that call and contact centre workers' work centrality is not affected by the experience of qualitative job insecurity in their workplace. The work of Li et al. (2019), showed that workers who are more affected by the experience of qualitative job insecurity, are the ones that demonstrate higher work centrality and therefore are more likely to be impacted by the possibility of losing job characteristics than those who do not perceive work as an important part of their lives. Although the results are somewhat surprising a possible explanation is that since the work centrality of these workers is so low, they are not as affected as workers who are more work centric. Li et al. (2019) work uses a population with higher levels of work centrality and therefore, that consider work as a more important and relevant part of their lives. This leads them to be more affected by the loss of valuable job characteristics. Since that is not the case with the population used in this study, a possible explanation is that the lower levels of work centrality result in a weaker relationship with qualitative job insecurity.

Lastly, regarding the third research question - *What is the relationship between work centrality and experienced workplace incivility?* – and the fourth research question is - *What is the relationship between work centrality and witnessed workplace incivility?* - The results do not show a significant relationship between work centrality and experienced and witnessed workplace incivility. This may be explained by the work of Li et al. (2019), which describes that

employees who value specific characteristics in their role are more vulnerable to negative consequences of workplace incivility. Table 7 shows that workers who experience and witness incivility, especially from customers, are more likely to feel more insecure about the characteristics and conditions of their work, indicating that when the incivility increases, the feeling of insecurity increases.

7.1. Limitations and Suggestions of Future Research

When looking at the findings of this research, several limitations should be considered. Firstly, this study aimed at call centre workers working in Portugal, not distinguishing between companies that outsourced the call and contact centre workers and companies that had contact centres in their organisation. Further investigation may extend our approach and focus more on outsourced employees since they have different work contracts and conditions than workers who work directly for the organisations.

Another limitation was framing workplace incivility and job insecurity as antecedents of work centrality. Even though it is possible to establish that workplace incivility and job insecurity can affect employees' work centrality, the degree of that influence remains unclear. Therefore, our suggestion for future investigation on this topic is to study work centrality as a moderator between workplace incivility and job insecurity.

Another limitation to be considered is the variables used in our study. Our recommendation for future research is to use variables such as job satisfaction and turnover intentions paired with workplace incivility and job insecurity. Both turnover intentions and job satisfaction are impacted by the experience and witnessing of uncivil work environments and how individuals perceive their work. Employees who are insecure about their job in the future or may feel they might lose their work are more likely to be less satisfied with their job and actively search for an alternative, increasing their turnover intentions.

In future research, we suggest other measures to assess the importance workers give to their work and how they perceive their work. How employees perceive their work may influence the attributed importance of work in their lives, providing more detailed information about the individual's relationship with their job. We suggest the adoption of the approach used by Wrzesniewski et al. (1997), understanding how the way workers perceive work (as a job, as a career or as a calling) has on the organizations they are in and what are the implications of this perception on the industry.

Another suggestion for future research is the study of the impact Artificial Intelligence may have on the call and contact centre profession. Based on the open-ended

responses we retrieved from our sample (see Appendix 4), some concerns were raised regarding AI's impact on this profession. Further investigation in this field may contribute to the knowledge of the long and short-term consequences of using AI in service area jobs.

Lastly, another suggestion for future research is to study the internal programs and training offered to managers and supervisors within the contact centre industry to develop their management and relational skills. Based on the open-ended responses we retrieved from our sample (see Appendix 4), some concerns were raised regarding the lack of training offered within the organization to capacitate leaders to manage and support their teams.

7.2. Theoretical Contributions

This study contributed to the literature surrounding call centre workers in Portugal. It is the first to study the concepts of work centrality among call centre workers in Portugal, contributing to the knowledge of this population. It showed that Portuguese contact centre industry workers experience the loss of valued job characteristics in their current role, leading to a perception that their work conditions are going to worsen over time. This gives a realistic glimpse of the state of the profession and how it's seen and valued by workers in this field. Furthermore, the exposure to a more uncivil work environment, the consequence of the interactions with colleagues, supervisors and costumers and the competitive nature of the profession, support the feeling that their role is getting worse or that is losing valued aspects for workers. Also, it was possible to see that Portuguese workers from this sector do not perceive work as a central part of their lives, demonstrating low levels of work centrality. This lack of importance attributed to work brings a light on how call and contact centre workers perceive work and how they classify it when compared with other areas of their lives. Also lack of emotional implications that the experience of qualitative job insecurity and both experienced and witnessed job insecurity seems to have on the centrality attributed to work among this population, makes us wonder what people expect *a priori* from this type of jobs, i.e. if this is such a common behaviour that workers already expect that to happen and because of that, no longer consider this type of work as something that may bring value to their lives, thus contributing to the understanding of the Portuguese contact centre industry environment, workforce and implications to the organizations.

7.3. Managerial Contributions

This study contributes to the knowledge and understanding of the importance attributed to work by call centre workers in Portugal and the factors that may impact that.

Although the results of this study show that call centre workers do not view work as one of the most important things in their lives, they provided some insight into the impact workplace incivility has on qualitative job insecurity. The exposure to incivility can lead to an increase in the worker's perception that their role is losing valued characteristics. This brings consequences not only for them as individuals but also for their companies. According to Li et al. (2019), understanding the results of job insecurity and workplace incivility will help organisations design better solutions and interventions to reduce these effects on teams and individual contributors.

Our research also provides important and relevant information to the leaders and managers of contact and call centre companies since it showcases the current state of their field, the impact it has on employees and how the profession is seen in the Portuguese labour market. Our results show that employees' exposure to uncivil behaviour, especially from customers, can affect how they perceive the security of their work, making them more apprehensive about the future of their current job features and conditions. This encourages leaders and people teams in these fields to think more deeply about their companies' internal policies, values, and wellbeing, urging them to implement more impactful measures. It urges leadership to think of strategies to lessen the negative effects on the workers and create a safer and more supportive environment. This also is relevant to the people team within organisations to reinforce more supportive and effective practices such as adopting comprehensive programs, training about workplace bullying, emotional intelligence and team management to provide supervisors and team members the necessary skills to prevent this type of behaviour (Li et al., 2019).

Lastly, though our results indicate a lower level of work centrality among this workforce, it may be important for management and people professionals to understand why this is the case. In this case, it could indicate a need for recognition within the organization, better payment, and career development plans. Workers often feel that their work is less valued or important than other teams within the organisation, leading to decreased commitment, productivity, and engagement. Also, when workers do not perceive their jobs as an important part of their lives, it can result in lower job-role identification, which may lead to lower levels of productivity, an increase in turnover rates, and job dissatisfaction, just to name a few (Li et al., 2019; Wrzesniewski et al., 1997). The offer of better work conditions, better pay, and more opportunities for career growth and development are some of the initiatives management and people teams must use within organizations to try and mitigate the consequences of the lack of centrality work has in these individuals' lives (Li et al., 2019;

Mustosmäki et al., 2013). The management and people teams must work together to change this mindset for workers to feel valued, engaged, and recognised as equally important parts of the organisation

8. Conclusion

This study aimed to investigate the importance attributed to work by call centre workers in Portugal and establish qualitative job insecurity and both forms of workplace incivility, witnessed and experienced, as antecedents of work centrality. The results indicate that call centre workers in Portugal do not prioritise work as a central aspect of their lives and do not perceive it as a major part of their identity. The results also indicated that it was not possible to classify these concepts as antecedents of work centrality. However, the findings suggest that exposure to uncivil environments in the workplace influences individuals' perception of qualitative job insecurity. Specifically, the experience of uncivil behaviours from supervisors, colleagues, and customers significantly affects their perception of insecurity and the continuity of their employment. This effect is particularly prominent concerning customer interactions, indicating that exposure to uncivil behaviour from customers amplifies workers' concerns about their current role and future progression within the current organization. Similar results were observed when workers witnessed uncivil behaviour performed by supervisors, colleagues, and customers, with customer behaviour having a more significant impact. These findings underscore the importance of Managers and People teams addressing and mitigating workplace incivility within their teams and improving the working conditions provided to call centre and contact centre employees. Further research in this area will provide valuable insights for companies to effectively address workplace incivility, disengagement, and job insecurity issues.

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Appendix

Appendix 1- Survey

A Centralidade do Trabalho em Portugal

Agradecemos o seu interesse e disponibilidade para participar numa investigação que está a ser realizada pela Faculdade de Economia da Universidade do Porto, sobre a **Centralidade do Trabalho nos Call e Contact Centres** que operam em Portugal.

O presente questionário insere-se nesse projeto e as respostas irão apoiar a análise da importância que os trabalhadores desta área atribuem ao trabalho. A sua participação é muito importante porque ao responder a este questionário irá representar milhares de trabalhadores através das suas respostas.

Os dados recolhidos têm interesse académico e só serão utilizados em contexto de investigação. Desta forma, solicitamos que responda às questões com a máxima sinceridade, pois não existem respostas certas ou erradas.

Os resultados deste questionário são totalmente anónimos e confidenciais e o seu preenchimento **demora cerca de 6 minutos**. Se não conseguir concluir o questionário de uma só vez, pode clicar na hiperligação mais tarde e recomeçar o questionário a partir do ponto onde tinha interrompido. Se desistir do seu preenchimento antes de o concluir, as respostas já dadas não serão guardadas.

Se tiver alguma dúvida ou questão sobre o presente estudo, poderá colocá-la através do seguinte contato: **Mafalda Costa:** up201405978@edu.fep.up.pt.

Agradecemos o seu tempo e disponibilidade para responder a este questionário.

Consentimento Informado

- Li e compreendi a informação fornecida e concordo voluntariamente em participar neste estudo.

Secção 2 – Work Centrality e Qualitative Job Insecurity

Por favor, leia atentamente cada uma das seguintes afirmações e indique em que medida se aplicam a si.

Escala: Discordo totalmente, Discordo, Discordo em parte, Nem concordo nem discordo, Concordo em Parte, Concordo, Concordo totalmente.

Classifique cada uma das seguintes afirmações de acordo com o seu grau de concordância.

- O meu trabalho é a principal fonte de satisfação da minha vida.
- As coisas mais importantes que me acontecem envolvem o meu trabalho.
- Tenho outras atividades mais importantes na vida do que o meu trabalho.

- Não tenho outras atividades mais importantes na minha vida do que o meu trabalho.
- Penso que o meu trabalho irá mudar para pior em breve.
- Sinto-me inseguro quanto às características e condições do meu trabalho no futuro.
- Estou preocupado com a evolução do meu trabalho no futuro.
- Há uma forte probabilidade de o meu trabalho mudar para pior.

Secção 3 – Experienced Workplace Incivility

Por favor, leia atentamente cada uma das seguintes afirmações e indique com que frequência os comportamentos descritos ocorrem consigo na sua organização atual.

Escala: Nunca, Uma ou duas vezes, Às vezes, Com frequência, Na maioria das vezes

Pensando no seu trabalho atual, com que frequência ocorreram cada uma das seguintes situações **com o seu supervisor:**

- Diminui-o ou foi condescendente consigo?
- Deu pouca atenção à sua intervenção ou mostrou pouco interesse na sua opinião?
- Fez observações demasiado rigorosas ou depreciativas sobre si?
- Dirigiu-se a si em termos pouco profissionais, quer em público quer em privado?
- Ignorou-o ou excluiu-o da camaradagem profissional?
- Duvidou do seu julgamento sobre um assunto sobre o qual tem responsabilidade?
- Fez tentativas indesejadas de o atrair para uma discussão de assuntos pessoais?

Pensando no seu trabalho atual, com que frequência ocorreram cada uma das seguintes situações **com um colega de trabalho:**

- Diminui-o ou foi condescendente consigo?
- Deu pouca atenção à sua intervenção ou mostrou pouco interesse na sua opinião?
- Fez observações demasiado rigorosas ou depreciativas sobre si?
- Dirigiu-se a si em termos pouco profissionais, quer em público quer em privado?
- Ignorou-o ou excluiu-o da camaradagem profissional?
- Duvidou do seu julgamento sobre um assunto sobre o qual tem responsabilidade?
- Fez tentativas indesejadas de o atrair para uma discussão de assuntos pessoais?

Pensando no seu trabalho atual, com que frequência ocorreram cada uma das seguintes situações **com um cliente:**

- Diminui-o ou foi condescendente consigo?
- Deu pouca atenção à sua intervenção ou mostrou pouco interesse na sua opinião?
- Fez observações demasiado rigorosas ou depreciativas sobre si?

- Dirigiu-se a si em termos pouco profissionais, quer em público quer em privado?
- Duvidou do seu julgamento sobre um assunto sobre o qual tem responsabilidade?
- Fez tentativas indesejadas de o atrair para uma discussão de assuntos pessoais?

Secção 4 – Witnessed Workplace Incivility

Por favor, leia atentamente cada uma das seguintes afirmações e indique com que frequência os comportamentos descritos ocorrem consigo na sua organização atual.

Escala: Nunca, Uma ou duas vezes, Às vezes, Com frequência, Na maioria das vezes

Pensado no seu trabalho atual, com que frequência testemunhou cada uma das seguintes situações **com o seu supervisor:**

- Diminuiu ou foi condescendente com um colega de trabalho?
- Deu pouca atenção à intervenção de um colega ou mostrou pouco interesse na sua opinião?
- Fez observações demasiado rigorosas ou depreciativas sobre um colega?
- Dirigiu-se a um colega utilizando termos pouco profissionais, quer em público quer em privado?
- Ignorou ou excluiu um colega da camaradagem profissional?
- Duvidou do julgamento de um colega sobre um assunto sobre o qual ele tem responsabilidade?
- Fez tentativas indesejadas de atrair um colega para uma discussão de cariz mais pessoal?

Pensado no seu trabalho atual, com que frequência testemunhou cada uma das seguintes situações **com um colega de trabalho:**

- Diminuiu ou foi condescendente com um colega de trabalho?
- Deu pouca atenção à intervenção de um colega ou mostrou pouco interesse na sua opinião?
- Fez observações demasiado rigorosas ou depreciativas sobre um colega?
- Dirigiu-se a um colega utilizando termos pouco profissionais, quer em público quer em privado?
- Ignorou ou excluiu um colega da camaradagem profissional?
- Duvidou do julgamento de um colega sobre um assunto sobre o qual ele tem responsabilidade?

- Fez tentativas indesejadas de atrair um colega para uma discussão de cariz mais pessoal?

Pensado no seu trabalho atual, com que frequência testemunhou cada uma das seguintes situações **com um cliente**:

- Diminuiu ou foi condescendente com um colega de trabalho?
- Deu pouca atenção à intervenção de um colega ou mostrou pouco interesse na sua opinião?
- Fez observações demasiado rigorosas ou depreciativas sobre um colega?
- Dirigiu-se a um colega utilizando termos pouco profissionais, quer em público quer em privado?
- Duvidou do julgamento de um colega sobre um assunto sobre o qual ele tem responsabilidade?
- Fez tentativas indesejadas de atrair um colega para uma discussão de cariz mais pessoal?

Secção 5 – Dados Sociodemográficos

1. Género

- Femenino
- Masculino
- Prefiro não responder

2. Idade

3. Nacionalidade

- Portuguesa
- Outra

4. País onde trabalha

- Portugal

5. Escolaridade mais elevada que concluiu

- 1º ciclo (1º, 2º, 3º e 4º anos)
- 2º ciclo (5º e 6º anos)
- 3º ciclo (7º, 8º e 9º anos)
- Ensino Secundário
- Licenciatura/Bacharelato
- Mestrado/Pós-graduação
- Doutoramento

6. Situação profissional atual
- Trabalhador com contrato a termo
 - Trabalhador com contrato sem termo
 - Trabalhador independente
 - Part-time
 - Estagiário
 - Aposentado
 - Outro
7. Setor de atividade em que a sua organização atua
- Indústrias transformadoras
 - Eletricidade, gás e água
 - Construção
 - Comércio por grosso e a retalho
 - Alojamento, restauração e similares
 - Atividade de Informação e de Comunicação
 - Atividades financeiras e de seguros
 - Atividades imobiliárias
 - Educação
 - Atividades de saúde humana e apoio social
 - Tecnologia
 - Outro
8. Dimensão da organização onde trabalha (número aproximado de trabalhadores)
- <10 trabalhadores
 - 10-50 trabalhadores
 - 51-250 trabalhadores
 - >251 trabalhadores
9. Antiguidade na organização atual
- < 1 ano
 - > 1 ano
 - < 5 anos
 - > 5 anos

- < 10 anos
- Outro

10. Quais são as suas reflexões (comentários, preocupações, sugestões) sobre o seu trabalho ou organização atual?

Secção 6 – Nota Final

Gostaria de receber os resultados desta investigação por email?

- Sim
- Não

Se sim, por favor indique o seu email:

Muito obrigado pela sua preciosa colaboração!

Poderá ajudar esta investigação, reencaminhando o questionário a outros colegas com interesse pelo tema e disponibilidade para responderem:

<https://forms.gle/vaXEuTZjF7BLtih58>

Appendix 2 - Experienced Workplace Incivility from Supervisors, Colleagues and Customers

Experienced Workplace Incivility - Supervisors

Experience of incivility	Diminished or was condescending	Gave little attention to intervention and opinion	Overly strict or derogatory remarks	Use of unprofessional terms, both in public and in private	Ignored or excluded from professional camaraderie	Doubted judgment on a matter of responsibility	Unwanted attempts to draw the discussion to personal matters
Never	71,3	59,8	71,8	75,1	78,5	60,8	79,9
Once or twice	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Sometimes	12,0	17,2	10,5	9,6	7,7	18,2	7,2
Often	9,6	16,3	9,1	7,2	7,2	12,9	7,2
Most of the time	7,2	6,7	8,6	8,1	6,7	8,1	5,7

Experienced Workplace Incivility - Colleagues

Experience of incivility	Diminished or was condescending	Gave little attention to intervention and opinion	Overly strict or derogatory remarks	Use of unprofessional terms, both in public and in private	Ignored or excluded from professional camaraderie	Doubted judgment on a matter of responsibility	Unwanted attempts to draw the discussion to personal matters
Never	63,2	5301,0	68,4	69,9	63,6	56,9	74,2
Once or twice	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Sometimes	20,1	27,3	16,3	20,1	20,6	26,3	12,4
Often	13,9	14,4	12,4	7,7	11,5	12,9	11,0
Most of the time	2,9	5,3	2,9	2,4	4,3	3,8	2,4

Experienced Workplace Incivility - Customers

Experience of incivility	Diminished or was condescending	Gave little attention to intervention and opinion	Overly strict or derogatory remarks	Use of unprofessional terms, both in public and in private	NA	Doubted judgment on a matter of responsibility	Unwanted attempts to draw the discussion to personal matters
Never	23,9	20,6	26,8	27,3		19,1	45,9
Once or twice	0,0	0,0	0,0	0,0		0,0	0,0
Sometimes	21,1	27,3	27,8	21,1		25,4	21,1
Often	28,7	28,2	24,4	25,4		27,3	15,8
Most of the time	26,3	23,9	21,1	26,3		28,2	17,2

Appendix 3 - Witnessed Workplace Incivility from Supervisors, Colleagues and Customers

Witnessed Workplace Incivility - Supervisors								
Witness of incivility	Diminished or was condescending	Gave little attention to intervention and opinion	Overly strict or derogatory remarks	Use of unprofessional terms, both in public and in private	Ignored or excluded from professional camaraderie	Doubted judgment on a matter of responsibility	Unwanted attempts to draw the discussion to personal matters	
Never	69,9	64,1	70,3	71,8	74,2	64,6	75,6	
Once or twice	0,0	0,0	0,0	0,0	0,0	0,0	0,0	
Sometimes	12,4	15,3	11,5	10,5	10,0	16,3	11,5	
Often	8,1	12,4	9,6	8,6	6,2	10,5	5,3	
Most of the time	9,6	8,1	11,5	9,1	9,6	8,6	7,7	

Witnessed Workplace Incivility - Colleagues								
Witness of incivility	Diminished or was condescending	Gave little attention to intervention and opinion	Overly strict or derogatory remarks	Use of unprofessional terms, both in public and in private	Ignored or excluded from professional camaraderie	Doubted judgment on a matter of responsibility	Unwanted attempts to draw the discussion to personal matters	
Never	51,7	48,3	52,2	59,8	60,3	50,2	66,0	
Once or twice	0,0	0,0	0,0	0,0	0,0	0,0	0,0	
Sometimes	28,2	31,1	26,3	20,6	19,1	28,2	17,7	
Often	14,8	14,8	14,8	12,0	12,0	13,9	10,0	
Most of the time	5,3	5,7	6,7	7,7	8,6	7,7	6,2	

Witnessed Workplace Incivility - Customers								
Witness of incivility	Diminished or was condescending	Gave little attention to intervention and opinion	Overly strict or derogatory remarks	Use of unprofessional terms, both in public and in private	NA	Doubted judgment on a matter of responsibility	Unwanted attempts to draw the discussion to personal matters	
Never	20,1	21,1	24,4	26,3		22,5	38,3	
Once or twice	0,0	0,0	0,0	0,0		0,0	0,0	
Sometimes	21,1	19,1	18,7	17,2		18,7	14,4	
Often	27,3	30,6	27,3	24,9		26,8	23,0	
Most of the time	31,6	29,2	29,7	31,6		32,1	24,4	

Appendix 4 – Responses to open-ended question

10. Quais são as suas reflexões (comentários, preocupações, sugestões) sobre o seu trabalho ou organização atual?
Nada a acrescentar. Estou satisfeito com o meu trabalho.
Não tenho qualquer preocupação quanto ao meu trabalho atual.
É um ambiente exaustivo em que sofremos pressão de colegas, chefia e clientes e somos muito pouco valorizados
Nada a apontar
Exigem demais
Continuar a procurar um trabalho menos stressante e desgastante, que não me sinta desrespeitada e ofendida. Que me ofereça mais tranquilidade e segurança.
Tenho a sorte de estar numa empresa que se preocupa bastante com a saúde mental no local de trabalho, especialmente depois de trabalhar 4 anos junto de uma outra empresa que me fez despedir pois estava na última linha de burnout.
nenhuma
Existe uma falta de valorização e oportunidade de evolução dentro da empresa. Embora algumas ações tenham vindo a ser implementadas, o nosso departamento continua a não viver a mesma realidade dos restantes elementos da empresa.
ótima empresa, cuida muito bem dos trabalhadores
Falta de possibilidade de crescimento
Garantir que o a individualidade do serviço
Estou satisfeita com o meu trabalho, equipa e supervisor.
Uma profissão de alto desgaste psicológico, que precisa de reformular a sua estrutura garantindo apoio e condições dignas de trabalho.
A questão do trabalho vir a mudar para pior, apenas observo que só seria pior quando for obrigatória a presença no escritório. A qualidade de vida que temos quando estamos em teletrabalho é algo muito superior quando comparada com a obrigação de deslocação ao local de trabalho diariamente. Tirando esta observação, estou muito satisfeito com a FARFETCH.
Otimo ambiente de trabalho.
Quanto mais avança a tecnologia, a empatia e boa educação entre seres humanos vem a perder o seu espaço e importância.
Há muita cobrança por métricas e pouca preocupação com os trabalhadores, nos tratam como numeros e a cada dia que passa exigem mais de nós.
Baixo poder de compra do público em geral está a aumentar de dia para dia
Actualmente e não poder evoluir e sentir me desconfortável
Existir uma normalização e protecção ao assédio moral perpetuado por parte da chefia do departamento de CS

A evolução da inteligência artificial e dos bots, havendo a cada vez menos a necessidade do trabalho humano
O meu salário não acompanha a inflação. Não vejo perspectivas de progressão na carreira. Sinto-me frustrada com a falta de mudança em áreas já sinalizadas. Sinto-me frustrada com a falta de profissionalismo.
Devido a aumento, está a perder-se controlo de alguns aspetos
Boa cultura na empresa
A empresa é excelente, humana e respeitadora entre muitas qualidades, sou muito feliz no meu trabalho
Sinto-me muito bem tratado nesta empresa.
O mundo está sempre evoluindo e nós também, temos que nos adaptar mais rápido as mudanças senão ficaremos para trás.
Que isso tenha efeito! Positivo para e na melhora contínua!
a great company to work, a place where one can grow personally and professionally
A única preocupação é o fato de termos de "enganar" os clientes em termos de produtos vendidos
Começamos a sentir de uma maneira global que o nosso departamento não é reconhecido nem remunerado da mesma maneira que os outros. Visto que somos um dos departamentos mais importantes na minha opinião e que estamos na linha da frente a dar a cara pela empresa junto dos clientes, deveríamos ter um pouco mais de reconhecimento. Todos os departamentos tiveram o ordenado aumentado menos o nosso.
A precariedade dos tipos de contrato, e a desvalorização do sector do Contact Center
Sinto que o meu trabalho não é devidamente valorizado e que os meus supervisores e chefias nos encaram como dispensáveis. O ambiente a que estamos sujeitos é muito competitivo o que faz com que seja difícil estabelecer boas relações entre os colegas e as chefias. Gostava de ter mais apoio psicológico dentro da minha empresa e que ser mais bem remunerada. É difícil pensar num futuro nesta profissão quando as condições são tão precárias.
No caso específico da minha empresa falta de vagas e agendas para marcar exames médicos gera sempre um pouco de fricção com clientes; a pressão para atingir certas quotas dentro da empresa a nível particular ou coletivo pode levar a um certo desânimo ou o inverso (uma motivação temporária depois de ouvir uma crítica).
Falta de evolução profissional
Algumas por ser novo na empresa relacionadas a organização e distribuição de tarefas apenas isso por agora
Priorização de resultados vs qualidade Falta de comunicação e planeamento entre equipas
Poderia a inteligência artificial substituir o apoio a cliente / partners? Uma questão a ser ponderada para nosso futuro profissional.
Fiquei 1 ano na Empresa, e não me renovaram o contrato.
A constante exigência para resultados imediatos, sem avaliar com consistência as necessidades do RH (técnico, humano, formação)
Encontro-me bastante satisfeito com o meu trabalho/organização atual
Necessidade de maior equilíbrio entre trabalho/vida pessoal

falta de organização entre departamentos e prioridades pouco definidas
O desgaste mental que a profissão carrega.
Considero que a profissão é muito desvalorizada nas organizações, com condições que são precárias e não refletem a qualidade dos seus colaboradores. São necessárias mudanças efetivas na forma como os call center's trabalham e nas políticas de compensação, progressão e crescimento aplicadas pelas empresas.
Até agora a experiência tem sido positiva, e a cultura da empresa ajuda muito a isso
Não ter um contracto coletivo de trabalho. Vários serviços e muitos trabalhadores a trabalhar para a mesma empresa de trabalho temporário para um mesmo cliente, mas a serem remunerados de forma diferente...
Supervisor no sector da energia com tratamentos complexo e uma equipa experiente tenho muito pressão para seguir muitos indicadores. O meu trabalho envolve também a gestão humana com uma grande complexidade.

FACULDADE DE ECONOMIA

