

Analysis of job satisfaction in call centers in Spain

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ABSTRACT

The goal of this study to determine what factors influence the job satisfaction amongst the telemarketers from Call Centre in Spain. We developed a suitable methodology to write a questionnaire, which was filled-in by telemarketers from different companies. By means of a thorough analysis of those completed surveys, we got some important results and conclusions. We have found that job satisfaction in Call Center companies, is an important factor that influences the service they provide to users. We also concluded that the job satisfaction of telemarketers in this sector is especially related to the marital status and educational level.

KEYWORDS

Job Satisfaction, Employee-Organization Relationship, Stress/Well-being, Gender Issues.

1. Introduction

Job satisfaction is the positive or negative attitude that a worker has towards his work, in issues such as the relationship with his superiors, the relationship with his co-workers, the training, remunerations, features of the job, etc. Job satisfaction is affected by the features of the activity and the workplace influence.

A Call/Contact Center is an information management center, which uses different means of communication, attended by specialized people, which allows interaction with the company's customers and consumers, and which generates and receives calls according to requests, claims of the customers, etc. The Call / Contact Center activity is based on the relationship of Human Resources and the use of new information and knowledge technologies (ICT), which are constantly updated.

Within the Call / Contact Center sector there are several job categories among which are agents or telemarketers, supervisors, trainers, managers, etc. But the telemarketers acquire a special relevance, because they are the first contact that a customer that calls for a certain service has.

The Call Center sector has special features such as: they work in offices to communicate with customers using various tools such as: the telephone, multichannel communications systems, other means such as the Internet, e-mail, IP protocol (voice), Chat, SMS, video calls, blogs, social networks, visual attention through the phone screen mobile, lately the technology in the cloud, the use of the mobile channel, etc.

The workers of these Call Center companies, due to the work system they use, are often not satisfied; they feel that they are the extension of the computer, suffer from diseases, etc. On the other hand there are many dissatisfied customers, who receive these deficient services, by this sector of Call Center and this is why this issue has a strong interest.

To go deeper into this problem we need to will find out the degree of job satisfaction of the telemarketers of the Call Center in their jobs, since they are the first point of contact that the customer has with the company.

There are research works on job satisfaction in different economic sectors such as in the field of health, construction, restoration, industry, education, etc., but very little work on satisfaction has been found for telemarketers in the Call Center. Since telemarketers' activities have very particular issues, those general studies cannot be directly applied to telemarketers.

Several studies of job satisfaction in Call Centers were carried out in several countries, such as India (Taylor, 2005), Australia (Russell, 2006), Canada (Echchakoui and Naji, 2013), and New York State (Leblanc, 2013). However, these studies do not address all possible causes of job satisfaction or dissatisfaction, nor all variables related to it, and the results, due to cultural and socio-economic differences, cannot be fully applied to other countries.

In this paper we investigate the degree of job satisfaction of the telemarketers of the Call / Contact Center "of companies located in Spain. Compared to previous works done for other countries, our study is much more complete and detailed, because we identified and separately considered all possible variables affecting job satisfaction or dissatisfaction, and we carried out a survey asking telemarketers about each one of these variables. Another important novelty of the study is that for the first time it was carried out in Spain, where the culture and political and socio-economic situation is quite different from countries where similar studies were done (Asto, 2015).

The goals of the research work we present in this paper are:

- 1) Understand the conditions in which Call Center employees in Spain work.
- 2) To identify the variables to improve in order to increase the degree of job satisfaction.

Therefore, first of all, in this research work we will find the degree or level of job satisfaction of the telemarketers in the Call Center, once this objective is reached, it can serve those in charge of their Human Resources or Occupational Risk Prevention departments, so that in this way they can offer high quality services, improve their performance and increase their benefits (Asto, 2015). The results of this research will also be useful to customers (they will be more satisfied by the attention they receive).

The methodology used in this work is quantitative in its descriptive and correlational modalities. Section 2 is about the methodology. In Section 3 we describe the research

procedure. In Section 4 we present the results of our empirical study. In Section 5 we explain the conclusions of this work.

2. Methodology

We use a quantitative methodology in this research, in order to quantify the relevant variables in this study in an objective way

The relations we target in this study is between the dependent variable “job satisfaction” and the following independent variables:

- 1) Employee's socio-demographic or individual features, such as gender, age, educational level and marital status.
- 2) Internal labor features, such as work tools, employer-employee relations, work contract, work hours, salary, job security and employability, task control, union membership and collective bargainings, promotion opportunities, quality of life, transportation to the work place,...

These independent variables are determining factors of the job satisfaction.

Gender. In the labor market it is observed the existence of gender discrimination (Clark, 1996), which negatively affects the woman and leads to job lower salaries, less promotion opportunities, and higher chances of being fired (Gamero, 2003).

In a study (Clark, 1997) found that women have a higher level of job satisfaction, probably due to the job or personal features, work values, participation tasks or job expectations (Gamero, 2003).

Age. Most researchers agree that the lower satisfaction happens at an age of about 30 years old. Younger employees can feel more satisfied due to the novelty of their positions as well as for the lack of information to compare their jobs with other ones. After a few years, when they start to make comparisons with other jobs, the job satisfaction decreases. But as age increases their satisfaction increases, because their expectations start to be reduced and they realize that there are less alternative jobs offered to them (Clark, 1996). Then, the usual shape of this function is a “U” (Clark, 1996).

Educational level. It can be expected that a higher educational level leads to more and better job opportunities, higher income and therefore higher job satisfaction. However, when an employee has an educational level higher than the one needed for his/her job, one observes a negative correlation between job satisfaction and education (Gamero, 2003). But if an employee with a high educational level gets a job in concordance with his/her training and it is well paid, we observe a positive correlation between educational level and work expectations.

Marital status. Correlations have been observed between the marital status and the job satisfaction. Some researchers have found that married employees with several children have a higher satisfaction (Clark, 1996). But other researchers say that married workers with more than two children have lower levels of satisfaction (Brown and McIntosh, 1998).

Work tools. In order that employees are more satisfied, work tools must be in optimum conditions.

Training. It is a company investment to make a team capable to reduce or remove the difference between the present performance and the proposed objectives and relations (Hoyler, 1970) (Porret, 2008)

Employer-employee relation. During the times of recession and economy crisis, employers must ask employees that they have to work more, telling them that better times will come and that their effort will be considered.

If the relations between employer and employee are good, this will be good for customers and the society in general.

Relations between employees. (Nimalathan, 2010) has shown that there is a positive relation between job satisfaction and a good relationship with colleagues.

Work contract.

In this activity sector there are two types of business organization: the structure personnel and the operations personnel, established in the 2nd Collective Convention of Telemarketing in 2002.

The structure personnel is the stable workforce in the structure of the company. The contracts carried out with the structure personnel are the indefinite contract, and the temporary duration contract.

There are different types of temporary duration contract: contract for a particular service, contract for production circumstances (with a maximum duration of 18 months) and contracts in training (with a maximum duration of 2 years).

The operations personnel is the personnel who carries out their job in the campaigns and/or services that the companies of Call Center give to others. There are different types of operations personnel contracts: indefinite contract, contract for a particular service, contract for production circumstances and temporary contract.

Working time. According to Article 26 of the Collective Convention of Contact Center, the working turns can be morning, afternoon, split or night. According to (Clark, 1996) the employees who choose their working time or their labor relations show high levels of job satisfaction.

Workday. In the questionnaire made for this study, we asked whether the employee has a part-time workday or a full-time one.

It is considered that a full time contract is that one having an average of 40 hours. The maximum daily working time is 9 hours.

According to the Chapter 7 of the Convention of the Contact Center the weekly working hours are 39. In the case of workers with a part-time contract, the weekly working hours cannot be more than 30.

The salary. According to the Convention of the Contact Center, the total salary is composed of a basic salary, salary allowances and extra-salary allowances.

Some of the salary allowances are for foreign language knowledge, for holidays, for working hours at night, for overtime and for vacations.

Some of the extra-salary allowances are transportation and subsistence allowances.

(Clark, 1997) showed that the higher the salary, the higher the level of satisfaction.

Security in employment and employability. The lack of employment security tends to significantly reduce the level of job satisfaction.

Conditions of safety. The safety conditions in employment include the prevention of labour risks and accident possibility, the possibility of sickness or professional pathologies, physical, chemical and mechanic risks, ...

In the Call Center companies there are elections to choose the Prevention Delegates and Safety and Health Committees are constituted. The Prevention Delegates and all workers will be informed about risks and safety actions.

Physical job environment. The physical job environment has an effect on the employee's satisfaction level. Some of the reported dissatisfaction factors are the noise, inadequate temperature, vibration and chemical agents.

Mental charge. The realization of simultaneous tasks, and the watching tasks, or the tasks which require a high level of attention and perception effort, are situations usually considered of a high mental charge.

An example of mental overload is the one suffered by Call Center workers.

In the Convention of the Contact Center, Article 58, the mental charge is considered in the Ergonomic Factors and in the Psycho-social and organization factors.

The increase of information overload above a certain level does not seem to significantly reduce the job satisfaction (Robbins, 2005).

Task control. It is the process consisting in supervising the activities to guarantee they are done according to what was planned, and correct any significant deviation (Robbins, 2005).

Union affiliation and collective bargainings.

In many research works, there is a negative correlation between union affiliation and job satisfaction, since if unions are in charge of affiliated workers' dissatisfaction problems,

they have encouraged to keep their jobs and change their labor conditions, they should be the most satisfied workers, but it is not the case (Clark, 1996) (Bryson et al., 2004).

On the other hand, Spain has a special system of collective bargaining. When employers' and workers' representatives sign a collective convention, it covers labor rights of both union affiliates and non-affiliated. Then unaffiliated workers do not see the need to affiliate, whereas affiliated workers are the only transmitters of the claims and the dissatisfaction. When the effect of affiliation is not taken into account, the fact of being affiliated does not affect the job satisfaction (Bryson et al., 2004).

Promotion opportunities. Promotions allow self-esteem and increase the responsibility and worker's social status. The workers who say that the opportunities of promotion and salary are the most important issues show low levels of satisfaction (Clark, 1996).

Quality of life. It integrates physical, mental environmental and societal welfare, which is perceived by each individual and each group. It also depends on the type of environment where the process takes place (rural, urban).

Workers' suitability to the post. By means of the personnel selection procedure, and by choosing the worker suitable to that post, future frustrations which could lead to dissatisfaction are avoided.

In the case of Call/Contact Centers, according to Article 73, it is envisaged a training period previous to be hired, and when the employee will be working, he/she will receive a continuous training.

Transportation to the workplace. The difficulty or facility during the transportation to the workplace can affect the employees' job satisfaction.

3. Research procedure

Our goal is to find the degree of job satisfaction of the Call Center operators. We have considered both the independent variable (job satisfaction) and the dependent variables (the rest). The tool we used to carry out this research is the questionnaire S4/82, by (Melià

and Peiró, 1998), adapted to this sector), and we considered a representative sample of the telemarketers of different companies in Spain, from where we finally will obtain results, conclusions and recommendations.

3.1. Steps to carry out this research

a) Selection of the tool to collect the information

The most used direct method to evaluate job satisfaction is the questionnaire.

We also used a questionnaire for our study. It is actually a set of questions about one or more variables (Hernández. 2004). To make this study, we sent the questionnaires to the cooperating companies, and they were provided to the workers by the people in charge of Human Resources.

The time span target by the questionnaire is from November 2012 to May 2013.

The goal of this poll is not only to get knowledge about the target topic, but also to establish causal relations and validate hypothesis (using statistical techniques).

b) Job satisfaction questionnaires

To develop the questionnaire we followed the theoretical part of (Hernández 2004).

We studied different questionnaire formats, and we chose the Questionnaire of job satisfaction S4/82, by (Melià and Peiró, 1998). It is considered prestigious and its efficiency has been demonstrated. Besides, it can inform globally the company, and also departments and sections.

This questionnaire has two parts. The first one has 82 closed questions and presents seven degrees of evaluation of the satisfaction, such as “Unsatisfied” Very (1), quite (2), somewhat (3), careless (4). “Satisfied” a little (5), quite (6), very (7).

Of those 82 questions, we chose 44, and we added 4 more questions:

- 45. Conditions of the tools to carry out the work.
- 46. Motivation policies implemented by the company
- 47. Abilities of the job
- 48. Possibility to conciliate the work and family life.

We added these topics because, as we discussed in the previous section, we thought they may have an effect on the degree of job satisfaction.

We also added 4 more topics to the section of descriptive data:

- 51. Marital status
- 52. “Do you work overtime?” yes/no
- 53. Monthly income
- 54. Number of workers in the company.

The questionnaire has a total of 62 topics (48 plus 14 topics of descriptive data).

c) Factors of the questionnaire S4/82

Following (Melià and Peiró, 1998), we grouped together the 48 topics of the first part into six factors to assess the degree of job satisfaction:

I. Satisfaction with the supervision and participation in the organization.

II. Satisfaction with the physical environment at the work place.

III. Satisfaction with the material remunerations and complementary rewards received from the company, with the exception of the salary.

IV. Intrinsic satisfaction of the work.

V. Satisfaction with the remuneration, basic benefits and safety at work.

VI. Satisfaction with the interpersonal relations.

The topics in each factor are listed in Tables I-VII.

3.2. Validity and reliability of the questionnaire

According to (Melià and Peiró, 1989) the validity and reliability of the questionnaire S4/82 is demonstrated by scientific studies. Each factor of the questionnaire has a Cronbach Coefficient of Reliability Alpha.

The Cronbach alpha coefficient expresses the internal consistency or the degree of uniformity and coherence between the answers to each one of the sub-variables n (questions or items) of each variable (Cavalcante 2004). To calculate those coefficients we used Minitab version 15, which is a computer program useful for the statistical and

econometric treatment of data. The closest to 1 the coefficient is, the better. Values of 0.89-0.94 are considered very good.

In Table I we observe the coefficients calculated for each factor, which range between 0.64 and 0.92. The coefficient of the whole questionnaire is 0.9647. These values are overall very good. The only value which is somewhat low is for VI, and this can be considered fine since there were only 3 items.

| Factors | Questions (questionnaire) | Alpha coefficient |
|---|-------------------------------------|-------------------|
| I. Satisfaction with the supervision and participation in the organization. | 8, 34-40, 43 | 0.92 |
| II. Satisfaction with the physical environment of the work place | 11, 14-25, 45 | 0.9 |
| III. Satisfaction with mate received from the company, excluding salary remunerations and complementary rewards | 6, 27-29, 44, 46,48 | 0.86 |
| IV. Intrinsic satisfaction of the work | 1-4 and 47 | 0.79 |
| V. Satisfaction with the remuneration, basic benefits and security of the job | 5, 7, 9, 10, 12, 13, 30, 31, 41, 42 | 0.82 |
| VI. Satisfaction with the personal relations | 26, 32, 33 | 0.64 |

Table 1. Alpha coefficients and question numbers for each labor satisfaction factor

3.3. Likert scale of evaluation and the questionnaire

To evaluate this questionnaire, we used the Likert scale (1932), which is nowadays a standard method to measure the variables. It consists of a numerical evaluation of a set of items. Each participant fills in the questionnaire and finally we will get a total evaluation.

The final questionnaire has a short introduction, then the guidelines are explained, where 48 items are included, with a scale of Likert evaluation where each one has 5 criteria or possibilities of answer, ranging from “Very unsatisfied” to “Very satisfied”, with scores correspondingly ranging from 1 to 5. Therefore, 1 means very unsatisfied, 2 unsatisfied, 3 moderately satisfied, 4 satisfied and 5 very satisfied.

Afterwards the descriptive questions are given. They are about workers' demographical data, such as gender, age, marital status and educational level, and labor features: job, seniority, type of contract, type of workday (part-time or full time), weekly working hours, overtime, working turns, level of monthly income, and number of employees in the company.

3.4. Pilot proof: Activity chronogram

The first questionnaire had 66 questions, of which there were 52 items, 14 descriptive questions and one open final question which was removed due to its difficulty to be evaluated.

This pilot proof was made in paper format and was applied to 14 volunteers in two sessions. Once the filled-in questionnaires of the pilot proof were analyzed, some items were removed because their understanding was found difficult, and in others some terms were modified in order to make them clearer.

The final questionnaire had 62 questions: 48 items and 14 descriptive questions.

Once the final questionnaire was made, we prepared the following letters:

Letter 1, sent to companies is a letter asking them to collaborate in the poll. Letter 2, sent to companies too, asks for the authorization that the employees can fill in the questionnaire, which is confidential and anonymous. The composition of the questionnaire is indicated. Letter 3 was sent to the workers who accept to fill in the questionnaire, asking them to fill it in.

The letters were sent to 203 Call Center companies in the whole Spain. Once the companies received the questionnaires, they delivered them to the workers; afterwards they collected them and sent them back to us.

3.5. Description of the population and sample

The unity of analysis of this poll are companies of Call Center located in Spain. We only targeted the telemarketers.

A total of 547 questionnaires were sent, of which 385 (70%) were answered. The polls were done in the periods October-December 2012 and March-May 2013.

The expression to determine the number of the sample (number of polls to carry out) is:

$$n = \frac{k^2 pqN}{e^2 (N-1) + k^2 pq}$$

Where N is the size of the population targeted (total of people who answered the questionnaire), K is a constant which depends on the level of trust we assign, e is the sample error desired, p is the proportion of individuals who have in the population the targeted feature, generally unknown; usually $p=0.5$ is the safest choice, q is the proportion of individuals who do not have feature $1-p$, and n is the size of the sample (number of polls which will be made)

According to the ACE report of 2012 (80% of the total information) there are around 14800 telemarketers in Madrid and Catalonia. Therefore, for that population, with an error margin of 5% and a value of k for a level of confidence of 95% (1.96) it is required to obtain 374 polls. We manage to make 385 polls.

3.6. Data analysis

Our questionnaire has two parts. The first part has 48 items (variables) with 5 options (Likert scale). The second one is constituted of descriptive data (items 49-62), specifically for the sociodemographic profile (49-53) and the socio-labor features (54-62).

The initial analysis of the data of the questionnaire was made through descriptive statistics. For that the statistical program Minitab was used.

We applied an Analysis of Principal Components with Varimax Rotation. In our case, we managed to obtain a reduction to 11 factors, which represent approximately 70% of the accumulated contribution.

Then we split in factors the first 48 items, and we analyzed factor by factor to detect the degree of job satisfaction in each one.

Afterwards, we applied a Cluster Analysis to the observations, grouping the participants according to the results of the questions, using the k-medias method This allowed to carry out a codification for the mean of the job satisfaction in order to make the proofs of hypothesis chi-square with the descriptive variables. (items 49-62).

Eight descriptive hypothesis were made, in order to evaluate the consistency of the hypothesis initially planned. To analyze them, we used measurements of central trend, which are points in a distribution, the mean or central values of it, and they help us to locate it inside the measurement scale.

Besides, we used the tests of hypothesis t-student of two samples and chi-square (when the curve does not represent a normal distribution). In these tests we used 95% as trustworthy level and 5% as error margin.

4. Results

4.1. Overall job satisfaction of the telemarketers (items 1-48)

We found that the higher number of frequencies correspond to the telemarketers who are “Moderately satisfied”, accounting for 51% of the telemarketers, followed by the unsatisfied (29%); 17% are satisfied and 3% are unsatisfied.

4.2. Analysis of the factors of job satisfaction (I-VI)

We explained before that the items of the questionnaire are grouped in factors following the model by Melià and Peiró S4/82.

Factor I. Satisfaction with the supervision and participation in the organization (Table II).

It is observed that 35.38% of the telemarketers are satisfied, followed by 27.73% who are moderately satisfied. There are 7.91% of telemarketers who are very unsatisfied. The most positively valued item is 34 “The personal relations with your superiors”, with an average of 3.76.

| ITEMS | 0 | 1 | 2 | 3 | 4 | 5 | Average |
|---|--------------|--------------|---------------|---------------|---------------|---------------|---------|
| 8.Support in the objectives, goals and production milestones to | 3 | 29 | 56 | 121 | 137 | 39 | 3.24 |
| | 0.78% | 7.53% | 14.55% | 31.43% | 35.58% | 10.13% | |
| 34. Personal relationships with superiors | 5 | 14 | 25 | 83 | 156 | 102 | 3.76 |
| | 1.30% | 3.64% | 6.49% | 21.56% | 40.52% | 26.49% | |
| 35. Supervision done on you | 7 | 21 | 24 | 87 | 166 | 80 | 3.62 |
| | 1.80% | 5.45% | 6.23% | 22.60% | 43.12% | 30.78% | |
| 36. Closeness and frequency of the supervision | 8 | 16 | 36 | 98 | 160 | 67 | 3.52 |
| | 2.08% | 4.15% | 9.35% | 25.45% | 41.56% | 17.40% | |
| 37. The way your superiors assess your task | 13 | 21 | 32 | 103 | 144 | 72 | 3.45 |
| | 3.38% | 5.45% | 8.31% | 26.75% | 37.40% | 18.70% | |
| 38. Capability to autonomously decide over issues related to work | 4 | 38 | 53 | 117 | 136 | 37 | 3.18 |
| | 1.03% | 9.87% | 13.77% | 30.39% | 35.32% | 9.61% | |
| 39. Participation in the drafting of objectives and policies of the company | 8 | 73 | 87 | 111 | 88 | 18 | 2.65 |
| | 2.08% | 18.96% | 22.60% | 28.83% | 22.86% | 4.68% | |
| 40. Degree in which the company fulfils the convention, and labour laws | 4 | 29 | 66 | 114 | 129 | 43 | 3.21 |
| | 1.04% | 7.53% | 17.14% | 29.61% | 33.51% | 11.17% | |
| 43. Union freedom applied in the company | 16 | 33 | 66 | 127 | 110 | 33 | 2.99 |
| | 4.16% | 8.57% | 17.14% | 32.99% | 28.57% | 8.57% | |
| TOTAL PERCENTAGES DEGREE OF SATISFACTION | 1.96% | 7.91% | 12.84% | 27.73% | 35.38% | 14.17% | |

0=do not answered, 1=very unsatisfied, 2=unsatisfied, 3= moderately satisfied, 4=satisfied, 5=very satisfied

Table 2. Degree of job satisfaction with the supervision and participation in the organization

Factor II. Satisfaction with the physical environment at the workplace (Table III).

We see that 36.05% of the telemarketers are satisfied. 7.19% are very unsatisfied and 12.82% are unsatisfied. The best valued items are 19 “Potential dangers in the post”, with an average of 3.94, and 23 “Transportation means used from home to workplace”, with an average of 3.86.

The average of the job satisfaction of this factor is 3.46, which corresponds to Moderately Satisfied.

| ITEMS | 0 | 1 | 2 | 3 | 4 | 5 | Average |
|--|--------------|--------------|---------------|---------------|---------------|---------------|---------|
| 11.Means and resources put by the company in order that you can carry out your task. | 1 | 35 | 56 | 106 | 135 | 52 | 3.29 |
| | 0.26% | 9.09% | 14.55% | 27.53% | 35.96% | 13.51% | |
| 14. Clealinness and hygiene of the work place. | 1 | 35 | 56 | 106 | 135 | 52 | 3.5 |
| | 0.26% | 9.09% | 14.55% | 27.53% | 35.96% | 13.51% | |
| 15.Physical environment and space available in the work place. | 1 | 35 | 56 | 106 | 135 | 52 | 3.53 |
| | 0.26% | 9.09% | 14.55% | 27.53% | 35.96% | 13.51% | |
| 16. Illumination at the work place. | 1 | 35 | 56 | 106 | 135 | 52 | 3.81 |
| | 0.26% | 9.09% | 14.55% | 27.53% | 35.96% | 13.51% | |
| 17.Ventilation at the work place. | 5 | 39 | 65 | 89 | 131 | 56 | 3.22 |
| | 1.30% | 10.13% | 16.88% | 23.12% | 34.03% | 14.55% | |
| 18.Toxicity of the post, risk to get infections or professional diseases. | 13 | 17 | 49 | 81 | 147 | 78 | 3.47 |
| | 3.38% | 4.52% | 12.73% | 21.04% | 38.19% | 20.26% | |
| 19.Danger potentials in the post. | 4 | 14 | 19 | 54 | 169 | 125 | 3.94 |
| | 1.03% | 3.64% | 4.94% | 14.02% | 43.90% | 32.47% | |
| 20.Level of noise. | 5 | 46 | 67 | 127 | 111 | 29 | 3.1 |
| | 1.30% | 11.95% | 17.40% | 32.99% | 28.83% | 7.53% | |
| 21.Temperature. | 5 | 46 | 67 | 127 | 111 | 29 | 2.99 |
| | 1.30% | 11.95% | 17.40% | 32.99% | 28.83% | 7.53% | |
| 22.Body position to carry out the work. | 11 | 12 | 31 | 91 | 171 | 69 | 3.57 |
| | 2.86% | 3.12% | 8.05% | 23.64% | 44.42% | 17.92% | |
| 23.Means of transportation used from the home to the work place. | 2 | 12 | 29 | 70 | 143 | 126 | 3.86 |
| | 0.52% | 3.90% | 7.53% | 18.18% | 37.14% | 32.73% | |
| 24.Physical place where the work place is located (industrial, rural, urban,...). | 5 | 12 | 19 | 68 | 168 | 113 | 3.87 |
| | 1.30% | 3.12% | 4.94% | 17.66% | 43.64% | 29.35% | |
| 25.Conditions of the restrooms. | 3 | 5 | 63 | 91 | 122 | 56 | 3.16 |
| | 0.78% | 12.99% | 16.36% | 23.64% | 31.69% | 14.55% | |
| 26.Conditions of the tools to carry out the work. | 11 | 42 | 58 | 101 | 130 | 43 | 3.11 |
| | 2.86% | 10.91% | 15.06% | 26.23% | 33.77% | 11.17% | |
| TOTAL PERCENTAGES.DEGREE OF SATISFACTION | 1.26% | 7.19% | 12.82% | 24.55% | 36.05% | 17.29% | |

0=do not answered, 1=very unsatisfied, 2=unsatisfied, 3= moderately satisfied, 4=satisfied, 5=very satisfied

Table 3. Degree of job satisfaction with the physical environment at the work place

Factor III. Degree of the job satisfaction with material remunerations and complementary rewards from the company, excepting the salary (Table IV).

We see that 25.20% of the telemarketers are moderately satisfied. 20% are unsatisfied and 20.52% very unsatisfied. The best valued item is 48: “The possibility to conciliate labour and family life, with an average of 3.76. The average of the job satisfaction of this factor is 2.70, which means unsatisfied.

| ITEMS | 0 | 1 | 2 | 3 | 4 | 5 | Average |
|---|--------------|---------------|---------------|---------------|---------------|--------------|---------|
| 6.The systems of commissions, economic awards and incentives received. | 8 | 105 | 110 | 96 | 55 | 11 | 2.31 |
| | 2.08% | 27.27% | 28.57% | 24.94% | 14.29% | 2.86% | |
| 27. Training opportunities offered by the company. | 7 | 66 | 66 | 109 | 101 | 36 | 2.88 |
| | 1.81% | 17.14% | 17.14% | 28.31% | 26.23% | 9.35% | |
| 28. Social remunerations (pension plans, food discounts, parking tickets,...) received apart from salary. | 14 | 185 | 92 | 53 | 32 | 9 | 1.82 |
| | 3.64% | 48.05% | 23.90% | 13.77% | 8.31% | 2.34% | |
| 29. Promotion opportunities. | 17 | 94 | 101 | 105 | 57 | 11 | 2.32 |
| | 4.42% | 24.42% | 26.23% | 27.27% | 14.81% | 2.86% | |
| 44. The way in which the negotiation with the company about labour issues takes place. | 15 | 42 | 60 | 129 | 117 | 22 | 2.93 |
| | 3.90% | 10.91% | 15.58% | 33.51% | 30.39% | 5.71% | |
| 46. Motivation policies made by the company. | 12 | 50 | 87 | 108 | 98 | 30 | 2.86 |
| | 3.12% | 12.99% | 22.60% | 29.05% | 25.45% | 7.79% | |
| 48. Possibility to conciliate work and family life. | 9 | 11 | 23 | 79 | 160 | 103 | 3.76 |
| | 2.34% | 2.86% | 5.97% | 20.52% | 41.56% | 26.75% | |
| TOTAL PERCENTAGES.DEGREE OF SATISFACTION | 3.04% | 20.52% | 20.00% | 25.20% | 23.99% | 8.24% | |

0=do not answered, 1=very unsatisfied, 2=unsatisfied, 3= moderately satisfied, 4=satisfied, 5=very satisfied

Table 4. Degree of the job satisfaction with material remunerations and complementary rewards from the company, excepting the salary

Factor IV. Degree of the intrinsic job satisfaction at the workplace. In Table V we see that 33.51% of the telemarketers are satisfied; 6.50% are very unsatisfied, and 10.08% unsatisfied. The best valued item is 2: “The satisfaction of having a job”, with an average of 4.69. The average of the job satisfaction of this factor is 3.59, located in “Moderately satisfied”.

| ITEMS | 0 | 1 | 2 | 3 | 4 | 5 | Average |
|---|--------------|--------------|---------------|---------------|---------------|---------------|---------|
| 1.Type of work, tasks and activities you carry out | 3 | 12 | 29 | 104 | 192 | 45 | 3.57 |
| | 0.78% | 3.12% | 7.53% | 27.01% | 49.87% | 11.69% | |
| 2.Satisfaction of having a job. | 0 | 3 | 2 | 20 | 60 | 300 | 4.69 |
| | 0 | 0.78% | 0.52% | 5.19% | 15.58% | 77.92% | |
| 3.Possibilities of creativity offered by your job | 5 | 54 | 81 | 134 | 86 | 25 | 2.82 |
| | 1.30% | 14.03% | 21.04% | 34.81% | 22.34% | 6.49% | |
| 4.Opportunities your job offers to do things where you stand out. | 7 | 44 | 66 | 116 | 121 | 31 | 3.11 |
| | 1.82% | 11.43% | 17.14% | 30.13% | 31.43% | 8.05% | |
| 47.Abilities you have for your post | 13 | 12 | 16 | 67 | 186 | 91 | 3.75 |
| | 3.38% | 3.12% | 4.16% | 17.40% | 48.31% | 23.64% | |
| TOTAL PERCENTAGES.DEGREE OF SATISFACTION | 1.46% | 6.50% | 10.08% | 22.91% | 33.51% | 25.56% | |

0=do not answered, 1=very unsatisfied, 2=unsatisfied, 3= moderately satisfied, 4=satisfied, 5=very satisfied

Table 5. Degree of the intrinsic job satisfaction at the work place.

Factor V. Degree of the job satisfaction with the remuneration, the basic benefits and job security.

In Table VI we observe that 36.13% of the telemarketers are satisfied. 7.38% of the telemarketers are very unsatisfied and 11.30% unsatisfied. The best valued item is 7 “Daily work hours”, with an average of 3.91 The average of this job satisfaction is 3.35, located in “Moderately satisfied”.

| ITEMS | 0 | 1 | 2 | 3 | 4 | 5 | Average |
|--|--------------|--------------|---------------|---------------|---------------|---------------|---------|
| 5.Salary received. | 3 | 62 | 99 | 123 | 93 | 9 | 2.66 |
| | 0.78% | 16.10% | 25.71% | 31.95% | 24.15% | 1.30% | |
| 7.Daily working hours. | 0 | 12 | 25 | 83 | 132 | 133 | 3.91 |
| | 0 | 3.12% | 6.49% | 21.56% | 34.28% | 34.54% | |
| 9. Production amount obtained. | 5 | 12 | 40 | 121 | 160 | 47 | 3.45 |
| | 1.30% | 3.12% | 10.39% | 31.43% | 41.56% | 12.21% | |
| 10. Work rate to which you are submitted. | 6 | 38 | 53 | 103 | 157 | 28 | 3.17 |
| | 1.56% | 9.87% | 13.77% | 26.75% | 40.78% | 7.27% | |
| 12. Systems of working turns in your post. | 4 | 13 | 30 | 94 | 157 | 87 | 3.68 |
| | 1.04% | 3.38% | 7.79% | 24.42% | 40.78% | 22.60% | |
| 13. Timing you must fulfill to finish your tasks. | 0 | 28 | 46 | 110 | 156 | 45 | 3.37 |
| | 0.00% | 7.27% | 11.95% | 28.57% | 40.52% | 11.69% | |
| 30. Possibilities of maternal leaves or other types of leaves. | 23 | 21 | 36 | 116 | 136 | 53 | 3.25 |
| | 5.97% | 5.45% | 9.35% | 30.13% | 35.32% | 13.77% | |
| 31. Leave of absences you can get for personal needs. | 11 | 16 | 36 | 95 | 147 | 80 | 3.54 |
| | 2.86% | 4.16% | 9.35% | 24.68% | 38.18% | 20.78% | |
| 41. Type and duration of your contract. | 3 | 56 | 68 | 109 | 107 | 42 | 3.01 |
| | 0.78% | 14.55% | 17.66% | 28.31% | 27.79% | 10.91% | |
| 42. Degree of safety of your job. | 9 | 26 | 31 | 98 | 146 | 75 | 3.48 |
| | 2.34% | 6.75% | 8.05% | 25.45% | 37.92% | 19.48% | |
| TOTAL PERCENTAGES.DEGREE OF SATISFACTION | 1.66% | 7.38% | 11.30% | 27.31% | 36.13% | 15.46% | |

0=do not answered, 1=very unsatisfied, 2=unsatisfied, 3= moderately satisfied, 4=satisfied, 5=very satisfied

Table 6. Degree of the job satisfaction with the remuneration, the basic benefits and job security.

Factor VI. Degree of job satisfaction with the interpersonal relations.

We observe in Table VII that 43.38% of the telemarketers are satisfied. 4.66% are very unsatisfied and 7.53% unsatisfied. The best valued item is 33 “The personal relations with persons of similar hierarchical level”, with an average of 3.88. The average of the job satisfaction in this factor is 3.69, which corresponds to “moderately satisfied”.

| ITEMS | 0 | 1 | 2 | 3 | 4 | 5 | Average |
|--|--------------|--------------|--------------|---------------|---------------|---------------|---------|
| 26. Physical distance with your nearest colleague. | 2 | 29 | 45 | 93 | 150 | 66 | 3.45 |
| | 0.52% | 7.53% | 11.69% | 24.16% | 38.96% | 17.14% | |
| 32. Possibilities to talk with colleagues and other people during work. | 3 | 17 | 23 | 82 | 173 | 87 | 3.73 |
| | 0.78% | 4.42% | 5.97% | 21.30% | 44.94% | 22.60% | |
| 33. Personal relationships with people with a hierarchical level similar to yours. | 7 | 8 | 19 | 64 | 178 | 109 | 3.88 |
| | 1.82% | 2.08% | 4.93% | 16.62% | 46.23% | 28.31% | |
| TOTAL PERCENTAGES.DEGREE OF SATISFACTION | 1.04% | 4.68% | 7.53% | 20.69% | 43.38% | 22.68% | |

0=do not answered, 1=very unsatisfied, 2=unsatisfied, 3= moderately satisfied, 4=satisfied, 5=very satisfied

Table 7. Degree of job satisfaction with the interpersonal relations.

4.3. Results of the socio-demographic profile and socio-laboral features

Of the total of answered questionnaires, we observe in the histogram that the female gender has the largest number of frequencies (71%); The male gender represents 28%. accounting for 36% of the telemarketers who answered. The one with the second highest number of frequencies is the range 21-30 years old, accounting for 33% of the telemarketers (Table VIII).

| Gender | No. of frequencies | Percentages |
|----------------|--------------------|----------------|
| Did not answer | 4 | 1.00% |
| Women | 274 | 71.00% |
| Men | 107 | 28.00% |
| TOTAL | 385 | 100.00% |

Table 8. No. of telemarketers frequencies and percentages for each gender

The age range of 31-40 years old is the one which has the highest number of frequencies (Table IX),

| Age | No. of frequencies | Percentage |
|----------------|--------------------|-------------|
| Did not answer | 7 | 2.00% |
| 16-20 | 5 | 1.00% |
| 21-30 | 127 | 33.00% |
| 31-40 | 139 | 36.00% |
| 41-50 | 80 | 21.00% |
| 51-60 | 26 | 7.00% |
| 60 | 1 | 0.00% |
| TOTAL | 385 | 100% |

Table 9. No. of telemarketers' frequencies and percentages for age ranges.

Regarding telemarketers' marital status, the option “single” is the one with the highest number of frequencies, representing 47% of the telemarketers. The option with the second highest number of frequencies is married, representing 31% of the telemarketers (Table X).

| Marital status | No. of frequencies | Percentages |
|--------------------|--------------------|-------------|
| Did not answer | 11 | 3.00% |
| Single | 182 | 47.00% |
| Married | 121 | 31.00% |
| Widow | 2 | 1.00% |
| Divorced | 38 | 10.00% |
| Non-married couple | 31 | 8.00% |
| TOTAL | 385 | 100% |

Table 10. No. of telemarketers' frequencies and percentages for the different marital status.

Regarding telemarketers' educational level, we considered seven options, ranging from high school degree to the Ph D. The options with the higher number of frequencies are “professional training” (26%) and pre-university diploma (25%). There is also a significant percentage of telemarketers with university degrees. We conclude that telemarketer's work can be done by workers with all levels of education, depending on the particular task (Table XI).

| Educational level | No. of frequencies | Percentages |
|-------------------------------|---------------------------|--------------------|
| Did not answer | 28 | 7.00% |
| High School Degree | 55 | 14.00% |
| Vocational Training Degree | 99 | 26.00% |
| Pre-University Degree | 97 | 25.00% |
| Bachelor Degree ("Diplomado") | 47 | 12.00% |
| Graduated ("Licenciado") | 46 | 12.00% |
| Master Degree | 11 | 3.00% |
| Ph. D. | 2 | 1.00% |
| TOTAL | 385 | 100% |

Table 11. No.of telemarketers' frequencies and percentages for different educational levels.

Regarding the seniority in the company, we found that the highest number of frequencies is more than one year, representing 62% of the telemarketers. Those who have been working for less than one year represent 32% of the telemarketers (Table XII),

| Labor seniority | No. of frequencies | Percentages |
|------------------------|---------------------------|--------------------|
| Did not answer | 23 | 6.00% |
| Years+months | 237 | 62.00% |
| Only months | 125 | 32.00% |
| TOTAL | 385 | 100% |

Table 12. No.of telemarketers' frequencies and percentages for different degrees of seniority.

We observed that the telemarketers with the highest number of frequencies have a temporary contract represented by 70% of the telemarketers, and the telemarketers with an indefinite contract present a lower number of frequencies (28%) (Table XIII).

| Type of contract | No. of frequencies | Percentages |
|-------------------------|---------------------------|--------------------|
| Did not answer | 7 | 70.00% |
| Temporary | 269 | 70.00% |
| Indefinite | 109 | 28.00% |
| TOTAL | 385 | 100% |

Table 13. No.of telemarketers' frequencies and percentages for different types of contracts.

Table XIV shows that 61% of telemarketers have a full time workday, and 34% work part-time.

| Workday | No. of frequencies | Percentages |
|----------------|--------------------|-------------|
| Did not answer | 19 | 5.00% |
| Part-time | 131 | 34.00% |
| Full-time | 235 | 61.00% |
| TOTAL | 385 | 100% |

Table 14. No.of telemarketers' frequencies and percentages for part-time and full workdays.

The telemarketers who make 39 weekly hours have the highest number of frequencies; they represent 49% (Table XV). The telemarketers who work 30 weekly hours represent 14% of the telemarketers.

| Weekly working hours | No. of frequencies | Percentages |
|----------------------|--------------------|-------------|
| Did not answer | 21 | 6.00% |
| 6 | 12 | 3.00% |
| 8 | 9 | 2.00% |
| 20 | 14 | 4.00% |
| 26 | 30 | 8.00% |
| 30 | 54 | 14.00% |
| 32 | 5 | 1.00% |
| 35 | 42 | 11.00% |
| 38 | 8 | 2.00% |
| 39 | 190 | 49.00% |
| TOTAL | 385 | 100% |

Table 15. No. of telemarketers' frequencies and percentages for different numbers of working hours.

The telemarketers who have the larger number of frequencies are those who do not work overtime (81%). The ones who work overtime represent 15% (Table XVI).

| Overtime | No. of frequencies | Percentages |
|----------------|--------------------|-------------|
| Did not answer | 17 | 4.00% |
| Yes | 57 | 15.00% |
| No | 311 | 81.00% |
| TOTAL | 385 | 100% |

Table 16. No.of frequencies and percentages of telemarketers who work and do not work overtime.

The telemarketers who make continuous workday have the higher number of frequencies and represent 70% of the telemarketers who answered the questionnaire. The telemarketers who make a split workday show the smaller number of frequencies, and represent 25% of the telemarketers (Table XVII).

| Taking turns working | No. of frequencies | Percentages |
|-----------------------------|---------------------------|--------------------|
| Did not answer | 20 | 5.00% |
| Continuous workday | 270 | 70.00% |
| Split workday | 94 | 25.00% |
| Night | 1 | 0.00% |
| TOTAL | 385 | 100% |

Table 17. No.of telemarketers' frequencies and percentages for different taking turns working.

The telemarketers who have the higher number of frequencies earn between 600-1000 monthly Euro (90% of the workers). 7% of the telemarketers earn 10001-1200 monthly Euro (Table XVIII).

| Monthly income | No. of frequencies | Percentages |
|-----------------------|---------------------------|--------------------|
| Did not answer | 8 | 2.00% |
| Up to 600€ | 3 | 1.00% |
| 600€-1000€ | 346 | 90.00% |
| 1201€-1600€ | 28 | 7.00% |
| More than 1601€ | 0 | 0.00% |
| TOTAL | 385 | 100% |

Table 18. No.of telemarketers' frequencies and percentages for different salary ranges)

The companies with the highest number of frequencies are the ones with more than 250 people who participated in this poll, representing 92% of the telemarketers. The companies with 11-50 people have a lower number of frequencies and represented 7% of the telemarketers (Table XIX).

| No. Company workers | No. of frequencies | Percentages |
|---------------------|--------------------|-------------|
| Did not answer | 2 | 1.00% |
| 1 | 0 | 0.00% |
| 2 to 10 | 0 | 0.00% |
| 11 to 50 | 28 | 7.00% |
| 51 to 250 | 1 | 0.00% |
| 250 | 354 | 92.00% |
| TOTAL | 385 | 100% |

Table 19. No.of frequencies and percentages of different numbers of company workers.

4.4 Analysis of *t*-hypothesis of two new samples and chi-square

1. Women's job satisfaction is equal to men's.

We obtained that the telemarketer women's job satisfaction (JS) is 3.324 and men's is 3.318.

Since the samples do not follow the normal distribution, we use the chi-square test.

We want to verify the hypothesis that women's job satisfaction is equal to men. For that, we need to validate two hypotheses:

H0. The job satisfaction is independent of the gender (1: female; 2: male)

H1. Both variables are inter-dependent

According to the obtained results (Table XX, Fig. 1-2), $p=0.8278$, which is larger than 0.05. Therefore, we accept H_0 . Anyway, we have obtained that female telemarketers' job satisfaction is slightly higher than male ones. This is consistent with (Clark, 1997), who said that women show higher job satisfaction than men because they have less expectation about their jobs.

| Job satisfaction | Gender | |
|----------------------|-----------|---------|
| | 1 (women) | 2 (men) |
| Unsatisfied | 66 | 25 |
| Moderately satisfied | 101 | 43 |
| Satisfied | 107 | 39 |

X-squared=0.378, p-value=0.8278

Table 20. No. of frequencies for degrees of . job satisfaction in women and men.

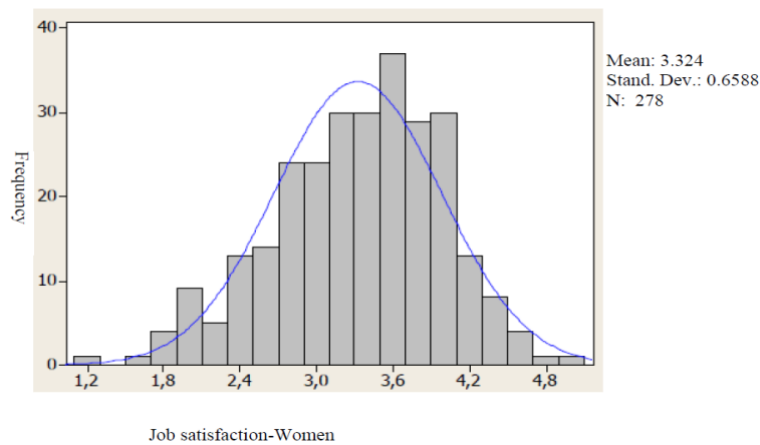


Figure 1. No. of frequencies vs. job satisfaction in women.

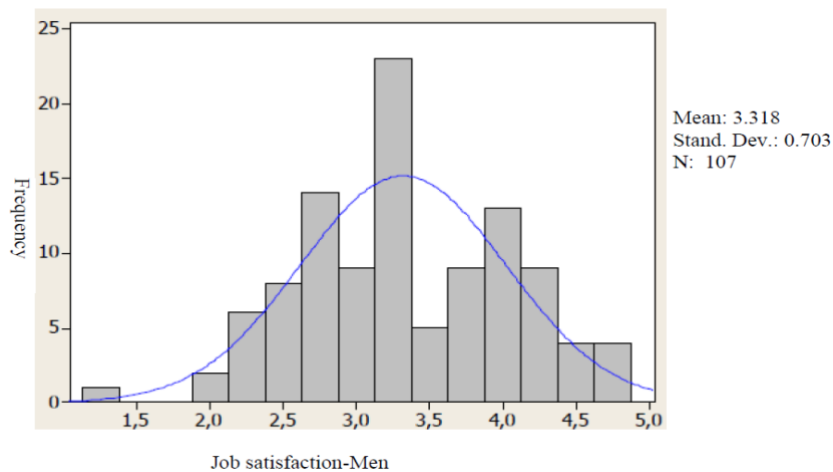


Figure 2. No. of frequencies vs. job satisfaction in men

2.Average age of female telemarketers' is greater than male telemarketers.

For that we need to validate these two hypotheses:

H0: Age (1: 16-30, 2: 31-50, 3: >50) is independent of the gender (1=female, 2=male).

H1: both variables are inter-dependent.

According to the results obtained (Table XXI, Fig. 3-4), $p=0.006095$, which is smaller than 0.05. Therefore, we reject H_0 and we accept the alternative hypothesis that there is a dependence between age and gender.

According to (Herzberg 1959) the job satisfaction has a U-shape with respect to age. Young employees are more satisfied because of the novelty of their situation and because they do not have much information to compare their jobs with others'. As age increases,

employees start to make comparisons and job satisfaction decreases. As they approach retirement, their job satisfaction increases since they have less expectations and do not see so many alternative jobs.

| Gender | Age | | |
|--------|-----|-----|----|
| | 1 | 2 | 3 |
| Female | 82 | 166 | 23 |
| Male | 50 | 53 | 4 |

X-squared=10.2006, p-value=0.006095

Table 21. No. of telemarketers' frequencies for different age ranges.

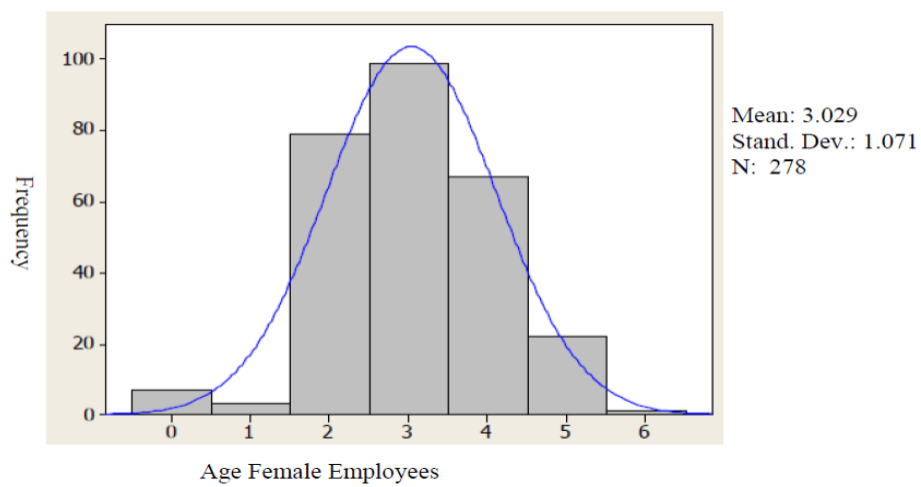


Figure 3. No. of frequencies vs. age ranges of female employees (0:no answer, 1:16-20, 2:21-30, 3:31-40, 4:41-50, 5: 51-60, 6:+60)

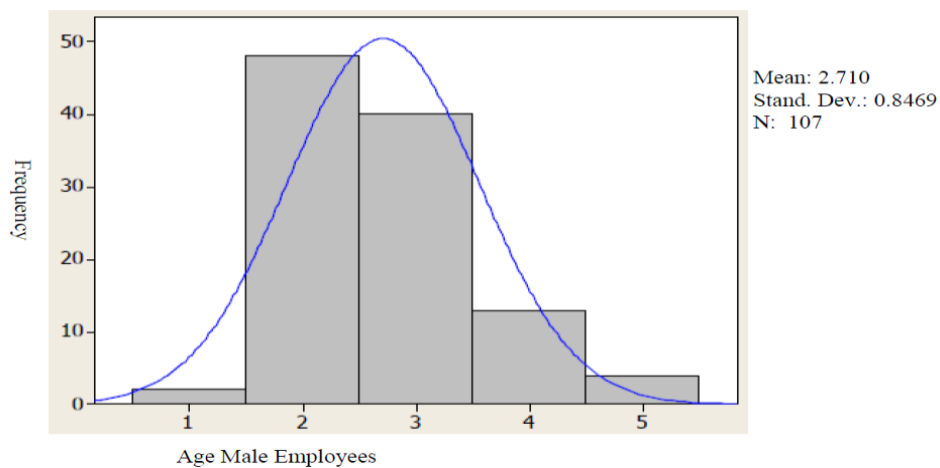


Figure 4. No. of frequencies vs. age ranges of female employees (0:no answer, 1:16-20, 2:21-30, 3:31-40, 4:41-50, 5: 51-60, 6:+60)

3. Single telemarketers have the same job satisfaction as non-single ones.

We observe that the mean of the job satisfaction for single telemarketers is 3.38 and the mean of non-single telemarketers is 3.29. Both samples show a normal distribution, and therefore we apply t-student test.

Our hypothesis to validate are:

H0: Single telemarketers' job satisfaction is equal to non-single telemarketers' job satisfaction.

H1: Single telemarketers' job satisfaction is different from non-single telemarketers' job satisfaction.

Since we obtained $p < 0.0005$ (lower than 0.05), we reject H0 and we accept H1, which states that single telemarketers' job satisfaction is different from non-single telemarketers' job satisfaction (fig. 5-6).

(Clark, 1996) and (Lydon, 2002) said that married workers and with several children have a higher job satisfaction.

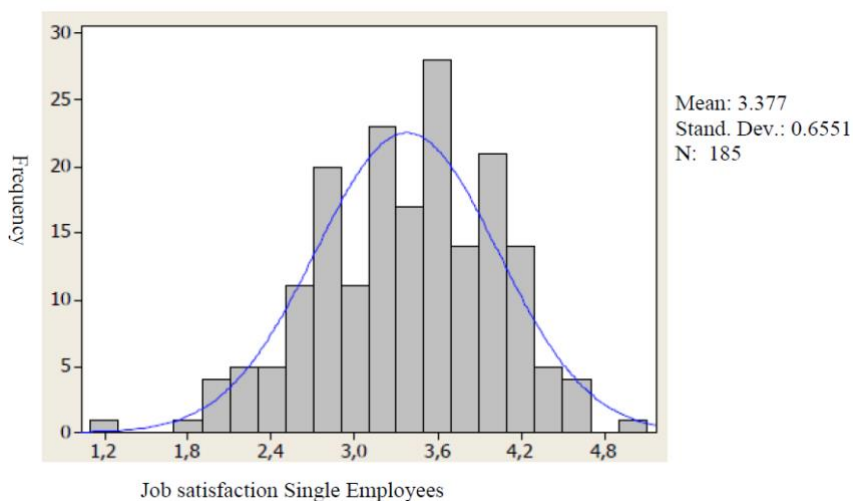


Figure 5. No. of frequencies vs. job satisfaction in single employees.

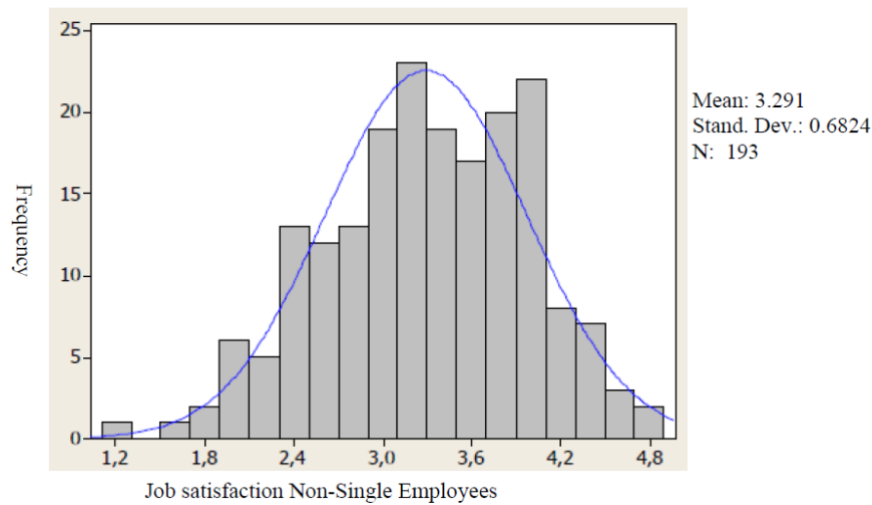


Figure 6. No. of frequencies vs. job satisfaction in non-single employees.

4. Telemarketers with a university degree have the same job satisfaction as the ones without university degree (H0).

The results show that $p < 0.0005$, which is lower than 0.05. Therefore, we reject H0 and we accept H1, which says that the job satisfaction of workers with university degree is different from the one of workers without university degree, and actually the difference between both means is 0.0348 (Fig. 7-8).

(Clark, 2003) said that salary increases due to the educational level produce more job satisfaction.

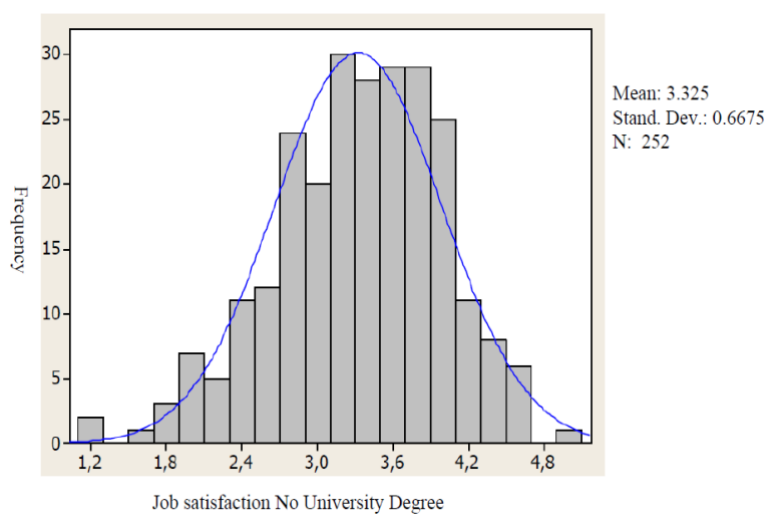


Figure 7. No. of frequencies vs. job satisfaction in telemarketers with no university degree.

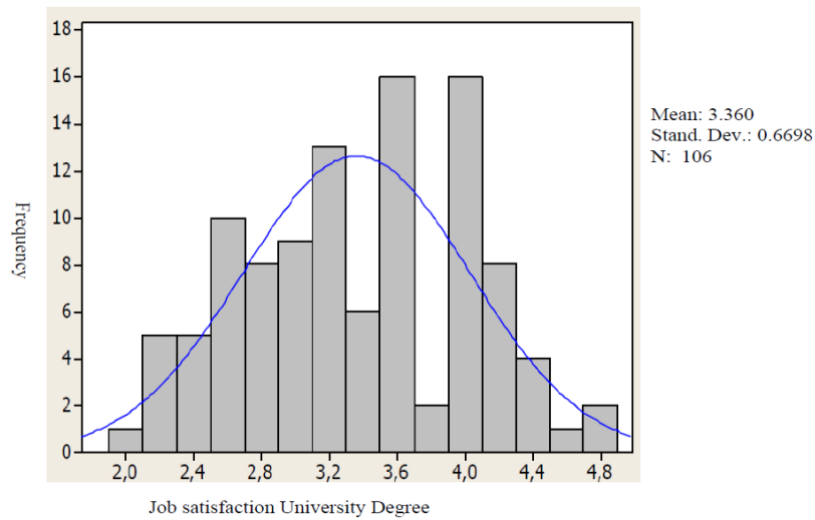


Figure 8. No. of frequencies vs. job satisfaction in telemarketers with university degree.

5. Telemarketers with higher seniority are more satisfied than the ones with less seniority.

We consider that less seniority at work means from one month to five years, and “higher seniority” means more than five years.

We observe that the mean of the telemarketers with less seniority is 3.36, and the one of those who have a higher seniority is 3.17 (Table XXII, Fig. 9-10).

| Job satisfaction | Seniority | |
|----------------------|----------------------|--------------------|
| | 1 (higher seniority) | 2 (less seniority) |
| Unsatisfied | 60 | 24 |
| Moderately satisfied | 112 | 27 |
| Satisfied | 119 | 23 |

Table 22. No. of frequencies of different levels of job satisfaction for different degrees of seniority.

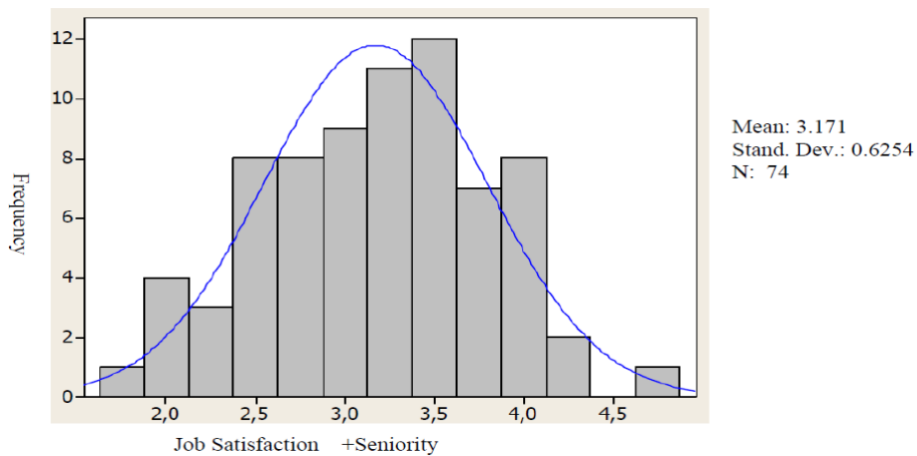


Figure 9. No. of frequencies vs. job satisfaction for telemarketers with higher seniority.

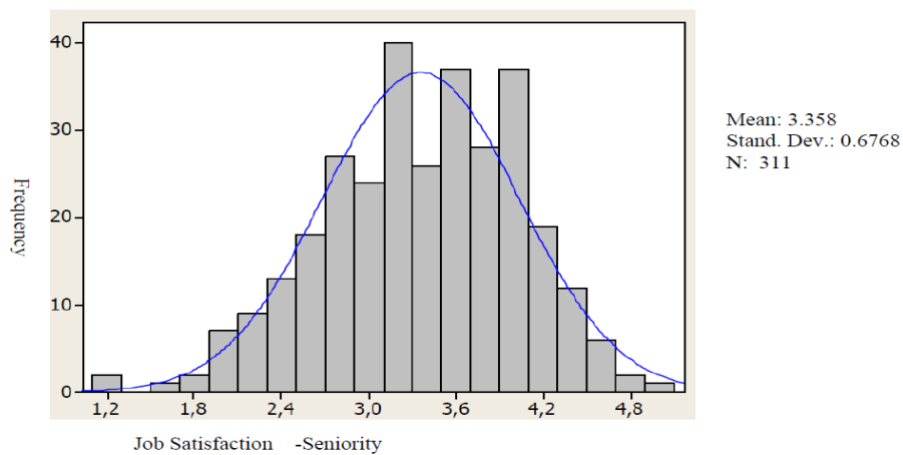


Figure 10. No. of frequencies vs. job satisfaction for telemarketers with less seniority.

We need to validate the following hypothesis:

H0. The job satisfaction is independent of the seniority (1: months, 2: years)

H1: There is a dependence between both variables.

According to the results obtained, p is higher than 0.05. Therefore, we cannot reject H_0 . This is in contradiction with Alonso (2008), who found that workers with more seniority have higher levels of job satisfaction than workers with less seniority.

Anyway, we can think that the higher or lower job satisfaction with seniority may depend on the activity sector.

6. Telemarketers with an indefinite contract have a higher job satisfaction than telemarketers with a temporary contract.

According to our results, the mean of telemarketers with temporary contract is 3.36 and the one of those with indefinite contract is 3.21 (Table XXIII, Fig. 11-12). Our data do not follow a normal distribution and we have to use the chi-square test.

| Job satisfaction | Type of contract | |
|----------------------|------------------|----------------|
| | 1 (temporary) | 2 (indefinite) |
| Unsatisfied | 64 | 25 |
| Moderately satisfied | 97 | 46 |
| Satisfied | 108 | 38 |

X-squared=1.359, p-value=0.5069

Table 23. No. of frequencies of different levels of job satisfaction for different types of contract.

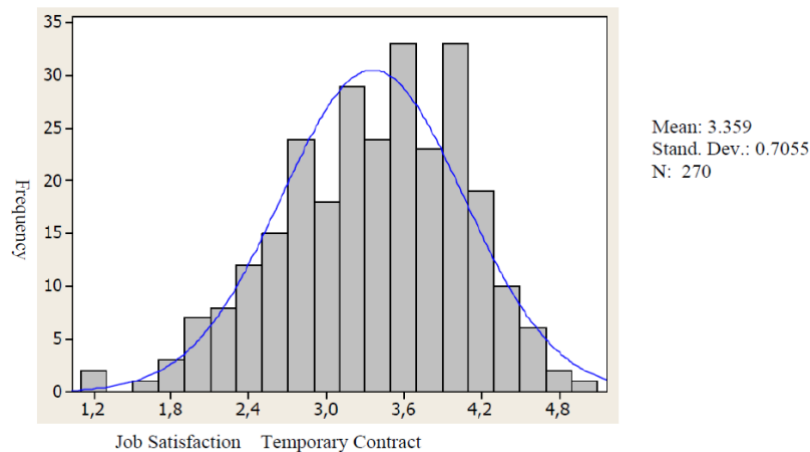


Figure 11. No. of frequencies vs. temporary contract.

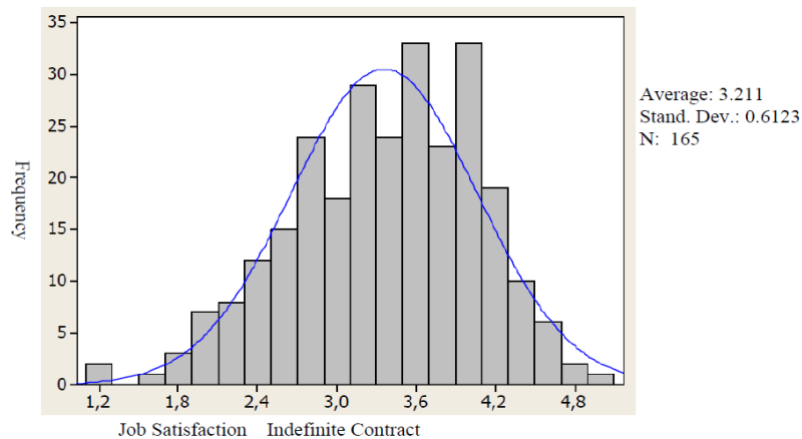


Figure 12. No. of frequencies vs. indefinite contract.

The hypothesis we have to validate are:

H0: telemarketers' job satisfaction is independent of the type of contract.

H1: there is a dependence between both variables.

The value of p is higher than 0.05. Therefore, we cannot reject H_0 : job satisfaction is independent of the type of contract. This contradicts (Gamero, 2007), who explained that employees with a permanent contract have a higher job satisfaction than the ones with temporary contracts. However, Cesário (2012) found, from a study of the Portuguese labor market, that it is the higher or lower employability what is related to the level of satisfaction, and not directly the type of contract.

7. Telemarketers with a part-time workday are more satisfied than telemarketers with a full-time workday (H_0).

The mean of telemarketers with a part-time workday is 3.39, and the one of full-time workday is 3.29 (Table XXIV, Fig. 13-14). One of the samples does not show a normal distribution and we need to use the chi-square test.

| Job satisfaction | Workday | |
|----------------------|---------|----|
| | 1 | 2 |
| Unsatisfied | 30 | 57 |
| Moderately satisfied | 47 | 93 |
| Satisfied | 54 | 85 |

X-squared=0.9305, p-value=0.628

Table 24. No. of frequencies of different levels of job satisfaction for workers with part-time and full-time workday.

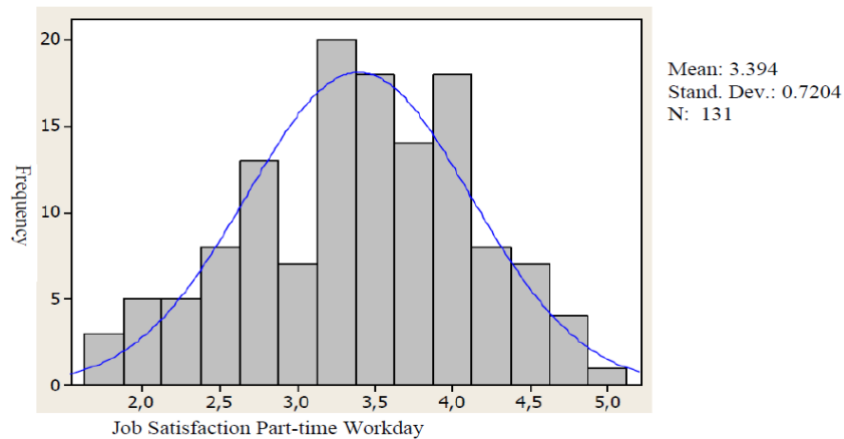


Figure 13. No. of frequencies vs. job satisfaction for part-time workday.

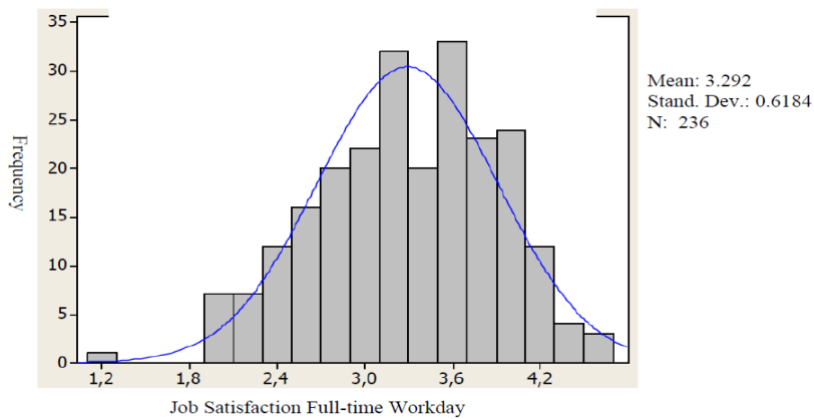


Figure. 14. No. of frequencies vs. job satisfaction for full-time workday.

According to the results obtained, $p=0.628$ and therefore is higher than 0.05. Therefore we cannot reject H_0 , saying that the job satisfaction is independent of the workday.

However, (Muñoz, 2006) said that in most European Union countries an important percentage of part-time employees are not satisfied with their workday, and they would prefer to have a full-time workday, but in countries where there are a lot of part-time jobs, workers are more satisfied.

We can say that the higher or lower job satisfaction may depend on the amount of jobs in the labor market, and this is what determines if the job is part-time or full-time.

8.The salaries of telemarketers with university degree are higher than the salaries of those without university degree.

We observe that the mean of the salaries with university degree is 2.04, and the salaries of employees without university degree is 2.02 (Table XXV, Fig. 15-16)..

| Educational level | Salary | |
|----------------------|--------|----|
| | 1 | 2 |
| No university degree | 224 | 20 |
| University degree | 98 | 8 |

X-square=0, p-value=1

Table 25. No. of frequencies of different levels of job satisfaction for telemarketers with and without university degree.

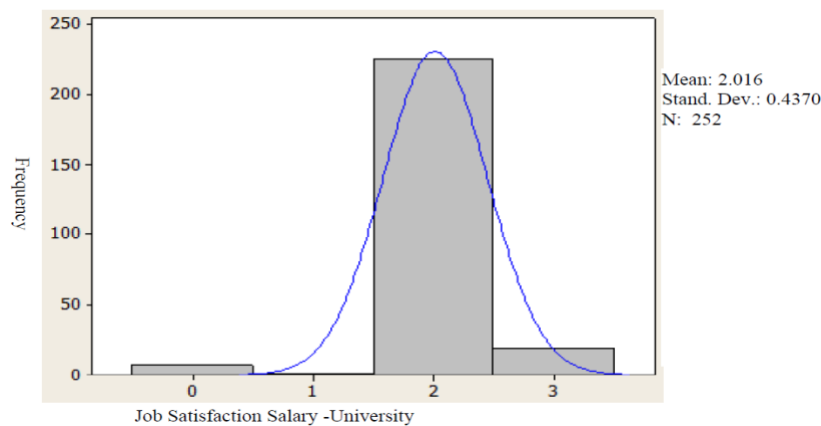


Figure 15. No. of frequencies vs. job satisfaction for salaries of those without university degree.

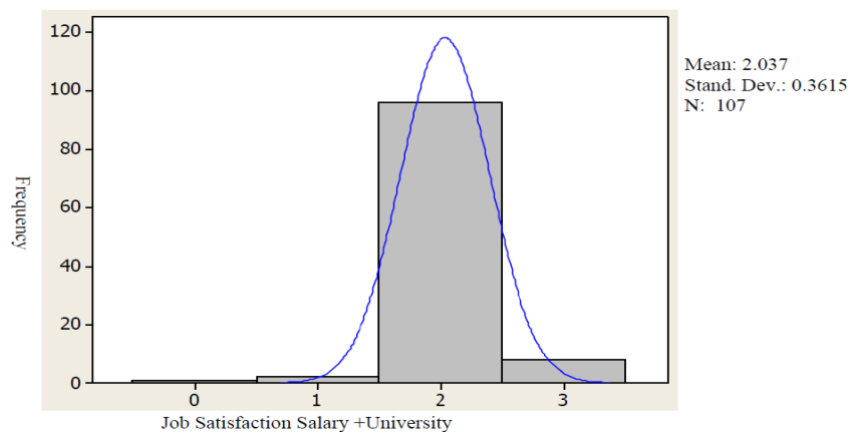


Figure 16. No. of frequencies vs. job satisfaction for salaries of those with university degree.

Since samples do not show a normal distribution, we apply chi-square test.

The hypothesis we have to validate are:

H0. The salaries (1: less than 1000 Euro/month, 2: more than 1000 Euro/month) do not depend on the educational level.

H1: There is a dependence between the salary and the educational level.

Since the value of p is higher than 0.05, we cannot reject hypothesis H_0 , that the salaries do not depend on the educational level.

According to the V Collective Convention of Contact Centers (Article 39) the salary does not depend on whether the employee has or does not have a university degree.

5. Conclusions

In our study, applied to telemarketers in Spain, we have found that job satisfaction in Call Center companies, is a relevant factor that influences the service they provide to users. It has been shown that having people motivated and satisfied with their work and with the organization increases the performance and the quality of the service.

We found that 51% of the surveyed telemarketers are Moderately Satisfied. Among the items which have a positive influence we detected: The relations between employees and their superiors, the work they perform entails little danger, the facilities they have to travel to the workplace, the physical location in which the work center is located, the possibility that they can reconcile work and family life, especially the female group that can work part-time and attend to his family, or young people who can combine work with study.

On the other hand, in a generalized way, the telemarketers said they are quite unsatisfied with the social benefits they receive apart from salary. We highlight that for the type of work they do, they manifest a low assessment of the few possibilities of creativity they have when doing their work, and finally the dissatisfaction with their salary they receive compared to previous years.

According to our results, the Job Satisfaction of telemarketers in this sector depends on the marital status and educational level. A single person with a non-university educational level will be more satisfied than a single person with university studies. The variables Gender, Seniority, Type of Contract and Working Days do not influence the behavior of the Job Satisfaction of telemarketers in the Call Centers of Spain.

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