

## A Call Centre: Case Study by AQR Ltd

### Background

The Call Centre Industry is one where it is difficult to reduce the stressors and challenges which face most employees. The object of the study was to investigate the relationship between *Mental Toughness*, Occupational Stress and Performance in a call centre setting.

### The Sample

127 agents in a large outsourcing centre based in the South East of England.

### The Measures

- *Mental Toughness* was measured using the MTQ48
- Occupational Stress measured using Trait Anxiety, Trait Fatigue and Workload
- Well Being was measured through a lifestyle questionnaire
- Performance was measured via Conversion Rate (effectiveness); Sign in Duration (efficiency); Effectiveness % (of target); Efficiency % (of target)

### Results

- It was found that there was a very strong relationship between *Mental Toughness* & Trait Anxiety and Trait Fatigue.
- A stronger negative correlation between the MTQ48 and Trait Anxiety was shown.
- The best performers correlated with average scores.
- Mean scores increased after 2 months on the job showing that people toughened up after becoming accustomed to the role.
- Linear relationship between *Mental Toughness* and Stress
- Curvilinear relationship between *Mental Toughness* and Performance
- *Mental Toughness* was significantly **positively** related to:
  - Feeling healthy and full of energy
  - Days genuinely enjoyed at work
  - Taking work home

- Mental Toughness was significantly **negatively** related to:
  - Days off due to illness
  - Daily hassles (frustration with travel to/from work)
- Not enough evidence to show impact of workload.

## Conclusions

The results generated from the study provide 2 prominent areas of interest with regards to the effects experienced by those who are highly Mentally Tough:

1. High Mental Toughness correlated with low stress levels.
2. High Mental Toughness correlated with well being and happiness.
3. The call centre employees were offered training and coaching to reduce occupational stress and increase results.