

***Information and communication technology and work-related
stress on costumer services employees.***

Algerian State owned postal services – Tebessa- a field study

تكنولوجيا الاعلام والاتصال والضغط المهني لدى عمال الشباك

دراسة ميدانية بريد الجزائر – تبسة –

Rekababdelhalim^{1*}, Dr.WahidDraouet²

¹abdelhalim.rekab@univ-tebessa.dz ,Chahid LarbiTebessi University (Algeria)
Studies lab in digitization and electronic information industry in libraries - archives and
documentation.

²wahid.draouet@univ-tebessa.dz ,Chahid LarbiTebessi University (Algeria)

تاريخ الإستلام: 2023 / 01 / 31 تاريخ القبول: 2023 / 03 / 20 تاريخ النشر: 2023 / 04 / 30

Abstract:

Almost no commercial or service enterprise, large or small, governmental or private, is without information and communication technology (ICT) as basic gears driving the wheel of modern industrial societies in all their forms. As much as this technology benefits societies and institutions of all kinds, it has negative consequences for its recipients, particularly front-line employees in their various locations. The purpose of this article is to investigate occupational pressure and its effects on employees who use information and communication technology. This has resulted in a sharp increase in occupational pressures in the professional environment, which negatively affects the health, performance, and social status of workers and threatens the institution's continuity..

Keywords: *Information and communication technology, work-related stress.*

ملخص:

لا تكاد أي مؤسسة تجارية أو خدمية، اقتصادية، كبيرة، صغيرة، حكومية أو خاصة، تخلو من تكنولوجيا الإعلام والاتصال، باعتبارها أحد التروس الأساسية التي تقود عجلة المجتمعات الصناعية الحديثة بكافة أشكالها. فكما أن لهذه التكنولوجيا آثار إيجابية على المجتمعات والمؤسسات على اختلاف أنواعها، فإن لها جوانب مظلمة على جمهور متلقيها، وخاصة موظفي الخطوط الأمامية في مواقعهم المختلفة، في هذا المقال هدفنا إلى دراسة الضغط المهني وأثاره على الموظفين مستخدمي تكنولوجيا الإعلام والاتصال والتي أسفرت نتائجها على تنامي حاد للضغوط المهنية في الوسط المهني بما يؤثر على الصحة، الأداء، الحالة الاجتماعية للعمال الأمر الذي يهدد استمرارية المؤسسة. الكلمات المفتاحية: الضغط المهني، تكنولوجيا الإعلام والاتصال.

*
Corresponding Author.

I. INTRODUCTION:

Today's world is undergoing rapid technological advancement, which includes, among other sectors, the information and communications industry. Because of their enormous storage capacity and fast speed, they have become a primary source with a significant impact on all human activities in enterprises.

Companies today use information and communication technology as an original innovator within the most effective infrastructure and as a necessary entry point from the entrances to the modernized open institution to achieve this goal.

Despite the radical changes and numerous benefits of using ICT in the workplace, a number of side effects that affect workers has accompanied this use. Work-related stress is a topic of particular concern to enterprises due to increased absenteeism and exposure to substantial compensation claims.

The following questions are raised by the current review in an effort to clarify and gain insight into the nature of occupational stress among workers:

How does (ICT) contribute to raising the intensity of work-related stress?

- What are the effects of work-related stress on health, performance and on for costumer services employees.

-What are the effects of work-related stress on health, performance and social status of employees?

1. Studyhypotheses:

- (ICT) provided by the Company (Algerian State owned postal services)

Increases the level of work-related stress especially on costumer services employees.

- Costumer services employees suffers fromphysiological, psychological and behavioral symptoms.

The main aim of the current study was to examine the associations between(ICT) and work-related stress on costumer services employees.Moreover, its effects on the health, performance and social statute.

2. Methods:

The study's topic, in which we describe and analyze the phenomenon represented in work-related stress (ICT) and its implications, causes the study to fall within the framework of analytical studies, the content analysis methodology, but this does not mean abandoning quantitative methods.

The goal of research, according to ethnography and sociology in particular, is often to reveal, describe, categorize, or interpret the characteristics of a broad field of action such as a culture, a society, or a group within a society, such as an occupational group, human relations within it, and the social consequences of work-related stress phenomena.

3. Materials:

A survey is an effective tool for gathering a wide range of data (e.g., attitudes, opinions, beliefs, values, behavior, and factual information), and it can collect data from a large number of respondents.

As members of the community I'm studying (customer service agents in Algerian-state-owned postal services), we had to use any available method to gather as much data as possible, and for that, we sent surveys via mail services colleagues.to take best results and to ensure retrieving the most of them (which are 50 surveys) from a total of 120 costumer services employees.

However, respondents in this study may not feel encouraged to provide accurate, honest answers, which may result in ambiguous data because respondents may interpret different answer options differently.

"Interview is a very systematic tool by which a person enters deeply into the life of even a stranger and can bring out needed information and data for the research purpose," says Dr. S. M. Amunuzzaman (**Amunuzzaman, s.d.**), in in this study we interviewed 6 colleagues that I work with, and 4 more in other offices.

-Participant observation: This method is better known and widely used outside of psychology and education, for example, in sociology, anthropology, and ethnography. This is "... a strategy for gaining access to phenomena that are frequently obscured from the perspective of a nonparticipant." (**Jorgensen, 1989, p. 9**)

We began participant observation as soon as we began our job as a customer service employee, beginning the first week of January 2022 and ending in September of the same year. For nine months, we participated in the same tasks with the same tools and materials in the same environment under the same conditions .

There are several reasons for this. The first is that it provides many different types of data. For example, if we participate, observe, and take notes, we collect data in the form of documents that people provided.

Participant observation is the second reason. It provides naturally occurring data, which means that things continue as usual while you are there; obviously, there is some reactivity; people react on you as a participant and observer, but if you stay for an extended period, the data you gather is likely to be naturally occurring and likely to be more natural than what you have.

Third, participant observation provides in-depth data because you stay for an extended period and dig a little deeper, you get to know some people, and you learn how stuff works; it is not a one-time hit of the day together.

The fourth reason is that participant observation teaches us so much about a specific group or different social situation that planning an interview survey research is easy because we already did a pre-study, so it works great as a pre-study because of this contextualized knowledge.

Meaning watching, listening, smelling, feeling, and tasting, as well as asking questions.**4.Limits and Population of the study:**

4.1 Study limits

4. 1.1 spatial limit:

Algerian-state-owned Postal Services is a company that is responsible for postal service in Algeria. It is headquartered in Bab Ezzouar, Algiers.

A government monopoly, also known as a "public monopoly," has been a type of coercive monopoly since 1913, in which a government agency or government corporation is the sole provider of a specific good or service and law (Algerian Post, 2021) prohibits competition.

Monopoly created by the government. It is usually distinguished from a government-granted monopoly.

In economics, a form of coercive monopoly in which a government agency or government corporation is the sole provider of a particular good or service and competition is prohibited by law..(**State monopoly, 2022**).

4.1.2 Study Population:

The study Population are employees at the Algerian-state owned postal services–Tebessa .

Gender	Repetitions	Percentage
Male	316	69.30%
female	140	30.70%
Total	456	100%

Table 01: Human resources in Algerian state-owned postal services Tebessa²

The first observation is that we have 456 employers in the “population of 648 703 hab in Tebessa (wikipedia, 2022). Which is an insufficient number comparing to population.

The fact that more men than women work for postal services delivering mail and knocking on doors makes this data, which includes all employees, understandable.

Working position	Repetitions	Percentage
Administrative/mail services/drivers	336	73.68%
Charged in costumer services	120	26.32%
Total	456	100%

Table 02: Human resources according to work positions Algerian State-owned postal services Tebessa³

In our study case, 120 customer service representatives are the ideal community for a number of reasons, including the fact that they use ICT for all job tasks and have unique qualities that make them vulnerable to the subject phenomenon (work-related stress). They also deal with sensitive information like financial accounts.

Gender	Repetitions	Percentage
Male	47	39.16%
female	73	60.84%
Total	120	100%

Table 03: charged in costumer services agent by genderAlgerian state-owned postal services- Tebessa⁴

In terms of financial services, the table above shows that women make up 60.84% of the workforce while men make up 39.16% of the workforce. Given that financial services jobs typically require desk jobs, this is a reasonable percentage to have.

On the other hand, a Harvard Business School study found that women in executive and professional positions consistently experience higher levels of stress, anxiety, and psychological distress than do men. There are, undoubtedly, varieties of reasons for these more domestic responsibilities; having been socialized to say “yes” to all requests and receiving lower pay for similar work immediately come to mind. However, the study concludes that women primarily experience more workplace stress than men, based on experience coaching and mentoring thousands of women over the years(S.kramer Andrea, 2016)

²Sender Author according to information provided by DUPW Tebessa

³Sender Author according to information provided by DUPW Tebessa

⁴Sender Author according to information provided by DUPW Tebessa

4.1.3 Study samples:

Gender	Repetitions	Percentage
Male	17	34%
female	33	66%
Total	50	100%

Table 04: study sample by genderAlgerian state-owned postal services- Tebessa⁵

Table (04) shows that when selecting the sample, it is clear that it must share the same community characteristics and specifications in order to obtain the best data and results and to ensure that the phenomenon has a real impact on the subjects, which is 41.66% of the population of this study.

Data show that 66% of females and 34% of males are in charge of customer service.

Eventually that will lead to a red flag according to worldwide studies “Women suffer much more work stress than men, says psychiatrist(**Batty, 2016**)

II. BASIC CONCEPTS:

1- Information and communication technology:

1.1 Definition of ICT:

The infrastructure and components that enable modern computing are referred to as information and communications technology (or technologies.)

Although there is no single, universal definition of ICT, it is widely accepted to refer to all devices, networking components, applications, and systems that, when combined, enable people and organizations (i.e., businesses, nonprofit organizations, governments, and criminal enterprises) to interact in the digital world (**k.pratt, 2022**)

In many parts of the world, ICT has become an umbrella term as digital communication links replace analog links and the demand for professionals with the knowledge and skills to manage the convergence of these links grows(**Rouse, 2022**).

⁵Sender Author according to information provided by DUPW Tebessa

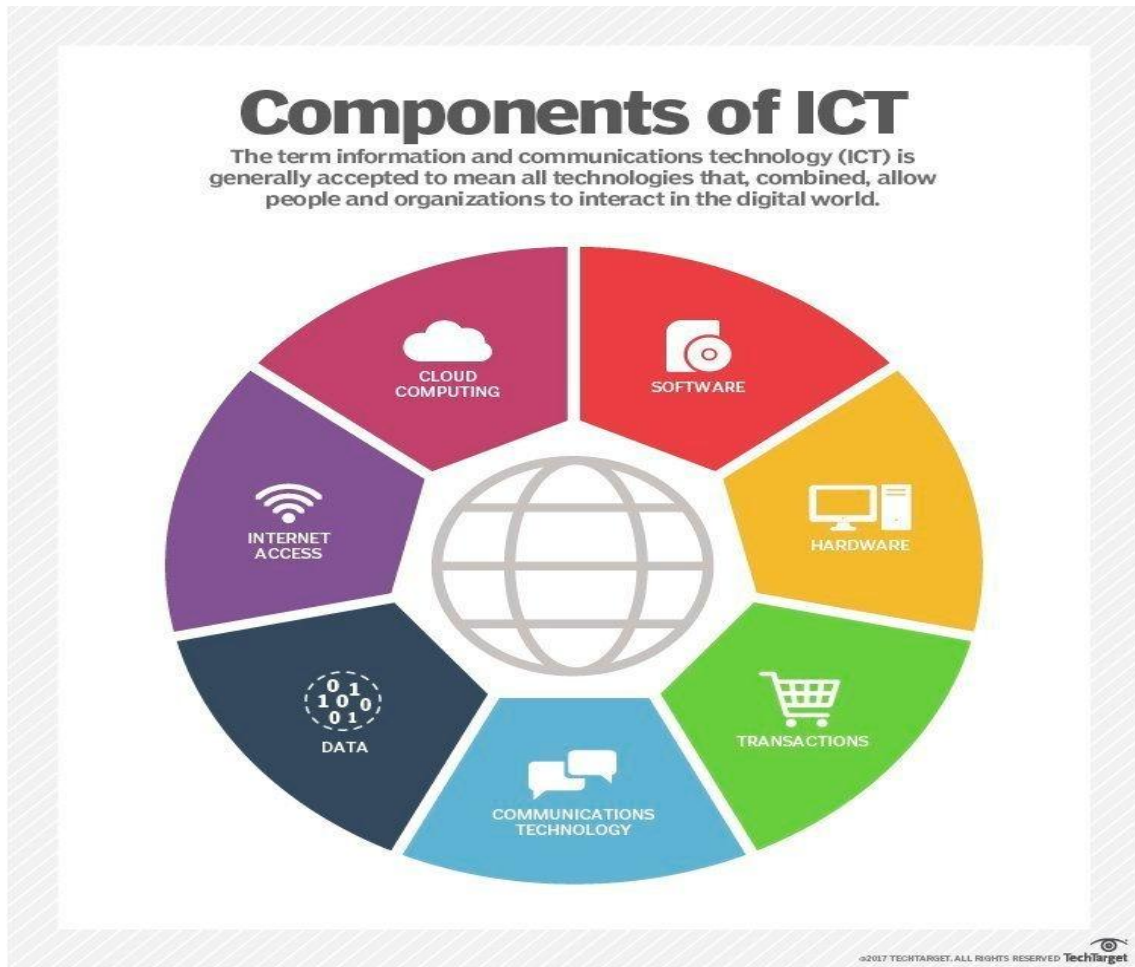


Figure 01: ITC Components(k.pratt, 2022)

1.2 ICT Components:

- Hardware components that support the way information is created, transferred, stored and managed.

DEVICE	USES	PROCESSING POWER	PORTABILITY	IMAGE
Servers	Their primary purpose is to serve information to users. They usually focus on one type of information.	They are designed to process massive amounts of data quickly, so have an extremely high processing power.	Not at all portable, since they are connected to each other in a network. Removing one means that it no longer functions as a server.	
Desktop PCs	General office and household use, including gaming, photo and video editing, budgeting and web browsing.	They can be extremely powerful, especially those designed for heavy use. In general, the processing power ranges from medium to very high.	Not very portable, since they are large and heavy. The internal components can be quite delicate and the PC will need an external power source.	
Laptops/ notebooks (portable devices)	Generally used for office work or personal use.	They are referred to as mid-range devices, meaning that they are suitable for normal use (document creation and editing, web browsing, etc.).	These devices are portable. They contain a battery, so do not always need an external power source. Most are lightweight with some, such as the Asus Zenbook, being extremely light.	
Tablets (portable devices)	Mainly used for entertainment or web browsing.	Their processing power is not very high.	Tablets are also portable as they are designed to be mobile. Tablets play an important role in the rise of mobile computing, which is the idea that you can take your computer anywhere.	
Smartphones (portable devices)	Designed mainly as a communication device and come with pre-installed messaging and voice-call apps.	They are not designed to be high-powered computing devices, although some do have quite a lot of processing power.	Smartphones are extremely portable since they are a blend of ultra-portable computing devices and mobile technology.	

Figure 02: Computing device classification (siyavula, technology powered learning, s.d.)

- Dedicated Devices: Computers can be found in unexpected places, such as ATMs and point-of-sale devices (such as tills and card machines).

These computers are known as dedicated or embedded devices, and their components vary depending on what they are installed in, but they typically include a display (either a screen or a light emitting diode (LED) display) and some type of input device (such as a keypad or remote control).

Because they are designed to perform very specific functions, they are typically limited in what they can and cannot do.

In recent years, so-called “smart devices” have become more popular and available. These devices are designed to interact with each other and the internet to make life easier for their users.

DEVICE	DESCRIPTION	IMAGE
ATM	ATMs are electronic banks that allow customers to draw and deposit money, pay bills and apply for loans without needing to visit a branch of the bank. ATMs are designed to only perform banking functions, so they are called dedicated devices. With the popularity of cryptocurrencies such as Bitcoin on the rise, there is now a new generation of ATMs that can handle cryptocurrency transactions. These Bitcoin ATMs can be used to buy and sell Bitcoin and other selected cryptocurrencies.	

Figure 03 : Dedicated and embedded devices (siyavula, technology powered learning, s.d.)

- Digital design, personal productivity, and workflow management are aided by SaaS and local client applications.
 - Subscription service delivery mechanisms are electronic components that support the exchange of digital information.
 - IT asset management, data lifecycle management, customer experience management, digital employee experience management, and data literacy services.
- Exclusions from ICT typically include computing-related office supplies like printer toner, as well as personal computing devices and peripherals like game consoles and ear buds (Rouse, 2022).

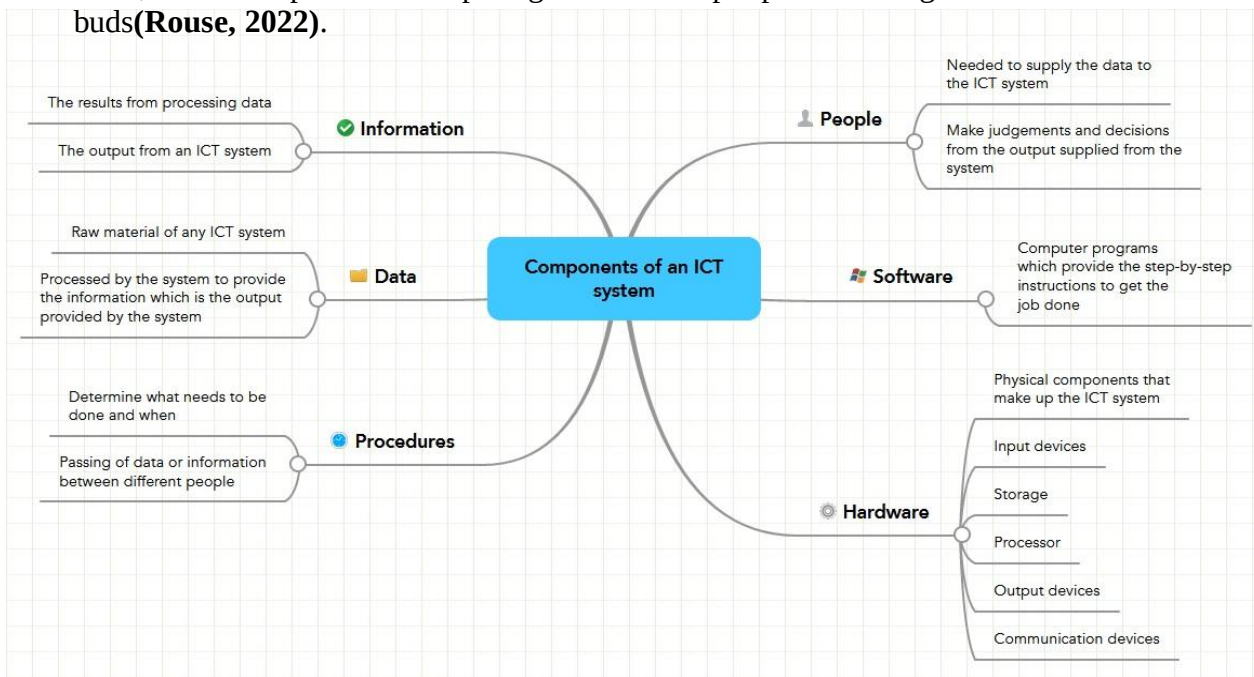


Figure 03: ICT components (Reachel, 2009)

1.2.3 Types of ICT used in business (studysmarter, s.d.):

- 1- **Intranet:** An intranet is a network that allows employees of a company to communicate privately the intranet is used to share 'inside' company information that the company does not want made **public**. . This could include training videos, employee information, or company plans.
- 2- **Extranet:** A private network as well Other stakeholders, such as suppliers and wholesalers, can also gain access to the company's extranet. . Suppliers can communicate with employees about stock levels via the extranet, and dealers can order the necessary quantity of goods.
- 3- **Websites** are now the "storefronts" of businesses. A well-known fact is that there are as many websites as there are people on the planet. The website allows the company to directly communicate with its customers and receive feedback.
- 4- **E-commerce website:** In addition to communicating, businesses use their websites to sell their products. E-commerce refers to the buying and selling of goods over the internet.
- 5- **Software robots: Chatbots are the most common type of software robot.** Do you recall visiting a random website and seeing a pop-up asking if you needed assistance finding specific information? If you respond, you will be communicating with a software robot that will assist you in navigating more effectively. Software robots are pieces of software designed to function as a virtual workforce. such as Chatgpt nowadays.
- 6- **Servers:** Servers are computers or programs that provide information to client computers. Servers typically consist of powerful computers with extremely quick processing speeds.
- 7- **Using cloud technologies,** businesses can store their data on another company's server. A company does not need to spend a lot of money setting up their server if they are using cloud services.
- 8- **Apps for digital communication:** To communicate internally, many businesses use mobile applications. Slack and Google Workspace are two applications that make communication possible while working remotely.
- 9- **Technologies that make working from home easier:** Many companies today have a work-from-home policy. People can work on a single project concurrently thanks to technologies like the Microsoft Office suite. Zoom calls have also improved communication for larger employee groups.

02- Work-related Stress :

2.1 Definition of Work-related Stress:

Work-related stress is a reaction that people may have when they are confronted with work demands and pressures that are not matched to their knowledge and abilities and that test their ability to cope.

Employees experience stress in a variety of work situations, but it is frequently exacerbated when they believe they have little support from supervisors and coworkers, as well as little control over work processes. Pressure, challenge, and stress are frequently used interchangeably, and this is sometimes used to justify poor management practice (WHO, 2020).

The definition of stress is when your brain and body are knocked out of balance, out of homeostasis, and the stress response is what the body innately does to return itself back

to order. Information and communication technology adopted by the organism itself is one of many factors of feeling depressed and stressed at work.

It's most likely a coworker sitting right next to you, and you're turning on those chemicals all day long, because "the person you report to at work is more important for your health than your family doctor," according to the Mayo Clinic. (pfeffer, 2018) Because they are pushing all of your emotional buttons, when you activate the stress response and you cannot turn it off, you are heading for disease. No organism in nature can live in emergency mode for that long.

2.2 Causes of stress at work

If six major areas are not properly managed, they can lead to work-related stress. These are demands, control, support, relationships, role, and change.

As an example

Workers may claim that they are unable to meet the demands of their jobs (demand overload; the imbalance is that there is an excessive amount of work that cannot be completed due to a lack of resources, time, other people, and tools). There is a lack of control; you are boxed in and tipped down in terms of how you can go about and do the job



Figure 04: balance between job demands and available resources(mensura, s.d.)

- b) are unable to control the way they do their work.
- c) Don't receive enough information and support.
- d) Are having trouble with relationships at work or are being bullied.
- e) Do not fully comprehend their role and responsibilities.
- f) Are not involved when a business is changing.

What stresses one person may not stress another. Factors like skills and experience, age or disability may all affect. whether a worker can cope (health and safety executive, s.d.)

2.3 Symptoms of work-related stress (betterhealth, 2021)

The signs or symptoms of work-related stress can be physical, psychological, or behavioral.

First Physical symptoms include:

- Fatigue
- Muscular tension
- headaches
- Palpitations in the heart
- Insomnia and other sleep disorders
- Discomforts in the gastrointestinal tract.
- Dermatological conditions.

Second Psychological symptoms include:

- Depression
- Anxiety
- Discouragement
- Irritability
- Pessimism
- Feelings of being overwhelmed and helpless
- Cognitive issues, such as difficulty concentrating or making decisions.

Third Behavioral symptoms include:

- An increase in the number of sick days or absenteeism
- Aggression
- Reduced inventiveness and initiative
- a decrease in job performance
- Relationship issues
- Irritability and mood swings
- Reduced frustration and impatience tolerance
- Disinterest
- Isolation.

2.4 Burnout a workplace stress syndrome:

2.4.1 Definition of burnout:

According to the World Health Organization, burnout is a syndrome caused by inadequately managed workplace stress.

It has three dimensions: feelings of energy depletion or exhaustion, increased mental distance from one's job or feelings of negativism or cynicism about one's job, and reduced professional efficacy (Abramson, 2022).

Burnout: The High Cost of High Achievement, Burnout is defined by Freudenberger as "the extinction of motivation or incentive, particularly when one's devotion to a cause or relationship fails to produce the desired results." That definition certainly captures the outcome of burnout, but it says little about how burnout feels (Campbell, 2021).

2.4.2 Risk Factors for Burnout Symptoms:

According to a 2018 Gallup report, there are five job factors that can contribute to employee burnout (Scott, 2022):

- Time constraints that are unreasonable. Employees who report having enough time to complete their work are 70% less likely to experience high burnout, whereas those who are unable to gain more time (such as paramedics and firefighters) are at a higher risk of burnout.
- Manager assistance provides a psychological buffer against stress due to management's lack of communication and support. Employees who feel strongly supported by their manager are 70% less likely to experience regular burnout symptoms.

- Uncertainty about one's role. Only 60% of employees understand what is expected of them. Employees may become exhausted simply trying to figure out what they are supposed to be doing when expectations are like moving targets.
- Workload is unmanageable. Even the most optimistic employees will feel hopeless when their workload becomes unmanageable. Overwhelming feelings can quickly lead to burnout symptoms.
- Unjust treatment. Employees who believe they are being treated unfairly at work are 2.3 times more likely to be burned out. Favoritism, unfair compensation, and mistreatment by a coworker are examples of unfair treatment.

III. Data results and analyses :

Subjects' responses were analyzed descriptively by calculating percentages; data analysis is based on social-ethnographical method.

The results of this analysis are discussed based on hypotheses:

- (ICT) provided by the enterprise (Algerian State owned postal services)
Increases the level of work-related stress especially on customer services employees.

Means available Satisfaction Hardware / Software	Repetitions	Percentage
YES	14	28%
NO	36	72%
Total	50	100

Table 05: employee's satisfaction on Hardware, Software and Network technologies provided by the company⁶.

Based on survey responses and interviews, the table (05) clearly shows that 72% of the subjects are dissatisfied with the company's hardware and software.

Participation observations show that the company is still using Windows XP as an exploit system, despite the fact that "Microsoft ended support on April 14, 2009" (Microsoft, 2022), 13 years is a long time in the world of data collection in the changing world of big data.

As a result, the subjects' systems frequently freeze and need to be restarted throughout the day. This causes problems for both the employees and the clients, especially the impatient ones.

It does not stop there; some subjects intend to freeze the system so they can move for breakdown time.

The group with high exhaustion is in the middle, overextended, and their only problem is workload, a major imbalance between demands and resources that is the only reason why they are so exhausted.

Along with "XP," "Challenger" was excellent software. Its replacement, "EBP," is no better; it runs all financial and some postal services and is connected to an Intranet database for security reasons. These technologies have proven to be unreliable, and it has been 2017 since the EBP was last updated.

The remarkable thing is that no one tries to fix a hardware or software error; they leave it to the company engineers for two reasons: the first is to avoid work overload, and the second is that they do not have the skills to solve a technical problem.

⁶Sender author based on surveys answers and interviews

Even if you knew how to handle it, the company's privacy policy would not allow you to fix errors, which is one of the best scenarios to end the day with that famous phrase; there is no network." That was stated by interviewers.

Many subjects leave post-stations to relieve their feelings of rage, anxiety, and negativity, either by smoking in some cases for males or having long phone calls for females as a time off.

Even at work, there is always a fight and a dispute between clients and subjects, with the client seeing it as a disgrace and the employee seeing it as an escape.

Fourth Some interviewers even report using drugs to cope with the work overload of dealing with large numbers of people per day using technologies that waste valuable time in the economic field.

In some cases, "EBP" causes a financial loss for the agent (a system loop error), which, according to interviewers, will lead to burnout; some said they lost a month's salary with a click.

It's like waking up in the morning and immediately starting to think about problems.

Those problems are analogous to circuit memories in the brain; each of those memories is linked to people and incidents, things at specific times and places; if the brain is a record of the past, they begin their day already thinking about the past; each of those memories is associated with an emotion related to how to recover that salary loss.

Emotions are the result of experiences, so when they recall those memories of their problems, they suddenly feel unhappy, sad, and pain, as shown in the table (06), which leads to the second point.

People feel burned out or alienated from society for a variety of reasons, and it shows up at work, they are absent, they are out on sick leave, they turn over more quickly, they quit, they make mistakes, and errors sometimes.

Furthermore, errors in the financial services sector cost the company for which the subject works money.

There is a lot of evidence of all of that, and it turns out there is actually a lot of evidence that these job conditions, no matter how much they are justified, we have to do it this way.

Another reason is that some offices offer full-time careers in customer services that are available at the workstation six days a week from 7.30 to 17.00.

We're seeing less concern for employee commitment in taking care of them or providing them with appropriate benefits, making it a job that you can have and still have a life outside of work.

The remaining 14% stated openly that they are content with their current situation, which could be due to individual differences, gender, or their process of adaptation, given that the majority of respondents have 10-20 years of work experience.

- Costumer services employees suffers from psychological, physiological and behavioral symptoms.

Psychological symptoms		Repetitions	Percentage
Do you have feeling of anxiety and depression	YES	43	86%
	NO	7	14%
Total		50	100%
Do you suffer from low morals	YES	38	76%
	NO	12	24%
Total		50	100%
Feelings of inferiority	YES	41	82%
	NO	9	18%
Total		50	100%

Table 06: Psychological symptoms on costumer services employees⁷

Based on survey responses and interviews, the table (06) clearly shows that 86% of the subjects are experiencing anxiety and depression; interviewers stated that working longer hours increases the risk of depression. What also happens is that when people begin to have these kind of problems it shows up at work, they are absent they are out on sick leave, they turn over more quickly, they quit they make mistakes, and errors sometimes.

Moreover, errors in financial services sector costs money that the subject is working for. very major ones they are not doing high quality work, not checking and so forth so there's a lot of evidence of all of that and it turns out there's actually a lot of evidence that these job conditions no matter how much they are justified, we have to do it this way.

Another reason: full-time careers, charged in costumer services job is being available at the workstation 6 days a week, from 7.30 to 17.00 in some offices.

We are observing that it has to do with people in their workplace environment, and what we're seeing is less concerned commitment for employees in taking care of them or giving them appropriate benefits making it a job that you can have and still have a life beyond.

The other 14% answered frankly that they are happy with what they have and maybe that is due to individual specifics, genders, or their proses of adaptation as most of the respondent have 10-20 years of work experience.

Fifth In addition, 76% of those surveyed who claimed to have low morals said they actually do.

Low morale is especially associated with a toxic work environment and a lot more destructive competition among coworkers; destructive competition is the type of thing that would get someone fired.

⁷Sender author based on surveys answers and interviews

Because they really don't know who their friend is, this is creating a culture of fear in many workplaces where people are afraid to speak up and afraid to confide in someone. This is done so they won't be a threat to you when it comes time for promotion.

There are a lot more tactics being used. Who will you treat this confidentially will help out instead of becoming their worst enemy.

In a socially toxic environment, you can't trust people, you're always fighting, there's bullying, there's all kinds of difficult stuff, lack of fairness is a big predictor of burnout, and this can really cause a lot of problems when people feel this is where discrimination lives, leading to a real erosion of values, commitment, and so on, and finally, value conflicts.

You're put in a position where you think you're doing something wrong; it's unethical, and by saying it's unethical, we're opening a huge door to reveal how it works sometimes; so the agent does what he has to do by creating types of VIP clients who pay for taking services that the agent is already paid to do.

In terms of "bribery" and "nepotism," the other reason for creating these types of clients is most likely to recover an error because they believe the company isn't providing them with the benefits of the services they provide, which was discovered to be true in the balance of needs and resources.

Words like "self-confidence," "self-reliance," "initiative," "enterprise, enterprise", "optimism," etc., play little role, as interviewers say.

From what we have seen in the field, companies want their employees to solve everyone's problems for them, satisfy everyone's needs, and take care of everyone. not the kind of person who feels inner confidence in his capacity to meet his own needs and solve his own problems.

Being in the middle of this, so when we see more mismatches, we see more burnout, some of which are more important than others, and there may be individual differences in some ways, which represented in 24%

Sixth We refer to "feelings of inferiority" as a broad category of traits, including low self-esteem, a sense of helplessness, depressive tendencies, defeatism, guilt, and self-hatred, as well as specific inferior feelings in the strict sense.

Based on survey answers and interviews the table (06) it is so clear to see that 82% are really having these feeling

"Over socialization can lead to low self-esteem, a sense of powerlessness, defeatism, guilt, etc. "One of the most important means by which our society socializes by making them feel ashamed of behavior or speech that is contrary to society's expectations"

(kaczynski, 1997)

Over socialization in the workplace kills the spirit of teamwork, so what is illegal to one agent is legal to another in the same office, and that is what happens when you bring social relations to the workplace, so if I don't do it, there is always someone who will: said an interviewer.

The other 18% answered that they do not have feelings of inferiority but simply they justify it by being socially disconnected.

Physiological and behavioral		Repetitions	Percentage
Pain in fingers and hands	YES	29	58%
	NO	21	42%
Total		50	100%
Neck pain and Headache	YES	31	62%
	NO	19	38%
Total		50	100%
Lack of sleep	YES	37	74%
	NO	13	26%
Total		50	100%
Isolation	YES	27	54%
	NO	23	46%
Total		50	100%
Being creative and initiative	YES	7	14%
	NO	43	86%
Total		50	100%
Being aggressive	YES	47	94%
	NO	3	6%
Total		50	100%

Table 06: Physiological and behavioral symptoms on costumer services employees⁸

Based on the table above, customer service employees suffer from physiological symptoms. 58% report finger and hand pain, 62% report neck pain and headache, and 74% report sleep deprivation.

Unhealthy jobs in healthy workplaces for people who are supposed to thrive and do their best, to be innovative, to break rules, and so on.

We have a problem with unhealthy jobs and an unhealthy workplace, and this is not new; it has been known for a long time, and what have we known? Well, we know that certain types of job conditions are highly stressful and toxic for humans.

Managers believe it is difficult to talk to a member of staff who is suffering from mental health issues.

What is causing this massive impact is related to productivity and wellness today. That is weird by the way, it is linked to some employee disengagement chronic diseases that influence work and work-related injuries and illnesses and when you add up the cost of all its millions of dinnares.

"Imagine me working a stressful job in a stressful environment, where I sit 90% of the time, so I don't have the time to cook, so I chose meals based on convenience," a colleague explained.

This usually entails consuming highly processed, high-sugar foods. "Over time, this poor diet combined with work-related stress leads to a chronic illness; diabetes medical

⁸Sender author based on surveys answers and interviews

care costs me more money, which adds to my stress level; now I'm concerned about my health."

She is most likely less focused and productive as a result, but she cannot be remembered right now because she is considering who will take care of the child if something were to happen to her.

Stress has costs for people, including health issues. physical exhaustion, lack of sleep, and significant disruptions to your personal life.

You don't have great relationships, and things in your family don't work out because it's like trying to be a human at home and a machine at work..

Additionally, 54% of the study sample indicated that they really did not want to do things with people or the rest of it because they felt they were not contributing to the greater good.

Your thoughts and feelings are now intertwined, and since feelings are by definition thought processes, you cannot think more highly of your feelings than you can of your thoughts.

People pick up their phones, check their WhatsApp, texts, emails, Facebook, Instagram, Facebook, and the news because they are living in the past and will likely continue to create the same kind of life. This makes them feel more connected to everything.

That is known in their lives, and then they go through a series of routine behaviors, such as getting out of bed on the same side, getting a cup of coffee, taking a shower, getting dressed, and driving to work in the same way they see others do.

The same people who push the same emotional buttons, and it becomes a routine and a program, so they have lost their free will to a program, and there is no unseen hand doing it to them.

As a result, when it comes time to change, the cycle's redundancy becomes a subconscious program, and most people wait for a crisis, trauma, disease, or diagnosis; they wait for loss or tragedy to make up their minds to change.

86% of the study sample thinks that creativity at work is not necessary, that it is a waste of time to be creative, and that it is better to work less, get paid, and go home.

On the other hand, it makes sense that you are not compensated for initiative or creativity.

The ironic outcome was in the section on aggression, where 94% of the study sample answered affirmatively. This was ironic because, likely for the first time, a client agreed to work with a customer service agent due to their job requirements.

This is apparent in the unfriendly face that draws people in initially, but over time it developed into a removable mask that can be worn in certain situations.

IV. Conclusion and proposals:

The study found that levels of work-related stress had significantly increased, particularly for those in the customer service industry.

It is obvious that this kind of stress will result in a strike action, which, if it does, will paralyze Algerian Post and its customers in the first place.

When Algerian Poste is in a pinch, it frequently takes ineffective measures rather than taking the serious steps necessary to reduce stress among front-line employees.

In this study, we suggest a few measures that could reduce stress at work;

- 1- Replacing old computers, printers, generators, and servers is the number one cause of work-related stress.
- 2- Frontline employees are still using 13-year-old technologies, like Windows XP, so replacing the machines results in a total change in the exploitation system, resulting in smooth and simple operations that don't take too much time.

- 3- A company should establish a development and programming department by changing hardware. The way they invest and innovate R&D right and do that would increase productivity and reduce stress.
- 4- The company should communicate with the individual in an empathic and emotionally intelligent manner, so the company should work on communication with employees in a very different manner, such as meetings instead of telegrams, and the company should give the employee the right to obtain information.

Culture and communication style play a pivotal role in the stress and well-being of employees in work positions. We have exchanged a culture in which personal care and overall well-being take a back seat.

- 5- The company must devise a method to assess the overall well-being of its employees.
- 6- Companies should invest in their employees' overall mental, physical, and emotional well-being by providing them with time to spend with their families. Employees need time to get rid of all the negativity and stress.
- 7- Based on past experience, the company should always plan for the worst-case scenario.
- 8- Increase employee pay in a way that maintains their dignity, so they do not receive a bribe for a simple service.
- 9- The company should invest in new ATMs with new technologies so that the client can withdraw money whenever and wherever he needs it, and the company should invest in online services, such as buying or selling online, so that financial transactions are safe, free, and instantly updated.
- 10- EDAHABIA card has proven to be useful and fast, but in some cases it is insufficient, so the company should make it easier to obtain, rather than all the complication, for a specific category; for example, elderly people, instead of waiting for the card, then waiting for the code, they can simply send it in to the registered phone number.
- 11- The company should invest in opening new offices , expanding is always a better solution cause it creates more jobs , tax payers , an obedient worker, and new methods of hiring employees.
- 12- Paper work : the biggest problem for any costumer services employee and its really unacceptable in our age , where everything is digitalized the age of AI and Internet of things, the administration is sending payment statements via its own postal services which take time from a client and an employee perspective .that has to end.

Simply by creating an employee portal online.

Bibliography

- abramson, a. (2022, janauary 1). *american psychological association* . Retrieved from <https://www.apa.org/monitor/2022/01/special-burnout-stress>
- Algerian post*. (2021, april 25). Retrieved from wikipedia:
https://en.wikipedia.org/wiki/Alg%C3%A9rie_Poste
- Amunuzzaman, S. M. (n.d.). *wisestep*. Retrieved from <https://content.wisestep.com/interview-methods-types-advantages-disadvantages/>
- Batty, D. (2016, december 30). *The Gardian News* . Retrieved from <https://www.theguardian.com/lifeandstyle/2016/dec/30/women-suffer-much-more-work-stress-than-men-says-psychiatrist>
- betterhealth*. (2021). Retrieved from Department of Health, State Government of Victoria, Australia: <https://www.betterhealth.vic.gov.au/health/healthyliving/work-related-stress#symptoms-of-work-related-stress>
- campbell, a. c. (2021, september 29). *betterup*. Retrieved from <https://www.betterup.com/blog/signs-of-burnout-at-work>
- health and safety executive* . (n.d.). Retrieved from health and safety executive : <https://www.hse.gov.uk/stress/causes.htm>
- Jorgensen. (1989). *Participant observation*. Newbury Park, CA: Sage.
- k.pratt, M. (2022, october 06). Retrieved from techtarget:
<https://www.techtarget.com/searchcio/definition/ICT-information-and-communications-technology-or-technologies>

- kaczynski, T. (1997). *The Unabomber Trial: The Manifesto*. Retrieved from washingtonpost: <https://www.washingtonpost.com/wp-srv/national/longterm/unabomber/manifesto.text.htm>
- mensura. (n.d.). *mensura*. Retrieved from mensura: <https://www.mensura.be/en/healthy-employees/workplace-stress>
- microsoft. (2022). Retrieved from microsoft: <https://learn.microsoft.com/fr-fr/lifecycle/products/windows-xp>
- pfeffer, j. (2018). *dying for a pacheck.how modern management harms employee health and company preformance, and what we can do about it* (digital edition ed.). New York: standford graduate school of busniness.
- Reachel, O. (2009, april 22). *mindmeister*. Retrieved from mindmeister: <https://www.mindmeister.com/14539822/components-of-an-ict-system?fullscreen=1#>
- Rouse, M. (2022, august 16). *thechnopedia*. Retrieved from thechnopedia: <https://www.techopedia.com/definition/24152/information-and-communications-technology-ict>
- S.kramer Andrea, H. A. (2016, august 04). *Harvard Business Reviews*. Retrieved from <https://hbr.org/2016/08/why-women-feel-more-stress-at-work>
- scott, e. (2022, august 2022). *verywell mind*. Retrieved from <https://www.verywellmind.com/stress-and-burnout-symptoms-and-causes-3144516>
- siyavula, *technology powered learing* . (n.d.). Retrieved from <https://www.siyavula.com/read/cat/grade-11-cat/general-concepts-of-computing/01-general-concepts-of-computing>
- State monopoly*. (2022, august 5). Retrieved from wikipedia: https://en.wikipedia.org/wiki/State_monopoly
- studysmarter*. (n.d.). Retrieved from <https://www.studysmarter.us/explanations/business-studies/influences-on-business/information-and-communication-technology-in-business/>
- WHO. (2020, october 19). *world heath organization*. Retrieved from WHO: <https://www.who.int/news-room/questions-and-answers/item/ccupational-health-stress-at-the-workplace>
- wikipedia*. (2022, september 15). Retrieved from https://fr.wikipedia.org/wiki/Wilaya_de_T%C3%A9bessa

