Job Stress in Marketing Executives of Selected Private Sector Banks in Chennai: An Empirical Study

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ABSTRACT

Employees are the most important source multipliers particularly for the banking industry. Due to the various developments influencing survival and success of banking executives in marketing, it has become more and more essential to promote their effectiveness with least stress. This study concentrates on the extent to which employees have control over their work, in adequate supervisory support, difficulty in job execution, lack of role clarity and excess work, role intrusion, role deviation and expansion, low self esteem, job in security and poor planning inadequate authority, inefficient work load, high demand and expectation from management, unreachable supervisors, stagnant role, role cut-off and self –role negligence. The primary data was collected from 120 respondents from private bank marketing executives through a structured, tested questionnaire. The findings would be useful to the private banks and their marketing executives in precluding various job stress sources.

Keywords: Job Stress, Private Banks Marketing Executives, Stressors

INTRODUCTION:

Stress is the way one's body and mind respond to any kind of demand or threat. When someone under stress the nervous system responds by releasing a flood of stress hormones including adrenaline and cartisol which rouse the body for action. According to Selye (1976) stress is primarily psychological reaction to certain threatening environmental events; and job stress is the stress caused by events in the work environment.

According to Golembiewski, Munzenrider, and Stevenson, 1986; Shanahan and Mortimer, (1996) distinguish between negative stress, termed distress and termed positive stress as eustress. Distress interferes and impedes work, while eustress is the healthy stress experience that activates and motivates employees to achieve their goals on the job.

Stress is the combination of physical and psychological reaction to events that challenge or threaten us. In normal circumstances, the stress response in a powerful protective mechanism that allows us to deal with sudden changes, dangers or immediate demands. In abnormal circumstances, stress overwhelms our protective mechanisms, leading to serious negative health outcomes (CUPE, 2006).

Job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources or needs of the worker. Job stress can lead to poor health and injury (NIOSH).when the demands and pressures placed on individual workers do not match the resources which are available, either from the organization or within the individual, stress can occur and endangers that person's health and well being.

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 (Malta, 2004)

REVIEW OF LITERATURE:

Brook (1973) has said that qualitative changes in the job create adjustment problems among employees. The interpersonal relationship within the department and between the departments creates qualitative difficulties within the organization to a great extent.

Cobb (1975) opines that the responsibility load create severe stress among workers; and managers have difficulty in coping with the increased responsibilities may lead to physical and psychological disorders among them.

Cooper and Marshall (1976) concluded that occupational stress includes that the environmental factors or stressors such as work overload, role ambiguity, role conflict and poor working condition of a particular job.

According to Selye (1976)"stress is any external event or internal drive which threatens to upset the organizational equilibrium"

Miles and Perrault (1976) finds four types of role conflict: 1.intra sender role conflict 2.inter sender role conflict 3.personal role conflict and 4.role over load.
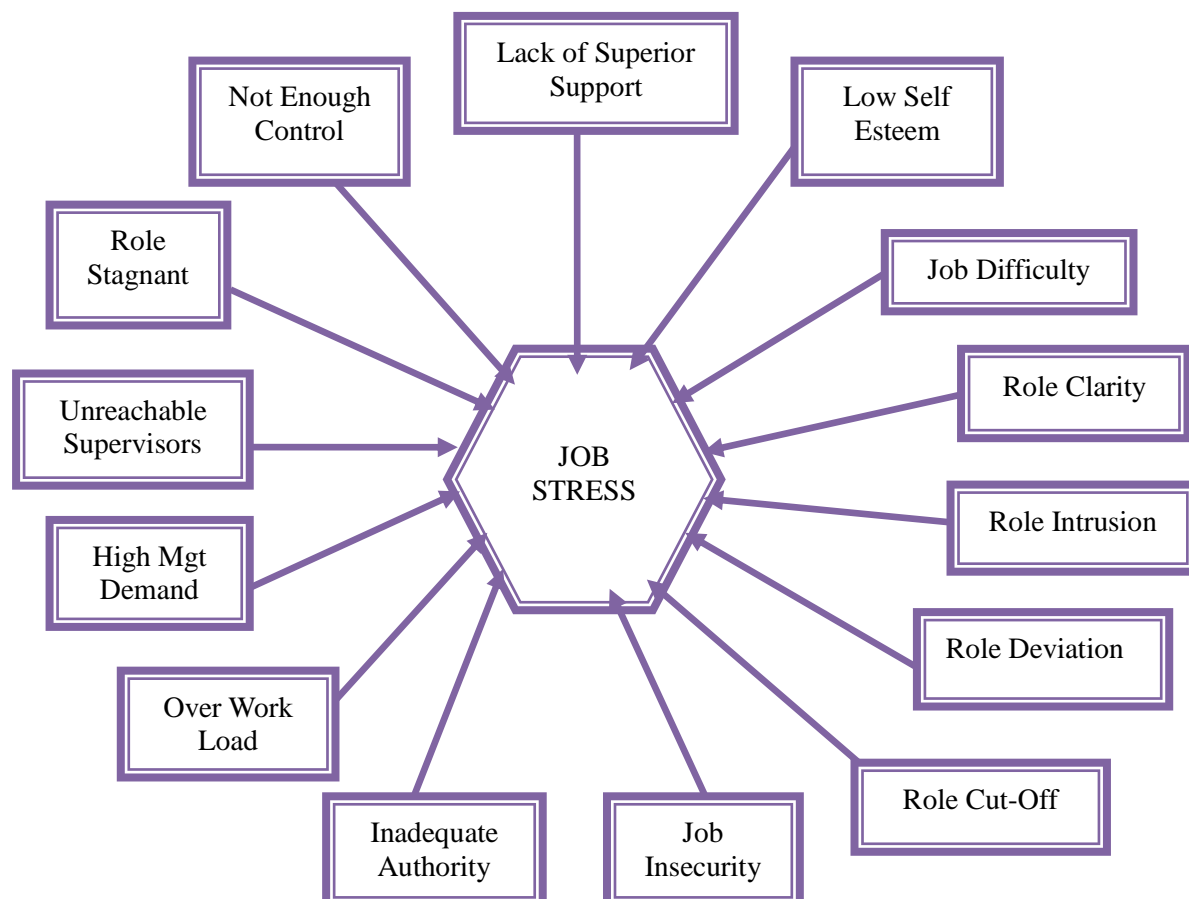
Cooper and Marshall (1976, 1978) suggested five categories of work stressors: those intrinsic to the job and those resulting from one's role in the organization, career development, relationship with others and organization structure and climate.

Pareek (1993) has pioneered work on role stress by identifying as many as ten different types of organizational stressors namely, 1.inter role distance, 2.role stagnation, 3.role expansion conflict, 4.role erosion, 5.role overload, 6.role conflict, 7.personal inadequacy, 8.self role distance, 9.role ambiguity, and 10.resource inadequacy.

Quick and quick (1984) identified four categories of stressors: task demands, role demands, physical demands and interpersonal demands.

Murphy (1995), said that common organizational and individual stressors could be classified into five groups: 1.organisational practices (performance reward system, supervisory practices, promotional opportunities) 2. Job/task features (work load, work place, autonomy) 3.organisational culture/climate (employee value, personal growth, integrity) 4. Interpersonal relationship (supervisors, coworkers, customers) 5.employee personal characteristics (personality traits, family relationships, coping skills).

Model of Job Content/Demand Variables Causes Job Stress

OBJECTIVE OF THE STUDY:

1. To examine job related variables that cause job stress.
2. To study the differences in level of stress based on age, gender, education, experience. and income.
3. To identify the hierarchy of factors causing job stress.

RESEARCH METHODOLOGY:

Research methodology is a way to systematically solve the research problem. The methodology in the present study deals with research design, data collection methods, sampling methods, survey, analysis and interpretations and limitation of the study.

Aim of The Research:
The main aim of the study is to examine the extent to which respondents accepts each of the fourteen variables causing job stress under the category of job demands/contents.

Type of The Research:
Descriptive and empirical type of research. In this approach, a problem is described by using questionnaire. This approach enables to explore new areas of investigation.

Research Design:
- The main objective of this study is to identify the major sources of job stress for marketing executives of selected private sector banks in Chennai.
- A well – structured tested questionnaire is framed.
- Data is collected from the marketing executives of private sector banks
- Findings and conclusions are given.

Sources of Data:
Primary data and secondary data have been collected for this study.

Primary Data:
Primary data has been collected by a closed ended questionnaire from 120 qualified respondents of marketing executives in private banks located in Chennai city. The questionnaire consists of 14 questions and a five point scale, preceded by a section on demographic profile.

Secondary Data:
Secondary data are collected from various books and articles in reputed management journals as well as websites

Sampling Procedure:
The sampling technique adopted for the study was systematic random sampling. The survey conducted in Chennai city. The top five private banks including ICICI, HDFC, AXIS, KVB, and CUB were taken for the study. The sample size is 120.

Statistical Tools:
1. Percentage Analysis 2.Analysis of Variance 3.Weighted Average Method.

Limitations of The Study:
1. Only job content factors/variables alone taken for this study.
2. The short time available for the study as well the territory limitation (to Chennai city).
3. Out of the 21 private banks the respondents were drawn from only five banks.

ANALYSIS OF DEMOGRAPHIC CHARACTERISTICS AND JOB CONTENT VARIABLES OF RESPONDENTS:

The demographic characteristics of the sample reveal certain features which are summarized below.

Table No.1: Demographic Variables of the Respondents

No	Particulars	No. of Respondents	Percentages
	Age		
	18 to 25 years	48	40.0
	26 to 35 years	53	44.2
I	36 to 45 years	17	14.2
	46 to 55 years	2	1.7
	56 and Above	0	0
	Total	**120**	**100.0**
	Gender		
	Male	80	66.7
II	Female	40	33.3
	Total	**120**	**100.0**
	Marital Status		
	Married	49	40.8
III	Un Married	71	59.2
	Total	**120**	**100.0**
	Qualification		
	Upto HSC	3	2.5
	Diploma	7	5.8
IV	Degree	87	72.5
	Post Graduate	21	17.5
	Professional Course	2	1.7
	Total	**120**	**100.0**
	Experience		
	Below 2 Years	37	30.8
V	2 Years to 5 Years	60	50.0
	6 Years to 8 Years	20	16.7
	9 Years to 12 Years	3	2.5
	Total	**120**	**100.0**
	Income		
	Up to 20,000	55	45.8
	20,001 to 30,000	52	43.3
VI	30,001 to 40,000	9	7.5
	40,001 to 50,000	1	.8
	Above 50,000	3	2.5
	Total	**120**	**100.0**

Source: Primary data

Important demographic characteristics based on the survey of respondents as shown in the above table are presented below.

- Age of the respondents: forty percent (40%) of the respondents were between 18 years to 25 years and none above 56 years.
- Sample population reveals that 66% of the respondents were Male and 33.3% were Female.
- Marital status of the respondents showed that 40.8% of the respondents were married and 59.2% of the respondents are unmarried.
- Educational qualifications of the respondents' shows that, 72.5% of the respondents were graduate, 17.5% were post graduate, and 2.5% of the respondents were school level and 1.7% of respondents are professionally qualified.
- Experience of the respondents: fifty percent (50%) of the respondents were two to five years and 2.5% of respondents were 9 to 12 years.
- Monthly income of the respondents: It shows 45.8 % were less than Rs. 20,000, 43.3% were between Rs. 20,001 to 30,000 and 2.5% of the respondents were earning their income above Rs.50, 000.

HYPOTHESIS:

Null Hypothesis (Ho):
There is no significant difference between age and respondents' perceptions of towards Job stress in marketing executives of selected private sector banks in Chennai.

Alternate Hypothesis (H1):
There is a significant difference between age and respondents' perceptions of towards Job stress in marketing executives of selected private sector banks in Chennai.

Table No-2: Age and Respondents' Perceptions of Job Stress

Age	Mean Value	F value	P Value	Result
18-25 Years	48.1250			
26-35 Years	57.4394			
36-45 Years	65.2101	1.614	.043**	Significant
46-55 Years	45.7143			
56 & Above	54.6190			

Source: Primary data
*At 1% level of significance   **At 5% level of significance

Inferences:
The above result reveals that there is significant difference between age and respondent perceptions of Job stress in marketing executives of selected private sector banks in Chennai.
From the above results we find that, there is a significant difference between age and Job stress in marketing executives of selected private sector banks in Chennai. Therefore the null hypothesis is rejected.

HYPOTHESIS:

Null Hypothesis (Ho):
There is no significant difference between gender status and respondents' perceptions towards Job stress in marketing executives of selected private sector banks in Chennai.

Alternate Hypothesis (H1):
There is a significant difference between gender status and respondents' perceptions of towards Job stress in marketing executives of selected private sector banks in Chennai.

Table No.3: Gender Status and Respondents' Perceptions of Towards Job Stress

Gender status	Mean value	F value	P value	Result
Male	55.6250			
Female	52.6071	.505	.479	Not Significant

Source: Primary data
*At 1% level of significance   **At 5% level of significance

Inferences:
The above table revealed that, gender status does not influence perceptions of Job stress in marketing executives of selected private sector banks in Chennai.
From the above results it is explained that, there is no significant differences between genders in perceptions of Job stress in marketing executives of selected private sector banks in Chennai. Therefore the null hypothesis is not rejected.

HYPOTHESIS:

Null Hypothesis (Ho):
There is no significant difference between marital status and respondents' perceptions of towards Job stress in marketing executives of selected private sector banks in Chennai.

Alternate Hypothesis (H1):
There is a significant difference between marital status and respondents' perceptions of towards Job stress in marketing executives of selected private sector banks in Chennai.

Table No. 4: Marital Status and Respondents Preferences Towards Perceptions of Job Stress

Marital status	Mean value	F value	P value	Result
Married	58.6589	2.927	.090	Not significant
Unmarried	51.8310			

Source: Primary data

*At 1% level of significance   **At 5% level of significance

Inferences:

The above tables show that there is no significant difference between marital status and respondent perceptions on Job stress in marketing executives of selected private sector banks in Chennai. From the above results it is explained that, there is no significant differences between marital status and in perceptions of Job stress in marketing executives of selected private sector banks in Chennai. Therefore the null hypothesis is not rejected.

HYPOTHESIS:

Null Hypothesis (Ho):

There is no significant difference between educational qualification and respondents' perceptions of towards Job stress in marketing executives of selected private sector banks in Chennai.

Alternate Hypothesis (H1):

There is a significant difference between educational qualification and respondents' perceptions of towards Job stress in marketing executives of selected private sector banks in Chennai.

Table No.5: Education and Respondents' Perceptions of Towards Job Stress

Education	Mean Value	F value	P Value	Result
Upto HSC	68.0952			
Diploma	65.7143			
Degree	55.1724	1.061	.402	Not Significant
Post Graduate	48.2313			
Professional Course	38.5714			

Source: Primary data

*At 1% level of significance   **At 5% level of significance

Inferences:

The above table reveals that there is no significant difference between education and respondents influence towards Job stress in marketing executives of selected private sector banks in Chennai.

There is no significant difference between educational qualification and respondents perceptions in Job stress in marketing executives of selected private sector banks in Chennai therefore the null hypothesis is rejected.

HYPOTHESIS:

Null Hypothesis (Ho):

There is no significant difference between Experience and respondents' perceptions towards Job stress in marketing executives of selected private sector banks in Chennai.

Alternate Hypothesis (H1):

There is a significant difference between Experience and respondents' perceptions of towards Job stress in marketing executives of selected private sector banks in Chennai.

Table No.6: Experience and Respondents' Perceptions of Towards Job

Experience	Mean Value	F value	P Value	Result
Below 2 Years	48.5328			
2 Years to 5 Years	54.8810			
6 Years to 8 Years	62.4286	1.753	.022**	Significant
9 Years to 12 Years	72.3810			

Source: Primary data

*At 1% level of significance   **At 5% level of significance

Inferences:
The above table shows that there is significant difference between Experience and respondents' perceptions of towards Job stress in marketing executives of selected private sector banks in Chennai. Among different Experiences; there is significant difference Experience and respondents' perceptions in Job stress in marketing executives of selected private sector banks in Chennai therefore the null hypothesis are rejected.

HYPOTHESIS:

Null Hypothesis (Ho):
There is no significant difference between income and respondents' perceptions of towards Job stress in marketing executives of selected private sector banks in Chennai.

Alternate Hypothesis (H1):
There is a significant difference between income and respondents' perceptions of towards Job stress in marketing executives of selected private sector banks in Chennai

Table No.7: Monthly Income and Respondents' Perceptions of Towards Job Stress

Income	Mean Value	F value	P Value	Result
Up to 20,000	52.3636			
20,001 to 30,000	57.1978			
30,001 to 40,000	55.2381	1.314	.162	Not Significant
40,001 to 50,000	44.2857			
Above 50,000	52.8571			

Source: Primary data
  *At 1% level of significance   **At 5% level of significance

Inferences:
From the above table, it is clear that there is no significant difference between monthly income and respondents' perceptions towards Job stress in marketing executives of selected private sector banks in Chennai.
The above table clearly indicated that, there is no significant difference between annual income and respondents' perceptions towards Job stress in marketing executives of selected private sector banks in Chennai. Therefore the null hypothesis is not rejected.

Table No: 8

Statement of Job Content Variables	Mean	Weighted Mean	Rank
Employees are not being given enough control over their work	2.82		7
Inadequate supervisory support create the stress	2.68		10
Job difficulty and undervaluation of the work create tension among the employees	2.73		9
Lack of role clarity and excess brings stress	2.86		5
Role intrusion and fortification stimulates stress	2.99		2
Role deviation and expansion leads to stress	2.88		4
Low self esteem create stress	2.96		3
Job in security and poor planning stimulates stress	3.03	2.73	1
Inadequate authority induce the stress	2.84		6
Inefficient work load create unnecessary problems	2.58		12
High demand and expectation from the management	2.28		13
Unreachable supervisors creates significant communication gap between superiors and subordinates.	2.18		14
Stagnant role crates stress	2.66		11
Role cut-off and self-role negligence induce stress	2.74		8

Inferences:
From the above table it is inferred that, the mean value of the respondent opinion about the factors influencing the respondents perceptions towards Job stress in marketing executives are highly important as per mean value indicated. The respondents are giving more importance to the following variables dimensions of Job stress. The respondent opinions are ranked as per the mean value, weighted mean indicated.

Statement of Job Content Variables	Mean	Rank
Job in security and poor planning stimulates stress	3.03	1
Role intrusion and fortification stimulates stress	2.99	2
Low self esteem create stress	2.96	3
Role deviation and expansion loading the stress	2.88	4
Lack of role and excess work brings stress	2.86	5
Inadequate authority induce the stress	2.84	6
Employees are not being given enough control over their work	2.82	7
Role cut-off and self-role negligence induce the stress	2.74	8
Job difficulty and undervaluation of the work create tension among the employees	2.73	9

The above order of the respondents perceptions towards Job stress in marketing executives of selected private sector banks in Chennai city.

FINDINGS AND DISCUSSIONS:

1. Age is found to be significant related to job stress. Experience is found to be significantly related to job stress.
2. Age and experience play a vital role in reducing job stress. The age group which is least affected by job stress may be given importance while recruitment and selection
3. All other democratic variables includes gender, income, marital status, education were to be not significant for job stress.
4. Out of the 14 variables in job content the above ranked 9 variables are found to be highly influence job stress.

CONCLUSION:

That we see that it may be concluded that out of the six demographic factors taken for the study, two namely age and experience are found to be significantly related to job stress. Out of 14 jobs content variables that cause stress, job insecurity and poor planning, role intrusion and fortification and lack of role clarity with excess of work stand out as the dominant stressors. The variables that do not influence stress much are unreachable supervisors, high demand and expectation from management, inefficient workload, stagnant role and inadequate supervisory support.

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