

Health, Well-Being and Coping Mechanism of BPO Shift Workers: Basis of a Proposed Development Plan

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Abstract - *There are many studies with regard to problems caused by shift work, thus, shift workers are recently thinking about how to solve and implement behaviors that will reduce the problems caused by their work. The present study sought to determine the effects of shift work in a Business Process Outsourcing company in terms of shift workers health, Psychological well – being and their coping mechanisms and provide an Action Plan for training and development. A total number of 210 respondents who were administered Shift Work Index Questionnaire and were tabulated and analyzed using Factor Analysis, ANOVA and Post Hoc Analysis in Sheffe method. The overall results of the study showed that the level of coping mechanisms such as social, domestic, sleep routine and work performance suggests significant difference with the three groups of shift workers, thus, the hypothesis is rejected. However, health and well – being do not show significant difference as to the response of the three groups of shift workers, hence the hypothesis was supported. In lieu with other researches, it was determined that shift workers have their own coping strategies to deal with their problem and when it results to successful coping, it leads to restoration of physical and psychological well – being. When the coping skills are not adequate the stress may lead to negative physical and psychological well – being. The implications of Action Plan is that BPO Companies may develop and enhance trainings and development seminars and programs which involves Physical health activities, Psychological health programs and Coping Mechanism strategies to limit the problems encountered by shift workers.*

Key words: Shift work, Health and Well – being, Coping Mechanisms

I. INTRODUCTION

The start of the millennium marked the beginning of a new trend in shift work in the Philippines. Shift work is an employment practice that involves different work schedules or shifts aside from the usual standard day shift from 8 AM to 5PM. It is a mode of scheduling hours of work to ensure continuity in the service or production process. Shift work has increased with the quick rise in the past 10 years of the Business Process Outsourcing which includes the contact center or call center sector. Shift schedules are arranged to comply with the normal eight hours of work provided by law. Three types of shift schedules are defined i.e. first, second and third shift. Usually the shift time schedules are defined as follows: first shift (6AM to 2PM), second shift (2PM to 10PM) and third shift or graveyard shift (10 PM to 6 PM).

Working in BPO for general society means working in call center where jobs are to make calls to the costumers and maintaining customers database. The good economic effects of shift work are not without issues and concerns. Many aspects of shift work have

been explored in studies in the Philippines, but there is still a big gap in knowledge about HR concerns on training and development that needs to be addressed, hence this study. The high turnover rate and absenteeism in many call centers suggest that working in a call centre environment is a stressful experience (Zapf and Blau, 2003). Numerous studies have been conducted to explore the call centre environment and various factors have been identified as potential stressors.

The continuous alteration of day and evening; or day, evening, and night work, seriously diminishes or entirely precludes adjustment of bodily rhythms. Caruso (2006) stated that long work hours negatively impact workers health by increasing exposure to occupational hazards and reducing time for recovery. Shift work can adversely affect physical and mental health, and social relationships and activities (Shen et al. 2006). Therefore, establishing how to achieve optimal working conditions in order to contribute to the employee wellness is essential. Within the Medical and Specialty

centers nature of work, work hours and workload were identified as factors affecting working conditions.

The researcher chose to do the study for the reason that in doing so, it will help the shift workers know their limitations in terms of health and psychological well – being also, to enhance the employees’ attractiveness to work in BPO companies and reduce problems experienced by shift workers. This will also help the BPO Companies modernize and generate an action plan for training and development in the future use.

The researcher hopes that the general information presented in this paper would help generate ideas for researchers who want to pursue this topic.

II. OBJECTIVES OF THE STUDY

This study was conducted to measure and evaluate factors that may contribute to the development of BPO companies with rotating shift work. Specifically, this study sought to answer the following objectives: first, describe the profile of the three groups of respondents in terms of sex, marital status and general job satisfaction, second is to determine the level of health and well-being of the shift workers, third is to determine the coping mechanisms of shift workers in terms of their social life, domestic life, sleep routine and work performance, fourth is to determine the relationship of profile variables to health, well – being and coping mechanisms of shift workers, fifth is to test differences in the level of health and well being and coping mechanisms of shift workers and lastly, to prepare an action plan on Training and Development for future use in Teletelch and other BPO Companies.

III. METHOD

Descriptive in methodology, so as to identify the level and significance of health, well – being and coping mechanisms of BPO shift workers. The researchers used this kind of research design to obtain first hand data from the respondents so as to formulate rational and sound conclusions and recommendations for the study.

The participants of this research are composed of 210 shift working agents of Teletelch, a BPO company in Lipa City. Seventy participants each morning shift, day shift and night shift. The number of respondents was determined using purposive sampling.

Then instrument used in this study was adapted from Standardized Shift Work Index made by an independent research team engaged on research programs at the problems which people may experience as a result of shift working. The researcher used some parts of the instrument, mainly, Personal profile, Health

and Well – being, Social and Domestic Situations and Coping Mechanisms on social life, domestic life, sleep routine and work performance. The measures chosen fall broadly into two categories; variables which are thought to modify an individual's response to shift work, such as coping strategies; and personal outcomes for the individual including, physical and psychological health, sleep disturbances and social and domestic disruption. The researcher do not use the scoring manual for shift work index, relatively, she used some statistical tools to measure the level and significance of the variables that is needed to measure.

The information gathered, this information was analyzed in the way that the objectives of the study were answered.

The data was tabulated and coded for analysis. The following statistical tools were employed in interpreting the data: Analysis of Variance in order to show the significant values between the level of health and well being of the employees and their coping mechanisms to shift working and Post Hoc analysis, Sheffe method to determine which among the three groups of respondents have significant differences.

The strategy followed in the present study was to look for generalized patterns of health, well – being and coping mechanisms, by examining the differences between shift workers. Analysis was based on the answers given by shift workers to survey questions.

IV. RESULTS AND DISCUSSION

Respondents’ Profile

It was revealed that more females (51.4%) work on morning shift and more males work on afternoon (57.1%) and night (62.9%) shifts. In terms of Marital Status 50% of the respondents are single, 44% were married and living with a partner and 6% were separated.

Large population of females work on morning shift because they have more priorities than men during afternoon and night time; most of them are married and have responsibilities with their family. However, there are more males on the night shift because they have fewer priorities than female has.

General Job Satisfaction of the Respondents

The responses of the three groups of respondents in morning, afternoon and night shifts with composite means of 4.45, 4.37 and 4.34 respectively show the evidence that people working on this company derive a sense of job satisfaction from it. Job satisfaction was measured with five items namely, “Generally, speaking,

I am very satisfied with this job”, “I frequently think of quitting this job”, “I am generally satisfied with the kind of work I do in this job”, “Most people on this job are very satisfied with the job”, and “People on this job often think of quitting”. Such rating of overall job satisfaction is an inclusive measure of general job satisfaction.

A variety of factors can influence the job satisfaction of the shifters. It may be the quality of working conditions and the job itself. However, afternoon shifters found job satisfaction because they are generally satisfied with the kind of work they do in their kind of job.

Some of the factors that increase job satisfaction to shift workers are the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, and the job itself (Holman & Fernie, 2000).

Working on an environment with different shifts always has the possibility to meet different kinds of people and experience different situations. Shifting schedule may be stressful but with the colleagues and friends that they meet in their workplace, lessen the job – related stress. A high percentage of graduates from different courses still choose to work on BPO Company because of high compensation and good benefits. Job satisfaction is not about measuring the difficulty and the pressure on the job and workplace and level of their work but also on the people and things around them.

Level of Health and Well-Being of the Shift Workers in terms of Physical Health

The instrument used categorized Physical health into two subscales: the digestive health and cardiovascular health and it made known that morning shifters suffer from stomach upsets with a mean of 3.30. Morning shifters usually drink coffee only during or before their shift in the morning and some of the shifters are not keen on eating due to heavy workloads.

However, Afternoon shifters felt chest tightness with a mean of 3.37 Every agent in a call center has a great risk of having this health problem that may lead to cardiovascular disease and this may be due to irregular exercise and first and second hand smoking.

Night shifters suffer from constipation/ diarrhea with the highest mean of 3.00 because of the effect of eating and sleeping habits of the shift workers to their circadian rhythms. A person who works at night or starts their working day before 6am is running counter to their changing rate of activity over each 24-hour

period and may put them at risk of different health problems.

Along with this are increasing work pressure, depression, long working hours, erratic timings, travel time and insufficient breaks have always been the factors causing stress amongst the BPO workers and it seems to be getting commoner, so are digestive and cardiovascular disorders.

Level of Health and Well-Being of the Shift Workers in terms of Psychological Health

It was revealed that both morning and afternoon shifters showed a “better than usual” Psychological health level with a weighted mean of 1.38 and 1.49 respectively. The main reason why shifters work for BPO is to earn money while waiting for a better job, good work environment, peer pressure, good benefits, and attractive life style.

Morning and afternoon shifts may not experience disturbed sleep which is a sign of fatigue and occupational burn out. The level of Psychological health of the night shifters is the same as their normal Psychological state before they started working on shift routines with a weighted mean of 1.67. Night shifters may be suffering from sleep disturbances and may encounter occupational burnout due to their abnormal sleep on the first quarter of employment as a shifter but researches show that shifters can adjust within two weeks.

The three groups of shift workers almost have the same level of job concentration on what they are doing when it comes to their work. Concentration plays a big role in an industry like BPO companies. Shifters must have the full understanding and concentration of the things that they will do. If the customers are not satisfied, they might end up with poor performance evaluation on their job. In this research, results showed that there were no serious psychological problems caused by rotating shift in BPO companies. However, in some researches, it was found out that emotional exhaustion caused by work overload and work pressures mainly lead to Psychological problems. Effects on mental health from shift work and long working hours may also cause psychological/ mental health problems. Nevertheless it must be remembered that, by and large, shift workers are a self selected population. Such psychological problems often create tremendous stress for shifters or agents who are not always equipped with the best mechanisms to cope.

Coping Mechanisms of Shift Workers in Terms of Social Life

Among the group of shifts workers, morning shift got a composite mean of 3.26 and afternoon shift a composite mean of 3.43, which indicates that morning and afternoon shifters can cope fairly and reasonably well with their social life. This may be due to the minimal changes in their lifestyle. They can still find enough time to mingle with people and be socially active. Morning and afternoon shifters can manage their time well than night shifters because their circadian rhythm is not affected when it comes to their daily life routines.

With night shifters, having a composite mean of 3.77 shows that they can cope with the effects of shift work on their social life, but it is not as easy and reasonable as the coping mechanism of morning shift in terms of Social life. Workers who engage in shift work or who work long hours can experience considerable disruption of family and social activities as many of these rhythms of the general population are oriented around the day. Shift work can thus lead to social marginalization. Family and marital responsibilities can be severely disrupted by shift work or long hours. Childcare, housework, shopping, and leaving a partner alone at night can all lead to marital strain and family dysfunction.

Coping Mechanisms of Shift Workers in terms of Domestic Life

The composite means of the three groups of respondents, 3.25, 3.05 and 3.39 for morning, afternoon and night shifts mean that shift workers were somewhat used and can cope easily on the effects of shift work on their domestic life. Long term shift work makes greater demands on families and has a profound effect on the temporal, social and emotional patterns of family life.

Shifters gave divergent accounts of the problems created by their work reflecting their differing responsibilities within the family and illustrating the varied adjustments made by the family members. Family relatives paid high price for their relative who works in shift, after sacrificing their own career in order to take primary responsibility for organizing family life around the shift work schedule.

Most shift workers see themselves as being in a well compensated work or job. However, respondents show additional efforts necessary to maintain good family relationships under shift work conditions. Shift workers described their job as a “lifestyle” rather than a job and drew attention to the adaptations/ coping the

entire family needed to make themselves succeed in their jobs.

Coping Mechanisms of Shift Workers in terms of Sleep Routine

With a composite mean of morning shift with 3.19 and afternoon shift with 3.30 means that both morning and afternoon shifts can easily cope on their sleep routine with the effects of shift work. While night shifters with a composite mean of 3.50 can cope with their sleep routine with the effects of shift work, but they still undergo different processes unlike morning and afternoon shifters.

There is general agreement in publications that the effect of long hours of shift work has a deleterious effect on sleep. Shift workers/agents in Teletech shows that they do not suffer much on sleep because of the strategic coping they had through the advices of their colleagues.

Still, the most authoritative review concludes that despite considerable variation between people, sleep loss is a major effect of shift work. The shortening of the sleep period caused by an early start at work has also been shown to be associated with an increase in errors and accidents in their workplace. It really depends on the shift worker on how they will adapt and cope with their sleeping habits. On the other side, Individuals with shift work sleep disorder are at risk for significant behavioral and health related morbidity.

Coping Mechanism of Shift Workers in Terms of Work Performance

With a composite mean of 3.29 for morning shift, 3.31 for afternoon shift and 3.46 for night shift showed that the three group of respondents can cope easily with their work performance in the effects of shift work.

Human error is often cited as an important factor in work and this may depend to some extent on circadian rhythm. In general, the disruption of circadian rhythm, combined with sleep deficit and fatigue, can lead to workplace inefficiency, this may happen on any shift in a BPO Company. This pattern of cause and effect has been reported for many groups of shift workers. A dip after lunch has also been described for lowered efficiency of performance and this is only partially dependent on the meal itself.

There are many factors that can affect shift worker’s work performance. Because of the same routine every shift which is answering call and talking to different kinds of customer, they often feel bored and threatened in different ways. They always find other task for them to be challenged and stay up on working with BPO Companies. Recognition often affects their

work performance because of this, shift workers put effort on their job to gain recognition from their superior or from the company.

Table 1. Summary of Coping Mechanisms of Shift Workers

Items	Morning		Afternoon		Night	
	Composite Mean	VI	Composite Mean	VI	Composite Mean	VI
1. Social life	3.26	US	3.43	US	3.77	UQ
2. Domestic life	3.25	US	3.05	US	3.39	US
3. Sleep routine	3.19	US	3.30	US	3.50	UQ
4. Work performance	3.19	US	3.31	US	3.46	US

Legend: 1.00 – 1.49 Not used; 1.50 – 2.49 Used a little; 2.50 – 3.49 Used somewhat; 3.50 – 4.49 Used quite a bit; 4.50 – 5.00 Used s great deal

As indicated in Table 1, it shows how shift workers cope with their social life, domestic life, Sleep routine and work performance in effects of shift work. Among the group of shifts used, it was stated that morning shift having a composite mean of 3.26 and afternoon shift with a composite mean of 3.43, thus, it was interpreted that morning and afternoon shifters are somewhat used on coping with their social life in the effects of shift work, while night shift having a composite mean of 3.77 was interpreted that night shifters are used quite a bit on the effects of shift work in their social life.

Shift workers always tend to find other shift workers / colleagues online and keep in touch virtually with them as in real life (McCarten, 2011). Shift workers don't neglect the people and connections that are important to them especially in their mental and emotional health. Night shifters were used on how they balance their social connections with their friends because they are aware that thing may be complicated and it requires a bit more planning. Adjustments are always present to night shifters, thus, these kinds of relationships help them to do their job well and enjoy their life working in rotating shift industry.

In terms of the shifters coping on domestic life with the effect of shift work, it shows the composite mean of the three groups of respondents, 3.25 for morning, 3.05 for afternoon and 3.39 for night means that shift workers are somehow used on the effects of shift work on their domestic life.

Perhaps the most important factor regarding coping effectively with shift work is the support of the partner and family. According to Knowles (2008) shift workers resolve any relationship/domestic conflicts through communication to solve any problems caused by the impact of shift work. Shift workers in call center industries are somehow used on the effects of shift work

in their domestic life because they have a strong social/family support network.

Respondents coping with the effects of shift work on their sleep routine show the composite mean of morning shift with 3.19 and afternoon shift with 3.30 means that both morning and afternoon shifts are somewhat used on their sleep routine with the effects of shift work. While night shift with a composite mean of 3.50 which was interpreted that night shifters were used quite a bit on coping with their sleep routine with the effects of shift work.

Findings of the study by Science Daily was complete work performance adaptation to a rotating shift work schedule does appear necessary in order to improve work performance said Smith (2008). Despite the shift workers easily adjust on the effectiveness of complete adjustment to a shift schedule for improving work performance and alertness.

Only status and general satisfaction shows significant relationship when correlated to coping mechanisms in terms of social life, domestic life and work performance since the obtained p-values were all less than 0,05 level of significance and thus the null hypothesis is rejected on the said variables. This shows that social and domestic life of the workers was affected by their marital status. However, in terms of work performance, it shows that the less they are satisfied, the better their work performance.

Relationship Between Profile Variables and Level of Health, Well-Being and Coping Mechanisms with the Effects of the Shift Workers (Morning)

Almost half of the shift workers are married and living with a partner and the other half is single. Shift workers' social and domestic life was affected by their marital status. This is for the reason that marriage and having a partner is a big responsibility. Single person

can socialize more than married ones because they don't have much responsibilities to take care of at home. While after working, married or living with a partner would choose to go home directly rather than go out with friends and socialize with new people. They would like to spend their spare time at home and bond with their partner or family unlike single shifters.

In terms of their work performance it shows that the less they are satisfied the better their work performance. Every worker would be self-motivated and eager to be highly productive and dedicated to the mission of the company but in reality, that just is not always the case. Depending on the work force, department or team of workers they have working with. It is important to realize that each worker has different capacity for motivation. Some are motivated by internal drives and resources, while others need external stimuli to get them going on the job. There are many theories about what motivates people. In actuality, you are motivated by both internal and external factors, as there are always mixtures of reasons why you do, achieve, behave, learn and react.

Morning shifters have no external motivation rather than internal motivation. Personality and self-concept often determine whether or not you will be intrinsically or extrinsically motivated. Intrinsically motivated in a way which they enjoy an activity, course or skill development solely for the satisfaction of learning and having fun, and you are determined to strive inwardly in order to be competent. Shift workers are more extrinsically motivated where this type of motivation is everywhere and frequently used within society throughout the lifetime. This is when they are motivated to behave, achieve, learn or do based on a highly regarded outcome, rather than for the fun, development or learning provided within an experience, they are being extrinsically motivated. The differences between intrinsic and extrinsic motivators primarily lie within the reason for doing something. Every behavior has underlying cause, and understanding the cause of behavior and key motivating factors is to changing or improving outcomes.

Relationship Between Profile Variables and Level of Health, Well-Being and Coping Mechanism with the Effects of the Shift Workers (Afternoon)

Only marital status shows significant relationship when correlated to sleep routine because of the obtained p-value of 0.003 is less than 0.05 level of significance, thus the hypothesis is rejected. This indicates that coping with the effects of sleep routine is affected by their current marital status.

Sleep is symbolic on every status of a person. Sleep routine have factors which people need adjustments such as their age, marital status and employment status. In a study, it was reported significantly that there are more sleep problems with divorced and widowed workers compared with married employees. Marital status differences in sleep are greater among men than women, with previously partnered men reporting particularly poor quality sleep. However, this is largely explained by the more disadvantaged socio-economic circumstances of the previously partnered, especially for men (Arber, 2012). Thus, it is concluded and marital status differences are partly due to the lower socio-economic status of women and of the previously partnered.

Relationship Between Profile Variables and Level of Health, and Well-Being and Coping Mechanism with the Effects of the Shift Workers (Evening)

Relationship between profile variable and level of health and well – being and coping with the effects of shift workers in the evening shift is not significant.

Profile variable do not show relationship with health and well being because working in the field of Business Process Outsourcing, health and well being is really not to be questioned since they are getting health benefits more of what to be expected; annual check-up, health insurance and reimbursement of medical bills are examples of their health benefits. Night shifters focus too much on the benefits and their differential pay and compensations rather than their health.

In terms of social life, there is no difference working at night and working in the morning when it comes to people's social life since they can have fun with co-workers at the same time they wanted and needed it because they are working with same hours and same time of the day. They also have day off in a week where they can find themselves enjoying what morning workers could enjoy. Evening workers find graveyard shift more comfortable since they are getting higher pay than morning workers, this is because of the night differential and because of that, they could save more and spend less for socialization.

With the shifters domestic life, family is considered to be a person's wealth. The reason why people are working no matter what time of the day is their family. Dedication and determination could be the person's cup of tea for the family. Working at night while the family is at home resting is no difference with working at night while the family is busy in their lives like working as well or schooling. A person could still serve their

family after their work; either a night shifter or a day worker.

As they say, sleep in the morning could never be like the sleep in the evening. But this not as applicable as they say for night workers since they can adjust to their new sleep routine; two weeks is the maximum

time for sleep routine adjustment. Once a person is adjusted, it will never be a trouble coping with the new routine. Being paid working in the morning is just the same working in the evening; both can rest after working hours.

Table 2. Difference of Responses on the Level of Health, Well Being and Coping Mechanism of the Shift Workers

		Sum of Squares	df	Mean Square	F	Sig.
health	Between Groups	.005	2	.002	.021	.980
	Within Groups	23.286	207	.112		
	Interpretation					NS
social	Between Groups	12.065	2	6.032	9.820	.000
	Within Groups	127.161	207	.614		
	Interpretation					*HS
domestic	Between Groups	30.779	2	15.389	29.648	.000
	Within Groups	107.446	207	.519		
	Interpretation					*HS
sleep	Between Groups	6.169	2	3.085	8.080	.000
	Within Groups	79.025	207	.382		
	Interpretation					*HS
work	Between Groups	3.126	2	1.563	3.358	.037
	Within Groups	96.356	207	.465		
	Interpretation					*S

Legend: Significant at p-value less than 0.05

Based on the table 2, it was found out that there is a significant difference on the coping mechanism such as social (F= 9.820, p-value=.000), domestic (F= 29.648, p-value=.000), sleep routine (F= 8.080, p-value=.000) and work performance (F= 3.358, p-value=.037) as perceived by the three groups of respondents. This was supported by the obtained sig. value of less than 0.05 and thus the hypothesis is rejected. The result was also supported using Post Hoc analysis, Scheffe method to determine which among the three groups of respondents have significant difference (see appendix). On the other hand, health and well-being (F= .021, p-value=.980) of the three groups of respondents do not show significant difference as to the response of the respondents'.

There are many studies with regard to problems caused by shift work, thus, shift workers are recently

thinking about how to solve and implement behaviors that will reduce the problems caused by their work. The findings are in lined with the study of Asuzu (2009) in their topic Shift Duty and Coping Strategies. When shift workers have enough coping strategies to deal with the problem, it results to successful coping and as such, leads to restoration of psychological wellbeing. When the coping skills are not adequate the stress may lead to illness and eventually death. Coping refers to behavior that protects people from being psychologically harmed by problematic social experience. Some coping responses of the shift workers in terms of domestic life such as household preparations which include planning the house hold duties before starting on any shift. It also includes buying all the household needs before starting on any shift. They sleep and rest adequately during the

night averagely about six hours. This helped them to cope and maintain equilibrium. Shift workers use external help arrangement to cope during the shift. This they did by getting help from outside the home to look after their families during the time they were at work. Some of the shift workers took their children to the homes of their relations, in order to cope well during the period of night shift especially.

Shift work is not only psychologically demanding, but also physically. Shift workers who best adapt to shift work tend to be physically fit and are conscious about maintaining a healthy balanced diet. A key to being able to cope with shift work is reducing psychological stress.

Action Plan for the Development of BPO Shift Workers

Employee training is a major responsibility for BPO's HR department. These programs will provide shift workers with the tools they need to accomplish their job duties successfully. Developing a good plan begins with clearly identifying what needs to be achieved and then determining which kind of training is most appropriate.

Table 6 shows the Action plan for training and development of the shift workers in BPO Companies, thus, this Action plan aims to develop the key results area of the shift workers such as their health and well – being, coping mechanisms and their job satisfaction. Focusing on such factors are a in need of BPO Companies to sustain their growing business. Business Process Outsourcing is growing so fast across every country thus a sustainable training for employees are needed.

CONCLUSIONS

Shift workers of BPO Company in Lipa City are mostly males and single who derive a sense of satisfaction from their chosen job in terms of the quality of their work. Shift workers experience some serious physical health conditions such as cardiovascular and digestive disorders; on the other hand, shift work does not cause Psychological problems. Shift workers can cope reasonably with their social life, domestic life, sleep routine and work performance; however, night shifters are able to cope with their social life. Morning shifter's marital status was affected by their social and domestic life and the more they are satisfied, the better their work performance; on the other hand, afternoon shifter's sleep routine was affected by their current marital status, however the profile variables of the night

shifters do not affect their health, well – being and coping mechanisms. Shift workers differ significantly in their manner of coping with their social life, domestic life, sleep routine and work performance. However, responses show no significant difference in terms of health and well being of the shift workers. An action plan for training and development of shift workers has been proposed to alleviate.

RECOMMENDATIONS

BPO companies must provide continuous learning, mentoring, coaching and counseling opportunities for self – development and time management training to handle call center workers' responsibilities at home to enable them to address issues on health. well – being and coping skills. BPO companies should also implement management development programs to help shift workers improve their skills and advance their careers once they have adapted to the structured environment. For future researches, enhancement on the results of this study as well as modification on the training programs of the shift workers in BPO companies that involves physical health, psychological health and coping mechanisms maybe conducted.

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