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Work design, anxiety and depression: A call centre case study

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2008-05-23T08:40:26Z
http://hdl.handle.net/10539/4869

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APPENDICES

APPENDIX A

Consent Letter

UNIVERSITY OF WITWATERSRAND

Dear Sir/Madam

Participation in Research Study

I am currently completing my Master of Arts (MA) degree in Industrial Psychology at Wits University, Johannesburg. As part of my assessment, I am required to conduct a research study and thus produce a thesis at the end of my academic year.

The research will require you to fill out the attached questionnaire that pertains to various aspects of your work in general, as well as your work with call handling and with customers. To ensure anonymity, you are requested not to write your name anywhere on the questionnaire. Please note that this study is purely for academic and research purposes and has not been initiated by management. Answering the question is entirely voluntary and you will not be penalized in any way should you choose not to participate.

Once you have answered all the questions please place the completed questionnaire in the blank envelope provided, seal it and then place it in the box that has been provided.

Please complete the questionnaire to the best of your ability. There is no right or wrong answers.

I thank you for your patience and for taking the time to assist me in my academic pursuits.

Thanking you in advance

Yours faithfully

Faith Mphuthi
Industrial Psychology Masters student

Letter to the Call Centre Supervisor/Team Leader/Manager

UNIVERSITY OF WITWATERSRAND

Dear Sir/ Madam

I'm Faith Mphuthi, an Industrial Psychology Masters student at University of Witwatersrand. I would like to conduct a research with your call centre department that will form part of my dissertation for the above-mentioned degree.

The study is designed to examine the call centre work design and its relation to the anxiety, and depression level experienced by call agents. The study requires at least 40-50 call agents working in the same organization and occupying the same position.

The research study is an independent study that will be conducted under the supervision of the Industrial Psychology Discipline of the University of the Witwatersrand. Feedback on the results of the study will be provided to the organization as soon as the data analysis has been dealt with. If you have any questions about the study, you are welcomed to contact me. My details appear below.

Your participation in the study would be greatly appreciated.

Yours sincerely
Faith Mphuthi



To whom it may concern

This is to confirm that Lerato Mphuti has been granted permission to do her Call Centre research at Johannesburg City Power Call Centre. I have read and understood the purpose of this research and I hope that it will bring out fruitful results. As the call centre acting manager we are pleased to have been invited to partake in such a research, we are hoping that we will be informative.

For further information please do not hesitate to contact me.

Regards

Mashaba Digojane (04/08/2005)

City Power Acting Call Centre Manager

Tel. 011 490 7975

Cell. 083 704 9250

Fax. 011 870 3648

"The best place to find a helping hand is at the end of your arm"

APPENDIX B

Biographical Questionnaire

Age

Under 20	**20-29**	**30-39**	**40-49**	**50-59**	**Over 60**

Gender

Male	Female

Nature of calls handled

Inbound	Outbound	Both

Length of time in the call centre industry

< 3months	3-6 months	7 months to 1 year	1-2 years
3-5 years	6-10 years	11-15 years	15+ years

Length of time in this call centre

< 3months	3-6 months	7 months to 1 year	1-2 years
3-5 years	6-10 years	11-15 years	15+ years

Length of time in the current role

< 3months	3-6 months	7 months to 1 year	1-2 years
3-5 years	6-10 years	11-15 years	15+ years

Hours of work per week

30-40 hours	41-50 hours	51-60 hours	60 and above

Work Patterns

Rotating shifts	Weekends and weekdays	Standard hours 9-5 equivalent	Fixed shift
Weekdays only	Other non- standard hours	Evenings only	Weekends only

Nature of employment contract

Permanent	Full time	Part time less than 30 hours a week	Through an agency
Temporary	Fixed term	Relief get called when busy	Other

Ethnic origin

White	Asian	Black	Colored	Other

Educational and vocational qualifications

Matric	Diploma	Certificate	Degree
Postgraduate	PhD	No matric	Other

Interest in staying in the call centre

Less than one year	More than one year	Two to four years	More than five years

APPENDIX C

Job Characteristics Inventory

1. Very little 2.little 3.moderate amount 4.great 5.very great

How much variety is there in your job?

1 2 3 4 5

How much are you left on your own to do your own work?

1 2 3 4 5

To what extend do you find out how well you are doing on the job as you are working?

1 2 3 4 5

Do you ever decide the order which you do things (answer calls)?

1 2 3 4 5

Can you choose the methods you use in carrying out your work?

1 2 3 4 5

Do you have to do things that are against your better judgments?

1 2 3 4 5

How much opportunity is there to meet people whom you would like to develop friendship with?

1 2 3 4 5

Do you find yourself working faster than you would like in order to complete your work?

1 2 3 4 5

How much of your job depends upon your ability to work with others?

1 2 3 4 5

How repetitious are your duties?

1 2 3 4 5

To what extent have you had sufficient training to set up your own workstation eg. Computer, telephone?

1 2 3 4 5

To what extent do you receive information from your supervisor on your job performance?

1 2 3 4 5

To what extent do you have the opportunity to talk informally to other employees while at work?

1 2 3 4 5

To what extent is dealing with other people part of your job?

1 2 3 4 5

How similar are tasks you perform in a typical workday?

1 2 3 4 5

To what extent are you able to do your job independent of others?

1 2 3 4 5

To what extent are the results of your work clearly evident?

1 2 3 4 5

<u>For the following questions, the following rating will apply</u>:
1.Minimum amount 2.more than minimum 3.moderate amount 4.more than moderate 5.maximum amount

The feedback from my supervisor on how well I'm doing.
1 2 3 4 5

Friendship from my co-workers.

1 2 3 4 5

The opportunity to talk to others on my job.

1 2 3 4 5

The opportunity to do a number of different things.

1 2 3 4 5

The freedom to do pretty much what I want on my job.

1 2 3 4 5

The degree to which the work I'm involved with is handled from beginning to end by myself.

1 2 3 4 5

The opportunity to find out how well I'm doing on my job.

1 2 3 4 5

The opportunity in my job to get to know other people.

1 2 3 4 5

Working pretty much by myself.

1 2 3 4 5

Amount of variety in my job.

1 2 3 4 5

The opportunity for action.

1 2 3 4 5

The opportunity to complete work that I start.

1 2 3 4 5

The feeling that I know whether I'm performing my job well or poorly.

1 2 3 4 5

The opportunity to develop close friendships in my job.

1 2 3 4 5

Meeting with others in my work.

1 2 3 4 5

The control I have over the pace of my work.

1 2 3 4 5

The extent of feedback you receive from individuals other than your supervisor.

1 2 3 4 5

The opportunity, in my job to give help to the other employees.

1 2 3 4 5

APPENDIX D

ANXIETY AND DEPRESSION SCALE

Thinking of the past few weeks, how much of the time has your job made you feel each of the following:

Depressed

Never	Occasionally	Some of the time	Much of the time	Most of the time	All of the time

Gloomy

Never	Occasionally	Some of the time	Much of the time	Most of the time	All of the time

Miserable

Never	Occasionally	Some of the time	Much of the time	Most of the time	All of the time

Cheerful

Never	Occasionally	Some of the time	Much of the time	Most of the time	All of the time

Enthusiastic

Never	Occasionally	Some of the time	Much of the time	Most of the time	All of the time

Optimistic

Never	Occasionally	Some of the time	Much of the time	Most of the time	All of the time

Tense

Never	Occasionally	Some of the time	Much of the time	Most of the time	All of the time

Uneasy

Never	Occasionally	Some of the time	Much of the time	Most of the time	All of the time

Worried

Never	Occasionally	Some of the time	Much of the time	Most of the time	All of the time

Calm

Never	Occasionally	Some of the time	Much of the time	Most of the time	All of the time

Contented

Never	Occasionally	Some of the time	Much of the time	Most of the time	All of the time

Relaxed

Never	Occasionally	Some of the time	Much of the time	Most of the time	All of the time