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THE IMPACT OF OCCUPATIONAL STRESS ON EXECUTIVES WORK PERFORMANCE IN SCHEDULE COMMERCIAL BANKS

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ABSTRACT

The officers of banking sector experience a great deal of stress due to many incidents of occupational stress such as work overload, social responsibility, time pressures, financial accountability and role conflict. The high level of stress are increase cost to banking sector as developing stress level greatly affect executives work performance as well as bottom line. This study has made an attempt to vigilantly evaluate and examine the occupational stress affecting work performance of scheduled commercial bank (SCB) officers of Puducherry Union territory. The primary data were collected through structured interview schedule from 226 SCB executives in Puducherry we used to examine the hypothesized relationship among study variables. The results of the study show significant positive relationship work performance and occupational stress. Specifically, these findings indicate that executives with high Occupational stress are an indispensable key for the organization because of its strapping impact on the work performance of an individual as well as of the organization. Realizing that, executives must articulate themselves in managing occupational stress amicably and work for enhancing their performance with the positive energy. This will increase their span of control and productivity which are the need of the hour in the contemporary banking environment.

KEYWORDS

occupational stress, work performance and productivity.

INTRODUCTION

Constant reforms in the banking sector have made the job competitive, dynamic and stressful. Occupational stress is a major threat for banking professionals. It increased workloads, downsizing, overtime, hostile work environments and shifts add up to the already stressful working conditions. The human body has a natural chemical response to a threat or demand, commonly known as the “flight or fight” reaction, which induces the release of adrenalin. Once the threat or demand gets over, the body will return to its natural state (Crandall, R., & Perrew, P. L. (1995). Stress is an emotional and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of the situation. It is important to note that not all stress is negative or bad. For instance, in his early work on the topic of stress, Selye (1976) conceptualized two categories, namely good or desirable stress (eustress) and bad or undesirable stress (distress). Eustress is pleasant, or at least challenging, and can produce positive effects such as the maximization of output and creativity. Distress in contrast or causes anxiety and can produce negative attitudes such as short term or long term output and feel unpleasant (Kendall, E., et al 2000). Work related stress is a worldwide phenomenon which affects the productivity of employees as well as the organization. Stress arises when work exceeds capacity of the worker. Therefore, stress management becomes necessary in the organization to resolve the stress (Zafar Qadoos et al, 2015). The employee’s stress level in banking sector is also growing rapidly. So the banking sector employees should adopt new coping strategies for maintaining good physical and mental condition which will improve productivity level of the bank (Caral Lopes and Dhara Kachalia, 2016). Stress is very common in our part of life. We can overcome stress but cannot avoid stress. Stress is not bad all the time. But it occurs during the work time it will affect job performance (kotteeswari and Sharief, 2014). Correct stress management should start from improved health and good intrapersonal relationships. The prevention and management of workplace stress requires organizational level interventions, success in managing and preventing stress will depend on the culture in the organization. A culture of openness and understanding, rather than of criticism, is essential (Kazmi, R., et al, 2008). National Institutions for Occupational Safety and Health (NIOSH) recommends creation of sufficient awareness to manage occupational stress through Occupational health and safety programs to improve occupational health as well as psychological and physical well-being among employees. (Affum-Osei, Emmanuel et al, 2014).

IMPORTANCE OF THE STUDY

This study has been conducted in order to vigilantly evaluate and examine the occupational stress affecting the work performance of scheduled commercial bank officers of Union territory of Puducherry. This study also observes and analyses the levels of occupational stress among the bank executives and find out the causes for occupational stress. The study will help human resource management department in bank to take adequate actions which can motivate the managers to perform efficiently and produce quality work life. This study brings the attention of management towards evolving designed career path for the officers.

STATEMENT OF THE PROBLEM

Manager’s work performance and retention have always been important issue for the banking sector. It has tremendous relevance to all type of banking sectors in India like public sector, private sector, regional rural banks and foreign sector banks. In the present scenario, human input defines service delivering in banking sector. The level of efficiency or productivity gets reflected in the quality of service. The high level of commitment is lead to high level stress of workers. The effective work performance increases the stress and strain among the managers thereby health become wealth, not only for them but also the organization. Study poses the following research questions. What has been the attitude of managers towards work related factors in banking sector? What has been the level of work performance and occupational stress among the managers? What are the causes for raising the occupational stress? How the occupational stress affected the work performance of the managers? By addressing all these questions, the present study seeks to build a knowledge base about the work performance and occupational stress among the managers of SCBs in Puducherry.

OBJECTIVES OF THE STUDY

1. To measure the occupational stress among the executives of SCBs in Puducherry.
2. To determine the level of work performance of SCBs officers on demographic variables.
3. To find out the impact of occupational stress on executive’s work performance.

HYPOTHESES

- ✓ There is no association between the demographic profile and occupational stress.
- ✓ There is no association between the demographic profile and work performance.
- ✓ There is no significant relationship between the work performance and occupational stress.

RESEARCH METHODOLOGY

Empirical research based on the sample survey method has been adopted for this study. Both primary and secondary sources of data were used for this study. The primary data were collected through a well-structured questionnaire from the executives/managers of Schedule Commercial Banks (SCBs) in Puducherry. The secondary data were collected from the books, journals, web portals etc.

Statistical tools

The data collected from the respondents were coded and tabulated to suit the requirements of the study. Statistical Package for Social Sciences (SPSS) was used for analyzing the data. The statistical tools such as Descriptive statistics, Friedman's test, K means cluster analysis, One-way ANOVA, Multiple regression and Karl Pearson's coefficient of correlation have been used for analysis and interpret often of data.

EMPIRICAL RESULTS

This study analyses the bank executives' demographic variables. It includes as age, gender, place of birth, educational qualification, marital status, place of education, tenure of experience, name of the bank, type of the bank, designation and monthly income normally included those demographic profile of respondents are sketched in the table 1. Factors which are assumed to have explanatory value are taken as dependent variables in the study.

TABLE 1: DEMOGRAPHIC PROFILE OF BANK EXECUTIVES

Demographic Profile	Classifications	Frequency	percent
Age	20 to 30	68	30.1
	30 to 40	79	35.0
	40 to 50	34	15.0
	50 to 60	45	19.9
	Total	226	100.0
Gender	male	171	75.7
	female	55	24.3
	Total	226	100.0
Place of birth	rural	73	32.3
	urban	95	42.0
	semi urban	44	19.5
	metro	14	6.2
	Total	226	100.0
Marital status	unmarried	87	38.5
	married	139	61.5
	Total	226	100.0
Educational qualification	UG	70	31.0
	PG	126	55.8
	Engineering	29	12.8
	Agriculture	1	.4
	Total	226	100.0
Place of education	rural	6	2.7
	urban	136	60.2
	semi urban	59	26.1
	metro	25	11.1
	Total	226	100.0
Experience	less than 5 years	74	32.7
	6-10 yrs	65	28.8
	11-15 yrs	20	8.8
	16-20 yrs	12	5.3
	above 20 yrs	55	24.3
	Total	226	100.0
Type of scheduled bank	public sector	158	69.9
	private sector	50	22.1
	RRB	18	8.0
	Total	226	100.0
Managerial level	senior manager	113	50.0
	assistant manager	113	50.0
	Total	226	100.0
Monthly income	below 30,000	2	.9
	30,000-50,000	86	38.1
	50,000-70,000	72	31.9
	70,000-90,000	43	19.0
	above 90,000	23	10.2
	Total	226	100.0

The result most preference of bank executive's age divulged that 65 percent belonged to the age group of 30-40 (35 percent) and 20-30 (30.1 percent). The executives consisted of 75.7 percent of men and 24.3 percent women. The marital status wise classification of the respondents depicted that, 61.5 percent of the employees were married and 38.5 of them were unmarried. The educational qualification consisted more than half of the executives were post graduates close to one third graduates. The majority of bank executives in the sample belonged to public sector (70 percent). It can be inferred that 60 percent of executives had urban background. Executives in the sample had a balanced mix of experience; 24 percent were highly experienced, 29 percent had moderate experience and 33 percent of them were less experienced. Our sample consisted of bank executives of senior level (50 percent) and entry level (50 percent). The majority 70 percent of executives surveyed were earning between Rs.30, 000 to Rs.70, 000.

EXECUTIVE'S WORK PERFORMANCE RELATED FACTORS

The job profile of executives constituted of numerous activities. Work performances of managers differ with as a result of varied level of importance accorded to the factors. Find out the significant difference in the managers work performance related factors in this connection, non parametric Friedman's test has been employed and the results are given in table 2.

TABLE 2: EXECUTIVE'S WORK PERFORMANCE RELATED FACTORS

Variables	Mean	Std. Deviation	Mean Rank
Financial responsibilities with integrity and excellence	4.40	.620	8.32
I adhere to deadlines in my work	4.14	.623	6.60
Provided with clear instructions and sufficient facilities regarding the new assignments given to me	4.17	.704	7.01
Ability to perform challenging assignments	4.40	.688	8.45
Non clash of organizational and personal objectives	4.37	.727	8.36
Managing time effectively to perform multiple role at work	4.31	.705	7.62
Keeping the time management principles constantly	4.30	.650	7.75
Responsible to solve customer's issues	4.43	.609	8.53
Good understanding of the emotions of people around me	4.37	.621	8.08
Good knowledge for dealing public/clients	4.38	.677	8.26
Take decisions immediately, when it requires	4.37	.569	8.01
Analyze problems and ascertain their real causes	4.32	.657	7.80
Acquiring new skills and updating knowledge of work	4.31	.575	7.57
Communicate ideas to other employees	4.40	.589	8.28
Encourage the employees to give their best	4.55	.573	9.35

TABLE 3: FRIEDMAN TEST

N	226
Chi-Square	108.547
df	14
Asymp. Sig.	.000

The results showed that there was significant difference among work performance related factors ($P < 0.05$). The mean ranks revealed the fact that the managers' performance was least affected by the requirement to adhere to deadlines (Mean Rank = 6.60). The managers well performance with the working mission and purpose of the organization with a mean rank of 9.35, employee encouragement is found to influence their work performance are highest.

CLASSIFICATION OF EXECUTIVES LEVEL OF WORK PERFORMANCE BASED ON WORK RELATED FACTORS

In this section, different types of clusters were classified based on executive's work performance towards work related factors. K-means cluster analysis was applied to identify heterogeneous groups of executives with in the sample. This analysis is helpful in identifying the different groups of executives with homogeneous qualities.

TABLE 4: NUMBER OF CASES IN EACH CLUSTER

Clusters	Number of Executives	Percent
Low	15.000	6.64
Moderate	74.000	32.74
High	137.000	60.62
Total	226.000	100

The cluster analysis revealed existence of three heterogeneous groups among of bank executives based on performance related factors. The third cluster of executives (60.62 percent) had high level of work performance, 32.74 percent of the executives having moderate level of work performance and the rest (6.64 percent) were classified into low performance cluster based on work performance related factors.

INFLUENCE OF DEMOGRAPHIC PROFILE ON THE WORK PERFORMANCE

To understand the influence of demographic profile of bank executives on the affecting work performance, one way ANOVA was performed between the clusters.

TABLE 5: INFLUENCE OF DEMOGRAPHIC PROFILE ON THE WORK PERFORMANCE

Demographic Profile		Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	76.616	23	3.331	3.514	.000***
	Within Groups	191.508	202	.948		
	Total	268.124	225			
Gender	Between Groups	6.527	23	.284	1.634	.039*
	Within Groups	35.088	202	.174		
	Total	41.615	225			
Place of birth	Between Groups	27.988	23	1.217	1.695	.029*
	Within Groups	145.008	202	.718		
	Total	172.996	225			
Marital status	Between Groups	10.470	23	.455	2.137	.003**
	Within Groups	43.038	202	.213		
	Total	53.509	225			
Educational qualification	Between Groups	15.663	23	.681	1.707	.028*
	Within Groups	80.607	202	.399		
	Total	96.270	225			
Place of education	Between Groups	15.901	23	.691	1.367	.130
	Within Groups	102.157	202	.506		
	Total	118.058	225			
Experience	Between Groups	142.564	23	6.198	3.026	.000***
	Within Groups	413.794	202	2.048		
	Total	556.358	225			
Type of scheduled bank	Between Groups	36.525	23	1.588	2.514	.000***
	Within Groups	127.616	202	.632		
	Total	164.142	225			
Managerial level	Between Groups	13.012	23	.566	2.628	.000***
	Within Groups	43.488	202	.215		
	Total	56.500	225			
Monthly income	Between Groups	49.219	23	2.140	2.405	.001***
	Within Groups	179.776	202	.890		
	Total	228.996	225			

Note : ***= p ≤.001, **= p ≤.01, *= p ≤.05
Hypothesis: There is no association between the demographic profile and work performance

The ANOVA results indicated that there was significant difference between clusters based on all demographic factors accepts place of education (P<0.05).

OCCUPATIONAL STRESS AMONG THE EXECUTIVES OF SCBs

Occupational Stress is the harmful physical and emotional response that occurs when the requirements of the job did not match the capabilities, resources or needs of the worker. Occupational Stress leads to health problems ranging from cardiovascular disease to cancer. Stressful working conditions interfere with the manager’s ability to work safely, contributing to work injuries and illness. At the work unit level, work overload, poor supervision and inadequate training have been the top-ranking stressors. Relationship demands, physical as well as mental health problem, pressure at work place, traffic snarls, meeting deadlines, growing-up tension have also been contributing to work related stress. With this backdrop, K-means cluster analysis was applied to identify heterogeneous groups of executives in sample based on their stress level.

TABLE 6: LEVEL OF OCCUPATIONAL STRESS

Clusters	Number of executives	Percent
Mild	36.000	16
Moderate	11.000	5
Extreme	179.000	79
Total	226.000	100

The cluster analysis results revealed that there three heterogeneous groups of executives based on level of occupational stress. The third cluster of executives (79 percent) choosing extreme level of occupational stress, 5 percent of the executives were in the moderate level of occupational stress and 16 percent of them was placed group of mild level occupational stress (Table 6).

INFLUENCE OF DEMOGRAPHIC FACTORS ON OCCUPATIONAL STRESS

The demographic variables have been directly linked to occupational stress. An attempt has also been made to highlight the relationship between levels of occupational stress and demographic profile of respondents by employing multiple regression analysis.

TABLE 7: MODEL SUMMARY FOR OCCUPATIONAL STRESS

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.466	.217	.173	3.097	4.912	.000

Dependent Variable: Occupational Stress

Hypothesis: There is no association between the demographic profile and Occupational Stress

The R² value (.466) indicated that 46.6 percent of variation in the occupational stress was caused by the set of all the independent variables included in the model. The ANOVA results depicted that there was significant difference between occupational stress and independent variables (P<0.05). Model is hard to be fit with high explanatory value of R² significant of value.

TABLE 8: DEMOGRAPHIC FACTORS EFFECTING OCCUPATIONAL STRESS

	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	20.947	2.521		8.309	.000
Age	1.687	.457	.541	3.694	.000**
Gender	.260	.551	.033	.472	.638
Place of birth	-.865	.321	-.223	-2.696	.008*
Marital status	-1.984	.651	-.284	-3.049	.003*
Educational qualification	.564	.365	.108	1.545	.124
Place of education	.428	.350	.091	1.224	.222
Experience	-.431	.346	-.199	-1.246	.214
Type of scheduled bank	-.451	.274	-.113	-1.644	.102
Managerial level	-1.160	.654	-.171	-1.775	.077*
Monthly income	-.490	.445	-.145	-1.102	.272

Dependent Variable: Occupational Stress
 Note:**= p ≤.001, *= p ≤.05

The regression co-efficient indicated that age (t=3.694, P=.000), place of birth (t= 2.696, P=.008), marital status (t=3.049,P=.003), designation (t=1.775,P=.077) is positively effecting on occupational stress (table 8). It is concluded that age, place of birth, marital status and designation was significantly associated with occupational stress.

TABLE 9: MEAN SCORE ANALYSES

Independent variables	Mean	Independent variables	Mean	Independent variables	Mean
Age		Gender		Marital status	
20 To 30	18.96	Male	19.62	Unmarried	19.46
30 To 40	19.30	Female	19.33	Married	19.60
40 To 50	19.06				
50 To 60	21.24				
Total	19.55	Total	19.55	Total	19.55
Place of birth & education		Educational qualification		Experience	
Rural	21.30	UG	19.37	less than 5 years	19.36
Urban	19.35	PG	19.66	6-10 yrs	19.17
Semi urban	19.86	Engineering	19.38	11-15 yrs	19.05
Metro	19.56	Agriculture	23.00	16-20 yrs	19.92
				above 20 yrs	20.35
Total	19.55	Total	19.55	Total	19.55
Type of scheduled bank		Managerial level		Monthly income	
public sector	19.84	senior manager	19.88	below 30,000	21.00
private sector	19.46	assistant manager	19.22	30,000-50,000	19.51
RRB	17.22			50,000-70,000	19.29
				70,000-90,000	18.70
				above 90,000	21.96
Total	19.55	Total	19.55	Total	19.55

The results of mean score analysis between age and occupational stress indicated that above 50 years of age group executives (Mean=21.24) had more stress than others. The mean score analysis between gender and occupational stress showed that male executives (Mean=19.62) faced more stress than female executives. The mean score analysis between educational qualification and occupational stress depicted that executives having agriculture degree qualification (Mean=23.00) were in high level of stress than others. The mean score analysis between marital status and occupational stress divulged that married executives (Mean=19.60) experienced in the high level of stress than unmarried executives. The mean score analysis between managerial level and occupational stress showed that senior manager cadre executives (Mean=19.88) endured more stress than assistant managers. Mean score analysis between type of scheduled commercial bank and occupational stress depicted that the private sector executives (Mean=20) were having more stress than other banking sector executives. The mean score analysis between place of birth /education and occupational stress indicated that the executives (Mean=21.30) with high level stress had a rural background. The mean score analysis between monthly income and occupational stress indicated that the executives (Mean=21.23) with monthly income below Rs. 30,000 were in the high level of stress. The mean analysis between the experience and occupational stress depicted that the executives (Mean=20.35) having above 20 years of experience were in the high level of stress.

CAUSES OF OCCUPATIONAL STRESS

The factors causing stress in a person are termed as stressors. As the social and organizational demands tend to increase the intensity of stressors become more complex in the view point of executives, factors which more caused to generate stress during the work was presented here under:

TABLE 10: CAUSES OF STRESS

	Frequency	Percent
Nature of job	25	11.1
High Workload	33	14.6
Social Responsibility	41	18.1
Interpersonal Conflict	41	18.1
Financial Accountability	35	15.5
Mental Health	29	12.8
Time management	22	9.7
Total	226	100.0

The executives expressed that Social Responsibility, Interpersonal conflict, Financial Accountability, high work load, Mental Health, nature of job and time management were found to be the main causes for stress in decreasing order of importance.

METHODS FOLLOWED TO REDUCE STRESS

In the survey schedule, six alternatives were given to help the executives to control the stress. Executives opined that positive thinking, watching television or hearing songs and chatting with friends or family members were the coping strategies most followed to reduce their stress level.

TABLE 11: COPING STRATEGIES FOLLOWED BY THE EXECUTIVES

	Frequency	Percent
Sports/Exercise	23	10.2
Meditation/Yoga/Prayer	39	17.3
Positive thinking	46	20.4
Watching TV/Hearing songs	46	20.4
Chatting with friends/Family members	42	18.6
Taking tea break	30	13.3
Total	226	100.0

RELATIONSHIP BETWEEN WORK PERFORMANCE AND OCCUPATIONAL STRESS

The studies have been conducted from time to time to understand the relationship between work performance and occupational stress. Work performance has been greatly linked with occupational stress as it could be seen that individuals who remained satisfied with their work positions performed really well whereas individuals who were really stressed performed bad and were always on the look out to switch over from jobs. When the mental health remained disturbed by stress and strain, it resulted in symptoms such as rise in blood pressure, quickness of breath, tightening of muscles and increased cardiac activity. In this background, the present study examined the relationship between work performance and occupational stress among the bank executives. Hence, Karl Pearson’s Co-efficient of correlation was used to find out the relationship.

TABLE 12: CORRELATIONS

		Work performance	Occupational stress
Work performance	Pearson Correlation	1	.555**
	Sig. (2-tailed)		.000
	N	226	226
Occupational stress	Pearson Correlation	.555**	1
	Sig. (2-tailed)	.000	
	N	226	226

** Correlation is significant at the 0.01 level (2-tailed).

H: There is no significant relationship between the work performance and occupational stress

The correlation results showed that the work performance was positively correlated with the occupational stress. It was found that the increase in work pressure had led to increase in occupational stress and decreased work pressure had led to decrease in occupational stress among the executives.

CONCLUSION

The satisfied work performance has been an important contributor to positive attitudes and outcomes. A satisfied or happy worker might begin to develop an approach of self-complacency and an overall sense of well-being. Stress is the psychological and physical state that results when resources of the individual are not sufficient to cope with demand and pressure of the situation. Eustress which is also called positive stress is needed to enhance manager’s performance. The work performance and occupational stress would affect both individual and the organization. This study shows that the bank executives have high level of work performance and stress. In a way, high level of work performance and occupational stress is good for the organizational success provided the executives are capable of handling both. Otherwise, it may create havoc to the individuals (threat to mental and physical health, quality of life, goal achievement and personal development) as well as for the organization (lead to increased absenteeism, conflict and turnover, reduce quality and quantity of work in the work place). Hence, executives must articulate themselves in managing occupational stress amicably and work for enhancing their performance with positive energy. This will increase their span of control and productivity which are the need of the hour in the contemporary banking environment.

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