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Research Article

Work Training, Workplace Relationships, Workload and Job Performance

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ABSTRACT

This study explores the optimization of job performance by examining the interplay of work training, workplace relationships, and workload within the dynamic setting of a call center. The overarching goal is to gain a holistic understanding of how these three elements collectively contribute to fostering a positive impact on workforce productivity. Utilizing a descriptive survey method, the research employed a questionnaire to systematically collect data on the perceived positive effects associated with work training, workplace relationships, and workload on job performance. Following data collection, thorough analysis and interpretation were conducted to derive meaningful insights. To assess the significance of differences between the factors influencing job performance, a one-way ANOVA was applied. The study aimed to shed light on several key aspects, including the dynamics of the work environment concerning the identified factors affecting job performance, the levels of agreement among respondents regarding these factors, significant differences in responses, and implications for improvements. In conclusion, the study highlights that work training, workplace relationships, and workload positively influence job performance, as evidenced by responses from call center agents. However, it is noteworthy that all three factors were rated one level below the highest possible classification, underscoring the need for targeted interventions. Significant differences in ratings were identified among work training, workplace relationships, and workload. All three factors were considered for intervention, with a particular emphasis on workload, which received the lowest rating. This prioritization sets the groundwork for strategic improvements to elevate overall job performance in the call center environment.

Keywords: *Capacity zone, Job performance, Workload, Workplace relationships, Work training*

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Introduction

This study focuses on optimizing an employee's job performance, a multifaceted concept encompassing behaviors, routines, and processes associated with the tasks assigned by the organization (Melhem et al., 2023). It represents an individual's contribution to the achievement of organizational objectives (Akça & Küçükoglu, 2022). Given its pivotal role in overall organizational performance, regular assessment of employee job performance is essential. The appraisal of employee performance serves the crucial purpose of evaluating whether it aligns with the benchmarks established by the organization. This evaluation process not only ensures adherence to organizational standards but also identifies opportunities for enhancing company operations (Luiz & Beuren, 2024). The significance of job performance is underscored by the principle that responsibilities should be entrusted only to individuals capable of meeting them according to specified criteria, with necessary resources provided to facilitate successful completion (Madukwe & Umunakwe, 2023).

Various organizational aspects significantly impact job performance, with the workspace standing out as a crucial factor. It should be designed to foster employee interaction while ensuring adequate and comfortable surroundings (Rahmat et al., 2023). Elements such as work layout, noise levels, ventilation, office colors, and work area privacy within the workspace also play pivotal roles in influencing job performance (M.M.S.Madushika & R. G. Ariyawansa, 2022). Work safety is another determinant positively contributing to increased productive time, enhanced work value, and improved task accomplishment (Mutegi et al., 2023). In alignment with this perspective, studies highlight the positive correlation between occupational safety and health and the improvement of job performance (Susilo & Kasmir, 2022). Additionally, work-life balance emerges as a key factor influencing job performance. Research involving millennial employees indicates a direct link between work-life balance and workplace productivity (Hidayat & Aulia, 2023). Another study emphasizes the positive impact of combining work-life balance with work flexibility

on employee morale and organizational productivity (Obinwanne & Kpaji, 2022).

This study specifically investigates the impact of work training, workplace relationships, and workload on the job performance of customer service and technical support call center agents. According to Andri & Mandataris (2023b), work training demonstrates a significant positive effect on job performance. This finding is corroborated by research on flight operation officers, indicating that workplace training substantially enhances job readiness (Prayitno et al., 2023). Additionally, studies on job training, recruitment, and employability emphasize that individuals with company-specific training have a heightened likelihood of securing employment within the same company (Aljumah, 2023), affirming the influential role of training in job performance. Workplace relationships constitute another pivotal factor explored in this study. Research on workplace relationship quality and job performance highlights the positive impact of employee-supervisor and employee-coworker relationships on job performance (Gerlach, 2019). Consistent with this perspective, a study on job performance, social support, work-life conflict, and workplace stress underscores that a supportive work environment significantly mitigates work-related stress, subsequently improving employee job performance (Foy et al., 2019). Together, these studies affirm the substantial influence of workplace relationships on job performance.

The third and final factor explored in this study that influences job performance is employee workload. Research on the impact of job analysis, work discipline, and workload indicates that well-managed employee workloads contribute to enhanced employee performance (Jannah & Sumartik, 2023). Similarly, Ahmad & Hariasih (2023) highlight the significant influence of employee workload on job performance. This connection between workload and job performance is further supported by a study conducted by Maulana et al. (2023). The overarching goal of this study is to examine the effects of training, workplace relationships, and workload on job performance, specifically through the lens of customer service and

technical support call center agents. By leveraging the insights gained from these factors, the study aims to provide valuable insights to further enhance the job performance of these employees.

Research Questions

The study investigated the experiences of call center agents engaged in customer service and technical support roles about the positive effects of training, workplace relationships, and workload on their job performance. Specifically, the study sought to answer the following questions.

1. What were the dynamics of the work environment in terms of work training, workplace relationships, and workload in the context of a business process outsourcing company with call center agents who were engaged in customer service and technical support roles?
2. What were the levels of agreement of call center agents on the positive effects of training, workplace relationships, and workload on their job performance?
3. Were there significant differences between the responses of call center agents on their levels of agreement on the positive effects of work training, workplace relationships, and workload on their job performance?
4. Based on the findings, what were the implications of the study in terms of possible improvements in line with training, workplace relationships, workload, and job performance?

Methods

The method used to identify the work environment dynamics of factors affecting job performance in the context of a business process outsourcing company with agents engaged in customer service and technical support came in the form of interviews with informants who had first-hand experiences. The same method was used to identify the specific factors that affect job performance and their subsequent specific questions. These questions were validated and subjected to a dry run before their actual use in the research. The method used in acquiring data on the levels of agreement of call center agents on the positive effects of work

training, workplace relationships, and workload on their job performance was a descriptive survey. Data were collected from respondents through questionnaires that required them to answer simple close-ended questions about the positive effects of the included factors. The total number of call center agents was 440 and with the use of Slovin's formula with a five percent margin of error, a sample size of 210 was generated. However, the researchers managed to acquire the cooperation of only 183 respondents which was about 5.64 percent with Slovin's formula. Permission to collect data was sought. The weighted means of each item in all instruments were determined. One-way Analysis of Variance (ANOVA) was used to test whether there were significant differences between factors affecting job performance.

Results and Discussions

Customer Service and Technical Support Call Agents' General Tasks

Customer service and technical support call center agents play a pivotal role in addressing customer queries, processing orders, and resolving complaints, necessitating a profound understanding of their companies' products and services. The key to effective service provision lies in possessing the requisite knowledge and skills, crucial components that significantly impact the quality of each transaction. Corroborating this, a study on the business performance of culinary entrepreneurs found a direct relationship between knowledge and skills and business performance (Sukriani et al., 2023b). Similarly, in a study focusing on performance in bio-risk management, a positive correlation was identified—higher knowledge and skill levels were associated with elevated performance levels (Baragona & Bermudo, 2023b). In instances where agents encounter situations beyond their current knowledge and skills, the presence of a supervisor or team leader becomes invaluable. A study on the job performance of frontline employees highlighted the positive effects of supervisor support on employees' creativity and service performance (Kalra et al., 2023). Expanding on this, research on job environments and job performance demonstrated the positive impact of the work environment on employees' job performance

(Yusnita, 2023). Additionally, a study on deviant workplace behavior and job performance underscored the role of organizational support in enhancing job performance (Tian & Guo, 2023). Dealing with irate customers emerges as one of the most challenging situations for customer service and technical support call center agents. Such situations not only highlight the quality of agent training but also test the strength of support from immediate supervisors and assess whether the assigned workload is within the agents' capacity limits. These variables, work training, work relationships, and workload, were identified in the study as factors influencing workers' job performance.

Work Training and its Effects

Numerous studies consistently demonstrate a robust connection between training and job satisfaction. In an investigation into the influence of organizational commitment and training on employee performance, Wulandari et al. (2023) revealed a positive and significant relationship between training and job satisfaction. Similarly, another study highlighted that employee training and competence contribute not only to job satisfaction but also to organizational commitment (Riyanto et al., 2023). Exploring the mediating role of job satisfaction, a study on the effects of employee training on organizational commitment and turnover intention found a positive mediation effect of job satisfaction between employee training and organizational commitment (Astuti & Harnuansa, 2022). Additionally, research on the effects of training and motivation uncovered a significant relationship between education, training, and employee performance, mediated by adequate job satisfaction (Diantari, 2023). Further emphasizing this relationship, a study on the effects of training and competence on employee job satisfaction established that training, competence, and motivation collectively contribute to a positive impact on job satisfaction (Rimadanti & Supartha, 2023). Interestingly, even the anticipation of training was found to have a positive effect. Şeşen & Ertan (2021) demonstrated that the perception of training not only influences job satisfaction but also serves as a mitigating factor in reducing workplace stress.

A wealth of studies consistently highlights the robust connection between training and productivity. In an exploration of the effects of career development, job placement, and job training on work performance, Ichbal & Ubaidillah (2023) found a direct link between job training and job performance. Similarly, Wulandari et al. (2023) demonstrated that training significantly enhances employee performance. A study on the influence of assessment on training to improve productivity revealed that targeted training borne out of assessment results improves the productivity of workers (Mtotywa & Mdlalose, 2023). Another study focusing on training and career development, conducted by Hasan et al. (2023), underscored the direct impact of these variables on employee job performance. Aligning with this, Sellar (2022) found that both training and career development positively influence employee performance. Susilo & Kasmir (2022) extended this perspective by revealing that job training, when coupled with job motivation and occupational safety, positively affects employee job performance. From a different angle, Nathiqah & Pancasasti (2022) demonstrated that employee job competence has a significant and positive effect on job performance. Similarly, a study in the beauty service industry by Kim et al. (2023) highlighted that competencies, including skills, knowledge, and attitude, positively contribute to employee job performance. Furthermore, shedding light on the role of education, a study by Schoger (2023) revealed that highly qualified workers are better equipped to cope with a high level of routine in the workplace, emphasizing the positive correlation between education and effective stress coping mechanisms in the professional setting.

Examining training from the perspective of its outcome, namely changed behavior, a study conducted by Manoharan et al. (2022) scrutinized detailed patterns showcasing significant improvements in labor performance and productivity levels among skilled employees. The acquisition of relevant theoretical and operational knowledge and skills was identified as a key driver of this behavioral change. Highlighting the ongoing nature of training, Koerner et al. (2020) emphasized that one cannot claim to have completed training entirely, as there

will always be areas for improvement. Despite a high level of perceived competence among trainees, the study revealed that factors such as a lack of techniques and inadequate focus on principles and operational parameters contributed to uncertainties in performance. Considering the diverse nature of training, a study by Narsico et al. (2023a) explored various teaching styles and their application in a university setting. These teaching styles become particularly relevant when accounting for differences among trainees, subject matter conditions, and teacher preferences. Similarly, another study by Narsico et al. (2023b) delved into the application of various teaching styles in a technical school setting, further underscoring the adaptability and relevance of different teaching approaches based on the context and audience.

Positive Workplace Environment and Relationships

Several studies consistently highlight the significance of a positive workplace environment and relationships in fostering job satisfaction. For instance, a study on workload, supervisor support, and co-worker assistance conducted by Herawati et al. (2023) revealed that positive supervisory support significantly contributes to job satisfaction. Another aspect that affects job satisfaction is job security, a study by Maqableh et al. (2023), supports this assertion. A study on job delight and organizational citizenship behavior revealed that teamwork cohesion affects job delight, a concept akin to job satisfaction (Judeh, 2023). Similarly, another study focusing on role conflict and performance found that trust and rapport between employees and managers enhance the impact of job satisfaction on creativity and service performance (Kalra et al., 2023). Exploring the effects of the work environment on job performance through the lens of job satisfaction, Yusnita (2023) found that a healthy work environment positively influences job satisfaction. Aligning with this perspective, Assiddiki (2023) emphasized that, along with a positive work environment, active leadership also plays a crucial role in promoting job satisfaction. Active leadership is consistent with good corporate governance. A study on the determinants of employee performance revealed that good

corporate governance affects employee performance (Sari et al., 2023). A study on the mediating role of employment satisfaction on reward and performance highlighted the importance of job satisfaction (Nadiyya & Rini, 2023). A study by Ateeq et al. (2023b), further revealed the direct connection between job satisfaction and job performance. From a broader perspective, the impact of national diversity on the work environment was investigated in a study by Hauret & Williams (2020), which concluded that national diversity does not negatively affect job satisfaction. The collective evidence supporting the idea that a positive workplace environment and relationships influence job satisfaction underscores the importance of prioritizing these aspects within organizational structures (Bella, 2023).

A substantial body of research has consistently highlighted the connection between a positive workplace environment and enhanced productivity. In a study by Nabilla et al. (2023), organizational trust was identified as a key factor contributing to a positive work environment, ultimately positively affecting job performance. Moreover, a study by Angulo et al. (2023), revealed that favorable organizational policies impact retention. Contrary to preceding discussions, research on the impact of deviant workplace behavior on job performance by Tian & Guo (2023) indicated that perceived organizational support mitigates the negative effects of disruptive workplace behavior on job performance. Similarly, Foy et al. (2019) demonstrated that social support in organizations reduces work stress, subsequently leading to increased job performance. Niere et al. (2023) found that workplace relationships can be a source of work-related stress, emphasizing the impact of the work environment on employee well-being and productivity. Additionally, Leger et al. (2022) revealed that supervisor support enables employees to have better effective responses to daily stressors at work, ultimately improving overall productivity. Addressing the negative impact of stress on job performance, Ekaputri & Riyanto (2022) conducted a study in an interior design company, highlighting the detrimental influence of work stress on employee performance. Consistent findings were observed in studies conducted in

telecommunications companies by Asmala et al. (2021) and Simbolon et al. (2023), indicating the adverse effects of work stress on employee performance. Shifting focus to psychological aspects, Putra et al. (2023) demonstrated that adequate organizational support enhances employee empowerment, contributing to better job performance. Additionally, Sangadji et al. (2023) and Ufoaroh et al. (2019) found that organizations prioritizing employee well-being tend to witness increased productivity, emphasizing the crucial link between employee welfare and organizational output.

The impact of a positive work environment on employee well-being is underscored by a study indicating that such conditions reduce depressive symptoms among employees (Baek et al., 2023). However, the converse is also true as demonstrated by studies highlighting the detrimental effects of a negative work environment. For instance, pervasive rudeness among coworkers was found to be associated with reduced employee work engagement and job performance (Wang & Chen, 2020). Similarly, interpersonal conflicts within organizations were shown to lead to greater emotional exhaustion and subsequently contribute to poor job performance (Striler et al., 2020). These conflicts also play a role in influencing an employee's intention to leave the organization (Jasiński & Derbis, 2022), while employee cynicism in a negative work environment has been linked to a similar intention to leave (Abugre & Acquah, 2022). From a broader perspective, the work environment's impact can be perceived differently by employees. A study revealed that a personality-environment fit in the workplace minimizes workplace loneliness, subsequently improving job performance (Jha, 2023). Perceived organizational support, viewed through the lenses of job autonomy, intrinsic motivation, and job satisfaction, has been shown to positively affect job performance (Tran et al., 2020). Moreover, organizations fostering a vibrant culture characterized by trust among employees and the organization, coupled with a close-knit working environment between employees and managers, are found to promote worker innovation and improve job performance (Khan et al., 2021).

Workloads and Work Situations

When workloads are structured to allow employees to be productive, enabling them to meet workload goals with appropriate time and resources, the overall experience becomes positive. A study on workload, job performance, and job satisfaction, conducted by Herawati et al. (2023), highlighted that providing employees with workloads that do not overwhelm them leads to improved performance. Another study focused on enhancing employee performance found that workload was one of the variables with a positive impact on employee performance (Jannah & Sumartik, 2023). Similarly, in a study concerning the work activity of logistics couriers, it was observed that workload had a positive and significant effect on employees' productivity (Nathiqah & Pancasasti, 2022). These findings collectively emphasize the importance of managing workloads effectively to enhance employee performance and job satisfaction.

The relationship between workload and job satisfaction is evident across various professional domains. Studies conducted among elementary school teachers (Cayupe et al., 2023), nurses in adult inpatient units (Gil et al., 2022), and emergency department staff (Batarfi et al., 2023) consistently show that workload factors are linked to job satisfaction. Furthermore, the impact of job satisfaction on job performance is a recurring theme in research across different sectors. Findings from studies on bank employees (Ichbal & Ubaidillah, 2023), employees in the beauty service industry (Kim et al., 2023), nurse performance (Dirdjo et al., 2023), and the performance of tax officials (Mac et al., 2023) all reveal a direct positive effect of job satisfaction on employee job performance. Additional studies by Nabilla et al. (2023), Farsole (2023), Kurniawan (2023), and Yusnita (2023) further affirm that job satisfaction plays a crucial role in positively influencing job performance. These collective insights underscore the interconnectedness of workload, job satisfaction, and job performance in diverse professional settings.

When workload escalates into work overload, it leads to adverse effects, notably impacting job performance and inducing job stress. A

study on knowledge management and emotional exhaustion by Haq et al. (2020) revealed that when workers experience an excessive burden of tasks, job performance tends to decline. Job stress is another detrimental outcome associated with work overload. In a study on job stress in employees and organizational support, Purnama et al. (2023) found a positive relationship between work overload and work stress. This finding was corroborated by Hakro

et al. (2022), who identified a direct relationship between work overload and job stress. Compounding the challenges posed by work overload, studies by Ali et al. (2021) indicated that work overload is directly related to employees' intentions to leave their jobs. This further emphasizes the negative consequences of excessive workloads on both individual well-being and organizational retention.

Levels of Agreement on the Positive Influence of Work Training, Workplace Relationships, and Workload on Job Performance

Table 1. Levels of Agreement of Call-Center Agents on the Positive Influence of Work Training, Workplace Relationships, and Workload on Job Performance

n = 183

Factors	Level of Experience	Interpretation
1 Work Training	3.12	Agree
2 Workplace Relationships	3.19	Agree
3 Workload	3.03	Agree
Average	3.11	Agree

Legend: 3.26– 4.00 Strongly Agree; 2.51-3.25 Agree; 1.76 – 2.5; Disagree; and 1.00 -1.75 -Strongly Disagree.

Based on the feedback from nearly two hundred call center agents, it is evident that work training, workplace relationships, and workload exert a positive influence on their job performance. Notably, the average ratings for all three factors are very similar, and each received ratings interpreted as "agree." This indicates that respondents generally agree that these factors have a positive impact on their job performance. The consistent and similar average ratings for work training, workplace relationships, and workload suggest that management assigns equal importance to all three factors. This parity in ratings emphasizes the holistic approach taken by management, recognizing the significance of work training, positive workplace relationships, and a manageable workload in fostering and enhancing the job performance of call center agents.

Work Training Improvement Perspectives

The respondents have rated "work training" with an average mean of 3.12 out of a maximum rating of 4.0, indicating a generally positive perception. However, the 0.88 difference from the maximum rating suggests room for

improvement. While the respondents agree that work training has positively affected their job performance, this variance signals an opportunity for management to leverage these findings for possible enhancements in the training process. To identify and address potential training gaps, it is essential to conduct a detailed analysis. A study on educational gaps and training by Moerdler et al. (2023) emphasizes the importance of identifying actionable training gaps to improve job performance. Additionally, the study suggests that acquiring the necessary knowledge and skills is crucial for trainees. Moreover, the definition of tasks and duties is pivotal in recognizing training needs, as highlighted in a study on the analysis of technical training needs by Koto et al. (2023). The diversity of training needs in various contexts is emphasized in another study by Barbaros & Bocoş (2023), underscoring the need for a well-crafted training program that can adapt to the diverse needs of trainees. Efficiency in training transfer tools is strongly correlated with the workplace application of skills and knowledge, as revealed in a study on tools and techniques for promoting workplace training transfer by

Dixit & Sinha (2022). This aligns with the importance of appropriate training methods and competency transfer highlighted in a study on curriculum implementation and evaluation by Narsico & Narsico (2023b). Recognizing the challenges in training implementation, Alarfaj & Al-Nasser (2023) stress the need for continuous adaptation to new trends and periodic evaluation to ensure high-quality and comprehensive training. These insights provide a robust foundation for refining the work training process for call center agents.

Workplace Relationships Improvement Perspectives

The respondents have rated "workplace relationships" with an average mean of 3.19 out of a maximum rating of 4.0, indicating a generally positive perception. However, the 0.81 difference from the maximum rating suggests an opportunity for improvement. While the respondents agree that workplace relationships have positively affected their job performance, this variance signals that findings related to this variable could be leveraged for possible enhancements. Positive workplace relationships are crucial for facilitating job performance, as highlighted in a study by Vuong et al. (2022), which showed that an adequate level of social support positively influences employee job performance. These positive relationships often begin with management. Ansar et al. (2023) found a significant relationship between the leadership quality of management and the work climate. Supportive leadership not only contributes to a positive work climate but also enhances organizational commitment. Perceived organizational support, as discussed by To & Huang (2022), plays a similar role in enhancing organizational commitment. Moreover, the effects of a positive work environment extend beyond organizational commitment. Grošelj et al. (2020) demonstrated that leadership, combined with psychological empowerment, facilitates innovative work behavior. Positive interpersonal relationships, as revealed in a study by Demir & Ergün (2023), enhance the problem-solving capabilities of workers, especially within work teams. Improvements in workplace relationships, particularly leadership, are crucial. A study on

transformational leadership and organizational citizenship behavior by Kim & Park (2019) showed that this leadership style empowers employees to actively go above and beyond their job descriptions. Lastly, a study on trust and employment relationships by Brandl (2021) pointed out that organizations fostering mutual trust between employees and management experience more frequent improvements in firm profitability. These findings underscore the importance of fostering positive workplace relationships for overall organizational success.

Workload Improvement Perspectives

The respondents have rated "workload" with an average mean of 3.03 out of a maximum rating of 4.0, making it the lowest rating among the three factors. This suggests there is room for improvement, and although respondents generally agree that workload has positively affected their job performance, the 0.97 difference signals an opportunity for management to make improvements. To optimize employee performance without overwhelming them, it is essential to understand the concept of the capacity zone. The capacity zone is the area where the human capacity to perform work meets the stress limit, as introduced in a study on human capacity zone and workload equilibrium by Zhao et al. (2023). Improving the capacity zone involves considering factors such as mental capacity, maximum worker efficiency, and stress limit. Enhancing employees' stress management skills is logical to address stress limits. A study on mental workloads and stress levels by Fikri et al. (2023) found that such skills can lessen the impact of high mental workload. Optimizing worker efficiency involves factors like personal commitment and creative self-efficacy, as shown in a study by Sarwat & Abbas (2020). Hiring self-motivated individuals and creating a supportive work environment, as highlighted in a study on supervisor support and job performance by Zeb et al. (2022), can contribute to elevating the organizational capacity zone. Furthermore, relentless training and development, as revealed in a study on the impact of professional development on job performance by Osiesi et al. (2022), can enhance mental capacity and

efficiency. The use of modern technology, as demonstrated in a study by Deng et al. (2022), positively affects decision-making and knowledge-sharing, contributing to improved job performance. Considering all workload components, organizations could devise a workload calculator to facilitate and minimize

problems with workload assignments. Bao et al. (2023) asserted that a workload calculator based on work pace and overall workload could be effective in this regard. These insights provide a comprehensive approach for organizations to address and optimize workload for enhanced employee performance.

Test for Significant Differences between the Ratings of Work Training, Workplace Relationships, and Workload

Table 2. Test for Significant Differences between the Ratings of Work Training, Workplace Relationships, and Workload

<i>n</i> = 183					
	SS	df	MS	F	p-value
Between Groups	2.631	2	1.316	31.185	0.000
Within Groups	23.035	546	0.0422		
Total	25.666	548			

Since the p-value is less than the selected significance level of 0.05, there is a statistically significant difference between the means of the responses of call center agents on the factors focused on in the study, namely work training, workplace relationships, and workload. Despite the minor differences in the average means of these factors, they are considered statistically different based on the employed statistical computation. This implies that, in terms of priority for interventions, the factor affecting work performance with the least mean should be addressed first. According to the results, workload would be the top priority, followed by work training and then workplace relationships. This order is based on the statistical significance of the differences in mean responses. In a study by Kaushik et al. (2021), it is highlighted that when items included in the study exhibit significant variations, tailored interventions become necessary. This reinforces the importance of addressing specific factors based on their impact and statistical significance to effectively enhance overall work performance in the call center setting.

Conclusions

Based on the findings of the study, the following conclusions were deduced.

1. Work training, workplace relationships, and workload were found to positively

influence job performance based on responses of call center agents.

2. Work training, workplace relationships, and workload were experienced by call center agents at the same rating classification which is a level lower than the highest possible rating, signaling the need for intervention.
3. There are significant differences between the ratings of work training, workplace relationships, and workload.
4. All three factors affecting job performance were suggested for interventions for improvements, beginning with workload with the lowest rating.

Recommendations

After considering the conclusions, recommendations were directed to the management of the call center focused on the study, to the management of other call centers, and to future researchers.

1. It was recommended to the call center management focused on the study to initiate improvements in all three factors that affect job performance beginning with workload which had the lowest rating.
2. It was recommended to the management of other call center organizations to implement job performance improvement initiatives by elevating levels of performance

capacity zone, mutual trust between workers and management, and comprehensive training that are both responsive to trends and are translated into effective job performance.

3. It was recommended that other researchers conduct studies related to the improvement of capacity zones, mutual trust development, and training systems that are both responsive and effective.

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