

## Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees

Tanmoy Das<sup>1\*</sup>, Dr. Rajat Kanti Mitra<sup>2</sup>

### ABSTRACT

Stress is a frequent occurrence at work, and it significantly affects both individuals' physical and mental health as well as an organization's overall productivity. Effective job performance involves meeting or exceeding expectations and criteria set by employers. This includes meeting deadlines, delivering high-quality work, effective communication with colleagues and supervisors, and fostering a positive work environment. Aggression refers to acts, whether overt or covert, intended to physically or psychologically harm others. It can be a response to threats or negative attitudes. For the purpose of this study, the research has been conducted to find out the impact of work stress on the job performance and aggression levels among the BPO employees. Three scales are used i.e., Occupational Stress Index, Job Satisfaction Scale and Aggression Scale. A group of 120 employees are taken 60 males and 60 females. The employees are made to fill the questionnaire to find out the relationship between work stress, job performance levels and aggression levels among employees. In conclusion, the study showed no evidence of a link between work stress and aggressive behaviour or job performance among BPO employees. However, there were also detected indirect correlations, with some components of workplace stress having a small but significant impact on job performance and levels of hostility.

**Keywords:** *Work stress, Job performance, BPO, Aggression*

Stress at work is a universal experience for working people. It has an impact on employees' physical, mental, and emotional health as well as their general well-being. It also has an impact on the general productivity of businesses. Living up to the escalating job demands and juggling the daily goals at work is quite stressful.

High workload is one of the most typical causes of job stress. An someone may experience emotions of pressure, overwhelm, and anxiety when they have a lot of work to finish in a short amount of time. Similar to this, having a deadline to meet might make people feel rushed and stressed since they may believe they don't have enough time to do things well. Workplace stress is also significantly affected by job instability. Employees may feel anxious and fearful about the future if they are unsure about the stability of their employment or believe that it is in risk.

<sup>1</sup>Student, Amity Institute of Psychology and Allied Sciences, Amity University Noida, India

<sup>2</sup>Professor, Amity Institute of Psychology and Allied Sciences, Amity University Noida, India

\*Corresponding Author

Received: June 11, 2023; Revision Received: July 06, 2023; Accepted: July 08, 2023

## **Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees**

### ***Symptoms of work stress***

The symptoms of work stress can take in place in a variety of ways, both physically and emotionally. Here are some of the common symptoms that occur due to work stress –

- Physical Symptoms – Work stress can have a wide range of bodily signs including exhaustion, tense muscles, headaches, heart palpitations, trouble sleeping, gastrointestinal disturbances, back discomfort, etc.
- Cognitive Symptoms – Work stress can also impact the cognitive functioning of an individual, leading to symptoms such as difficulty in concentrating, forgetfulness, and reduction in decision-making abilities.
- Emotional Symptoms – Work stress can also affect the emotional well-being of the individual, leading to symptoms such as depression, anxiety, discouragement, irritability, mood swings, etc.
- Behavioural Symptoms – Behavioural symptoms may include actions like increased absenteeism, aggression, reduction in work performance and creativity, problems with interpersonal relationships, isolation, etc.

The level of the job stressor, the individual's personality, coping techniques, and other variables may all have an impact on these symptoms, which may differ significantly from person to person.

### ***Theories of stress –***

#### **General Adaptation Syndrome (GAS)**

According to the Hans Selye-proposed GAS model, stress results in a three-stage physiological reaction, consisting of resistance, alertness, and fatigue. The alarm stage of the body's response to stress is followed by the resistance stage, in which the body makes an effort to cope with the stressor. If stress continues, the body enters the exhausted state, which makes people more susceptible to both physical and psychological issues.

#### **Transactional Model of Stress and Coping**

The theory, which was created by Richard Lazarus and Susan Folkman, emphasises the dynamic interaction between people and their surroundings. It implies that stress is a byproduct of the appraisal process, in which people assess the pressures they face and their capacity to handle them. The theory also emphasises coping mechanisms, such as problem-focused coping (specifically dealing with the stressor) and emotion-focused coping (managing the stressor's feelings).

#### **Cognitive Appraisal Theory**

The cognitive appraisal hypothesis, which builds on Lazarus and Folkman's transactional model, asserts that an individual's assessment of the relevance of a stressor and their capacity to handle it affects their stress reaction. The importance of the stressor is assessed during primary evaluation, and one's resources and coping mechanisms are evaluated during secondary assessment.

#### **Psychosocial Theory of Stress**

This hypothesis, created by Richard Lazarus, combines aspects of social support and cognitive assessment. It focuses how environmental and individual factors influence stress and contends that stress is a result of a mismatch between an individual's goals and their capacity to handle stress.

## **Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees**

### **Biopsychosocial Model**

This approach takes into account the intricate relationships between biological, psychological, and social stressors. It acknowledges that stress has an impact on people on many different levels, including the physiological, cognitive, emotional, and social ones. This all-encompassing approach explains how numerous elements affect how stress is felt and how it affects us.

### ***Job Performance –***

"Job performance" refers to a person's ability to successfully complete the tasks and commitments associated to their work. It consists of a variety of components, such as commitment to organisational standards and processes, production, and attendance.

Job satisfaction, motivation, skills, and talents, as well as the workplace environment and organisational culture, may all have an impact on how well an employee performs their duties. Employees are more likely to perform well on the job when they are happy with their jobs and feel driven to do well. Employees who are not motivated or are unsatisfied with their jobs, on the other hand, may perform poorly at work and produce less.

Effective work performance is important for both individuals and businesses since it may increase overall job satisfaction and well-being as well as success for both the individual and the company.

### ***Aggression –***

Aggression is a covert or overt act that aims to physically or psychologically abuse or hurt others. Under certain circumstances, it could be a typical reaction to a threat or attitude. A person may act aggressively towards themselves, people, animals, or property. They might be both verbal and violent. They may be clumsy or well-planned and strategically placed. They might be instant or indirect, obvious or covert.

### ***Types of Aggression***

#### **Impulsive Aggression**

Strong emotions, typically rage, are used to identify aggressive aggression, another name for it. This kind of hostility frequently occurs in the heat of the moment or without much thinking. It is not planned. According to research, reckless hostility, especially when it stems from indignation, sets off the brain's amygdala, hypothalamus, and periaqueductal grey (PAG) regions' acute danger reaction framework.

#### **Instrumental Aggression**

The actions or behaviour that are used to achieve a bigger purpose imprint this form of hostility. Aggression of this sort is frequently planned and performed to achieve a goal. For instance, hurting another person during a theft or carjacking. Injuring another person is the means by which the attacker will likely achieve his or her objective, which is presumably to obtain money or a car.

### **The various symptoms of aggression are as follows –**

- Depressed or flat mood
- Having trouble focusing or paying attention.
- Having trouble remembering, thinking, communicating, understanding, writing, or reading.

## Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees

- Anxiety, irritability and agitation
- Confusion or forgetfulness
- Poor judgment
- Sleep disturbances
- Withdrawal or depression

### *Factors that can influence aggression –*

#### Biological Factors –

In comparison to males, who are more inclined to use physical force, researchers have found or proved that women are less likely to do so. Additionally, according to the study, women are more prone to use verbal or other non-physical forms of aggression, experience social rejection, etc.

#### Environmental Factors –

A person's upbringing from childhood to adulthood plays a significant effect. People who have witnessed aggressiveness since they were young are more prone to think that hostility and aggression are socially acceptable behaviours. The bobo doll experiment by Bandura is an excellent example of an environmental influence.

#### Physical Factors –

Physical factors such as alcohol abuse, drug abuse, epilepsy, etc can also influence aggressive behaviour.

### *Work stress, job performance and aggression*

Work-related stress can cause physical, emotional, and cognitive problems in people, which can make it difficult for them to do their jobs well. For instance, stress can cause a drop in motivation, productivity, and focus, all of which can be detrimental to work performance. Workplace stress can also be a factor in high turnover rates, presenteeism (when workers are physically present at work but not completely engaged in their task), and absenteeism, all of which can have a large financial impact on businesses.

There is evidence to back up the notion that stress at work and workplace violence may be related. According to research, those who are under a lot of stress at work are more prone to act aggressively, including verbally abusing, physically assaulting, and bullying others. This could be because stress at work can result in irritation, impatience, and rage, all of which raise the risk of violent behaviour. Workplace aggression may have serious detrimental effects on both persons and organisations. It may result in lower productivity, lower work satisfaction, and higher turnover rates. In controlling and mitigating workplace stress, organisations may be extremely important. They can offer tools and services to help workers deal with stress, including as wellness programmes, flexible work schedules, and employee assistance programmes.

## REVIEW OF LITERATURE

1. **Karim, K. (2022)** aimed at determining impact of employee performance on job stress during the Covid19 epidemic. A qualitative descriptive approach is used in this study. Where to run SPSS version 23 to process the author's data. The findings demonstrate that the work stress variable has a detrimental impact on employee performance, resulting in PT's work stress level.

## Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees

2. **AV Catherine et.al (2022)** aimed at examining the employee stress management as a performance management tool. Through the use of straightforward random sample procedures and the lottery method, the researcher chose 100 workers. 57% of the respondents indicated moderate levels of stress, according to the study's findings. 67% of respondents indicated having minimal job stress, compared to 84% who indicated intermediate level stress connected to their workplace. The study also discovered that 69% of the respondents had poor quality of life, which negatively impacted their ability to execute their jobs.
3. **Iskamto, D. (2021)** aimed at determining the impact of workplace stress on worker performance. He conducted the study using quantitative techniques. SPSS version 26 is used for data analysis and hypothesis testing. The test results show that occupational stress has a considerable, detrimental influence on employee performance.
4. **F. Saleem et.al (2021)** Examine the relationship between EP and COVID-19-related workplace stress (COVID-19 STR). Social exchange theory (SET) is used. By Hayes (2013), stepwise linear regression and PROCESS Macro were used to analyse the data. Results showed that COVID-19 STR had an influence on adaptive performance (AP) but not on task and contextual performance (CP). Similar to this, SC has a significant moderating impact on the relationships between performance and stress.
5. **DL. Pandey (2020)** focused at examining the aspects that are significant in causing stress among bank employees and examining the strain-related issues that bankers face. Eventually, to understand how stress affects workers' performance. The bankers from the various banks in the Kathmandu valley completed 200 questionnaires. The results show that stress in all its forms significantly lowers everyone's performance.
6. **Vijayan, M. (2017)** examined the workload, job security, and shift work as sources of workplace stress and their effects on workers' performance. The management can take the necessary steps to lower workplace stress levels and enhance employee performance. They could provide rewards, a meditation programme, coaching, and other things that help people perform better over time.
7. **Jaradat, Y., Nielsen, M. B. et.al (2016)** aimed at finding the cross-sectional correlations between the prevalence of psychological distress and job satisfaction and workplace aggressiveness exposure Younger nurses experienced bullying, physical violence, and verbal antagonism more frequently. Verbal aggression and psychological distress were more closely related. Bullying has been associated with decreased levels of job satisfaction.
8. **Lu, C. Q. et.al (2016)** aimed at investigating the moderating role of general self-efficacy in the stress process and validating the two-dimensional challenge-hindrance stressor paradigm in the Chinese setting. The findings showed that job performance was favourably correlated with challenge stressors and adversely correlated with hindrance stressors. These results validate the challenge-hindrance stressor concept on a two-dimensional level and provide credence to the idea that challenge stressors in the workplace have a greater beneficial impact on workers who have higher self-efficacy.
9. **Khan, A. (2016)** aimed at examining the effect of work-related stress on workers' ability to execute their jobs at Maharatna corporations including (BHEL), National Thermal Power Corporation Limited (NTPC), GAIL Limited Oil and Natural Gas Limited (ONGC), and Steel Authority of India Limited (SAIL). For the study, a sample of 143 workers has been chosen. The findings showed that the main factors contributing to employee stress in Indian Maharatna organisations include heavy workload, role conflict, low pay, boring labour, and strict restrictions.

## Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees

10. **Naseem and M. Ahmed (2014)** aimed at determining the connection between workplace hostility and workers at The Resource Group (TRG). Pilot research was carried out using 30 KASB Bank workers as a suitable sample. The instruments used in the study were the Professional Life Stress Scale (PLSS) and the Aggression Questionnaire (AQ). The results demonstrated a strong correlation ( $r = 0.58$ ,  $P = 0.01$ ) between the two variables.
11. **Olusegun, A. J. et.al (2014)** focused on analysing the source of stress, how it affects employee performance, and how employees perceive and respond to stressors. According to the research, factors that affect workers' performance include exhaustion, stress, dissatisfaction, weakness, headaches, and wrath. Based on its findings, this study came to the conclusion that employees' performance is significantly impacted by workplace stress.
12. **Page, K. M., Milner et.al (2014)** aimed at examining if the association between occupational stress and distress is moderated by positive mental health (PMH), a definition of well-being with a positive perspective. Work stress was inversely correlated with good mental health at both time periods. The negative effects of occupational stress on psychological suffering were mitigated by good mental health. Only individuals with the highest amounts of PMH saw this impact. Only a tiny percentage of people's mental health may be able to shield employees from the effects of work-related stress. As a result, in order to enhance mental health at work, companies must both minimise stress and encourage PMH.
13. **Dursun, S., & Aytac, S. (2014)** aimed the effect of verbal abuse on the level of burnout among bank employees. The study's sample consisted of 161 private bank employees. Participants in the study were on average 32.20 years old and had worked for their current employer for 7.63 years on average. The analysis' findings revealed that verbal abuse significantly raised bank employees' degrees of emotional fatigue and depersonalization.
14. **Ahmed, A., & Ramzan, M. (2013)** the relationship between employee stress and performance for bank employees in Pakistan's banking sector. The purpose model is investigated in relation to workplace stress and its impact on job performance using a sample of 144 people. Statistics-based tests for regression, correlation, and reliability were also effective. The figures show a strong inverse relationship between job stress and job performance, which has a considerable detrimental impact on an individual's performance. The outcomes show that the company has maintained a highly positive, cordial, and pleasant environment among the workforce for greater performance.
15. **Alice H. Y. Hon et.al (2013)** studied the advantages and disadvantages of workplace stress and group conflict. The impacts of task-related conflict and interpersonal conflict on two separate categories of work stress, namely challenge-related stress and hindrance-related stress, were examined by the researchers using a multilevel technique. They also examined how various forms of stress affected the productivity and happiness of hotel staff members. Stress brought on by difficulties and conflict with the other side were both negatively connected with work performance and job satisfaction. They also discovered that the cross-level link between group conflict and personal outcomes like performance and satisfaction is mediated by job stress.

### METHODOLOGY

#### *Aim*

To study the impact of work stress on job performance and its association with aggression among BPO employees.

## **Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees**

### ***Objective***

1. To examine the impact of work stress on aggression levels among the employees. (regression)
2. To examine the impact of work stress on the job performance levels of the employees. (regression)
3. To study the gender difference in aggression levels caused due to work stress among the employees. (t test)
4. To study the gender difference in work performance levels caused due to work stress among the employees. (t test)
5. To study the relationship between work stress and job performance among BPO employees. (correlation)
6. To study the relationship between work stress and aggression among BPO employees. (correlation)

### ***Hypothesis***

1. There will be a significant influence of work stress on the aggression levels among the employees.
2. There will be a significant influence of work stress on the job performance levels among the employees.
3. There will be a significant difference in the aggression levels among the male and female employees.
4. There will be a significant difference in the job performance levels among the male and female employees.
5. There will be a negative correlation between work stress and job performance.
6. There will be a positive correlation between work stress and aggression.

### ***Variables***

- Independent Variable – Age, sex, Work Performance and Aggression
- Dependent Variable – Work stress

### ***Sample***

Data was randomly collected from 100 individuals [ 60 males and 60 females] living in urban areas with experience of at least 1 year or more.

### ***Description Of Tools***

#### **Aggression Scale (AS) by G.P Mathur and Dr. R.K Bhatnagar**

There are 55 items in the AS questionnaire. It gauges a person's degree of hostility. It is a 5-point Likert scale. The ultimate score is determined by the total number of responses. Scores might range from 55 to 275. Higher scores indicate greater aggression, whereas lower levels indicate decreased aggression.

#### **Occupational Stress Index by A.K Srivastava and A.P Singh**

There are 46 things on the scale, each of which is graded on a 5-point scale. 28 of the 43 objects are "true keyed," whereas the remaining 18 are "false keyed." The factors related to nearly all significant aspects of the workplace that lead to stress in one way or another, such as role overload, role ambiguity, role conflict, group and political pressure, responsibility for people, lack of participation, powerlessness, intrusive impoverishment, low status, demanding working conditions, unprofitability, and poor peer relations.

## Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees

### Job Satisfaction Scale by Dr. Amar Singh and Dr. T.R Sharma

The job satisfaction scale exam is intended to gauge how psychologically healthy people are, how happy they are at work, and how they may be.

As a consequence of the test's meticulous manipulation of the scale, a worker's (or employees') contentment or unhappiness can be seen on any factor or variable. Next, actions are taken to increase satisfaction by eliminating the irritants. The scale has administrative ease, is succinct, trustworthy, and genuine. It is really simple to score. To any class of workers, it can be given.

### Procedure

The research has been conducted to find out the impact of work stress on the job performance and aggression levels among the BPO employees. Three scales are used i.e. Occupational Stress Index, Job Satisfaction Scale and Aggression Scale. A group of 120 employees are taken 60 males and 60 females. The employees are made to fill the questionnaire to find out the relationship between work stress, job performance levels and aggression levels among employees.

### Statistical Analysis

For the analysis and interpretation of the results, each of the scoring methods, for the scoring of the attained scores were referred. Furthermore, the sum of the scores for each of the given responses were analysed into mean, standard deviation and T-test. To understand and analyse the impact of work stress on these two variables, multiple regression was done, ANOVA.

## RESULT ANALYSIS

The data was collected and analysed for testing the given hypotheses, the following tables were obtained.

**Hypothesis 1:** There will be a significant influence of work stress on the aggression levels among the employees.

**Table 1.1**

**Regression analysis of work stress and aggression**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.399 <sup>a</sup>	.159	.065	11.55822

a. Predictors: (Constant) – Occupational Stress Index Scale

b. Dependent Variable: Aggression Scale

Result Table 1.1 shows whether workplace stress (OSI) is the predictor of aggression. We can see that the R square value is .159 which means 15.9%, indicating that workplace stress (OSI) can explain 15.9% variability of aggression.

**Table 1.2**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2708.204	12	225.684	1.689	.079 <sup>b</sup>
	Residual	14294.388	107	133.592		
	Total	17002.592	119			

a. Dependent Variable: Aggression Scale

b. Predictors: (Constant) – Occupational Stress Index Scale



## Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees

Result Table 1.2 shows ANOVA in which the f value is 1.689, indicating that the model is statistically insignificant and the model shows no significant amount of variance for the dependent variable.

In the context of hypothesis (H1) “There will be a significant influence of work stress on the aggression levels among the employees.” is rejected.

**Hypothesis 2:** There will be a significant influence of work stress on the job performance levels among the employees.

**Table 2.1**  
Regression analysis of Work Stress and Work Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.398 <sup>a</sup>	.159	.064	6.55061

a. Predictors: (Constant) - Occupational Stress Index Scale  
b. Dependent Variable - JSS

Result Table 1.3 shows whether workplace stress (OSI) is the predictor of work performance. We can see that the R square value is .159 which means 15.9%, indicating that workplace stress (OSI) can explain 15.9% variability of work performance.

**Table 2.2**  
ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	866.277	12	72.190	1.682	.081 <sup>b</sup>
	Residual	4591.423	107	42.910		
	Total	5457.700	119			

a. Dependent Variable - JSS  
b. Predictors: (Constant) - OSI

Result Table 1.4 shows ANOVA in which the f value is 1.682, indicating that the model is statistically insignificant and the model shows no significant amount of variance for the dependent variable.

In the context of hypothesis (H2) “There will be a significant influence of work stress on the job performance levels among the employees.” is rejected.

**Hypothesis 3:** There will be a significant difference in the aggression levels among the male and female employees.

**Table 3**

VARIABLE	GENDER	MEAN	S.D	T-TEST
AGGRESSION	MALE	170.85	7.21	.602
	FEMALE	169.53	15.33	

From Table 1.5, it can be seen that the mean score of aggression for male employees (170.85) is more than the mean score of female employees (169.53). The obtained t value is 0.602 which is statistically insignificant at both levels (0.05 and 0.01).

## Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees

In the context of hypothesis (H3) “There will be a significant difference in the aggression levels among the male and female employees” is rejected.

**Hypothesis 4:** There will be a significant difference in the job performance levels among the male and female employees.

**Table 4**

VARIABLE	GENDER	MEAN	S.D	T-TEST
JOB PERFORMANCE	MALE	68.53	5.21	.781
	FEMALE	67.57	8.06	

From Table 1.6, it can be seen that the mean score of job performance for male employees (68.53) is more than the mean score of female employees (67.57). The obtained t value is 0.781 which is statistically insignificant at both levels (0.05 and 0.01).

In the context of hypothesis (H4) “There will be a significant difference in the job performance levels among the male and female employees” is rejected.

**Hypothesis 5:** There will be a negative correlation between work stress and job performance.

**Table 5: Relationship between work stress and job performance among BPO employees**  
**PEARSON CORRELATION (N = 120)**

OSI (Sub Scales)	CORRELATIONS	JSS
Role Overload	-.215*	
Role Ambiguity	-.135	
Role Conflict	-.153	
Unreasonable Group of Political Pressure	-.136	
Responsibility for Person	-.173	
Under participation	.011	
Powerlessness	.151	
Poor Peer Relations	.028	
Intrinsic	-.125	
Low Status	-.071	
Strenuous Working Conditions	-.191*	
Unprofitability	-.091	

\*\* Correlation is significant at 0.01

\* Correlation is significant at 0.05

Table 1.7 shows the strength and direction of the relationship between job performance and work stress among employees. Job performance has a negative correlation with role overload (-.215), role ambiguity (-.135), role conflict (-.153), unreasonable group of political pressure (-.136), responsibility for person (-.173), intrinsic (-.125), low status (-.071), strenuous working conditions (-.191) and unprofitability (-.091). While it has a positive correlation with underparticipation (.011), powerlessness (.151) and poor peer relations (.028). According to values obtained from Pearson correlation, it can conclude that there is a significant relationship of work performance with role overload and strenuous working conditions. There is no significant relationship between work performance and the rest of the sub scales.

## Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees

In the context of hypothesis (H5) “There will be a negative correlation between work stress and job performance” is rejected.

**Hypothesis 6:** There will be a positive correlation between work stress and aggression

**Table 6: Relationship between work stress and aggression among BPO employees**  
**PEARSON CORRELATION (N = 120)**

OSI (Sub Scales)	CORRELATIONS	<b>AGGRESSION</b>
Role Overload	.195*	
Role Ambiguity	.011	
Role Conflict	-.017	
Unreasonable Group of Political Pressure	.255**	
Responsibility for Person	.289**	
Under participation	-.169	
Powerlessness	-.165	
Poor Peer Relations	-.151	
Intrinsic	.087	
Low Status	-.158	
Strenuous Working Conditions	.152	
Unprofitability	.074	

\*\* Correlation is significant at 0.01

\* Correlation is significant at 0.05

Table 1.8 shows the strength and direction of the relationship between aggression and work stress among employees. Aggression has a negative correlation with role conflict (-.017), under participation (-.169), powerlessness (-.165), poor peer relations (-.151) and low status (-.158). While it has a positive correlation with role overload (.195), role ambiguity (.011), unreasonable group of political pressure (.255), responsibility for person (.289), intrinsic (.087), strenuous working conditions (.152) and unprofitability (.074). According to values obtained from Pearson correlation, it can conclude that there is a significant relationship of aggression with role overload, unreasonable group of political pressure and responsibility for person. There is no significant relationship between aggression and the rest of the sub scales. In the context of hypothesis (H6) “There will be a positive correlation between work stress and aggression” is rejected.

### **DISCUSSION**

The aim of the present study was to study the impact of work stress on job performance and its association with aggression among BPO employees. Every working person has experienced stress at work. It has an effect on the overall well-being and the physical, mental, and emotional health of the personnel. It also has an impact on the general productivity of businesses. It's difficult to balance the daily goals at work with the increasing responsibilities of the job. Conflicts with co-workers or superiors on a personal level can also cause stress at work. Relationship problems can result in tension, misunderstandings, bullying, and other unfavourable feelings including fury, irritation, and worry. Effective work performance includes meeting or exceeding employer expectations and requirements. It could involve sticking to deadlines, doing excellent work, having productive conversations with coworkers and supervisors, and promoting a positive work environment. Job performance may be evaluated in a variety of ways, including through performance evaluations, comments from co-workers and management, and objective performance metrics. A hidden or overt act of

## **Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees**

aggression is intended to physically or mentally harm or mistreat another person. It could be a normal response to a threat or attitude in certain situations. Aggressive behaviour can be directed against oneself, other people, animals, or things. They could use both words and physical force. They might be poorly thought out and awkwardly positioned. They might be direct or deceptive, immediate or indirect.

The research has been conducted to find out the impact of work stress on the job performance and aggression levels among the BPO employees. Three scales are used i.e. Occupational Stress Index, Job Satisfaction Scale and Aggression Scale. A group of 120 employees are taken 60 males and 60 females. The employees are made to fill the questionnaire to find out the relationship between work stress, job performance levels and aggression levels among employees.

According to hypothesis 1, there will be a significant relationship between work stress and the aggression levels among the employees.

To study the influence of work stress on aggression among employees, multiple regression was conducted which indicated that work stress has no significant influence on aggression whose F value is 1.689.

According to hypothesis 2, there will be a significant relationship between work stress and the job performance levels among the employees.

To study the influence of work stress on job performance among employees, multiple regression was conducted which indicated that work stress has no significant influence on aggression whose F value is 1.682.

According to hypothesis 3, there will be a significant difference in the aggression levels among the male and female employees.

To find the gender difference in aggression levels among employees, t-test was conducted. The results showed that the t-value was .602 and the p-value was .096 which means there is no significant difference found as the p-value is greater than .01 and .05. Hence the hypothesis 3 is rejected.

According to hypothesis 4, there will be a significant difference in the job performance levels among the male and female employees.

To find the gender difference in job performance levels among employees, t-test was conducted. The results showed that the t-value was .781 and the p-value was .395 which means there is no significant difference found as the p-value is greater than .01 and .05. Hence the hypothesis 4 is rejected.

According to hypothesis 5, there will be a negative correlation between work stress and job performance.

To study the strength and direction of the relationship between work stress and job performance, Pearson correlation was conducted and the results showed that job performance was negatively correlated to work stress i.e., role overload (-.215), role ambiguity (-.135),

## Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees

role conflict (-.153), unreasonable group of political pressure (-.136), responsibility for person (-.173), intrinsic (-.125), low status (-.071), strenuous working conditions (-.191) and unprofitability (-.091). Job performance significant relationship of work performance with role overload and strenuous working conditions. So therefore, hypothesis 5 is rejected.

According to hypothesis 6, there will be a positive correlation between work stress and aggression.

To study the strength and direction of the relationship between work stress and job performance, Pearson correlation was conducted and the results showed that job performance was negatively correlated to work stress i.e., with role conflict (-.017), under participation (-.169), powerlessness (-.165), poor peer relations (-.151) and low status (-.158). While it has a positive correlation with role overload (.195), role ambiguity (.011), unreasonable group of political pressure (.255), responsibility for person (.289), intrinsic (.087), strenuous working conditions (.152) and unprofitability (.074). Aggression has a significant with role overload, unreasonable group of political pressure and responsibility for person. Therefore, the hypothesis 6 is rejected.

### **Limitations**

Following are the limitations of the current study:

1. Generalizability: The study's findings might not be representative of employees in other industries or firms and may solely relate to BPO staff.
2. Sample Selection Bias: A biased sample selection process may occur in the study if the participants are not selected at random.
3. Self-Report Bias: The study's findings, particularly the data on job stress, performance, and aggressiveness, might be skewed because it was based only on self-reports. Data inaccuracies might result from employees making socially acceptable comments, forgetting, or underreporting their experiences.
4. Direction of Causality: The objective implies that workplace stress has an impact on productivity and is associated with animosity.
5. Confounding variables: Since many different factors may have an impact on both job performance or aggressiveness and work stress, it is challenging to pinpoint the specific impact of work stress on these variables
6. Reliance on Self-Assessment: When evaluating aggressiveness and work performance, using just self-reported metrics may introduce subjectivity biases.
7. Limited Range of Variables: Although the focus is on job stress, performance at work, and aggressiveness, other relevant factors may also have an impact on the findings.

### **REFERENCES**

- AbuAlRub, R. F. (2004). Job stress, job performance, and social support among hospital nurses. *Journal of nursing scholarship*, 36(1), 73-78.
- Ahmed, A., & Ramzan, M. (2013). Effects of job stress on employees job performance a study on banking sector of Pakistan. *IOSR Journal of Business and Management*, 11(6), 61-68.
- Ali, F., Farooqui, A., Amin, F., Yahya, K., Idrees, N., Amjad, M., ... & Irfan, A. (2011). Effects of stress on job performance. *International Journal of Business and Management Tomorrow*, 1(2), 1-7.
- Bashir, U., & Ismail Ramay, M. (2010). Impact of stress on employees job performance: A study on banking sector of Pakistan. *Bashir, U., & Ramay, MI (2010). Impact Of*

## Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees

- Stress on Employees Job Performance A Study on Banking Sector of Pakistan. International Journal of Marketing Studies*, 2(1), 122-126.
- Catherine, A. V., & Fonceca, C. M. (2022). Employee stress and its impact on their job performance. *Journal of Academia and Industrial Research (JAIR)*, 10(3), 34-38.
- De Ruyter, K. O., Wetzels, M., & Feinberg, R. (2001). Role stress in call centers: Its effects on employee performance and satisfaction. *Journal of interactive marketing*, 15(2), 23-35.
- Dupré, K. E., Inness, M., Connelly, C. E., Barling, J., & Hopton, C. (2006). Workplace aggression in teenage part-time employees. *Journal of applied psychology*, 91(5), 987.
- Dursun, S., & Aytac, S. (2014). The effect of customer aggression on burnout. *Academic Journal of Interdisciplinary Studies*, 3(4), 369.
- Glomb, T. M., & Liao, H. (2003). Interpersonal aggression in work groups: Social influence, reciprocal, and individual effects. *Academy of Management journal*, 46(4), 486-496.
- Goussinsky, R. (2012). Coping with customer aggression. *Journal of Service Management*.
- Gyllensten, K., & Palmer, S. (2005). The role of gender in workplace stress: A critical literature review. *Health education journal*, 64(3), 271-288.
- Hon, A. H., & Chan, W. W. (2013). The effects of group conflict and work stress on employee performance. *Cornell Hospitality Quarterly*, 54(2), 174-184.
- Iskamto, D. (2021). Stress and its impact on employee performance. *International Journal of Social and Management Studies*, 2(3), 142-148.
- Jaradat, Y., Nielsen, M. B., Kristensen, P., Nijem, K., Bjertness, E., Stigum, H., & Bast-Pettersen, R. (2016). Workplace aggression, psychological distress, and job satisfaction among Palestinian nurses: A cross-sectional study. *Applied nursing research*, 32, 190-198.
- Karim, K. (2022). The Effect of Work Stress on Employee Performance. *Asean International Journal of Business*, 1(1), 24-33.
- Kaukiainen, A., Salmivalli, C., Björkqvist, K., Österman, K., Lahtinen, A., Kostamo, A., & Lagerspetz, K. (2001). Overt and covert aggression in work settings in relation to the subjective well-being of employees. *Aggressive Behavior: Official Journal of the International Society for Research on Aggression*, 27(5), 360-371.
- Khalid, A., Sarfaraz, A., Ahmed, S., & Malik, F. (2013). Prevalence of stress among call center employees. *Pakistan Journal of Social and Clinical Psychology*, 11(2), 58.
- Khan, A. (2016). Effect of stress on employees job performance in maharatna companies. *Anvesha*, 9(4), 31.
- LeBlanc, M. M., & Kelloway, E. K. (2002). Predictors and outcomes of workplace violence and aggression. *Journal of applied psychology*, 87(3), 444.
- Lim, J., Bogossian, F., & Ahern, K. (2010). Stress and coping in Australian nurses: a systematic review. *International nursing review*, 57(1), 22-31.
- Liu, R. X., & Kaplan, H. B. (2004). Role stress and aggression among young adults: The moderating influences of gender and adolescent aggression. *Social psychology quarterly*, 67(1), 88-102.
- Lu, C. Q., Du, D. Y., & Xu, X. M. (2016). What differentiates employees' job performance under stressful situations: The role of general self-efficacy. *The Journal of psychology*, 150(7), 837-848.
- Naseem, A., & Ahmed, M. (2014). Relationship between work stress and aggression among employees of the resource group (TRG). In *1st International Conference on Social Sciences and Humanities, ICSH 2014* (p. 411).

## Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees

- Olusegun, A. J., Oluwasayo, A. J., & Olawoyim, O. (2014). An overview of the effects of job stress on employees performance in Nigeria tertiary hospitals. *Ekonomika, Journal for Economic Theory and Practice and Social Issues*, 60(1350-2019-2737), 139-153.
- Page, K. M., Milner, A. J., Martin, A., Turrell, G., Giles-Corti, B., & LaMontagne, A. D. (2014). Workplace stress. *Journal of occupational and environmental medicine*, 56(8), 814-819.
- Pandey, D. L. (2020). Work stress and employee performance: an assessment of impact of work stress. *International Research Journal of Human Resource and Social Sciences*, 7(05), 124-135.
- Saleem, F., Malik, M. I., & Qureshi, S. S. (2021). Work stress hampering employee performance during COVID-19: is safety culture needed?. *Frontiers in psychology*, 12, 655839.
- Schat, A. C., & Frone, M. R. (2011). Exposure to psychological aggression at work and job performance: The mediating role of job attitudes and personal health. *Work & Stress*, 25(1), 23-40.
- Vijayan, M. (2017). Impact of Job Stress on Employees' job Performance in Aavin, Coimbatore. *Journal of Organisation & Human Behaviour*, 6(3).
- Wu, Y. C. (2011). Job stress and job performance among employees in the Taiwanese finance sector: The role of emotional intelligence. *Social Behavior and Personality: an international journal*, 39(1), 21-31.

### **Acknowledgement**

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

### **Conflict of Interest**

The author(s) declared no conflict of interest.

**How to cite this article:** Das, T. & Mitra, R.K. (2023). Impact of Work Stress on Job Performance and Its Association with Aggression among BPO Employees. *International Journal of Indian Psychology*, 11(3), 171-185. DIP:18.01.015.20231103, DOI:10.25215/1103.015