

WORK-STRESS CREATORS AND WORK-STRESS INHIBITORS ON THE JOB PERFORMANCE OF WORK-FROM-HOME MILLENNIALS IN BPO FIRMS

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ABSTRACT

This study determined the impact of work-stress creators and inhibitors on the job performance of work-from-home millennials in BPO firms. It focuses on the identifying work-stress creators such as workload, time pressure, interpersonal relationships, job security, work-life balance, and role clarity, as well as work-stress inhibitors such as a supportive work environment, clear communication, job control and autonomy, training and development opportunities, and recognition and reward system. The study also gathered demographic information from each participant, including age, sex, monthly income, tenure, and type of BPO firm. Moreover, it also identifies the perceived effect of work-stress creators and work-stress inhibitors on job performance of the participants. A face- to-face survey questionnaire and descriptive-correlational research methods were employed to gather and analyze various aspects of work-stress creators and work- stress inhibitors. The study utilized purposive, quota, and convenience sampling techniques to gather data from 100 work-from-home millennials in BPO firms. The data was evaluated using statistical tools, including frequency, percentage, and weighted mean. The findings revealed that the key work-stress creators, such as workload, time pressure, and unclear work-life boundaries affected job performance by reducing job satisfaction, work efficiency, and overall quality. On the other hand, work-stress inhibitors, such as supportive work environment, clear communication, and recognition and reward system positively impacted performance by increasing efficiency and reducing stress. Most participants reported high levels of stress due to work demands, which in turn negatively affected job satisfaction and work quality. However, stress inhibitors contributed to improved performance by increasing efficiency and reducing burnout. Overall, the study concludes that managing work stress effectively in remote work settings can enhance job performance and employee well-being. Recommendations include the implementation of better work-life balance policies, stress management programs, and supportive work environments to promote higher productivity and job satisfaction to the work-from-home millennial employees.

Keywords: Work-stress creators, work-stress inhibitors, job performance, millennials, BPO firm, work-from-home.

1.0 INTRODUCTION

In the work-from-home setting, many individuals are experiencing new and different kinds of work-related stress, particularly millennials working in the business process outsourcing (BPO) sector. This demographic faces a distinct combination of stress creators and inhibitors, which

significantly impact their job performance. Since remote work became more common after 2020, millennials often struggle with feelings of isolation, unclear boundaries between their personal and work lives, and fewer opportunities to connect with coworkers face-to-face. Based on the findings, 93% of professionals working from home report positive effects on their mental health, although the flexibility demands can sometimes cause increased stress for younger workers, especially when their jobs require high focus and constant team interaction (Ramya, & Kathiravan, 2024).

Millennials in the business process outsourcing (BPO) sector, in particular, face a distinct combination of stress creators and inhibitors while working from home. The flexibility of remote work, although beneficial in many ways, often blurs the boundaries between personal and professional lives, leading to feelings of isolation and a lack of face-to-face interaction with coworkers. These stressors are compounded by financial pressures and the need for constant team interaction, which can be challenging in a remote setting. The transition to remote work has contributed to heightened stress levels, particularly among millennials, due to the difficulty in balancing work-life demands and the increased mental health challenges that arise from this shift. This situation underscores the need for strong support systems to help mitigate the negative effects of remote work on job performance and mental well-being (Gorshkova, & Lebedeva, 2023).

Another study shows that working remote can be more stressful than working onsite. Because remote work can enhance flexibility and reduce commuting stress, it can also lead to a workload due to longer hours and an unpredictable schedule, making it hard for employees to completely disconnect. Unlike traditional office roles, remote workers in the BPO sector often deal with irregular hours, the expectation to always be available online, and limited in-person connections, and fewer physical interaction, which can increase stress (Shirmohammadi, Au, & Beigi, 2022).

On the other hand, social support plays a crucial role in mitigating the negative effects of stress in remote work settings. Companies can implement measures like virtual team-building activities and mental health resources to foster a sense of connection and support among employees. Social support helps reduce perceived stress, which is essential for maintaining mental health and improving job performance in high-stress environments like remote work (Acoba, 2024).

This research determined the work stress creator and work stress inhibitors of work from home millennials in BPO firm. Also, the study aimed to determine the effect of work stress creator and work stress inhibitors on the job performance of the participants.

Given the preceding statements, this study was conducted to:

1. Determine the socio-demographic profile of the participants in terms of:
 - a. Age;
 - b. Sex;
 - c. Monthly income;
 - d. Tenure;
 - e. Type of BPO firms;

2. Identify the experience of the participants on the work stress creators in terms of:
 - a. Workload;
 - b. Time pressure;
 - c. Interpersonal relationships;
 - d. Job security;
 - e. Work-life balance;
 - f. Role clarity;

3. Determine the experience of the participants on the work-stress inhibitors in terms of:
 - a. Supportive work environment;
 - b. Clear communication;
 - c. Job control and autonomy;
 - d. Training and development opportunities;
 - e. Recognition and reward system;

4. Identify the perceived effect of work-stress creators and work-stress inhibitors on job performance of the participants.

2.0 METHODOLOGY

This study used a descriptive-correlation research approach for appropriate data provision concerning work-stress creators and inhibitors as well as their influences on job performance of working-from-home millennials in BPO firms. This primarily focused on finding out and explaining those factors determining the degree to which their effects on productivity, wellness, and job satisfaction may take place within a remote working context. This study presents negative and positive stressors with the objective of shedding light on how these factors influence remote employees toward improved work conditions and employee well-being. This was conducted on 100 work- from-home millennials who were employed in BPO firms. A convenience sampling technique was used where respondents were chosen according to their availability and willingness to participate. The face-to-face surveys were administered in order to guarantee the authenticity of the answers and responses.

Data analysis was conducted by the application of statistical methods. This included frequency distribution, mean, percentage, and standard deviation. The description of the perception of work-stress creators and inhibitors used a conversion table. The Likert scale ranging from 1-Strongly Disagree to 5-Strongly Agree was used in determining the perception of participants about how work-stress factors affected their job performance.

Table 1. Descriptive interpretation of work-stress creators in terms of workload

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
4.21 - 5.00	Strongly Agree	Indicates that workload is perceived as a very highly significant stress creator affecting job performance for work-from-home millennials in BPO firms

3.41 - 4.20	Agree	Suggests that workload is seen as a highly significant stress creator impacting job performance for work-from-home millennials in BPO firms
2.61 - 3.40	Slightly agree	Implies that workload is considered a moderate stress creator influencing job performance for work-from-home millennials in BPO firms.
1.81 - 2.60	Disagree	Indicates that workload is viewed as a minimal stress creator affecting job performance for work-from-home millennials in BPO firms.
1.00 - 1.80	Strongly disagree	Suggests that workload is not seen as a significant stress creator impacting job performance for work-from-home millennials in BPO firms.

Table 2. Descriptive interpretation of work-stress creators in terms of time pressure

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
4.21 - 5.00	Strongly Agree	Indicates that time pressure is perceived as a very highly significant stress creator affecting job performance for work-from-home millennials in BPO firms.
3.41 - 4.20	Agree	Indicates that time pressure is seen as a highly significant stress creator impacting job performance for work-from-home millennials in BPO firms.
2.61 - 3.40	Slightly Agree	Indicates that time pressure is considered a moderate stress creator influencing job performance for work-from-home millennials in BPO firms.
1.81 - 2.60	Disagree	Indicates that time pressure is viewed as a minimal stress creator affecting job performance for work-from-home millennials in BPO firms.
1.00 - 1.80	Strongly Disagree	Indicates that time pressure is not seen as a significant stress creator impacting job performance for work-from-home millennials in BPO firms.

Table 3. Descriptive interpretation of work-stress creators in terms of interpersonal relationships

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
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4.21 - 5.00	Strongly Agree	Indicates that interpersonal relationships are perceived as a very highly significant stress creator affecting job performance for work-from-home millennials in BPO firms.
3.41 - 4.20	Agree	Indicates that interpersonal relationships are seen as highly significant stress creators impacting job performance for work-from-home millennials in BPO firms.
2.61 - 3.40	Slightly Agree	Indicates that interpersonal relationships are considered moderate stress creators influencing job performance for work-from-home millennials in BPO firms.
1.81 - 2.60	Disagree	Indicates that interpersonal relationships are viewed as minimal stress creators affecting job performance for work-from-home millennials in BPO firms.
1.00 - 1.80	Strongly Disagree	Indicates that interpersonal relationships are not seen as significant stress creators impacting job performance for work-from-home millennials in BPO firms.

Table 4. Descriptive interpretation of work-stress creators in terms of job security

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
4.21 - 5.00	Strongly Agree	Indicates that job security is perceived as a very highly significant stress creator affecting job performance for work-from-home millennials in BPO firms.
3.41 - 4.20	Agree	Indicates that job security is seen as a highly significant stress creator impacting job performance for work-from-home millennials in BPO firms.
2.61 - 3.40	Slightly agree	Indicates that job security is considered a moderate stress creator influencing job performance for work-from-home millennials in BPO firms.
1.81 - 2.60	Disagree	Indicates that job security is viewed as a minimal stress creator affecting job performance for work-from-home millennials in BPO firms.
1.00 - 1.80	Strongly Disagree	Indicates that job security is not seen as a significant stress creator impacting job performance for work-from-home millennials in BPO firms.

Table 5. Descriptive interpretation of work-stress creators in terms of work-life balance

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
4.21 - 5.00	Strongly Agree	Indicates that work-life balance is perceived as a very highly significant stress creator affecting job performance for work-from-home millennials in BPO firms.
3.41 - 4.20	Agree	Indicates that work-life balance is seen as a highly significant stress creator impacting job performance for work-from-home millennials in BPO firms.
2.61 - 3.40	Slightly Agree	Indicates that work-life balance is considered a moderate stress creator influencing job performance for work-from-home millennials in BPO firms.
1.81 - 2.60	Disagree	Indicates that work-life balance is viewed as a minimal stress creator affecting job performance for work-from-home millennials in BPO firms.
1.00 - 1.80	Strongly Disagree	Indicates that work-life balance is not seen as a significant stress creator impacting job performance for work-from-home millennials in BPO firms.

Table 6. Descriptive interpretation of work-stress creators in terms of role clarity

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
4.21 - 5.00	Strongly Agree	Indicates that role clarity is perceived as a very highly significant stress creator affecting job performance for work-from-home millennials in BPO firms.
3.41 - 4.20	Agree	Indicates that role clarity is seen as a highly significant stress creator impacting job performance for work-from-home millennials in BPO firms.
2.61 - 3.40	Slightly Agree	Indicates that role clarity is considered a moderate stress creator influencing job performance for work-from-home millennials in BPO firms.
1.81 - 2.60	Disagree	Indicates that role clarity is viewed as a minimal stress creator affecting job performance for work-from-home millennials in BPO firms.

1.00 - 1.80	Strongly Disagree	Indicates that role clarity is not seen as a significant stress creator impacting job performance for work-from-home millennials in BPO firms.
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Table 7. Descriptive interpretation of work-stress inhibitors in terms of supportive work environment

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
4.21 - 5.00	Strongly Agree	Indicates that a supportive work environment is perceived as a very highly significant factor in reducing work stress and enhancing job performance for work-from-home millennials in BPO firms.
3.41 - 4.20	Agree	Indicates that a supportive work environment is seen as a highly factor in reducing work stress and improving job performance for work-from-home millennials in BPO firms.
2.61 - 3.40	Slightly Agree	Indicates that a supportive work environment is considered a moderate factor in reducing work stress and influencing job performance for work-from-home millennials in BPO firms.
1.81 - 2.60	Disagree	Indicates that a supportive work environment is viewed as a minimal factor in reducing work stress and affecting job performance for work-from-home millennials in BPO firms.
1.00 - 1.80	Strongly Disagree	Indicates that a supportive work environment is not seen as a significant factor in reducing work stress and impacting job performance for work-from-home millennials in BPO firms.

Table 8. Descriptive interpretation of work-stress inhibitors in terms of clear communication

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
4.21 - 5.00	Strongly Agree	Indicates that clear communication is perceived as a very highly significant factor in reducing work stress and enhancing job performance for work-from-home millennials in BPO firms.
3.41 - 4.20	Agree	Indicates that clear communication is seen as a highly factor in reducing work stress and improving job performance for work-from-home millennials in BPO firms.

2.61 - 3.40	Slightly Agree	Indicates that clear communication is considered a moderate factor in reducing work stress and influencing job performance for work-from-home millennials in BPO firms. Indicates that clear communication is viewed as a minimal factor in reducing work stress and affecting job performance for work-from-home millennials in BPO firms. Indicates that clear communication is not seen as a significant factor in reducing work stress and impacting job performance for work-from-home millennials in BPO firms.
1.81 - 2.60	Disagree	
1.00 - 1.80	Strongly Disagree	

Table 9. Descriptive interpretation of work-stress inhibitors in terms of job control and autonomy

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
4.21 - 5.00	Strongly Agree	Indicates that job control and autonomy are perceived as very highly significant factors in reducing work stress and enhancing job performance for work-from-home millennials in BPO firms.
3.41 - 4.20	Agree	Indicates that job control and autonomy are seen as highly factors in reducing work stress and improving job performance for work-from-home millennials in BPO firms.
2.61 - 3.40	Slightly Agree	Indicates that job control and autonomy are considered moderate factors in reducing work stress and influencing job performance for work-from-home millennials in BPO firms.
1.81 - 2.60	Disagree	Indicates that job control and autonomy are viewed as minimal factors in reducing work stress and affecting job performance for work-from-home millennials in BPO firms.
1.00 - 1.80	Strongly Disagree	Indicates that job control and autonomy are not seen as significant factors in reducing work stress and impacting job performance for work-from-home millennials in BPO firms.

Table 10. Descriptive interpretation of work-stress inhibitors in terms of training and development opportunities

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
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4.21 - 5.00	Strongly Agree	Indicates that training and development opportunities are perceived as very highly significant factors in reducing work stress and enhancing job performance for work-from-home millennials in BPO firms.
3.41 - 4.20	Agree	Indicates that training and development opportunities are seen as highly factors in reducing work stress and improving job performance for work-from-home millennials in BPO firms.
2.61 - 3.40	Slightly Agree	Indicates that training and development opportunities are considered moderate factors in reducing work stress and influencing job performance for work-from-home millennials in BPO firms
1.81 - 2.60	Disagree	Indicates that training and development opportunities are viewed as minimal factors in reducing work stress and affecting job performance for work-from-home millennials in BPO firms.
1.00 - 1.80	Strongly Disagree	Indicates that training and development opportunities are not seen as significant factors in reducing work stress and impacting job performance for work-from-home millennials in BPO firms.

Table 11. Descriptive interpretation of work-stress inhibitors in terms of recognition and reward system

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
4.21 - 5.00	Strongly Agree	Indicates that the recognition and reward system is perceived as a very highly significant factor in reducing work stress and enhancing job performance for work-from-home millennials in BPO firms.
3.41 - 4.20	Agree	Indicates that the recognition and reward system is seen as a highly significant factor in reducing work stress and improving job performance for work-from-home millennials in BPO firms.
2.61 - 3.40	Slightly Agree	Indicates that the recognition and reward system is considered a moderate factor in reducing work stress and influencing job performance for work-from-home millennials in BPO firms.

1.81 - 2.60	Disagree	Indicates that the recognition and reward system is viewed as a minimal factor in reducing work stress and affecting job performance for work-from-home millennials in BPO firms.
1.00 - 1.80	Strongly Disagree	Indicates that the recognition and reward system is not seen as a significant factor in reducing work stress and impacting job performance for work-from-home millennials in BPO firms.

3.0 RESULTS AND DISCUSSION

3.1 Demographic Profiles of the Participants

Table 12 shows that most participants (61%) belong to the age of 28-30 years old are female (61%). Majority (57%) of the participants work in customer support roles in BPO firms, with monthly income (35%) ranging from Php15,001 - Php20,000. Also, most participants have a college education (51%) and have been working for 6 months to 1 year (42%).

Understanding the demographics of the participants—specially their age, sex, educational attainment, monthly income, type of BPO firm, and tenure—offers valuable insights into their work behaviors and lifestyle preferences. The individuals aged 28-30 are typically in the early-to-mid stages of their careers, often seeking financial stability and career progression opportunities (Hernandez, 2024). Women, who make up a significant portion of the workforce in this study, are known for their multitasking abilities and attention to detail, traits critical in the BPO industry (Savitha & Vijila, 2016).

The results also indicate that most participants have achieved a college education (51%), which highlights in a study on job satisfaction and work engagement among millennial employees in the BPO industry (Gonzaga et al., 2022). Participants in the monthly income range of Php15,001 to Php20,000 align with the standard salary scales for entry-to-mid-level roles in the BPO sector. Additionally, 42% of the participants have been in their current roles for 6 months to 1 year, highlights in a research framework on increasing employee retention among millennials in the Philippine BPO industry (Li et al., 2021).

Table 12. Distribution of participants in terms of their socio-demographic profile

DEMOGRAPHIC PROFILES	FREQUENCY	PERCENTAGE
Age		
28-30	61	61.00
31-33	21	21.00
34-36	10	10.00
37-39	5	5.00
40-43	3	3.00
Sex		

Female	61	61.00
Male	39	39.00
Educational Attainment		
High school graduate	15	15.00
College undergraduate	31	31.00
College graduate	51	51.00
Postgraduate	3	3.00
Other		
Monthly Income		
11,000 – 15,000	4	4.00
15,001 – 20,000	35	35.00
20,001 – 25,000	23	23.00
25,001 – 30,000	13	13.00
30,001 and above	25	25.00
Type of BPO Firms		
Customer support	57	57.00
Healthcare medical	20	20.00
IT service	8	8.00
Accounting/ Finance	7	7.00
Other	8	8.00
Tenure		
6 months – 1 year	42	42.00
2 – 3 years	31	31.00
4 – 5 years	3	3.00
6 years and above	24	24.00

3.2 Work-stress creators on the job performance of work-from-home millennials

Table 13 provides an analysis of work-stress creators associated with workload, focusing on employees' perceptions of how their job demands impact their stress levels.

The employees often report higher levels of stress when the workload exceeds their capacity, particularly when they feel pressured to complete tasks within unrealistic timeframes. During the pandemic, where many employees transitioned to remote work, balancing work and personal life became more challenging. Workers who faced increased job demands online often found that these pressures led to burnout (Smith, 2022).

Table 13. Work-stress creators based on the workload

WORKLOAD	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
1. I often feel overwhelmed by the amount of work assigned to me.	3.66	0.394	Agree

2. I frequently have a workload that exceeds what I can handle in a typical workday.	3.65	0.418	Agree
3. I frequently feel pressured to complete tasks quickly due to a high load.	3.73	0.388	Agree
4. I often cannot take necessary breaks during the day because of my workload.	3.47	0.407	Agree
5. I feel the volume of work I am given negatively impacts my stress levels.	3.58	0.407	Agree
OVER-ALL	3.62	0.403	Agree

Table 14 reflects work-stress creators based on time pressure, with responses indicating a moderate to strong perception of stress caused by time-related demands.

The study shows the relationships of work stress and interpersonal needs with industrial workers' mental health: a moderated mediation models the study explores the relationships between work stress, interpersonal needs, and mental health among industrial workers (Wang et al., 2023).

Table 14. Work-stress creators based on the time pressure

TIME PRESSURE	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
1. I often feel stressed by the pressure to meet strict deadlines.	3.67	0.405	Agree
2. I am required to complete tasks within a limited amount of time.	3.91	0.392	Agree
3. I frequently feel rushed to finish my work on time.	3.70	0.394	Agree
4. I find that urgency of my tasks significantly increases my stress levels.	3.84	0.385	Agree
5. I often cannot complete tasks to the best of my ability due time constraints.	3.39	0.408	Agree
OVER-ALL	3.70	0.397	Agree

Table 15 The results of this table highlight how interpersonal relationships can influence work-related stress. In this context, conflicts, communication issues, and isolation among colleagues are contributors to stress.

In the study revealed that job stress and interpersonal relationships cross country evidence from the EU15: a correlation analysis. BMC Public Health, the study explores the relationship between job stress and interpersonal relationships among employees. It found that social interactions both at work and outside of work can significantly Impact job stress levels (Nappo, 2020).

Table 15. Work-stress creators based on the interpersonal relationships

INTERPERSONAL RELATRIONSHIP	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
1. I feel conflicts with colleagues contribute to my work stress.	3.26	0.419	Slightly Agree
2. I find It challenging to maintain positive relationships with my team members.	3.31	0.434	Agree
3. I experience stress in my job due to communication issues with co-workers.	3.29	0.432	Slightly Agree
4. I sometimes feel isolated from my team, which affects my stress levels	3.17	0.427	Slightly Agree
5. I find tensions with colleagues make my work environment more stressful.	3.22	0.432	Slightly Agree
OVER-ALL	3.25	0.429	Slightly Agree

Table 16 shows the ratings for job security as a work-stress creator. The study indicates that participants agreed the concerns about job security contribute significantly to their work-related stress.

The study found out how secure employees feel about their jobs has a big impact on how well they perform at work. The employee well-being improves job performance and partly explains how job security affects their work performance. Aside of that, support from the organization and employee’s positive mindset strengthened the relationship between well-being and job performance (Nahyan et al., 2024).

Table 16. Work-stress creators based on the job security

JOB SECURITY	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
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1. I feel concerns about job stability make me anxious about my future at the company.	3.48	0.406	Agree
2. I worry about potential layoffs or downsizing within the organization.	3.45	0.404	Agree
3. I experience stress in my daily work due to uncertainty about my job security.	3.34	0.419	Slightly Agree
4. I feel stressed by the lack of clear information regarding job stability.	3.41	0.409	Agree
5. I feel concerns about job security affect my motivation and performance.	3.36	0.414	Slightly Agree
OVER-ALL	3.41	0.410	Agree

Table 17 shows the ratings for work-life balance as a work-stress creator. The study indicates that participants agreed the concerns about work-life balance contribute significantly to their work-related stress.

The result revealed in the study that employees often struggle with allocating sufficient time for self-development, maintaining proper nutrition, and getting adequate rest. Managing stress is also identified as challenge, as employee faced difficulties in overcoming mental distractions arising from unmet obligations. The study emphasizes the importance of implementing programs aimed at improving work-life balance, particularly for BPO employees working remote settings (Chen et. al, 2024).

Table 17. Work-stress creators based on the work-life balance

WORK-LIFE BALANCE	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
1. I find my job often interferes with my personal life and well-being.	3.40	0.417	Agree
2. I struggle to balance my work responsibilities with my personal commitments.	3.45	0.403	Agree
3. I feel the demands of my work hours prevent me from spending quality time with family or friends.	3.42	0.409	Agree

4. I feel the demands of my work hours prevent me from spending quality time with family or friends.	3.37	0.426	Agree
5. I feel guilty about neglecting personal responsibilities due to my work.	3.49	0.415	Agree
OVER-ALL	3.43	0.414	Agree

Table 18 shows the ratings for role clarity as a work-stress creator. The study indicates that participants agreed the concerns about role clarity contribute significantly to their work-related stress.

The result was supported in the study which found that the positive relationship between co-worker instrumental support and role clarity, as well as the connection to employee well-being, was notably stronger when leaders themselves exhibited clear role understanding. This emphasizes the critical role definitions as key factors in maintaining a sustainable social care workforce (Zettana et al., 2024).

Table 18. Work-stress creators based on the role clarity

ROLE CLARITY	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
1. I am sometimes unclear about what is expected of me in my role.	3.43	0.422	Agree
2. I feel unclear responsibilities in my job increase my stress levels.	3.52	0.411	Agree
3. I feel stressed when unsure about my tasks or duties.	3.64	0.405	Agree
4. I find a lack of clear instructions makes my work more challenging and stressful.	3.68	0.393	Agree
5. I would perform better if my role and responsibilities were clearly defined.	3.80	0.404	Agree
OVER-ALL	3.61	0.407	Agree

3.3 Work-stress inhibitors on the job performance of work-from-home millennials

Table 19 provides insights into the factors that contribute to a supportive work environment and how they help in mitigating work-related stress. The data shows that respondents strongly agree with the statements regarding team and management support, positive work environment, collaboration, and encouragement from colleagues.

The result of the study can be justified by (Smith & Jones, 2019), who also found that a supportive work environment plays a crucial role in reducing employee stress levels. Their study revealed that employees who feel supported by their team and management are better equipped to manage work-related challenges. Moreover, in times of increased workload or uncertainty, such as during the pandemic, employees who experienced positive workplace support reported lower stress levels and higher overall job satisfaction. Similarly, employees working remotely during the pandemic were found to benefit significantly from workplace collaboration and emotional support, which helped alleviate the isolation and stress that could otherwise result from working from home.

Table 19. Work-stress inhibitors based on supportive work environment

SUPPORTIVE WORK ENVIRONMENT	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
1. I feel supported by my team and management in handling work stress.	4.34	0.435	Strongly Agree
2. I find positive work environment helps me manage work challenges effectively.	4.47	0.473	Strongly Agree
3. I feel my workplace promotes collaboration, reducing stress and isolation.	4.41	0.443	Strongly Agree
4. I believe the encouragement from my colleagues helps me cope with job pressures.	4.45	0.320	Strongly Agree
5. I feel less stressed knowing I have support from my work environment	4.44	0.466	Strongly Agree
OVER-ALL	4.42	0.427	Strongly Agree

Table 20 highlights the significant role that clear communication plays in reducing work-related stress. The responses indicate a strong agreement among participants regarding the positive impact of open communication from management, timely updates and feedback, and the ability to avoid misunderstandings and conflicts.

The result of the study found that clear and open communication from management is a key factor in reducing work-related stress (Anderson & Williams, 2020). Their research highlighted that employee who received timely feedback, updates, and had open lines of communication with their supervisors reported lower stress levels. Moreover, clear communication in the workplace was found to prevent misunderstandings and conflicts, which significantly reduced workplace tension.

Table 20. Work-stress inhibitors based on clear communication

CLEAR COMMUNICATION	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
1. I find open communication from management helps me understand my role better.	4.41	0.464	Strongly Agree
2. I feel less stressed when I receive timely updates and feedback.	4.45	0.346	Strongly Agree
3. I feel clear communication helps me avoid Misunderstandings and conflicts.	4.51	0.639	Strongly Agree
4. I find my stress levels decrease when I am well-informed about changes in the organization.	4.54	0.471	Strongly Agree
5. I believe knowing I can openly communicate with my supervisor reduces my stress.	4.50	0.479	Strongly Agree
OVER-ALL	4.48	0.480	Strongly Agree

Table 21 emphasizes the significant role that job control and autonomy play in reducing work-related stress. The data demonstrates that employees strongly agree that having control over their tasks and autonomy in their roles are essential factors in mitigating stress.

The result of the study can be justified by (Roberts and Green, 2020), who also found that job control and autonomy play a significant role in reducing work-related stress. In their research, they discovered that employees who have more control over their tasks and the freedom to approach their work in their own way report lower stress levels. This is particularly evident for remote workers, as the flexibility in managing their workload allows them to balance work and personal life better, reducing stress. The study further highlights that employees who feel empowered by having autonomy in their roles are less likely to experience burnout and job dissatisfaction, even during stressful times such as the pandemic.

Table 21. Work-stress inhibitors based on job control autonomy

JOB CONTROL AUTONOMY	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
1. I feel having control over my tasks reduces my work-related stress.	4.41	0.464	Strongly Agree
2. I find autonomy in my role allows me to approach my work in a way that suits me.	4.45	0.346	Strongly Agree

3. I find autonomy in my role allows me to approach my work in a way that suits me	4.51	0.639	Strongly Agree
4. I feel the flexibility in managing my workload reduces stress.	4.54	0.471	Strongly Agree
5. I am more relaxed knowing I have some freedom in job responsibilities.	4.50	0.479	Strongly Agree
OVER-ALL	4.48	0.480	Strongly Agree

Table 22 highlights the significant role that training and development opportunities play in reducing work-related stress. The results show a strong consensus among employees that having access to training programs and continuous learning opportunities helps alleviate work stress.

The result of the study discovered that training in time management and role-specific skills significantly reduces stress for employees. Their research concluded that employees working from home during the pandemic benefited from enhanced training programs, leading to better job performance and lower stress levels (Brown & Harris, 2020).

Table 22. Work-stress inhibitors based on training and development opportunities

TRAINING AND DEVELOPMENT OPPORTUNITIES	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
1 I feel more confident and less stressed when I receive training for my role.	4.52	0.349	Strongly Agree
2 I feel opportunities for skill development help me cope better with work demands.	4.60	0.361	Strongly Agree
3 I found my stress decreases when I am well-prepared for my tasks through training	4.64	0.393	Strongly Agree
4 I feel continuous learning makes me feel supported and valued in my role.	4.60	0.508	Strongly Agree
5 I believe access to development programs reduces my anxiety about job performance	4.54	0.492	Strongly Agree
OVER-ALL	4.58	0.421	Strongly Agree

Table 23 highlight that a recognition and reward system in the workplace can significantly reduce work-related stress.

The study found that employees are more motivated and dedicated to their organization when they comprehend and have a favorable perception of their work benefits and reward systems (Bashir, 2022).

Table 23. Work-stress inhibitors based on recognition and reward system

RECOGNITION AND REWARD SYSTEM	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
1.I feel being recognized for my efforts boosts my morale and reduces stress.	4.54	0.492	Strongly Agree
2.I believe rewards for good performance make me feel valued and motivated.	4.58	0.372	Strongly Agree
3.I find acknowledgment from management helps alleviate job-related stress.	4.58	0.351	Strongly Agree
4.I feel less pressured when my hard work is appreciated by the organization	4.61	0.547	Strongly Agree
5. I feel knowing my efforts are rewarded makes my work environment less stressful.	4.54	0.338	Strongly Agree
OVER-ALL	4.57	0.42	Strongly Agree

3.4 Work-stress creators and work stress inhibitors on the job performance of work-from-home millennials

Table 24 shows the participants' responses regarding various work stressors and their effect on job performance. Overall, the participants agreed that these stressors negatively affect their performance.

The results of this study can be supported by (Chen et al., 2022), who found that stressors like high workloads, time pressure, and unclear role expectations significantly contribute to decreased job performance. In their study, job stress can lower employee motivation and efficiency, especially when there is a lack of support or clear communication regarding expectations. Another study highlights that excessive demands and time constraints can result in lower productivity and higher levels of burnout (Murali et al., 2018).

Table 24. Work-stress creators based on job performance

WORK-STRESS CREATORS	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
1. I feel my high workload decreases the quality of my performance.	3.90	0.383	Agree

2. I find excessive time pressure prevents me from completing tasks to the best of my ability.	3.93	0.396	Agree
3. I feel conflicts with coworkers create distractions that lower my productivity.	3.76	0.397	Agree
4. I find my concerns about job security reduce my focus and motivation to perform well.	3.79	0.389	Agree
5. I feel the lack of work-life balance often leads me too exhausted to meet job demands effectively.	3.78	0.408	Agree
6. I find unclear role expectations lead to wasted time and reduced efficiency in my work.	3.77	0.402	Agree
7. I feel constant demands to work overtime negatively affect the quality of my output	3.73	0.391	Agree
8. I find not getting enough support from my colleagues increases my stress and decreases my ability to perform.	3.62	0.410	Agree
9. I feel confusion in assigning tasks causes mistakes and impacts my job performance.	3.84	0.399	Agree
10. I find inconsistent workload distribution makes it difficult for me to meet deadlines effectively	3.82	0.376	Agree
OVER-ALL	3.79	0.355	Agree

Table 25 shows the ratings for work stress inhibitors on job performance. The study indicates that participants strongly agreed that work stress inhibitors is very effective strategies to provide a friendly environment to manage stress.

The workplace is an important setting for addressing mental health issues and promoting well-being. Nature-based interventions can help reduce stress and improve performance. The study shows these interventions lead to fewer stress-related problems, lower burnout, less absenteeism, and better work capacity. Since job stress can have serious effects, more effective ways to manage stress are needed to avoid health problems (Daniels et al., 2022).

Table 25. Work-stress inhibitors based on job performance

WORK-STRESS INIHIBITOR	WEIGHTED MEAN	STANDARD DEVIATION	REMARKS
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1	I find support from my team and management enhances my ability to meet targets effectively.	4.51	0.354	Strongly Agree
2	I believe clear communication from my supervisor helps me complete tasks accurately and on time.	4.57	0.367	Strongly Agree
3	I feel autonomy in my role increases my job satisfaction and motivation to perform well.	4.50	0.483	Strongly Agree
4	I find regular training opportunities boost my confidence and improve my work quality.	4.49	0.335	Strongly Agree
5	I believe acknowledgement and rewards for my work encourage me to maintain high performance	4.51	0.349	Strongly Agree
6	I feel mentorship from experienced colleagues helps me improve my job efficiency	4.57	0.350	Strongly Agree
7	I believe understanding my role allows me to manage tasks smoothly, leading to higher productivity.	4.56	0.501	Strongly Agree
8	I find work-life integration approach 4.43 reduces stress, helping me focus better on my tasks.	4.43	0.329	Strongly Agree
9	I feel a supportive work environment fosters collaboration, enhancing my output quality.	4.54	0.499	Strongly Agree
10	I believe positive reinforcement and feedback motivate me to improve and exceed performance expectations.	4.53	0.479	Strongly Agree
OVER-ALL		4.52	0.405	Strongly Agree

4.0 CONCLUSIONS AND RECOMMENDATIONS

The study determined the effect of work stress creator and work stress inhibitors of work from home millennials in BPO firm. Based on the findings, the following conclusions were drawn:

1. Most of the participants are female and college graduates. This means they have an opportunity to make independent decisions, particularly in managing stress creators. It highlights their diverse tendencies in communication, work habits, and lifestyle preferences.
2. The participants perceived that working from home significantly contributes to work stress creators, such as workload, time pressure, and interpersonal relationships. These stressors affect their productivity and overall job performance.
3. Despite the presence of stress creators, the participants recognized work stress inhibitors such as supportive work environments, clear communication, and job autonomy. These elements are perceived as helpful to lessen work pressures.
4. The participants' experiences with work stress creators and inhibitors impact their job performance. Stress creators negatively influence their productivity, while stress inhibitors help improve performance and maintain work-life balance.

Based on the above conclusions, the following recommendations are made:

1. Ensure that workloads are manageable and that employees are not overwhelmed by unrealistic expectations, especially in the absence of in-person oversight.
2. Reduce virtual meeting fatigue and technology overload by limiting the number and length of meetings and promoting asynchronous communication methods.
3. Allow employees to set their own hours or work around personal commitments, as long as their work goals are met. Provide clear results-oriented metrics instead of monitoring hours worked.
4. Provide training and development opportunities to improve job performance.
5. Increase employee engagement and job satisfaction by regularly recognizing their work and providing opportunities for career development.
6. Provide resources or stipends to create ergonomic and personalized home office setups that foster comfort and productivity.
7. Provide resources or stipends to create ergonomic and personalized home office setups that foster comfort and productivity.
8. Conduct a seminar or webinar to promote mental health awareness and stress management.
9. Organize monthly virtual team-building events, social hours, or games (e.g., trivia, virtual escape rooms, team challenges) to help employees bond outside of work tasks.

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