

Personal Resources, Work-Life Balance and Job Satisfaction on Manifestation of Workplace Stress: Evidence of Relationships in a Sample of Women Bankers

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ABSTRACT: This study investigated the relationship between Personal Resources, Work –Life Balance and Job Satisfaction on Manifestation of Workplace Stress in a Sample of Women Bankers working in First Bank Plc in Oyo State. In each of the 33 Local Government Areas in Oyo state, there is at least one First Bank, thus the respondents of this study spread over these LGAS. Descriptive research design was used in this study. A purposive sampling technique was used to select the 182 women bankers that constitute the respondent of this study. Four null hypotheses which were formulated and tested at 0.05 level of significant guided the study. Four instruments were used to elicit information from the respondents. They are:- Occupational Stress Index (OSI), Job Satisfaction Scale, (JSS), Work - Life Balance Scale and Personal Resources questionnaire. Descriptive statistics comprising of frequencies and percentiles of categorical data have been used to describe the profile of the respondents. In order to calculate the reliability of study variables, scores of Cronbach’s alpha coefficient was utilized. A simple and hierarchical regression was employed to test the hypotheses. Pearson correlation has also been used. The relationship between twelve dimensions of occupational stress index (OSI) and the satisfaction with life, work-life balance, job performance, and job satisfaction have been determined following Pearson correlation the relationships are negatively correlated and statistically significant at $p < 0.05$. Six dimensions of occupational stress have negative correlations with satisfaction with life scale. Nine dimensions of occupational stress index dimensions are negatively correlated with work-life balance. Suggestions and recommendations were made that women bankers should find time to participate in recreational activities (e.g. music, sports), management and utilization of free times and weekends, regular exercise, and moderate food and drinks (avoiding excessive consumption of coffee, tea or cigarettes).

KEYWORDS: Personal Resources, Work-Life Balance, Job Satisfaction, Workplace Stress, Women Bankers.

1 INTRODUCTION

Stress is a common element in any kind of job and persons have to face it in almost every walk of life. Stress has been defined in different ways over the years. According to Robbins and sanghi (2006) “A dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.” stress is an increasing problem in organizations and often cause adverse effects on performance. Robbins and sanghi (2006) also contributed “stress is typically discussed in a negative context; it also has a positive value. It is an opportunity which offers a potential gain.” Rubina et al., (2008) in their own contribution define “Stress as not always negative or harmful and indeed, the absence of stress is death.” But it still has destructive impact on employee performance. According to Usman and ismail (2010) “One of the affected outcomes of stress is on job performance so it needs to be studied.

Occupational stress is extensively evidenced as one of the significant problems for the workers all over the world (Imtiaz & Ahmed, 2009). It has revolved into a key concern that contributes adversely to organizations in terms of productivity, employee performance and turnover, customer and employee satisfaction, and organizational reputation (Bakker et al., 2012; Health and Safety Executive, 2007; Shah & Hasnu, 2013). Stress is the second most frequently described occupational health problem in Europe, which affected 22% of total workers in 27 members of the EU in 2005 (Milczarek et al., 2009).

Women today have gained skills and potential of not just because of being a homemaker but being at parity with their male counterpart. Moreover varying roles of women workers, they have preserved the conventional work culture of household. Now days, the Banking sector are thriving towards high rate that the women have to work for longer hours to sustain the standard of living and accomplish their basic needs. In spite of having the trending technologies and services, women feel to be work loaded and stressed.

At one point or the other everybody suffers from stress. While the college or University students may experience stress in meeting the academic demands, the people on the job and businessmen may suffer stress to reach office in time and to complete their projects on time. Even in household ladies may experience stress in managing the home affairs and may resort to look for house help/maids/servants. Stress condition can be real or perceived.

Women are represented in workforce in greater numbers than ever before. They are holding higher percentage of managerial and executive jobs than in the past. But these roles demand a fat slice of time of women executives.

Hence, balancing personal and professional lives has been a challenging issue for women executives today. It may be seen that due to problems at workplace, personal life may get affected and vice-versa. However, one who is able to balance the two is the winner. More and more women are joining banking sector and making their mark. Banking has provided new areas of opportunity for women, and nationalization has been a key factor in countering some aspects of gender discrimination. Despite this increase, many women still are concentrated at the clerical level; very few women employees are at managerial level. Women managers, officers, and clerical groups in their banking career face some common problems. These include the burden of dual role, sexual harassment in the workplace, the refusal of men to accept women as colleagues or seniors, the need to work twice as much as men to gain recognition, and the lack of solidarity among women. All these problems contribute to increasing stress among women executives in the banks.

The causes which are faced mostly by working women at their workplace in the bank include: Extended working hours, Harder to balance work and home demands, Under utilization of skills, Unreasonable demands for performance, Underpaid job, Multiple tasks at work, Lack of interpersonal communication between the employer and the women employees, Lack of interpersonal relationship among the women employees, The fear of losing one's job, Less time to spend with the family, Treated inferiorly to your male colleagues, Experience sexually harassing jokes from their boss and male colleagues.

Everyone in their work is exposed to tension and anxiety as they get through the duties assigned to them. Banking industry which is the backbone of the country's economy is not an exceptional one. The job nature of banking employees is very tedious as it involves the direct customer interaction in all levels. Stress is defined as an upset in the body's balance due to physical, mental or emotional stimuli. Stress manifests itself in different ways including fatigue, chronic headaches, irritabilities, heart diseases, low self-esteem and diminished sex drive. Such adverse reactions are seen to contribute to mental and physical illness and several acts and regulations place a duty of care on employees to protect their employees. According to Kahn and Quinn (1970) "stress is the outcome of fact of the assigned work role that caused harmful effect for individual. Occupational stress is considered as harmful factor of the work environment." It also has unpleasant effects on health of an individual as David (1998) contributed "it can also be labelled 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 workers.

Job stress or occupational stress or work stress can lead to poor health and even injury. An individual in his or her job in bank face stress as Jamshed et al., (2011) suggested "The workplace is potentially an important source of stress for bankers because of the amount of time they spent in their respective banks." And that stress often decreases their performance. "Therefore occupation of individuals could be a major source of stress in the given circumstances. When individuals face stress due to various conditions of their occupation and fail to cope with stress, it results into burnout," Basically in banking sector lack of administrative support from boss(manager), work overload and time pressure, risky of job, poor relationship with customers and co-workers, and work family balance cause stress which in turns decrease employee performance. The same was contributed by Materson (1980) "Causes of stress are many like work load, cuts in staff, change at work, long work hours, shift work, lack of supervision, inadequate training, inappropriate working conditions, too heavy responsibilities and poor relations with colleagues." The same was identified by Ganster and Loghan, (2005) "huge and multi fields literature points a lot of key factors such as work environment, management support, workload etc. in determining how stressful the work can be and its effect on employee physical and mental health."

An individual in his or her job in bank face stress as Jamshed et al.,(2011)suggested "The workplace is potentially an important source of stress for bankers because of the amount of time they spent in their respective banks." And that stress often decreases their performance. "Therefore occupation of individuals could be a major source of stress in the given circumstances. When individuals face stress due to various conditions of their occupation and fail to cope with stress, it results into burnout .Basically in banking sector lack of administrative support from boss(manager), work overload & time pressure,

risky ness of job, poor relationship with customers and coworkers, and work family balance cause stress which in turns decrease employee performance. The same was contributed by Materson (1980) "Causes of stress are many like work load, cuts in staff, change at work, long work hours, shift work, lack of supervision, inadequate training, inappropriate working conditions, too heavy responsibilities and poor relations with colleagues." The same was identified by Ganster & Loghan, (2005) "huge and multi fields literature points a lot of key factors such as work environment, management support, workload etc in determining how stressful the work can be and its effect on employee physical and mental health."

In the banking sector particularly higher management doesn't realize the impact of stress on employee performance which ultimately results in critical managerial dilemmas as Subha and shakeel (2009) described "Higher level of stress existed with no managerial concern for solution consequently lowering the employee performance, staking organizational reputation and loss of skilled employees, these situations call for immediate concern from organization management for employing effective stress management practices to increase employee satisfaction and overall employee performance." Work overload and time pressure to complete too much work in short span of time is big source of stress which decrease the performance of employees as Babak et al.,(2010) studied "With excessive pressures, the job demands cannot be met, relaxation turns to exhaustion and a sense of satisfaction replaces with the feelings of stress, motivation sheds away and the workers start losing interest in the work and hence performance chart shows a negative trend."

The performance of individuals also decreased when stress is caused by inability of individual to maintain a reasonable balance between family life and work life as he/she has to spend a lot of time in his/her working. McCubbin and Figley (1983) suggested that "Job related stress can be mostly immobilizing because of its possible threats to family functioning and individual performance. Job related stress can create a difference between demands on families and the ability of families to provide material security for them." And that inability to maintain a reasonable balance between family life and work life results in work to family. Conflict causes stress and ultimately decreases the employee performance. According to Anderson (2002) "work to family conflicts is also a predecessor which creates stress in employees of an organization." In banks the poor relationship among employees often cause stress and have adverse effects on the performance of employees. Lack of social support from colleagues and poor interpersonal relationships can cause stress especially among employees with a high social need. Margot Shields (2006) suggested "Different sources of work stress do not occur in isolation but indeed interact with one another." Stress caused by degree of involvement in decision making is a big source of decrease in performance of individual as Meneze (2005) described "Misfit with organization, no part in decision making, were reported main causes of stress as well no control over work environment, personality traits, lack of relaxation along with ambiguous rules affect employees performance." The nature of job in banking sector is too much risky. There is operational risk involved in transactions which always put pressure on employees to avoid wrong entries. The employees in return feel job insecurity which causes great stress on them. Jungwee Park (2007) contributed "Physical exertion and job insecurity can also cause stress.

Stress though is not a disease, it is the preliminary symptom of problems that can cause various physical problems like long-term damage to organs and systems, contribute to hypertensions, memory loss, and heart and inflammatory bowel disease (ILO, 2015). Stress also instigates various behavioural and psychological difficulties (Humphrey, 1998). People are getting affected by stress regardless of gender, age, profession, financial, or social status (Ozkan & Ozdevecioglu, 2012). Not only employees (Siu, 2003) but also businessmen (Amble, 2006), teachers (Mahan, 2010), nurses (Gibbens, 2007), lawyers (Hasnain, 2010), working-women (Braun & Hollandar, 1988), and even children (Kusz, 2009) suffer from stress. Employees in particular professions such as call-center or intensive care attendants, or accountants who require extra care, attention and mental preparation; are at bigger risk of getting overstressed (Bakker et al., 2012; Ozkan & Ozdevecioglu, 2012). Banking also requires sheer concentration, mental preparation and extra care that contribute stimulating stress among employees in this profession. Bank employees have been found being stressful due to work overload, unfavourable working condition, poor relations with colleagues, fear of discharge, unrealistic target and emotional intelligence (Belias et al., 2013; Blaug et al., 2007; Li et al., 2015; Mortlock, 2015; Niharika & Kiran, 2014).

Work-life balance refers to the degree to which a person is equally engaged in and equally satisfied with his or her family role and work role (Greenhaus et al., 2003). Work-family balance depends on proper arrangement of working time (ILO, 2012). However, employees often encounter issues like long working hours, lack of breaks and paid leaves, and inadequate holidays. These factors lead to stress at work (ILO, 2012) which in consequence impede making balance between work and family life. Employees who are psychologically stressed feel lack of control, underappreciated, and also feel that their jobs are interfering with their personal lives, and thus they find difficulties in balancing their work and personal life (Blaug et al., 2007; George & Jones, 2009). The performance of individuals also decreased when stress is caused by inability of individual to maintain a reasonable balance between family life and work life as he/she has to spend a lot of time in his/her working. McCubbin & Figley (1983) suggested that "Job related stress can be mostly immobilizing because of its possible threats to family functioning and individual performance. Job related stress can create a difference between demands on families and the ability of families to provide material security for them." And that inability to maintain a reasonable balance between family life and work life

results in work to family conflict which in turn cause stress and ultimately decreases the employee performance. According to Anderson (2002) “work to family conflicts is also a predecessor which creates stress in employees of an organization.

There are numerous factors which cause stress among employees like role conflict, uncertainty, insecurity, fears concerning job loss, job changes, compensation, role ambiguity, changes in power, status, prestige, workload, long working hours, technological problem at work, inadequate salary, time for family job worries at home group differences and communication. Studies have found that there exists a significant relationship between all these factors and job stress. All these factors can be categorized under four heads which are: Organizational Stressors- Inadequate salary, strict rules and regulations, Ineffective communication, Peer pressure, Role conflicts/role ambiguity, centralized organization structure, Less promotional opportunities, Lack of employees participation in decision-making, authoritative leadership, changes in power, status, prestige, workload, long working hours, technological problem at work Individual Stressors - Expectations which the family members, colleagues, superior and subordinates have from the employee creates a pressure amongst individuals. Failure to fulfil these expectations causes employee stress.

The country economy has shown growth in almost all sectors, but stress has also joined hands with this growth. Individuals under stress are experiencing various psychosomatic and psychological disorders, the feelings of frustration, dissatisfaction with life in general. Workplace stress is the harmful biological reaction that occurs when there is poor match between job profiles and the capabilities, resources, or needs of the worker. These conditions, ultimately affects the job performance and the health of the individuals. But a little amount of stress may prove to be healthy for an organization. Stress can be positive as well as negative. Acceptable levels of stress help to increase the individual’s performance while excessive amounts of stress can lead to a decreased performance. Various studies have depicted that stress is increasing at a rising rate in the Banking sector. Due to recession in the global market and cut-throat competition, banks are facing many challenges. As a response of which, they have to make efforts to increase their efficiency. Banks, these days, are restructuring themselves. Nigerian bank employees’ jobs have long been known to be highly stressful and associated with higher rates of psychological distress. Since the era of the global financial crisis in the mid-2008 and the special audit test carried out on banks by the Central Bank of Nigeria, the banking sector has witnessed a chain of job losses estimated at more than 15,000 by industry watchers. They are exposed to a number of stressors, ranging from work overload, time pressures, and lack of role clarity to dealing with bank transactions. An investigation showed that while some banks were considering casualization as option, other banks were considering the establishment of more e-branches where transactions would be made electronically without cash. The e-branches will have only one bank official, who will assist customers that are not literate. Based on this, a bank sacked 670 workers without due process while another sacked over 100 workers including all the union executives because they demanded for their rights. All these are stressors that can lead to physical and psychological symptoms, absenteeism ,turnover, and banking errors.

This results in more workload on their employees. Organization stress ultimately results in employee turnover, changes in employees’ behaviour and attitude. A little organization stress is healthy as it increases the efficiency. But stress beyond limits destroys the inner peace of the employees and ultimately hampers the growth of the individual as well as the organization. With the rising problem of stress, stress management has become very important. It is based on this assertion that this study investigated the relationship between Personal Resources, Work –Life Balance and Job Satisfaction on Manifestation of Workplace Stress in a Sample of Women Bankers working in First Bank Plc in Oyo State.

2 OBJECTIVES OF THE STUDY

The main objective of the present study is to investigate the impact of occupational stress on personal resources, work-life balance and job satisfaction of women bankers.

The specific objectives of this research are as follows:

- investigate the influence of occupational stress on personal resources, work-life balance and job satisfaction;
- ascertain the joint influence of occupational stress on personal resources, work-life balance and job satisfaction.

3 HYPOTHESES

The following null hypotheses were tested at 0.05 level of significant:

Ho₁: There will be no significant influence of occupational stress on personal resources of women bankers

H₂: There will be no significant influence of occupational stress on work-life balance of women bankers.

Ho₃: There will be no significant influence of Occupational stress on job satisfaction of women bankers.

4 METHODOLOGY

4.1 DESIGN

This study adopted a descriptive research design. A descriptive research is one which is concerned with describing the characteristics of a particular individual or of a group. Since this study describes the characteristics of employees influenced by stress and behaves in different ways, this research is certainly a descriptive one. The study is based on secondary data.

4.2 SAMPLE AND SAMPLING TECHNIQUES

A quantitative survey has been administered among women bankers at various executive levels serving in 20 Local Government Areas in 20 different First banks in Oyo state using convenience method of sampling. The researchers first identified 20 branches of 20 different First Banks and distributed 200 questionnaires (10 questionnaires to each of the selected branch). At first a total of 182 questionnaires from 20 branches were returned out of these two was not properly filled leaving a total of 180 representing a response rate of 90%, of which all completed responses were subjected to statistical analysis. The researcher together with the three research assistants physically distributed the entire questionnaires to the women employees of the selected banks, and also physically collected the questionnaires once the responses were completed.

4.3 INSTRUMENTATION

Three instruments were used in this study to elicit information from the participants. They are:

4.3.1 OCCUPATIONAL STRESS INDEX (OSI)

The occupational stress index, developed by Srivastava and Singh (1984) has been adopted to measure the level of stress experienced by women bank employees in Oyo state, Nigeria. The OSI comprises of 12 subscales i.e. role overload (RO), role ambiguity (RA), role conflict (RC), unreasonable group and political pressures (UGP), responsibility for persons (RP), poor peer relations (PPR), intrinsic impoverishment (II), strenuous working conditions (SWC), unprofitability (UN), powerlessness (PL), under participation (UP) and low status (LS); and 46 items of which 28 are 'True-keyed (direct statement)' and 18 are 'False-keyed (reverse statement)'. Responses have been weighted from 1 to 5 or strongly disagree to strongly agree for true-keyed items, and false keyed items are reverse graded as 5 to 1 or strongly disagree to strongly agree. The authors found higher internal consistency and reliability of this scale with Cronbach's alpha coefficient of .93 and .90 respectively using split-half method (Srivastava & Singh, 1984). Satisfaction with Life scale (SWL): In order to measure the overall life satisfaction of employees, the 'Satisfaction with Life' scale has directly been employed from Diener et al. (1985). The scale has five items and responses are measured on a five-point scale ranging from 1 to 5 or strongly disagree to strongly agree. Studies assert high internal consistency and reliability of the scale with Cronbach's alpha coefficient of .80 and above (Diener et al., 1985; Eid & Diener, 2004; Pavot & Diener, 1993). In the current study this scale was revalidated and it yielded .85 Cronbach alpha coefficients.

4.3.2 WORK-LIFE BALANCE SCALE (WLB)

The Work-life Balance scale devised by Hill et al. (2001) was used in the current research to measure the to which an employee maintains balance his or her behavioural, emotional and time demands between paid work and personal or family life. The scale consists of six items of which two items have been rephrased in order to retain consistency with other scales used in this study. The authors confirm adequate internal consistency of the scale with a Cronbach's alpha value of .83. The revalidation of the scale was done in the current research and .87 Cronbach alpha coefficient was obtained which indicates that the instrument was highly reliable.

4.3.3 JOB PERFORMANCE SCALE (JP)

The six-items 'Job Performance' scale developed by Motowidlo and Van Scotter (1994) has been used to assess the overall job performance as well as interpersonal and technical skills of each participant in comparison to his or her peers. The items have been rephrased so as to maintain uniformity with other scales of the present study.

Job Satisfaction Index (JSI): The ‘Job Satisfaction Index’ of Schriesheim and Tsui (as cited in Tsui et al., 1992) has been used to measure the overall job satisfaction level of an individual in terms of nature of work, relationship with peers, supervision, remuneration, promotion opportunities and job in general. Responses to this six-items of JSI are weighted on a five-point scale. Studies (Tsui et al., 1992; Vigoda & Cohen, 2002) established high internal consistency and reliability of the scale, and found Cronbach’s alpha coefficient to be .73 and .78. In the current study, revalidation of this scale was carried out and .81 Cronbach alpha coefficient was obtained.

4.4 PERSONAL RESOURCE QUESTIONNAIRE (PRQ)

Personal Resource Questionnaire, a part of Occupational Stress Inventory- Revised Edition (OSI-R) developed by Osipow (1998) consists of four scales namely recreation, self-care, social support and cognitive/rational coping resources, and forty items in which each of these scales contains ten items. The result of pilot study suggests thirty two items of PRQ suitable for this study which were measured on a five-point scale ranging from 1-Strongly Disagree to 5-Strongly Agree. Three items of recreation scale (*I hardly watch television; I spent a lot of my free times in participant activities; I spent a lot of my free times on hobbies*); four items of self-care scale (*I avoid excessive use of alcohol; I engage in meditation; I practice deep breathing exercises a few minutes several times each day; I floss my teeth regularly*); and three items of social support scale (*I have help with tasks around the house; I feel loved; There is a person with whom I feel really close*) have been dropped based on the result of the pilot study. Osipow and Spokane (1984) claim alpha scores of the four scales to be .71 (recreation), .73 (self-care), .83 (social support) and .78 (cognitive coping). When the revalidation of this scale was undertaken in this study the scores of the four sub- scales yielded .73(recreation), .76 (self-care), .81 (social support), and .75(cognitive coping).

4.5 DATA ANALYSIS

A set of statistical tools has been applied in order to analyze the data obtained to accomplish this study. Descriptive statistics comprising of frequencies and percentiles of categorical data have been used to describe the profile of the respondents. In order to calculate the reliability of study variables, scores of Cronbach’s alpha coefficient have been determined. In addition to that, simple and hierarchical regressions have been employed to test the hypotheses. Pearson correlation has also been used.

5 RESULTS

Table 1. Descriptive Statistics and Frequency Distribution of Demographic Data of the Respondents’ Characteristics Category

Categories	Source	Frequency	Percent	\bar{x}	SD
Gender	Male	108	60.0	3.216	0.31
	Female	72	40.0	3.105	0.30
Age	21-30	98	54.4	3.152	0.33
	31-40	62	34.5	3.193	0.32
	41-50	20	11.1	3.107	0.26
Educational level	B.Sc Above	112	62.2	3.255	0.32
	HND	54	30.0	3.105	0.33
	Professional	14	7.8	3.207	0.34
Relationship Status	Married	105	58.3	3.245	0.35
	Single with	22	12.2	3.103	0.32
	Single without	53	29.5	3.227	0.35
Position	Manager	26	14.4	3.247	0.27
	Asst. manager	12	6.6	3.328	0.34
	Accountant	28	15.5	3.267	0.39
	Customer care	16	8.8	3.023	0.31
	Cash discharge	32	17.8	3.102	0.32
	Cashier	66	36.7	3.215	0.33

The distribution of respondents by gender, relationship status, age, educational level and current position has been presented in Table 1. Majority of the respondents are male 60% and 40% of the participants are female. Regarding the age

(Mean age = 30.7 years), participants are grouped into four categories with 10 ten years interval: 21-30, 31-40, 41-50, and 51-60 years. More than half of the respondents (54.4%) are aged between the age range of 21-30 years. 34.5% of the respondents fell under second age group (31-40 years), and only 11.1% of the participants are aged between 41 and 50 years. No respondent has been found in the age group of 51-60 and hence has not been reported in this table. In order to determine the current relationship status, respondents have been given three options: single/no relationship, single/in a relationship and married.

Statistics in Table 1 indicates that more than half (53.9%) of the bankers are married. 29.5% of the employees has reported no relationship engagement; while just over 12.2% of the bank professionals maintain relations outside the marital form. 62.2% of the participants have at BSC degree and above while 30.0% Of participants have Higher Diploma Degree (HND) have 7.8% have professional degree.

Though the names of various positions vary from bank to bank, the question regarding current position was no problem in this study because the research was carried out in just one bank with its branches in all the Local Governments. Of the total respondents the rank of Cashier and that of Cash Discharge represent 36.7% and 17.8% respectively. 15.5% of the employees were ranked as Accountant. Manager is rank from where The responses from the rank of Manager was 14.4% while that of rank of Customer care Officer was 8.8% and Assistant Manager 6.6% of the total participants.

Table 2. Correlation Matrix of Various Dimensions of Occupational Stress Index (OSI)

Occupational Stress Index	Independent Variables			
	Life satisfaction	Work life balance	Job performance	Job satisfaction
Role Overload	-.142**	-.309**	-.083	-.137
Role Ambiguity	-.238**	-.293**	-.181**	-.296
Role conflict	-.123	-.198**	-.219**	-.088
Peer influence	-.145**	-.380**	-.096	-.142**
Responsibility	.020	.052	.061	.189**
Poor peer relations	-.269**	-.380**	-.096	-.142*
Intrinsic impoverishment	-.315**	-.227**	-.301**	-.295**
Working strenuous	-.049	-.020	.022	.037
Unprofitability	-.072	-.109	-.010	-.107
Powerlessness	-.121	-.215**	-.220**	-.301**
Under participation	-.151*	-.347**	-.218**	-.462
Low Status	-.139	-.258**	-.149*	-.228**

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

The relationship between twelve dimensions of occupational stress index (OSI) and the satisfaction with life, work-life balance, job performance, and job satisfaction have been determined following Pearson correlation as presented in Table 2. In this study all of the relationships are negatively correlated and statistically significant at $p < 0.05$. Six dimensions of occupational stress index such as role overload, role ambiguity, unreasonable group and political pressures, poor peer relations, intrinsic impoverishment, and under participation have negative correlations with satisfaction with life scale. Nine dimensions of occupational stress index such as role overload, role ambiguity, role conflict, unreasonable group and political pressure, poor peer relations, intrinsic impoverishment, powerlessness, under participation, and low status are negatively correlated with work-life balance. This result indicates that the higher the workload, role ambiguity, and group and political pressure; the lower the degree to which a person maintains balance between his personal and work life. And the lower the relationship with peers, opportunity for utilizing and improving ability and aptitude, given authority, influence in organizational decision-making and status; the lower the extent to which an employee maintains balance between his personal and work life.

Six dimensions of OSI including role ambiguity, role conflict, intrinsic impoverishment, powerlessness, under participation, and low status have negative correlations with job performance; it implies that an increase in these attributes causes lower job performance. Job satisfaction is negatively correlated with nine dimensions of OSI such as role overload, role ambiguity, unreasonable group and political pressures, responsibility for persons, poor peer relations, intrinsic impoverishment, powerlessness, under participation, and low status; which indicates excessive workload, ambiguous role clarification, group and political pressure, poor relations with peers, lack of opportunity for applying ability and aptitudes, lack of authority, lower influence in decision-making and lower status which instigates lower job satisfaction. The highest number (4) of correlations where responsibility for persons yields only positive correlations were the perceptions of role ambiguity, intrinsic impoverishment and under participation. Strenuous working conditions and unprofitability did not establish any correlation.

Table 3. Summary of Hierarchical Regressions for Variables Predicting Life Satisfaction, Work-life balance, Job Performance and Job Satisfaction

Independent variable	Step 1	Step 2
	B SE(B) β sig. B SE(B) β sig.	
Occupational Stress	-.70 .12 -.36 .00-.43 .12 -.19 .00	
Recreation	.21 .09 .17 .03	
Self-Care	.19 .08 .13 .04	
Social Support	.27 .10 .19 .00	
R²	.115 .251	
F-value	24.415 12.077	
Occupational Stress	-.90 .13 -.52 .00-.77 .10-.38.00	
Recreation	.19 .11 .19 .05	
Self-Care	.06 .09 .05 .73	
Social Support	.03 .11 .03 .94	
R²	.287 0 .331	
F-value	64.757 18.419	
Occupational Stress	-.54 .14 -.31 .00 -.30 .11 -.21 .02	
Recreation	.16 .09 .16 .15	
Self-Care	.19 .10 .21 .24	
Social Support	.11 .11 .09 .27 .	
R²	.084 0 .178	
F-value	19.412 9.307	
Occupational Stress	-.79 .15 -.44 .00 -.71 .13 -.37 .00	
Recreation	.07 .12 .07 .63	
Self-Care	.09 .08 .09 .42	
Social Support	.19 .11 .17 .07	
R²	0 .162 .215	
F-value	39.367 11.551	

Table 3 illustrates the scores of adjusted R2, the standardized regression coefficients (Beta), F-value, and the associated p-values for the variables inserted into the equation.

As demonstrated in Table 3, the regression analysis establishes significant relationship between occupational stress and life satisfaction where occupational stress can predict and interpret 11.5% (R2=0.115) of the variance in life satisfaction at p<0.001. This relationship is negative (-0.36), which implies that occupational stress moderately affects life satisfaction of bank employees, and the effect of this relationship is over 36%. Thus hypothesis H1, is sustained which assumes that higher degree of occupational stress leads to lower life satisfaction.

The regression analysis (Table 3) further indicates that there was significant relationship between occupational stress and work-life balance at β =-0.52, p<0.001. The impact of this relationship is significantly high since occupational stress accounts for 28.7% (R2=0.287) of variance in work-life balance. Therefore, hypothesis Two is supported stating that occupational stress negatively affects work-life balance of bank employees. This relationship is negative, and its level is as high as 52%; which underscores that employees who suffer from occupational stress, encounter difficulties in balancing between their paid work and personal or family life. Although work-life balance has the highest impact on occupational stress among all dependent variables, and its level is 52%; it is also negatively correlated to nine of the twelve occupational stress factors including role overload, role ambiguity, role conflict, unreasonable group and political pressure, poor peer relations, intrinsic impoverishment, powerlessness, under participation, and low status (Table 2). This implies that an increase in any of these factors causes difficulties for employees to make balance between their work and family life.

From hypothesis Three, occupational stress was also significantly related to job performance showing p<0.001. Although the impact of this relationship is not too high as occupational stress is reported 8.4 (R2=0.84) of the variance in job performance; the result indicates relatively low but negative effects of this relationship (-0.31), which signifies that the higher the degree of occupational stress, the lower the extent of job performance. In another word, bankers who experience stress at work, they perform poorly. Thus hypothesis three is supported.

The result obtained from hypothesis four indicates a negative significant influence of occupational stress on job satisfaction with a coefficient of -0.44 and $p < 0.001$. The impact of this relationship is relatively high since occupational stress can explain 16.2% ($R^2 = 0.162$) of the variance in job satisfaction. Hence, hypothesis four is proven. The analysis thus tests the statement that occupational stress reduces employee job satisfaction since the effect of occupational stress on job satisfaction is negative (-0.44). This outcome is consistent and supported by existing literature of occupational stress.

6 DISCUSSION

The result obtained from hypothesis one where the regression analysis establishes significant relationship between occupational stress and life satisfaction was supported by findings of Ozkan and Ozdevecioglu (2013) which demonstrated similar results where they evidenced that occupational stress decreases the level of life satisfaction of accountants in Turkey. Pearson correlation also indicates that several factors of occupational stress are negatively correlated to life satisfaction of bank employees. Individuals who are stressed due to poor relationships, lack of opportunity to improve and apply aptitudes, and non involvement in org in organizational decision-making; experience lower satisfaction with their life

The regression analysis computed on (Table 3) regarding hypothesis two further indicates that there was significant relationship between occupational stress and work-life balance. This finding is not surprising considering the fact that due to work overload and time pressure the bankers are unable to manage work life with family life which cause some serious social problems. Therefore the overstressed job decreases employee performance and perhaps a chief contributor to employee dissatisfaction. Various studies have depicted that stress is increasing at a rising rate in the Banking sector. Due to recession in the global market and cut-throat competition, banks are facing many challenges. As a response of which, they have to make efforts to increase their efficiency. Banks, these days, are restructuring themselves. This results in more workload on their employees. Family situations are entwined with stress and strains where working women have to cope up with all pressures at work as well as at home. The stressors, not only affects major life events but also encompasses ongoing minor events like electricity failure, maid not turned up, unexpected guests and child's misbehaviour. Women who choose to combine marriage with career face a situation of helplessness and they hardly know how to allocate time and resources between these two major responsibilities. The job taken by women created more conflicting situations for them due to dual role played and inability to tolerate the whole burden.

From hypothesis Three, occupational stress was also significantly related to job performance. This result agreed with the findings of Milot (2012) and Nowak (1989) in which they suggested that employees who perceive high level of stress, perform poorly at work. Cooper (1988) and Sprey (1991) submitted similar results and claim that stress instigates lower job performance. The study of Siu (2003) in Hong Kong is also identical with the findings of this study. Mohan et al. (2010) found that occupational stress causes anxiety among teachers in the USA that subsequently decreases their job performance. Motowidlo et al. (1986) also confirmed occupational stress as an influential factor that affects employee job performance. A little organization stress is healthy as it increases the efficiency. But stress beyond limits destroys the inner peace of the employees and ultimately hampers the growth of the individual as well as the organization.

The result obtained from hypothesis four indicates a negative significant influence of occupational stress on job satisfaction. This outcome is consistent and supported by existing literature of occupational stress. Milot (2012) and Nowak (1989) suggest that employees who suffer from high level of stress, experience lower level of job satisfaction.

Chang and Liu (2007) conducted a study in China in which they argue that occupational stress is highly correlated to employee job satisfaction. The relationship between occupational stress and life satisfaction, and recreation and cognitive coping affect the relationship between occupational stress and work-life balance. ILO (2012) reports similar result and suggests that techniques like recreational and leisure activities, relaxation, exercise and social life support to cope with work stress affecting work-life balance. Apart from these, management can also support employees with flexible work schedule to fulfill their personal and family responsibilities (ILO, 2012). Although employees' capability of controlling and managing stress at work assists in furthering their job performance (Adlet et al., 2006; Wetzel et al., 2006; Zhong et al., 2006).

7 CONCLUSIONS AND RECOMMENDATIONS

The researcher concludes that there are various stressors among women executives in the banks, such as: poor working conditions, rotating work shifts, work overload, role ambiguity, lack of participation in decision making, inappropriate leadership style, lack of social support, transfers, poor working relationships and technological changes in the organization.

Excessive stress may result in bodily disturbances like peptic ulcers, migraine headache, fever, etc. High level of stress may affect self confidence, lower self-esteem, lack in concentration and reduce job satisfaction.

High levels of occupational stress statistically interfere with life satisfaction, work-life balance, job performance, and job satisfaction of bank professionals; as this study shows that employees who are highly stressed, experience lower level of life and job satisfaction, perform poorly, and confront difficulties to balance between their personal and work life. The findings of this study indicates that employees need to be aware of stress and adopt coping strategies that downturns stress at work and in consequence increases life satisfaction and makes employees able to balance between their work and family life.

Women bankers should find time to participate in recreational activities (e.g. music, sports), management and utilization of free times and weekends, regular exercise, and moderate food and drinks (avoiding excessive consumption of coffee, tea or cigarettes) may benefit employees to overcome various traumas of occupational stress.

New techniques and styles, and improved relationships with co-workers provide mental properties that also support in reducing stress at work. Bank management can play a vigorous role in the welfare and performance of its employees as occupational stress influences employee job performance and job satisfaction. Bank management can contribute in lessening work stress by offering reasonable workload and financial benefits, clearly defined responsibilities, opportunity to utilize employee's aptitudes, improved authority and working conditions, participative culture, and improved organizational and social status; which empower employees and create a feeling of belongingness to the organization.

Various strategies such as encouraging and appreciating employees, job rotation, job enrichment, decentralization, cracking jokes, playing games, guidance and counselling, quality consciousness awareness programs, psychological support and many more to minimize stress are hereby suggested. This study also suggest five day week working so that the employees can get more time for themselves and their family and discharge other social responsibilities.

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