



Mental Toughness study on an Outbound Call Centre based in the South East of England

Case Study – Mental Toughness & Call Centres

Background

The Call Centre Industry has a working environment 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 measured using MTQ48
- Occupational Stress measured using Trait Anxiety, Trait Fatigue, & Workload
- Well Being measured through a Lifestyle Questionnaire
- Performance measured through Conversion Rate (effectiveness); Sign in Duration (efficiency); Effectiveness % (of target); & Efficiency % (of target)

Results

Very strong relationship between mental toughness & trait anxiety and trait fatigue

Stronger negative correlation between MTQ48 and trait anxiety

Best performers correlated with average scores

Mean scores increased after 2 months on the job (people toughened up)

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

- High Mental Toughness correlated with low stress levels
- High Mental Toughness correlated with well-being and happiness