Issues Related to Stressors and Its Impact upon Overall Job Performance an Empirical Analysis

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Abstract: **The job and job conditions are so strenuous in today's time that it is getting difficult day by day to deal with it successfully. The job and environmental conditions are highly demanding and pose uncertainties and challenges for employees due to which stress arises. The purpose of the study is to find out the stressors related to work, organisational climate factors and relationship at work as stressors affecting the employee's job performance working in the public and private sector banks.A survey instrument questionnaire comprising of work stressors, organisational climate and relationship at work was used for identifying job situations and organizational conditions that leads to increase in stress level among employees. A Stratified sampling method was used for the selection of sectors (public and private sectors) in the banking unit and also for selecting banks in each of these two sectors for the study. A random selection method was used for selecting bank branches from the selected bank organizations (both the sectors) for the study. The sample size for the study comprised of 480 (240 middle level respondents from each sector). Statistical analytical tools such as Confirmatory Factor analysis, Structured Equation Modelling (SEM) and other Descriptive statistics scores have been used.The survey instrument was shown to be both reliable and valid. The CFA is run for all the constructs and CFI is above 0.90 for every construct. Statistics clearly shoes that "complex work" is having the highest standardized regression weight (0.88). The results also indicate that the "monotonous work" (0.76) is the next stressor which contributes to work stress to the employee. The results also indicate that the variable "physical working condition not good" is the next stressor that contributes to organisational climate stressor of the employee. The results indicate that the variable "relationship with colleagues causes anxiety" is having the highest standardized regression weight (0.96). The hypothesis tested showed a significant and negative relationship between the stressors and overall job satisfaction and a significant and positive relationship between the overall job satisfaction and overall job performance.**

Keywords: **Work stressors, job performance, organizational climate**

1. INTRODUCTION

Stress in the organisation may be faced by the employees due to factors related to job itself, the type of role assigned to the mangers, their reactions to the job and how one handles the job at workplace. The job and job conditions are so strenuous

in today's time that it is getting difficult day by day to deal with it successfully. The job and environmental conditionsare highly demanding and pose uncertainties and challenges for employees due to which stress arises. Relationship at work cannot be ignored when it comes to managing stress at workplace. Pareek (1993) "attributes stress to existing socio-economic complexity".

2. WHY STRESS ARISES?

Workplace stress may be due to many factors such as organisational climate, relationship at workplace, role stressors, role expectation conflict, role erosion, role isolation, etc. There are various reasons to study stress at workplace such as globalisation, strategic alliances, technology causing techno stress, increased diversification of the workforce, etc., hence the reasons for studying and analysing the stressors in the banking sector. The major reasons to study stress are harmful psychological and physiological effects on employees, creating a chain of tension spreading and affecting all the employees.Stress not only affects the individuals and their families but is considered to be the major cost to the organizations now days.

3. DEFINITIONS OF STRESS

Pestonjee (1992) defines "Stress as unavoidable in modern life". According to Harrison (1976), "stress is experienced when there is lack of fitness between a person and his/her environment, in case there is inability to cope with the constraints or demands encountered".

Robbins & Sanghi (2006) pointed out that "stress is a dynamic condition; it is created when an individual confronts an opportunity, constraint or demand for which the outcome is perceived to be both important and uncertain".

4. ORGANISATION STRESS

Certain amount of pressure is required to complete the task and it is considered to be a good stress but when this stress continues to exist for a long time having no break to relax,

then it causes a tension and becomes a source of stress which can affect a person mentally as well as physically. This chain of stress, if not broken, can create various problems at workplace and house front also. So, therefore, one needs to understand the good and the bad stress. Good stress is one that actually motivates a person to do something, i.e. a positive stress and bad stress is a negative stress, keeps a person away from the work, workplace and relations.Organizational stress originates in organizational demands which are experienced by the individual. They emerge from different roles expected form them and also different stressors at workplace such as work stress, organisational climate and relationship at work. An organisation can use programs such as organizational levels Employee Assistance Programs (EAPs), stress intervention programs such as changing job design, leadership practice, organizational structure, training programs, etc., to reduce stress.

5. REVIEW OF LITERATURE

Gupta and Adhikari, (2008) found a tremendous impact of role related stressors on employees at workplace.

Selye (1974) without stress there is no life; failure to react to a stressor is an indication of death.

Das and Singh (1978) found that a better organizational culture leads to high commitment while a coercive authority system affects the level of commitment negatively.

Malta (2004) "Occupational stress is any discomfort which is felt and perceived at a personal level and triggered by instances, events or situations that are too intense and frequent in nature so as to exceed a person's coping capabilities and resources to handle them adequately."

Parikh & Taukari, (2004) The organizational stressors can be divided into four categories. 1. Working conditions (shift work and week-end work), inadequate remuneration, working hours, and safety at the work place. 2. Relationship at workplace. 3. Role conflict and Role ambiguity. 4. Organization structure and climate.

Buck (1972) found stressed employees had low participation and less freedom in making decisions and doing things in their own ways.

Ivancevich and Matteson (1982) explored that various physical and behavioral problems arise due to no group cohesiveness.

Burke, 1988; Nelson and Burke (2000) A number of parameters at workplace related to rolewere found as strenuous such as role overload, role ambiguity, and role conflict.

Srivastava (1983) "attempted to explore the stress performance (production) relationship. It was observed that employees who maintained a constantly high level of production experienced less role stress as compared with low production capacity".

6. OBJECTIVES OF THE STUDY

The main objective of the study is to find out the stressors related to work, organisational climate factors and relationship at work as stressors affecting the employee's job performance working in the public and private sector banks.
1) To study the relationship between the work stressors,organizational climate, and relationship at workas stressors and overall job satisfaction.
2) To study the effect of overall job satisfaction and overall job performance.

7. HYPOTHESES OF THE STUDY

The following are the hypotheses of the study:

- **HO1**: There is no significant impact of work stress, organizational climateand relationship at work as stressors on overall job satisfaction.
    - o **HA1**: There is a significant impact of work stress, organizational climate and relationship at work as stressors on overall job satisfaction
- **H02**: There is no significant impact of overall job satisfaction and overall job performance.
    - o **HA2**: There is a significant impact of overall job satisfaction on overall job performance.

8. RESEARCH METHODOLOGY

Data Collection

For research study, the data has been collected by using structured questionnaire from middle level employees of top two banks; selected on the basis of high turnover; public sector (SBI and PNB) and private sector (HDFC and ICICI) of Delhi State.The secondary data was collected through research publications, standard journals, periodicals, and web. The sample size for the study comprised of 480 (240 middle level respondents from each sector). Statistical tests used for the study was Structural Equation Modelling (SEM) and Confirmatory Factor Analysis (CFA) have been used. The structural model was specified by running the individual items of every construct involved in the study using CFA which has its own measurement and is validated and accepted before modelling the structural model. Descriptive statistics have also been used in the study.

Reliability Statistics

Reliability statistics of scales used for the study are tested by using Cronbach's alpha test and Guttman Split-Half Coefficient and results are found acceptable.

TABLE 1

SCALE	Cronbach's Alpha	Split Half Method	N of Items
Stressors Scale	0.951	0.928	50
Assessing Measurement Model Reliability and Validity			
Stressors	Cronbach's Alpha	Composite Reliability	AVE
Work Stress	0.876	0.878	0.592
Organisational Climate	0.876	0.880	0.598
Relationship at Work	0.919	0.919	0.698

The above table comprising of the constructs shows reliability>0.8 and Average Variance Extracted (AVE)>0.5 which is considered to be highly acceptable.

9. MODEL FIT SUMMARY OF CONSTRUCTS

A) *Work Stress (WS)*

TABLE 2: Models Fit Summary

Estimates	GFI	AGFI	CFI	NFI	RMSEA	LO 90
Observed	0.971	0.912	0.972	0.968	0.118	0.085

B) *Organizational Climate (OC)*

TABLE 3: Models Fit Summary

Estimates	GFI	AGFI	CFI	NFI	RMSEA	LO 90
Observed	0.965	0.895	0.968	0.965	0.130	0.098

C) Relationship at Work (RAW)

TABLE 4: Models Fit Summary

Estimates	GFI	AGFI	CFI	NFI	RMSEA	LO 90
Observed	0.908	0.723	0.937	0.965	0.06	0.073

All the above statistical values (GFI, CFI, RMSEA) are under acceptable limit and the model is fit for role expectation conflict, role erosion and role isolation.

Measurement Model

The work stress, organisational climate and relationship at work constructare measured with the help of five measured variables, five residual, and one latent variable. All the regression weights are high and significant. Hence the construct validity is ensured and can be concluded that the construct significantly explains the variables. Goodness of fit

statistics produced by AMOS software was used to evaluate whether or not the measurement model fit the data. Standardized factor loadings of all the indicator variables of both the constructs are >0.70. All factor loadings and correlations between measurement error terms are statistically significant at p ≤ 0.05 as they should be.

Measurement Model for stressors (Work Stress, Organisational Climate and Relationship at Work)
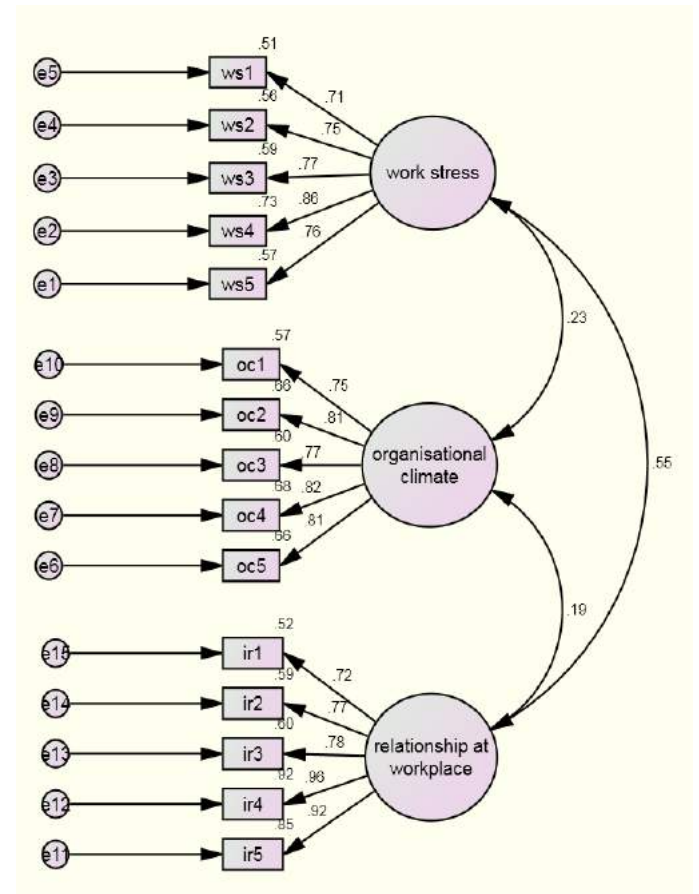

Fig. 1

Standardized factor loadings of all the indicator variables are greater than 0.70. All factor loadings and correlations between measurement error terms are statistically significant at p ≤ 0.05 as they should be.

TABLE 5: Model fit Summary

GFI	AGFI	CFI	NFI	RMSEA	LO90
0.789	0.999	0.915	0.889	0.076	0.068

The measurement model of different stressors related to role shows excellent fit to the obtained data in terms of all the selected goodness-of-fit statistics.
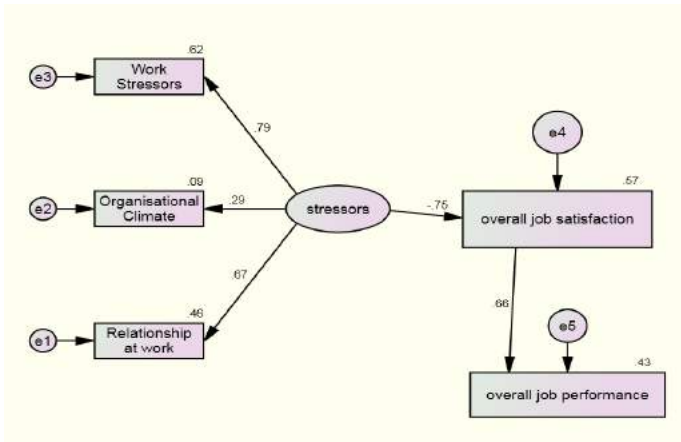
A. Structural Equation Modeling

Fig. 2

The structural model shows the impact of stressors on overall job satisfaction and overall job performance. The following table shows the model fit statistics and all the values are within the acceptable range clearly indicative of the fact that model is fit.

TABLE 6

GFI	AGFI	CFI	NFI	RMSEA	LO90
0.995	0.986	0.999	0.992	0.018	0.000

Assessing Structural Model Relationships and Testing Hypothesis

Checking the critical ratio of standardized regression weight of each indicator and structural path between variables demonstrates that all factor loadings of latent constructs and structural paths from stressors to overall job satisfaction are significant at p< 0.05.

TABLE 7: Regression weights

			Estimate	S.E	C.R	P	Label
JS	<---	Stressors	-.384	.030	-12.7	.014	par_13

TABLE 8: Standardized Regression Weight

JS	<---	Stressors		-0.752

Testing Hypotheses

HO1: There is no significant impact of work stress, organizational climate and relationship at work as stressors on overall job satisfaction.

According to the model, stressorscomprising of work stress, organisational climate andrelationship at work have significant negative effect on overall job satisfaction as shown by standardised regression weight of 0.79, 0.29 and 0.67respectively and p<=0.05. Thus, the first null hypothesis that there is no significant effect of stressors such aswork stress, organisational climate and relationship at work on overall job satisfaction is rejected and alternative hypothesis is accepted that there is a significant effect of stressorswork stress, organisational climate and relationship at work on overall job satisfaction.

H02: There is no significant impact of overall job satisfaction on overall job performance.

The SEM model of stressors, overall job satisfaction and overall job performance shows that the overall job satisfaction contributes 66% to the overall job performance. It is estimated from the squared multiple correlation that the predictors of overall job satisfaction and overall job performance explain 57 percent and 43 percent of its variance respectively. Overall Job performance relation with overall job satisfaction is found to be positive which means that higher overall job satisfaction would result in higher overall job performance.There seem to be a positive and significant correlation between overall job satisfaction and overall job performance. Thus, the null hypothesis that there is no significant effect of overall job satisfaction on overall job performance is rejected and alternative hypothesis is accepted.

Major Findings and Discussions

- Stressors have a negative impact on overall job satisfaction.

- Work stressors such as complex work (standardized regression weight=0.88), and monotonous work (standardized regression weight=0.76) causes stress.

- There is a significant effect of work stress, organizational climate and relationship at work on overall job satisfaction of the employees working in the banking sector.

- Out of the stressors, work stressors (SRW= 0.79) is the highest.

- Relationship at work, standardized regression weight 0.67 is another stressor affecting employees at workplace followed by organizational climate.

- The results indicate that the variable "relationship with colleagues causes anxiety" is having the highest standardized regression weight (0.96).

- Overall Job satisfaction has a positive effect on overall job performance. Positive and direct correlation signifies higher overall job satisfaction results in high overall job performance and vice- versa.

- Overall Job satisfaction is affected by stressors at workplace and in turn affects the overall job performance.

- There is found a significant relationship between the overall job satisfaction and overall job performance.

10. CONCLUSIONS

The most difficult times for someone could be when one is not able to manage the tasks given at workplace. Efforts should be made by the employees to accept the way things are going on and try to adjust according to those situations. More complex work should delegate to the subordinates in order to divide the burden of work given. Stress may not be avoided by anyone in today's time because of various workplace pressures and time bound to finish the task on time. On the part of organisations, it is very important that role must be clear to the employees and there must be one superior for one subordinate. Relationship at workplace can be of great support but if they are not healthy, then only these relationships can be burdensome and can be a great source of stress to the employees. A relationship at workplace affects one positively and negatively in his behaviour and task performance. The better the relationship, the better the work performance and job satisfaction and this support can be helpful in minimising the other types of stress arising due to many other factors at workplace.

Organisational climate factors such as physical working conditions, participatory model should be followed by the organisation to reduce stress levels. This particular research was intended to analyse the effect of stressors in banking sector as also to see its effect on overall job satisfaction and overall job performance. The study shows a significant and negative effect of stressors (work stress, organisational climate, and relationship at work) on overall job satisfaction and consequently a positive effect on overall job performance.

Recommendations

- To enforce planned development of the work environment.

- Complex work should be assigned according to the capability of employees. A mismatch of job and a person can create various problems.

- An effort of the organization must be towards the factors that focus on aspects that increases overall job performance. Because overall job satisfaction is negatively related with stress.

- Improved relationships with colleagues helps in creating a cool and stress free atmosphere where one feels relaxed and can put more effort and energies as compare to the workplace having v relationships.

- Stress coping techniques from management side should be introduced such as dedicated training institutes, developing cordial relations at workplace, arranging family picnics, trips, etc.

- Employees can be trained of desired code of behavior required at workplace.

- Conflict management training may be provided to the employees to teach them about handling confronting situations and resolve it.

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