

An Empirical Study on Assessing the Impact of Job Stress on Deviant Behaviour: Moderating Role of Psychological Capital

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Abstract—The primary purpose of this study is to examine the relationship between job stress and deviant behaviour. Further, the study also examines the moderating role of psychological capital between job stress and deviant behaviour. In this study Census method has been used to collect the data from five domestic call centres operating in Gurugram (NCR, New Delhi) followed by Exploratory factor analysis (EFA) which has been conducted and is duly validated with confirmatory factor analysis (CFA). The results indicate that job stress was positively related to work family conflict and employees who worked long hours having too much work stress that results high risk of deviant behaviour, however the study is limited to only five call centres of Gurugram, however future researches should include call centres of other NCR region.

Keywords: Job stress, psychological capital and deviant behavior.

1. INTRODUCTION

In the present scenario, every organisation aimed to capture top position, growing market share and more return with long run sustainability at any price (Lundgren et al., 2013). Due to rigid competition at national as well as international level, organisations has been compelled to attain competitive sustainable advantage (Babatunde, 2011). The management regularly changes their recruitment policies to maintain quality workforce, in order to face the ups and downs occurring in competitive environment, expecting more and more from their workers (Babatunde, 2011). On contrary, workers are always attempted to put their efforts in optimum way in order to complete the management expectations. Industrialisation, urbanisation, modernisation, competition, and increasing level of action in the society are basis for increasing stresses. This hectic work life constantly increases job stress worldwide in all countries, organisations, professions, and among workers, employers, families and society in general in Indian and Western context (Spector, et al., 2002). This type of stress results in job dissatisfaction and lower motivation among

employees. Hence, it is a controversial issue and needs more and more understanding, to evaluate about the reasons which hinder the employee's growth and the precautions which can determine this matter in dynamic environment. Thus the present research evaluates the influence of job stress on deviant behaviour and moderating role of psychological capital between these two.

2. REVIEW OF LITERATURE

2.1 Job Stress

Job stress is a significant issue that is receiving attention and specifically studied by experts of organisational behaviour as if it is not manage properly can lead to damaging impact on persons, workers and in the organisation. Job stress negatively related to the workers health, performance (Akintayo, 2012) and worker productivity.

2.2 Deviant Behaviour

Deviant behaviour is an antisocial behaviour which results to critical and expensive problems for organisations since it depends on its human resource in order to attain effective and efficient work environment, deviant behaviour continues to be a problem in organisations and has been reported to have a damaging impact on organisations (Mawritz et al., 2012).

2.3 Psychological Capital

It is defined as individual's positive psychological state of development categorised by high self-efficacy, hope, optimism and resiliency. It can also be understood as who you are and what you can become in terms of positive development (Luthans et al., 2007).

3. HYPOTHESIS

Job Stress and Deviant Behaviour

Job stress is a most important factor that causes numerous forms of deviant behaviours (Radzali et al., 2013) like absenteeism, substance abuse, alcoholism, low job motivation and low productivity (Safaria et. al., 2010). Workers, who experienced negative emotions like irritation and frustration due to job related stress, are more prone to show deviant workplace behaviours at their workplace (Radzali et al. 2013). Spector and Fox (2005) suggested that deviant behaviour occurs due to worker reaction to work stress and other factors that can induce negative emotions.

Hypothesis: 1 Job stress positively affects Deviant Behaviour

Job Stress, Psychological Capital and Deviant Behaviour

Psychological capital reduces physiological and behavioural stress symptoms i.e. agitation inability to relax and irritability. Persons who have low psychological capital may perceive threatening circumstances with negative emotion while individuals with high in psychological capital may not, due to high level of self-efficacy, optimism and hope (Roberts, et al., 2011). Highly effective peoples are less likely to expect a loss and failure of confidence when they face uncertainties, difficulties, negative feedback and setbacks (Shabir et al., 2014).

Hypothesis: 2 Psychological capital moderates the relationship between deviant behaviour and job stress.

4. RESEARCH DESIGN AND METHODOLOGY

Following steps have been taken in order to make study more meaningful

4.1. Generation of scale items

Job stress scale (Conley & You, 2013), deviant behaviour (Bennett & Robinson, 2000) and Psychological Capital (Luthans et al., 2007).

4.2. Data Collection

The data for the study has been collected from five domestic call centres operating in Gurugram (NCR, New Delhi). A total of 240 copies of questionnaire has been distributed out of which 204 responded back (response rate 85%). Census method has been used to collect the requisite data from employees who have less at least 8 months.

4.3 Exploratory and Confirmatory Factor analysis results (Table 1).

Constructs	KMO	VE (%)	χ^2/df	GFI	AGFI	RM R	RMS EA	NFI	CFI
JS	0.72	56.95	4.059	0.971	0.946	0.032	0.064	0.989	0.928
WFC	0.68	67.017	1.019	0.997	0.993	0.004	0.007	0.997	0.999
PC	0.564	50.111	4.855	0.986	0.953	0.056	0.072	0.894	0.911

Keywords: JS- Job Stress, WFC- Work Family Conflict and PC- Psychological capital

4.4 Discriminant Validity and Correlation Analysis of Latent Constructs (Table 2).

Constructs	Job Stress	Work Family Conflict	Psychological capital
Job Stress	0.698		
Work Family Conflict	(0.053) 0.231	0.700	
Psychological capital	(0.036) -0.191	(0.002) 0.047	0.703

Note: Values on the diagonal axis represent Average Variance Extracted and values in parenthesis represent squared correlation between the constructs. The values with asterisk represent correlations values.

4.5 Moderation Testing

Present study checks the moderation role of psychological capital using multi-group procedure given by Walsh et al., (2008) and result found to be significant as exhibited below:

Psychological Capital	JS – DB	Unconstrained	513.743	122
		Constrained	529.280	124
		Difference	15.537	2

5. SUGGESTIONS

- Management must calculate the optimal staff level as per the call flow and also by keeping track of shrinkages. Thus, agents get appropriate time to handle the calls.
- Call monitoring process must be followed by call coaching programs such as specific call quality issues recognised for improvement whereas monitoring must be sought out by working on customer service skill by adopting one-to-one training sessions called as coaching.
- Dialog scripting must be minimised to some extent, since too much of dialog scripting hinders the call quality and creates frustration among employees.

- This study shows lack of task variety is the reasons behind job stress; it is human nature that person want to grow and learn innovative things. Identify new ways to remain people learning and developing even after years on the job. For instance, a few hours of work per week on a special project can help remain workers challenged and interested in the job.

6. LIMITATIONS AND FUTURE RESEARCH

- This study is restricted to single relationship. i.e stress and deviant behaviour. In future some other outcomes of stress such as work family conflict and depression need to be studied.
- The study is confined to from five domestic call centres operating in Gurugram (NCR, New Delhi) region only. Future research should include other call centre of the region.

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