



## INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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## RELATIONSHIP BETWEEN JOB STRESS AND EMPLOYEES PERFORMANCE IN DAY TO DAY OPERATIONS OF PRIVATE ORGANIZATIONS AND THE IMPACT OF STRESS ON THE OVERALL PERFORMANCE OF EMPLOYEE

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**PHAGWARA**

### ABSTRACT

*This paper examines relationship between job stress and employees performance in day to day operations of private organizations and the impact of stress on the overall performance of employee based on empirical evidence drawn from banking Sector in Chandigarh and Jalandhar, India. A total of 120 samples with 30 samples (Asst. Managers, Managers, Sr. Managers and project officers) from each bank had been included based on simple random sampling. Managerial personnel from HR, Marketing, Finance, Operations and Technical functions are included in the study. The study shows that when the average stress scores decreases, the average employee performance score increases proportionately. The study reveals positive correlation and significant association between employee performance and stress level. In the present study we shall try to explain that Stress in an organizational role or organizational role stress (ORS) reflects the quality of role design (Srivastav, 1999). Well designed roles have a good matching between the organization (considering its structure, systems, Processes and goals) and the individual (considering his personality, competence and needs). When this happens, role stress is low, role occupant gets motivated (may even be self actualized) and role performance is high. On the other hand, when roles are ill designed, role stress is high, role occupant gets de motivated and ORS arises due to inadequacies, mismatch or conflicts encountered by role occupant during his role performance.*

### KEYWORDS

Role Stagnation, Role Overload, Personal inadequacy, Self Role Distance, Role Ambiguity.

### INTRODUCTION

As Organization become more complex, the potential for stress increase. Stress is an inevitable consequence of socio-economic complexity and to some extent, its stimulant as well. People experience stress as they can no longer have complete control over what happens in their lives. We feel frustrated and then stressed. There begin no escape from stress in modern life, we need to find ways of using stress productively and reducing days- functional stress. Organizational role (Pareek, 1993, p.3-20, p.477-491) is a position in an organization or social system which is defined by the expectations of the significant people from the role occupant Role Occupant interacts with the organization through his role and performs certain function in response to his role expectations. Organizations are networks of roles and occupation of a role is a potential source of stress. Stress due to occupation of a role is known as role stress .Stress in an organizational role or organizational role stress (ORS) reflects the quality of role design (Srivastav, 1999). Well designed roles have a good matching between the organization (considering its structure, systems, Processes and goals) and the individual (considering his personality, competence and needs). When this happens, role stress is low, role occupant gets motivated (may even be self actualized) and role performance is high. On the other hand, when roles are ill designed, role stress is high, role occupant gets de motivated. ORS arises due to inadequacies, mismatch or conflicts encountered by role occupant during his role performance. The researcher felt the need to study the causes of stress and relationship of stress to rising turn over in organizations. In order to make the study, banking organizations were chosen .The study is based on branches of icici bank and hdfc banks in Jalandhar and Chandigarh in India. Samples were chosen from these two banks for data collection.

### OBJECTIVES

- To study relationship between job stress and employees performance in day to day operations of private organizations by a case study of banking sector.
- To study the relationship between stress and efficiency
- Identify reasons of role stagnation, role overload, personal inadequacy, self role distance and role ambiguity leading to stress.
- To throw light on other factors of stress such as work performance, job engagement, job rotation, job retention etc and their relationship with performance.

### RESEARCH METHODOLOGY

#### SMALL SAMPLE SIZE

All the banks could not be included for collection of relevant data and sample size is small. The researcher felt that all organization face problems of employees stress and turnover. Strong Competitions pose threat to organizations. There is need to do research not only on the role played by various factors leading to stress but also how to reduce it. Various case studies can throw light on this emerging issue which needs to be tackled with utmost care. For greater validity and generalizations further research seems necessary. The organizations can benefit immensely by adopting appropriate measures, in the content of the present findings for enhancing performance of their employees and the overall performance of the organization

#### DEMOGRAPHIC PROFILE OF RESPONDENTS

The total no of samples collected from the two private sector banks i.e., ICICI and HDFC is 120. Around 52 % of respondents fall in the age group of 21-30 Yrs, 29% in the age group of 31-40 yrs and 19 % in the age group of above 40 years. Out of 120 respondents 49% are male and 54% females. Most of the respondents (83%) are post graduates and only 17% are professionals.

#### RESEARCH PLAN

Stress is inevitable and cannot be avoided in everyday life( Perstonjee, 1999.p.15-34).Stress is the result of a lack of fit between a person (in terms of his personality ,Aptitudes and abilities) and his environment when he is unable to cope with the constraints or demands encountered (Harrison, 1976). Stress can arise from an opportunity, threat or challenge when the outcome of episode is both uncertain, and important (Robbins, 2003). Organizational role ( Pareek,1993, p.3-20,p.477-491) is a position in an organization or social system which is defined by the expectations of the significant people from the role occupant .Role Occupant interacts with the organization through his role and performs certain function in response to his role expectations. Organizations are networks of roles and occupation of a role is a potential source of stress. Stress due to occupation of a role is known as role stress .Stress in an organizational role or organizational role stress (ORS) reflects the quality of role design (Srivastav, 1999). Well designed roles have a good matching between the organization (considering its structure, systems, Processes and goals) and the individual (considering his personality, competence and needs). When this happens, role stress is low, role occupant gets motivated (may even be self actualized) and role performance is high. On the other hand, when roles are ill designed, role stress is high, role occupant gets de motivated. ORS arises due to inadequacies, mismatch or conflicts encountered by role occupant during his role performance.

**ORS SCALE**

ORS scale (pareek, 1983) measures the role related stress among employees in an organization . There are ten sub scales and five point likert scales is used for scoring each item. The ORS scale is one of the best instruments for measurement of role stress in an organizational setting. It has been validated and its reliability has been verified (Pareek, 2002, p.536-547). ORS scale has been used extensively for role stress research (Pestonjee and pareek,1997; 1999, P 87-136 , srivastav,1993,1995a,1995b,1995).

**ORS construct** developed by Pareek (1983) is relevant for study of Role Stress in organizations. It is important to understand that an organization is a system of roles in itself is a system. For an individual, there are two role systems (Pareek, 1993, p, 3-20):

**Role Space** represents all the roles performed by the individual. For example, an individual can play the role of a sales manager in the organization and the role of a mother at home.

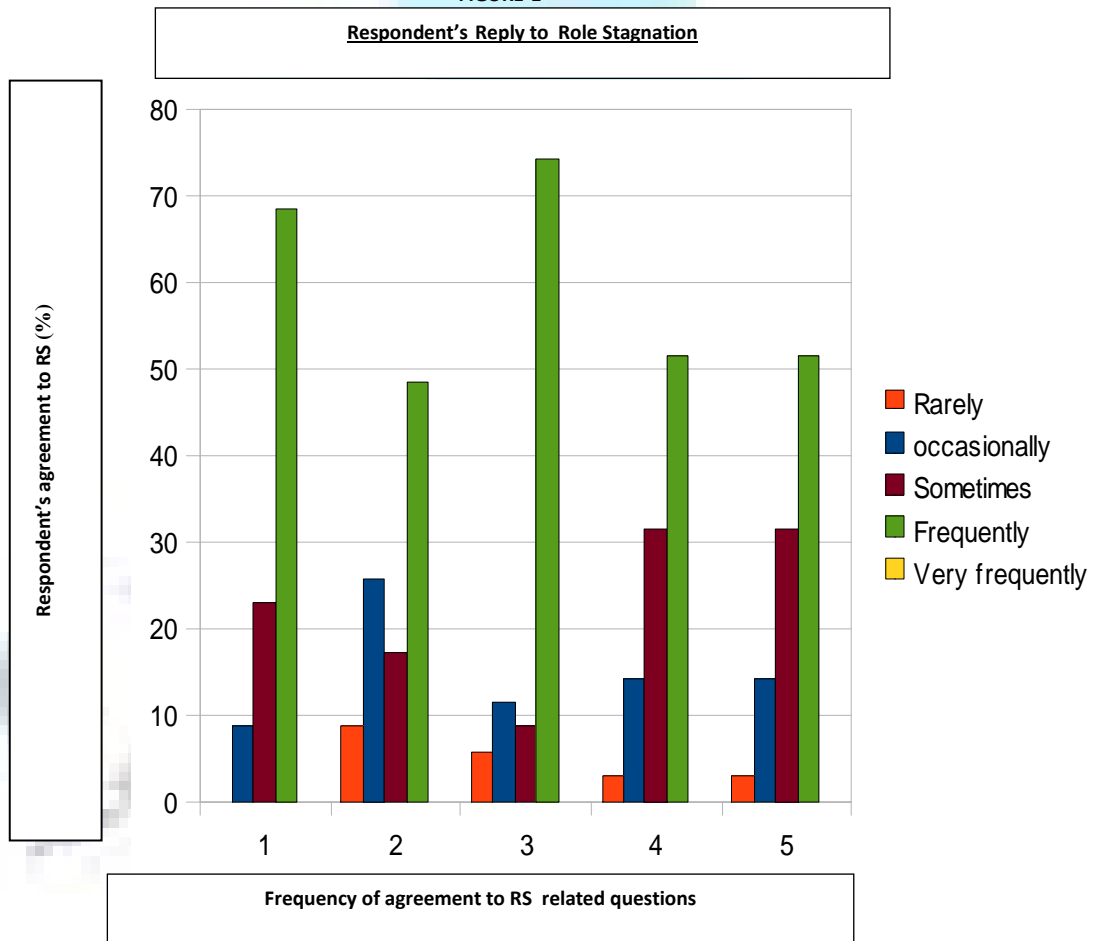
**Role Set** Represent all the roles with whom a role occupant is required to interact for the performance of his role. For example, the role set for a production manager will include his /her boss (the general manager), Peers (R & D manager, Quality manager, plant manager, marketing manager, Finance manager and HR manager) and subordinates ( production executives in charge of production , planning manufacturing and testing) . Members of a role set who have role expectations from the role occupant are called Role Senders .Role Space and role set have in built potential for conflicts. These conflicts give rise to ten types of role stress. But the researcher felt that only following five types of role stress are more important and hence only these five roles have been included in the study and as a last step stress relationship has been calculated and studied with all these reasons and their effects on efficiency of worker and the organization as a whole .

- **Role Stagnation(RS)**
- **Role Overload(RO)**
- **Personal inadequacy(PI)**
- **Self Role Distance(SRD)**
- **Role Ambiguity(RA)**
- **Stress relation ship**

**ROLE STAGNATION (RS)**

After occupying a role for long time ,an individual may feel insecure in taking up a new role .One may keep stagnating in one's old role in which individual feels more comfortable and secure. RS is commonly encountered when role occupant lacks skill for the new role . For Example ,a soft ware programmer of long standing would experience RS on being promoted as a project manager. If one does not have project management skills. Lack of delegation by a boss to one's subordinates or the boss trying to perform subordinates work is often due to RS experienced by the boss.Respondents reply to role stagnation related question numbers 1,2,3,4,and 5 as framed by the researcher in his questionnaire have been presented as bar graph in figure -1

**FIGURE-1**



Not learning enough in present role to take up higher responsibilities.

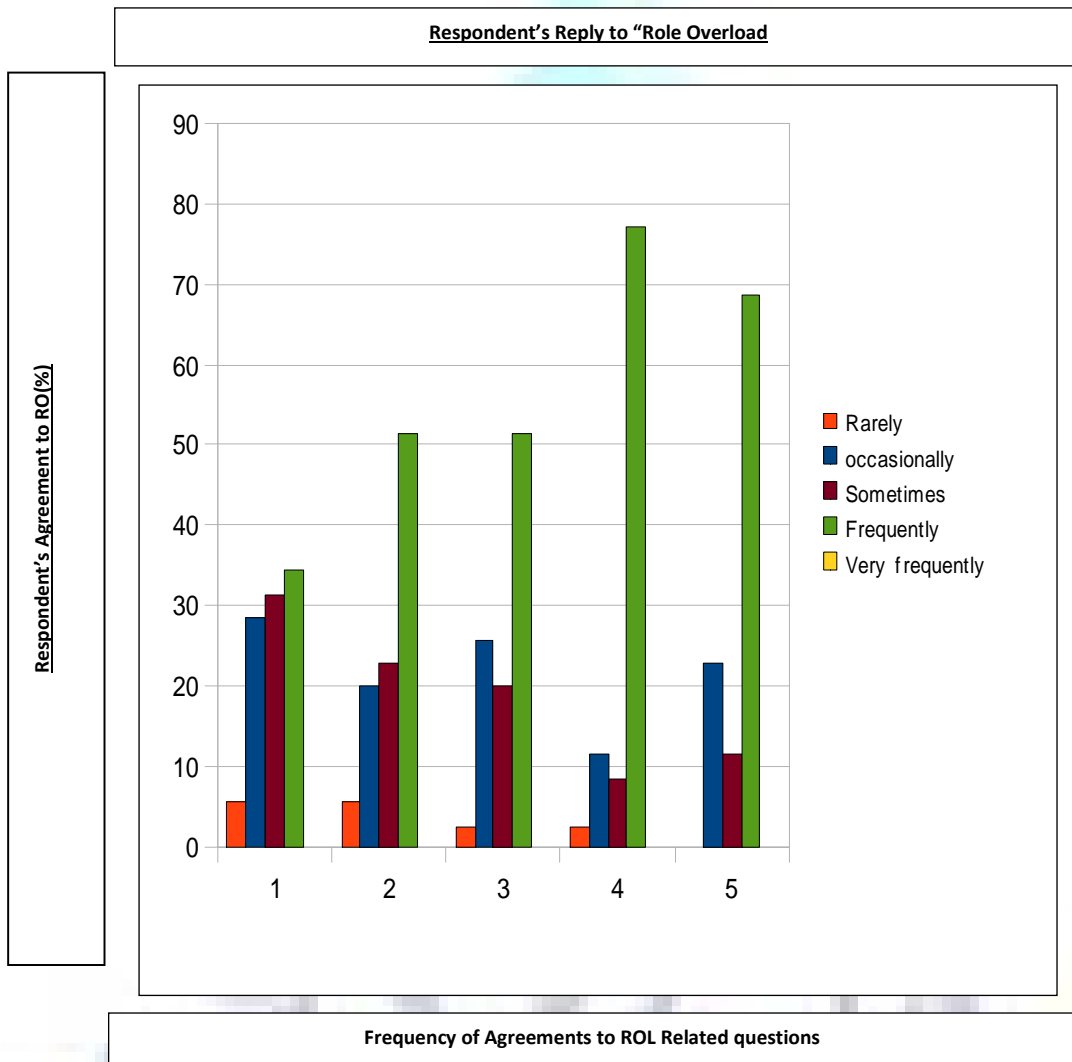
1. Too pre occupied with present responsibilities, unable to prepare for higher responsibilities.
2. Absence of time and opportunity to prepare for future challenges of my role.
3. Little scope for personal growth in present role.
4. Feel stagnant in present role.

The Figure -1 clearly show's that 8.58% respondents feel that the rare reasons of role stagnation are **pre occupation with present responsibilities** followed by **absence of time and opportunity to prepare for future challenges (5.72%)** and **stagnation in present role (2.86%)** .on the other hand , a large number of respondents feel that these factors frequently lead to role stagnation .About 74.26% view **absence of time and opportunity** as the most important factors followed by **not learning in the present role (68.54)**, **little scope for personal growth(51.38%)** and **inability to prepare for higher education(48.52%)** .However a sizeable number of respondents sometimes and occasionally feel these reasons as important leading to role stagnation.They feel that **not learning enough for taking up higher responsibility, preoccupation are inability to prerare and little scope for personal growth** are more pressing reasons.

**ROLE OVERLOAD (RO)**

RO is experienced when there are too many expectations from a role. where as too many expectations from a role generate quantitative overload; Too high expectations from a role generate Qualitative overload .RO is experienced when role occupant lacks power or when expected performance outcome is significantly higher than the actual performance outcome. For Example if the quality manager is expected to deliver better than 99.9% acceptance ,0.1%rejection from the shop floor under one's charge when one is not able to ensure better than 95% acceptance (5% rejection) ,one will experience RO.Respondents reply to role over load related question as framed by the researcher in his questionnaire has been presented as bar graph in figure -2

FIGURE - 2



1. Work load is too heavy.
2. Amount of work interferes in quality of work.
3. Too much responsibility is given.
4. Need to reduce some part of my role.
5. Feel over burdened in my present role.

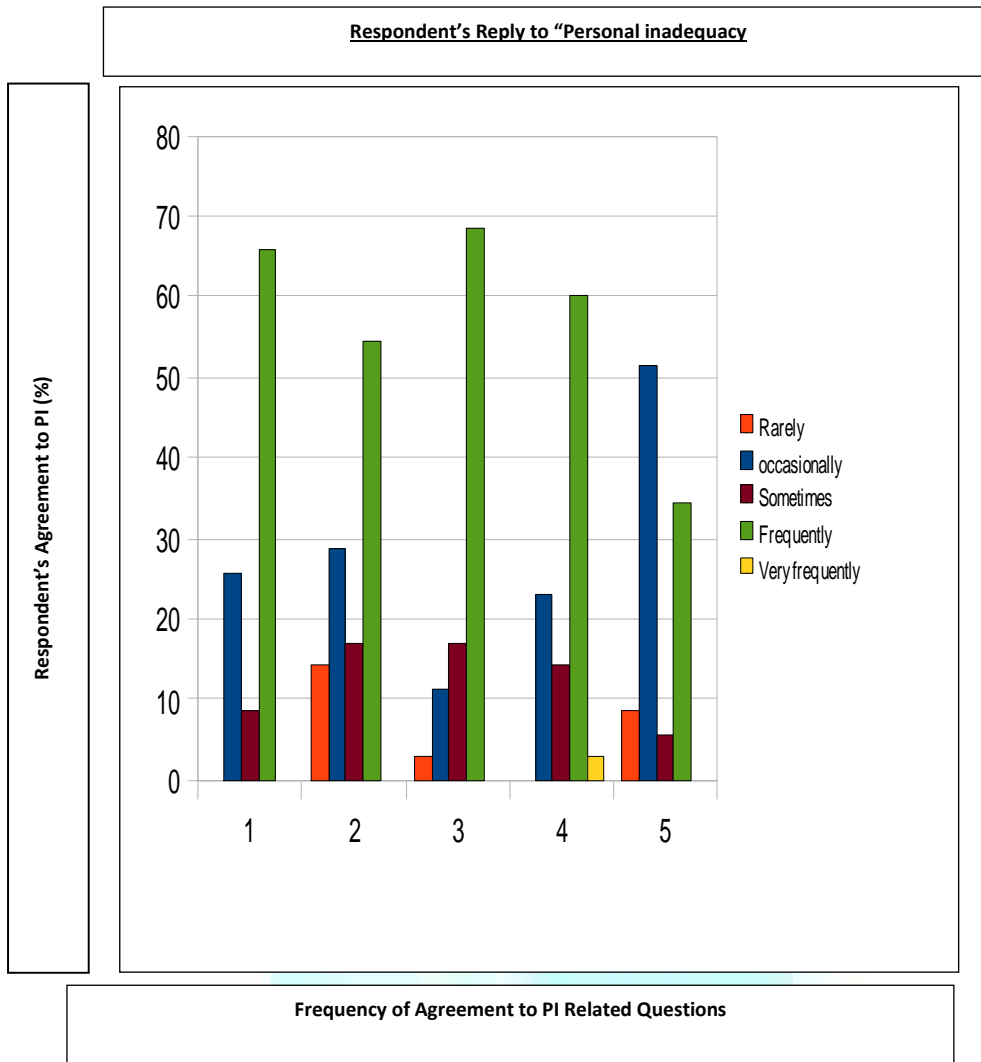
The Figure show that few respondents feel that **the work load is too heavy(5.72%)** **interference of amount with quality (5.72%)** ,**too much responsibilities (2.86%)** **need to reduce role(2.86%)** as rare reasons for role overload. A large number of respondents feel that these reasons frequently lead to role overload .The two most important reasons are **need to reduce role (77.22%)** and **feel over burdened (65.68%)**. However a sizable number of respondents favor these factors as occasionally and sometimes leading to role over load. The most important being heavy work load.

**PERSONAL INADEQUACY (PI)**

When a new role is assigned to some one without preparing him to undertake one,s new responsibilities, the role occupant may find one lacking in necessary knowledge , skills or experience need for one,s effective role performance and experience . For Example ,a sales manager with inadequate sales management skills or a programmer with inadequate programming skills will experience PI.Respondents reply to Personal inadequacy related question numbers 1,2,3,4,and 5 as framed by by the researcher in his questionnaire have been presented as bar graph in figure -3



FIGURE-3

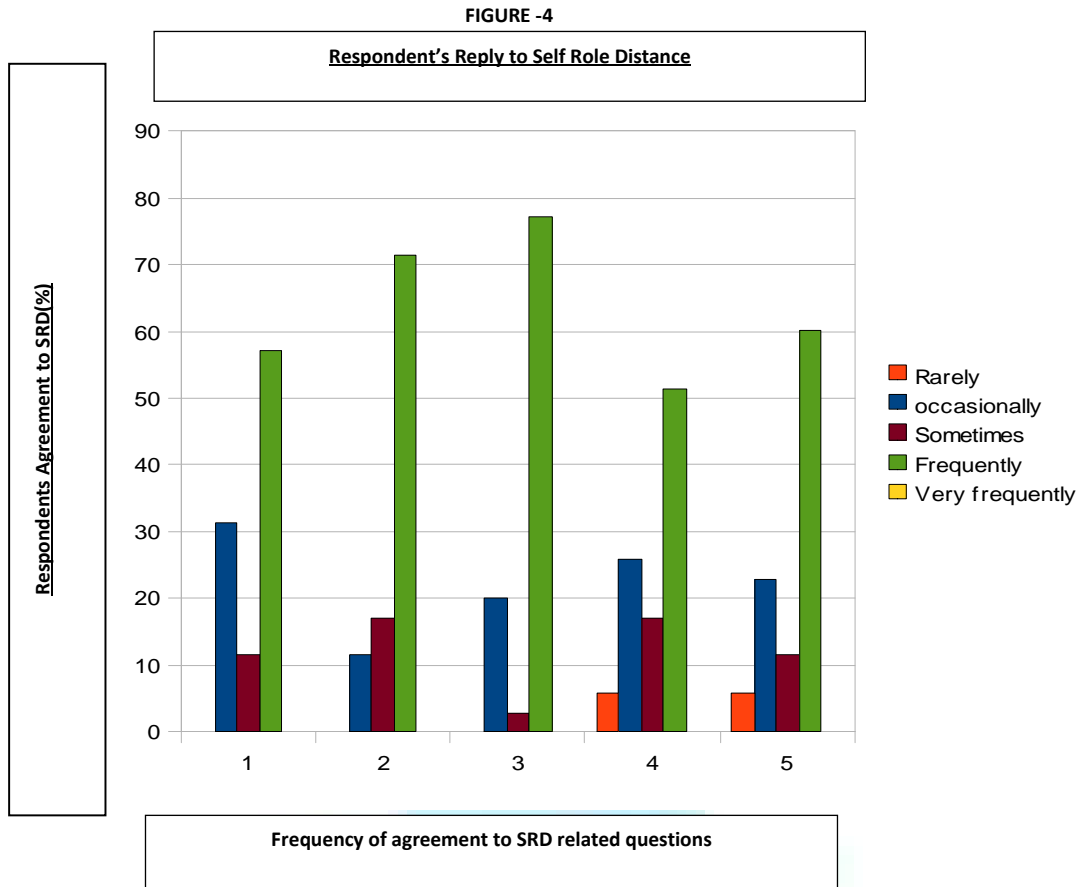


1. Lack of knowledge to handle the responsibility of my role.
2. Wish to have more skills to handle present responsibilities.
3. Lack of training for my role.
4. Wish to have prepared well for my role.
5. Need more training and preparation for my role.

As per the figure 3, the three most important and rare reasons for personal inadequate leading to stress are **less skill to handle present responsibilities (14.30%)** ,**more training required for role (8.58%)** ,**and lack of right training (2.86%)** .How ever , the same reason were favored by most of the respondents as frequently leading to personal inadequacy . Further ,the table clearly shows that on an average about 60% of the sample feels that **these reasons of personal inadequacy are prominent factors leading to stress.**

**SELF ROLE DISTANCE(SRD)**

SRD is experienced when a role occupant has to do what one dislikes ,when one's special knowledge and skill remains underutilized or when there is a conflict between the image/needs/values of the role and role occupant. For example,there is a fertile ground for experiencing SRD when an introvert person is given a sales/marketing assignment or when a highly creative person is asked to do a highly repetitive and routine work.Respondents reply to self role distance related question numbers 1,2,3,4,and 5 as framed by the researcher in his questionnaire have been presented as bar graph in figure 4



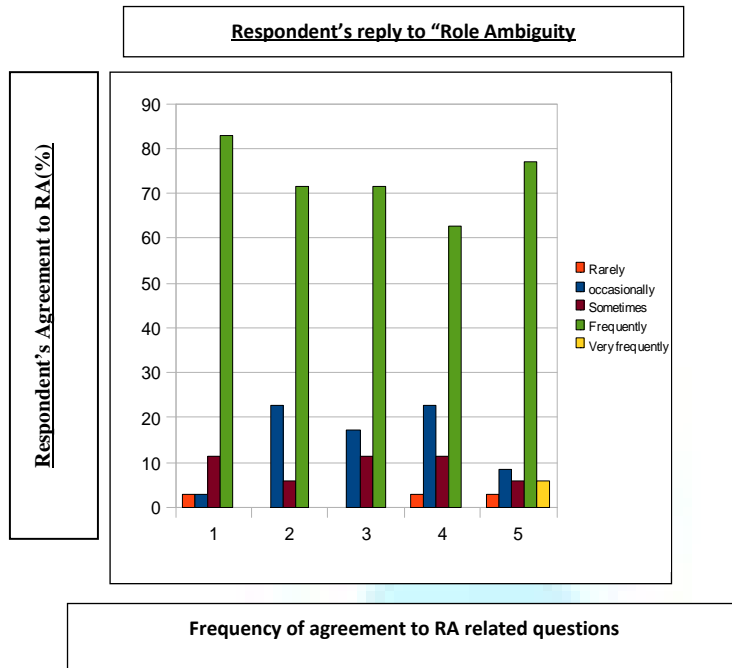
1. Doing things in present role against my judgment.
2. Unable to utilize my training and expertise in my present role.
3. Work done in my organization is against my interest area.
4. If granted freedom to define my role, I would do things differently from the way I do them now.
5. Experience a conflict between my values and what I do in my present role.

As per the figure 4, the two least important causes of conflict between self concept and expectation from role as shown in the table are **freedom to define my role (5.72%)** and **conflict between my values and present role (5.72%)**. many respondents feel that causes such as **doing things in the present role against my judgment, unable to utilize my training ,and work done in my organization against my interest area** are occasionally and some times responsible for self role distance. But a large number of respondents feel that reasons for self role distance occupies an important place in stress. These are **work done in the organization against my interest (77.22%)** **unable to utilize my training and expertise in my present role (71.50%)** , **experiences a conflict between my values and the present role (60.6%)** . last but not the least important factors are **doing things against my judgment (57.25%)** and **freedom to do things differently (51.38%)**

**ROLE AMBIGUITY(RA)**

RA is experienced when the role occupant is not clear about expectations from one's role. One may have doubts about certain responsibilities ,functions or activities weather one should under take them or they will be done by some other role occupant .Ra may arise because expectations may have not been defined in the first instance or they would have changed with time . Occupants of newly created roles or process having inappropriate defined activities often experience RA. Respondents reply to role ambiguity related question numbers 1,2,3,4, and 5 as framed by the researcher in his questionnaire has been presented as bar graph in figure-5

FIGURE -5



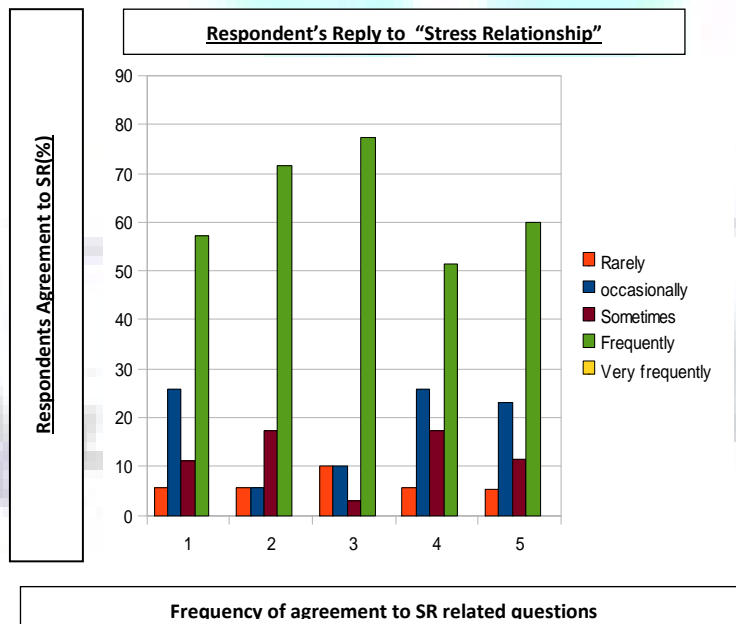
1. Not clear on the scope and responsibilities of my role.
2. Don't know colleagues expectations.
3. Several aspects of my role are vague and unclear.
4. My role is not clear and well defined.
5. Priorities of my role are not clear.

As per figure-5 about 50% of respondents feel that **these reasons of role ambiguity** favoring stress as enumerated by the table .How ever a small percentage (2.86%) rarely view reasons such as **not clear on the scope and responsibility of my role ,my role is not clear and well defined and priorities of my role are not clear** causing role ambiguity. Only 4 respondents out of to view **priorities of my role are not clear** as a very frequent factors causing stress in a organization.

**STRESS RELATION SHIP (SR)**

SR is not clearly experienced when the role occupant is not clear about expectations from one's role .One may have doubts about certain responsibilities,functions or activities weather one should under take them or they will be done by some other role occupant But When suddenly those expectations of other particularly of those placed above him are coming in his way , he experiences stress Those expectations may have not been defined in the first instance or they would have changed with time . Occupants of newly created roles or process having inappropriate defined activities often experience Stress. Respondents reply to Stress relationship related question numbers 1,2,3,4,and 5 as framed by the researcher in his questionnaire has been presented as bar graphin figure-6

FIGURE-6



1. All above factors collectively forcing you to leave the organization.
2. Job redesigning can reduce stress.
3. Felling relaxed when doing other works than job assigned.
4. If the stress affects your working.
5. If one or more factors are changed work efficiency will improve.

As per figure -6 about 57.32 % of respondents feel that **these reasons collectively contribute to increasing level of stress** frequently ,how ever a **small percentage (5.71 %) rarely view these reasons as contributor of stress** . A large percentage **(71.5%) however feels frequently that job redesigning can reduce the stress level a lot. A high percentage (77.22%) of respondents feel that they are** Feeling relaxed when doing other works than job assigned, **51.38 feel that stress definitely affect working** and above **60.06 % feel that if one or more of the reasons are removed efficiency will improve** .

## FINDINGS RECOMMENDATIONS AND CONCLUSION

The exhaustive study on subject suggest following findings:

- The study on concept of stress, sources of organizational stress, personality characteristics influencing the level of experienced stress, impact of spillover of stress from work to non work facets of life, the consequence of stress for the individual and the organization, and stress management at individual and organizational levels highlights the subjective, cognitive, physiological, behavioral and adverse health effect on individual. As an outcome of this some of the effects on organizational health are:-Low morale among employees, Lacks in efficiency or poor performance, Boredom at work, Lost belongingness to the organization , Rise in interpersonal conflicts , Higher accident rate ,Loss in job satisfaction etc.
- Study highlights that existence of work stress does not imply lower performance among employees.** It is evident from the study that stress could have positive or negative influence on employee's performance as low or moderate amounts of stress enable them to perform their job better. However a high degree of stress and even moderate amount of stress for long time reduces job satisfaction and job performance. An underperforming employee in an organization feels stagnant and confused in his present role. Managers of the organization being primary change agents may shape the culture of the organization through their innovation and role model behavior. Turnover of employee is directly related with the culture of the organization.
- Study on role related stress among employee's has revealed following facts:-**
  - Result of role stagnation shows highest resentment among employees due to the absence of time and opportunities (74.26%) and not learning enough in present role (68.54%) as it leads to stagnation of promotional aspects of an employee causing lack of individual growth opportunities within the organization. The high level of role stagnation among career growth concerned employee's, will cause dysfunctional stress, and hence employees turnover.
  - Study of factors related to present role overload indicates that employee's need to reduce role (77.22%) and feel over burdened (65.6%) and feel that these factors prevent them to set their frame of mind for proper motivation to take on much challenging and volumetric job. Due to these reasons employees are realizing their inner potential being underutilized. This leads to the job dissatisfaction and thereby causing distress to the extent of quitting the job permanently.
  - Study of personal inadequacy mostly caused by the lack of knowledge to handle present role (65.68%) , Lack of right training for present job(68.54%) despite preparedness of employee to learn more on present role (60.06%) causes high degree of stress as they would be denied growth within organization and lacking in recognition for their efforts.
  - An impression of self role distance related factors indicate that, since sometimes most employee's (71.22%) feel underutilized of their training and expertise and almost same amount of employees (71.22%) feel the difference between their role and interest area , is a leading reason of growing stress and turnover among employee's because it leads to boredom and dissatisfaction towards the job.
  - The study on role ambiguity factors clearly indicate that employees are under severe dysfunctional stress due to the factors like **Lack of Clarity on scope and responsibilities of role (82.94%) , unclear on colleagues expectation and several aspects are vague and unclear (7105%) , Unclear priorities of present role (77.22%)** . This role ambiguity prone stress causes change in behavioral symptoms of an employee. Such employees work as negative catalyst within the organization. The social ties among employee's get strained making it difficult for management to harmonize the organizational activity in pursuance of its goals.
- Study on turnover , effects of employer and employee's relations reasons of employee's turnover and various retention strategies highlighted following few observations :-**
  - Lack of organizational commitment due to hire and fire mantra as employee's start concentrating more on their own professional development.
  - Employee's leave organization in search of better offer in terms of developing their professional skills, satisfying their higher order of need seeking more challenging job an in search of a more trust worthy leadership.
  - Various factors causing employee's turnover also lay emphasis on poor rewarding policies adapted by the organization ,lack of recognition to employee's extra effort, poor growth opportunity with in the organization , poor communication among rank and files of the organization ,incapable top leadership lacks in providing guidance to the subordinates . However, the nature of job and job related health hazardous effects are the major contributors to the employee's turnover.
- The study highlights on other factors like:-**
  - Work Performance:** - As many researches show that there is a significant relationship between work performance and turn over behavior. As the work performance is a variable of job related stress, there for highly stressed employees under performs due to their psychological disorder. As under performs are less likely to receive any recognition and rewards in the organization, thus they are more likely to quit the organization.
  - Employee's Engagement:** - This is another factors emerging out of the study which requires management to pay more attention to obtain more passionate contribution from employees than job performance as a responsibility. Engaging an employee as with right kind of work at right time at right location aims at capacity building of the work force leads to draw an extra mileage from it. Employee's need to be made a part of work allocated by the organization with due consideration to his skill set and aptitude levels. This can be called as engagement in true spirit as the employees develops an emotional attachment to the job. Since engaged employee's feel highly motivated and attached to the organization, therefore he continues with the organization for long time.

## RECOMMENDATION AND SUGGESTIONS

Based on findings of the subject under study, following recommendation on employee's stress management and employee's turn over are suggested.

**Recommendation for Stress Management:-** Although many organizations, institution and companies have started imparting training to their employee's for stress management but these steps are not enough unless supported by primary behavioral aspects like attitude leisure, humor , Variety in job , opportunities , job satisfaction ,constant motivation and spirituality. These are few tips to make work full of pleasure:-

**Attitude:-** When attitude is right, the approach is right and one enjoys his / her work, but it is very difficult to create or mould a right attitude as these are in born traits and are not amenable easily to correction. According to Ritu Chaudhary, Vice President Jet Airways, "Positive attitude is no longer just a prerequisite. It is astutely essential to succeed in the fiercely competitive business world. A positive executive is a productive executive. Positive attitude can do wonders in any field. It not only helps people to conquer sickness and disabilities but also makes them more efficient and successful in their chosen field."

**Leisure:-** Many people avoid work as they feel that work create stress followed by strain. Such people work half heartedly by reach late for work waste time in gossip and even leave early. But sincere workers enjoy work. So work and leisure are in a way synonymous to each other. Relaxation is natural answer to stress. Employee must relax whether or not feel stressed. Learning and practicing relaxation techniques helps employee's to cope better with the effect of stress.

**Humor:** - One way to turn almost any situation into a positive one is through magical elixir of humor. It is believed that humor makes environment lively and adds spices to work. Every work situation can be made more interesting and enjoyable. Monotony due to long working hours could lead to fall in productivity, dullness and nerve breaking .Light jocks ,humor etc. will relieve work pressure and will make the people laugh enjoy and participate. Ultimately, the staff will restart their jobs with renewed vigor, energy and enthusiasm.

**Variety in job:** - Routine jobs create monotony in work and workers lose their interest in the work during the long run. Even in extreme cases they start hating the work. Variety of jobs adds pleasure to work and make it more palatable.

**Opportunity:-**Since right opportunities inspire people to shoulder higher responsibilities and work more, therefore potential employees must be given right opportunity to express their capability potential and interest in doing their job.

**Satisfaction:**-Many times a work may not be the liking of an employee but if given freedom , flexibility and authority will draw immense satisfaction to be proud achieve of something .However in the absence of job satisfaction , employee find less involvement and develop low self esteem. Since high self esteem employee' grow in conviction, competence and render willingness to accept responsibility, therefore it becomes a major component in determining success or failure.

**Motivation:**-Motivation is a tonic for the workers. Constantly motivated employees are more productive at their work as work become enjoyable and challenging. Motivation could be financial or non financial. Even self motivation can spur one to do more without any limit.

**Spiritually:**- The work done by a spiritual person at work place through his thoughts and act may be exactly same, but such person conceives of a higher ideal and broader perspective .such work generates huge energy and one feels motivated towards work. Hence work becomes highly productive without exerting stress on one self. Spiritual workers are more cheerful and hard working. They are more peaceful and high achievers. Ultimately it is organization where employee's drive pleasure from their work and become creative in thinking. Employee's must grow along with organization and adapt to changing competitive circumstances. to this effect organization must create stress free environment to its employee's.

## RECOMMENDATION TO ARREST EMPLOYEE'S TURNOVER

All the known strategies for reducing employee's turnover could be grouped under seven heads:-

**Early interventions** :- Large no of employee's leave in the first six months .Therefore managing expectation through a better orientation and Buddy system can check employee's attrition.

**Skill interventions:**-Better training and providing learning opportunities through an internal job posting/ job Rotation program could reduce personal inadequacy and improve job satisfaction.

**Leadership intervention:**-Better bosses ensure lower turnover. Coaching positive feedback and fair and sensitive handling through 360 degree feedback into the appraisal of supervisor could make work more pleasurable.

**Communication intervention:**-Regular open forums, improved credibility of senior management, multiple channels of internal communication, and anonymous suggestion boxes for safe feedback and planned sharing of important corporate information would provoke employee's participation and empowerment. This will curb employee's intent of turnover.

**Reward and recognition interventions:**-Monetary and non monetary reward can provide employee's motivation and hence employee's engagement.

**Jobs Enrichment interventions:**- Increasing variety of tasks and broadening responsibilities reduces role stagnation jinks from employees.

**Selection interventions:**-Multiple studies have shown that about 42% of employee's turnover could be reduced through improved selection interviewing procedures.

## CONCLUSION

In the nut shell, employee's need to feel valued recognized and encouraged. They want to do meaningful work and have some say in their job designing, in their performance measurement and proportionate compensations and managing the organization. The organization need to develop emotional bond with the employees. The new psychological contract should be aimed at developing a long lasting relationship between the employer and employee. The organization should also encourage and provide various avenues to foster good relationship among the employees.

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