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Job stress and its impact on employees performance: A study on banking sector

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ABSTRACT

The purpose of the study was to assess the causes of job stress factors in banking industries, and also find out the job related stress among the employees in bank's systems and investigate the influence of job stress on the performance of employees in the banking institution. The study reported responses of 164 bank employees from selected area i.e. Hyderabad city. The census method was adopted in the collection of the data from the individual employee's responses and tested by the percentages and ANOVAs with the help of the SPSS 20.0 version. The results indicated that there was a significant impact of Job stress on demographic factors of employees, and also job stress shows significant influence on an employee's job performance towards their tasks. According through employees' opinions, stress impact on bank employees' performance. To overcome this job stress, coping strategies like individual and organizational strategies are helpful to overcome this stress and it also helpful to improve their job performance and job satisfaction

Keywords: Job stress, bank employees, job performance, coping strategies, Job satisfaction

1. INTRODUCTION

Stress is a general phenomenon in the present competitive Business world and human life and its regular challenge to every employee's job performance and productivity of the organisation. Employees must deal with the stress of job while they are working in different

sectors and with different organizations. So its impact on the employee's job performance and productivity of business. There is a two types of stress, either Positive or Negative, its depending on the employee perception. Stress will influence on human physical health, and followed with it is a chronic disease that caused negative effects on individual employee's job performance, because it's directly related to performance. If employees having higher job stress in their respective streams, it shows lower performance of job. In the present era, Banking sector, having high competition with their respective competitors for attracting, retaining the new and existing customers. Job stress helps to reduce the organizational performance, decrease employee performance, impact on quality of work, improve the employee absenteeism due to health problems like nervousness, emotional disorder, depression, frequent headache obesity and heart attacks.

2. REVIEW OF LITERATURE

At work place of a bank, an individual employee faces stress as Jamshed et al., (2011) [3] recommended that Most of the time, bank employees spent their time at work place of respective banks, so job place is one of the important factors of Stress. Often this type of stress decreases employee's performance. So the occupation of individuals could be a major source of stress in the given their circumstances. Due to different conditions of employees occupation, they face stress and fail to handle the stress and its effect on the employee performance. Generally in banking sector lack of administrative support from the manager, over work load, riskiness of a job, poor relationship with co-workers and customers, and lack balance between work and family causes stress. Which interns decrease the employee performance.

In Banking institution, most of the top managers from banking do not interpret the stress impact on bank employee's performance with their respective responsibilities. At last it is creating major problems to manager as Subha and Shakeel (2009) [6] illustrated that high level of job stress existed with no managerial concern for solution consequently its impact on employees performance and organizational reputation and lack of skilled employees from the organization, this type of situations call for immediate concern from the top managers from the organization for making best effective management stress practices for reduces their job stress and to increase the employees job satisfaction and job performance.

Work overload and time pressure are one of the major sources of job stress, because with within short span of time to complete too much work is a big issue to every employee. So this source impact on employee's job performance as Babak et al., (2010) [2] studied that too much pressure doesn't meet job demands, if the employee having relaxation time its helps to exhaustion of better performance with greater satisfaction and it replaces the stress feeling. With high pressure of job Employee's performances always show negative shades. Employees with excessive Job pressure, it shows the impact on family life.

According to Anderson (2002) [1] suggested that work overload and family conflicts is one of the predecessors and it creates job stress employees performances of an organization. In banking sector most of the employees having a poor relationship among them, often its causes stress and it directly impacts on their job performances. Poor interpersonal relationships and lack support from the co-employees can cause stress.

Margot Shields (2006) [5] suggested that “different sources of work stress do not occur in isolation, but indeed interact with one another”. The employees in return feel job insecurity

which cause great stress on them. Jungwee Park (2007) [4] explored that “Physical exertion and job insecurity can also cause stress.” so job insecurity is one of the major causes of stress on the job that negatively affect the performance of employees in the banking sector.

3. OBJECTIVE

- To assess the causes of job stress factors in banking industries.
- To study the job related stress among the employees in banks' systems.
- To study the influence of job stress on the performance of employees in a banking institution.

4. HYPOTHESIS

On the basis of above literature following hypotheses can be developed;

- **HO1:** There is no significant impact of Job stress on demographic factors of employee's.
- **HO2:** There is no significant impact of Role Stagnation, Work overload, Personal inadequacy and Role Ambiguity on Bank employees towards job performance.

5. RESEARCH DESIGN

- **Research Design:** Descriptive research
- **Sources of data:** The study is concerned towards the Job stress on employee performance in banking industries. The data collected from Primary source and secondary sources, primary source of data is collected from the respondents through structured questionnaire and direct interviews with respect banking employees. It was in order to collect data on the Job stress factors which effect on Employees performances. Secondary data are collected from various Journals, Periodicals such as Magazines, Business newspapers, and from subject related books and websites.
- **Sample Size:** 164 Respondents From Hyderabad City
- **Data collection methods:** Data has been collected using a structure questionnaire through survey method and personal interview with employees.
- **Sampling area:** Hyderabad city
- **Sampling Method:** Convenience sampling method has been used.
- **Statistical tools used:** Frequency, Mean, ANOVAs and Multiple Regression using SPSS 20.0.

6. RESULTS AND DISCUSIONS

To test the reliability of the data, Cronbach’s alpha test is conducted.

Table 1. Reliability Statistics.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.784	.699	20

From the Table 1, it's shown that the questionnaire is tested for its reliability and presented the results were below. The questionnaire developed is pretested and validated through face validity as it was sent to a carefully selected sample of experts and it also has a sufficiently good reliability score. The result given the value of the as **0.784**. It indicates that, the data have a high reliability and validity.

Summary Item Statistics: It is evident that the summary of the means, variances, covariance and inter-item correlations are presented in the following table.

Table 2. Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.583	2.024	4.043	2.018	1.997	.207	20
Item Variances	1.867	1.035	2.673	1.609	2.554	.239	20
Inter-Item Covariances	.345	-.977	2.644	3.621	-2.705	.640	20
Inter-Item Correlations	.199	-.409	1.000	1.409	-2.447	.171	20

Source: Authors finding

It is obvious the minimum and maximum, mean, Range, and variance values for item means, item variances are positive. Maximum mean is witnessed for Item means is 4.043. Maximum variance is 2.673, maximum inter item covariance is witnessed is 2.644 and maximum inter-item covariance is found to be 1.000.

Table 3. Descriptive Statistics

Factors	Dimensions	N	Mean	Std. Deviation	Rank
Role of Stagnation	I am afraid I am not learning enough in my present role for taking up higher responsibility	164	2.69	1.302	<i>XVII</i>

	I am too preoccupied with my present role responsibilities to be able to prepare for taking up higher responsibilities	164	3.61	1.302	<i>VI</i>
	I do not have time and opportunities to prepare myself for the future challenges of my role	164	3.91	1.042	<i>IV</i>
	There is very little scope for personal growth in my role	164	3.69	1.302	<i>V</i>
	I feel stagnant in my role	164	3.44	1.618	<i>VIII</i>
Work Overload	My workload is too heavy	164	3.55	1.523	<i>VII</i>
	The amount of work I have to do interferes with the quality I want to maintain	164	3.94	1.618	<i>III</i>
	I have given too much responsibilities	164	2.44	1.618	<i>XIX</i>
	There is a need to reduces some parts of my role	164	2.79	1.302	<i>XVI</i>
	I feel overburdened in my role	164	2.98	1.496	<i>XV</i>
Personal Inadequacy	I don't have adequate knowledge to handle the responsibilities in my role	164	3.20	1.281	<i>X</i>
	I wish I had more skill to handle the responsibilities of my role	164	3.19	1.287	<i>XII</i>
	I have not had the right training for my role	164	2.37	1.287	<i>XX</i>
	I wish I had prepared myself well for my role	164	3.16	1.338	<i>XIII</i>
	I need more training and preparation to be effective in my work role	164	4.33	1.309	<i>I</i>
Role Ambiguity	I am not clear on the scope and responsibilities of my role	164	4.04	1.011	<i>II</i>
	I don't know what the people I work with expect of me	164	2.51	1.116	<i>XVIII</i>
	Several aspects of my role are vague and unclear	164	3.13	1.347	<i>XIV</i>
	My role has not been define clearly and in detail	164	3.21	1.347	<i>XI</i>
	I am not clear what the priorities are in my role	164	3.22	1.347	<i>IX</i>
	Valid N (listwise)	164			

It is clear from the above table, the mean score results showed that job stress on employee performance. The scores range between 4.33 and 2.37. However, a huge majority of the employees suggested the following job stress on employees performance: (i) I need more training and preparation to be effective in my work role (4.33), (ii) I am not clear on the scope and responsibilities of my role (4.04), (iii) The amount of work I have to do interferes with the quality I want to maintain (3.94), (iv) I do not have time and opportunities to prepare myself for the future challenges of my role (3.91), (v) There is very little scope for personal growth in my role (3.69), and so on.

(I) Demographic Variables details of the respondents:

The frequency distribution of demographic variables is presented in the following table.

Table 4. Age

	Frequency	Percent	Cumulative Percent
21-30	46	28.0	28.0
31-40	103	62.8	62.8
41-50	9	5.5	5.5
51-60	6	3.7	3.7
Total	164	100.0	100.0

With regards to the age distribution of the respondents, it was found that the majority of them belonged to the age group of 31-40 years, 62.8%, those belonging 21-30 years of the age accounted for 28.0%, while those in the age group of 41-50 years accounted for 5.5%, and 51-60 years accounted for 3.7% of the total respondents.

Table 5. Gender

	Frequency	Percent	Cumulative Percent
Male	86	52.4	52.4
Female	78	47.6	100.0
Total	164	100.0	

A close look at the Table 5 reveals that the male respondents accounted for a higher percentage 52.4%, when compare female respondents 47.6%.

Table 6. Marital status

	Frequency	Percent	Cumulative Percent
Married	87	53.0	53.0
Unmarried	77	47.0	100.0
Total	164	100.0	

With respect to marital status, while 53.0% of the employees from the selected banks were married, followed with 47% of employees were unmarried.

Table 7. Family type

	Frequency	Percent	Cumulative Percent
Joint Family	75	45.7	45.7
Nuclear Family	89	54.3	100.0
Total	164	100.0	

From the Table 7, majority i.e. 45.7% of the employees from the joint family and 54.3% employees from the nuclear family.

Table 7. Educational Qualification

	Frequency	Percent	Cumulative Percent
Below Graduate	29	17.7	17.7
Post Graduate	78	47.6	65.2
Post Graduate	57	34.8	100.0
Total	164	100.0	

With respect to the educational status, 47.6% of the respondents had secure Graduation, 34.8% of the respondents were post-graduation, and 17.7% of them were below graduation.

Table 8. Monthly Salary

	Frequency	Percent	Cumulative Percent
Below 25000	12	7.4	7.4
25001-45000	121	73.7	81.1
45001-60000	20	12.2	93.3
60001 above	11	6.7	100.0
Total	164	100.0	

As it can be seen from Table 8, the income of the respondents in the case of 73.7% of the respondents ranged from Rs. 25,001-30,000; while 12.2% reported to have a monthly income Rs. 45001-60000; 7.4% of the respondents reported monthly income below Rs. 20,000; 6.7% of the respondents reported monthly income 60001 above.

Table 9. Designation

	Frequency	Percent	Cumulative Percent
Lower level	52	31.7	31.7
Middle level	87	53.1	84.8
Top level	25	15.2	100.0
Total	164	100.0	

It is evident from Table 9, the majority of the respondents working as a Middle level 53.1%, 31.7% of the respondents were Lower level, 15.2% of the respondents were Top level Employee.

Table 10. Working Hours

	Frequency	Percent	Cumulative Percent
Up to 8 hours	73	44.5	44.5
8-10 hours	85	51.8	96.3
10-12 hours	6	3.7	100.0
Total	164	100.0	

With regards to working hours, in general, have adopted 8 hours duty as per the banking regulation Act and rules. It is evident that from the table 10, 44.5% of employees working Up to 8 hours, followed with 51.8% of employees working 8-10 hours, 3.7% of employees working 10-12 hours in respected banks.

Table 11. Number of Transfer

	Frequency	Percent	Cumulative Percent
0-2	84	51.2	51.2
2-4	68	41.5	92.7
4-6	10	6.1	98.8
above 6	2	1.2	100.0
Total	164	100.0	

It is evident that from Table 11, the majority 51% of the employees had 0-2 times transfers from the joining, followed with 41.5% employees had 2-4 times transfer, 6.1% of employees had 4-6 times transfer and 1.2% of employees had above 6 time transfer from respected banks.

Table 12. Experience

	Frequency	Percent	Cumulative Percent
1-3 years	100	61.0	61.0
4-6 years	47	28.7	89.6
7-9 years	10	6.1	95.7
10 years above	7	4.3	100.0
Total	164	100.0	

It was observed that majority of the employees 62.9% had more than 1-3 years experience, followed with 28.2% employees had 4-6 years experience, 6.7% employees reported had 7-9 years and 2.2% employees had above 10 years experience.

ANOVA: The analysis of variance (ANOVA) is used to determine whether there are any statistically significant differences between the means of two or more independent (unrelated) groups.

- **H01:** There is no significant impact of Job stress on demographical factors of employee's.

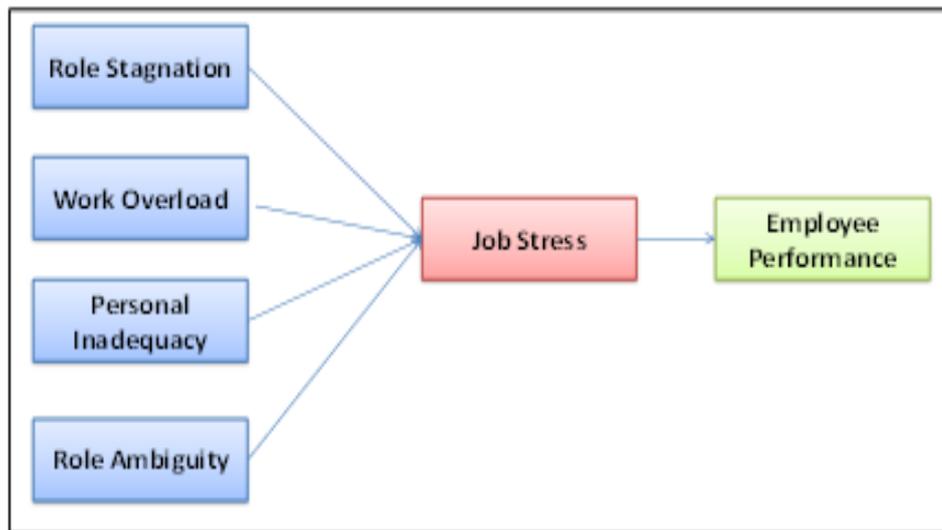


Figure 1. Proposed Conceptual Model

Table 13. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	68.133	21	.649	5.334	.000
	Within Groups	7.056	142	.122		
	Total	75.189	163			
Gender	Between Groups	36.958	21	.352	5.176	.000
	Within Groups	3.944	142	.068		
	Total	40.902	163			
Marital Status	Between Groups	36.903	21	.351	5.168	.000
	Within Groups	3.944	142	.068		
	Total	40.848	163			
Family type	Between Groups	24.307	21	.231	.819	.013
	Within Groups	16.394	142	.283		
	Total	40.701	163			

Educational	Between Groups	78.775	21	.750	17.801	.000
	Within Groups	2.444	142	.042		
	Total	81.220	163			
Monthly Salary	Between Groups	117.979	21	1.124	9.695	.000
	Within Groups	6.722	142	.116		
	Total	124.701	163			
Designation	Between Groups	15.373	21	.146	9.553	.000
	Within Groups	.889	142	.015		
	Total	16.262	163			
Working hours	Between Groups	38.314	21	.365	1.590	.017
	Within Groups	13.314	142	.230		
	Total	51.628	163			
Number of transfer	Between Groups	54.975	21	.524	1.771	.009
	Within Groups	17.147	142	.296		
	Total	72.122	163			
Experience	Between Groups	50.719	21	.483	.538	.097
	Within Groups	52.061	142	.898		
	Total	102.780	163			

Interpretation: It is observed from the above table, demographic variables like age, gender, education, Marital Status, family type, monthly salary, designation, Working hours, and Number of transfer of their F values found to be statistically significant, meaning there by there is significant impact of job stress on demographical factors, followed with values of age: $F(21,142) = 5.334, p < .05$, gender: $F(21,142) = 5.176, p < .05$, Marital Status: $F(21,142) = 5.168, p < .05$; Family type: $(21,142) = .819, p < .05$, Educational: $F(21,142) = 17.801, p < .05$. Monthly Salary: $F(21,142) = 9.695, p < .05$, Designation: $F(21,142) = 9.553, p < .05$, Working hours: $F(21,142) = 1.590, p < .05$, Number of transfer: $F(21,142) = 1.771, p < .05$. only Experience F values found not to be statistically significant, meaning there by there is no significant impact of job stress on demographical factors, followed with values of Experience: $F(21,142) = .538, p > .05$

- **H02:** There is no significant impact of Role Stagnation, Work overload, Personal inadequacy and Role Ambiguity on Bank employees towards job performance.

Table 14. ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Role of Stagnation	Between Groups	63.346	39	1.624	12.379	.000
	Within Groups	16.270	124	.131		
	Total	79.616	163			
Work Overload	Between Groups	75.466	39	1.935	10.741	.000
	Within Groups	22.339	124	.180		
	Total	97.806	163			
Personal Inadequacy	Between Groups	207.522	39	5.321	15.334	.000
	Within Groups	43.030	124	.347		
	Total	250.552	163			
Role Ambiguity	Between Groups	101.615	39	2.606	12.107	.000
	Within Groups	26.686	124	.215		
	Total	128.301	163			

Interpretation: It is observed from the above table, job stress related dimensions like Role of Stagnation, Work Overload, Personal Inadequacy, Role Ambiguity and their F values found to be statistically significant, meaning there by there is significant impact of these four dimensions on bank employees job performance, followed with values of Role of Stagnation: $F(39,124) = 12.379$, $p < .05$; Work Overload: $F(39,124) = 10.741$, $p < .05$; Personal Inadequacy: $F(39,124) = 15.334$, $p < .05$; and Role Ambiguity: $F(39,124) = 12.107$, $p < .05$.

Multiple Regression: It is a set of statistical processes for estimating the relationships among variables. It includes many techniques for modelling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables or Predictors.

- **H02:** There is no significant impact of Role Stagnation, Work overload, Personal inadequacy and Role Ambiguity on Bank employees towards job performance.

Table 15. Error of the Estimate

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.421 ^a	.523	.268	.29694	34.621	.000 ^b

Table 16. Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.214	.127		33.554	.000
	Role stagnation	.092	.024	.214	5.241	.001
	Work overload	.142	.019	.321	7.722	.000
	Personal in adequacy	.212	.021	-.318	-8.420	.002
	Role Ambiguity	-.077	.017	-.207	-5.249	.001

Source: Authors findings

a. Dependent Variable: Job performance

b. Predictors: (Constant), Role stagnation, Work overload, Personal adequacy, Role Ambiguity

The results of multiple regression analysis are shown in the table 15 & 16. Model-1 is developed to measure the relationship among the variables. R^2 value is found to be 0.523, meaning there by that 52% of the variation in dependent variable is explained by predictors. The F- value confirm that model is statistically significant, the null hypothesis is rejected and alternative hypothesis accepted, meaning there by that there is a significant difference in the variation caused by predictors. The coefficient for Role stagnation (.092) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05. The coefficient for Work overload (.121) is significantly different from 0 because its p-value is 0.003, which is smaller than 0.05. The coefficient for Personal in adequacy (.212) is statistically significantly different from 0.002 because its p-value is definitely smaller than 0.000. The coefficient for Role Ambiguity (-.077) is statistically significant because its p-value of 0.001 is smaller than 0.05.

7. CONCLUSIONS

Job stress is a universal phenomenon in everyday job performance. Nowadays, most of employees faced stress towards job performance. The present study concluded that, successes of many businesses depend on employees' job performances. The present research study on paper how the job stress and its factors impacting on employee performance in banking sectors. According through respected hypothesis *HO1* reveals that. There is a significant influence of job stress on demographic factors of employees, followed by *HO2* results showed that. There is a significance, impact of Role Stagnation, Work overload, Personal inadequacy and Role Ambiguity on Bank employees towards their job performance. The present paper found that there is significant impact of job stress on banking employee performance, so there is a need of new and better coping strategies towards bank employees, it helps to improve the employee's job performance in the banking sector.

8. LIMITATIONS

- The study was limited to the full time employees from the respected selected public and private banks.
- The study focused on job related stress on job performance of selected public and private bank.

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Biography



Dr. RAMBABU LAVURI is a Post-doctoral Fellow in the Dept. Business Management, Osmania University, Hyderabad. He is passionate academician and researcher in the field of Management studies with more than 8 years of accomplished experience in teaching and research. He received his Ph.D. from Dept. of Business Management, Osmania University; he obtained MBA Degree SBIT college, affiliated by JNTUH; MA-English from CDE-OU; he has also done PG Diploma in Sustainable Rural Development from NIRD, Hyderabad; and he qualified UGC-JRF & NET. He has published over 39 articles in Web of Science, Refereed Journals, Peer Reviewed Journal, UGC Approved Journal and also he published four books in international level. He is a member of American Research Journal of Business and Management, USA.

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