



Stress management strategies and employees performance: A study

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Abstract

Objectives: The reason of the present research study was to evaluate the causes and consequences of employees, job stress, and the impact of stress management strategies, influence of individual and organizational coping strategies and job performance of employees in the bank sector.

Method: 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 employees' responses and tested by the percentages and ANOVAs with the help of the SPSS 20.0 version.

Findings: The results indicated that there was a significant impact of stress management on social, economic factors of bank employees, and followed with Stress management significant impact on to Overcome employee job stress, and also coping strategies impact on employee job performance.

Conclusion: Accordingly, through employees' opinions, stress management strategies like individual coping strategies and organizational coping strategies are the best suitable solution to overcome the job stress and it also more helpful for employee performance towards reach their task.

Keywords: banking sector, employees, stress management, coping strategies, job stress, job performances

1. Introduction

Job stress is a frequent problem across over the occupations and it impacts directly on the job performance. It takes a holistic picture of surroundings of job stress by including the effects of personality. There are two types of stress, either positive or negative, depending on each individual's perception. Job stress gives a threat to physical health. Job stress is a chronic disease that caused negatively affects an individual's performance. Job stress is directly related to performance. If higher the stress, lower the performance. Job performance can be that activity in which an individual is able to do their task successfully. There are a few levels to measure relationships between the job stress and job performance i.e negative linear relationship, positive linear relationship and curve linear relationship. Acc. To HSE (Health Safety Executive UK) described stress is an undesirable response people have to tremendous pressures or other types of demands placed upon them.

Stress and Job Performance

Performance is an important process, which enhances improvement in production and profit. The performance of an employee will be good, only when there are no serious problems and interruptions in the smooth functioning of the organization. If the employees are squeezed, without providing any needed facilities and amenities and if employees do not have satisfactory mind regard to their, stress creeps in. At such unpleasant situations, stress can either be „helpful“ or „harmful“ depending upon the quantum of stress. When there is no stress, job challenges are absent and performance tends to be low. As stress increases, performance

tends to increase because stress helps a person call up resources to meet job requirements. At this point additional stress tends to produce no more improvement. Finally, if stress becomes too great, the performance of the employee begins to decline because stress interferes with it. At this stage, one loses the ability to cope and becomes.

2. Review of Literature

An individual in his or her job in bank face stress as Jamshed et al., (2011) ^[2] suggested that “The workplace is potentially an important source of stress for bankers because of the amount of time they spent in their respective banks.” And that stress often decreases their performance. “Therefore occupation of individuals could be a major source of stress in the given circumstances. When individuals face stress due to various conditions of their occupation and fail to cope with stress, it results into burnout,” (IBDM). Basically, in banking sector lack of administrative support from bosses (manager), work overload & time pressure, riskiness of jobs, poor relationship with customers & co-workers, and work family balance cause stress which in turn decrease employee performance. The same was contributed by Materson (1980) ^[5] “Causes of stress are many like workload, cuts in staff, change at work, long work hours, shift work, lack of supervision, inadequate training, inappropriate working conditions, too heavy responsibilities and poor relations with colleagues.”

The performance of individuals also decreased when stress is caused by inability of the individual to maintain a reasonable balance between family life and work life as he/she has to spend a lot of time in his/her working. McCubbin & Figley

(1983) [6] suggested that “Job related stress can be mostly immobilizing because of its possible threats to family functioning and individual performance. Job related stress can create a difference between the demands on families and the ability of families to provide material security for them.” And that inability to maintain a reasonable balance between family life and work life results in work to family conflict which in turn cause stress and ultimately decreases the employee performance. According to Anderson (2002) [1] “work to family conflicts is also a predecessor which creates stress in employees of an organization.” In banks the poor relationship between employees often causes stress and have adverse effects on the performance of employees. Lack of social support from colleagues and poor interpersonal relationships can cause stress, especially among employees with a high social need. Margot Shields (2006) [4] suggested. “Different sources of work stress do not occur in isolation but indeed interact with one another.” Stress caused by degree of involvement in decision making is a big source of decrease in performance of individual as Meneze (2005) [7] described “Misfit with organization, no part in decision making, were reported main causes of stress as well no control over work environment, personality traits, lack of relaxation along with ambiguous rules affect employees performance.” The nature of job in banking sector is too much risky. There is operational risk involved in transactions which always put pressure on employees to avoid wrong entries. The employees in return feel job insecurity which cause great stress on them. jungwee park (2007) [3] contributed “Physical exertion and job insecurity can also cause stress.” so job insecurity is also a major cause of stress on the job that negatively affect the performance of employees in the banking sector.

3. Objective

The specific Objectives of this study have been framed as follows

- To study the influence of coping strategies on socioeconomic factors of bank employees
- To evaluate the causes and consequences of job stress in banking sector.
- To analyze the impact of stress management strategies on to overcome employee job stress
- To examine the impact of coping strategies (individual & organizational) on employee job performance.

4. Hypothesis

Following hypothesis have been framed as follows

- **HO1:** There is no significant impact of coping strategies on socioeconomic factors of employees.
- **HO2:** There is no significant influence of Stress management strategies to overcome employee job stress.
- **HO3:** There is no significant impact of coping strategies on employees Job performance.

Table 2: Summary Item Statistics

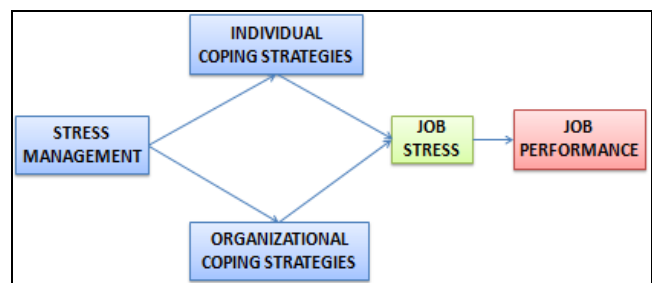
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.555	2.829	3.957	1.128	1.399	.128	30
Item Variances	1.671	1.035	2.560	1.525	2.473	.201	30
Inter-Item Covariances	.223	-.788	2.048	2.836	-2.600	.403	30
Inter-Item Correlations	.142	-.368	1.000	1.368	-2.716	.136	30

Source: Authors finding

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, ANOV and Multiple Regression as using SPSS 20.0.

6. Conceptual Model



6. Results and Discussions

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
.762	.768	30

From the Table 1, it's shown that the questionnaire is tested for its reliability and presented the results here. 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 0.762. 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.

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 3.957.

Maximum variance is 2.560, maximum inter item covariance is witnessed is 2.048 and maximum inter-item covariance is found to be 1.000.

(iii) Demographic profile of the respondents

Table 3: General Profile of Respondents

Particulars	Classification	No of Responses	Percentage
Age	21-30	46	28.0
	31-40	103	62.8
	41-50	9	5.5
	51-60	6	3.7
Gender	Male	86	52.4
	Female	78	47.6
Marital status	Married	87	53.0
	Unmarried	77	47.0
Family type	Joint Family	75	45.7
	Nuclear Family	89	54.3
Education	Below Graduate	29	17.7
	Post Graduate	78	47.6
	Post Graduate	57	34.8
Designation	Lower level	52	31.7
	Middle level	87	53.1
	Top level	25	15.2
Monthly income (in rupees)	Below 25000	12	7.4
	25001-45000	121	73.7
	45001-60000	20	12.2
	60001 above	11	6.7
Working hours	Up to 8 hours	73	44.5
	8-10 hours	85	51.8
	10-12 hours	6	3.7
Working Experience	1-3 years	100	61.0
	4-6 years	47	28.7
	7-9 years	10	6.1
	10 years above	7	4.3
No. of Transfers from the joining	0-2	84	51.2
	2-4	68	41.5
	4-6	10	6.1
	above 6	2	1.2
<i>Total</i>		<i>n = 164</i>	<i>100%</i>

Source: Authors finding

Age: With regards to the age distribution of the respondents, it was found that 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.

Gender: 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%.

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

Family Type: majority i.e. 45.7% of the employees from the joint family and 54.3% employees from the nuclear family.

Education: 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.

Monthly Salary: 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.

Designation: 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.

Working Hours: 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.

Number of Transfers: 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.

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.

Experience: It was observed that majority of the employees 62.9% had more than 1-3 years-experience, followed with

- **HO1: There is no significant impact of coping strategies on Socio-economic factors of employees**

Table 4: Anova

		Sum Of Squares	Df	Mean Square	F	Sig.
Age	Between Groups	48.508	66	.735	2.672	.000
	Within Groups	26.681	97	.275		
	Total	75.189	163			
Gender	Between Groups	27.708	66	.420	3.086	.000
	Within Groups	13.194	97	.136		
	Total	40.902	163			
Marital Status	Between Groups	27.120	66	.411	2.903	.000
	Within Groups	13.728	97	.142		
	Total	40.848	163			
Family Type	Between Groups	14.407	66	.218	.805	.105
	Within Groups	26.294	97	.271		
	Total	40.701	163			
Educational Qualification	Between Groups	60.775	66	.921	4.369	.000
	Within Groups	20.444	97	.211		
	Total	81.220	163			
Monthly Salary	Between Groups	51.785	66	.785	1.044	.009
	Within Groups	72.917	97	.752		
	Total	124.701	163			
Designation	Between Groups	6.296	66	.095	.928	.123
	Within Groups	9.967	97	.103		
	Total	16.262	163			
Working Hours	Between Groups	22.300	66	.338	1.118	.006
	Within Groups	29.328	97	.302		
	Total	51.628	163			
Number Of Transfer	Between Groups	36.055	66	.546	1.469	.002
	Within Groups	36.067	97	.372		
	Total	72.122	163			
Experience	Between Groups	43.394	66	.657	1.074	.001
	Within Groups	59.386	97	.612		
	Total	102.780	163			

Interpretation: It is observed from the above table, demographic variables like age, gender, education, Marital Status, monthly salary, Working hours, and Number of transfer of their F values found to be statistically significant, meaning there by there is significant impact of Coping strategies on demographical factors of employees, followed with values of age: $F(66,97) = 2.672, p < .05$, gender: $F(66,97) = 3.086, p < .05$, Marital Status: $F(66,97) = 2.903, p < .05$; Educational: $F(66,97) = 4.369, p < .05$. Monthly Salary:

$F(66,97) = 1.044, p < .05$, Working hours: $F(66,97) = 1.118, p < .05$, Number of transfer: $F(66,97) = 1.469, p < .05$, experience $F(66,97) = 1.074, p < .05$, only family type and designation F values found not to be statistically significant, meaning there by there is no significant impact of coping strategies on demographical factors, followed with values of Family type : $F(66,97) = .805, p > .05$, Designation: $F(66,97) = .928$.

- **HO2: There is no significant influence of Stress management strategies to overcome employee’s job stress.**

Table 5: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Individual coping strategies	Between Groups	65.448	39	1.678	4.135	.000
	Within Groups	50.324	124	.406		
	Total	115.772	163			
Organization coping strategies	Between Groups	36.570	39	.938	3.751	.000
	Within Groups	30.996	124	.250		
	Total	67.566	163			

Source: Authors finding

Interpretation: It is observed from the above table, Stress management strategies like individual coping strategies and Organizational coping strategies and their F values found to be statistically significant, meaning there by there is significant impact of these coping strategies on bank

employees job performance, and it helpful to overcome the job stress in working periods of them, followed with values of Individual coping strategies: $F(39,124) = 4.135, p < .05$; Organization coping strategies: $F(39,124) = 3.751, p < .05$.

- **HO3: There is no significant impact of coping strategies on employees Job performance.**

Table 6: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Individual coping strategies	Between Groups	49.674	25	1.987	4.148	.000
	Within Groups	66.098	138	.479		
	Total	115.772	163			
Organization coping strategies	Between Groups	29.864	25	1.195	4.372	.000
	Within Groups	37.702	138	.273		
	Total	67.566	163			

Source: Authors finding

Interpretation: It is observed from the above table, Coping strategies like individual strategies and Organizational strategies and their F values found to be statistically significant, meaning there by there is significant impact of these coping strategies on bank employees job performance, followed with values of Individual coping strategies: $F(25,138) = 4.148, p < .05$; Organization coping strategies: $F(25,138) = 4.372, p < .05$.

7. Conclusions

Job stress is a very general phenomenon in an employee's life. The Banking sector is facing great competition in the market environment, for that employees who are working in the banking sector always they are facing stress and they should achieve targets. The study extracted major two stress management factors with the 20 items in individual and organizational coping strategies and demographic factors with 10 items. As for the results, HO1 reveals that there is a significant impact of coping strategies on demographical factors like age, gender, education, Marital Status, monthly salary, Working hours, and Number of transfer and there is no impact of coping strategies on family type and designation followed with HO2 found that there is significant impact of stress management strategies on to overcome bank employees job related stress, Coping strategies more helpful to overcome job related stress and its helpful to improve the job performance of employees in their respective desk.

8. Limitations

- The study was limited to the full time employees from the respected banks.
- The study focused on coping strategies, job stress and job performance of employees in bank.

9. Acknowledgement

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10. References

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