STUDY OF WORK RELATED STRESS AND JOB SATISFACTION AMONG FEMALE BANKERS

Muhammad Ashraf¹, Nawaz Ahmad² and Riaz Ahmed Mangi³

Abstract

The objective of this study was to empirically investigate the identified causes of work related stress and their influence on the job satisfaction level. The respondents were female bankers working in Karachi. Close ended questionnaire was used to collect the response from (n=345) female bankers. To collect the response from the female bankers was a bit difficult task therefore convenient sampling technique was applied. Through Structural Equation Modeling (SEM) it was found that variables such as, work load and working relation significantly causes the work related stress among bankers; which eventually causes the negative level of job satisfaction of the female bankers, however positive level of work related stress predicts the positive level of job satisfaction. The study highlighted the significance of job satisfaction and causes of stress among bankers. The timely response the stressors among female bankers can motivate to show higher order commitment.

Keywords: Work Stress, Job Satisfaction, Female Bankers, Structural Equation Modeling.

JEL Classification: Z000

Introduction

The organizations like banks normally exhibit zero tolerance to struggling performance due to their very nature. This nothingness of space to heave the sigh of relief causes the stress among the workers. Eventually this paranoia is translated into counter work behavior and turnover intention; hence dissatisfaction may occur.

The etiology of anxiety and stress are case specific and condition sensitive, thus it would be fatal exercise to argue that working environment and nature of job does not influence in terms of etiological role (Steyna & Vawdab, 2014). Generally agreed upon perception prevails that owing to work related stress various signs and symptoms can be witnessed. For example stress carries the elements like unreasonable workload and interpersonal divergence with peers and managers (Berger, Sedivy, Cisler, & Dilley, 2008).

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The association between stress and satisfaction remain the focal point of discussion among academic scholars, for instance, Mahfood, Pollock, and Longmire (2013) found that stress substantially influence the level of job satisfaction of employees. The employees in public dealing organization are vulnerable to dual indentifiable stressors one is from customer related and the other is organizational related. Kim, RO, and Hutchinson (2014) have documented that customer aggression can cause to diminish employee level of satisfaction with job. In service based organizations customer dominance is all encompassing norm. Hence, it is believed that “Customer is always right” (Yagil, 2008) or in the words of Reynolds and Harris (2006) “customer is king”. This preference ushers the superiority complex among customers and causes the organization to value even incivility of customers and eventually stress emerges among employees.

Due to high sensitivity of being women, female workers are more vulnerable to stress and submerged to it considerably. Levoskaa and Kiukaanniemib (1994) investigated the psychological stress due to external factors and job satisfaction among female workers and found that stress due to external factors causes the deviation in the level of job satisfaction. This research is intended to comprehend the effect of stress among female banker evidences from karachi based banks.

Despite of the significance of female employee contribution in growing financial sector of Pakistan, least literary evidences can be traced in scholarly research. This study therefore attempts to analyse the influence of job related stress among female bankers, and its influence on the level of job satisfaction. The findings of this study will equip the heads of financial institutions to put critical vigilance on the causes of stress.

**Problem Statement**

Human capital being distinct species used to get inspirations from feelings. The passions, pathos, emotions, sorrows, agonies, and many more feelings are in human instinct. The extreme negative feelings turn into counter behavior, such as stress. In working settings stress is an outcome of several factors such as; excessive work load, working environment. The stress to accomplish the given task in the work setting is considered as positive stress. However the negative stress or extreme anxiety results in counterproductive behavior. The female workers are always prone to stress due to their caring and sensitive nature. It multiplies its intensity if the job is in financial institution, particularly banks. This study therefore has been conducted to investigate the stress level among female bankers.

**Purpose of the Study**

The study was intended to investigate the causal effect of stress on job satisfaction among the female bankers. Owing to cost and time constraint, the study is limited to Karachi based private banks.
Significance of the Study

The working environment in services organizations, particularly banks, is becoming demanding as the day passes, various types of services have been introduced by banks to provide financial services to customers. This has created an environment of timely services to customers with utmost diligence. A considerable number of female employees have been hired in banks who perform different jobs and banks also look forward to better job performance from female employees. The challenging nature of job may create stress among female employees. This research has attempted to study that, if the stress is translated into discontentment with the job, with special reference to female bankers in Karachi. The respondents of this study were female bankers working in private bank in Karachi. The findings of study may be used as input in policy making for female bankers.

Literature Review

Suraj-Narayan (2005) explains that job related stress can be described as an exhibition of sentimental, emotional, intellectual, attitudinal and physiological response to unpleasant and pernicious aspect of job, and working conditions. Working life with existence of stressors, that are unbearable, uncontrolleable, prolong in nature, or poorly dealt can cause the irregularity to work, struggling to performance, turnover intention, counterwork behaviour and ofcourse low level of job satisfaction (Musikanth, 1996; Ashraf, Ahmad, Shaikh, & Bhatti, 2014). An employee in an organization with inbuilt stress due to the nature of job, the chances of negative work behaviours and anxiety become high.

Work Related Stress and Gender

Generally to be active in working environment is associated with positive health for both men and women equally (Baruch, Biener, & Barnett, 1987; Malley & Stewart, 1988). However the oodles of work related stress can bring hazardous effects both in terms of physiological and psychological employee outcomes. The reaction to the work related stress has been studied as significant demographic characteristic with regard to gender (Todd & Linda, 1985). It has also been reported that there is no significant difference between male and female reaction to the work related stress (Martocchio & O'Leary, 1989). However the differences both in stressors and intensity of stress has been reported between the genders (Nelson, Quick, Hitt, & Moesel, 1990; Nelson & Quick, 1985). Although the both male and female are exposed to similar stressor, but the female experience to stressor is also unique (Cooper, Dewe, & O'Drisc, 2001). It is essential to identify the stressors that are distinctive to female employees, which in turn will help to single out the specific needs of female workers (Hobfoll, Geller, & Dunahoo, 2003), found that work place support has significant contribution in minimizing the work related stress among male worker than female employees. Studies have reported that female employees are specifically exposed to number of stressors, such as workload (Krantz & Lundberg, 2006; Heinisch & Jex, 1997), relationship with managers (Kaliniene
& Ustinaviciene, 2013; Kinman & Jones, 2005). Several studies have documented mixed findings regarding stress and gender sensitivity. Gerdes (1995) observed the chronic work related stress and higher physiological symptoms of stress among female workers than their male co-workers. Whisman and Kwon (1993) concluded no difference in response to stress among male and female workers. The reaction of work related stress into job satisfaction have been rarely studied in Pakistani context, with special emphasis on female bankers. This study has therefore investigated the work related stressors among female bankers, and their exhibition to the level of job satisfaction (Trivellas, Reklitis, & Platis, 2013).

Workload and Stress

Before 1970’s the term workload was not a frequently used construct, and people from various disciplines remained disagree regarding its origin, mechanism, outcomes and measurement (Panel on Workload Transition, 1993, p 54). Workload can be viewed from three distinct aspects: amount of work and number of things to do, time allocated to accomplish the task, and cognitive experience of the person who performs the work (Lysaght, et al., 1989). Workload can be considered as a cognitive construct, a latent variable or may be as mediating variable (Gopher & Donchin, 1986, p. 41-4), exhibiting the interaction of cognitive demands applied on employees by the nature of work they perform. The reaction to the workload depends upon the mental capability of a person and the context of situation. Workload can be an outcome of the intensity in many different work related demands, and hard to cope up such demands simultaneously (Cain, 2007). Workload is a construct that cannot be observed directly, but can be inferred from the behaviors or evaluation of physiological and psychological symptoms (Casali & Wierwille, 1984). To be very precise the academic and psychological research is still in dearth in well acknowledged definition of workload. The existence of workload stress is normally determined through behavioral and psychological symptoms reflected among the employees in the working environment. The heavy workload coupled with sensitive nature of work is an open invitation to the stress. The job of bankers is such arena, where chances of stress are always there due to nature of job, particularly among women bankers, more specifically in Pakistani context.

H1: Workload in banking job causes the work-related stress among female bankers.

Working Relation and Stress

Work related stress can influence an employee’s behavior either negatively or positively. Spielberger (1979) noted that work-related stress is one of the most influential factor affecting performance, because individual has direct exposure to the stress (p. 4). Coping with stress has been observed as efficient and effective way to mitigate the negative outcomes (Krohe, 1999). Krohe further states that managers in decision making positions often feel it essential to fabricate stressful working conditions to develop the best performance habits among their subordinates. However such exercises do not pay favorably all the time, stress can turn into poor productivity, obstacle to
innovation, and job satisfaction. The stress as an outcome of bullying attitude may lead to commission of counter work practices (Schlesinge & Eugene, 1980).

H2: Working Relation is significant predictor of Work-related Stress among female bankers.

Work-related Stress and Job Satisfaction

Generally it is an endorsed reality that people in the working environment where they are mandated to deal with issues of others, such as teaching, law enforcement, hospitality management, health care and banking are vulnerable to work related stress (Finn & Tomz, 1998). The existence of stress to some extent is obvious and one cannot get rid of it completely (Ortega, Brenner, & Leather, 2007). The effect of such stress can be moderated through various training and psychological sessions. However the employees suffering from prolong exposure to stress, and not treated proficiently, can be catastrophic both for organization and employees it terms compromised contribution in organizational objectives (Maslach, Schaufeli, & Leiter, 2001). In the working environment numerous factors can cause the stress and their influence of various employee outcomes. Such as job satisfaction, one of the most heavily studied employee behavior in management research (Rahman, Gupta, & Moudud-Ul-Huq, 2012). Job satisfaction has been defined as the state of feelings for the job a person is doing has been typically termed as job satisfaction (Balzer, et al., 1997; Spector, 1997). Ashraf et al. (2014), and Saleem et al. (2013) have documented that it is an affirmative exhibition regarding the nature of job an employee performs. It reflects an higher order job contentement, constructive feelings for the work. More simply a discontent employee will behave negatively while on job. Thus the satisfaction with the job is exhibited in an amount of dedication and commitment towards the achievement of organizational productivity. The organizations are required to develop conducive environment for the employees, so that affirmative attitude may be nurtured.

Negative job satisfaction can be an outcome of job stress (Stamps, 1998; Cooper, Rout, & Faragher, 1989). Stress can be an outcome of something and can be translated into dis-satisfaction. Vinokur-Kaplan (1991) noted dissatisfaction with salary was significant feature among social work volunteers. The level of job satisfaction among working women engaged in different organizations has been studied as influenced by salaries, recognition of serviced rendered by them, organizational climate (Hossain & Rahman, 1995). The female bankers while on the job perceive high level of stress, and higher level of job satisfaction can minimize the propensity to quit the job (Hossain, 1997). On the basis of literary evidence we have developed following hypothesis:

H3: Work-related stress has significant influence on the level of job satisfaction.
H4: there is significant relationship between pay and level of job satisfaction.
H5: there is significant association between organizational climate and level of job satisfaction.
Conceptual Frame Work

Figure 1
Conceptual Model

Nature and Type of Research

As this study is intended to analyze the effect work related stress on satisfaction with the job among female bankers, hence the nature of the study is of cause and effect therefore this study is causal in nature. However, quantitative methods are applied for research.
Data Sources

This research is survey based; therefore primary data collection approach has been used to gather the data required for this study. Close ended questionnaire was used to collect response.

Sample

The subjects of study were 345 female bankers working in two private owned bank branches located in Karachi, Pakistan. The sample size was constrained by the choice of branches having more than 5 female bankers and headed by the male branch managers. The convenient sampling method was used to identify respondent for this study.

Measures

Work related stress was measured through two constructs namely work load and working relations. Whereas the job satisfaction was measured through two identified constructs namely pay and organizational climate.

(1) Work load

Workload as hypothetical construct is often described as gap between person’s existing resources and the demands of task (Young & Stanton, 2005; Bowers & Jentsch, 2005). In order to gather response the NASA-TLX high workload scale with some modification was used. The scale was ordered in five-point likert type, 1=being least level of agreement and 5=being most level of agreement.

(2) Work Relation

The congenial working relation ushers the environment of team-wok, under which everyone feel sense of responsibility being part and parcel of the relation. The state of working relation as hypothetical construct has been measured by using self-developed scale (tested through pilot study) on 5-point likert type.

(3) Pay

Pay satisfaction as hypothetical construct was measured by placing 5 items before respondents on 5-point likert scale. These items were self-developed and pre tested before administering to the respondents.
(4) Organizational Climate

Organizational climate refers to a set of attributes, which can be presumed within an organizational setting (Kaczka & Kirk, 1967). In order to measure the perception of respondents about the organizational climate, the questionnaire developed by Adenike (2011) regarding organizational climate were used. The items were chosen and modified to suit the purpose of the study.

Participants and Sample Characteristics

Table No 1 shows the demographic characteristics of the respondents for this study. All the respondents were female; therefore the gender characteristics have not been incorporated. The greater chunk of the respondents was of 24 to 30 years of age constituted 55 percent of total respondents. The bankers had at least 5 years of job experience been requested to participate in the survey. As the young bankers were in majority in showing their consent to participate in the survey, therefore 60.0 percent were the bankers had an experience bracket of 5 to 10 years.

Table 1
Descriptive Statistics

<table>
<thead>
<tr>
<th>Demographic</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>24 to 30</td>
<td>190</td>
</tr>
<tr>
<td></td>
<td>31 to 40</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td>41 and above</td>
<td>65</td>
</tr>
<tr>
<td>Job exp</td>
<td>5 to 10</td>
<td>207</td>
</tr>
<tr>
<td></td>
<td>11 to 20</td>
<td>138</td>
</tr>
<tr>
<td>Designation</td>
<td>OG I</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>OG II</td>
<td>121</td>
</tr>
<tr>
<td></td>
<td>OG III</td>
<td>179</td>
</tr>
<tr>
<td>Merit status</td>
<td>Single</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>255</td>
</tr>
<tr>
<td>Education</td>
<td>Masters</td>
<td>226</td>
</tr>
<tr>
<td></td>
<td>Graduate</td>
<td>119</td>
</tr>
</tbody>
</table>
Results and Interpretations

Correlation Analysis and Reliability Test

The table No 2 shows the strength of relationship between variables of interest. Strong and significant correlation is exhibited through the execution of Pearson correlation. Chronbach’s alpha reliability to test the reliability of scale was conducted. The result for the test is shown table 2. The test was pioneered by (Cronbach, 1951). It aimed at to measure the internal consistency among the items of the scale. The alpha reliability is reported into parentheses shown in table 2.

Table 2
Correlations

<table>
<thead>
<tr>
<th></th>
<th>Job Satisfaction</th>
<th>Work load</th>
<th>Work Relation</th>
<th>Pay</th>
<th>Org: Climate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work load</td>
<td>.458**</td>
<td>(85.3)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Relation</td>
<td>.691**</td>
<td>.499**</td>
<td>(78.8)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pay</td>
<td>.891**</td>
<td>.411**</td>
<td>.684**</td>
<td>(79.4)</td>
<td></td>
</tr>
<tr>
<td>Org: Climate</td>
<td>.891**</td>
<td>.404**</td>
<td>.547**</td>
<td>.587**</td>
<td>(79.3)</td>
</tr>
</tbody>
</table>

Structural Model Results

The conceptual model in figure 1 has been analyzed using AMOS 20 and got the results shown in figure 2. The proposed model was tested on the sample (n=345). The results shows that Chi-Squire was 90.18, p=.065; GFI .950; AGFI, .862 indicates the model is fit enough results are shown in Table 3. The chi-squire is required to be insignificant; in our case it is insignificant, however said outcome is sample sensitive. The more the sample sizes higher the significance (Newsom, 2012).Therefore we have included other fit indices as well.

Table 3
Fit Indices

<table>
<thead>
<tr>
<th>Model</th>
<th>Absolute Fit Indices</th>
<th>Incremental Fit</th>
<th>Parsimonious Fit</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Df</td>
<td>χ2</td>
<td>GFI</td>
</tr>
<tr>
<td>1</td>
<td>72</td>
<td>90.18</td>
<td>.950</td>
</tr>
</tbody>
</table>
This study has investigated five hypotheses. The results of hypotheses are shown in table 5, the coefficients and t-values are given. All the given t-values are over 1.96 and significant positive influence is shown through regression estimates; thus all the hypotheses could be retained as for as this study is concerned.

Figure 2: Shows the Standardized Path Coefficients and factor loadings
Table 4
Estimates for structural parameters

<table>
<thead>
<tr>
<th>Model</th>
<th>Parameter</th>
<th>Estimate</th>
<th>t-value</th>
<th>P-Values</th>
<th>Hypotheses</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Work load → Work related stress</td>
<td>.60</td>
<td>7.14</td>
<td>0.05</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2</td>
<td>Work relation → Work related Stress</td>
<td>.80</td>
<td>9.19</td>
<td>0.01</td>
<td>Accepted</td>
</tr>
<tr>
<td>H3</td>
<td>Work Related Stress → Job Satisfaction</td>
<td>.68</td>
<td>8.82</td>
<td>0.01</td>
<td>Accepted</td>
</tr>
<tr>
<td>H4</td>
<td>Job Satisfaction → Pay and Reward</td>
<td>.49</td>
<td>3.60</td>
<td>0.05</td>
<td>Accepted</td>
</tr>
<tr>
<td>H5</td>
<td>Job Satisfaction → Organizational Climate</td>
<td>.55</td>
<td>4.16</td>
<td>0.05</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Discussion and Findings

The findings of this study offers a well established supports for hypotheses about the work related stress among female bankers (Das, 2016) as the results agreeable to analysis using Job Demand Resource Model (Bakker & Demerouti, 2007; Bakker, Nachreiner, & Schaufeli, 2001). Higher job demands, struggling working relation causes the work related stress. However surprisingly work related stress is translated into higher order job satisfaction level. The novel contribution of this study is stress can bring positive attitude among people in working environment. The employees in the working environment are always prone to the stress in general and in banking sector in particular. The female employees due to their sensitivity in nature are always caught by work related stress and eventually low level of job satisfaction. Thus rate of turnover in banking in Pakistan is increasing day by day. The finding of this study is in congruence of the conclusion documented by Gupta (2015). However her focus was Indian female bankers. Thus this study is unique contribution in management literature.

Conclusion

The objective of this study was to determine the causal relationship between work related stress and job satisfaction among female bankers. The rationale choosing this issue to investigate was state of sensitivity among female employees; when these sensitive employees work under stressed environment like banking sector is studied, it was anticipated the interesting findings. In this regard work related stress was studied as independent variable and job satisfaction as dependent variable. Data was collected from female bankers, performing in several banks in Karachi, Pakistan. Close ended questionnire was used to collect the data from respondents identified through convinient
sampling technique. Structural Equation modeling using AMOS 20 was conducted and the results interpreted. The steps of structural equation modeling form model specification to model modification and fitness were performed. Through the confirmatory factor analysis (CFA) the factor having loading less than .40 were eliminated. The absolute, incremental and parsimonious fit indices has been reported to check the fitness of the model.

Limitations

Like all sort of studies, this research has also some limitations. The foremost of them was the time of time. The 2nd most was the reluctant attitude of the respondents while filling the questionnaire. 3rd this study is limited to the private banks only, thus the stress level among the female bankers is measured. The study might return unique findings, if it had been broader in scope towards other fields of inquiry. Moreover the nature of this study is quantitative, therefore the limitations of quantitative research is also inheritance to the study.

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