

# An Empirical Study on Assessing the Impact of Job Stress on Deviant Behaviour: Moderating Role of Mentoring

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## ARTICLE DETAILS

### Article History

Published Online: 20 February 2019

### Keywords

Job stress, deviant behavior and mentoring.

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## ABSTRACT

In the current scenario, it is the ambition of all the organisations to reach top position, high market share and profits along with long run sustainability. The new generation employees have more stress level today than before as a result of their hard work for success which has leads to enhanced usage of life skills making their life more uncomfortable and stressful. The purpose of this study is to examine the major factors of job stress that influence depression among call centre employees. The data for the study has been collected from 240 call centre employees was carried out in the state of Jammu & Kashmir out of which 204 responded back (response rate 85%). Participants completed a series of questionnaires that included job stress, mentoring and deviant behavior scale. Exploratory factor analysis (EFA) has been conducted which is duly validated with confirmatory factor analysis (CFA). The findings of the study indicated that job stress was positively related to deviant behaviour and employees who worked long hours having too much work stress that results deviant behaviour. Further, mentoring moderates the relationship between job stress and deviant behavior. This study resulted in findings that have significant implications for call centre employees.

## 1. Introduction

Modern life is full of stress which varies from personal day to day life to their business activities. People frequently feel stress when they cannot meet up to the environmental aspect and feel misfit within themselves. Constantly increasing rate of psychosomatic and mental disorders, annoyance and irritation with life in general reflect the high stress being experienced by the person in the present day world. During the last two decades person's life become more stressful due to their demanding nature, ever increasing need & ambitions, extensive change in their way of life and physical & socio-cultural environment of the society. Further, extreme competition, pressures of meeting deadlines, uncertain future and weakened social support system are the major factors that create stress among workers. Thus the present research evaluates the influence of job stress on deviant behaviour and moderating role of mentoring between these two.

## 2. Review of literature

### 2.1 Job Stress

Stress has become an important part of our recent time which is unavoidable in the competitive environment (Chauhan and Chauhan, 2005). It is the mind-set up of a person, which decides to what amount a person face stress and how effectively he copes with it. Job stress is a common problem which threatens the persons by affecting their physical as well as mental health and damaging their wellbeing which in turn negatively influences business performance (Akintayo, 2012).

### 2.2 Deviant Behaviour

Deviant behavior as an intentional that violates important organisational norms and threatens the wellbeing of the organisation and its members, or both (Robinson & Bennet,

1995) and lack of motivation for employees results intentional violation of company's norms, rules and regulations. Deviant workplace behaviour is divided into four classes:

- 1) **Production Deviance:** It is a form of deviance in which employees violate the standards of quality and quantity while producing goods and services.
- 2) **Property Deviance:** It refers to workers acquisition, destruction or misusing company property without company approval.
- 3) **Political deviance:** It is an interpersonal harmful behaviour occurs when employees shows favoritism for certain stakeholders such as customers, co-workers, suppliers and placing others at a disadvantage.
- 4) **Personal Aggression:** Personal aggression is more harmful interpersonal behaviour as it involves acts like sexual harassment, physical and verbal abuse, endangering co-workers, threats of physical harm or stealing from co-worker at the workplace.

### 2.3 Mentoring

Traditionally, the term mentoring has been used in business, management and law still it is transferrable across different disciplines. It is very complex phenomena varies from one situation to another and interpreted by different people in different ways. Mentor is an skilled, highly ranked, leading, senior member who is committed to providing support to a mentee's personal and professional growth (Kram, 1985) mentoring relationship involves assistance provided by more experienced person to less experienced member regarding work (Levinson, 1978). Various types of mentoring such as informal mentoring, formal mentoring, group mentoring, peer

mentoring, reverse mentoring, situational mentoring, supervisory mentoring, team mentoring and virtual mentoring.

**3. Hypothesis**

**Job Stress and Deviant Behaviour**

Job stress is positively associated with incivility as well as mental and physical health. Victims of workplace place deviance are suffer from work related stress problem which results low productivity, lost work time and a relatively high turnover rate as well as financial costs (Muafi, 2011). Spector (2007) suggested that individuals react to stressful job conditions which produce negative emotions that ultimately develop negative behaviours. Penney, Spector & Fox (2005) reporting that victimised people resulted in greater incivility observed that stressful work environments increases incivility.

**Hypothesis: 1 Job stress positively affects Deviant Behaviour**

**Job Stress, Mentoring and Deviant Behaviour**

Mentored employees identify themselves as an essential part of the organisation and they feel dedicated to achieve their work in accordance to the vision of the business. Individuals who match with mentors experienced less feeling of hopelessness (Keating et al. 2002) therefore; effective mentoring minimises the effects of stress on deviant behaviour. Further, mentor also acts as a role model, provides necessary

**5.2. Data Collection**

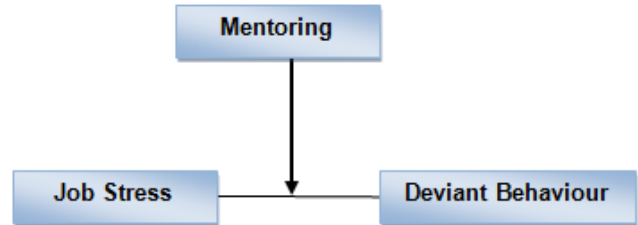
The data for the study has been collected from 250 call centre employees was carried out in the state of Jammu & Kashmir out of which 204 responded back (response rate 85%). Participants completed a series of questionnaires that

**6. Data Analysis**

guidance and support to workers from time to time which assists subordinate to come nearer to mentor (Eby et al., 2013). Therefore, it can be concluded that relationship between job stress and deviant behaviour will be low in presence of positive mentor.

**Hypothesis: 2 Positive mentoring will lower the impact of job stress on deviant behaviour and vice-versa.**

**4. Conceptual Framework**



**Key words:** Job stress = independent variable, deviant behaviour = dependent variable and mentoring = moderating variable

**5. Research Design and Methodology**

**5.1. Generation of scale items**

Job stress scale (Conley & You, 2013), deviant behaviour (Bennett & Robinson, 2000) and mentoring (Scandura and Ragins, 1993).

included job stress, mentoring and deviant behaviour scale. Census method has been used to collect the requisite data from front line employees having experience of more than 6 months.

**Table 1: Exploratory and Confirmatory Factor analysis**

Constructs	KMO	VE (%)	$\chi^2/df$	GFI	AGFI	RMR	RMSEA	NFI	CFI
JS	0.70	54.91	4.09	0.91	0.96	0.035	0.065	0.99	0.98
DB	0.63	68.01	1.09	0.97	0.93	0.006	0.008	0.97	0.99
Men	0.54	51.11	4.14	0.96	0.93	0.053	0.070	0.84	0.91

**Keywords: JS- Job Stress, DB- Deviant Behaviour and Men- Mentoring**

**Table 2: Discriminant Validity and Correlation Analysis of Latent Constructs**

Constructs	Job Stress	Deviant behaviour	Mentoring
<b>Job Stress</b>	<b>0.68</b>		
<b>Deviant Behaviour</b>	(0.053) 0.231	<b>0.70</b>	
<b>Mentoring</b>	(0.036) - 0.191	(0.002) 0.047	<b>0.73</b>

*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.*

**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 in table 3:

**Table 3: Moderation Results**

<b>Mentoring</b>	JS – DB	Unconstrained	426.464	122
		Constrained	449.923	124
		Difference	23.459	2

**7. Suggestions**

- 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.
- Call centre workers in India are facing stress which not only affect their mental health but also lessen their performance, lessen retention rate which in turn influence overall organisational performance.
- Organisation must provide mentoring workshops regularly in order to have smallest level of stress thus

reducing the deviant behaviour among the employees.

- Training programme must find a place in organisation on regular basis with the intension of reducing deviant behaviour and performance related stress.

**8. 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 call Jammu region only. Future research should include call centre of other region.

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