



## Impact of work load and Stress in Call Center Employees Evidence from Call Center Employees

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### ABSTRACT

The study investigates the Impact of Workload and Technologies on the Performance of Call Centre Employees." Single-way ANOVA is used for analysis. In this study, we use questionnaires to gather data on the variables Gender, Age Group (In Years), Education, Experience (In Yrs.), Daily Practice, Relational Uncertainty, Relational Distance, Opportunism, and Inter-partner incompatibility. The outcomes of the study confirm that the study observe that the significant and positive effect of workload and technologies on the performance of Call Centre Employees. It implies that when departments use the results of rational uncertainty, there are considerable differences between them. The result shows that there is positive relationship between number of hours use mobile and online libraries. However, the finding exhibit that a positive and significant associations exist between no. of hour mobile use and mobile distract. Moreover, the regression result confirms that Rational Distance, Number of hours, Age, inter partner relationship and opportunism have significant effect on job satisfaction. Furth more, the coefficient value of Age has significant effect on Inter-partner incompatibility. While the Relational Distance has insignificant effect opportunity to get a better job in this company.

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## 1. Introduction

Call center agents usually experience stress during their working hours because they need to meet growing customer expectations, unpredictable demands and workloads, comply with performance metrics as well as productivity goals, and give their best to meet the stringent requirements the management imposes (Ali, ur Rahman, & Anser, 2020; Charoensukmongkol & Puyod, 2022; Kumar, 2019). Also reveals that call center agents regularly cope with copious amounts of information and perform monotonous and repetitive tasks. Often, they must feign positive emotions to appease and satisfy the most difficult customers and they also have to face emergence and broadcasting technologies with respect to business and social aspects of customers. So, it can be realized that very little publication is being observed for call centers. Job stress can be conceptualized as a negative mental state caused by a dynamic interaction between an individual and a work environment, as a personal response to work environment characteristics that threaten an employee emotionally or physically (Job stress negatively affects productivity or performance (Lee et al., 2019; Rehman, Ali, Idrees, Ali, & Zulfiqar, 2022; Sarwar, Ali, Bhatti, & ur Rehman, 2021).

In previous studies the role of information technologies (IT) have been studied to bring reforms in call center industries for optimization of queuing (Koole & Mandelbaum, 2002), reshaping operational services into bureaucratic procedures and further modification of outsourcing Carmel and Tjia (2005) Hasija, Pinker, and Shumsky (2008). Such studies focus on call center's performance and workforce with the contribution of IT. The relationship between technology and performance of providing services has crucial range (Jae-woong, Hossain, Moon,

& Choe, 2010) and technology has a tough role to provide instant services to client (Bilal, Shah, Rahman, & Jehangir, 2022; El Sawy & Bowles, 1997; Hassan, Sheikh, & Rahman, 2022; Khan, 2022). At call centers, there is some confusing situation occurs because client demands strategical reply and instant resolution of queries with high service quality and call centers tends to give answer on the spot for maintain the better relationship with clients.

It is the era of globalization and in this era employees are the integral part of organization. Every organization has positive and negative effects due to its employees. So every organization has Human resource department (HR), so it my help for finding exact employee. HR also trains its employee related to job nature but the problem is that employee movement has to face by every type of business even trading, manufacturing and non-profit organization etc. Organizations are worried how to manage this turnover rate and what will be the basic reasons of turnover maybe it is due to ambiguity, dusky hierarchy level, personal factor, less reward and motivation, organization culture and structure. Call center working conditions are very tough because overtime, more shifts, long working hours, job discrimination and health issues, supervisor behave, lightening and heat issues.

There is workload on employee due to a big obscurity means when call center agent in and starts his work and when he goes out from workplace he is not sure about his proper wok task and ultimate and what does his organization actually demands from him. Employee sometimes also gets irritated because of changing policies of hiring and firing, uncertain level of participation, changes in workplace and communication gaps. Workload is the main reason of turnover because a big level of responsibilities are given to employee in a specific time period and employee get exhausted (Hafiza et al., 2022; Shahid, Muhammed, Abbasi, Gurmani, & ur Rahman, 2022).

If employees are not satisfied with their job, then they will pay attention towards job and will perform bad. Job satisfaction has a strong effect on commitment and it enhances motivation (Eby, Freeman, Rush, & Lance, 1999). An employee who is satisfy with his job can take organization on the way to development and to achieve goals and objective effectively. A satisfied employee also fulfil his commitment to maintain the relationship with workplace (Robbins & Voll, 2005). Sometimes call centers are hot bed for it employees because of introduction of new technological changes. But there are for main applications that plays an important role in this industry:

Automated Call Distribution (ACD), this make the calls that can be easily handled because the work cannot be done manually how many calls have to attend by different persons and till what time slot. ACD make this feasible because this decides frequency and time duration automatically, according to number of employees, domain and skills. Due to this que time is also reduced. The importance of call centres is being emphasized by marketers in organizations more and more at the moment. Marketers are now placing more focus on the importance of call centers within their organizations.

Interactive Voice Response (IVR) is a recorded voice message that can provide directly answers of clients of simple queries automatically. The first aim of IVR is to cure the client. By using it customers can save their times for short and simple queries and get reply instantly without waiting to talk with representative.

Computer Technology Integration (CTI) is used for details and profile of the customer shows on the screen. When the call lands the customer profile pop up on the side without knowing all this information from customer directly. It enables the operator to recognize the customer easily and he can alter the data during conversation. It improves the relationship with customer and internal coordination. Email is the important source to transfer data to relevant person and department to retain level of responsibility. It is reliable so that data can move within organization and it increases specialization of work and coordination.

Technology based call centers helps in outsourcing for business. Computer based call centers helps operators to wind up and tackle high volume of call transactions with sophistication on real time and it also helps in call routing smoothly. The call centers that are dealing with the inbound calls deals with high degree of sophistication and soft skills and automatic distribution

of contacts to handle the calls traffic management. So, it is the efficient key of call center operations for all over success of services.

Call centers represented a significant realignment of the entire economy's customer interface. Prescriptive scripts were used as mechanisms in these process realignments to maximize operational efficiency, reduce the need for skilled labor, and have a negative impact on customer relationships. However, organization requires a lot of investment to introduce new technology and it contributes in all over performance. A survey conducted at Annual Call Center Exhibition 2006 to know about the experience of managers and call center agent after using new technology by giving them series of question and what is the impact on performance and on productivity. This represents that technology creates problems on productivity (Khoula, ur Rehman, & Idrees, 2022; Morena et al., 2020; Zulfiqar et al., 2022). Although, it can never be said technology has positive impact but technological problems occur on operations.

In call centers performance and productivity are measured by how quickly customer is responded and how quickly service is provided to customers. Productivity depends upon quick availability of agent related to customer issue with standard or unusual skills quickly. We think that call center is a socio-political system but this quick capacity based on employee personality, characteristics, rewards, incentives, coordination and knowhow of information technology. Call center is engaged to solid and rigid body of information technology to rule on organizational design. Galbraith (2019) stated that, the infrastructure of organization consist of steps of policies that tends to explain the internal factors that allow the blooming of firms skills and better monitored by administration and can regulate the behave of employee. Curiously, we can say that tasks and goals are defined under great discussions.

## **2. Literature Review**

### **2.1. Call Centers**

The importance of call centers is being emphasized by marketers in organizations more and more at the moment. Marketers are now placing more focus on the importance of call centers within their organizations. Hamon (2019) investigate that Call centers first showed up in the 1980s and grew rapidly during the following ten years (Moss, Salzman, & Tilly, 2008). In industrialized information economies since the 1990s, call centers have become "the most significant single source of client contact" (Sienes & Catan, 2022). Call centers are an important sector of the labor market and have developed into a global service area that typifies the globalized economy (Kornelakis, Kirov, & Thill, 2022). The two sorts of call centers—those that cater to mass market consumers and those that cater to tailored customer base frequently separated (Thite, 2010). Market segment characteristics have an effect on the practical requirements of human resources development (HRM), including job design, level of work discretion, and performance. Mass market customers often have basic demands, so businesses that cater to this market rely significantly on methods for cutting costs and increasing efficiency, particularly strict employee discretion and close monitoring of performance.

CSRs working in call centers that cater to a certain market, however, are required to handle difficult tasks and forge bonds with clients. The HRM elements are created to encourage engagement and commitment, and employees are given more freedom and are not subject to as strict of performance monitoring. There are many different job designs available in call centers. They have created an excellent work environment, which has led to great levels of employee retention and customer satisfaction. Nonetheless, it appears that call centers that are characterized by little discretion, simple tasks, and intense supervision are more common. A more advanced form of Taylorism has been compared to call centers. (Roşca, 2022). They have been referred to as "high-tech sweatshops" or "new age sweatshops," and its employees have been referred to as "cyber coolies." (Budhwar, Varma, Rao, & Bhattacharya, 2019) investigates that the job was described as "telephone waitressing" by a call center employee (Milner, Russell, & Siemers, 2010). To combat their unfavorable reputation, some call centers do not even use the name "call center" (Pierre & Tremblay, 2011).

### **2.2. Turnover and Retention**

The planning in call center workplaces and its effects on personnel and company performance were highlighted by Holman et al. in 2020. In a qualitative study with call center managers and agents, it was further examined how changes in call center operation affected

staff attrition and retention (Pierre & Tremblay, 2011). A telemarketing company's executives and call center staff were questioned. A telecoms company ran two call centers (one for billing and the other for customer service), and a federal administrative agency in Canada ran other contact centers. 20 interviews in all were conducted: (1) issues with recruiting, involving; (2) aspects of involvement and (3) methods for involving agents (Pierre & Tremblay, 2011). Employee retention and engagement were negatively impacted by the practice of placing repeat consumers in numerous call centers 2018 (Pierre & Tremblay).

Several call centers purposefully sought out college freshmen in the hopes that they would stick around until they graduated. Yet, in general, the students served as a temporary workforce, and management faced challenges when depending so largely on young and inexperienced employees. Another source of workers who often stayed only temporarily was recent college graduates. An economic developer had the idea of collaborating to broadcast to potential workers who would work from home second time. The main sources of stress were interactions with unpleasant, annoying, or stressful customers as well as time and sales pressures (Pierre & Tremblay, 2019).

Work schedules frequently included night shifts, weekends, and holidays at the expense of employees' personal life, and the speed of work was frequently too frantic. Fatigue from rotating shifts and night work may have a negative impact on an employee's ability to execute their job. While some call centers allowed staff to choose their own work hours, others imposed strict schedules on their agents. Programs have been identified in certain centers as the main contributor to employee attrition. Workplace environments differed amongst centers, with unpleasant or congested spaces making employees unhappy while airier settings and natural light were liked by staff at other sites. (Pierre & Tremblay, 2011; Rehman et al., 2022; Shahid et al., 2022). In actuality, research on contact centers typically emphasizes the drawbacks of high monitoring and minimal task complexity. Monotonous work, following scripts, and intense supervision were all important factors in people planning to quit. Unhappiness was influenced by low pay, low status, and low recognition, as well as few prospects for advancement.

Many factors linked to unhappiness and turnover in call centers were highlighted in the qualitative replies, along with work circumstances and HR tactics that increased drive, effectiveness, and satisfaction (Jeon, Yoon, & Yang, 2022) Nonetheless, there were more unfavorable remarks than favorable ones. The positive feedback, according to Pierre and Tremblay, demonstrated that it is possible to put policies in place that encourage employee involvement and loyalty and benefit the business through enhanced services of customer and financial success. Although while management is aware of specific practices that increase employees' job satisfaction, productivity, and retention, few contact centers have made necessary financial commitments (Appel-Meulenbroek, Kemperman, van Susante, & Hoendervanger, 2015).

### **2.3. Employee Engagement**

Riyanto, Endri, and Herlisha (2021) investigate that Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. In the terminology of "employee engagement" introduced by Gallup Institute, attachment is defined as the status (in a positive sense) of an employee regarding the work environment or the company where he works. The definition of employee engagement varies widely across organizations and participation of employees who remain in the organization. Employee engagement is the antithesis of job fatigue. Related to work performance, 17% of unsatisfied employees, 70% of engaged employees said they had a strong understanding how to meet consumers' needs along with expectation. According to some calculations, the expense of retraining an employee is equivalent to their annual salary. Riyanto et al. (2021). Compared to just 3% of unhappy employees, two-thirds of engaged workers are eager to speak up on behalf of their company or organization. The willingness of engaged employees to suggest the goods or services of their employer is at 78%. Only 13% of disconnected workers would take the same action.

There is a clear correlation between staff engagement and customer happiness, according to managers from numerous top (Cascio, 2014; Susanto, 2022) suggest that employee performance appraisal provides feedback, and programs are prepared to improve performance that can help employees develop skills to maximize their potential. To encourage employee engagement, it's important to make workers feel valued and respected, involve them in

activities, and give them strong leadership. Because of this, the staff members take great pride in their work and have a strong feeling of loyalty to both their positions and the business.

### **3. Research Methodology**

#### **3.1 Sample**

A sample is a collection of people or things used in study taken for analysis from a wide population. A sample of 25 respondents is chosen for this study.

#### **3.2. Sampling Frame**

The sampling frame is the group of people from who a sample will be drawn.

#### **3.3. Sample Size**

How many persons have to include in sample will depend on the size and variety of the population, research plan, and other factors?

$$n = \frac{N}{(N \cdot e^2)}$$

Where, e is Level of precision, N is population size, n is sample size and Researcher takes a sample of 25 students.

#### **3.4. Sampling**

In statistics, a simple random sample is a cluster all of whom are chosen with the same probability. Why do we use simple random sampling? Straightforward random sampling is usually applied when little is known about the participant population. In order to have a meaningful population size to deal with, researchers must also have a way to contact each participant. There are several benefits and drawbacks to take into account as a result.

#### **3.5. Data Collecting**

Data collection is a method to collect information from all the related sources to find answers of queries to reach problem of research, test the hypothesis and evaluate the results. Data collection methods have two categories: secondary methods and primary methods. For this research the data is collected from Pakistani call centers. The target population was 24 Ocean Tech Global BPO call center employees in Pakistan.

#### **3.6. Questionnaire**

A questionnaire is a type of tool that asks a set of serious questions of respondents in order to assemble and gather information. The primary goal of a questionnaire is to elicit information from respondents. Even when the researcher is not present to directly obtain those responses, it is a reasonably less price, and effective method of gathering a large amount of data. In questionnaire firstly we take personal information like gender, age, parent's income, parent's education, class, no of family members, no of earners & no of male or female school going children. Some questions about parent's income, parent's education, transport issues, strong family restrictions, suitable environment for education, stereotype mentality, issues of harassments, child labor. This study gives the results of conducting a survey on the "Impact of Workload and Technologies on the Performance of Call Centre Employees" we use questionnaires to collect information on the variables Gender, Age Group (In Years), Education, Experience (In Yrs.) Daily Practice, Relational Uncertainty, Relational Distance, Opportunism, Inter-partner incompatibility. In order to realize the data has been collected and arranged in tabular form.

#### **3.7 Analysis**

##### **3.7.1 Descriptive Statistic**

Descriptive statistics can be useful for two purposes:

- to give a dataset's variables some fundamental context, and
- to draw attention to any possible connections between the variables.

##### **3.7.2 Frequency Count and Percentage**

A frequency count is a way to count how frequently an event happens. Rather than being expressed as a fraction, a percentage is a piece of a whole expressed as a number between 0

and 100. Sometimes everything is 100%, half of the time it's 50%, and nothing is ever 100%. You divide the share of the whole into 100 and multiply the result to get the percentage. Frequencies and percentage of qualitative variables is made of gender, education. Quantitative variables include age, collect information on the variables Gender, Age Group (In Years), Education, Experience (In Yrs.) Daily Practice, Relational Uncertainty, Relational Distance, Opportunism, Inter-partner incompatibility.

### **3.7.3 Bar Chart**

Bar graphs work best when the changes are significant when attempting to measure change over time. In our research we made bar chart of these variables, Gender, mobile phone and how many hours, this study gives the results of conducting a survey on the, Age Group (In Years), Experience (In Yrs.) Daily Practice, Relational Uncertainty, Relational Distance, Opportunism, Inter-partner incompatibility. The collected data has been arranged in tabular form.

### **3.7.4 Pie Charts**

Pie charts represents percentages at a specific point in time and can be used to show percentages of an entire group. Pie charts do not depict changes over time.

### **3.7.5 One-Way ANOVA**

Checking to see if the data you wish to analyze can actually be assessed using a one-way ANOVA is a step in the process when you decide to analyze your data using a one-way ANOVA. This is necessary because only when your data "passes" the six prerequisites for a one-way ANOVA's validity can you use it to get meaningful results. In actuality, verifying these six hypotheses just takes a little bit more time from your study and requires you to click a few more buttons in SPSS Statistics while carrying out your research, but it is not a tough effort.

Don't be startled if one or more of these assumptions are broken when you use SPSS Statistics to analyze your own data before we introduce you to these six presumptions (i.e., is not met). Working with real-world data is more common than using textbook examples, which frequently only demonstrate how to perform a one-way ANOVA when everything goes according to plan. Do not, however, worry. Even though your data contradicts some presumptions, there is frequently a way to fix this.

### **3.7.6 Goodness of Fit Tests**

The respective quality of each model must be taken into account when dealing with multiple competing models. It is possible to test a model's quality by comparing its goodness of fit to the data using one of two chi-square statistics:

### **3.7.7 The Chi-square Formula**

Finally, we can test the validity of our data. A Chi-square value may be determined for you by a number of applications, and I'll show you how to do it in Excel later. For now, however, let's start by trying to understand the formula itself.

$$X^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i}$$

Indeed, the relationship is quite straightforward. The variables in this formula are not just abstract symbols; rather, they represent the ideas that we have been talking about throughout. "O" represents for the frequency that was observed. "E" is an abbreviation for expected frequency.

## **4. Data Analysis**

Analysis and interpretation of data are the phases of any research activity that are most important. The process of evaluating, purifying, manipulating, and modelling data in order to find relevant information, provide recommendations, and assist in decision-making. The goal of scientific study cannot be attained without taking these steps: generalization and prediction. On the basis of the respondent's actions and attitude as they discussed, generalizations and conclusions are drawn. As a result, the necessary data analysis is presented in this chapter. The following table shows that the variable gender has 6 females and 19 males out of 25 participants.

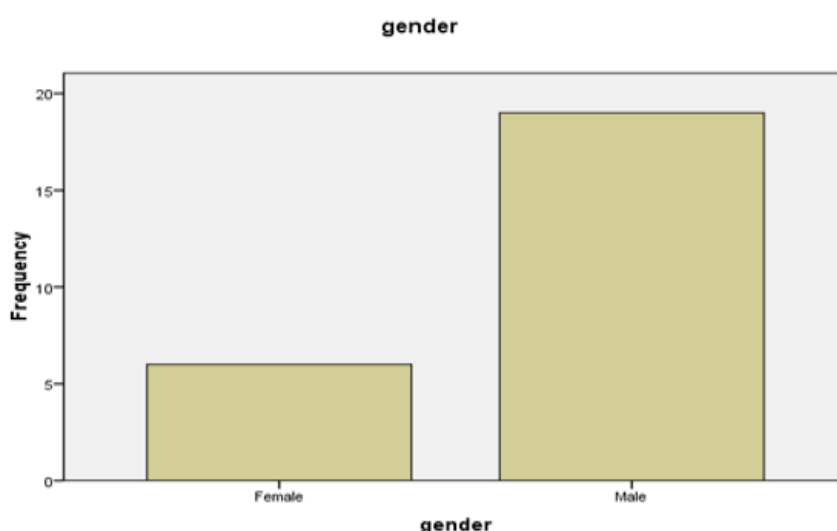
The Descriptive statistics shows that there are 25 respondent's total. The variable gender shows that we have 6 females and 19 males out of 25 participants. There are 11 respondents are 2.50 or above CGPA Last, 48 respondents are 3.00, 180 respondents are 3.50 or above and 61 respondents are 4.00. There are 13 respondents in variable gender. There are 293 respondents are Yes and 7 respondents are No in variable mobile phone. There are 3 respondents are less than 2 hours, 49 respondents are 2 to 4 hours, 69 respondents are 4 to 6 hours and 179 respondents are more than 6 hours in variable How many hours use mobile. The result of descriptive statistics shows that for the variable Age the mean and S.D is 20.57 and 1.390.

**Table 1: Descriptive Statistics**

	Frequency	Percent
<b>Female</b>	6	24.0
<b>Male</b>	19	76.0
<b>Total</b>	25	100.0

The bar charts of gender show that the no. of males are greater than no. of females.

**Figure 1: Gender**



**Table 2: Date**

date	Frequency	Percent
4/30/2022	5	20.0
5/1/2022	20	80.0
<b>Total</b>	25	100.0

**Table 3: Age**

Age	Frequency	Percent	Valid Percent	Cumulative Percent
<b>23</b>	1	4.0	4.0	4.0
<b>27</b>	2	8.0	8.0	12.0
<b>28</b>	2	8.0	8.0	20.0
<b>29</b>	4	16.0	16.0	36.0
<b>30</b>	6	24.0	24.0	60.0
<b>31-40</b>	6	24.0	24.0	84.0
<b>40</b>	1	4.0	4.0	88.0
<b>41-50</b>	3	12.0	12.0	100.0
<b>Total</b>	25	100.0	100.0	

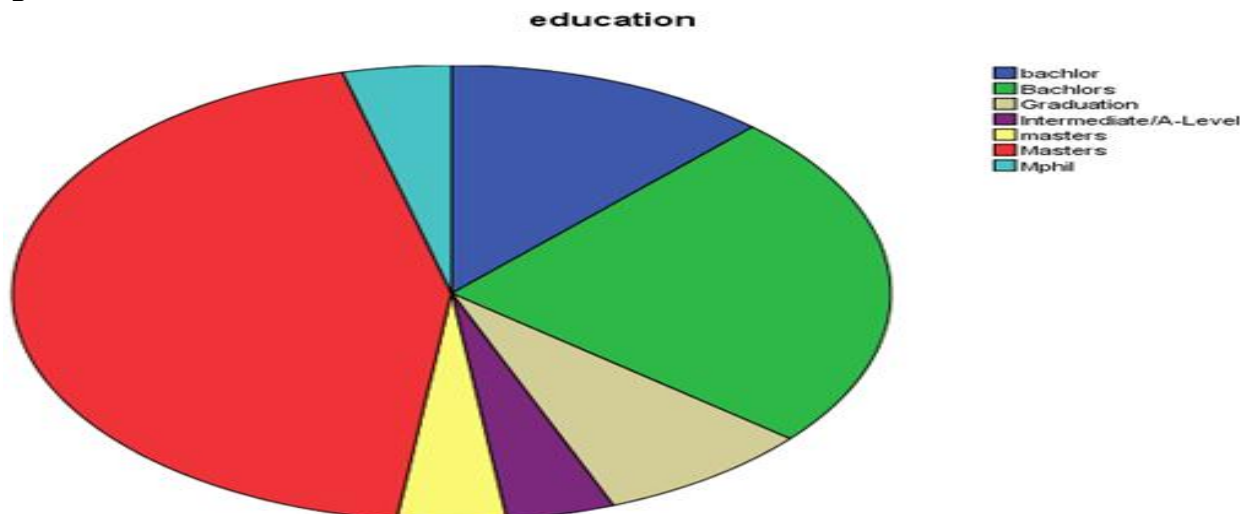


**Table 4**

	Frequency	Percent
1	1	4.0
2	1	4.0
3	9	36.0
4	10	40.0
5	4	16.0
<b>Total</b>	<b>25</b>	<b>100.0</b>

The table and chart of rational distance shows that the behavior is usually neutral and agree.

**Figure 2**



The One Way ANOVA Table shows that total sum of squares is 5120.730. In all, 16.417 sum of square is Between Groups and 3883.313 sum of square is within Groups. In which total df is 24. In all, 20 df is between groups and 4 df is within groups. In which 35.142 Mean Square is between groups and 0.420 Mean Square is within groups. We see that the F ratio is 7.484 and Sig. is .000. It means there is prominent difference between departments taking result of Rational Uncertainty.

**Table: 5 Linear Regression Analysis**

Model	Variables Entered	Variables Removed	Method
1	Opportunism, age, Relational Distance, V10, Inter-partner incompatibility a	.	Enter

**Table:6 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.644a	.415	.261	1.044	.415	2.698	5	19	.053

Predictors: (Constant), Opportunism, age, Relational Distance, V10, Inter-partner incompatibility

This study gives the results of conducting a survey on the "Impact of Workload and Technologies on the Performance of Call Centre Employees" we use questionnaires to collect information on the variables. Gender, Age Group (In Years), Education, Experience (In Yrs.) Daily Practice, Relational Uncertainty, Relational Distance, Opportunism, Inter-partner incompatibility.

The One-Way ANOVA Table shows that total sum of squares is 5120.730. In all, 16.417 sum of square is Between Groups and 3883.313 sum of square is within Groups. In which total df is 24. In all, 20 df is between groups and 4 df is within groups. In which 35.142 Mean Square



is between groups and 0.420 Mean Square is within groups. We see that the F ratio is 7.484 and Sig. is .000. It means that there is significant difference between departments taking result of Rational Uncertainty.

**Table:7 ANOVA**

	<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>1</b>	<b>Regression</b>	14.714	5	2.943	2.698	.053a
	<b>Residual</b>	20.726	19	1.091		
	<b>Total</b>	35.440	24			

Predictors: (Constant), Opportunism, age, Relational Distance, V10, Inter-partner incompatibility, b. Dependent Variable: Relational Uncertainty

Cross tabulation result shows that for relation between no. of hour mobile use and Lowest grade has Chi-Square = 22.873 with P-value 0.029 which means that there is relationship between number of hours use mobile and lowest grades. The result shows that for relation between no. of hour mobile use has Chi-Square = 21.806 with p-value 0.040 which means that there is relationship between number of hours use mobile and online libraries. The result shows that for relation between no. of hour mobile use and check meaning of words has Chi-Square = 27.932 with p-value 0.006 which means that there is relationship between number of hours use mobile and check meaning of words. The result shows that for relation between no. of hour mobile use and mobile distract have Chi-Square = 23.471 with P-value 0.024 which means that there is relationship between number of hours use mobile and mobile distract

**Table: 8 Coefficients**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
<b>(Constant)</b>	-1.799	1.726		-1.042	.310
<b>Relational Distance</b>	.312	.261	.246	1.197	.246
<b>Age</b>	-.007	.015	-.079	-.430	.672
<b>V10</b>	.598	.233	.556	2.569	.019
<b>Inter-partner incompatibility</b>	.236	.234	.231	1.010	.325
<b>Opportunism</b>	.394	.268	.364	1.472	.157

Dependent Variable: Relational Uncertainty

The regression result of Rational Distance, Number of hours, Age, inter partner relationship and opportunism. In this model, here intercept is significant with (B = 4.368), Std. Error = 0.705, P = 0.000 it means that intercept has significant effect on job satisfaction. Regression Coefficient of variable Gender with (B = 0.302), Std. Error = 0.079, p = 0.000 it means that Gender of student who use mobile has significant effect. Age is also significant with (B = -0.093), Std. Error = 0.034, p = 0.007 it means that Age has significant effect on **Inter-partner incompatibility**. Relational Distance is insignificant with (0.069), Std. Error = 0.047, p = 0.144 it means that Relational Distance income has insignificant effect opportunity to get a better job in this company. A straight line is used to determine the relationship among one independent variable and one dependent variable in a regression model known as simple linear regression. Both variables should have numbers associated with them. It is possible to forecast the value of the variable "Impact of burden and advancements on the functioning of contact Center workers" using linear regression analysis.

## 5. Conclusion

Single-way ANOVA is utilized for analysis in the study, which looks at how workload and technologies affect call center employees' performance. The variables Gender, Age Group (in Years), Education, Experience (in Years), Daily Practice, Relational Uncertainty, Relational Distance, Opportunism, and Inter-partner incompatibility are all measured in this study using questionnaires. The study's findings support the observation that workload and technology have a considerable and beneficial impact on call center employees' performance. It means that there

are significant disparities between departments when they use the outcomes of reasonable uncertainty.

The findings indicate a positive correlation between the number of hours spent using mobile and online libraries. Yet, the results show that there is a strong correlation between the number of hours spent using a mobile device and mobile distraction. Also, the regression results show that factors such as rational distance, hours worked, age, spouse relationships, and opportunism have a substantial impact on job satisfaction. Further, the age coefficient value has a big impact on inter-partner incompatibility. The ability to find a better position at this company is unaffected by the relational distance. In a regression model known as simple linear regression, the relationship between one independent variable and one dependent variable is represented by a straight line. There should be a number for each variable. It is feasible to predict the value of the variable "Effect of burden and developments on the functioning of contact Center staff" using linear regression analysis.

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