

Impact of Stress on Job Satisfaction of Managerial Employees working in Commercial Banks: a case study of District Ghotki Sindh

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Abstract

Job stress is well thought-out as the injurious physical and mental response that occurs when there is a meager match between work demands and abilities, resources or needs of the employee. This research was carried out to compute the impact of job pressure on the degree of job satisfaction of managerial employees working in Domestic Commercial Banks. Job satisfaction describes how comfortable an individual is with own job. A self-developed research model was experienced where job stress is stated as the independent variable. All the branches of domestic commercial banks located in Ghotki district were investigated and it was carried out on a sample of 30 branch managers. A self-developed questionnaire was used to collect data. Researcher found that there is a high degree of job stress among branch managers of private commercial banks. Findings revealed that women managers have a higher degree of job stress than male managers. Study concluded that job stress is significantly correlated with job satisfaction.

Key Words: job stress, Domestic Commercial Banks, Job Satisfaction.

1. Introduction

The term “stress” was first used by (Selye, 1936) in the literature on life sciences, describing stress as “the force, anxiety, or tension put forth upon a material object or human being which opposes this pressure and attempt to keep its original status.” Stress can also be classified as an unpleasant response that people incident when outsider demands go beyond their internal abilities (Waters & Ussery, 2007).

Stress is a multi-dimensional concept. It occurs when persons’ physical and mental position do not go with their work demands, constraints or opportunities. Distress is frequently defined as the negative side of stress. Individuals who experience peace in job can meet job demands effectively and this helps them to increase job satisfaction. Conversely, individuals who experience distress will not be able to fulfill job demands and this may increase job dissatisfaction. In organizational context, occupational stress is alternatively known as job stress. It can be further sub-divided into two categories as physiological and psychological stress (Fevre et. al., 2003).

Stress arises under conditions where employee expects a large difference in rewards from meeting the demand versus not meeting it (Berry, 1997). Excessive job stress is so destructive to employees and they will try to avoid it by withdrawing either psychologically, physically or by leaving the job entirely (Dupre & Day, 2007).

Human Resource is the most valuable resource for any organization in achieving organizational goals. According to (Opatha, 2009) the generic purpose of Human Resource Management is to generate and retain appropriate and satisfied work force.

Job stress is viewed as a predecessor of job satisfaction, and two variables are treated as highly related variables. Job stress directly affects job satisfaction. An inverse relationship between job stress and job satisfaction among various populations is found consistently in literature. In international context, there is a considerable body of literature that documents the influence of job stress on job satisfaction of employees. But, little amount of research work was done, especially the impact of job stress on job satisfaction of managerial employees in commercial banks.

The main objective of this study is to identify, the impact of job stress on the degree of job satisfaction of

managerial employees in domestic commercial banks in District Ghotki and to know about the relationship between job stress and job Satisfaction. Besides it, designing and implementing strategies and interventions to combat job stress.

If Bank Managers are free from stress then they will develop a good mix of factors that make employees happy about their jobs. Knowing the needs of their employees they will be able to match tasks with personalities, preferences and skills. Many commercial banks' managers are conscious that job enrichment is crucial for creating a good work environment. The rapid renovation in the banking business over the last ten years has made the industry stronger, apparent, efficient, faster and more competitive. This has pressurized and made employees to give their maximum at the work place (Vishal and Mustiamy, 2011). Hence, this study can be regarded as an endeavor to analyze the influence of various factors leading to job stress and their influence on job satisfaction of managerial employees in domestic commercial banks.

2.Literature review

Literature review throws some light on the reason behind the job's dissatisfaction. Like (Beehr and Newman, 1978) had identified stress as a condition which will force an individual to deviate from ordinary performance due to the alteration in his psychological condition, such that the individual is required to deviate from ordinary operations. It often occurs when persons' physical and mental state do not match or cannot hold their job requirements (Leka et al., 2004; Ugoji, 2003; Ugoji & Isele, 2009). Conversely, persons who incident distress will not capable to complete job requirements and this inspire them to reduce quality of efforts. (Fevre et al., 2003; Leka et al., 2004; Millward, 2005; Newell, 2002).

Professional stress is also recognized as job stress, these terms are frequently used interchangeably in institutes, but its sense refers to the similar thing (AbuAlRub, 2004; Larson, 2004). Job stress has been examined as a forebear of job happiness (Stanton, et, al. 2002).

Even though bundle of studies were done to found the association between job stress and job satisfaction in numerous sectors, very little sum of studies were carried out in relation to Pakistani commercial banks. (Amy, 2009) explored that the negative symptoms as worry, anxiety, frustration, depression and many work related problems became the source of dissatisfaction. Job pressure can outcome in mental, physical and behavioral cost for persons. These adverse results are quite expensive to persons and institutes, as well. As another study that was conducted by (Pawar and Rathod, 2007) job stress can be negatively connected to job satisfaction with navy trainees.

Thus, job satisfaction is repeatedly measured to be a sign of worker's emotional well-being and mental health eventually leading to higher secretarial success. As well, job satisfaction is measured as the most attractive variable in business psychology (Berry, 1997). Hence, it is supposed that job of a bank manager is extremely stressful. (Srivastava, 2008) explored that higher degree of stress can be seen in the bank managers' works, which leads to lower level of job satisfaction among them.

A number of studies have aimed to conclude the link between pressure and job pleasure. Job satisfaction and job pressure are the two burning focuses in persons' working life. A study in England recognized four job stressors that were analytical of job unhappiness (Cooper, et al., 1989). In further study, (Vinokur-Kaplan, 1991) declared that organization features such as working condition and workload were negatively connected with job satisfaction. This study reveals that, both of job stress and job satisfaction were found to be interrelated.

3.Data and Methodology

Convenience sampling method was applied to select a representative sample from managers working in commercial banks in Distt: Ghotki. This method of sampling was used because it was easy & accessible to collect data. Sample size consisted of 30 bank mangers out of 50.

A self develop questionnaire was used to collect data from the branch managers working in Distt: Ghotki but to gain quick response Personal interviews were also conducted from managers working in commercial banks in Distt: ghotki because the concerned managers were profoundly busy in work.

The population for the study comprised all branch managers working in domestic commercial banks, in district ghotki region. Population includes 50 branch managers. Table 1 exhibits the population and the sample taken for the study.

Table 1 Population and the Sample

Bank	Population	Sample
Askari Commercial Bank Ltd Daherki.	2	1
NBP Mirpur Mathelo.	5	3
Muslim Commercial Bank Ltd Ubaro.	6	3
Habib Bank Ltd Mirpur Mathelo.	5	3
Al habib Bank Ltd Daherki.	2	1
Microfinance bank Ghotki.	2	1
Allied Bank Ltd Mirpur Mathelo.	4	2
Al fysal Ghotki.	1	1
Khushali bank Ghotki.	2	1
Bank islami Ghotki	1	1
ZTBL Mirpur Mathelo.	5	3
J.S bank Ghotki.	1	1
United Bank Ltd Jarwar.	4	2
Summit bank Ghotki.	1	1
National saving bank Daherki.	2	1
Alfalah Bank Ltd daherki.	3	2
Sindh Bank Ltd Ghotki.	2	1
Tamer bank Ghotki.	1	1
Sonehri Bank Ltd ghotki.	1	1
Total	50	30

Convenience sampling was adopted to select a representative sample for the study. Researcher surveyed 30 branch managers from 50 domestic commercial banks, in District Ghotki region.

Table 2 Sample composition according to the gender

Gender	Number of members in the sample	Percentage
Male Managers	28	93.33%
Female Managers	2	6.66%
Total	30	100%

The composition of the sample indicated that 93.33% of branch managers were represented by males, while remaining 6.66% were represented by female managers.

The selected sample includes 16.66% of branch managers form public commercial banks and 83.33% from private commercial banks.

This study was mainly based on primary data, collected through a survey. A self administered questionnaire was used to collect data. Total of 50 questionnaires were distributed among branch managers and 30 were returned to the researcher with a 100% of response rate.

Table 3 Indicators of the Job satisfaction and Job stress

Variable/s	Indicators
Job Satisfaction	Promotion
	Pay
	Supervision
	Fringe benefits
	Contingent rewards
	Operating conditions
	Coworkers
	Nature of work
	Communication
Job Stress	Work Load
	Understaffing
	Work Relations
	Working Conditions
	Job Insecurity
	Supervisory Influence
	Role Ambiguity
	Working Environment
	Organizational Culture
	Work norms, rules and regulations

4. Results and Discussion

In order to measure the degree of job stress among 30 respondents in the sample indicated a job stress that causes job dissatisfaction. It was analyzed through the interpretation of questions asked from bank managers of randomly selected banks of District Ghotki.

The determinants of job stress that have been examined under this study include, management role, relationship with others, workload pressure, supervisory influence ,homework interface, working environment, role ambiguity, and performance pressure, organizational culture & Work norms, rules and regulations . The results showed that there was a significant negative relationship between job stress and job satisfaction.

After interpretation of the questionnaires it came to know that Job is the main contributor in stress that's why 60% of the bank managers were intending to get retirement as earlier as possible, while further enquiry was made to clarify the matter related to physiological stress, following symptoms were noticed in the last few months in the respondents 70% Fatigue, 50% Hypertension & 85% Headache.

Due to excessive & late hours work, 78% managers were incapable to exercise at all & were unable to plan, so far they made their utmost efforts to avoid excessive stress by drinking water as much as possible & they also take pre-emptive actions to overcome stress. If they are in capable to tackle the stress then some behavioral attitudes are seemed as 60% angry, 70% irritable, 50% anxious, and 63% nervous. Beyond their work place, 70% bank managers responded that stress affected their family life & they hardly handled their personal problems confidently because of the stress while performing their duties. While 80% managers failed to get their desired targets even when they tried hard for it, because they constantly remained under stress and tensed due to heavy workload.

The survey revealed that 90% bank managers seemed to be depressed and under stress. It was because in private sector, the managers had excess workload, high targets, and long duty hours and under stern bosses who only wanted to get work done by them regardless of their emotional and affiliation needs.

Due to stress managers could not sleep well, 70% of them responded that they took pills to sleep well in order to release their stress while 80% the managers seemed to be completely target oriented and they wanted to get at their targets by hook or crook. Whenever their targets were delayed, they became very impatient and emotionally unstable. Being target oriented, their motive was only to hit the target. Whenever their targets were not met, they become emotional and purged out their catharsis by getting angry and shouting at their subordinates.

The work place environment also play a pivotal role in getting the desired output in minimum time, 67% managers responded that the workplace insanity affects their attitude even at their homes. Whenever they were upset because of any office problem, they reacted negatively at home. 53% said they close themselves in their rooms and watch television.

Due to heavy work load 64% managers overreacted much and sometimes show harsh attitude towards their subordinates and sometimes even at their children. 75% of them also faced psychological stress as Irritable, angry, fearful, anxious, sad, nervous & depressed.

As per routine work, 86% managers responded that they found their job engaging rather than interesting or amusing because their job requires excessive and heavy workload. Job stress not only affected their personal lives of managers but also affected job performance & job satisfaction. Findings revealed that women managers have a higher degree of job stress than male managers. Women managers enjoy their jobs highly while male managers enjoy moderately.

5. Conclusion & recommendations

The study was carried out with the principle to examine the impact of stress & the relationship between job stress and degree of job satisfaction of managerial employees in domestic commercial banks. The experienced research model takes job stress as the independent variable while job satisfaction as the dependent variable. All domestic commercial banks of District Ghotki were taken for the study and this was conducted on a sample of 30 branch managers.

Findings proved that female managers have a higher degree of job stress than male managers. Managers working in public commercial banks are moderately suffering from stress while managers working in private banks have high level of job stress. Women managers enjoy their jobs highly whereas male managers have moderate level of job satisfaction. Thus, it can be statistically claimed that, employees who are having very high or low level of job stress will suffer due to endless issues of job dissatisfaction. It is better to maintain a moderate level of job stress to reach higher degree of employee job satisfaction. Several recommendations can be made based on the survey results.

It is worthwhile to carry out an employee job satisfaction analysis periodically in commercial banks, to measure the level of job satisfaction. Stress coping strategies are needed to be customized to cater different types of managerial employees in commercial banks, coming from different backgrounds.

It can be recommended that to introduce a monitoring system or an evaluation system to gauge the effectiveness of such initiatives undertaken by commercial banks. The findings are based on survey data gathered only in domestic commercial banks located in District Ghotki region. Therefore results may not be applicable for other types of organizations and other industries. Employee job satisfaction is a function of number of factors. But other intervening and moderating variables are not considered in order to avoid superfluous complexities. Thus, there can be an error term in the theoretical framework.

Sample size may not be very significant as it is limited to sixty. As the research was primarily based on the data collected from branch managers of domestic commercial banks, incapability to predict job stress and job satisfaction issues in other types of organizations can be mentioned as another limitation.

Within its limitations the research study has achieved the set objectives and open forums and give directions for future studies as well. Therefore conducting job stress and job satisfaction studies in Pakistani context helps to corroborate or reject the existing findings to a certain extent and this also serves as a medium for future studies. Further investigations in other types of organizations and industries may make available additional insights into the findings of the study.

Stress is not good for human being. It causes irritation, depression, dejection, disappointment and, above all, pessimism in human life. The consequences of stress are very harsh and destructive. It affects both professional and personal life. Stress at job affects the capability of a manager, which ultimately has a negative impact on job performance.

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