

# **The Associated Effects of Shifts Work on Absenteeism and Productivity among Inbound Customer Service Representatives**

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## **Abstract**

The study involved the associated effects of individual attributes and shift work characteristics in the absenteeism and productivity of a sample size of inbound customer service representatives in one of the biggest call centers in the Philippines. The individual attributes and shift work characteristics were tested alongside one another in the prediction of the outcome measures absenteeism (probability that an agent will have four or more absences) and (probability that an agent will have a 90% or higher phone time to working hours ratio) Productivity reports and number of absences were extracted from the call center company's database and formed the backbone of statistical analysis. The frequency and severity of pre-identified health risk factors as well as sleeping habits of each agent were inquired from the abbreviated Standard Shiftwork Index Questionnaire which was administered. Stepwise Logistic Regression was used in predicting the absenteeism and productivity outcome. In the prediction of the probability that an agent will be productive, the final regression model indicated that age and shift type were useful predictors. The above findings support the hypotheses that individual attributes, shift work and health risk factors affect the absenteeism and productivity of inbound call center agents. Recommendations were presented in order to minimize the unfavorable effects of shift work and its associated health risk factors. The integration of adequate workshop hours on shift work into the orientation program could improve the capability of call center agents to handle shift work - related issues.