

IDENTIFICATION OF SOURCES OF JOB STRESS: A STUDY OF BANK MARKETING EXECUTIVES

Sakshi Sharma^{*}, Jashandeep Singh^{**}

Abstract *The present study identified the sources of job stress among marketing executives working in private banking sector of Punjab. A self-administered questionnaire consisting of personal information and items related to respondents' job stress was used to collect the data from 600 marketing executives. The factors having potential to produce job stress identified through factor analysis are 'lack of clarity and growth', 'work-life imbalance', 'work overload', 'lack of autonomy', 'unachievable targets', 'poor communication system' and 'poor interpersonal relations'. The detailed findings and managerial implications for private banks are discussed.*

Keywords: JobStress, Sources, Stressors, Banking, Marketing Executives

INTRODUCTION

Job stress is a growing concern today in comparison to three decades ago. It has become a key problem not only for individuals working within an organization but also for the organization itself. Beehr and Newman (1978) defined job stress as a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning. A healthy work environment ensures that work pressures on employees are in harmony with their abilities and the resources provided to them, the amount of autonomy at work and the support they receive from people they work with. Health doesn't merely mean the absence of disease, but a positive condition of overall physical, mental and social well-being (*Contemporary Health Studies*, 2012). Therefore, a healthy working environment is one where there is not only absence of harmful conditions but a plenty of health promoting conditions too. In this context, the term 'stress' refers to a stress with significant negative consequences, that is, 'distress' rather than stress where consequences are helpful or otherwise positive, termed as 'eustress' (Fevre et al., 2003). Stress produces numerous health effects which vary according to persons, situations, and severity. These effects include physical and mental health decline experienced in the form of insomnia, ulcers, hypertension, nervousness, depression and anxiety (Chang and Lu, 2007).

REVIEW OF LITERATURE

Rapid changes of the modern work-life are associated with increasing demands of learning new skills, needs of adopting new types of work, pressures of higher

productivity and quality of work, time pressures and hectic jobs (Kulkarni, 2006). Ivancevich et al. (1982) said that stress is often developed when an individual is assigned a major responsibility without proper authority and delegation of power. Pestonjee and Mishra (1999) explained that optimum level at which stress is functional is different for different persons and is dependent on a variety of factors like the personality of an individual, self-esteem, his educational background, authority to make decisions, control over organizational and environmental variables.

Howard (1980) indicated four general characteristics of management jobs that are most stress producing, i.e., feeling of helplessness, too much work, urgency, ambiguity and uncertainty. Parasuraman and Alutto (1981) divided antecedents of work stress in a food processing firm into three categories, namely, contextual variables (subsystem, shift), role variables (job level), and task variables (autonomy, complexity, interdependence, reutilization and closeness of supervision). Seven work stressors were found in the study, i.e., inter-unit conflict, technical problems, efficiency problems, role frustration, staff shortages, short lead times and too many meetings. The results indicated that both job level (low, medium, high) and subsystem (administration, production limited variety, production wide variety, technical support and boundary) were significantly related to levels of work stressors.

Manshor et al. (2003) found that workload, working conditions, and relationships at work were the main concerns of the managers that lead to stress at the work place. Burke (1976) investigated the relationship between occupational stress and job satisfaction and found that the most stressful situations were: not being able to get needed information,

^{*} Assistant Professor, Maharishi Markandeshwar University, Ambala, Haryana, India. Email: sakirdham@gmail.com

^{**} Research Scholar, Maharishi Markandeshwar University, Ambala, Haryana, India. Email: jashan.kheiva@gmail.com