

A STUDY OF RELATIONSHIP BETWEEN JOB STRESS AND JOB INVOLVEMENT WITH REFERENCE TO BANKING INDUSTRY

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ABSTRACT

There is no such area which is not effected by stress, with the backbone of financial sector banking sector plays an important role in the economic development as a result of competition bankers are recently accepting the challenges for marketing their banks. They have to be very innovative in designing their product and need to be service oriented. Banks can make profit only by satisfying the capital requirements, enhanced customer service, improved technology, establishing competitive interest rates, effective manpower planning, introduction of asset liability management, better productivity, launching new products and becoming more competent to face the upcoming challenges and competition from foreign banks. With so much aim of achieving in global and home market employees get stressed because of the competition and eventually landed up in an uninterested job, which makes them stressed, burnout at the end. Therefore present study looks into the job stress experienced by the bank employees and the level of involvement they have with their job and the results shows a negative correlation between job stress and job involvement indicating that as the job stress increases, job involvement decreases.

KEY WORDS: Job Stress, Job Involvement, Banks, Financial sector.

1. Introduction

Organizational stress arises due to lack of person- environment fit. When organizational stress is mismanaged, it affects the human potential in the organization. It further leads to reduced quality, productivity, health as well as wellbeing and morale, According to ILO (1986) "It is

recognized world-wide as a major challenge to individual mental and physical health, and organizational health.” Although stress includes both good and bad aspects but it is not necessarily bad” Hans Selye (1974) the Father of modern stress research, made the first reference to stress in human system, conceptualizing and defining stress as “if the body to any demand made upon it”. Selye (1956, 1974) proposed the theory of General Adaptation Syndrome (GAS) which states that when an organism is confronted with a threat, the general physiological response occurs in three stages- Alarm Reaction- In this stage, the person first becomes aware of the stressor. After becoming aware to the stressor, the body goes into a state of shock. In the state of shock, the blood pressure and body temperature drop, and temporary loss of muscle control is experienced. While in shock, the body's ability to deal with the stressor is below its normal level. The second stage is called Resistance- If the stressor is not immediately dealt with, the person or animal enters a stage of resistance, in which they try to adapt to the stressor, and cope with it. All unnecessary processes in the body, such as growth, menstruation and sex drive are shut down to save energy, so that all of it is directed towards resisting the stressor. The last stage named as Exhaustion- If the stressor has still not been dealt with, the body enters a state of exhaustion. The person or animal can no longer deal with the effects of the stressor, and their resources are depleted. A stress is any force that pushes a psychological or physical factor beyond its range of stability, producing a strain within the individual. Work-related stress is a growing problem around the world that affects not only the health and well-being of employees, but also the productivity of organizations. Work-related stress arises where work demands of various types and combinations exceed the person’s capacity and capability to cope. Work-related stress is the second most common compensated illness/injury in Australia, after musculoskeletal disorders. Work-related stress can be caused by various events. For example, a person might feel under pressure if the demands of their job (such as hours or responsibilities) are greater than they can comfortably manage. Other sources of work-related stress include conflict with co-workers or bosses, constant change, and threats to job security, such as potential redundancy.

2. Review of literature

Employees stress is a growing concern for organizations today. Stress can be defined as a lively circumstance in which people face constraints, opportunities, or loss of something they desire and for which the consequence is both unpredictable as well as crucial. Stress is the response of people to the unreasonable/excessive pressure or demands placed on them. Stress is not always negative. It may also bring out the best in individuals at times. It may induce an individual to discover innovative and smarter way of doing things. This positive dimension of stress is called as eustress. But usually, the term stress has a negative implication and this negative aspect of stress is termed as distress. For instance - When a subordinate is harassed or warned by his superior, unhappiness of unsuitable job, etc. We can say that “Stress causes some people to break, and other to break records”. Masood (2013) on Relationship between job stress and employee retention & consequences of high stress on employees in the banking sector of Pakistan revealed that workers at each level were experiencing increased tension and uncertainty, they were undergoing job stress. Khan.N et al (2013) conducted a study on causes and effects of job stress on employees’ productivity in public health sector of Muzaffarabad and Poonch divisions of Azad Jammu and Kashmir, the results revealed that lack of financial rewards, inflexibility in work hours; personal issues and bureaucratic management system were negatively correlated with employees’ productivity while lack of financial rewards contributed more in creating job stress among the public sector employees. Bemana. N (2013) investigated the relationship between job stress and job satisfaction among public municipality personnel in Iran. The findings of regression analysis revealed that there is a significant negative relationship between job stress and job satisfaction. The study also revealed that there was no significant difference between two genders in job stress and job satisfaction. A comparative Analysis in public and private sector banks was done by Awan K.Z. and Jamil. F (2012), the findings revealed that the employees of public sector banks were significantly affected by job stress due to no control on their jobs and strict organizational structures than the employees of private sector banks. Kang L.S. and Sandhu R.S (2011) conducted a study on various job and family related stressors among bank branch managers in India. The findings of the study provided guidelines to the industry in general and banking sector in particular in framing human resource policies and strategies that can address the causes of stress. In an another study Bashir. U & Ramay M.I. (2010) examined the Relationship between job stress and job performance among

bank employees in Pakistan. The results were significant with negative correlation between job stress and job performances and shows that job stress significantly reduces the performance of an individual. The study conducted by R Neelamegam & S Asrafi (2010) on Work stress among employees of Dindigul District Central Cooperative Bank, Tamil Nadu was an attempt to highlight the likely sources and consequences of stress as well as to suggest the measures to cope with it. The study revealed that the management of the cooperative bank therefore should devise suitable concrete measures to maintain the normal level of stress through counseling and reinforcement techniques.

Emami F. et al (2013) conducted a study on teacher's job attitudes to identify the relationship between Organizational Commitment and Job Involvement among the male Physical Education Teacher on seven districts of Iran. The results indicated that there is a significant relationship between Organizational Commitment and Job Involvement. There was statistically significant difference in mean rank of Organizational Commitment between seven educational districts. On the same the study conducted by Benjamin O. Omolayo, Christiana K. Ajila (2012) investigated leadership style and organizational climate as determinants of job involvement and job satisfaction of workers in tertiary institutions in Ekiti State, Nigeria. Results showed that leadership styles and organizational climate have significant influence on job satisfaction. In the same vein, significant relationship was found between job satisfaction and organizational climate; between job satisfaction and job involvement; and between organizational climate and job involvement. In another study Ueda Y. (2012) investigated the effect of various aspects of employees' job involvement on their importance evaluation of organizational citizenship behavior (OCB) for an organization. Results showed that while affective and behavioral involvement had a significantly positive effect on evaluation of some OCB dimensions, cognitive involvement negatively affected helping behavior, contrary to the initial hypothesis. Khan T.I. et al (2011) conducted a study on the Effect of job involvement on three types of commitments i.e. affective commitment, Continuance commitment and normative commitment in Pakistan, Analysis revealed that job involvement had a positive impact on the three types of commitments. Lehal & Mann (2012) conducted a study to examine the Impact of job stress on job involvement among bank executives, the results revealed that in order to have improved job

involvement among bank executives, their job stress is to be minimized. Moreover, role stagnation, role ambiguity, personal inadequacy, inter-role distance, role erosion and role expectation conflict needs to be curbed. Coetzee & Villers (2010) conducted a study in a South African financial institution to examine the relationship between employees' source of job stress, work engagement and career orientations and how they differ with respect to these variables in terms of socio- demographic factors such as gender, age, race and employment status. A sample of 90 employees was taken and the results indicated a significant relationship between the participants' sources of job stress, levels of work engagement and career orientation. Ouyang Y. (2009) conducted a study on the 363 banking service personnel of Taiwan to look into the mediating effects of job stress and job involvement under job instability, the result of factor analysis and correlation analysis found that job instability of banking service personnel has a negative impact on job involvement and job performance. The mediating effects of job stress and job involvement positively influence job performance.

3. Objectives

- To assess the level of stress among employees in the banking sector;
- To identify the factors leading to job stress among the employees in the banking sector;
- To determine the relationship between job stress and job involvement among employees in the banking sector;
- To study the impact of job stress on job involvement among employees in the banking sector

4. Hypothesis

H01: There is no significant relationship between job stress and job involvement among employees in the Banking sector.

H02: There is no significant impact of job stress on job involvement among employees in the Banking sector.

Research Methodology

The present study is a descriptive study based on both primary and secondary data. Primary data has been collected through a questionnaire. The secondary data has been collected from journals, research papers, books, magazines and databases like EBSCO. Total population taken for the research purpose is 70. The sample size for data collection calculated scientifically is 60 and the sample includes both managerial & non managerial employees working in the Oriental Bank of Commerce. The sampling technique to be used for the study is probability sampling – simple random sampling as each member of the population has an equal chance of being included in the sample. The research instruments used for the study was standardized questionnaires framed by Lodahl & Kejner (1965) which measured the involvement of the respondent employees and a short version of Karasek’s 49-question questionnaire designed in Sweden by Töres Theorell in 1988, comprising 17 questions has been used for the study. Of these, five questions evaluate demand, six, control, and six, social support. Data analysis techniques used in the study are correlation & regression analysis. SPSS Version 20- Statistical Package for Social Sciences & MS Excel

5. Results and analysis

A. Demographic profile of the respondent

Table 6.1

Parameters	No. of Respondents	Percentage
Male	45	75%
Female	15	25%
Total	60	100

Gender

Inference: Out of 60 respondents 45 are male and 15 are female, hence major responses have been taken from the male respondents

Table 6.2

Parameters	No. of Respondent	Percentage
Below 30	20	33.34%
30-40	20	33.33%
40-50	14	23.33%
50+	6	10%
Total	60	100

Age

Inference: The above figure shows that majority of the respondents are in the age group of below 30, followed by the 30-40 and 40-50 and the least fall in the category of 50+.

B. Regression and Correlation Analysis

Correlation has been used to identify the relationship between Job Stress and Job Involvement and Regression analysis has been used to study the impact of Job Stress on Job Involvement among employees in the banking sector.

Mean and Standard Deviation -Job Stress and Job Involvement (Descriptive Statistics)

Table 6.3

	N	Mean	Std. Dev.
Job Stress	60	34.0000	6.72965
Job Involvement	60	66.1167	6.71475
Valid N (list wise)	60		

Interpretation: The above table shows the mean and standard deviation of the two variables namely; job stress and job involvement. The mean value for job stress and job involvement is 34 and 66.1167 respectively whereas the standard deviation for job stress and job involvement is 6.72 and 6.71 respectively.

Relationship between job stress and job involvement among employees at OBC (Hypothesis Testing) H01

Table 6.4

		JOB STRESS	JOB INVOLVEMENT
JOB STRESS	Pearson Correlation	1	-.508**
	Sig. (2- tailed)		.000
	N	60	60
JOB INVOLVEMENT	Pearson Correlation	.508**	1
	Sig. (2- tailed)	.000	
	N	60	60

Correlation

Interpretation & Analysis: The results indicate that the correlation between job stress and job involvement is $-.508$. The p value for the correlation coefficient is 0.000 which is less than 0.05 , the accepted level of significance. This implies that the correlation coefficient between Job Stress and Job Involvement is negative and statistically significant. The negative relationship between Job Stress and Job Involvement suggests that individuals experiencing a high level of Job Stress may display a low level of Job Involvement. The negative correlation suggests that employees experiencing stress at work possess relatively low job involvement. Therefore, H_0 is rejected. Hence, the null hypothesis is rejected in this case.

Impact of job stress on job involvement among employees at OBC H02

Table 6.5

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.508 ^a	.258	.256	5.83250

a. Predictors (constant), Job Stress

Model Summary

Interpretation: The R square value is the measure of the overall predictive accuracy of the regression model and is the amount of variation in the dependent variable that can be explained by the model. If the R square value is 1.0 , this means the model explains 100 percent of variance and it will produce perfect predictive accuracy. The R square value of 0.258 reflects 25 percent variation in job involvement.

Table 6.6

Model	Sum of	Df	Mean	F	Sig.

	Squares		Square		
Regression	687.135	1	687.135	20.199	.000b
1 Residual	1973.048	58	34.018		
Total	2660.183	59			

- a. Dependent Variable: JOB INVOLVEMENT
- b. Predictors: (Constant), JOB STRESS

ANOVA a

Table 6.7

Model	Unstandardized Coefficient		Standardized Coefficient	T	Sig.
	B	Std. Error	Beta		
(Constant)	83.358	3.910		21.322	.000
1 Job Stress	-.507	.113	-.508	-4.494	.000

Interpretation: The regression table shows that $p=.000$ which is less than 0.05, therefore it can be stated that there is a significant impact of job stress on job involvement among employees at OBC, hence the null hypothesis is rejected.

Analysis:

H0: Regression is not significant

H1: Regression is significant

$\alpha = 0.05$

Probability value (p) = 0.000

Since, $p \leq \alpha$

Therefore, H_0 is rejected.

Constant a = 83.358 and b = -0.507 (for regression equation)

Hence, there is a significant impact of Job Stress on job involvement among employees at OBC.

6. Main findings

- Majority of the respondents in the study were male reflecting that Oriental Bank of Commerce has a major population comprising of male employees. The research shows that majority of the respondents are in the age group of below 30, 30-40 and 40-50 and remaining fall in the category of 50+ reflecting that majority of the population at Oriental Bank of Commerce comprise of young and middle aged employees.
- The level of stress faced by employees has been categorized as low (17-34), medium (35-52) and high (53-68). 47% of the employees are facing low level of stress, 53% of the employees are facing a moderate level of stress whereas none of the employees are experiencing a high level of stress.
- The research shows a negative correlation between job stress and job involvement among employees at OBC indicating that as the job stress increases, job involvement decreases. Job stress and job involvement are moving in the opposite direction. The p value for the correlation coefficient is 0.000 which is less than 0.05, the accepted level of significance. This implies that the correlation coefficient between job stress and job involvement is negative and statistically significant.
- The research shows that major reasons for stress are or stress arise mainly due to factors like changes within people caused by conflicting demands, lack of support and control over their jobs. The data collected through questionnaire consisted of five questions

which measure demand, six questions which measure control and six questions which measure social support and by calculating the score of each category, the key contributor to stress is lack of control over the job.

- The regression analysis shows that $p=.000$ which is less than 0.05, therefore it can be stated that there is a significant impact of job stress on job involvement among employees at OBC, hence the null hypothesis is rejected. The regression analysis reveals that the job stress has a significant negative influence on job involvement, explaining 25% of the variation in job involvement. Thus, when job stress increases, job involvement tends to decrease with it. This study confirms the relationship between job stress and job involvement

7. Recommendations

The recommendations are consistent with the objectives of the study. This research suggests the direction for future recommendation on the relationship between job stress and job involvement more concisely and briefly. Furthermore it should be beneficial to reduce employee's turnover. This research is significantly emphasized on causes of job stress and analyzes its impact upon job involvement. The recommendations are further divided into here levels which emerged from the analysis of data and findings of the study.

Coping strategies at the organizational level

In order to reduce the level of stress among employees in the banking sector various coping strategies are:

- a. Role Clarity: People experience stress when they are not clear about what they are expected to do in the organization. Such a situation can be overcome by defining each role more clearly.
- b. Job Redesign: Job may be a source of stress to many individuals. Properly designed jobs and work schedules can help ease stress.

c. Stress Reduction and Stress Management Programmes: Stress reduction programmes aim to identify relevant stressors and thus reduce their effects. Stress management programmes usually focus on training individual employees to manage their stress symptoms more effectively.

d. Supportive Organization Climate: Supportive organization climate depends on managerial leadership rather than the use of power to control behavior. The focus is primarily on participation and involvement of employees in decision making process. Such a climate develops belongingness among the employees which helps them reduce their stress.

e. Counseling: Counseling is discussion of a problem by a counselor with an employee with a view to help the employee cope with it better. It seeks to improve employee's mental health by the release of emotional tension.

f. Collateral Programmes: A collateral stress programme is a programme specifically created for the well being of the employees. Banks should adopt stress management programmes, health promotion programmes, career development programmes, counseling and other types of programmes for this purpose.

Coping strategies at the Individual level

a. Time Management: Time management is often recommended for managing stress. The idea is that many daily pressures can be eased if a person does a better job of managing time.

b. Meditation: Another way to reduce job stress is meditation. Meditation involves quiet, concentrated inner thought in order to rest the body physically and emotionally. It helps remove a person from stressful world temporarily.

c. Support Group: It is a group of friends or family members with whom a person can share his feelings. Supportive family and friends can help people cope with routine types of stress on an ongoing basis.

d. Develop Positive Attitude: A positive attitude towards life and work helps to reduce job stress. Make positive use of stress. This helps to develop and correct perspective and to regain control over stress.

Strategies for Job Involvement

The banking sector should focus on the following sub dimensions of job involvement to ensure a high level of job involvement among employees.

a. Response to work: Increase extent to which employees' needs are met by the job – encourages a positive response to work.

b. Sense of duty: Increase level of employee ownership for results through job design –enhances employees' sense of duty in terms of task completion.

c. Feelings of guilt regarding unfinished work & absenteeism: Introduce compulsory meetings between management and employees to discuss performance and issues experienced by employees – assists in decreasing absenteeism and Offer incentives for good attendance and meeting deadlines.

d. Expressions of being involved in the job: Improve congruence between employee needs and job characteristics – greater congruence = greater involvement.

Other ways to ensure High Job Involvement in Banks

a. Opportunities for learning and progress should be provided to the employees for greater job involvement which is possible only through job rotation, workshops and career advancement.

b. Adequate training should be provided to the employees so as to build and develop their skills for effective execution of their work and thereby, enhancing their job involvement.

c. Adequate flexibility should be provided to employees so that they don't face any conflicting demands.

d. The assignment of work to an employee in accordance with his preference can further lead to high job involvement by increasing his interest in the job.

e. The management should recognize the hard work of the employees and they should be given due recognition by allowing them to participate in the decision-making process, and should be rewarded in the form of promotion or increase in pay which will in turn ensure high level of job involvement.

The banks should try to formulate appropriate human resource policies, conducive to lower job stress and optimum level of job involvement leading to more efficient and productive workforce benefitting the employees, employer- banks, customers and society at large. Future research should look at the different mediators and moderator involved in job involvement and outcomes relationship. Job involvement study is recommended with other outcomes such as creativity, burnout, turnover intention, psychological contract breach etc. A longitudinal study is recommended to test the findings of our study in different context.

This study identified the root causes of job stress (like conflicting demands, lack of social support and control over the job). Study of other causes of job stress might help to arrive at more concrete and valid results. The research revealed that without proper and consistent guidance, employees might become frustrated leading to increased job stress and low level of job involvement

8. Limitations

Some of the limitations of the research are:

a. The major limitation of the study was time constraint as the time period for the research was only 6-8 weeks which is a very short period for this study.

b. One of the major limitations of the study is that it is confined to limited branches of the bank which do not represent the entire population but just a mirage of the same.

- c. Another limitation is sample size, the sample size is small, that does not represent the behavior of entire population although is relevant to draw significant inferences.
- d. The research study suffers from selection bias due to the involvement of employees belonging to a particular sector i.e. banking and hence the results cannot be generalized.
- e. Out of the number of questionnaires only 80% were returned which consists of quality information.
- f. The entire findings are based on the responses of the individuals thus the authenticity of the data is totally dependent on the respondents.

10. Conclusion

A major challenge faced by all the organizations today is ensuring high level of job involvement and reduced levels of stress. It is in the interest of all organizations to improve job involvement and reduce stress and thus this topic has attracted the interest of many researchers. This study confirms the relationship between job stress and job involvement and the impact of job stress on job involvement. Thus managers need to make effort to develop human resource policies that are in alignment to the needs of the employees. It is imperative for management to meet the demands of their employees to strengthen their involvement and commitment to minimize turnover

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