



## **“JOB STRESS AND ITS IMPACT ON BANK EMPLOYEES’ PERFORMANCE- A CASE STUDY OF HYDERABAD DISTRICT”**

**Madhavi AVR<sup>1</sup>, Dr. B. Srinivas Rao<sup>2</sup>**

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### **Abstract**

The main aim of the present study is to evaluate the job stress and its impact on work performance of bank employees. The purpose of this study is to investigate the relationship between job stress and job performance of bank employees. Stress is a universal factor and individuals in every walk of life face it. Employees working in various organizations face stress. Bankers in particular are under a lot of stress due to many antecedents of stress. These stressors contribute to reduced organizational performance, reduced overall employee performance, reduced work quality, high employee turnover, and absenteeism due to health problems such as anxiety, depression, headaches, and back pain. The purpose of this study is to explore the stress related issues of bankers and examine the relationship between stress and performance and finally the impact of stress on employee performance. The present study is limited to various reputed banks of Hyderabad district. A sample of 150 employees was considered. Random convenience sampling method was used. The results revealed that professional workload is high among private and public sector bank employees due to long working hours, role conflict and pressure from superiors.

**Keywords:** Job Stress, Job Performance and Bank employees

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<sup>1</sup>Research Scholar, Department of Management Studies, Vignana’s Foundation for Science, Technology & Research, Guntur, Andhra Pradesh.

<sup>2</sup>Professor, Department of Management Studies Vignana’s Foundation for Science, Technology & Research, Guntur, Andhra Pradesh.

Email: <sup>1</sup>madhavi.potukuchi@gmail.com, <sup>2</sup>drbsraoprofessormmt10672@gmail.com

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## **1. Introduction**

There is always stress in the workplace. However, new challenges and recent changes in the way we work and live have increased employee stress. A new study by Pathways reveals that almost a third of employees are very concerned about their stress levels. Productivity depends on employees' time management skills and ability to focus on the task at hand. Unfortunately, when it comes to job stress, employees find it difficult to focus, meet deadlines, and use their creativity. More significantly, stress can lead to other mental health problems that affect job productivity, including burnout, anxiety, depression, and conflict. This concern points to fundamental issues of work-stress management and productivity. Chronic stress, or burnout, means employees become less engaged in their work. When employees are "checked out" at work due to burnout, they are unable to maintain normal productivity levels.

Work-related stress can be a vicious cycle. Stress often leads to more significant mental health issues that affect team members' productivity levels. In addition, stress leads to increased rates of anxiety and depression, which can affect employees' job performance and personal lives. When employees experience anxiety and depression, they find it more difficult to function normally and require extra effort to be productive at work. One employee's stress can affect how well the entire team cooperates, a phenomenon most HR departments know all too well. Collaboration becomes more challenging when employees are stressed, which leads to ineffective communication that can lead to workplace conflict. Every member of the organisation has an emotional threshold when it comes to stress. The lower an employee's stress level, the greater their ability to navigate difficult conversations. Conversely, when stress consumes an employee's emotional capacity, they have limited "emotional bandwidth" devoted to thoughtful communication.

Job stress in organizations is a widespread phenomenon that has far-reaching negative practical and economic consequences. Workplace stress negatively affects employee performance. It appears that many studies have been conducted to examine the relationship between job stress and job performance. Job performance can be viewed as an activity in which a person is able to successfully complete a task assigned to him, subject to the usual constraints of proper use of available resources. Many studies have been done in different regions of the world but in a country like India there exists a substantial difference in the

studies. Over a decade stress is emerging as a growing dilemma in organizations. Stress can be either a positive or negative stress it depends on how an individual perceives it. A series of researches are being conducted later on and in recent times stress is mostly regarded as negative and it also impacts most on the employees affecting their performance. Multiple studies are being conducted to examine the relationship between and impact of job stress and job performance.<sup>1</sup>

### **Literature Review**

The number of studies has been conducted in different areas of world but the study is meager and an adequate gap exists in the study in the country like India. The purpose of this study is to know the job stress in bank employees and its impact on employee performance<sup>2</sup>

Materson (1980)<sup>3</sup> says, "The causes are many, including work stress, understaffing, job changes, long working hours, shift work, lack of supervision, inadequate training, unsuitable working conditions, too many responsibilities, and poor relations with colleagues. And stress negatively affects the work of employees.

Meneze (2005)<sup>4</sup> described that "disaffection with the organisation, lack of participation in the decision-making process, and lack of control over the work environment, personality traits, lack of relaxation, and ambiguous rules affect the performance of employees." The nature of the job in the banking sector is very dangerous. Transactions that always put pressure on employees to avoid incorrect entries involve operational risk. In turn, employees feel job insecurity, which causes great stress for them.

Jungwi Park (2007)<sup>5</sup> found that "Physical work and job insecurity can also cause stress." Therefore, job insecurity is a major cause of job stress, which negatively affects the performance of employees in the banking sector.

Subha and Shakeel (2009)<sup>6</sup> described that "unattended by management, high levels of stress exist, resulting in reduced employee performance, a threat to organisational reputation, and the loss of skilled personnel, a situation that requires immediate attention by organisational management for effective utilisation." Increase employee satisfaction and overall employee performance.

Babak et al. (2010)<sup>7</sup> studied that "Due to excessive pressure, job demands cannot be met, relaxation leads to fatigue, feelings of satisfaction are replaced by feelings of stress, motivation decreases, and workers lose interest in work, thus creating a negative performance chart that indicates a tendency."

Bashi Osman et al. (2010)<sup>8</sup> analyzed that the relationship between job stress and job performance. The results indicated that job stress has a negative relationship with job performance and the researchers found that job stress significantly reduces employee performance. Stress in the work environment lowers the intention of the employees to perform better in their jobs.

Jamshed et al. (2011)<sup>9</sup> suggested that the workplace is an important source of stress for bankers due to time spent in their respective banks." And that stress reduces their performance. "So a person's occupation can be a major source of stress in a particular situation. If individual faces stress due to various situation in their business and fail to cope with the stress. Basically, lack of administrative support from bosses (managers) in the banking sector, work overload, and time pressure are dangerous conditions. Job stress, poor relationships with customers and co-workers, and work-family balance create stress that reduces employee performance.

Manoj (2013)<sup>10</sup> found that the workplace of many organizations has become an environment with a high rate of employee stress. High workload, tight deadlines, stretched or unrealistic goals, lack of job satisfaction, more working hours, pressure to perform and interpersonal conflicts are some of the main factors that cause stress among employees. It is researched that stress affects the productivity, morale and motivation of workers and the profitability of organizations.

Mujtaba, Cavico, & Senathip, (2020)<sup>11</sup> stated that with the growing and emerging economic situation workplace stress has become a top priority concern for many organizations with extreme working conditions, job insecurity, low levels of job satisfaction and lack of . Autonomy is the reason it works in organizations around the world;

### Objectives of the Study

1. To analyze the relationship between designation of bank employees and job stress at workplace

2. To know the job stress and its effect on the work performance of the employees.
3. To offer suggestions to reduce job stress.

### Hypothesis of the study

1.  $H_0$  There is no significant difference between designation and stress faced by Bank employees at workplace.

### 2. Methodology

The present study is based on primary as well as secondary sources of data and a descriptive nature which describes. The primary data was collected through structure questionnaire from various reputed banks employees in Hyderabad district. A sample of 150 bank employees was considered. Random convenience sampling method was used. Secondary data has collected from research journals, published data, books, magazines, research studies and other relevant documents, various reports and websites etc.

### 3. Results and Discussions

The contribution of researchers on stress was significant due to the dynamic social factors and life style changes. Even though stress has ill health effects not all stresses are destructive in nature. The good stress-eustress creates positive reaction to stress that generates within the person a desire to achieve and overcome a challenge and allows to perform best of his/her ability.

### Designation and Experience of Employees

The data provided in table-1 disclosed that out of 150 employees, and its designation working experience is an important factor in analyzing the stress he feels at his work place and the scope of rights and duties increases with experience. Classification according to experience is as follows.

Table-1 Designation and working experience of employees

Designation	Number of Employees	Percentage	Experience	Number of Employees	Percentage
Manager	17	11.33	Below 5 years	8	5.33
Assistant manager	26	17.33	5 - 10 years	26	17.33
Officer	42	28.00	10 – 15 years	53	35.33
clerk	59	39.33	15- 20 years	42	28.00
Sales executive	6	4.00	Above 20 years	21	14.00
Total	150	100.00	Total	150	100.00

(Source: Field Survey – 2022-23)

It was noted that the majority of the employees, i.e., (59) 39.33 per cent, were clerk; (42) 28.00 per

cent of employees were officers; (26) 17.33 per cent of employees were Assistant managers; (17) 11.33 per cent of employees were managers; (6)

4.00 per cent of employees were sales executives. It was noticed that the majority of the employees had working as clerk. It also shows the working experience of bank employees. Most of the employees 35.33 per cent have 10–15 years of working experience in bank. 28.00 per cent of the employees have 15-20 years of working

experience, 17.33 per cent employees have 5-10 years of working experience, 14.00 per cent of employees have more than 20 years working experience in bank, and a few 5.33 per cent of employees have less than 5 years working experience in banking sector. (Figure-1)

Figure- 1 Designation and working experience of employees

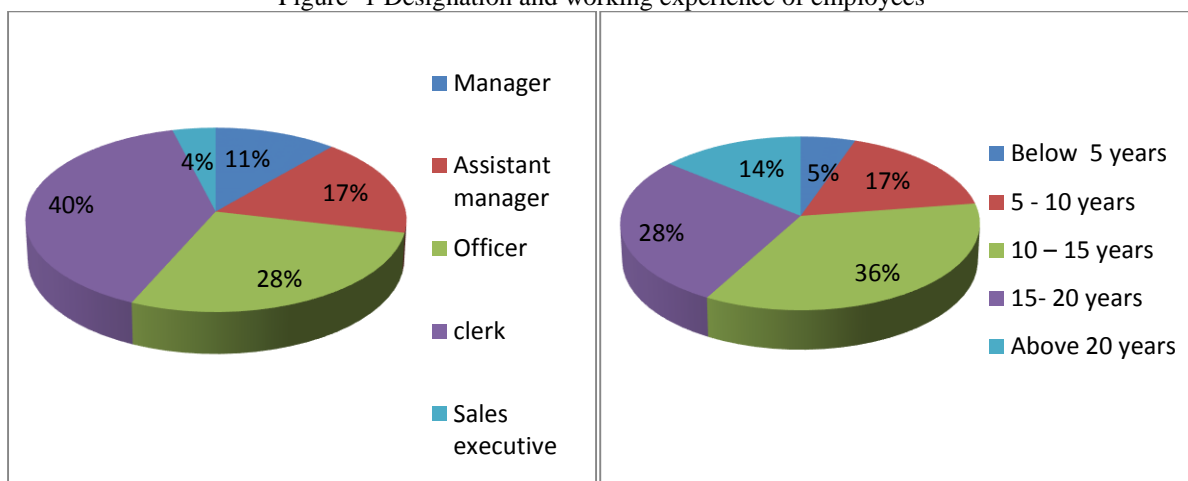


Table- 2 Bank employees face job stress at workplace?

Do you face job stress at workplace?	Number of Employees	Percentage
Yes /always	103	68.66
To some extent	39	26.00
No/ Never	8	5.33
Total	150	100.00

(Source: Field Survey – 2022-23)

It was observed from table -2 that is bank employees face stress at workplace? 68.66% of bank employees faced stress at workplace, 26.00%

of bank employees faced job stress at workplace to some extent and only 5.33% of bank employees were not faced job stress at workplace. It was conclude that majority of bank employees faced job stress at workplace.

Figure- 2 Bank employees faced job stress at workplace

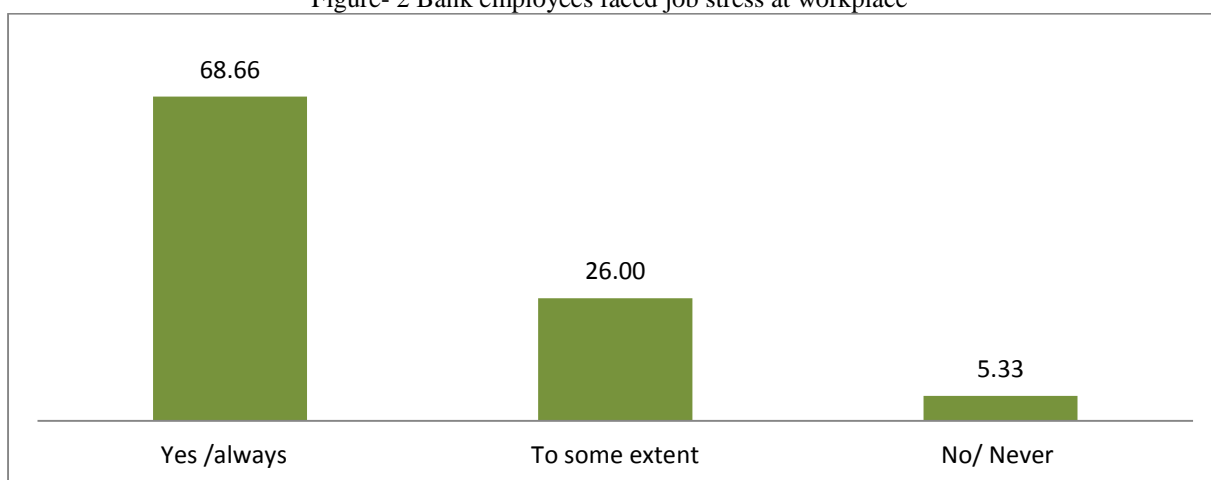


Table- 3 Types of stress faced by Bank employees at workplace

Types of stress	Yes	No	Total
Workload /Job content and demands	127 (89.44)	15 (10.56)	142 (100.00)
Job security	82 (57.75)	60 (42.25)	142 (100.00)
Autonomy	121 (85.21)	21 (14.79)	142 (100.00)
Role of conflicts	125 (88.03)	17 (11.97)	142 (100.00)
Technology change	68 (47.89)	74 (52.11)	142 (100.00)
Low morale	67 (47.18)	75 (52.82)	142 (100.00)
Lack of recognition	96 (67.61)	46 (32.39)	142 (100.00)
Bossism	89 (62.68)	53 (37.32)	142 (100.00)
Lack of motivation	69 (48.59)	73 (51.41)	142 (100.00)

(Source: Field Survey – 2022-23)

Note: 1. Figures in parentheses indicates percentage of row total

It was analysed from table-3 that types of stress faced by Bank employees at workplace. It was found that 89.44% of employees are stressed about job stress and increasing demands. 57.75% of bank employees are stressed about job security; 85.21% of bank employees are stressed about autonomy; 88.03 percent of bank employees are experiencing stress due to conflict among themselves. 47.89% of employees are stressed about the daily changes in technology; 47.18% of employees have stress due to low morale; 67.61% of bank employees are stressed due to a lack of recognition; 62.68% of employees are stressed due to a boss dispute; and 48.59% of employees are stressed due to a lack of motivation. From the above analysis, it is observed

that a large number of bank employees have job stress in the form of autonomy and conflict with other employees. Below that are stressors such as lack of recognition, boss disputes, and job security. While changes in technology, low morale, and a lack of motivation are the types of attrition found in fewer employees,

#### Impact of stress on employee’s performance

The success key of any organization depends upon the productivity of its employees. High productivity depends on the motivation level of employees, work conditions, job satisfaction and favorable environment of the organization. Therefore, if the employee is constantly under stress, then the effect on the work has been analyzed. In the table -4 shows employees opinion regarding impact of stress on their performance.

Table- 4 Impact of stress on employee’s performance

Impact	Yes	To some extent	No	Total
Burnout	107 (75.35)	29 (20.42)	6 (4.23)	142 (100.00)
Conflict in the workplace	112 (78.87)	23 (16.20)	7 (4.93)	142 (100.00)
Poor job performance	113 (79.58)	21 (14.79)	8 (5.63)	142 (100.00)
Stress causes physical and mental health problems.	101 (71.13)	32 (22.54)	9 (6.34)	142 (100.00)

Stress creates barriers to meeting company culture and the organization's business goals.	102 (71.83)	27 (19.01)	13 (9.15)	142 (100.00)
Stress makes employees more likely to make mistakes	94 (66.20)	39 (27.46)	9 (6.34)	142 (100.00)
Stress negatively affects work productivity	124 (87.32)	11 (7.75)	7 (4.93)	142 (100.00)

(Source: Field Survey – 2022-23)

Note: 1. Figures in parentheses indicates percentage of row total

Table- 4 analysed that employee’s opinion regarding impact of stress on their performance. It was noticed that 75.35% of the bank employees agree that burnout occurs due to stress, while 20 percent of the employees agree to some extent. 78.87% of the employees strongly agree that stress causes workplace conflict, while 20 percent of the employees somewhat agree. 79.58% of employees strongly agree that stress causes poor work performance, and 14.79% somewhat agree. Stress causes physical and mental health problems. HSC 71.13% of employees agree, while 22.54% somewhat agree. Also, 71.83% of the employees agree with the opinion that stress creates barriers to the company's culture and achieving the business objectives of the organisation, while 19.01% of the employees agree to some extent. 66.20% of the employees strongly agree, while 27.46% of the employees somewhat agree, that the president is likely to make mistakes while working among the employees due to stress. 87.32% of employees

strongly agree that stress negatively affects work productivity, while 7.75% somewhat agree. From the above analysis, it is found that stress negatively affects work productivity as well as burnout, company objectives are not met, and stress also causes physical and mental health problems and conflict in the workplace more impact of stress on performance of employee in bank.

#### Hypothesis to be tested

H<sub>0</sub>: There is no significant difference between designation and stress faced by Bank employees at workplace.

#### Chi- Square Test

The Chi Square statistic is commonly used for testing relationships between categorical variables. The null hypothesis in the Chi-Square test is that no relationship exists in the categorical variables in the population; they are independent. Formula of Chi-Square is given below:

$$x^2 = \sum \frac{(O - E)^2}{E}$$

Table-5 Designation and stress faced by Bank employees at workplace

Job stress faced → Designation	Yes /always	To some extent	No/ Never	Total (f)
Manager	9	6	2	17
Assistant manager	18	7	1	26
Officer	31	11	0	42
Clerk	41	14	4	59
Sales executive	4	1	1	6
<b>Total (f)</b>	103	39	8	<b>150</b>

(Observed Frequency)

#### Chi-Square Test

O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
9	11.67	-2.67	7.15	0.612
6	4.42	1.58	2.50	0.565
2	0.91	1.09	1.20	1.318
18	17.85	0.15	0.02	0.001
7	6.76	0.24	0.06	0.009
1	1.39	-0.39	0.15	0.108
31	28.84	2.16	4.67	0.162
11	10.92	0.08	0.01	0.001
0	2.24	-2.24	5.02	2.240
41	40.51	0.49	0.24	0.006
14	15.34	-1.34	1.80	0.117

4	3.15	0.85	0.73	0.231
4	4.12	-0.12	0.01	0.003
1	1.56	-0.56	0.31	0.201
1	0.32	0.68	0.46	1.445
Total				$X^2 =$ 7.019

Inference: For the 8 degrees of freedom i.e.  $(c-1) (r-1) = (3-1) (5-1) = (2) (4) = 8$ , at 5% of level of significance, the table value is 15.507. Since the calculated value is 7.019, it is less than table value, the null hypothesis is accepted. On this basis, it is concluded that there is no significant differences between designation and stress faced by Bank employees at workplace. This means that all designation levels of bank employees are facing workplace stress.

#### 4. Conclusion

From the above discussion, it was concluded that the majority of the bankers feel that their job is stressful, and in turn, the stress is reduced their performance. Work overload, risky jobs, and poor co-worker relations were the major causes of job stress among bankers. Bankers cannot manage work life with family life due to work overload and time pressure, which leads to some serious social problems. Overworked work therefore reduces employee performance and may be a major contributor to employee dissatisfaction. Working hours, interpersonal relations, and supervision of bankers should be devised to reduce stress and better manage the performance of banking sector employees.

#### Suggestions

1. It is recommended that HR managers should communicate frequently with stressed employees and find out their causes and suggest solutions. Further, the company should organize regular and periodic stress relief programs for the workers and create a reasonable work schedule to provide adequate rest to the employees.
2. It is recommended that recognize changes in individuals and have open conversations about work-life balance and workflow efficiency.
3. It is suggested that stress management is the need of the hour. Workplace stress has been shown to negatively impact the health of employees and the revenue of organizations. Analyzing and recognizing the symptoms of stress and being aware of the effects of stress on employee health as well as company profitability is a top priority in helping employees overcome stress.
4. It is suggested that Encourage people to accept stressful situations as part of their self-

awareness so they can easily find solutions. Provide a good work environment and, to the extent possible, flexible work schedules. Strengthen interpersonal relationships at work.

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