

Relationship Between Work Environment and Stress Levels of Call Centre Employees

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Abstract: *The present study examines the relationship between work environment and stress levels of call centre employees. Call centres play an important role in the service sector by providing customer support, complaint handling, sales assistance, and technical services. However, the nature of call centre work is highly demanding because employees are required to handle continuous calls, meet performance targets, deal with difficult customers, follow strict procedures, and work in different shifts. These conditions may create stress and affect employee well-being.*

The main objective of the study is to understand how workplace factors influence stress among call centre employees. The study focuses on factors such as workload, targets, shift schedules, supervisor support, physical facilities, break time, customer interaction, management communication, recognition, rewards, career growth opportunities, emotional exhaustion, and work-life balance. The study is descriptive in nature and is based on both primary and secondary data. Primary data was collected from 100 call centre employees through a structured questionnaire consisting of 15 multiple-choice questions. Secondary data was collected from books, journals, research articles, reports, and online sources related to occupational stress, work environment, burnout, emotional labour, and employee satisfaction.

The findings of the study show that many call centre employees experience moderate to high levels of stress during working hours. High workload, strict targets, difficult customers, long working hours, insufficient breaks, and irregular shifts were found to be major causes of stress. The study also found that many employees rated their work environment and physical facilities as average. Supervisor support and management communication were not consistent for all employees. A large number of respondents also reported emotional exhaustion and work-life imbalance.

The study concludes that there is a clear relationship between work environment and stress levels of call centre employees. A poor or unsupportive work environment increases stress, while a supportive work environment can reduce stress and improve employee satisfaction.

Keywords:

Work Environment, Stress Levels, Call Centre Employees, Occupational Stress, Workplace Stress, Employee Well-being, Job Satisfaction, Workload, Shift Schedule, Supervisor Support, Emotional Exhaustion, Work-Life Balance, Burnout, Employee Performance, Customer Interaction..

Keywords: *banking environment*

I. INTRODUCTION

1.1 Background of the Study

Modern business is competitive, customer-focused, and heavily dependent on technology. Within this setting, call centres have grown into one of the more prominent features of service industries — banking, insurance, telecommunications, healthcare, travel, e-commerce, and IT all rely on them. They sit between an organization and its customers, managing queries, complaints, technical problems, sales, feedback, and general service communication. As



companies push harder for faster service and better customer satisfaction, the demands placed on call centre employees have grown considerably.

A typical call centre employee is expected to handle a large number of calls each shift, stay polite throughout, resolve problems quickly, follow scripted guidelines, hit performance targets, and stay composed even when customers are rude or aggressive. That combination is unusual compared to most jobs. It requires sustained emotional control, high concentration, repetitive communication, and strict time discipline — all at once, all day. On top of that, employees often have little say over their schedule, the pace of incoming calls, when they take breaks, or what kind of customers they deal with. These conditions naturally create pressure.

The work environment in call centres has both physical and psychological dimensions. On the physical side: seating, lighting, ventilation, noise levels, working hours, available equipment, and office infrastructure all matter. On the psychological and organizational side: workload, management style, supervisor support, peer relationships, job security, pay and rewards, career growth, training quality, and work-life balance all shape the daily experience. When these conditions are reasonably good, employees tend to feel more satisfied and productive. When they are not, stress climbs, absences go up, and people burn out or leave.

Common stress-related issues in this sector include:

- High call volume and continuous customer interaction
- Pressure to meet targets and performance metrics
- Night shifts and irregular working hours
- Limited breaks and repetitive tasks
- Emotional exhaustion from difficult customers

1.2 Significance of the Study

Call centres are among the fastest-growing employment sectors, particularly for young graduates and people early in their careers. These jobs offer income, professional experience, and communication skills — but they also expose workers to sustained mental and emotional pressure. Understanding what drives stress in this environment matters for employees themselves, for employers and HR departments, for managers, and for researchers working on occupational health.

The work environment directly shapes how employees feel and perform. In call centres, where people spend long hours interacting with customers, even relatively small workplace factors can have a noticeable effect on stress. Poor seating, excessive noise, unclear instructions, constant monitoring, lack of recognition, unrealistic targets, and unsupportive supervisors all push stress up. The reverse is also true — proper training, reasonable scheduling, fair rewards, supportive leadership, and adequate rest breaks can bring stress down and improve performance.

This study matters because it can help organizations pinpoint which workplace factors contribute most to employee stress. With that knowledge, management can design more targeted responses: stress management programs, better shift scheduling, counseling access, supervisor training, employee engagement activities, and fairer performance evaluation.

The study is useful for different groups in different ways:

- **For employees:** It helps them understand where their workplace stress is coming from and why coping strategies matter.
- **For management:** It gives insight into what changes to the work environment could reduce dissatisfaction and burnout.
- **For HR departments:** It informs the design of welfare policies, training programs, and retention strategies.
- **For customers:** Employees who are less stressed tend to communicate more patiently and effectively, which improves service quality.
- **For researchers:** It adds to the academic literature on occupational stress, employee well-being, and work environment studies.



1.3 Statement of the Problem

Call centre employees work in environments that are fast-moving, target-driven, and emotionally demanding. Each shift involves managing a continuous stream of calls, resolving customer complaints, maintaining service standards, and staying calm regardless of how a customer behaves. When this is combined with long hours, night shifts, strict supervision, limited breaks, and heavy performance pressure, the result is often significant stress. Call centres contribute substantially to the service sector, but the stress employees experience remains a serious concern that deserves systematic attention.

The central problem this study addresses is how the work environment affects the stress levels of call centre employees. Many employees face stress not just because of what the job requires, but because of the conditions under which they do it. Constant noise, uncomfortable seating, lack of privacy, technical failures, rude customers, targets that feel impossible to reach, and limited managerial support can all drain employees and leave them feeling dissatisfied.

Performance in call centres is typically tracked through strict metrics — average call handling time, number of calls taken, customer satisfaction scores, sales figures, and quality ratings. These measures are useful for the business, but when not managed thoughtfully they create pressure. Employees may feel they are being monitored constantly with little room to exercise their own judgment, which can generate stress, frustration, and emotional fatigue.

The problem breaks down into several connected issues:

- Employees may experience stress due to workload and continuous call pressure.
- Night shifts and irregular schedules can disturb sleep and personal life.
- Lack of supervisor support can increase dissatisfaction and emotional strain.
- Poor physical conditions can cause fatigue and discomfort.
- Unrealistic targets can reduce confidence and increase anxiety.
- Stress can affect job performance, attendance, and whether employees choose to stay.

This matters beyond the individual because stress affects organizational productivity, service quality, customer satisfaction, and turnover rates. When employees are stressed, they communicate less effectively, become less patient, and perform less efficiently — and the organization bears those costs.

1.4 Objectives of the Study

The main aim of this study is to examine the relationship between work environment and stress levels among call centre employees. Given that this work involves constant customer interaction, demanding schedules, and strict performance targets, understanding how workplace conditions affect employee stress is genuinely useful — both for the people working these jobs and for the organizations running them.

The work environment covers more than just the physical office. It includes organizational culture, management practices, communication norms, workload, job design, how supervisors behave, reward systems, and growth opportunities. In call centres, all of these factors can shape stress levels directly or indirectly. The study therefore focuses on identifying which specific workplace factors matter most and to what degree.

The major objectives are:

- To study the nature of the work environment in call centres.
- To identify the major sources of stress among call centre employees.
- To examine the relationship between workload and employee stress levels.
- To analyze how working hours, shift patterns, and break schedules affect stress.
- To study how supervisor support and management practices either reduce or increase stress.
- To examine how physical conditions — noise, seating, lighting, and equipment — affect stress.
- To assess how stress affects employee performance, job satisfaction, and work-life balance.
- To suggest practical measures for improving the work environment and reducing stress.



The study also looks at whether stress levels differ based on demographic factors such as age, gender, work experience, job role, and shift timing. These factors may influence how employees experience and respond to workplace pressure. Newer employees, for example, may find the work stressful partly because they are still learning, while experienced employees might feel it differently — through monotony, limited career movement, or accumulated fatigue.

1.5 Research Questions / Hypotheses

Research questions and hypotheses give a study direction. They clarify what is being examined and what relationships between variables the researcher expects to find. Here, the focus is on whether and how the work environment affects stress levels among call centre employees.

The study asks whether employees in better workplace conditions experience lower stress than those in poor conditions. It also examines whether factors like workload, shift patterns, supervisor support, physical facilities, and organizational policies have a measurable effect on stress. Because call centre employees routinely work under pressure, the research questions aim to identify exactly where that pressure builds.

The main research questions are:

- What is the nature of the work environment in call centres?
- What are the major causes of stress among call centre employees?
- Does workload have a significant effect on employee stress levels?
- How do working hours and shift patterns influence stress?
- Does supervisor support help reduce workplace stress?
- How do physical work conditions affect stress levels?
- What measures can be adopted to reduce stress and improve the work environment?

Based on these questions, the following hypotheses are proposed:

- **H₀₁**: There is no significant relationship between work environment and stress levels of call centre employees.
- **H₁₁**: There is a significant relationship between work environment and stress levels of call centre employees.
- **H₀₂**: Workload does not significantly affect the stress levels of call centre employees.
- **H₁₂**: Workload significantly affects the stress levels of call centre employees.
- **H₀₃**: Supervisor support has no significant impact on reducing employee stress.
- **H₁₃**: Supervisor support has a significant impact on reducing employee stress.
- **H₀₄**: Shift timing and working hours do not significantly influence stress levels.

1.6 Scope of the Study

This study focuses on the relationship between work environment and stress levels among call centre employees — specifically, how different workplace factors affect the stress that employees experience. Call centres operate in a high-pressure service environment, and employees regularly face demands from customers, supervisors, performance targets, and organizational policies. The study examines these conditions and what they mean for employee well-being. Both physical and psychological dimensions of the work environment are included. Physical factors cover seating, lighting, ventilation, noise, temperature, equipment availability, and cleanliness. Psychological and organizational factors cover workload, supervisor support, team relationships, job security, salary satisfaction, reward systems, training, career opportunities, and work-life balance.

The study's scope includes:

- Employees working in both inbound and outbound call centres.
- Full-time employees who regularly handle customer calls.
- Work-related stress caused by workload, targets, shift schedules, and customer interaction.
- Physical environment factors such as noise, seating, and infrastructure.
- Organizational factors such as supervision style, internal communication, rewards, and policies.
- The effects of stress on job satisfaction, performance, absenteeism, and work-life balance.



The study may be conducted across selected call centres within a particular city, region, or organization depending on where respondents are available. It may include employees from departments such as customer service, technical support, sales, complaint handling, and back-end support — though the main focus stays on employees who deal directly or indirectly with the pressures of call centre work. This study is not about employees in other industries. The findings may be relevant to similar customer service organizations, but they should not be assumed to apply to manufacturing, education, healthcare, or government employees, whose work environments differ considerably.

1.7 Limitations of the Study

No research study is without constraints, and this one is no different. The study aims to examine the relationship between work environment and stress among call centre employees, but several practical limitations may affect how deep the findings go, how accurate they are, and how far they can be generalized.

The first is **sample size**. If the study draws on a limited number of respondents, the findings may not reflect the full range of experiences across the sector. Call centres vary considerably — in size, management culture, customer base, technology, and employee policies. Results from one organization or a small group of employees cannot simply be assumed to apply everywhere.

Geographical coverage is a second limitation. If the study is restricted to one city, region, or set of call centres, it will not capture how conditions differ elsewhere. Work culture, stress levels, salary structures, and labor market conditions all vary by location, and the study cannot account for that variation if its reach is limited.

Data quality is a third concern. The study will likely rely mainly on questionnaires or interviews, and the accuracy of those responses depends on whether employees are willing to be honest. Some may hesitate due to fear of how management might respond, concerns about job security, or simple privacy worries. Others may give answers that seem more acceptable rather than answers that reflect their actual stress levels.

The major limitations can be summarized as:

- Limited sample size and restricted geographical coverage.
- Possibility of biased, incomplete, or socially adjusted responses.
- Difficulty measuring stress accurately, since stress is subjective and experienced differently by different people.
- Time constraints in collecting detailed, high-quality data.
- Limited access to internal organizational records or policies.
- Findings may not apply uniformly across different call centres or industries.
- The study focuses on work-related stress and may not fully account for personal or family-related stress factors.

II. REVIEW OF LITERATURE

2.1 Introduction

A review of literature is a necessary part of any research study. It gives the researcher a clear picture of what is already known — the existing theories, concepts, and findings — before new data is collected. For this study, which focuses on the relationship between work environment and stress levels of call centre employees, the review covers previous research on occupational stress, call centre working conditions, workload, supervisor support, shift work, burnout, employee satisfaction, and work-life balance.

Call centres have become a core part of the service sector. They handle customer support, technical assistance, complaint resolution, sales, and information services. But the work itself is demanding. Employees manage high call volumes, follow scripted guidelines, meet performance targets, maintain quality standards, and deal with a wide range of customers — sometimes difficult or aggressive ones. When the work environment does not provide enough support, these demands become a significant source of stress.



A well-functioning work environment can offset much of this. Employees who receive proper training, fair treatment, supervisor support, recognition, and reasonable facilities tend to feel more satisfied and stay more motivated. When those conditions are absent, the consequences include fatigue, frustration, anxiety, absenteeism, reduced productivity, and higher turnover. Reviewing what earlier researchers found helps identify which workplace factors matter most for stress levels.

Specifically, this literature review serves several purposes:

- It explains what work environment and occupational stress mean and why they matter.
- It identifies the particular challenges call centre employees face.
- It maps out the main causes of stress in this type of work.
- It shows how earlier researchers have examined the relationship between workplace conditions and employee stress.
- It helps locate the research gap that the present study addresses.
- It provides the basis for the study's conceptual framework.

2.2 Review of Previous Studies

1. Holman, Chissick and Totterdell (2002)

Holman, Chissick and Totterdell looked at how performance monitoring affects emotional labour and employee well-being in call centres. They found that close, continuous monitoring raises emotional pressure on employees — those who felt constantly watched reported higher stress, anxiety, and emotional strain. The researchers argued that monitoring should not function purely as a control mechanism. When it is also used for development, feedback, and support, it becomes less damaging to employee well-being.

2. Deery, Iverson and Walsh (2002)

Deery, Iverson and Walsh examined workplace relationships in telephone call centres and how they connect to emotional exhaustion and withdrawal. Their findings showed that the constant interpersonal demands of customer-facing work can lead employees toward emotional exhaustion over time. Once that exhaustion sets in, employees tend to pull back — showing up less, committing less, and more seriously considering leaving the job altogether.

3. Holman (2003)

Holman reviewed existing research on call centre stress and pushed back against the assumption that this type of work is inherently stressful everywhere. The study found that stress levels depend heavily on how the job is designed, how performance is monitored, what HR policies are in place, how much support supervisors provide, and how much employees are involved in decisions. Organizations that improve job control, adopt supportive management styles, and use monitoring in a developmental rather than punitive way tend to have less stressed workforces.

4. Bakker, Demerouti and Schaufeli (2003)

Bakker, Demerouti and Schaufeli applied the Job Demands-Resources (JD-R) model to a call centre context. On the demands side, workload, emotional pressure, limited control, and role-related stress all contributed to employee burnout. On the resources side, things like supervisor support, coaching, training, and autonomy helped reduce stress and keep employees engaged. The core finding was straightforward: burnout rises when demands are high and resources are not enough to offset them.

5. Zapf, Isic, Bechtoldt and Blau (2003)

Zapf, Isic, Bechtoldt and Blau studied job characteristics and service interactions across multiple call centres. They found that call centre work places unique emotional and communication demands on employees — particularly the expectation to stay calm, polite, and helpful even when customers are angry or dissatisfied. This kind of sustained emotional labour becomes a source of stress when employees do not have adequate support, proper training, or enough recovery time between demanding interactions.



6. Surana and Singh (2009)

Surana and Singh investigated the relationship between emotional labour and job burnout among call centre customer service representatives in India. They found that emotional labour does relate to burnout, though the connection was not uniformly strong across all cases. One notable finding was that employees often develop collective ways of coping — leaning on colleagues for support as a way of managing emotional pressure. The study pointed to team support as a meaningful factor in keeping burnout at bay.

7. Surana (2011)

Surana's study focused on how burnout among call centre customer service representatives can be managed. The findings suggested that organizational policies, leadership quality, training, and employee support systems all contribute to managing burnout effectively. The study also stressed that early warning signs — fatigue, irritability, falling motivation, reduced job satisfaction — need to be identified and addressed before they develop into more serious problems. Stress management practices were presented as necessary not just for employee health, but for maintaining service quality.

8. Bose (2011)

Bose examined occupational stress in call centres and found a notable difference between international and domestic processes: employees working international call centre shifts reported higher stress levels. Night shifts, pressure related to handling foreign customers, language demands, and unpredictable schedules were all identified as contributing factors. The study concluded that management in international call centre operations should pay particular attention to how shifts are timed and how workloads are distributed.

9. Surana and Singh (2012)

Surana and Singh returned to the question of burnout among Indian call centre employees, this time focusing on how it connects to job outcomes. They found that burnout affects both psychological outcomes — job satisfaction, organizational commitment, and the intention to leave — and behavioural outcomes such as actual job performance. When employees are emotionally exhausted, their motivation and sense of commitment tend to drop, and that decline eventually shows up in how the organization performs.

10. Ashill, Rod and Carruthers (2012)

Ahill, Rod and Carruthers studied stress among both inbound and outbound call centre agents and found that the sources of stress differ depending on the type of work. Inbound agents tend to face stress from continuous complaints and service requests, while outbound agents deal more with the pressures of hitting sales targets, handling rejection, and being pushed to deliver results. The study concluded that stress-reduction strategies need to be tailored to the specific demands of each type of call centre process, rather than applied uniformly.

11. Gorde (2018)

Gorde studied job satisfaction in call centres in Pune, India. The research identified a range of factors shaping satisfaction levels — work environment, salary, working hours, supervisor behaviour, opportunities for growth, and organizational policies among them. The key finding was that employees who are satisfied with their working conditions are more likely to perform well and experience lower stress, suggesting that job satisfaction and stress are closely linked rather than separate concerns.

12. Feyerabend, Herd and Choi (2018)

Feyerabend, Herd and Choi looked at job satisfaction and turnover intentions among call centre employees in India. Their study found a clear connection between low satisfaction and higher intention to leave. The broader issue the study pointed to is the persistent problem of employee attrition in the call centre sector — people leave when they feel stressed, dissatisfied, and unable to see a path for career growth. Improving satisfaction, the study argued, is one of the more direct ways to reduce turnover.

13. Doellgast, O'Brady and Kwon (2020)

Doellgast, O'Brady and Kwon studied the relationship between management practices and stress in call centres. They found that intensive performance management, rigid monitoring, tightly controlled schedules, and discipline-centred



approaches were associated with higher stress, lower job satisfaction, more absenteeism, and a greater likelihood of employees intending to leave. On the other side, practices that offered better training, more employee discretion, and genuine support were associated with higher satisfaction.

14. Gonçalves-Candeias et al. (2021)

Gonçalves-Candeias and colleagues asked whether stress in contact centres is simply unavoidable. Drawing on employees from multiple contact centre companies, they examined psychosocial working conditions, stress levels, and overall well-being. They found that stress is not uniform — it varies according to job duties, how companies are structured, what HR practices are in place, the quality of social support, and how much work conflicts with personal life. The conclusion was that stress in contact centres can be reduced when organizations make deliberate improvements to psychosocial working conditions.

15. Harry and Coetzee (2021)

Harry and Coetzee examined emotional intelligence, sense of meaningfulness, exhaustion, and professional efficacy among call centre agents. They found that the constant interpersonal contact required by the job puts employees at risk of exhaustion and disengagement. However, employees who have stronger emotional intelligence and who find genuine meaning in their work are better equipped to manage that pressure without losing their effectiveness. The study highlighted psychological resources — not just structural or organizational changes — as an important part of reducing stress in call centre environments.

2.3 Thematic / Chronological Review of Literature

The studies covered in Section 2.2 approach call centre stress from several different angles — emotional labour, workload, monitoring, supervisor support, burnout, job satisfaction, and turnover intention. Reading this body of work both thematically and in sequence reveals a clear shift: earlier research was mostly concerned with the basic nature of call centre work and emotional exhaustion, while later work moved toward the psychosocial work environment, management practices, employee well-being, and work-life balance.

The earliest wave of studies — including Holman, Chissick and Totterdell (2002) and Deery, Iverson and Walsh (2002) — concentrated on how performance monitoring and emotional exhaustion operated in call centres. Their findings were fairly consistent: strict monitoring, constant customer interaction, and the demand to control one's emotional expression all pushed stress levels up. Employees had to follow scripts, stay polite, and keep their reactions in check even during difficult or hostile calls. Sustaining that kind of emotional management over time produces fatigue, frustration, and eventually burnout.

Holman (2003) and Zapf, Isic, Bechtoldt and Blau (2003) then shifted the lens toward job design and how service interactions were structured. These studies made a useful point — that stress in call centres does not come from customer calls alone, but also from the way jobs are built. Limited autonomy, repetitive duties, rigid targets, and almost no room for independent decision-making all contribute to stress. At the same time, the same studies found that supportive management, regular feedback, and some degree of employee involvement could counteract these effects.

The Job Demands–Resources Model, developed by Bakker, Demerouti and Schaufeli (2003), gave researchers a cleaner theoretical language for this. The model holds that stress rises when job demands outpace job resources. In a call centre, demands typically include call volume, performance pressure, difficult customers, time constraints, and the emotional cost of continuous customer-facing work. Resources include things like supervisor support, training, autonomy, team cohesion, and recognition. The model works well as a way of mapping how work environment conditions connect to stress outcomes.

Research from India — including Surana and Singh (2009), Surana (2011), Bose (2011), and Surana and Singh (2012) — brought a different context into the picture. These studies focused on burnout, occupational stress, and job outcomes among Indian call centre employees specifically. Night shifts, international process work, high workload, emotional labour, and weak organizational support all emerged as stress drivers. The studies also showed knock-on effects: stress



under these conditions damaged job satisfaction, reduced organizational commitment, and raised the likelihood of employees wanting to leave.

More recent work by Doellgast, O'Brady and Kwon (2020), Gonçalves-Candeias et al. (2021), and Harry and Coetzee (2021) has moved in a more solution-oriented direction. These studies focus on management practices, psychosocial work environments, and psychological resources, and they push back on the idea that call centre stress is simply unavoidable. According to this line of research, better HR policies, genuinely supportive leadership, solid training, real work-life balance, and emotional intelligence at the management level can all reduce stress meaningfully.

Across the literature, the following major themes stand out:

- **Performance monitoring and control:** Tight surveillance raises pressure and anxiety among employees.
- **Emotional labour:** Having to sustain polite, controlled communication with customers across long shifts creates emotional exhaustion.
- **Workload and job demands:** High call volumes, strict targets, and repetitive work grind employees down over time.
- **Supervisor and organizational support:** When supervisors are supportive, stress tends to drop and job satisfaction tends to rise.
- **Shift work and work-life balance:** Night shifts and unpredictable schedules eat into personal time and affect physical health.
- **Burnout and turnover intention:** Chronic stress leads to burnout, higher absenteeism, falling satisfaction, and stronger intentions to quit.
- **Psychosocial work environment:** A healthier psychological climate at work reduces stress and supports employee well-being.

What the chronological pattern shows, taken as a whole, is that the work environment — across its physical, psychological, and organizational dimensions — is the most consistent predictor of stress among call centre employees. The literature as a whole supports this conclusion clearly.

2.4 Research Gap

Earlier sections established a solid base: a substantial body of research documents occupational stress, emotional labour, burnout, job satisfaction, and turnover intention in call centre settings. Researchers have repeatedly shown that employees in these environments experience stress because of high workload, continuous monitoring, emotional pressure, shift work, difficult customer interactions, and inadequate supervisor support. These findings give the present study a strong platform to build on.

Even so, reading the literature carefully reveals some genuine gaps. Many earlier studies examined only one or two dimensions of the problem — focusing on emotional labour and burnout, or on monitoring and employee well-being, without connecting these to the broader work environment as a whole. Studies that look at how the full range of workplace conditions combines to shape stress levels are comparatively rare.

The work environment is not a single variable. It includes physical conditions, workload patterns, shift timing, supervisor relationships, peer dynamics, job security, reward structures, training, communication channels, career opportunities, and work-life balance. Prior research has examined several of these in isolation, but pulling them together into one coherent framework has not been done as often as the topic warrants. That gap motivates the present study directly.

The main research gaps identified from the literature are:

- **Most studies treat emotional labour, burnout, or turnover as separate problems** rather than looking at how the overall work environment produces these outcomes.
- **Few studies combine physical, psychological, and organizational factors** into one study framework.
- **Many studies are based outside India**, and their findings may not transfer directly to the Indian call centre context.



- **There is a need to examine workload, supervisor support, shift timing, and physical conditions together**, rather than treating each as an independent factor.
- **Stress outcomes have received more attention than practical remedies** — fewer studies focus on what organizations can actually do to improve the work environment.

2.5 Conceptual Framework / Theoretical Framework

The central premise of this study is straightforward: the work environment directly shapes the stress levels of call centre employees. A work environment, as understood here, covers all physical, psychological, and organizational conditions that affect how employees do their jobs. Call centre employees operate under sustained pressure — managing call volume, hitting targets, following scripts, maintaining service standards, and regulating their emotional responses throughout each shift. The quality of their working conditions, then, is not a peripheral issue. It goes a long way toward determining how stressed or supported those employees actually feel.

Theoretically, this study draws on the **Job Demands–Resources Model** developed by Bakker, Demerouti and Schaufeli (2003). The model proposes that every job involves both demands and resources. Job demands are elements of work that require sustained physical, mental, or emotional effort — and when demands are consistently high, the result is stress and burnout. Job resources are the workplace conditions that help employees do their work effectively, manage those demands, and develop professionally.

The conceptual framework of this study works as follows:

Independent Variable: Work Environment

The work environment is measured across the following dimensions:

- **Physical conditions** — lighting, seating, noise levels, ventilation, and available equipment.
- **Workload** — number of calls handled, performance targets, deadlines, and overall task pressure.
- **Shift timing** — night shifts, rotational schedules, and irregular working hours.
- **Supervisor support** — guidance, constructive feedback, motivation, and help with problem-solving.
- **Organizational policies** — reward systems, job security, training programs, promotion pathways, and leave policies.
- **Peer relationships** — teamwork, cooperation among colleagues, and social support at work.

III. RESEARCH METHODOLOGY

3.1 Introduction

Research methodology explains the step-by-step process a researcher follows to collect, organize, analyze, and interpret data. Without a clear methodology, a study has no reliable direction. In this study, the methodology is built around one central question: how does the work environment relate to the stress levels of call centre employees?

This chapter covers everything involved in how the study was carried out — the research design, where the data came from, what tool was used to collect it, how the sample was chosen, how big the sample is, whether a pilot test was done, how the data was analyzed, and what ethical guidelines were followed. Each of these elements matters because together they determine whether the research is accurate, objective, and trustworthy.

The study is primarily based on primary data gathered through a structured questionnaire. The questionnaire has 15 multiple-choice questions touching on work environment, stress levels, workload, supervisor support, shift schedules, physical facilities, customer interaction, break time, management communication, work-life balance, rewards, emotional exhaustion, career growth, and what might help reduce stress. The answers given by call centre employees form the core dataset for understanding how they experience workplace stress.

Secondary data — drawn from books, journals, articles, earlier research, websites, and sector reports on occupational stress, call centre conditions, employee well-being, emotional labour, and job satisfaction — supports the theoretical background and literature review.



The methodology serves the following purposes:

- It explains how the research problem is approached and studied.
- It describes the type of data the study depends on.
- It identifies who the respondents are.
- It describes the questionnaire used for data collection.
- It provides details about the sample size and how respondents were selected.
- It explains which statistical tools are used for analysis.
- It confirms that the research follows ethical standards.

3.2 Research Design

Research design is the overall plan that guides how a study is conducted — how research questions get answered, and how data gets collected and analyzed. This study uses a **descriptive research design**, which fits the purpose well. The goal here is not to run an experiment but to understand an existing situation: specifically, what call centre employees think and feel about their working conditions and how those conditions connect to their stress levels.

The study looks at employee opinions across a range of workplace factors — workload, targets, supervisor support, shift schedules, physical facilities, customer handling, break time, communication, work-life balance, rewards, emotional exhaustion, and career growth. Descriptive research is suited to this kind of inquiry because it gathers factual information from respondents and arranges it systematically.

There is also an analytical dimension. The responses are interpreted to explore what relationships might exist between workplace conditions and stress. For instance, if a large share of respondents report high workload, unrealistic targets, and emotional exhaustion together, that pattern suggests a connection between poor working conditions and higher stress. Conversely, if employees report strong supervisor support and clear communication, the picture looks different.

The key features of the research design are:

- **Type of research:** Descriptive and analytical.
- **Nature of data:** Quantitative, with qualitative interpretation.
- **Method of data collection:** Structured questionnaire.
- **Respondents:** Call centre employees.
- **Sample size:** 100 respondents.
- **Question type:** Multiple-choice questions.
- **Analysis method:** Tables, percentages, bar graphs, and written interpretation.

The MCQ format makes it straightforward to convert responses into frequency tables and bar graphs. That, in turn, makes the findings readable and easy to compare. The design also supports the study's core objectives — identifying the main causes of stress.

3.3 Sources of Data

Any research study depends on data, and the quality of that data determines how meaningful the conclusions can be. This study draws on both **primary** and **secondary** sources, and the combination of the two makes the research more thorough and reliable.

Primary data is collected directly from respondents — in this case, call centre employees — through a structured questionnaire. The 15 multiple-choice questions cover the overall work environment, how often employees feel stressed, what causes that stress, whether targets are realistic, how they feel about shift schedules and working hours, whether supervisors help during problems, the state of physical facilities, how often they deal with difficult customers, whether break time is adequate, how well management communicates, how the job affects personal and family life, satisfaction with recognition and rewards, emotional exhaustion after a shift, career growth prospects, and what measures might help reduce stress.



Primary data matters here because it captures what employees actually experience. Since the study is about stress in the workplace, the most direct and relevant information has to come from the employees themselves.

Secondary data comes from material already published by other researchers and institutions — books, journals, research articles, reports, websites, and earlier studies on occupational stress, call centre work environments, burnout, emotional labour, job satisfaction, and employee turnover.

The sources drawn upon in this study include:

- **Primary sources:** Questionnaire responses from call centre employees.
- **Secondary sources:** Books, journals, articles, research papers, reports, and websites.
- **Academic sources:** Previous literature on work environment and stress.
- **Organizational sources:** General information on call centre working conditions.
- **Online sources:** Relevant published material from trusted websites.

Primary data gives a picture of what is happening right now among the respondents. Secondary data provides the theoretical and conceptual scaffolding, and also makes it possible to compare the present findings with what earlier researchers found. Together, the two sources allow the study to examine the relationship between work environment and stress in a balanced.

3.4 Data Collection Tools

A data collection tool is the instrument a researcher uses to gather information from respondents. In this study, the main tool is a **structured questionnaire** — and for good reason. A questionnaire allows the researcher to reach a reasonably large number of employees efficiently, in a format that is systematic and easy to process.

The questionnaire has **15 multiple-choice questions**, all directly tied to the study's objectives. Each question addresses a specific aspect of the work environment or stress experience, and respondents simply select the option that best matches their situation.

The questions cover the following areas:

- **Overall work environment** in the call centre.
- **Frequency of stress** during working hours.
- **Major causes of stress** in the job.
- Whether **targets are realistic** and achievable.
- **Satisfaction with working hours** and shift schedules.
- **Supervisor support** during work-related difficulties.
- **Physical facilities** at the workplace.
- How often employees deal with **rude or difficult customers**.
- Whether **break time** is adequate.
- **Communication** between management and employees.
- How the job affects **personal or family life**.
- **Satisfaction with recognition and rewards**.
- **Emotional exhaustion** after a work shift.
- **Satisfaction with career growth** opportunities.

Because every respondent answers the same set of questions, the responses are directly comparable. They can be counted, converted into percentages, organized into tables, and displayed as bar graphs — all of which makes the data suitable for quantitative analysis.

3.5 Sampling Design

Since it is not realistic to collect data from every call centre employee, a **sample** is selected to represent the larger population. Sampling design refers to the plan for choosing that sample.



For this study, respondents are call centre employees who work directly with workplace conditions that may generate stress — whether in customer service, technical support, sales support, complaint handling, inbound processes, outbound processes, or back-office roles connected to call centre operations.

The quality of research depends heavily on selecting the right respondents. Because the topic is specifically about work environment and stress in call centres, only employees with actual call centre experience are appropriate for this study.

The main elements of the sampling design are:

- **Population:** Call centre employees.
- **Sampling unit:** Individual call centre employee.
- **Sample size:** 100 respondents.
- **Sampling method:** Convenience sampling.
- **Data collection method:** Structured questionnaire.
- **Nature of respondents:** Employees working in call centre-related roles.

A sample of 100 makes the percentage-based analysis straightforward — each respondent accounts for exactly 1% of the total, so frequency and percentage figures are easy to calculate and present. If 38 employees select "Often" on a question about stress, that immediately reads as 38%.

Sampling also keeps the study practical. Collecting data from every employee in a call centre is not feasible given time constraints, shift schedules, and organizational limitations. However, sampling does come with a caveat: because the sample cannot include every type of employee across every call centre, the findings may not generalize fully to the entire call centre workforce. The results should be read in that context. Within those limits, though, the sample provides meaningful insight into the relationship between workplace conditions and stress.

3.5.1 Population / Universe

The **population** of a study is the full group the researcher wants to understand and draw conclusions about. In this study, the population is call centre employees across different types of operations — inbound customer service, outbound sales, technical support, complaint handling, telemarketing, help desk services, and related customer support roles.

This population is chosen because the study's focus is on work environment and stress. Call centre employees deal with continuous customer interaction, call pressure, performance targets, shift work, monitoring, and emotional labour — all of which are relevant to how stress develops. They are required to sustain polite communication, resolve customer problems, follow scripts, meet quality benchmarks, and manage difficult callers. That set of demands makes them exactly the right group to study.

The population may include employees with the following characteristics:

- **Male and female** call centre employees.
- Employees from **different age groups**.
- Both **freshers and experienced** employees.
- Employees on **day shifts and night shifts**.
- Employees from **inbound and outbound** processes.
- Employees working in **customer service, sales, and technical support**.
- **Full-time employees** in call centre operations.

The population does not include employees from unrelated sectors such as manufacturing, education, healthcare, general banking administration, or government offices, unless those employees are directly involved in call centre work. Stress conditions in those sectors differ enough that including them would muddy the picture.

The overall population is large — there are many call centres and many employees working in them — but data cannot practically be collected from all of them. A sample is therefore drawn from this broader group.



3.5.2 Sampling Method

The sampling method is the technique used to select respondents from the population. This study uses **convenience sampling**, which is a non-probability technique. Respondents are chosen based on their availability, accessibility, and willingness to participate.

This approach suits the study's practical constraints. Call centre employees work across multiple shifts — day, evening, and night — and their availability changes depending on schedules, break windows, workload, and workplace rules. Strict random sampling is difficult to apply in that kind of environment. Convenience sampling lets the researcher collect data from employees who can realistically be reached.

The respondents selected belong to inbound or outbound processes, customer service, sales support, technical support, or complaint-handling departments — roles that involve the workplace conditions the study is examining.

The reasons for using convenience sampling are:

- It is **practical** for collecting data from employees with variable schedules.
- It **saves time and effort** during data collection.
- It works well when **respondents are only available in limited time slots**.
- It **relies on willing participants**, which avoids pressuring employees.
- It is **manageable** for an academic study with limited resources.
- It allows **quick data collection** through questionnaires.

That said, convenience sampling has real limitations. Because respondents are not randomly selected, the sample may not represent the full call centre workforce. There is some potential for bias — employees who are heavily stressed might avoid the survey, while those who are especially dissatisfied might engage more actively. These possibilities affect how broadly the findings can be interpreted.

Despite those limitations, convenience sampling is appropriate here. The study is descriptive, and its aim is to understand employee opinions and identify common stress-related patterns, not to produce population-level generalizations. Within that scope, convenience sampling is both acceptable and workable.

3.5.3 Sample Size

The **sample size** for this study is **100 call centre employees**. This number is chosen because it is large enough to support percentage-based analysis, frequency tables, and bar graphs, while remaining manageable within the study's time and resource limits.

The MCQ format makes the arithmetic clean. With 100 respondents, each response to a given option directly equals one percentage point. If 35 employees select a particular answer, that is 35% — no further conversion needed. This makes analysis simpler and the results easier to present and read.

The sample draws on employees from different departments — customer service, technical support, sales processes, complaint handling, and back-end support — and respondents vary in terms of age, gender, work experience, shift timing, and job role. That variation helps produce a broader picture of how stress is experienced across the workforce rather than just within one type of role.

The sample size is useful for the following reasons:

- It is **manageable within the available time**.
- It produces **enough data for percentage-based analysis**.
- It is suited to **table and bar graph preparation**.
- It helps **identify general trends** among call centre employees.
- It allows **response comparison** across different questions.
- It supports **clear interpretation** of employee opinions.

The limitations are real and worth acknowledging. A total call centre workforce is far larger than 100 people, spread across different companies, cities, and types of processes. This sample cannot represent all of them. The findings reflect



the opinions of the respondents selected, not the entire sector. That caveat should be kept in mind when reading the conclusions.

Still, for an academic project at this level, 100 respondents is appropriate. It is sufficient to examine the relationship between work environment and stress and to draw meaningful conclusions from the survey.

3.6 Pilot Study

A **pilot study** is a small preliminary test of the questionnaire, carried out before the main data collection begins. Its purpose is to catch problems — unclear questions, ambiguous options, missing topics — before those problems affect the real data.

In this study, the pilot study may be conducted with a small group of **10 call centre employees**. They complete the questionnaire and provide feedback on whether the questions are clear, whether the options cover the range of possible answers, and whether any question is confusing, repetitive, or hard to answer. Their responses guide any revisions before the questionnaire is distributed to the full sample of 100.

The pilot study serves the following purposes:

- It **checks the clarity** of the questionnaire language.
- It **identifies confusing or unclear questions** before they cause problems.
- It **confirms that the response options are appropriate** and sufficient.
- It helps **estimate how long** the questionnaire takes to complete.
- It **improves the reliability** of the data collection tool.
- It **reduces errors** during the actual data collection phase.

To give a practical example: if employees find a question about stress levels difficult to interpret, the wording can be revised. If two response options appear too similar, they can be separated more clearly. If an important stress factor seems missing from a question, the options can be expanded.

The questionnaire in this study is built around common workplace issues — workload, targets, shift schedules, supervisor support, physical facilities, break time, communication, and emotional exhaustion — and is written in straightforward language. That foundation should make it accessible to most call centre employees. The pilot study confirms this before wider distribution.

If the pilot phase runs smoothly and no significant changes are needed, the same questionnaire proceeds to final data collection. Either way, running the pilot improves the overall quality of the research.

3.7 Data Analysis Techniques

Once data is collected, it needs to be organized, summarized, and interpreted. In this study, that is done using **simple statistical techniques**: frequency distribution, percentage analysis, tables, bar graphs, and written interpretation.

Because the questionnaire uses multiple-choice questions, the responses are easy to count and classify. For each question, the number of respondents selecting each option is tallied, then converted into a percentage. With a sample of 100, every response equals 1%, which keeps the arithmetic simple throughout.

The main techniques used are:

- **Frequency analysis**: Counting how many respondents chose each option.
- **Percentage analysis**: Converting those counts into percentages.
- **Tabular presentation**: Laying out the data in a structured table.
- **Bar graph presentation**: Visualizing the responses to make comparisons easier.
- **Interpretation**: Explaining what the numbers mean in paragraph form.

Each question is handled individually. For every item, a table is prepared with four columns: the question option, the response category label, the number of respondents, and the percentage. A short interpretive paragraph follows the table. This structure makes it possible to examine employee views on each workplace factor one by one.



The analysis also looks for patterns across questions. If many employees report high workload, unrealistic targets, inadequate breaks, and emotional exhaustion in the same survey, that pattern points to a work environment that is generating stress. If supervisor support and communication scores are low across the board, that suggests a gap in organizational support.

Complex statistical tools are not used. The study is descriptive, and percentage analysis is sufficient to surface the patterns in employee responses and present the findings clearly.

3.8 Ethical Considerations

Ethical standards matter in any research, and they matter especially here. Employees are being asked to share their opinions about workload, targets, supervisors, stress, and job satisfaction — topics that could feel sensitive if they thought those answers might reach management. Protecting respondents is therefore not just a formality; it is what makes honest responses possible.

Voluntary participation is the first principle. No employee should feel pressured to take part. Respondents are informed upfront that participation is completely their choice, and that they can decline or withdraw at any point without any consequence.

Confidentiality is the second. No names, employee IDs, phone numbers, or identifying details are collected or published. Responses are used purely for academic purposes. If employees suspect their answers could be traced back to them, they will not answer honestly — so making confidentiality genuine, not just nominal, is essential.

Informed consent is the third. Before filling out the questionnaire, respondents are told what the study is about — that it examines work environment and stress levels among call centre employees. They know what they are participating in.

The ethical practices followed in this study include:

- **Participation is entirely voluntary.**
- **Respondent identities are kept confidential.**
- **Data is used only for academic research.**
- **No respondent is pressured** to answer any question.
- **Questions are worded respectfully and clearly.**
- **No harmful or offensive questions** are included in the questionnaire.
- **Findings are presented honestly**, without manipulating or selectively reporting results.

Honesty in data analysis is also part of the ethical commitment. The actual responses collected are what get reported. Data is not adjusted or filtered to push toward a particular conclusion. The interpretation is grounded in what the respondents actually said.

IV. DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

Data analysis is where raw survey responses become something you can actually learn from. In this study, 100 call centre employees answered a structured questionnaire with 15 multiple-choice questions covering work environment, stress levels, workload, targets, shift schedules, supervisor support, physical facilities, customer interaction, break time, management communication, work-life balance, recognition, emotional exhaustion, career growth, and stress-reduction measures.

This chapter works through those responses systematically. The analysis follows a descriptive approach — frequency distribution and percentage analysis — and results are presented in tables that can be converted into bar graphs. The chapter is organized in two parts. The first covers the demographic background of respondents: age, gender, educational qualification, work experience, and shift type. The second works through each questionnaire item according to the study's objectives.

Those objectives are:



- To study the nature of the work environment in call centres.
- To identify the major causes of stress among call centre employees.
- To examine how workload, targets, and shift timing affect stress.
- To analyze the role of supervisor support and management communication.
- To understand the impact of physical facilities and customer interaction on employees.
- To assess how stress affects work-life balance, emotional exhaustion, and career satisfaction.
- To suggest practical measures for reducing stress among call centre employees.

One note on the tables: since the sample size is exactly 100, the number of respondents and the percentage are numerically the same. If 35 people selected an option, that is 35%. This makes the analysis easy to follow throughout.

4.2 Demographic Profile of Respondents

Understanding who participated in the survey is important before reading the findings. The 100 respondents in this study were call centre employees, and their demographic details — gender, age, educational qualification, work experience, and shift type — provide context for interpreting the stress-related data that follows. These characteristics matter because stress does not affect all employees equally; age, experience level, and shift pattern can all shape how a person experiences workplace pressure.

On gender, the split was 56 male and 44 female respondents. Both groups are represented meaningfully, and while male respondents outnumber female respondents somewhat, the female share is large enough to ensure the findings are not skewed toward a single gender's experience.

The age profile leans young. 42 respondents fell in the 25–30 age range, making it the largest group. Another 28 were below 25, so more than two-thirds of the sample were under 30. Only 20 respondents were between 31 and 35, and just 10 were above 35. This reflects the broader reality of call centre workforces, which tend to attract younger professionals. For younger employees still adjusting to corporate expectations, performance pressure, night shifts, and career uncertainty can be especially stressful.

The key demographic patterns across the sample are:

- **Both male and female employees** are represented in the study.
- **Most respondents were between 25 and 30 years old**, making this a predominantly young sample.
- **Graduates made up the largest educational group**, consistent with typical call centre hiring.
- **The majority had 1–3 years of work experience**, placing most respondents in early-career stages.
- **A large proportion worked night or rotational shifts**, a factor with direct implications for stress and health.

Taken together, the demographic profile describes a workforce that is young, educated to graduate level, relatively new to the job, and largely working non-standard hours.

4.3 Analysis of Data as per Objectives

The questionnaire responses from 100 call centre employees are analyzed here according to the seven objectives of the study. Each objective addresses a different dimension of the relationship between work environment and employee stress.

Work environment — Objective 1 revealed a picture of quiet dissatisfaction rather than open discontent. 40 respondents rated the overall work environment as average, and 15 rated it poor. More than half, then, did not consider their workplace conditions genuinely satisfactory. Physical facilities drew a similar response — many employees found them average at best. Seating arrangements, lighting, ventilation, system quality, noise levels, rest areas, and general workplace comfort are the kinds of specific areas where these gaps tend to appear.

Sources of stress — Objective 2 showed that frequent stress is the norm, not the exception. 38 respondents said they often feel stressed during working hours, and 22 said they always do. That is 60 out of 100 employees experiencing stress as a regular part of their workday. When asked what drives this stress, high workload came first (30 respondents),



followed by strict targets (28), difficult customers (25), and long working hours (17). No single cause stands alone — the pressure builds from several directions at once.

The major findings across all objectives are:

- **The overall work environment is rated average by the largest share of respondents**, not excellent.
- **60% of employees experience frequent stress** during working hours.
- **High workload and unrealistic targets** are the most commonly reported stress drivers.
- **Shift schedules — particularly night and rotational shifts** — disrupt work-life balance for a significant portion of respondents.
- **Supervisor support and management communication** are inconsistent and need improvement.
- **Regular exposure to difficult customers** adds emotional pressure that compounds other stress factors.
- **Reduced workload** is the measure most employees believe would make the biggest difference.

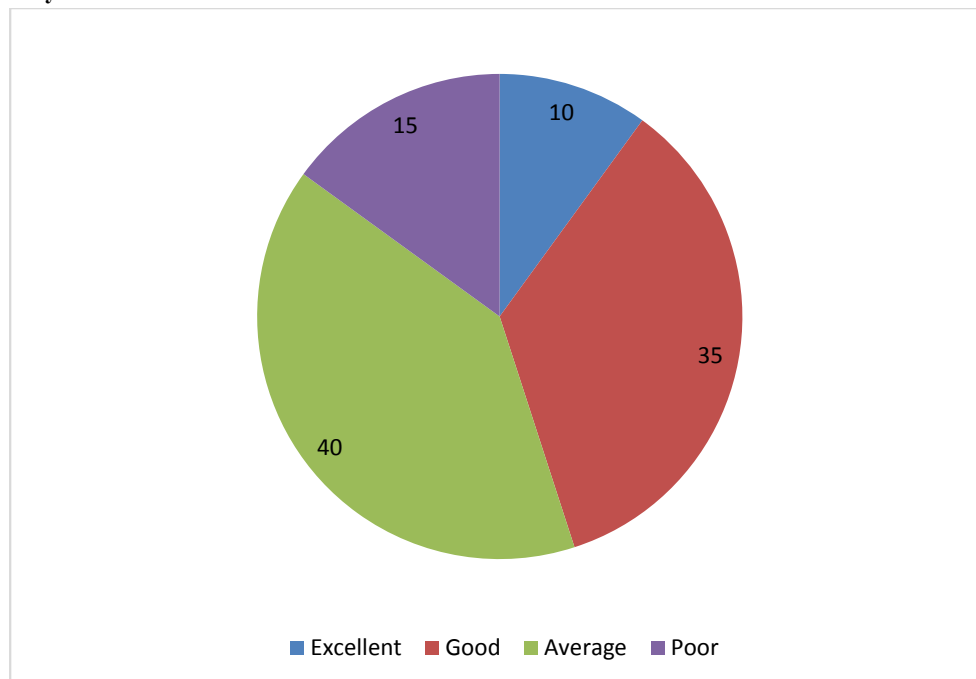
4.4 Table-wise / Chart-wise Interpretation

Question 1: How would you rate the overall work environment in your call centre?

Options:

- A. Excellent
- B. Good
- C. Average
- D. Poor

Sample Survey Result



Interpretation

The above table shows that 40% of respondents rated their work environment as average, while 35% rated it as good. Only 10% of employees considered the work environment excellent, and 15% rated it as poor. This indicates that although the work environment is not extremely negative, there is still a need for improvement. Most employees appear to experience a moderate level of satisfaction with their workplace conditions.

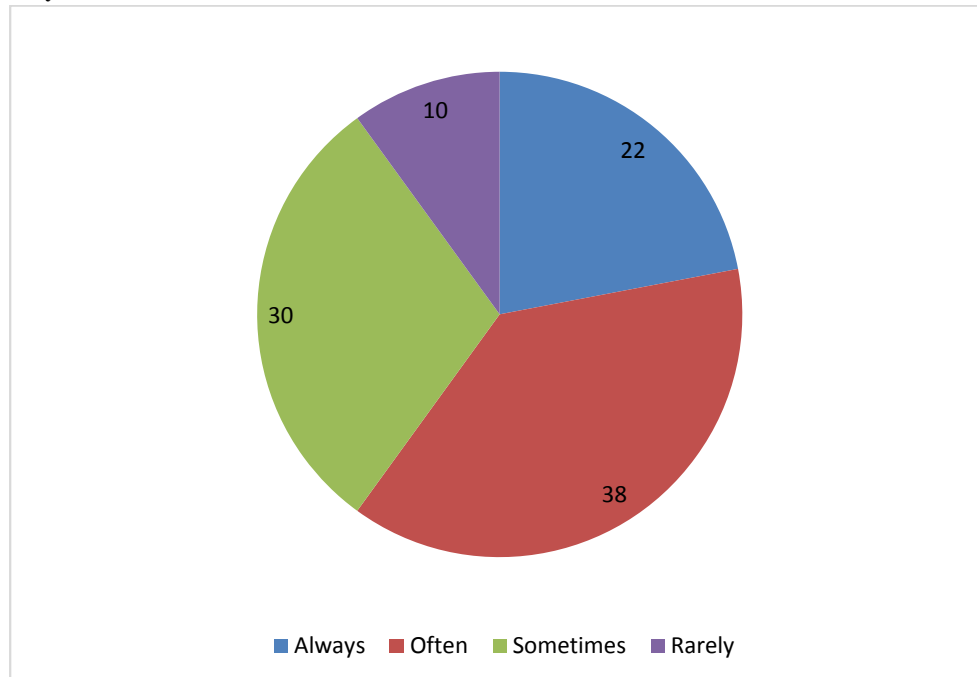


Question 2: How often do you feel stressed during working hours?

Options:

- A. Always
- B. Often
- C. Sometimes
- D. Rarely

Sample Survey Result



Interpretation

The data shows that 38% of employees often feel stressed during working hours, while 22% always feel stressed. This means that 60% of respondents experience stress frequently. Only 10% rarely feel stressed. This indicates that stress is a common issue among call centre employees and may be linked with work pressure, call volume, targets, and customer handling.

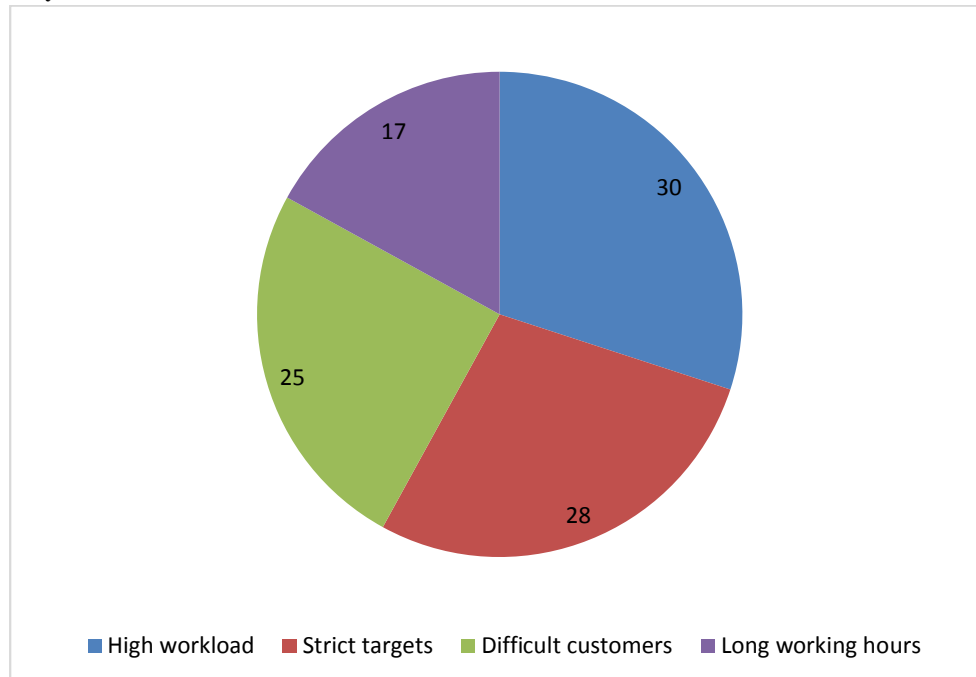


Question 3: What is the major cause of stress in your job?

Options:

- A. High workload
- B. Strict targets
- C. Difficult customers
- D. Long working hours

Sample Survey Result



Interpretation

The table shows that high workload is the leading cause of stress, reported by 30% of respondents. Strict targets were selected by 28%, and difficult customers by 25%. Long working hours were reported by 17%. This suggests that stress among call centre employees is mainly caused by workload, performance pressure, and customer interaction. Management should focus on workload distribution and realistic target setting.

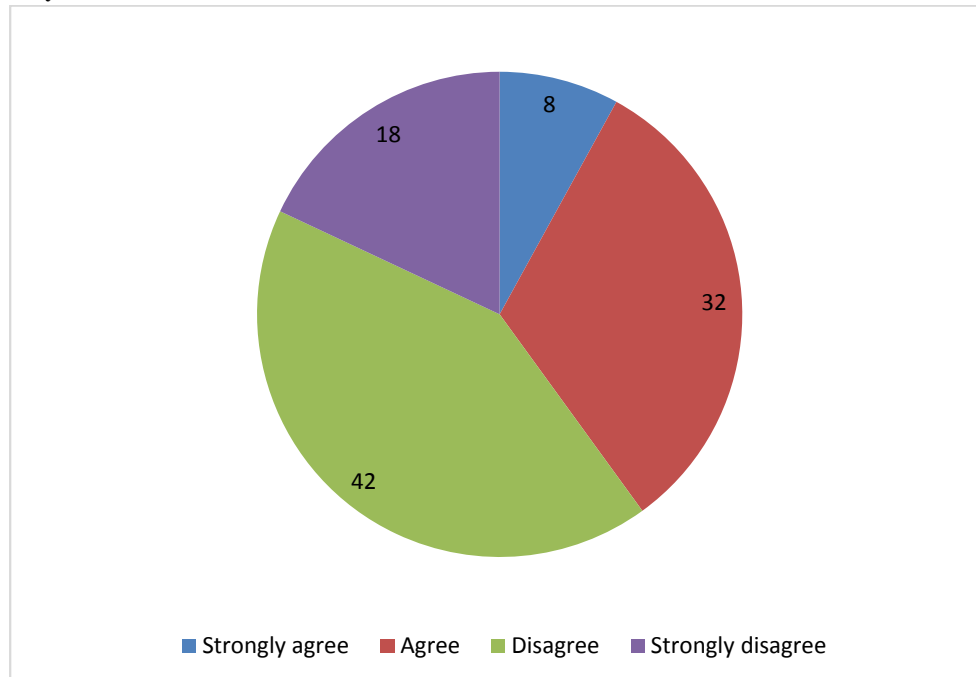


Question 4: Are the targets given by your organization realistic and achievable?

Options:

- A. Strongly agree
- B. Agree
- C. Disagree
- D. Strongly disagree

Sample Survey Result



Interpretation

The result shows that 42% of respondents disagreed and 18% strongly disagreed that targets are realistic and achievable. This means 60% of employees feel that targets are difficult or unrealistic. Only 40% agreed or strongly agreed. This indicates that unrealistic targets may be a major contributor to stress among call centre employees.

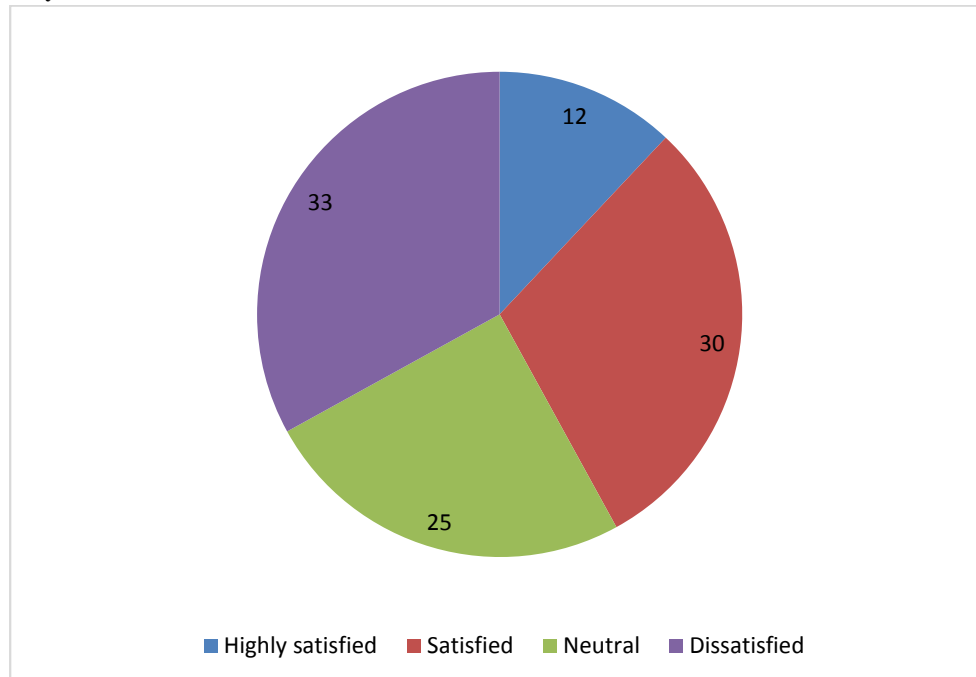


Question 5: How satisfied are you with your working hours or shift schedule?

Options:

- A. Highly satisfied
- B. Satisfied
- C. Neutral
- D. Dissatisfied

Sample Survey Result



Interpretation

The data shows that 33% of employees are dissatisfied with their working hours or shift schedule, while 25% are neutral. Only 42% are satisfied or highly satisfied. This suggests that shift timing is a significant issue for many employees. Irregular shifts and night duties may disturb sleep, health, family time, and work-life balance.

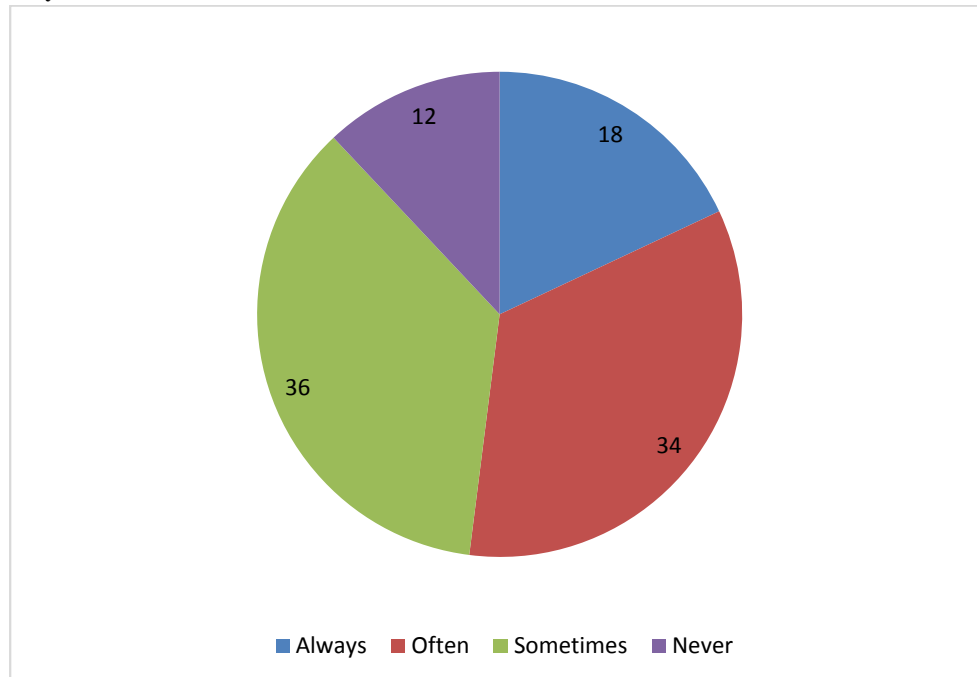


Question 6: Does your supervisor provide support when you face work-related problems?

Options:

- A. Always
- B. Often
- C. Sometimes
- D. Never

Sample Survey Result



Interpretation

The result indicates that 36% of respondents receive supervisor support only sometimes, while 12% never receive support. Around 52% receive support always or often. This shows that supervisor support is present but not consistent for all employees. Since supervisor support can reduce stress, management should improve leadership behavior, feedback systems, and employee guidance.

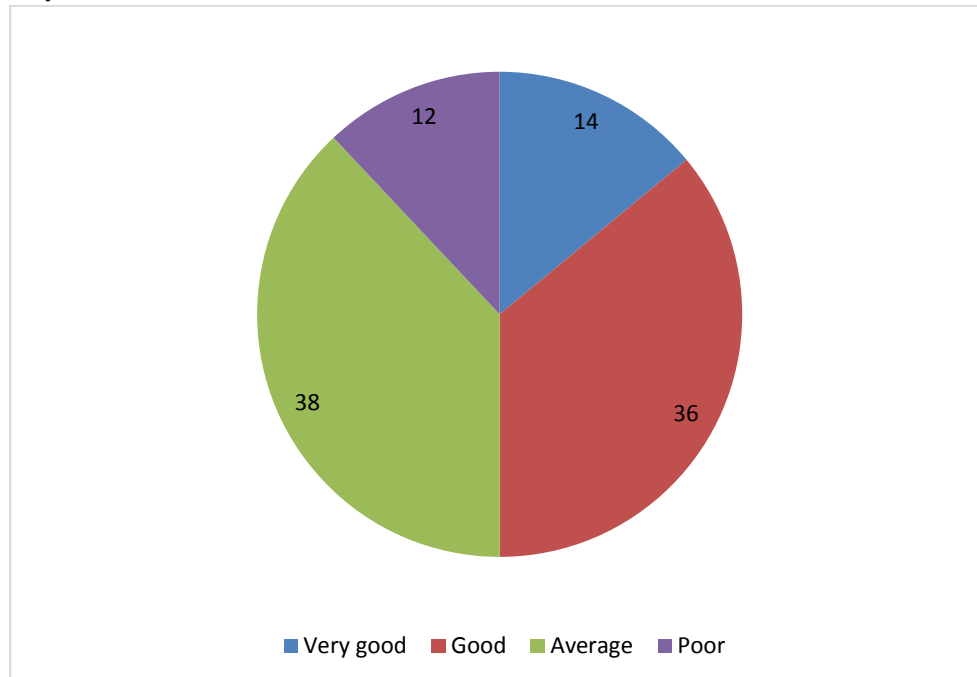


Question 7: How would you rate the physical facilities at your workplace?

Options:

- A. Very good
- B. Good
- C. Average
- D. Poor

Sample Survey Result



Interpretation

The table shows that 38% of respondents rated physical facilities as average, while 36% rated them good. Only 14% considered the facilities very good, and 12% rated them poor. This suggests that basic facilities may be available, but improvement is required in areas such as seating comfort, lighting, ventilation, equipment, rest areas, and cleanliness.

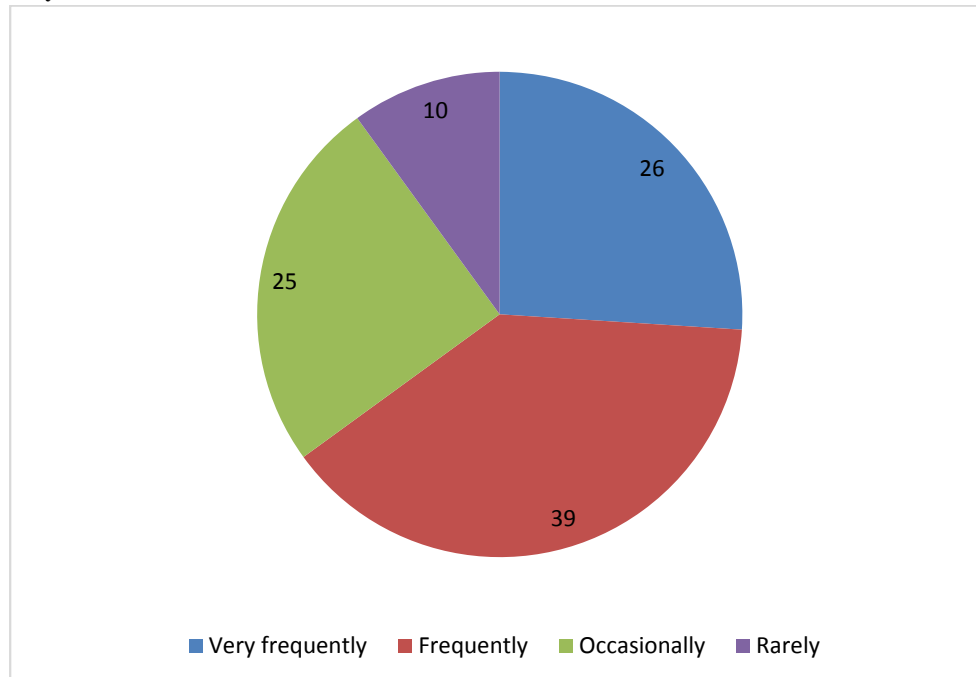


Question 8: How frequently do you deal with rude or difficult customers?

Options:

- A. Very frequently
- B. Frequently
- C. Occasionally
- D. Rarely

Sample Survey Result



Interpretation

The result shows that 39% of respondents frequently deal with rude or difficult customers, and 26% face such customers very frequently. This means 65% of employees regularly experience difficult customer interactions. Such interactions can create emotional pressure and increase stress. Proper training in customer handling and emotional control is necessary.

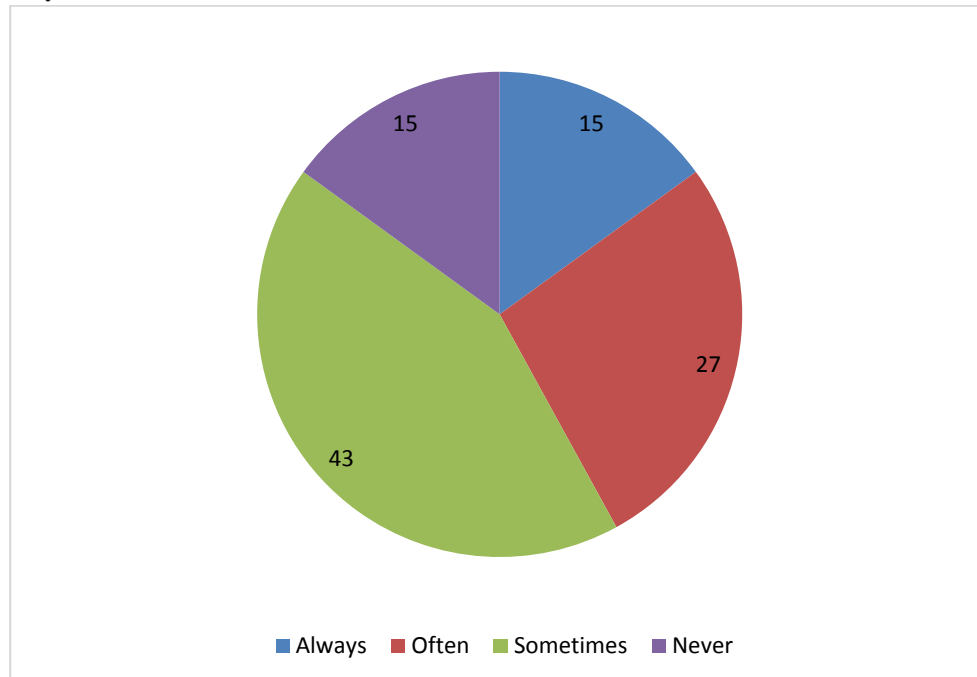


Question 9: Do you get enough break time during your working hours?

Options:

- A. Always
- B. Often
- C. Sometimes
- D. Never

Sample Survey Result



Interpretation

The table shows that 43% of employees get enough break time only sometimes, while 15% never get enough break time. Only 42% receive sufficient breaks always or often. This indicates that break management may be inadequate. Lack of proper breaks can increase fatigue, reduce concentration, and contribute to stress during long working hours.

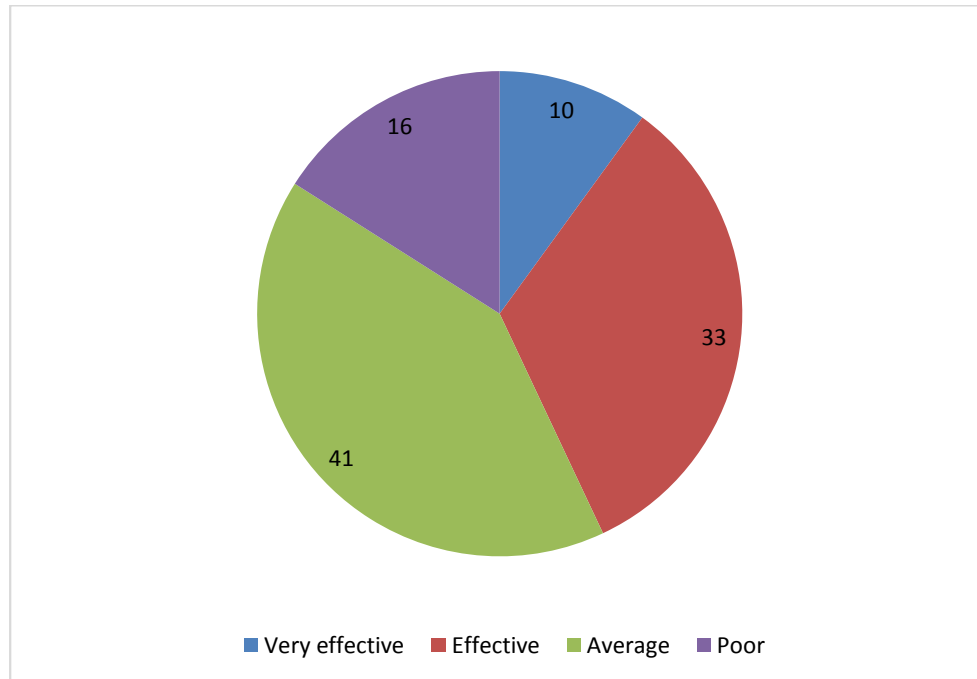
Question 10: How would you rate communication between management and employees?

Options:

- A. Very effective
- B. Effective
- C. Average
- D. Poor

Sample Survey Result





Interpretation

The result shows that 41% of respondents rated communication between management and employees as average, while 16% rated it poor. Only 43% considered communication effective or very effective. This suggests that communication channels need improvement. Clear communication helps reduce confusion, role ambiguity, dissatisfaction, and workplace stress.

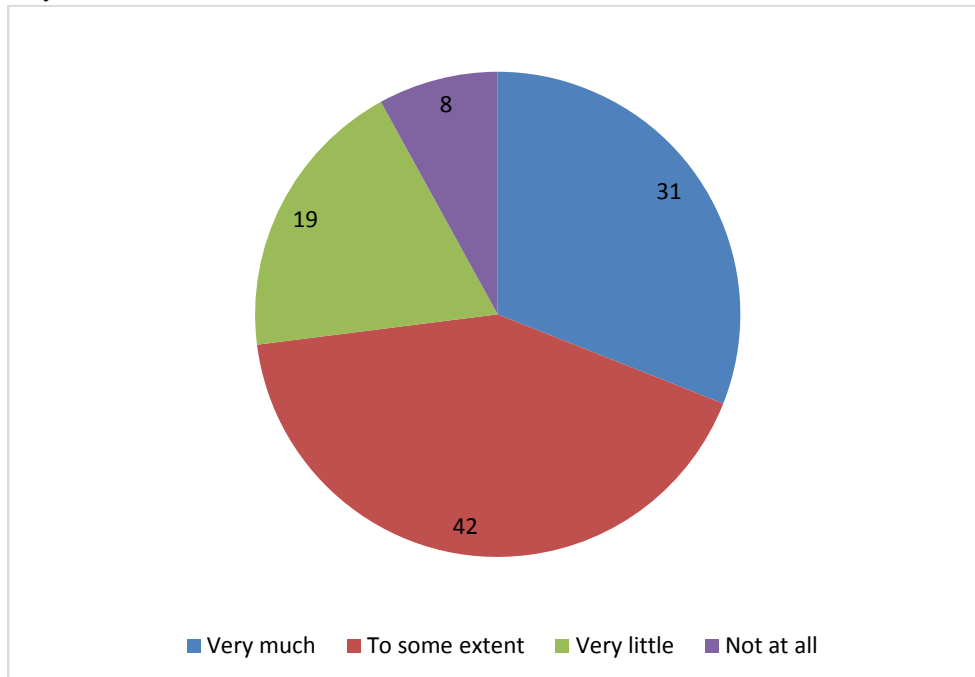


Question 11: Does your job affect your personal life or family life?

Options:

- A. Very much
- B. To some extent
- C. Very little
- D. Not at all

Sample Survey Result



Interpretation

The table shows that 31% of employees feel their job affects their personal or family life very much, while 42% feel it affects them to some extent. This means 73% of respondents experience some level of work-life imbalance. This may be due to long shifts, night duties, workload, and emotional exhaustion after work.

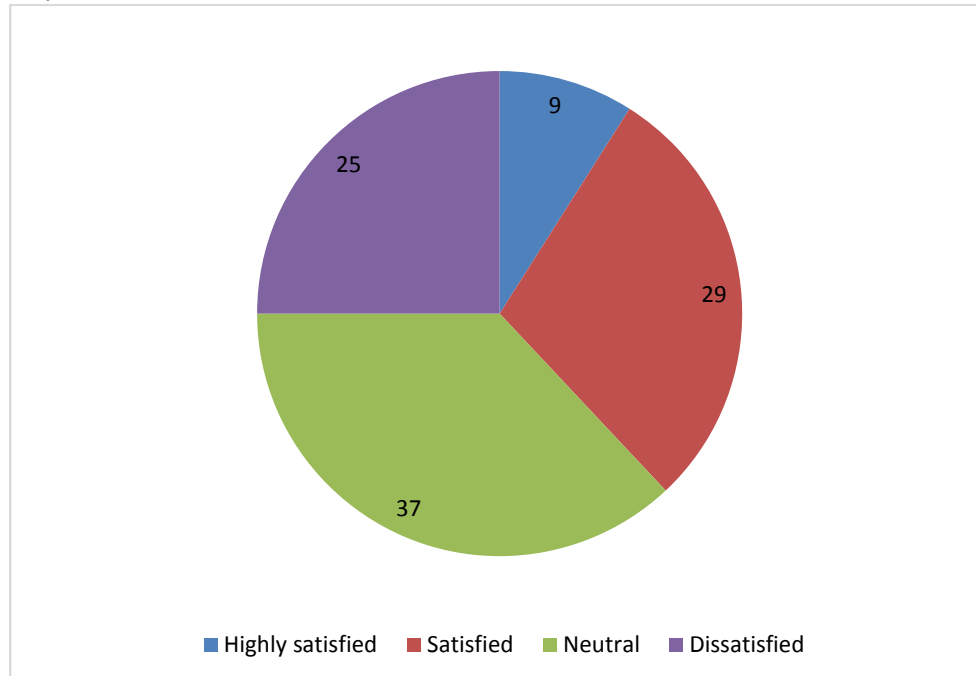


Question 12: How satisfied are you with recognition and rewards given by the organization?

Options:

- A. Highly satisfied
- B. Satisfied
- C. Neutral
- D. Dissatisfied

Sample Survey Result



Interpretation

The data shows that 37% of respondents are neutral about recognition and rewards, while 25% are dissatisfied. Only 38% are satisfied or highly satisfied. This indicates that employees may not be receiving enough appreciation for their work. Lack of recognition can reduce motivation and increase dissatisfaction, which may indirectly increase stress.

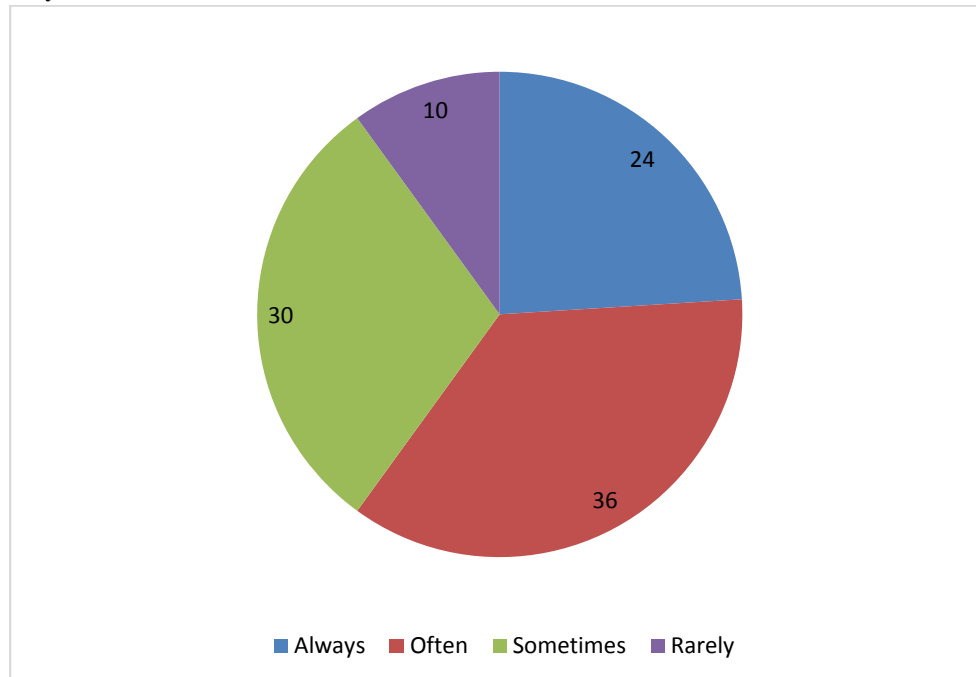


Question 13: Do you feel emotionally exhausted after your work shift?

Options:

- A. Always
- B. Often
- C. Sometimes
- D. Rarely

Sample Survey Result



Interpretation

The result shows that 36% of employees often feel emotionally exhausted after work, while 24% always feel emotionally exhausted. This means 60% of respondents regularly experience emotional exhaustion. This is a major sign of occupational stress and burnout. Continuous customer interaction and emotional labour may be responsible for this condition.

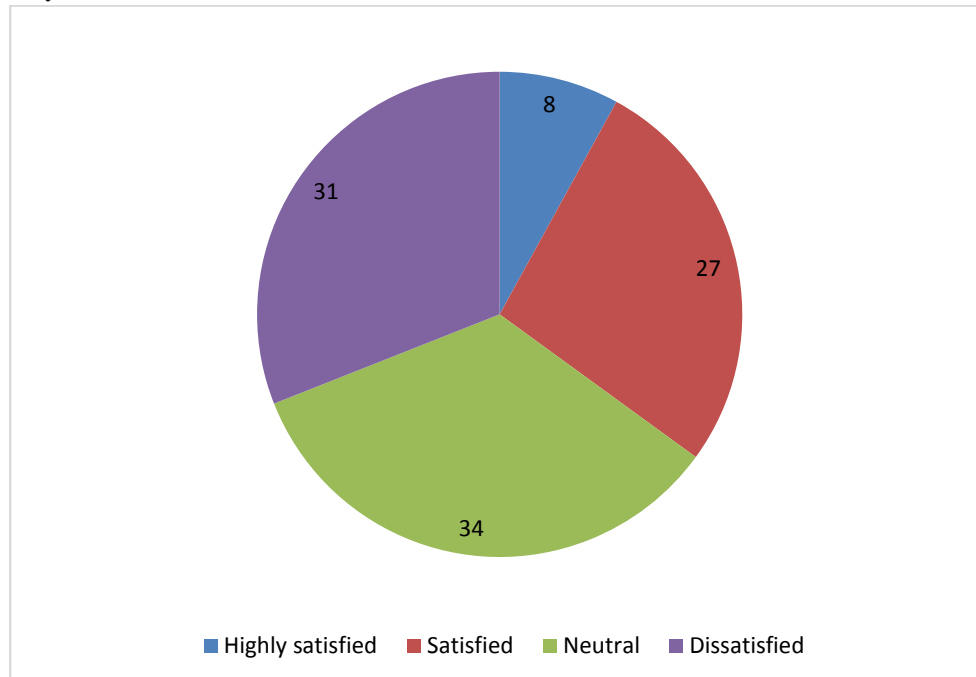


Question 14: Are you satisfied with the career growth opportunities in your organization?

Options:

- A. Highly satisfied
- B. Satisfied
- C. Neutral
- D. Dissatisfied

Sample Survey Result



Interpretation

The table indicates that 31% of respondents are dissatisfied with career growth opportunities, while 34% are neutral. Only 35% are satisfied or highly satisfied. This suggests that many employees may not see strong long-term career development in call centre jobs. Limited growth opportunities can reduce motivation and increase stress or turnover intention.

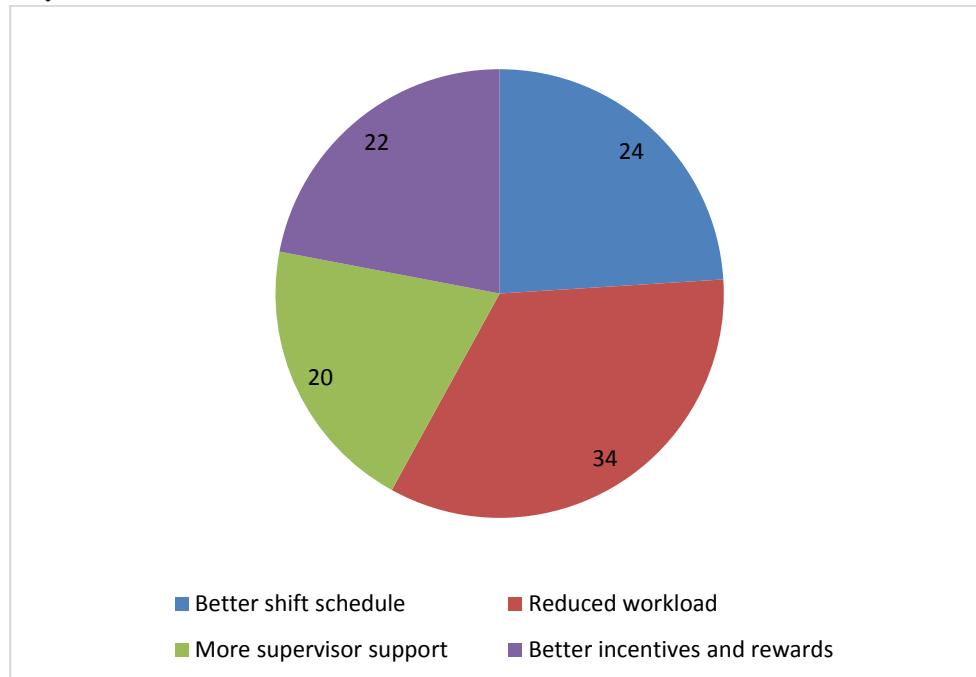


Question 15: In your opinion, what measure would most help reduce stress in your workplace?

Options:

- A. Better shift schedule
- B. Reduced workload
- C. More supervisor support
- D. Better incentives and rewards

Sample Survey Result



Interpretation

The result shows that 34% of respondents believe reduced workload would help reduce stress, while 24% prefer better shift schedules. Further, 22% selected better incentives and rewards, and 20% selected more supervisor support. This indicates that workload is the most important stress-reduction area, followed by shift management, rewards, and supervisor support.

4.5 Discussion of Findings

The central question this study set out to answer was whether the work environment shapes stress levels among call centre employees. After surveying 100 employees, the answer is fairly clear: it does, and in multiple ways. The data points consistently to a workforce that is under considerable pressure — not from one source, but from several workplace conditions operating at once.

The work environment itself rated poorly. 40% of respondents described it as average and 15% as poor. That means over half the sample did not find their working conditions genuinely satisfactory. The picture that emerges is of a functional but uncomfortable environment — one that gets the job done but does not do much to support the people doing it. Physical facilities followed the same pattern. 38% rated them average and 12% rated them poor. For employees who spend entire shifts sitting at workstations, using headsets and computers for hours on end, the quality of seating, lighting, ventilation, noise management, and rest spaces is not a minor issue. Poor physical conditions accumulate into fatigue and discomfort over time.



Stress is frequent, not occasional. 38% of respondents said they often feel stressed during working hours, and 22% said they always do. Combined, 60% of employees experience stress as a regular feature of their workday. That is not a finding about a stressed minority — it describes the majority experience. Call centre work demands continuous customer interaction, consistent target performance, and emotional regulation across every shift. When those demands are sustained without adequate support or recovery, stress becomes the default rather than the exception.

Workload, targets, and customer pressure all feed into this. Asked to name the main cause of stress, 30% pointed to high workload, 28% to strict targets, and 25% to difficult customers. Long working hours came in at 17%. No single factor dominates, but workload is the most common entry point. The target issue is particularly striking: 42% disagreed and 18% strongly disagreed that their organizational targets are realistic and achievable. That is 60% of the workforce feeling that the performance bar is set beyond reasonable reach.

Shift timing compounds everything. 33% of respondents were dissatisfied with their working hours or shift schedule, and 25% were neutral. Night shifts and rotational schedules are common in call centres, especially those handling international processes, and their effects extend well beyond tiredness. Disrupted sleep, strained family relationships, reduced social contact, and deteriorating health all follow from long-term irregular shift work.

V. FINDINGS AND DISCUSSION

Major Findings of the Study

Findings Related to Work Environment

The clearest takeaway on work environment is that most employees find it acceptable but not good. 40% rated the overall environment as average, 15% as poor, and only 10% as excellent. More than half the sample, then, did not consider their workplace conditions genuinely satisfactory. Call centres provide structured employment and defined work systems, but the data suggests the quality of day-to-day conditions leaves room for real improvement.

Findings Related to Stress Levels

Stress is not occasional for most employees in this sample — it is routine. 38% said they often feel stressed during working hours, and 22% said they always do. That puts 60% of respondents in the category of frequent stress. The nature of the work makes this unsurprising: continuous customer interaction, sustained emotional control, quick problem-solving, and consistent performance pressure are not easy to sustain across a full shift, every day.

Findings Related to Workload and Targets

High workload came out as the single most common cause of stress — selected by 30% of respondents. Strict targets followed at 28%, and difficult customers at 25%. Long working hours accounted for 17%. The spread matters: workload leads, but targets and customer behavior are close behind, and they reinforce each other. An employee managing a high call volume under tight targets while also dealing with hostile callers is facing pressure from three directions simultaneously.

Findings Related to Shift Schedule and Work-Life Balance

33% of respondents were dissatisfied with their shift schedule, and 25% were neutral. Just over half were at best indifferent about their working hours — which, given that shift timing shapes so much of daily life, reflects a real problem.

Call centres that serve international customers often run around the clock, which pushes employees into night shifts, rotating schedules, and irregular hours. These patterns affect more than just tiredness. They reach into sleep quality, physical health, family time, and social life in ways that accumulate over months and years.

Discussion of Findings

What the study found, taken as a whole, is that stress among call centre employees is directly tied to how their work environment is structured — and that the environment, across almost every dimension measured, has room for significant improvement.

The work environment came out as moderate rather than good. That might sound like a minor distinction, but in practice it means a workplace that lets employees function without actively supporting them. A moderate environment



gets tasks done. It does not protect against fatigue, dissatisfaction, or the slow accumulation of pressure that leads to burnout.

Workload and targets were the most pressing stress drivers. Call centre work is inherently performance-focused — employees are measured on call handling speed, quality scores, customer satisfaction, and sales numbers. When targets are realistic and achievable with proper preparation, that performance culture can work. When 60% of employees believe their targets are out of reach, it stops being motivating and becomes a source of ongoing anxiety. Management needs to bring those two things into alignment: productivity goals and the actual capacity of employees to meet them.

Supervisor support and communication both fell short of what employees need. The link between consistent supervisory support and lower stress is well-established — employees who have someone to turn to handle pressure differently than those who do not. Improving how supervisors engage with their teams, and how management communicates with the workforce, would directly reduce some of the confusion and helplessness that currently adds to stress levels.

Emotional exhaustion is one of the study's more sobering findings. 60% of respondents regularly leave their shifts emotionally drained. This is not the kind of tiredness that a good night's sleep fixes easily — emotional exhaustion, when sustained, leads to burnout, reduced empathy, and deteriorating performance. The emotional demands of call centre work are real, and organizations that treat them as inevitable rather than manageable are likely to see those costs in turnover, absenteeism, and declining service quality.

Work-life balance is suffering, particularly for employees on night or rotational shifts. Stress does not clock out when the shift ends. It follows employees home, affects their sleep, limits their time with family, and erodes their energy for anything outside of work. An organization that only addresses what happens inside the building is only addressing part of the problem.

VI. CONCLUSION AND RECOMMENDATIONS

Conclusion of the Study

The study's central finding is straightforward: the work environment and the stress levels of call centre employees are directly connected. When working conditions are supportive, employees tend to feel more settled, capable, and motivated. When conditions are demanding, inconsistent, or unsupportive, stress rises — and the data from this study shows that for most respondents, conditions lean toward the latter.

60 out of 100 respondents reported feeling stressed often or always during working hours. Stress is not an occasional reaction to unusually difficult days in call centres — for the majority of this sample, it is a standard feature of the job. The causes are multiple: high workload, strict targets, difficult customers, long shifts, night and rotational schedules, insufficient breaks, and the emotional toll of sustained customer-facing work.

Workload and targets stand out as particularly significant. Many employees do not believe their targets are realistic or achievable. When performance benchmarks consistently exceed what employees can reasonably reach, the result is not motivation — it is pressure, fear of failure, and growing dissatisfaction. That pattern, sustained over time, erodes both performance and well-being.

The major conclusions of the study are:

- Work environment directly affects employee stress levels.
- High workload is the most commonly reported source of stress.
- Unrealistic targets generate sustained pressure and dissatisfaction.
- Shift schedules — particularly night and rotational shifts — disrupt sleep, health, and family life.
- Regular exposure to difficult customers creates emotional exhaustion.
- Consistent supervisor support can buffer against workplace stress.
- Weak management communication increases confusion and pressure.
- Inadequate recognition, limited rewards, and poor career growth reduce motivation and heighten dissatisfaction.



Recommendations

The recommendations below are grounded directly in what the data showed. They are directed at call centre management, HR departments, supervisors, and team leaders — the people who have actual capacity to change the conditions described in this study.

Workload distribution needs to be managed more carefully. High workload was the most frequently cited cause of stress, and it is the area where employees most strongly want improvement. Calls and tasks should be allocated according to employee capacity, process complexity, and actual call volume — not simply divided equally or driven purely by efficiency targets. Continuous overloading is not sustainable.

Targets need to be reset more realistically. Performance targets are necessary, but 60% of employees not believing they can realistically achieve theirs is a system design problem, not an employee capability problem. Management should set targets after genuinely accounting for call difficulty, customer behavior, process demands, and employee experience levels. Targets that are challenging but reachable motivate; targets that feel impossible demoralize.

Shift scheduling should be planned more fairly and communicated more clearly. Employees working night or rotational shifts need proper rest periods built into their schedules. Rotation should be distributed equitably, and schedule changes should be communicated well in advance rather than imposed at short notice. Employees who can plan around their shifts manage the associated stress better than those who cannot.

The full list of recommended actions includes:

- Reduce excessive workload and distribute calls and tasks fairly across teams.
- Set realistic and achievable performance targets based on actual process conditions.
- Provide proper, scheduled breaks during working hours without exception.
- Improve shift planning and avoid unnecessary or short-notice schedule changes.
- Train supervisors to support, guide, and genuinely motivate their teams.
- Improve management communication so that expectations, policies, and feedback are clear.
- Provide stress management and counseling facilities for employees who need them.

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