

## Impact of Stress on Employee Performance in Call Center

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### Abstract

*This research primarily aims to examine the influence of work stress on the likelihood of employees leaving their positions in the call Center industry. The questionnaire, tailored for call Center employees, encompasses two key components: stress factors and employee-related aspects. The study seeks to understand how work stress directly affects the propensity of employees to consider leaving their roles within the call Center environment. The results indicate that stress partially mediates the relationship between employees perforce. To be more specific, work stress has a significant positive effect on the employee performance. Hence, a robust positive correlation is identified between work stress and employee performance. The outcomes of this study provide valuable insights for policymakers, call Center managers, and practitioners to develop strategies aimed at reducing work stress among call Center employees. By focusing on addressing stressors in the work environment and enhancing employee performance, these insights can inform the formulation of effective policies and practices within the call Center industry.*

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**Key Words:** Stress, Employee Performance, Call Center

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## Introduction

The goal of our study is to examine how stress affects workers' performance. Over the past few years, this topic has been the focus of numerous studies and investigations. One of the pioneers of stress research, Hans Selye, took the term "stress" from the study of physics (Selye, 1956). The force that causes a physical body to experience gravity is known as pressure in physics. A person's level of stress, particularly chronic stress, can be controlled by a complete range of techniques and therapies known as stress management, which frequently aims to improve everyday function (American Psychological Association, 2020). Organizations today are becoming more concerned

about employee stress (Kompier & Cooper, 1999). Stress is characterized as a condition of well-being in which people encounter obstacles, missed opportunities, or lose what they really wanted, and the result is both major and unexpected (Lazarus & Folkman, 1984). Workplace pressures and environmental difficulties are common causes of oppression in organizations and professions. This will result in sentimental. Stress has now happen to be one of the most prevalent "occupational diseases" of this century for humanity, affecting people physically and psychologically and placing tremendous strain on workers' output (World Health Organization, 2021). The goal of this study is to examine how stress affects workers' performance. This subject has been the subject of a great deal of research and analysis in recent years. Most research has been conducted in countries that seek to develop socially and economically (Giga, Cooper, & Faragher, 2003). Stress significantly affects a person's life and health. As is well known, the primary objective of all living things, including humans, is survival, which necessitates ongoing environmental adaptation (Selye, 1976). There is at present a dearth of research on effects of work stress on worker performance. During COVID-19, a few researchers looked into how work stress affected workers' performance. Employees that experience psychological distress at work display poorer performance as a result (Abbasi et al., 2020; Meunier et al., 2022, and Sultan et al., 2023).

A call Center is a central office designed to handle the incoming and outgoing phone traffic of a lot of information. Large businesses depend on call Centers to market, sell, and handle client inquiries and after-sale support for their products and services. The call Center sector is essential to the global corporate environment since it is the focal point for customer care, support, and business processes outsourcing. Over the past few decades, this dynamic sector has grown significantly due to technological improvements, globalization, and the growing emphasis on customer-centric company practices (Gans et al., 2020 and Budhwar, Varma, & Patel, 2022).

Commonly known as contact Centers, call Centers are centralized workplaces with the necessary communication technology to manage high call volume incoming and outbound. Businesses in a variety of industries use these tools to handle client enquiries, offer technical assistance, carry out market research, and expedite sales (Chakraborty & Kar, 2021). From conventional voice-only operations to multi-channel Centers that manage interactions via phone, email, chat, and social media, the sector has undergone substantial evolution (Whitt, 2018 and Johnston & Alferovic, 2023).

Previous research (Zapf et al., 2003; Wegge et al., 2006; Lewin and Sager, 2007; Rod and Ashill, 2013; Noorani et al., 2023) shown that inbound and outbound call Center agents perceive stress differently among the various types of call Center tasks. As a result, inbound call Center agents frequently deal with consumer complaints, questions, and verbal abuse, which causes them to exert more emotional labor (Aksin et al., 2007; Rod and Ashill, 2013).

The purpose of this study is to look into how stress affects worker performance in Pakistani call Centers. This research will analyse stress levels, identify stressors, and assess their influence on various performance dimensions. Utilizing a mixed-methods approach, the study seeks to provide insights into the unique challenges faced by call Center employees in Pakistan and contribute valuable findings for organizational improvements.

## **Literature Review**

### **Employee Performance**

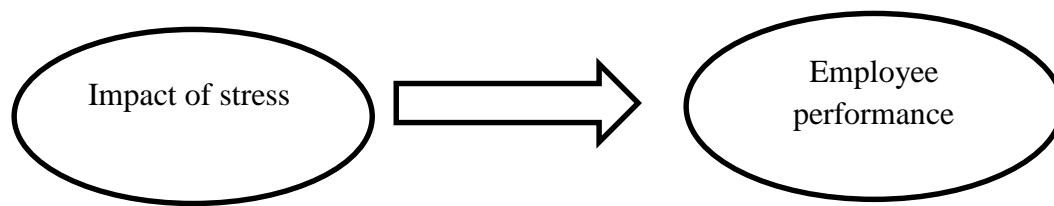
Effective employee performance is a cornerstone of organizational success. It encompasses the ability of individuals to carry out their job responsibilities efficiently and contribute meaningfully to the overall objectives of the company (Khan et al. 2023). When employees align their performance with the core values of the organization, it not only enhances productivity but also contributes to the creation of a cohesive and values-driven workplace (Smith & Wilson, 2022).

Each employee's effective performance acts as a building block toward the achievement of strategic organizational goals (Zhang and Brown 2023). It is the collective effort of individuals that propels the company towards its overarching mission. Remember, the synergy of individual efforts creates a powerful force that propels the organization toward its objectives (Anderson, 2021).

Performance is an essential evaluation for organizations so that the organization's sustainability may be assured (Zhang, 2010). Employee performance includes conduct that is under control but gives limits for beside-the-point conduct (Dewettinck & van Ameijde, 2011). Meanwhile, the overall performance also assesses the active position of personnel in carrying out responsibilities in step with the formal settlement given to them with the aid of the corporation (Biswas, 2009). Employee performance is divided into undertaking performance and overall performance behaviour. This conduct includes elements associated with paintings. In place of a job, worker behavior is meditated in instantaneous conduct and further roles. Behavior also includes positive and negative conduct. The lifestyles of worker performance value determinations can boost motivation encourage them to be actively concerned in revolutionary packages, and make it easier to reach the favoured desires (Minavand&Lorkojouri, 2013). Employee overall performance appraisal offers feedback, and applications are organized to enhance performance which could help employees develop skills to maximize their capability (Cascio,2014; Susanto et al., 2020). Employees with high perceived organizational support (POS) imply that they've an extra duty which together allows the company to gain its dreams and increases rewards for key performance, and such employees are extraordinarily devoted to the business enterprise (Neves&Eisenberger, 2012; Silitonga et al.,2020).

### **Stress and Employees Performance**

Stress is defined in a variety of ways and is studied in both the social and physical sciences. Nonetheless, stress is a common occurrence for all workers, including managers and executives. A well-known stress researcher named Hans Selye is credited with coining the word "stress" (Institutuniversitaireen santé mentale de Montréal, 2012). "Work stress" is the term used to describe the physically harmful emotional disturbance that occurs when a worker's abilities, resources, and needs are not required or connected to their employment (Park, 2017). Physical and emotional reactions to a job that does not "marry" with your abilities or resources will be risky, and this is a sign of occupational stress (Sauter and Murphy, 2013). According to these research findings, poor customer service experiences are common in call Centers and may have more to do with the services the Center offers than with the specific service representative the customer deals with. They may also be caused by the Center's internal policies and procedures (Bolton & Houlihan, 2005; Subramony & Pugh, 2015). For instance, just 36% of taxpayers contacting Canada's Revenue Agency were connected to a customer care agent (Pedwell, 2017). Similarly, a lot of Canadians who called call Center's that provided government services had to wait more than thirty minutes (Auditor General of Canada, 2019). Call Centers for telecoms, where specials and discounts are constantly changing, and airline contact Centers, where delays and cancellations happen, often irritate customers. Issues with pricing, delivery, and product quality are common causes of consumer unhappiness, even in call Centers that assist manufacturing enterprises. These problems may foster an environment where patrons act aggressively toward the service staff at the establishment level. The management of these call Center companies must choose workers who are likely to stick around and who align with the company's current corporate culture in order to diminish its values (Ejaz, 2015). Seco and Lopes (2013) state that call Center managers face a significant difficulty in lowering staff turnover since they must prioritize offering incentives, raising salaries, improving working conditions, encouraging employee loyalty, and raising employee happiness.

**Fig. 1 Conceptual Framework**

## Research Methodology

This quantitative examination uses a cross-sectional review way to deal with research the effect of weight on representative execution inside call habitats. The information will be gathered over a predetermined period to catch vacillations in feelings of anxiety and execution measurements. Members will be enlisted in a joint effort with different call places, and informed assent will be gotten after completely making sense of the review's motivation and methodology. Stress and execution will be estimated through organized overviews and surveys. The objective populace comprises of call focus representatives across ventures, with consideration measures set for workers who have been working in these jobs for a base length. Workers on leave or with explicit ailments influencing feelings of anxiety will be avoided. A separated irregular testing technique will be utilized to guarantee 310 respondents across various call places and occupation jobs.

## Hypothesis

**H1:** Stress has significant impact on employee in call Center

**H2:** Stress has significant impact on employee performance in call Center.

## Data Analysis

A non-uniform pattern is revealed by the cross tabulation analysis of the age and gender distribution across 198 individuals, suggesting possible links that need more research. The 18–25 age group has only male representation, and the 26–35 age group has only female representation. These are notable discrepancies. The lack of females in the 36–45 age range and the small number of females in the 46–55 age group beg the question of underlying causes. For proportional insights, it is suggested to compute row and column percentages in addition to statistical tests such as the chi-square test to determine significance in order to obtain clarity. It will be more beneficial to comprehend these observed patterns if possible contributory factors are investigated and implications for resource allocation or decision making are examined.

**Table 1. Demography**

Age		18-25	26-35	36-45	46-55	Total
Gender	Male	89	0	37	0	126
	Female	0	66	0	6	72
Total		89	66	37	6	198

## MODEL SUMMARY

An understanding of the link between the Impact Of Stress predictor and the outcome variable may be gained from the model summary. An R value of 0.569 indicates a moderately positive correlation, meaning that the outcome variable grows as the stress measure or its impact does. This single predictor accounts for about 32.4% of the variability in the outcome variable, as indicated by the R Square value. The model's simplicity is taken into consideration by the Adjusted R Square of 0.321, which also corrects for the number of predictors to avoid overfitting. Nonetheless, the slightly elevated Standard Error of the Estimate, standing at 0.44305, suggests that the model's fit should be enhanced. For a thorough interpretation, the particular context and factors must be taken into account.

**Table 2. Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.569 <sup>a</sup>	.324	.321	.44305

a. Predictors: (Constant), Impact Of Stress

## ANOVA

The impact of stress on employee performance is statistically significant. This is shown by the p-value of <.001, which is less than the significance level of 0.05. The F-statistic of 94.041 is also well above the critical value, which further supports the conclusion that stress has a significant impact on employee performance.

The ANOVA table shows us that the sum of squares for the regression model is 18.459, while the sum of squares for the residual is 38.473. By this, it can be concluded that 32.7% of the variance in employee performance is explained by the regression model.

**Table 3. ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.459	1	18.459	94.041	<.001 <sup>b</sup>
	Residual	38.473	196	.196		
	Total	56.933	197			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Impact Of Stress

The results of the linear regression analysis are consistently supported by the coefficient table, which emphasizes the impact of stress as a key predictor of employee performance. According to unstandardized coefficients, there is a 0.55 unit increase in employee performance for every unit rise in Impact of Stress. The relationship between a one standard deviation rise in Impact of Stress and a 0.569 standard deviation increase in Employee Performance is highlighted by standardized coefficients (Beta). With  $p < 0.001$ , the t-statistic and p-value support the relationship's statistical significance. This shows that, under the investigated model, improved employee performance and higher levels of perceived stress are positively and statistically significantly correlated.

**Table 3. ANOVA**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.250	.176	7.104	<.001
	Impact Of Stress	.550	.057	.569	<.001
a.	Dependent Variable: Employee Performance				

## Discussion & Conclusion

Stress reflects an employee's negative emotional state toward their work environment and their struggle to cope with the accumulated pressure. This phenomenon adversely affects job satisfaction, hinders achievement rates, diminishes productivity, and creates an imbalance in the employee's well-being, eventually leading to a state of boredom that can escalate to the severity of depression within the work environment. These factors contribute to the employees' inclination to seek alternative employment in fields with lower stress levels than their current positions.

The study proposes the importance of identifying the root causes of work-related pressures, alleviating them, ensuring a fair distribution of tasks among employees, and promoting organizational justice within the call Center. These efforts aim to reduce the impact of job burnout among employees, encouraging them to align their current work environment with their personal circumstances. This, in turn, can discourage the intention of job turnover and the pursuit of alternative employment.

To retain competent and qualified employees, it is crucial to recognize and affirm the significant contributions of the workforce within the call Center. Additionally, the call Center management should prioritize the well-being of employees. In situations where the performance of individuals may decline due to various reasons, it is essential for executives to provide support, ensuring the welfare and happiness of employees and granting them the flexibility to navigate their work responsibilities.

In the fast-paced world of call Centers, how well employees feel directly influences how well they perform. This discussion explores the impact of stress on employee performance, using survey data to shed light on the issue. Stress isn't just a small problem; it's a big deal that affects employees negatively. We'll talk about why it's crucial for management to make smart decisions to tackle this issue.

The survey data makes it clear—stress in call Centers is a real problem. It causes lower productivity and more employees calling in sick. Stress isn't just a work issue; it spills over into an employee's personal life, making them feel exhausted and unsatisfied with their job. Stress shows up in many ways, and it leaves a mark on how well employees do their jobs. Mistakes happen more often, responding to customers takes longer, and customers aren't as happy. It's not just about one person; it affects the whole team and the company as a whole.

To tackle this issue, management needs to take action. They should make smart decisions to reduce stress, and it's not just one solution but a mix of changes in how things are done and how people work together. Creating a workplace that supports employees, introducing stress management programs, and encouraging open communication are important steps to ease the impact of stress.

Changing the way the company works is important, but so is changing the way people think and act. Building a culture that values a balance between work and personal life, appreciates the hard work employees put in, and promotes a friendly atmosphere can make the workplace healthier. Keeping the lines of communication open helps identify and solve stress-related issues.

In conclusion, the survey data tells us that stress really does affect how well employees do their jobs in call Centers. Acknowledging stress as a big problem is the first step for management. By making thoughtful decisions and changing how things are done, companies can create a better workplace that supports employees, leading to improved overall performance in the busy world of call Centers.

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