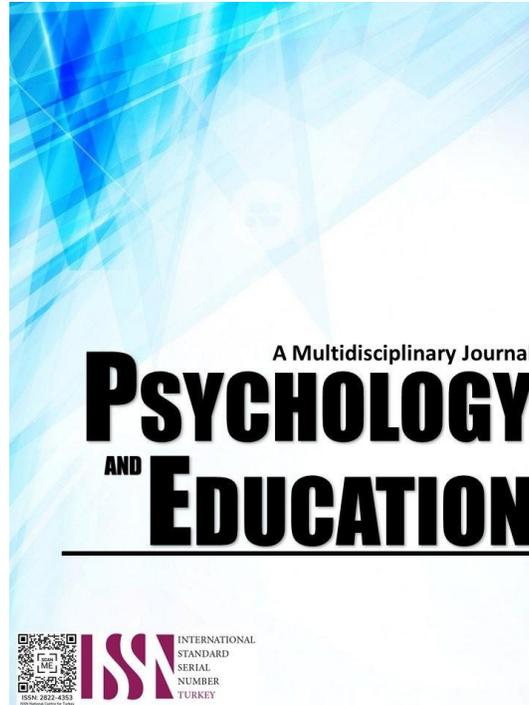


TENURESHIP, LIFESTYLE AND GROWTH MINDSET OF CALL CENTER AGENTS IN DAVAO CITY



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Tenureship, Lifestyle and Growth Mindset of Call Center Agents in Davao City

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Abstract

This study examined the moderating effect of tenureship on the relationship between lifestyle and growth mindset among call center agents in Davao City. A quantitative, non-experimental research design with moderation analysis was employed to investigate how lifestyle factors—including physical activity, nutrition, sleep quality, stress management, social connections, emotional well-being, and substance use—related to growth mindset indicators, such as embracing challenges, persistence, effort, learning from feedback, and belief in personal growth. A survey was administered to 307 call center agents across multiple BPO companies in Davao City. Descriptive statistics and inferential analyses were conducted, including mean and standard deviation for each variable and sub-variable. The results revealed a significant positive correlation between lifestyle and growth mindset ($r = 0.685$, $p < 0.05$), indicating that employees who maintained healthier lifestyle habits demonstrated stronger growth-oriented attitudes, greater resilience, and more adaptive workplace behaviors. Contrary to expectations, tenureship, measured by length of service and employment status, did not significantly moderate this relationship ($p > 0.05$), suggesting that lifestyle impacts growth mindset independently of tenure. The study highlighted the importance of promoting workplace wellness programs and encouraging healthy lifestyle practices to support the personal and professional development of call center employees. These findings provide practical guidance for human resource managers and organizational leaders seeking to enhance employee well-being, reduce burnout, and foster a culture of continuous learning and development. Overall, the research contributes to understanding the dynamic interplay among lifestyle, growth mindset, and organizational factors, offering actionable recommendations to improve performance, engagement, and holistic well-being in high-demand BPO work environments.

Keywords: *lifestyle, growth mindset, tenureship, call center agents, moderation analysis*

Introduction

The business process outsourcing (BPO) industry has become one of the fastest-growing sectors in the Philippine economy, contributing significantly to employment and local development. Davao City, in particular, has emerged as a key hub for BPO operations due to its strategic location, skilled labor availability, and supportive local policies. Call center agents, as frontline employees, often face demanding schedules, including night shifts, high call volumes, and strict performance targets, which can affect both their physical and psychological well-being. Long working hours, irregular sleep, poor diet, and high stress levels may compromise overall health and influence employees' ability to cope with challenges. Understanding these lifestyle factors is therefore critical for enhancing employee resilience, performance, and personal development in high-demand work environments.

A growth mindset, defined as the belief that intelligence and abilities can develop through effort and learning, has been identified as a key factor in employee adaptability and resilience (Dweck, 2006; Schroder, 2020). Lifestyle behaviors—including physical activity, nutrition, sleep quality, stress management, social connections, and emotional well-being—have been shown to influence cognitive and emotional outcomes, supporting the development of a growth-oriented mindset (Zhao et al., 2021; Yogesh, 2023). However, limited studies have examined how these variables interact specifically among call center agents, and the role of organizational tenure in moderating these relationships remains unclear, highlighting a research gap that this study addresses.

Call center agents' demanding work conditions and variable lifestyle behaviors raise critical questions about their personal and professional development. Specifically, it is unclear whether tenure affects the extent to which lifestyle influences growth mindset. Addressing this gap is important for organizations seeking to improve employee well-being, reduce burnout, and foster resilience, adaptability, and engagement in high-pressure environments.

This study contributes to theory and practice by integrating lifestyle, growth mindset, and tenure research within the BPO industry context in Davao City. Findings provide actionable insights for human resource managers and organizational leaders to design wellness programs, support employee development, and cultivate a culture of resilience and continuous learning. The study also enhances understanding of how tenure and lifestyle factors influence cognitive and behavioral outcomes, offering evidence-based recommendations for improving engagement, performance, and holistic well-being among call center employees.

Research Questions

The study addressed the following research questions:

1. What is the lifestyle level of call center agents?
2. What is the growth mindset level of call center agents?
3. Is there a significant relationship between lifestyle and growth mindset?

4. Does tenureship moderate the relationship between lifestyle and growth mindset?

Methodology

This study employed a quantitative, non-experimental, descriptive-correlational design with moderation analysis to examine the relationships among lifestyle, growth mindset, and tenure among call center agents in Davao City. This design was appropriate because it allows measurement of relationships among variables without manipulation, providing a snapshot of current patterns while assessing whether tenureship moderates the effect of lifestyle on growth mindset (Creswell & Creswell, 2018; McBurney & White, 2023). A correlational design was chosen to determine whether significant associations exist among tenure, lifestyle behaviors, and mindset, providing empirical evidence on how work experience influences the development of a growth-oriented mindset in high-pressure environments (Paul et al., 2022; Flom, 2011).

The study involved 307 call center agents, aged 18–55 years, employed across multiple BPO companies in Davao City. Participants were required to be regular employees with at least one year of experience. Employees on probation, on temporary contracts, or with insufficient English or Filipino proficiency were excluded. A simple random sampling method was employed to ensure that each eligible participant had an equal chance of selection, producing a representative sample. Demographic data were collected, including age, gender, and employment status. The participants consisted of 51.8% males, 42.7% females, and 5.5% who preferred not to disclose gender. Most were aged 21–30 years (56.7%), followed by 31–40 years (39.1%), with smaller percentages in older or younger age groups.

Data were collected using a structured, adapted questionnaire divided into three sections: lifestyle, growth mindset, and tenureship. The lifestyle section had seven indicators (physical activity, nutrition, sleep quality, stress management, social connections, emotional well-being, and substance use) with 21 items adapted from the Loma Linda University Lifestyle Assessment (2019), achieving a Cronbach's alpha of 0.90. The growth mindset section contained five indicators (embracing challenges, persistence and effort, learning from feedback, belief in personal growth, and growth mindset application) with a total of 15 items, adapted from Carol Dweck's Growth Mindset scale and contextualized for BPO employees (Dweck, 2008). Reliability was deemed acceptable with Cronbach's alpha exceeding 0.80. Tenureship was assessed using demographic data, including length of service and employment status.

Approval was obtained from the HR departments of participating companies, and the survey was administered online via Google Forms and face-to-face to accommodate participants' schedules. Participants were informed about voluntary participation, confidentiality, and the instructions for completing the survey. Each survey took approximately 15–20 minutes to complete.

Descriptive statistics, including mean and standard deviation, were calculated for all variables. Pearson correlation was used to examine the relationships between lifestyle, growth mindset, and tenureship. Moderated regression analysis was conducted to determine whether tenureship influenced the relationship between lifestyle and growth mindset, with significance set at $p < 0.05$. All analyses were performed using IBM SPSS Statistics.

Ethical approval was obtained from the University of Mindanao Research Ethics Committee (UMERC-2025-138). Participants provided informed consent, and confidentiality and anonymity were strictly maintained. Data were securely stored and used solely for academic purposes. The study ensured that no harm, deception, or disadvantage occurred, and all authors confirmed that there were no conflicts of interest. Contributions of the adviser and research assistants were acknowledged.

Results and Discussion

This section presents and interprets the study's findings on the lifestyle, growth mindset, and tenureship of call center agents in Davao City. The results are organized according to the key variables of the study, beginning with the demographic profile of the participants, followed by the levels of lifestyle and growth mindset, the relationship between these variables, and the moderating effect of tenureship. The discussion integrates these findings with relevant literature, highlighting consistencies and discrepancies with previous studies, and providing insights into the implications of lifestyle and growth mindset for employee performance, well-being, and organizational outcomes in the BPO sector.

Lifestyle of Call Center Agents

Table 1 presents the level of lifestyle among call center agents in Davao City, assessed across various indicators. Overall, the agents exhibited a high level of lifestyle, with an overall mean score of 3.96 (SD = 0.55). This reflects a generally healthy lifestyle, indicating that most agents maintained good physical health, proper nutrition, and sufficient sleep, while also managing stress effectively, fostering positive social connections, and maintaining a hostile stance toward smoking and substance use.

The respondents exhibited very high levels of positive attitudes and awareness across the indicators measured, reflecting consistent patterns in their responses. Among the eight indicators, the highest mean score was observed for Attitude Towards Substance (M = 4.64, SD = 0.55), followed closely by Attitude Towards Smoking (M = 4.48, SD = 0.77), both of which were described as very high. This indicates that respondents generally demonstrate proactive and responsible attitudes, with strong awareness of the harmful effects of substance use and smoking. These findings suggest that BPO wellness programs, regional cultural norms, and family-oriented values may reinforce healthy lifestyle behaviors in the call center workforce.



Table 1. *Level of Lifestyle of Call Center Agents*

Indicator	Mean	SD	Descriptive level
Physical	3.55	1.07	High
Nutrition	3.81	0.81	High
Sleep	3.60	0.95	High
Stress Management	3.86	0.73	High
Social Connection	4.02	0.66	High
Emotional Well Being	3.74	0.87	High
Attitude Towards Smoking	4.48	0.77	Very High
Attitude Towards Substance	4.64	0.55	Very High
Overall	3.96	0.55	High

Legend: 4.20–5.00 = Very High; 3.40–4.19 = High; 2.60–3.39 = Moderate; 1.80–2.59 = Low; 1.00–1.79 = Very Low

Although physical activity received the lowest mean among all components, it still falls within the high range. This aligns with previous studies indicating that Filipino call center employees, particularly in provincial BPO centers, struggle to integrate regular exercise into their routines due to night shifts, long work hours, and fatigue (Candelario et al., 2024; Hagger et al., 2022). High scores in Social Connection and Stress Management indicate that agents can maintain supportive interpersonal relationships and effectively cope with work-related stress, consistent with Resilience Theory, which emphasizes the role of social and emotional support in managing occupational demands (Richardson, 2002).

Growth Mindset of Call Center Agents

Table 2 illustrates the level of growth mindset among call center agents in Davao City based on five core indicators. The respondents' growth mindset level was high, with a mean score of 4.11 (SD = 0.60). This indicates that the agents generally exhibit a well-developed growth mindset, demonstrating resilience, sustained effort, openness to learning from feedback, and belief in personal and professional development.

Table 2. *Growth Mindset Level of Call Center Agents in Davao City*

Growth Mindset Level	Mean	SD	Descriptive level
Embracing Challenges	4.16	0.68	High
Persistence and Effort	4.22	0.60	Very High
Learning and Feedback	3.86	1.01	High
Belief in Personal Growth	4.28	0.58	Very High
Growth Application Mindset	4.05	0.79	High
Overall	4.11	0.60	High

Legend: 4.20–5.00 = Very High; 3.40–4.19 = High; 2.60–3.39 = Moderate; 1.80–2.59 = Low; 1.00–1.79 = Very Low

The lower score in Learning from Feedback indicates that agents may hesitate to apply feedback consistently, highlighting the need for structured feedback systems and psychologically safe environments (Burnette et al., 2023; Huang et al., 2023). High scores in Persistence and Effort and Belief in Personal Growth reflect strong intrinsic motivation, consistent with Dweck's Growth Mindset Theory (2006), which posits that effort and belief in personal growth enhance persistence on challenging tasks.

Relationship Between Lifestyle and Growth Mindset

Table 3 presents the Pearson correlation analysis. The findings revealed a strong positive correlation ($r = 0.685$, $p < 0.001$), indicating that healthier lifestyle behaviors are significantly associated with a stronger growth mindset.

Table 3. *Significant Relationship Between Lifestyle and Growth Mindset of Call Center Agents*

Paired Variable	r-value	p-value	Decision Ho	Interpretation
Lifestyle and Growth Mindset	0.685*	0.000	Reject	Significant

Agents who maintain proper nutrition, sleep quality, stress management, emotional well-being, and avoid harmful substances are more likely to demonstrate persistence, openness to challenges, and a belief in personal growth. These results are consistent with Positive Psychology and Maslow's Hierarchy of Needs, which suggest that physical and emotional well-being support higher-order cognitive functions and adaptive behaviors (Chakraborty, 2024; Abbo Bacia, 2024).

Moderating Effect of Tenureship

Table 4 presents a multiple regression analysis assessing whether tenureship moderates the relationship between lifestyle and growth mindset. The model produced an R^2 of 0.480 and adjusted R^2 of 0.468, indicating that nearly half of the variance in growth mindset is explained by lifestyle, tenureship, and their interactions.

Lifestyle emerged as the strongest predictor of growth mindset ($\beta = 0.676$, $p < 0.001$), while tenure and interaction terms were non-significant. This indicates that the positive effect of lifestyle on growth mindset is independent of tenure, suggesting that wellness interventions can enhance growth mindset for all employees. These findings are consistent with Social Cognitive Theory, emphasizing self-regulation and personal health as key determinants of mindset development (Bandura, as referenced in Chou et al., 2024). Although



previous studies suggested that longer-tenured employees may develop a fixed mindset due to burnout or perceived stagnation (Ward, 2021; Doeschotte, 2024), the present study shows that in Davao-based call center agents, tenure does not diminish the effect of lifestyle on growth mindset, likely due to the predominantly young and probationary workforce who continue to view growth as a personal rather than institutional matter.

Table 4. *Moderating Effect of Tenureship on the Relationship Between Call Center Agents' Lifestyle and Growth Mindset*

Predictor	B	Std. Error	Beta	t	Sig.
Constant	1.584	0.32		4.942	0.000
Lifestyle	0.628	0.041	0.676	15.477	0.000
Length of Service	0.015	0.008	0.076	1.807	0.072
Employment Status	-0.134	0.216	-0.034	-0.62	0.536
Perceived Effect of Tenureship	-0.134	0.111	-0.052	-1.21	0.227
Interaction 1	-0.006	0.026	-0.009	-0.218	0.828
Interaction 2	0.006	0.043	0.007	0.127	0.899
Interaction 3	0.031	0.026	0.052	1.174	0.241

Note: Interaction 1 = Length of Service × Lifestyle; Interaction 2 = Employment Status × Lifestyle; Interaction 3 = Perceived Effect of Tenureship × Lifestyle

Overall, the findings suggest that while Davao-based call center agents maintain generally high levels of lifestyle and growth mindset, there are areas requiring targeted interventions, particularly physical activity and feedback utilization. The strong correlation between lifestyle and growth mindset underscores the interdependence of physical, emotional, and cognitive well-being. Notably, the non-significant moderating effect of tenure indicates that personal wellness initiatives benefit employees regardless of tenure, supporting the development of universally applicable workplace wellness programs. These results contribute to both theory and practice, demonstrating that integrating lifestyle promotion and feedback-oriented growth mindset strategies can enhance employee performance, resilience, and adaptability in high-demand BPO environments.

Conclusions

This study examined the lifestyle and growth mindset of call center agents in Davao City and revealed several important findings. Most respondents reported living relatively healthy lives, avoiding harmful habits such as smoking and substance use, and maintaining good levels of emotional well-being, stress management, nutrition, and social connection. However, physical activity emerged as the area requiring the most attention, suggesting that agents may not be engaging in sufficient movement or regular exercise. Regarding mindset, the findings show that many agents strongly believed in their ability to grow and improve. They were generally persistent and willing to face challenges, though some struggled to embrace feedback or learn from mistakes fully.

The analysis also revealed a strong positive relationship between lifestyle and a growth-oriented mindset. Agents who maintain healthier lifestyles were more resilient, motivated, and open to learning. Lifestyle emerged as the strongest predictor of growth mindset, whereas tenure, employment status, or perceptions about the importance of tenure did not significantly moderate this relationship. This indicates that regardless of how long an agent has been with a company, maintaining a healthy lifestyle substantially influences how they approach challenges and personal development.

These findings support the study's theoretical framework. Goffman's Frame Analysis Theory was reflected in how agents interpret workplace experiences, shaped by their well-being and mindset. Dweck's Growth Mindset Theory was clearly supported, showing that individuals who take care of their physical and emotional well-being are more likely to believe in their potential to grow. While Rousseau's Psychological Contract Theory suggests that employment factors influence personal growth, this study demonstrates that internal factors such as wellness and self-regulation may have a more substantial impact, highlighting the role of individual agency over formal work conditions.

Based on the findings, several actionable steps are recommended. First, company leaders and HR managers should create programs that promote physical activity in the workplace. This could include movement breaks during shifts, fitness challenges, or gym membership incentives. Second, training departments should provide sessions that help employees become more comfortable receiving and applying feedback, focusing on building trust, fostering psychologically safe environments, and teaching reflective practices. Third, decision-makers and workplace advocates should ensure equitable access to health and development resources for all employees, since tenure does not significantly affect the lifestyle–mindset relationship. Making these programs inclusive and accessible will help foster a stronger, healthier, and more resilient workforce.

Overall, the study highlights that promoting healthy lifestyle behaviors is key to fostering a growth mindset among call center agents, regardless of tenure. Organizations that integrate wellness initiatives and structured feedback systems can cultivate a workforce that is physically, emotionally, and cognitively resilient, adaptive, and motivated to pursue continuous personal and professional growth.

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