Factors Contributing to Job Stress of Private Bank Employees in Bangladesh

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ABSTRACT

The purpose of the study is to investigate the contributing factors of stress among full time entry level employees of listed banks in Bangladesh. A total number of 29 listed private commercial banks were selected to conduct the research. Survey research design was adopted (n = 172). A factor analysis of job stress reveals five factors: burn out, job pressure, inadequate working hour, anxiety and less time to family. A stepwise multiple regressions demonstrated that burnout, job pressure, inadequate working hour, and anxiety are statistically significant factors which influence job stress at the work place. Findings also indicate that less time for the family has no effect on stress.

Keywords: Job stress, Private bank employees, Factor and Regression Analysis.

Introduction

A rapid expansion of private banks in Bangladesh has taken place from the mid 1990s. The commercial banking system dominates Bangladesh's financial sector. Bangladesh Bank, the central bank of the country, was established as a corporate body by the Bangladesh Bank Order, 1972 (President Order No. 127 of 1972) with effect from 16th December, 1971 and it is the chief regulatory authority in the financial sector. The banking system consists of nationalized commercial banks, private commercial banks, foreign multinational banks and some specialized

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banks. These banks have contributed greatly towards poverty reduction and the empowerment of women in Bangladesh by offering different products such as, entrepreneurship loan and SME (small and medium enterprise) loan. Females are roughly half of the population of Bangladesh. The numerical strength of the female population should point towards the indispensability of utilizing their full potentials for economic growth and development. Experts have befittingly underscored the need for extending all possible supports by the commercial banks and financial institutions in order to promote women entrepreneurship, particularly in small and medium enterprises. More specifically these banks provide aforesaid loans and have different schemes especially for the women. The effects of globalization brought about significant changes in service sector of Bangladesh which has created a good competition among the public, foreign and private banks in Bangladesh. Around the globe, nature of work, working environment, both internal and external, are changing every day. In the context of globalization and intensified competition, organizational employees are driven to perform beyond their routines. Employees are expected to learn the different cultures, languages and rules and regulations of international trade resulting in increased workloads, the pressure to enhance job skills and long working hours (Saleh, Bakar, Keong, 2008). Such changes in the nature of job, different culture, working environment and organizational behavior would undoubtedly increase the occupational stress of the workers, which in turn affects worker's physical and mental health. Study showed that: absenteeism has significant positive correlation with job stress and negative correlation with job satisfaction and mental health (Hoque & Islam, 2002). No matter which profession and which level of organization they are working job stress by nature has become an inevitable issue now-a-days. McGrath (1970) defines stress as a perceived substantial imbalance between demand and response capability, under conditions where failure to meet demand has important perceived consequences. Robbins and Coulter (2006, pp 323) has also defined stress issue in detail. Therefore, this issue has to be addressed properly in order to provide the excellent service to the clients.

This article is divided into four parts: the first part contains a literature review on job stress of different professions; the second part presents the research methodology used in this work; the third part comprises of the results and analysis. In this part the data are analyzed using a factor, and

regression analysis. The final part consists of the conclusions and practical implications of the research.

Literature Review

Job stress has a direct impact on the performance of employees in different levels of profession which is related to employee motivation and performance (Ostroff, 1992). Robbins (2001) defines job stress as a dynamic condition in which the individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which outcome is perceived to be both uncertain and important. Stress can be caused due to organizational, environmental and individual behaviors (Matteson, Ivancevich, 1999; Cook & Hunsaker, 2001). The work, family, personal life and the support network of friends and co-workers has influence on reaction stress and perception to job tension (Omolayo & Bola Mokuolu, 2008). At the workplace women are often subject to under pressure by male counterparts that produce higher level of stress among women (Rubab, Sabnam & Saha, 2008). Organizational-based factors have been known to induce job stress for the employees at workplace (Greenhaus & Bedeian, 1987). These factors are known as organizational stressors since they serve as agents that trigger the various stress reaction. Job stress is also significantly linked to employee absenteeism (Hackett & Guion, 1985) and turnover (Griffeth, Hom, & Gaertner, 2000). Management role of an organization is one of the aspects that affect work-related stress among workers (Alexandros-Stamatios et. al., 2003). Workers in an organization can face occupational stress through the role stress of the management. Role stress means anything about an organizational role that produces adverse consequences for the individual (Kahn and Quinn, 1970). A variety of factors can lead to job stress such as, over work, work schedule, pace of work, job security, route to and from work, and nature of customers or clients. Even noise, including people talking and telephone ringing creates stress. Personal factors also influence stress aspect. Workaholics who feel driven to always be on time and meet deadlines normally place themselves under greater stress than do by others (Kahn and Quinn, 1970).

Job stress has serious consequences for both employer and the

employee (Dessler, 2005). The human consequences include anxiety, depression, anger and various physical consequences such as, cardiovascular disease, headaches etc. For the organization, consequences include reductions in the quantity and quality of performance, increased absenteeism and turnover, and increase grievances and healthcare cost (Dessler, 2005). According to Wilkes et al. (1998) work overloads and time constraints were significant contributors to work stress among community nurses. Workload stress can be defined as reluctance to come to work and a feeling of constant pressure (i.e. no effort is enough) accompanied by the general physiological, psychological, and behavioral stress symptoms. A factor analysis done by Tat-wing, Siu and Paul, (2000) identified six stressors: recognition, perceived organizational practices, factors intrinsic to teaching, financial inadequacy, home/work interface, and new challenge. They also found that recognition, perceived organizational practices, and financial inadequacy were best predictors of job satisfaction, whereas perceived organizational practices and home/work interface were the best predictors of psychological distress. According to Kyriacou and Sutcliffe (1979), inadequate salary, low status of the profession, and excessive paper work are some common sources of distress that affect job satisfaction. Work environments produce stress and reduce job satisfaction (Della and Robert, 1983). The existence of high levels of stress among employees of the banks has received considerable attention in recent years. However, research on work related stress of entry level employees of private banks in Bangladesh is very limited. This led us to conduct a study to identify the factors which are creating stress in their work environment.

Objectives of the Study

The prime objectives of the study are as follows:

- To identify the factors that influence job stress of entry level bank employees;

- To evaluate the contribution of each factor on overall job stress; &

- To suggest some ways to reduce the job stress of the bank employees.

Research Methodology

A detail research work was conducted to achieve the objectives of the study. Secondary data was collected to explore past research work on employees' job stress of different professions. Data were collected through extensive desk research to identify the core issues affecting the research problem. Newspapers, journals, published documents, and research articles and the internet have been identified as the main sources for secondary data collection.

Sampling and Data Collection

A total number of 29 listed private commercial banks in the Dhaka Stock Exchange (DSE) were selected to conduct the study. A list of private commercial banks in Bangladesh has been collected from the Security Exchange Commissions (SEC). The banks, which are situated in Dhaka city, were selected for this study, as all banks' head offices are located in Dhaka city. Among the listed banks' employees who are working in the entry level positions have been taken into account from the respective banks and then they were randomly picked up. A total of 200 questionnaire forms were delivered to respondents of which 172 bank employees gave their instant feedback. The overall response rate is 86 percent. As all the respondents were literate, they were asked to self-administer the questionnaire. The respondents self-administered the questionnaire in which their identities were anonymous. The population of the study comprised of fulltime entry level employees in commercial banks of Bangladesh.

Questionnaire Design and Pre-testing

A structured, closed-ended questionnaire using 5-point Likert Scale with end points ranging from strongly agree (5) to strongly disagree (1) on the factors of job stress was developed for the survey. The respondents were also asked to indicate their sex, age, educational background, monthly income and tenure status. Initially a draft questionnaire was prepared based on secondary research and extensive brainstorming. The questionnaire was developed and tested with a focus group consisting of professionals from the banking sector. The focus group finally verified the factors explaining the job stress. It was pre-tested on a small sample of 55 selected respondents and necessary

correction was made before being finalized. Based on this information the questionnaire was modified and finalized.

Among the factors, two factors such as, pressure of work due to family difficulties and doubtfulness about subordinate's qualification to perform responsibilities are considered less significant. The collected data were tabulated on the computer and the final analysis was performed by using SPSS 11.5 version.

Data Analysis

The aim of this study is to increase the current understanding of the factors that influence employee's job stress in the bank. The data for the study were analyzed by using distinctive and inferential statistical techniques. Frequency distributions were obtained to check for data entry errors such as unrecognized or missing code. Three types of analysis were carried out in this study:

- Cronbach's alpha score was used to demonstrate the internal consistency of the constructs and their reliability
- Factor analysis to group the responses into the hypothesized quality attribute
- Regression analysis to find out if and to what extent the quality attributes explain job stress of the entry level bank employees.

Hypothesis of the Study

The hypotheses of the study are as follows:

H_1: Burn out has a positive effect on job stress

H_2: Job pressure has a positive effect on job stress

H_3: Inadequate working hours has a positive effect on job stress

H_4: Anxiety has a positive effect on job stress

H_5: Less time spent for the family has a positive effect on job stress

Results and Discussions

The average age of the respondents was 26 years. Fifty five percent of the respondents were male. Nine percent respondents belongs to the lowest income level (less than or equal to Bangladeshi Taka 10,000 per month). About thirty four percent of the respondents fell into middle income level (BDT 10,001 to 20,000 per month) while 44 percent fit into the income level of BDT 20,001 to 30,000. The rest fit into the highest income level (over BDT 30,000). Among the survey participants, 45 percent employees' tenure of the job was less than or equal to 3 years, 35 percent fit into 3 to 6 years and the rest of fall under the more than 6 years category. The overall mean and standard deviation was 1.86 and 0.985 respectively.

Results of Factor Analysis

A confirmatory factor analysis was conducted. The factor analysis was conducted using principal axis factoring with varimax rotation as an extraction method (see for details, e.g. Nummenmaa et al., 1996, p. 244; Aczel, 1999, pp. 814-18; Hair et al., 1998, pp. 87-120). The Bartlett's test of sphericity confirmed that the variables within factors are correlated (Table 1). The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy indicated a practical level of common variance (KMO = 0.665).

Factor analysis of 17 items of job stress was done to check the grouping of responses.

TABLE 1. Factor Analysis of Job Stress (Independent Variable)

	Component				
	1	2	3	4	5
Hurried or rush to complete deadline at work	.881	.177	.149	-.096	.153
Often feel burned out	.881	.180	.408	.221	.031
Feeling fatigue during the workday	.751	.372	-.091	.229	-.083
Feel frustrated on the job	.603	.077	.193	-.059	.372

Get upset in the job more than usual	.545	.311	.435	-.333	.033
Department is understaffed	.336	.846	.062	-.066	-.026
Over extended	.318	.840	.087	-.104	.125
Experience headache frequently while performing the job	-.025	.628	.265	.180	.411
There is too much pressure from the job	.276	.587	.507	.154	.157
There are not enough hours in the workday to complete the work that must be done	.086	.281	.799	-.013	.257
Over-worked in my job	.558	.261	.660	-.010	.026
Unable to meet productivity requirements without overworking	.343	-.249	.653	.267	.305
Blame myself for anything bad that happens on the job	.103	-.131	.074	.891	-.086
Always worried about doing the job well	-.132	-.006	-.144	.740	.350
Sometimes feel more frustrated with my subordinates and peers	.107	.347	.343	.677	-.173
Often work on holidays	.319	.023	.101	.014	.860
Sometimes unable to sleep because of my work pressure	-.074	.377	.396	.007	.735

Factor	Eigenvalues	% of Variance	Cumulative %
1	6.462	38.014	38.014
2	2.217	13.041	51.055
3	1.729	10.169	61.225
4	1.597	9.394	70.619
5	1.032	6.072	76.691

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

A Rotation converged in 10 iterations.

Factor analysis extracted five (5) major factors which influence job stress of the bank's employees. These identified factors represent 76.69 percent of the variance of the variables. Table – 2 shows the items that are included in each factor.

TABLE 2. Grouping of Items in Each Factor

Factor 1	Burn out	I hurry or rush to complete deadline at work
		I often feel burned out
		Feeling fatigue during the workday
		I feel frustrated on the job
		I get upset in the job more than usual
Factor 2	Job Pressure	Department is understaffed
		Over extended
		Experience headache frequently while performing the job
		There is too much pressure from the job
Factor 3	Inadequate working hour	Not enough hour in the work day Over worked
		Productivity without overworking
Factor 4	Anxiety	I blame myself for anything bad that happens on the job
		I am always worried about doing the job well
		Sometimes I feel more frustrated with my subordinates and peers
Factor 5	Less time for family	I often work on holidays
		Sometimes I am unable to sleep because of my work pressure

Reliability coefficient (α) indicates that all the factors exceeded or are almost equal to a coefficient value of 0.8 (Nunnaly & Bernstein, 1994), except the last factor which is less time spent with family (see appendix). The first factor, burn out consists of five variables (alpha = 0.8383). Peterson (1994) points out that acceptable value of Cronbach's alpha can vary between 0.5 and 0.95 depending on the type of research. For basic research Cronbach's alpha should be higher than 0.7-0.8. The second factor, job pressure, consists of four variables (alpha = 0.8382). The third factor, inadequate working hour, contained three variables (alpha = 0.7811). The fourth factor exhibits loadings for three variables referring to anxiety (alpha = 0.7618). The fifth factor refers to less time to family was loaded with two variables (alpha = 0.6321). The overall reliability of the factor analysis was 0.7332. The first factor 'burn-out' explained most of the total variance (38.014 percent).

Findings in Table-3 indicates that the correlation between one scale and another is not as high as each scale's coefficient (α), which provided support for discriminant validity.

TABLE 3. Correlation Matrixes

	V1	V2	V3	V4	V5
V1	.8383				
V2	.5792	.8382			
V3	.6115	.4716	.7811		
V4	.0803	.1488	.2055	.7618	
V5	.3653	.4621	.5251	.0975	.6321

Correlations are significant at $p < 0.05$; figures in diagonal represent coefficient α values.

From descriptive statistics in Table – 4, it can be concluded that stress is present (mean value 3.15) in the banking job of Bangladesh.

TABLE 4. Descriptive Statistics

	Mean	Std. Deviation
Job stress	3.15	1.298
Burn out	3.4560	1.08249
Job pressure	3.6267	1.00251
Inadequate working hour	3.0050	1.08998
Anxiety	2.9800	1.21423
Less time for the family	3.3650	1.14339

According to the responses, it was found that job pressure and burn out are the two most important factors of causing the job stress of the employees. The average responses for less time for the family, inadequate working hour and experience anxiety are 3.36, 3.00 and 2.98 respectively.

Regression Model

The regression analysis was conducted to reveal how different factors affect the job stress of the bank employees. According to the final regression model of job stress, four factors namely, 'burn out', 'job pressure', 'inadequate working hour' and 'anxiety significantly' explain the variability of job stress of the entry level employees of the bank. However, factor five, less time for family, from the explanatory variables was dropped* (t = -1.406, sig = .163, p > 0.05). The overall F value of this model is 64.677 (p<0.000) which explains 72% of variability in the dependent variable as represented by the adjusted R square value. In a multiple linear regression model, adjusted R square measures the proportion of the variation in the dependent variable accounted for by the explanatory variables. Adjusted R square is generally considered to be a more accurate goodness-of-fit measure than R square. The results of the regression analysis are presented in Table 4.

TABLE 5. Regression Results (significant factors, dependent variable: Job Stress)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.429	.298		-1.440	.153
	Burn out	.497	.089	.414	5.580	.000
	Job pressure	.350	.086	.271	4.062	.000
	Inadequate working hour	.404	.083	.339	4.882	.000
	Anxiety	-.220	.058	-.205	-3.757	.000

a Dependent Variable: Job stress

$R^2 = 0.731$, Adj. $R^2 = 0.720$ $F = 64.677$ (p<0.000)

*Dropped factor- less time for family, Beta -0.091, t -1.406 & Sig 0.163.

Therefore, the final regression model for this study is
$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon_i$$

or $Y = -0.429 + 0.479 X_1 + 0.350 X_2 + 0.404 X_3 - 0.220 X_4 + \varepsilon_i$

The first three factors, such as, 'burn out', 'job pressure' and 'inadequate working hour' have a positive effect on job stress. However, anxiety has a negative effect on job stress. Based on our data analysis, it seems that less time for the family does not affect stress in a significant way. This means that only H_1, H_2 and H_3 were supported by the result. The rest of the hypotheses were not supported by the analysis.

Conclusions and Recommendations

The primary objective of this study was to study the job stress of entry level bank employees in Dhaka, Bangladesh. It is anticipated that research information provided by the current study will prove useful to banking industry to reducing the stress levels of the entry level employees. With the factor analysis, the overall stress of bank employees in Dhaka City is associated with five factors such as, burnout, job pressure, inadequate working hours, anxiety, and less time spent with the family. The results of the regression analysis conducted on the five factors indicate that burn out, job pressure, inadequate working hours and anxiety were found to be the most influential factors explaining the stress level of the employees. Findings refer to the fact that 'less time spent with the family' has no statistically significant effect on stress. If these stress factors are addressed positively at the work place, overall stress level may be reduced significantly. From a theoretical point of view, the results presented in this study, contributed to the existing literature in a number of ways. First, the article makes a contribution to job stress literature by providing insights on the factors that seem to affect the stress level of the bank employees of Bangladesh. Secondly, the article contributes to the job stress literature by suggesting that burn out, job pressure, inadequate working hour, and anxiety were found to be more influential factors of causing stress. From the managerial point of view, this research can facilitate the policy maker to improve the overall working environment. Organizations might consider some methods to reduce the stress level of the employees, such as, by allowing flexible work hour, motivating employees, using realistic job interviews, improving organizational communications, developing a performance planning program, job redesign, counseling program, and wellness programs. Despite the merits of this study, it has certain limitations that should be recognized. First, the study is based on Dhaka city only. Other metropolitan cities are much different in many aspects. There is wide variation on the banks operating in rural and urban areas. So, factors should be considered to take decision on the overall job stress of the bank employees. Secondly, we examined only 172 randomly selected bank employees. To get more accurate results, one should consider the

total process with a large number of samples. These limitations pave the way to future studies. An interesting avenue for future research could be a detailed study of job stress in both foreign and public banks in Bangladesh. In addition, a comparative study on causes of stress among different professionals can also be executed.

AUTHOR NOTES

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APPENDIX

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.665
Bartlett's Test of Sphericity	Approx. Chi-Square	1248.200
	Df	136
	Sig.	0.000