

OCCUPATIONAL STRESS AND JOB PERFORMANCE OF EMPLOYEES IN BANKS: BANGLADESH PERSPECTIVE

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Published in

January, 2021

Published by Bangladesh Institute of Bank Management (BIBM)

Plot No. 4, Main Road No. 1 (South), Section No. 2

Mirpur, Dhaka-1216, Bangladesh.

PABX : 9003031-5, 9003051-2

Fax : 88-02-9006756

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Printed by Print Plus, 10 Arambag, Motijheel, Dhaka.

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No part of this report may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording or by any information storage and retrieval system, without the permission of the publisher.

As part of the ongoing dissemination of BIBM research outputs, the present research monograph contains the findings of the research project titled “Occupational Stress and Job Performance of Employees in Banks: Bangladesh Perspective” The study examines the relationship between the occupational stress and job performance of bank employees. Specifically, this study aims to i) identify the stress level of bank employee; ii) analyze the sources of occupational stress; iii) analyze the relationship between stress and job performance experiencing in the context of the banks; and iv) find out the ways of reducing occupational stress of bank employees in Bangladesh. This study covers 45 different banks (out of 59 banks) with 592 sample respondents. The study uses Cronbach’s Alpha for data reliability and KMO, Bartlett’s test for sampling adequacy and Factor Analysis (FA) data reduction model for data analysis and interpretation. Total 20 Job Performance (JP) and 21 occupational stress related factors have been used to analyze the data. Further, another semi-structure questionnaire has been sent to the heads of Human Resources Department (HRD) of the commercial banks to examine policy initiatives to handle occupational stress of bank employees in Bangladesh. Moreover, a Focus Group Discussion (FGD) has been conducted with the heads of Human Resources Department (HRD) and Bangladesh Bank (HRD-1). The study explicates that 19 per cent employees are facing dangerous level and 35 per cent are facing sever level of occupational stress. Further, it finds that 40 per cent employees who are 55 years old and above have severe level of stress followed by employees who are 35-44 and 25-35 years by 35 per cent. On the other hand, 25 per cent employees who are 35-44 years of age are facing dangerous level of occupational stress followed by around 22 per cent of 45-54 years old employees. Again, the study reveals that 60 per cent Deputy General Manager (DGM)/ equivalent employees and above in the banking sector of Bangladesh are suffering dangerous level of stress. The study identifies top five sources of occupational stress. These are working after regular office hour, higher target fulfillment, role conflict, family problem and role overload. The study recommends that deposit mobilization, disbursement, recovery target should be fixed based on the rational industry growth in the country. Top management should turn their attitude from target fulfillment to business sustainability.

It gives me immense pleasure to publish and distribute this research output to the practitioner of the banks and financial institutions, regulatory agencies as well as to the academics and common readers. I hope this monograph will be a valuable resource for professionals especially for the banking community for ensuring sustainability of the banking industry.

Md. Akhtaruzzaman, Ph.D.
Director General, BIBM

Acknowledgement

We have completed the research project with the immense support from many persons, especially from the executives of different banks. We would like to extend our gratitude to Dr. Md. Akhtaruzzaman, the honorable Director General, BIBM for his valuable advice, observations and thoughts to progress our research work. We are also very grateful to Dr. Prashanta Kumar Banerjee, Professor and the then Director (Research, Development & Consultancy), BIBM, for his valuable comments and positive suggestions to carry out the research successfully. We are thankful to Dr. Ashraf Al Mamun, Associate Professor and Director (Research, Development & Consultancy) for his insightful comments and suggestions. Our sincere gratitude goes to our research assistant for compiling the data set. We are very obliged to all of our faculty colleagues for their comments and suggestions to improve our research. We are also thankful to Ms. Papon Tabassum, Research Officer, BIBM for her helping attitude throughout the study. Finally, we would like to thank all of those who extended their support in this research work.

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Abbreviations

ACR	Annual Confidential Report
ASSOCHAM	Associated Chamber of Commerce and Industry of India
COC	Compliant of Customer
DRM	Data Reduction Model
DGM	Deputy General Manager
EVP	Executive Vice President
EWV	Existence of Workplace Violence
FA	Factor Analysis
FWH	Flexible Working Hour
FGD	Focus Group Discussion
FEW	Friendly Working Environment
HSE	Health and Safety Executive
HCC	Health Care Cost
HTF	Higher Target Fulfillment
HRD	Human Resources Department
LWH	Long Working Hour
OSH	Occupational Safety and Health
ODP	Open Door Policy
OC	Organizational Constraint
PEHD	Physical Exercise and Healthy Diet
QNBW	Quantity of Better Work
SL	Sabbatical Leave
SRF	Social Responsibility Fulfillment
SOP	Standard Operating Procedure
TAO	Trainee Assistant Officer
WHO	World Health Organization

Executive Summary

Today, the workplace demands a lot. While the rewards may be greater, there is the stress too. An inability to relax or take a break can result in burnout. Not everyone experiences stress as severely as the clinic's patients, but many people are suffering from stress without even realizing it. Stress can easily become a background factor in many people's lives, not as severe as to require clinical treatment, but serious enough to impact on their lives adversely. Occupational stress has become an important topic for study of organizational behavior for several reasons. Stress has harmful psychological and philosophical effect on employees, stress is the major cause of employee turnover and absenteeism, stress experienced by one employee can affect the safety of other employees, and by controlling dysfunctional stress, individual and organization can be managed more effectively. In modern life, corporate sector is booming in a high speed that the people have to work for prolonged hours to maintain the standard of living and achieve their basic needs. The problems arise when the sources of pressure become too frequent without time to recover, or when just one source of pressure is too great for us to cope with. During the past decade, the banking sector had gone under rapid and striking changes like policy changes due to globalization and liberalization, increased competition due to the entrance of more private sector banks, downsizing, introduction of new technologies, etc. Due to these changes, the employees in the banking sector are experiencing a high level of stress.

Occupational stress is one of the most important workplace health risks for employees in developed and developing countries. Studies have shown that though stress is not confined to any specific occupation or geographical area, the study in the financial service sector remain untapped. The financial service sector is traversing a period of major changes resulting from globalization and market deregulation, which has resulted into increased competition and substantial restricting especially through merger and acquisition activity in industrialized and developing countries. In addition, time pressure, excessive demands, role conflicts, ergonomic deficiencies, job security and relationship with customers are particular common stressors amongst employees in the financial services sector.

The prime motto of the study is to examine the relationship between the occupational stress and job performance of bank employees. *Specifically*, this study aims to i) identify the stress level of bank employee; ii) analyze the sources of occupational stress; iii) analyze the relationship between stress and job performance experiencing in the context of the banks; and iv) find out the ways of reducing occupational stress of bank employees in Bangladesh.

This study considers employees (from state owned banks and private commercial banks) of the banking sector in Bangladesh as population. Purposive sampling is used to select employees working in banks ranking from Officer to Executive Vice President (EVP) in Banks. Hence, primary data has been collected from the bankers through a semi-structure questionnaire to examine the level of stress and its impact on job performance of the employees in banks during May to November, 2019. This study covers 45 different banks (out of 59 banks) with 592 sample respondents. The study has used Cronbach's Alpha for data reliability, and KMO and Bartlett's test for sampling adequacy. Total 20 job performance (JP) factors and 21 occupational stress related factors have been used to analyze the data. Factor Analysis (FA) data reduction model has been used for data analysis and interpretation. Further, another semi-structure questionnaire has been sent to the heads of Human Resources Department (HRD) of the commercial banks to examine policy initiatives to handle occupational stress of bank employees in Bangladesh. Moreover, a Focus Group Discussion (FGD) has been conducted with the heads of Human Resources Department (HRD) and Bangladesh Bank (HRD-1) to understand the level of stress, occupational stress measurement and policy initiatives to reduce or optimize occupational stress of the employees in banks. Total seventeen heads of Human Resources Department (HRD) of the commercial banks and one Deputy General Manager (DGM) of HRD-2, Bangladesh Bank participated in the FGDs.

The study explicates that 19 per cent employees are facing dangerous level of occupational stress and 35 per cent employees are facing severe level of occupational stress. Further, it finds that 40 per cent employees who are 55 years old and above have severe level of stress followed by employees who are 35-44 and 25-35 years by 35 per cent. On the other hand, 25 per cent employees who are 35-44 years of age are facing dangerous level of occupational stress followed by around 22 per cent of 45-54 years old employees. Again, the study reveals that 60 per cent Deputy General Manager (DGM)/equivalent employees and above in the banking sector of Bangladesh are suffering dangerous level of stress, which needs to give special attention. Also, 38 per cent Senior Principal Officer (SPO) to Assistant General Manager (AGM) and equivalent officers have moderate level of stress while 35 per cent of them are facing severe level of stress.

The study identifies top five sources of occupational stress of the employees in banks. It finds that working after the regular office hour is the main reason to increase occupational stress in the workplace. The second top most reason of occupational stress is higher target fulfillment pressure (weighted average, 3.52) followed by role conflict (weighted average, 3.23), family problem (weighted average, 3.18) and role overload (weighted average, 2.94). The study identifies five major impact of occupational stress on job performance of the employees in banks. The most important impact of excessive

stress on job performance is that employee's loss their confidence on duties (weighted average, 4.10) followed by they are failed to do their jobs in the best way (weighted average, 4.05). Failing to complete the task with due responsibility (weighted average, 4.03), increasing customer dissatisfaction (weighted average, 3.93) and failing to complete the task within the stipulated time (weighted average, 3.89) are major impact of excessive occupational stress on job performance of the bank employees.

The study recommends that deposit mobilization, disbursement, recovery target should be fixed based on the rational industry growth in Bangladesh. Top management should turn their attitude from target fulfillment to business sustainability. Again, ideally, all employees should finish the work within the office hour and over stay in the office should not be allowed. Each branch manager should leave the office at 6 pm and force the employees to leave the office at 6 pm. The branch/line managers should assign role accordingly with the job descriptions of the employees to reduce the role conflict in the banks. Further, line managers mostly rely on few employees fully to complete the jobs in the organization which automatically create imbalanced role distribution among the employees in the department. Such reliance on the employees creates role overload which should be reduced. Employees who are not qualified for promotion are getting promotion which creates stress among the employees who are qualified enough and taking more stress and are not getting promotion. Unwanted promotion should be eliminated. State-of-the-art and long-term based software and technological set-up are required to reduce IT created occupational stress of the employees in bank.

Occupational Stress and Job Performance of Employees in Banks: Bangladesh Perspective

1. Background

Job stress is a common work place problem experienced by all professionals, irrespective of their nature of work. Longer hours and new roles can strain the best of us, but when there is constantly changing technology and job insecurity as well, many people reach breaking point. Today, the workplace demands a lot. While the rewards may be greater, there is the stress too. An inability to relax or take a break can result in burnout. Not everyone experiences stress as severely as the clinic's patients, but many people are suffering from stress without even realizing it. Stress can easily become a background factor in many people's lives, not as severe as to require clinical treatment, but serious enough to impact on their lives adversely.

Steers (1981) indicates that “occupational stress has become an important topic for study of organizational behavior for several reasons like stress has harmful psychological and philosophical effect on employees, stress is the major cause of employee turnover and absenteeism, stress experienced by one employee can affect the safety of other employees, and by controlling dysfunctional stress, individual and organization can be managed more effectively.” The traditional response of management has a tendency to blame the victim, defining stress as an “individual” or “personal” problem that employee bring from home to work. The HSE (Health Safety Executive, UK) defines stress is an undesirable response where people have tremendous pressures or other types of demands placed upon them. It arises when they worry they cannot deal with. Some stress can be good, and some can be bad. HSE distinguishes between stress and pressure. Pressure is seen as positive and something that actually helps improve our performance. However, the problems arise when the sources of pressure become too frequent without time to recover, or when just one source of pressure is too great for us to cope with.

In modern life, corporate sector is booming in a high speed that the people have to work for prolonged hours to maintain the standard of living and achieve their basic needs. The problems arise when the sources of pressure become too frequent without time to recover, or when just one source of pressure is too great for us to cope with. Occupational stress is an unavoidable circumstance in the work place. The advent of technological revolution in all walks of life coupled with globalization, privatization policies has drastically changed conventional patterns in all sectors. The banking sector is of no exemption.

During the past decade, the banking sector had gone under rapid and striking changes like policy changes due to globalization and liberalization, increased competition due to the

entrance of more private sector banks, downsizing, introduction of new technologies, etc. Due to these changes, the employees in the banking sector are experiencing a high level of stress (Rajendran, 2009). Globalization and privatization led policies compelled the banking sector to reform and adjust to have a competitive edge to cope with multinationals led environment (Jeff, 2010). The implications of the said transformations have affected the social, economic and psychological domains of the bank employees and their relations. Associated Chamber of Commerce and Industry (ASSOCHAM) of India in a recent study found that more than 60 per cent of the bank employees have one or other problem directly or indirectly related to stress. An estimate of the World Health Organization (WHO) Global Burden of Disease Survey shows that mental health disease, including stress-related disorders, will be the second leading cause of disabilities by the year 2020. When stress level is very high in employees and bank managers are unable to take steps to reduce the stress and provide support to employees to handle and manage their stress, this leads employees to a sense of non-belongingness to their respective work place and in turn they look for transfers to other branches or even shift to other banks.

The topic of occupational stress and its impact on employees' job performance has received limited empirical attention in research field in Bangladesh. Many employers may feel that a stress audit is a waste of time or money, but in fact the opposite is the case. Stress costs European employers up to 10 per cent of Gross National Product in terms of lost productivity and insurance claims (Jim Clarke, irishhealth.com). A number of researches have done in developed and developing country regarding the occupational stress of bank employee and its effect. According to a recent study conducted by ASSOCHAM found that banks are the top 10 high stress workplace in recent times (Sharma and Devi, 2005).

Although several studies have been conducted on the psychosocial side of the new policy regime in many sectors, there are only few studies, as far as in the banking sector is concerned, while the same sector has been drastically influenced by the new policies. Stress has a positive effect on employees of any organization but up to a certain extent up to which an employee can cope with it, mostly it exceeds the bearable limits and has a negative result on employees. This is the base of the research study which has not yet been conducted in Bangladesh banking sector.

Against the backdrop, the prime motto of the study is to examine the relationship between the occupational stress and job performance of bank employees. *Specifically*, this study aims to i) measure the stress level of bank employee; ii) analyze the sources of occupational stress; iii) examine the relationship between stress and job performance experiencing in the context of the banks; and iv) find out the ways of reducing occupational stress of bank employees in Bangladesh.

The rest of the paper proceeds as follows. After explaining background in Section-1, Section-2 discusses methodology of conducting this study. Section-3 explicates the literature review of the study followed by global perspectives of occupational stress and job performance in Section-4. While Section-5 explains the findings of Focus Group Discussion (FGD), Section-6 explains the summary findings of the questionnaire survey of the heads of HR. Section-7 explains some cases and Section-8 describes the laws and regulations regarding occupational stress. Findings and analysis of the study are discussed in Section-9.

2. Methodology

2.1 Sample Design and Data Collection

This study is an empirical study where the employees (from state owned banks and private commercial banks) of the banking sector in Bangladesh are considered as sample respondents. Purposive sampling is used to select employees working in banks ranking from Officer to Executive Vice President (EVP) in Banks. Hence, primary data have been collected from the bankers through a semi-structure questionnaire to examine the level of stress and its impact on job performance of the employees in banks during May to November, 2019. To determine the sample size, the study uses Daniel (1999), and Mason and Lind (1996) method using the following formula:

$$n = \frac{N * X}{X + N - 1}$$

where,

n = Sample Size

N = Population Size = 180037 Employees in the banking industry excluding Bangladesh Bank's employees (Source: BB, June 2018)

$X = Z_{\alpha/2}^2 * p * (1-p) / MOE^2$,

$Z_{\alpha/2}$ is the critical value of the Normal distribution at $\alpha/2$ (for a confidence level of 95 per cent, α is 0.05 and the critical value is 1.96)

MOE = is the margin of error, is an estimated proportion and is also called the confidence interval. It is the range in which the true population proportion is estimated and is often expressed in percentage points (e.g., $\pm 5\%$)

p = is the sample proportion¹, 50 per cent is used as the sample size is large.

¹ The sample proportion is what we expect the results to be. This can often be determined by using the results from a previous survey, or by running a small pilot study. If we are unsure, it is better to use 50 per cent, which is conservative and gives the largest sample size (Daniel, 1999)

Hence, the number of sample respondents should be

$$X = \frac{(1.96)^2 * 0.50(1 - 0.05)}{(0.05)^2}$$

$$X = 384.16$$

i.e.

$$n = \frac{180037 * 384.16}{384.16 + 180037 - 1}$$

$$n = 384 \text{ (Approximately)}$$

Thus, the sample size is 384 however; the study used 592 sample respondents from 45 different banks (out of 59 banks) to analyze the data.

2.2 Data Validity Test

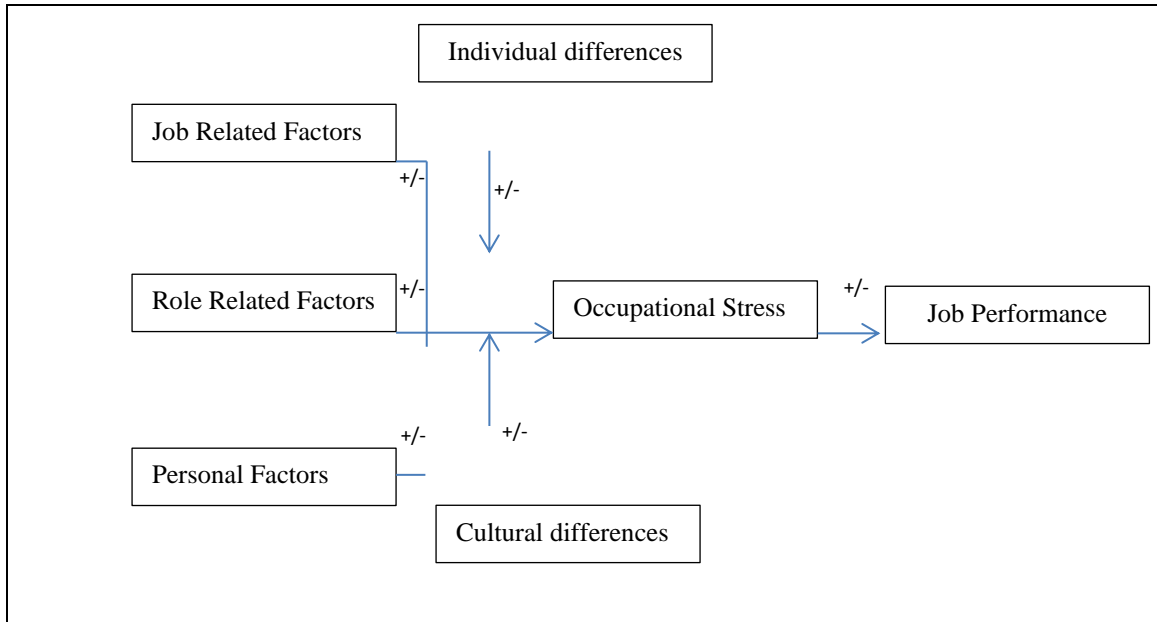
This study uses three models-sources of occupational stress, impact of occupational stress on job performance and ways to reduce occupational stress. Total 592 respondents have been analyzed in this study using Factor Analysis (FA) data reduction model by SPSS-23. Before factor analysis, the study tests the scale of data reliability; hence Cronbach's Alpha has been used. A commonly accepted rule for describing internal consistency using Cronbach's Alpha is as follows –

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

2.3 Theoretical Model of the Study

The theoretical model of this study is explained in the following Figure-2.1. It shows that the sources of occupational stress are job related, role related and personal factors. These stress factors effect occupational stress by increasing or decreasing occupational stress which is mediated by individual differences and cultural differences. Level of absorption of occupational stress varies based on individual differences and cultural differences. Finally, the occupational stress has either positive or negative impact on the job performance of the employees in the organization.

Figure 2.1: Theoretical Model of the Study



Source: The Author, Based on Literature

Further, another semi-structure questionnaire has been sent to the heads of Human Resources Department (HRD) of the commercial banks to examine policy initiatives to handle occupational stress of bank employees in Bangladesh.

A Focus Group Discussion (FGD) has been conducted with the heads of Human Resources Department (HRD) and Bangladesh Bank (HRD-1) to understand the level of stress, occupational stress measurement and policy initiatives to reduce or optimize occupational stress of the employees in banks. Total seventeen heads of Human Resources Department (HRD) of the commercial banks and one Deputy General Manager (DGM) of HRD-2, Bangladesh Bank participated in the FGDs.

2.4 Data Analysis Procedure

The obtained data are analyzed through Statistical Package for Social Sciences (SPSS) version-23 and it is done by the five steps process- identification of stress level, identification of the sources of stress, identification of the effects of stress, examining the relationship between occupational stress and job performance, and identification of different ways to reduce stress of bank's employees.

Firstly, Occupational stress levels of bank employees are tested at the very beginning by using the “Workplace Stress Scale” developed by Marlin Company, North Haven, CT and the American Institute of Stress, Yonkers, New York where *eight variables* (Questionnaire Table- Annex: Question 1-8) were used to measure the stress level. They used the following interpretation to explain employee stress level:

Stress Score level	Level of stress
15 or lower	Chilled out and relatively Clam
16-20	Fairly Low
21-25	Moderate stress
26-30	Severe Stress
31-40	Dangerous Stress

Source: www.psychologistpanel.com and www.stress.org

Secondly, to identify the sources of job stress, a five-point Likert scale has been constructed. The scores awarded to the responses were strongly agree-5, agree-4, neutral-3, disagree-2 and strongly disagree-1. Frequency counts, simple percentages are used for showing the responses to different sources of stress.

In this study, sources of occupational stress are broadly observed in three broad categories under which twenty one variables are studied. These variables under broad thematic areas are as follows:

Job Related Factor (JRF): Work Overload (WO), Higher Target Fulfillment (HTF), Long Working Hour (LWH), Unfavorable Job Environment (UJE), Job Insecurity (JI), Lack of Career Prospect and Development (LCPD), Fear of Technological Change (FOTC), Office Politics (OP), Lack of Leadership Support (LOLS), Unexpected Job Promotion (UJP), Organizational Constraint (OC), Existence of Workplace Violence (EWV), Problematic Customer Handling (PCH), Lack of Financial Reward (LFR).

Role Related Factor (RRF): Role Ambiguity (RA), Role Conflict (RC), and Role Overload (RO).

Personal Factor (PF): Transportation Problem (TP), Poor Relationship with Superior (PRS), Poor Relationship with Peer and Colleagues (PRPC), Family Problem (FP).

Further, the study discusses the effect of stress on job performance by both employee (twelve variables) and organization (eight variables) as follows:

Effect of Stress on Employee/Individual (EOSE): Health Care Cost (HCC), High Anxiety (HANX), Social Responsibility Fulfillment (SRF), Decision Making Ability (DMA), Concentration (CON), Skills (SKIL), Confidence (CONF), Working Ability (WABL), Motivation (MOT), Proper Time Management (PTM), Commitment (COMET), and Job Condition (JC).

Effect of Stress on Organization (EOSO): Absenteeism (ABS), Turnover (TO), On the Job Accident (OJAC), Efficiency (EFFC), Effectiveness (EFFE), Compliant of Customer (COC), Quality of Better Work (QLBW), Quantity of Better Work (QNBW).

Finally, to solve stress in workplace, opinions are taken from the respondent using five point Likert Scale. Total 17 factors have been analyzed of which 8 factors² categories as individual while 9 factors³ are organizational.

2.5 Factor Analysis Data Reduction Model

This study uses Factor Analysis (FA) data reduction model to extract the most important factors that are related with job performance of the employees in bank. Data Reduction Model (DRM) has been to extract the key factors to identify the sources of occupational stress, impact of occupational stress and ways to reduce higher occupational stress. Total twenty-two variables have been analyzed to extract the sources of occupational stress. Further, twenty variables have been analyzed to extract the impact of occupational stress on employees followed by seventeen variables to extract ways to reduce occupational stress of the employees in bank. SPSS-23 has been used for these factors analysis.

2.6 T-test and ANOVA

The study uses T-test and ANOVA to show the impact of occupational stress on job performance of employees. Here “Job performance(JP)” is the *dependent variable* which is the arithmetic average of the 20 variables (HCC, HA, SRF, DMA, CON, SKIL, CONF, WABL, MOT, PTM, COMET, JS, ABS, TO, OJAC, EFFC, EFFE, COC, QLBW, QNBW)⁴ those are effected by stress for individual respondent and “Occupational Stress” (as sources of stress 21 variables: WO, HTF, LWH, UJE, JI, LCPD, FOTC, OP, LOLS, UJP, OC, EWV, PCH, LFR, RA, RC, RO, TP, PRS, PRPC, FP)⁵ consider as *independent variables*. Level of significance is set at 0.05.

² *Individual Factor*: Proper Career Development Plan (PCDP) , Social Support of Others (SSO), Informal Discussion (IND) , Withdraw Some Form of Work (WSFW), Sabbatical Leave (SL), Personal Willingness(PW), Meditation (MED), Physical Exercise and Healthy Diet (PEHD).

³ *Organizational Factor*: Work Consultation and Meeting (WCM), Counseling (CNSL) , Job Redesign (JR), Job Placement (JP), Motivation (MOT), Open Door Policy (ODP), Flexible Working Hour (FWH), Training (TRN), Friendly Working Environment (FEW).

⁴**HCC**: Health Care Cost, **HANX**: High Anxiety, **SRF**: Social Responsibility Fulfillment, **DMA**: Decision Making Ability, **CON**: Concentration, **SKIL**: Skills, **CONF**: Confidence, **WABL**: Working Ability, **MOT**: Motivation, **PTM**: Proper Time management, **COMET**: Commitment, **JS**: Job Satisfaction, **ABS**: Absenteeism, **TO**: Turnover, **OJAC**: On the Job Accident, **EFFC**: Efficiency, **EFFE**: Effectiveness, **COC**: Compliant of Customer, **QLBW**: Quality of Better work, **QNBW**: Quantity of Better work.

⁵**WO**: Work Overload, **HTF**: Higher Target Fulfillment, **LWH**: Long Working Hour, **UJE**: Unfavorable Job Environment, **JI**: Job Insecurity, **LCPD**: Lack of Career Prospect and Development, **FOTC**: Fear of Technological Change, **OP**: Office Politics, **LOLS**: Lack of Leadership Support, **UJP**: Unexpected Job Promotion, **OC**: Organizational Constraint, **EWV**: Existence of Workplace Violence, **PCH**: Problematic Customer Handling, **LFR**: Lack of Financial Reward, **RA**: Role Ambiguity, **RC**: Role Conflict, **RO**: Role Overload, **TP**: Transportation problem, **PRS**: Poor Relationship with Superior, **PRPC**: Poor Relationship with peer and colleagues, **FP**: Family Problem.

3. Literature Review

3.1 Definition of Stress

Stress is the general term applied to the pressures people feel in life. According to Arnold *et al.* (1995), the origin of the word stress is from Latin word “Stingere” meaning to draw tight (Mojoyinola, 2008). The term ‘stress’ originated in the field of physical and was transferred into psychology. Hans Hugo Bruno Selye who was one of the founding fathers of stress research viewed in 1936 was that stress is not necessarily something bad it all depends on how we take it. Selye (1963) defined stress as a situation wherein person’s adaptive capability that cause an interruption of the person’s normal functioning. Besides that, Steve Jex elaborated, stress is the excitement, feeling of anxiety and physical tension that occurs when demand placed on people is thought to exceed his ability to cope (Dyne *et al.*, 2002). Schefer (1992) and Durbin (1994) defined stress as “the mental and physical condition that results from a perceived threat or demand that cannot be dealt readily”. According to Robbins (2005), stress is a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what the person desire and for which the outcome is perceived to be both uncertain and important.

3.2 Definition of Occupational Stress

Occupational stress is stress experienced by employees at work (Mojoyinola, 2008). French *et al.* (1976) explained that work stress refer to “any characteristic of the job environment which poses a threat to the individual either excessive demands or insufficient supplies to meet his need”. Work stress has been defined by Parker and DeCotiis (1983) as an awareness or feeling of personal dysfunction as a result of perceived conditions or happenings in the workplace and one’s psychological and physiological reactions to these uncomfortable, undesirable or threatening workplace conditions. When occupational job stress disrupts one’s equilibrium, individuals often deviate from their normal behavior patterns, which in turn affect their work outcomes (Jamal, 1990).

Occupational stress is one of the most important workplace health risks for employees in developed and developing countries (Danna and Griffin 1999). Studies have shown that though stress is not confined to any specific occupation or geographical area, however, data for different occupation groups such as longitudinal national statics that particular occupational groups such as those in the financial services are more at risk (Poalli and Merlie, 2001). The financial service sector is traversing a period of major changes resulting from globalization and market deregulation, which has resulted into increased competition and substantial restricting especially through merger and acquisition activity in industrialized and developing countries (ILO, 2002). In addition, time pressure,

excessive demands, role conflicts, ergonomic deficiencies, job security and relationship with customers are particular common stressors amongst employees in the financial services sector (Grace and Kompier, 1999). Furthermore, new stressors such as computer break downs and electronic performance monitoring have developed as a result of increased human interaction with computer (Kindstrom, 1991). Stress is becoming increasingly globalized and affects all countries, all professions and all categories of workers, as well as families and society in general (Ahmad and Ahmad, 1992). In 2003, WHO estimates that worldwide only 5-10 per cent of the workers in developing countries and 20-50 per cent of the workers in industrialized countries (with a few exceptions) have access to adequate occupational health services.

3.3 Importance to Manage Occupational Stress

The importance to manage workplace stress is increasing day-by-day in the developed, developing and underdeveloped countries. In European countries, people are increasingly familiar with what work-related stress is and how to manage it, although the problem persists and even seems to be increasing in the European Union (Iavicoli *et al.*, 2004). Due to the changing context and nature of work, work stress has become a common phenomenon for a growing number of European employees (Gründemann and Vuuren 1999). An extensive survey among a representative sample of 15,800 workers from 15 European Union member states (Paoli, 1997), revealed that 28 per cent of the European work force reported work-related stress complaints, and 20 per cent reported overall fatigue as a work-related health problem. When comparing the results of this survey with a similar study five years earlier (Paoli, 1992), time constraints in particular have increased sharply. A growing number of European workers are spending most of their working time performing high-speed work (35% in 1991 and 43% in 1996) and work with tight deadlines (1991: 38%; 1996: 45%).

In America, nearly three-quarters of American workers surveyed in 2007 reported experiencing physical symptoms of stress due to work. Statistics from the American Psychological Association (APA), a startling two-thirds of Americans say that work is a main source of stress in their lives – up nearly 15 percent from those who ranked work stress at the top just a year before. Roughly 30 percent of workers surveyed reported “extreme” stress levels (Stress Survey: Stress a Major Health Problem in the U.S). In UK according to Health and Safety Executive (HSE) almost half a million people in Britain experience some stresses resulted from their jobs and cause many increasing diseases for them (Jones *et al.*, 2003).

However, in some developing countries, people may lack knowledge on this subject, and are not aware of the importance of dealing with work-related stress. In developing countries spill-over effects between work and home responsibilities showed to be one of

the best predictors of psychological strain among women workers across hierarchical levels and sectors (Cedillo and Grijalva, 2005). Women in workplaces generally experience and express stress-related problems more than men (e.g. Kauppinen *et al.*, 2003).

3.4 Stress on Bank Employees

In the advent of technological changes the working style of the bank employees has changed. Increased competition, growing customer demands, prompts customer services, time pressure, and target has led the banking sector to modify their policies in order to cope with the environment. Many people working in banking and finance sector believe that stress is a powerful instrument for their work and over and over again take steps to control it when they feel the effects of overload stress. At place of work stress is the harmful physical and emotional reaction that occurs when there is a poor match between job demands and the capabilities, resources or needs of the worker (Larson *et al.*, 2006). Again, the banking sector has improved a lot with the changing environment. The working conditions of banks have changed a lot due to privatization, globalization and atomization. The workload of employees has greater than before and due to this increased work pressure the employees feel themselves under job stress (Michailidis and Georgiou, 2005).

Employees occupational stress in banking sector (Michailidis and Georgiou, 2005), emphasizes the importance of assessment and management of workplace stress. The physical and psychological stress effects on both individuals and organizations. Bank employees cannot have much time to relax' and chill out when they are faced with work variety, bias, favoritism, delegation and conflicting tasks. Some employees tend to bring work related problems at home (and take family problems to work) depends on their educational background, the strength of the employees family support and the amount of time available for them to relax.

A survey of Australia bank employees (FSU, 2002) identifies the most important changes affecting the banking industry and its workers lives over the last ten years as including: fewer staff but increased workloads (77%); higher performance and sales target (76%) and increased pressure (69%).

In Asian countries, employees of different banks are also facing a high level of stress in their professional life. A survey conducted by 3 doctors, viz. S.A.I.K. Suraweera, R.D.A. Seneviratne and H.M.S.S. D. Herath in the Colombo District in Sri Lanka among 366 middle level employees of bank, found that over 75 per cent of non-sleeping time in adults is devoted to job activities (Asian Tribune, 2009). Associated Chamber of Commerce and Industry of India (ASSOCHAM), in a study conducted in 2007, has also reported that those working in the banking sector -both public and private-tend to get

stressed as they have to attract a large pool of customers for various schemes besides ensuring timely recovery of loans. A study was conducted to investigate and to compare the level of stress experienced by the employees of the nationalized banks in Chennai. Findings reveal that about 97 per cent of the respondents believed that they face high level of stress, which may be due to both professional and personal reasons. The respondents were overburdened with work load in their work place. Work life imbalance is one of the major attribute which contribute to stress for an employee (Jayasree, 2009).

A study was conducted in Pakistan describes the occupational stress in public and private banks. A randomly selected sample of 200 employees from private and public banks shows that occupational stress is found higher among private bank employees compared to public bank employees. Among different occupational stress variables role over load, role authority, role conflict and lack of senior level support contribute more to the occupational stress. Bank employees cannot afford the time to relax and "wind down" when they are faced with work variety, discrimination, favoritism, delegation and conflicting tasks. (Deepimano, 2011). Usman and Ismail (2010) described that no such study have conducted in Pakistan yet but many studies regarding this topic have already been conducted around the globe.

In Bangladesh, there were a very few studies regarding occupational stress of employees of different sector and has limited research contributions in the banking industry.

3.5 Sources of Occupational Stress

According to Robbins and Judge (2007) work stress model, there are three categories of potential sources of stress, namely environmental factors, organizational or job related factors and individual factors. Cooper (1990) summarized and categorized six factors responsible for stress- factors intrinsic to the job (heat, noise, chemical fumes, shift work relationships at work (conflict with co-workers or supervisors, lack of social support); role in the organization (for example, role ambiguity); career development (lack of status, lack of prospects for promotion, lack of a career path, job insecurity); organizational structure and climate (lack of autonomy, lack of opportunity to participate in decision making); lack of control over the pace of work; and home and work interface (conflict between domestic and work roles; lack of spousal support for remaining in the workforce).

Sources of managerial stress have been well documented since the late 1970s. Ivancevich and Matteson (1980) identified four categories of work stressors: physical environment, individual level (a mixer of role and career development variables), group level (primarily relationship-based) and organizational level (a mixture of climate, structure, job design and task characteristic). Schuler (1980) also identifies seven categories of work stressors in organizations: Job Qualities, Relationships, Organizational Structure,

Physical Qualities, Career Development, Change and Role in the organization. Quick *et al.* (1997) proposed three categories of stressors: task demands, physical demands and interpersonal demands. Again, role conflict, ambiguity, and overload frequently have been studied as antecedents of occupational stress (Kahn, 1964). Role conflicts, role ambiguity, role overload and under load, is widely examined individual stressors (McGrath 1976; Newton and Keenan, 1987).

Generally, job stress can arise from either the environment of work i.e. organizational or situational or from the characteristics of the employees themselves i.e. dispositional stress (Riggio, 2003; Khanka, 2000). Eleven forces were used as an antecedent of stress by researchers. These are overload : excessive work or work that is outside of one's capability (Caplan and French, 1972), role ambiguity : role insufficient information concerning powers, authority and duties to perform one's role (Caplan and French, 1972), role conflict: supervisors or subordinates place contradictory demands on the individual (Beehr, 1976), responsibility for people' well-being at works, job security, and professional development (Caplan and French, 1972), participation: extent to which one has influence over decisions relevant to one's job (Kasl, 1973), lack of feedback: lack of information about job performance (Adams, 1980), keeping up with rapid technological change: keeping up with rapid changes in the information processing field (Adams 1980), being in an innovative role: having to bring about change in the organization (Kahn *et al.*, 1964), career development: impact of status dissimilarity, lack of job security, let down ambition (Kahn *et al.*, 1964) , recent episodic events: certain life events, such as divorce and bereavement, that are highly stressful (Adams, 1980).

3.6 Effects of Occupational Stress

Occupational stress has profound effect not only on individual but also on the organization. Occupational stress is an increasingly important occupational health problem and a significant cause of economic loss. Occupational stress may produce both overt psychological and physiologic disabilities. Generally, job stress can arise from either the environment of work i.e. organizational or situational stress or from the characteristics of the workers themselves i.e. dispositional stress (Khanka, 2000). It may also cause subtle manifestation of morbidity that can affect personal well-being and productivity (Quick *et al.*, 1997). Individual Job stress can be categorized as: mental, physical and psychological stress. In work place, mental stress is viewed as poor concentration, short attention span, mental blocks and inability to make decisions whereas psychological stress can be seen as feeling hopeless, worthless, anxious and depressed muscular disorders or dermatological disturbance and physiological effects of stress are - increase in heart and pulse rate, high blood pressure, dryness of throat excessive swelling. Wilkes (1998) in its study found out that workload and limited amount of time is significant to working pressure among employee. Rehman *et al.* (2010)

also revealed stress as the main cause of employees' poor health and reduced performance around the globe. The ability to perform effectively in one's routine life can be declined due to excessive stress. The loss of a lucrative job creates tremendous stress among employees resulting in psychological problems like frustration, strain, anxiety, etc., that create a fear and may affect the performance of the bank employees which may ultimately affect growth of the banking sector.

Organizations are also affected by job stress of employees in many ways. A job stressed individual is likely to have greater job dissatisfaction, increased absenteeism, increased frequency of drinking and smoking, increase in negative psychological symptoms and reduced aspirations and self-esteem (Jick and Payne, 1980). The explosive increase in research on occupational stress, especially during the last decade (Quick *et al.*, 1997), has clearly established that job-related stress has an adverse impact on productivity, absenteeism, worker turnover and employee health. In addition to these severe consequences of stress-related problems in the workplace, reduced productivity and diminished customer services are hidden costs that often result from 'exhausted or depressed employees who are not energetic, accurate, or innovative at work' (Karasek and Theorell, 1990). According to Marglies *et al.* (1974), overload is significantly related to number of indicators of stress reaction as absenteeism. The stresses experienced by employees who take on critical roles and are responsible for public safety can sometimes be detrimental to the well-being of the constituents served. For instance, the stresses experienced by a pharmacist, nurse, medical doctor, or that of an airline pilot, navigator, or air traffic controller, can result in several hundred lost lives. It is needless to say that the costs of occupational stress to the organization is explained in terms of loss, declining assets, bad image projection, poor reputation, and loss of future business which are enormous. If the bank managers are unable to manage their own emotions in the workplace, the staff report different psychological problems and non-supportive behavior of the bank managers.

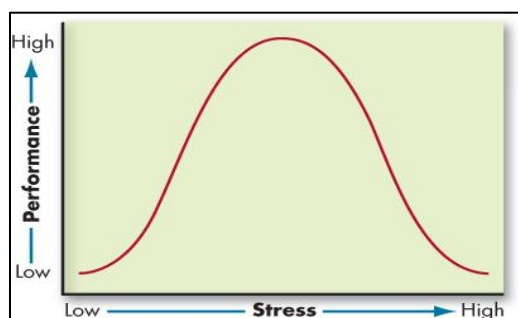
3.7 Relationship between Occupational Stress and Job Performance

Beehr *et al.* (2000) found the relationship between occupational stressors and the performance of employees of an organization as well as it can affect the employees psychologically. Stress is differentiated into eustress (positive stress) and distress (negative stress). Eustress is derived from the Greek word "Eu" that means good or positive (Selye, 1976). Stress may be a positive stimulator that helps to positively motivate the employee in doing their job, it enthuses the employee to perform their job more productively. Distress is a negative stimulator that unfavorably affects the employee's cerebral and corporeal health that has a negative or poor impact on employee's performance (Salami *et al.*, 2010). Such type of stress reduces the performance of the employees, reduces their level of motivation and resultantly there is

decline in performance of the organization. Yerkes and Dodson (1908) were the first to stumble upon the ‘inverted U’ relationship between stress and job performance. They suggested an inverted U-shaped function between arousal of stress and performance; an optimal level of arousal of stress can be a motivator for better performance, while too much or too little creates no motivation to perform. Again, Allen *et al.* (1982) suggested that there are two forms of stress: functional and dysfunctional, while the dysfunctional stress is dominant in organizations. If organizational stress is more likely to be dysfunctional then it is possible to have a negative influence on performance.

Thus, stress may have a positive or negative effect. A negative linear relationship is also reported between occupational stress and job performance. Stress at any level reduces task performance by draining or decreasing individual’s energy, concentration and time. Physiological responses caused by stressors also damage performance. At low level of stress, challenge is absent and performance is poor. However, it may have positive linear relationship which shows that as the level of stress increases the job performance increases at the same rate. It is also reported by the literature that there may be no relationship between stress and job performance. It means that the performance of the employees is not affected due to stress. Tubre and Collins (2000) findings support a negative relationship between stress and job performance. Again, Luthans (1989), stress experience by individuals has negative consequences for them, their families, and for the organizations they serve. Jamal and Baba (1992) examined the influence of work stress on productivity based on four job stress factors (overload, conflict, ambiguity, and adequacy of resources), which had a slightly different (only) effect depending on the employee group examined and the measures of productivity (quality, quantity, and motivation) used. They concluded that the greater was the stress the less productive the workforce. On the contrary, a study conducted on the bank employees of Pakistan found that there is a negative correlation between occupational stress and job performance (Usman and Ismail, 2010). Further, Robbins and Judge (2018) explained that the relationship between occupational stress and job performance can be explained in ‘Inverted U shape’ form.

Figure 3.1: The Inverted Relationship Stress and Performance



Source: Robbins and Judge, 2019

4. Occupational Stress and Job Performance – Global Perspective

Studies conducted by the researchers around the globe found that there is a negative relationship between occupational stress and job performance of the employees in an organization. They explained that there is inversely proportional relationship between job performance and stress in the organization. Further, they explained that stress are necessary no doubt for increasing the employees performance but up to a certain level. The following table summarizes the relationship between occupational stress and job performance of the employees in the banking sector of India, Pakistan and other countries.

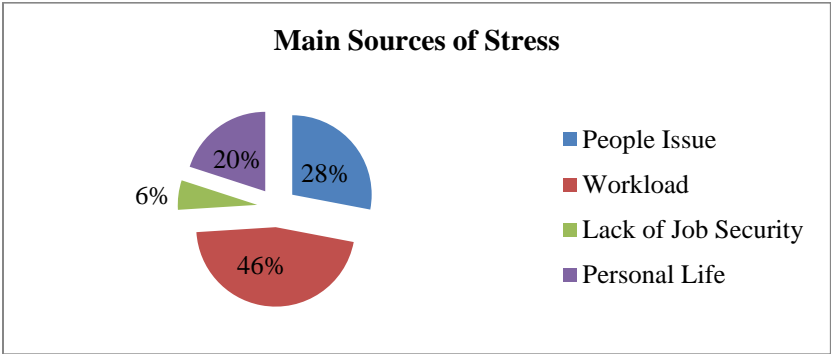
Table 4.1: Relationship between Occupational Stress and Job Performance in Banks

Authors	Findings	Relationship
Priya and Soni (2017) India (Banks)	There is inversely proportional relation between the job performance and stress. Stresses are necessary no doubt for increasing the performance of employees but up to a certain level.	Negative
Ehsan and Ali (2019) Pakistan	Significant relationship exists between job stress and employee performance. These results are unexpected and completely negate the hypothesis that job stress is negatively related to job performance. In fact, there are higher levels of stress in the banking sector, however, due to better conditions in certain areas, for instance, control over work and support at work, the employees can perform well and stress is unable to retard the performance of the employees.	Negative
Ahmed and Ramzan (2013) Pakistan	The relationship between job stress and job performance is negatively correlated at significance level of P .01 that is correlation is significant. The value of beta is -.527 means that for every one percent increase in job stress will have an effect of 52.7 on job performance which is negatively correlated to job stress.	Negative
Prasanna (2016) Colombo	There is a significant relationship between job stress and job performance since the par value is 0.000. Correlation Coefficient between the job stress and job performance is -0.289, this result shows that there is weak negative relationship between job stress and job performance.	Negative
Yeboah-Kordee <i>et al.</i> (2018) Ghana	A negative significant relationship prevails between occupational stress and employee performance. The regression analysis pointed out that the relationship linking occupational stress and employee performance was ($r=0.8368$), which means that occupational stress can shape employee performance up to 83.68 percent. With the increasing level of stress, employees' tendency to work well also decreases.	Negative

Source: Literature Review

A survey conducted by StressPlus (2006) finds that the major source of stress is workload by 46 per cent followed by people or employee issue by 28 per cent personal life by 20 per cent and lack of job security by 6 per cent (Figure-4.1)

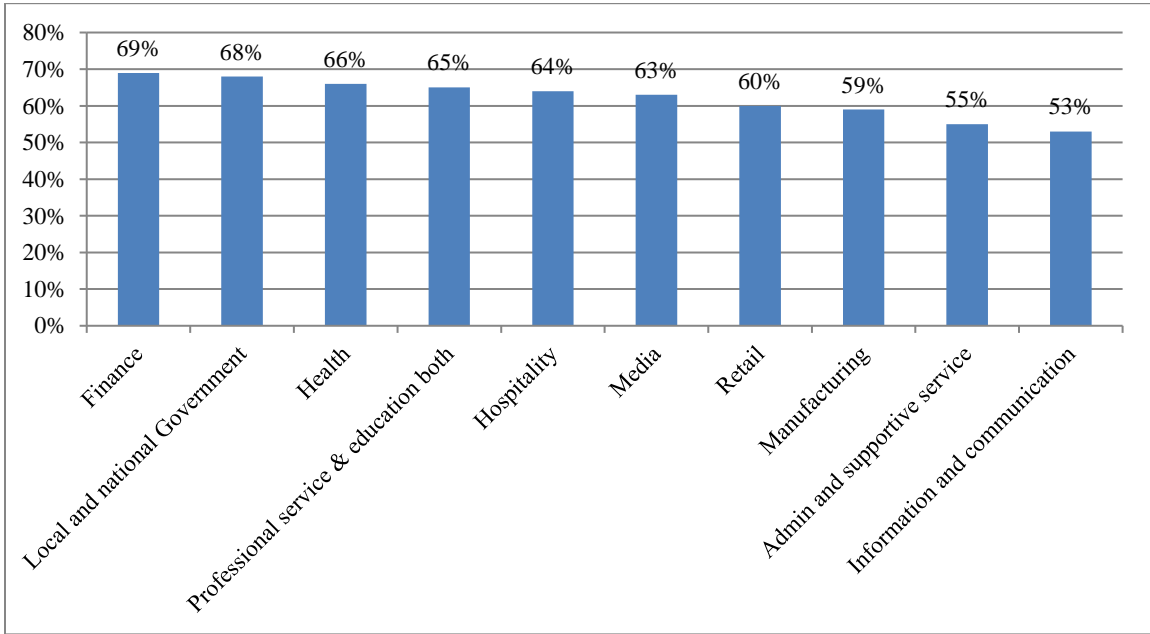
Figure 4.1: Main Sources of Stress



Source: American Institute of Stress, 2019

According to the National Institute for Occupational Safety and Health, 40 per cent of American workers said their job is very or extremely stressful. On the other hand, a survey conducted by jobsnetwork.com (2019) explained that the most stressful jobs of 2019 are defined by their high stakes (life and death), public accountability, financial cost or the need for quick decision-making. They explained that corporate senior executives are the 8th most stressful job out of ten round the world. However, the UK Workplace Stress Survey (2018) explained that the most stressful industry in the UK is ‘Finance’ sector (Figure-4.2).

Figure 4.2: Top 10 Industries Experience Work Stress



Source: Workplace Stress Survey, 2019

However, around the world, the top stressful jobs defined by the jobnetwork.com (2019) are surgeon, reporter, military personnel, firefighter, police officer, senior corporate officers, teacher and catering managers. Although, the ranking of these stressful jobs varies around the world, the financial jobs are considered as one of the most stressful jobs around the globe.

5. Findings of Focus Group Discussion (FGD)

The research team conducted a Focused Group Discussion (FGD) with Bangladesh Bank and Head of HR of different banks. The main focal point of the discussion was the sources of stress, relationship between occupational stress and job performance, measuring occupational stress, level of occupational stress of employees in commercial banks, commercial banks' policy to address occupational stress, possible initiatives to address occupational stress in banks, measures/ initiatives to reduce occupational stress, role of Bangladesh Bank to address occupational stress in commercial banks, work-life balance and others.

The participants identified many sources of stress in work-life. Some sources came out common among all the participants and some are unique. The sources are-

Box 5.1: Major Source of Occupational Stress

1. Lack of job security
2. Absence of support from boss
3. Time pressure
4. Riskiness of job
5. Poor relationship with boss
6. Work family imbalance
7. Transfer
8. Delayed promotion
9. External pressure (political body, government body etc.)
10. Comparison with others (in terms of designation, monetary and other benefits)

Source: Participants of the FGD

Almost all of the participants said that there is a relationship between occupational stress and job performance. But most of them said that there is no particular measurement tool in their banks to measure stress of the bank employees.

For providing timely and efficient delivery of services to customers, qualitative recruitment should be there. Right man should be assigned at the right place at the right time. Banks have insufficient number of manpower in comparison with the workload, they have. So, this imbalance is also causing stress to the bankers. However, one of the participants of the FGD said that,

“I work in three divisions and I am enjoying my work.”

It is a positive sign that he is able to handle the stress he has in different divisions he is supervising but every banker has not the same strong mentality. The level of pressure of work is much more in private commercial banks. Some bankers are accustomed with it although they are also stressed and some can't cope with the stress level and make their work and family life jeopardized. Their work-life stress eventually moves into their family life and vice-versa.

The participants emphasized that they need to identify the root of stress-whether it is in top, mid, lower level of the banks. There should be coordination among Board, Management and lower level for reducing stress. Top management intentionally delay bonus, promotion of the employees where he/she is eligible. Promotion policy is changing every 2/3 years in some banks. This is also causing him/her stress. There is no uniform salary structure in the banking industry. Top management has also created unnecessarily 18-20 segmentations or ladders to become Managing Director for a new joiner. So, what is his/her motivation for working in banks? One of the participants shared that

“We don't have a common forum to speak up. There should be a forum where all the bankers can meet and share their different issues and also get solutions of the problems. Management is reluctant to provide due benefit to the employees who are retiring from the bank and as a result, 70 per cent of the bankers died after retirement.”

Another participant of the FGD opined that

“Stress is linked with national context. As a nation we are not systematically grown.”

He further said that we never develop a formal process of doing a job. If we develop a standard procedure of doing a job than a new person can find a standard way of doing the job rather than becoming puzzled of what to do, where to start? Again bankers are weak in documentation. But documentation is a must for future reference as we can't remember everything. We have to remember that bankers deal with others money. So, they have to change their mind-set and increase their tolerance level to deal with stress.

Recruitment is becoming faulty because bankers are facing external pressure. They are pressurized to recruit a candidate by giving appointment letter with a short period of time without proper verification just by giving a phone call. They are ordered to terminate an employee without any justification. Heads of HR of different banks are so helpless that they have to take permission from top management for transferring a Trainee Assistant Officer (TAO) also.

One participant said that

“Most of our banking hours are passed over phone. We don’t have the time to do our daily job. This is also making the bankers stressed.”

There is an absence of synergy in management level. Those who are the policy maker are also the owner of the bank. They change their political color time to time for their own interest. Promotion should be given to those who are actually eligible to take higher responsibility. Giving promotion to an employee who is not actually eligible for promotion will actually hamper overall performance of the bank. So, a vacuum of leadership will be created and total banking system will be collapsed.

Participants of the FGD said that stress will always prevail in the job and a minimum level of stress is actually required. Otherwise, employees may feel that they are not performing well. Bankers can’t work independently because every decision comes from top management and is imposed to them.

Again, most of the female employees want posting in Dhaka. There should be a day care center in the Head office of all banks. Female employees have many personal issues in their family which also come into their job life. The stress of their family life affects their professional life which adds more stress to their lives. For these reasons managers don’t want female employees in their branch. Pressure from Bangladesh Bank is also prevailing in different cases such as recruitment, promotion, transfer, etc.

For reducing the stress of the bank employees, counseling can play a vital role. It is not necessary to have a counselor in HR department rather the first line manager can be the best counselor. Sharing of problem with boss, colleagues or family can reduce stress. Thought of Chairman should come through Managing Director and there should be a proper and uniform guideline or policy for reducing stress for all banks. If the stress comes from due pressure of the work than it is obvious but undue pressure causes extreme stress. If the employees can prioritize their job, plan accordingly with managing time, their efficiency will increase and improve. Presence of grievance handling procedure will reduce stress. Delegation of authority should be in the bank and employees should be accountable for their work. Performance management system should be present and employees should be evaluated in justified manner. Participants of the FDG said that,

“Capable workforce of a bank is 10-20 per cent who does most of the bank job.”

Employees of the bank have not clear understanding of their own capabilities. So, skill assessment needs to be done properly. Banks should work for developing the soft skill of the bankers. Training should be provided to bankers accordingly.

Psychometric test of the employees should be conducted before final decision of recruitment. Again educational background should be checked and if the employees can be placed in the desk accordingly, they can show their expertise effectively in the job. Employees should do SWOT analysis of themselves. 360 degree feedback is very effective in case of evaluating performance. But we are not doing it.

Bringing balance between work-family lives is very essential. Training can be given in balancing the imbalance of work-family life. The matter of irony is that we don't have iconic training institute rather than Bangladesh Institute of Bank Management (BIBM) and Bangladesh Bank Training Academy (BBTA) in the banking and finance sector. We have to work hard on developing training institute for bankers particularly for reducing stress.

Participants of the FGD emphasized that by job rotation, developing relationship with boss, ensuring hierarchical closeness, appointing counselor, centralizing trade and investment, encouraging professional education and application on the desk can reduce the stress of bank employees.

6. Summary Findings-Questionnaire Survey from the Head of Human Resources Department

The research team has sent a questionnaire on “occupational stress and job performance of bank employees” to the Head of HR of each and every bank in the banking industry of Bangladesh. The study analyzes responses from the heads of HR in the banks. A summary is prepared on the basis of their responses. All the banks agreed that excessive stress reduces job performance of the employees of banks. All the banks responded positively that occupational stress is related with job performance. Most of the Banks said that they don't have any policy related with occupational stress. Some said that yes they have policy related with occupational stress like transfer, posting, job rotation policy, training policy, gender equality, integrity strategy, digitization, appreciation, reward & incentives policy, promotion policy to reduce stress of the bankers. All of the respondents opined that there is moderate level of occupational stress in the employees in their banks except few said they have higher level and lower level of occupational stress. When we asked the banks do they measure the level of occupational stress of their employees, most of them replied with a negative response. Some of the respondents said yes they measure occupational stress by the way of ACR and counseling at concerned occupational unit in every two years. Most of the banks said that Bangladesh Bank has no policy regarding occupational stress. Few banks said BB has policy regarding occupational stress but they haven't mentioned any.

We asked them to mention some of the sources of occupational stress. Some of the sources of stress are common among all of them. For reducing redundancy we are mentioning them once. The sources are:

Box 6.1: Sources of Stress

- Competitive Business targets regarding deposit, investment & loan recovery
- Perceived discrimination in terms of academic results
- Workplace conflict
- Work Load
- Long working hours
- Annual Confidential Report (ACR)
- Tight deadlines
- Changes in duties & responsibilities
- Undue pressure from outsiders
- Rapid developments and changes in the business process
- Adaptation with new technologies and systems
- Place of posting (when not favorable to one)
- Absence of proper knowledge of positive attitude
- Communication gap or lack of access to proper authority
- Imaginary grievances
- Inherent risk in operation
- Compliance
- High responsibility

All of the Heads of HR emphasized that they have taken steps/initiatives to reduce occupational stress of the employees in their banks. The initiatives are summarized below:

Box 6.2: Summary Discussion of the FGD

- Job descriptions/ office orders are changed/ re-allocated regularly. It helps to reduce monotony and thus manage workload.
- Targets are reasonable and clear. There are reward and recognition like cash prize, appreciation etc. for target achievers.
- Equal importance is given to male and female employees. There is no gender inequality or harassment.
- Job responsibility and delegation of power are clearly defined and circulated among all. So there is no ambiguity about role and responsibility.
- Day care facility for children of employees is available. It helps to reduce tension of parents and thus increase performance.
- Clear code of conduct for the employees.

- Maximum priority has been given to automation and technological support so that employees can finish their tasks within office time.
- Find out stressful workload and rationalize to allow relief to the concerned employees.
- Counseling and motivational programs have been initiated.
- Allowed to share their ideas, views, opinions, etc.
- Create opportunities to participate in decision making.
- Regular declaration of promotion and increment.
- Organize sufficient training arrangements for the employees.
- Conducting a routine workshop on “Stress Management” by the Head of HR in every regions of the Bank.
- Develop Standard Operating Procedure (SOP) of banking operations and ensuring justified job assignments of the employees to reduce occupational stress.
- Initiatives have been taken to make work-life balance.
- Distribute duties and responsibilities based on educational background and experience according to the designation.
- Teamwork.
- Provide benefits for mental and physical health.
- Arrange sports program once in a year.
- Posting at suitable places.

From the above discussions, we can conclude that banks understand the significance of employees’ performance and at the same time impact of occupational stress on employees’ performance. The Heads of HR mentioned many sources of stress of Bank employees. But the brighter side is that Banks are taking different promising initiatives of reducing the impact of occupational stress on employees’ performance and making them more efficient.

7. Case Incidents on Occupational Stress

Mini Case 1: Suicide Due to Interpersonal Conflict in the Department

Mr. Jacob is an employee of head office in Green Bank Ltd. He is working here for last 15 and ½ years. His performance was quite satisfactory. The old CEO of Green Bank has been replaced by an experience CEO from other bank. He has joined here with some of his fellow colleagues from his past bank. After his joining he has smoothly raised the salary level of his fellow colleagues (of his old bank) in a remarkable level; after passing of only 01 year those employees also got an accelerate promotion.

Afterwards, Mr. Jacob felt very sad regarding the issue because his salary was not increased at all. Thought, he was a good banker, he could not prove himself as best employee before the new CEO and subsequently, he failed to draw attention from the new CEO. The new CEO was always busy with increasing the benefit of his old fellow colleagues and could not bother regarding the job facilities of Mr. Jacob irrespective of several request of Mr. Jacob to increase his salary level. The more Mr. Jacob worked hard, the less he got attention from the new CEO because he was not the close group member of the new CEO. Finally, Mr. Jacob got started to lose his efficiency level at his work place and sometimes used to suffer from high blood pressure and high glucose level. Days passing on, Mr. Jacob got ill severely and at last stress encircled him in a tremendous manner. His personal life was shuttered with deep sorrow and pain of his job atmosphere. He was feeling very lonely as he could not get any mentor to console him. At last, his job stress became unbearable and he took a brutal decision for his own life, he committed suicide by jumping from higher floor of his head office and died an immature death leaving a death-note on his own job table.

Source: Collected from Local Newspaper Based on Fact

Mini-Case 2: Admitted to Local Hospital due to Excessive Stress

Mrs. Sinthia is an experienced banker of Sun-shine Bank Ltd. She used to work in the Foreign Exchange division. Naturally, she became senior. Management of the bank made her divisional head of the same division. Afterwards, some employees switched off the job from that division but no replacement came there. Therefore, the level of job stress was increasing to her. Then Management gave her a new promotion and made her divisional head of other two divisions. Thought she was somehow happy about her promotion but her task-burden was unbearable. She used to work up to 10.00 pm every night but the daily tasks were not finished on daily basis. At last she became quite exhausted. There were none to share her pain or even ventilation of her grief. She became ill-tempered and frustrated for her undone job. Suddenly, she became sick and admitted to a local hospital. After a long treatment, she is somehow well but now she is looking for a new job beyond the banking sector to get herself relief of the job stress; even she is really ready to take any below her designation than the current level.

Source: Based on True Story of a Banker

Mini-Case 3: Admitted to Local Hospital Due to Excessive Stress

Mr. Mahmud was a dynamic banker. His academic background was also excellent. But his behavior was not well with his junior colleagues who worked under his supervision. He always treated them as slaves. He used to shout at them for any simple reason. That's why employees were unhappy and always wanted to get transferred to another department. His negative attitude adversely impacted the employees as they were stressed which also hampered their performance and overall productivity. Overall environment was unhealthy. As a result, the bank's interest was hampered and inter-personal relationship was deteriorating day by day.

One day he called a meeting at his chamber. All employees appeared to attend the meeting within the stipulated time but due to traffic jam one employee could not come to attend the meeting within due time. He entered the room after 10 minutes of the schedule. Mr. Mahmud shouted repeatedly and at one stage he slapped him. All colleagues were surprised seeing the situation and they left the room in a body. At the same time, Mr. Mahmud also left the office and next day he was absent. While one officer called his cell phone, he did not receive the call, and his wife replied and explained his physical condition. Mr. Mahmud was very sick and doctor advised him to get admitted at a hospital for treatment of mental patients.

As per our observation, Mr. Mahmud was under pressure and was stressed. He lost his confidence and became short tempered. That's why he could not check his temperament. His mental illness must have affected his job and family life both.

Source: A Private Commercial Bank, 2019

Mini-Case 4: Stress Due to Transfer

Mr. Asif, an officer was posted at the Branch-X. His working station was 150 kilometers away from his residence. He joined the Branch-X as he was committed to comply with the transfer & posting policy of the bank. He used to travel up-down from his working station to residence every weekend as he was living at his working station without family. He felt alone for his family as well as felt stress at the time of discharging his duties. As a result, his performance was not satisfactory. We recognize his problem hearing from his manager. Afterwards, we arranged his transfer and posting to the nearest Branch of his residence. Presently, he is performing his responsibilities with satisfaction. Like this, in many cases, we try to maintain a controlled and sustainable balance between the work and personal life.

Source: Collected from Personal Interview

Mini-Case 5: Stroke after Insult by the Branch Manager

Ms. Sohana was working as a Principal Officer of a private commercial bank in Bangladesh. She was one of the efficient employees in the branch. She took leave for three (3) days from the branch and she went with her husband for a relaxation tour in Cox's Bazar. But she overstayed in Cox's Bazar for more two days and she informed it the branch manager. After returning to the branch, the Branch Manager annoyed about this issue and insulted her for her overstay. She failed to control her emotion and failed to accept the indulge behavior of the branch manager. On that day in front of the branch manager, she stroked and hospitalized. Finally, she died on that stroke.

Source: Collected from Personal Interview

8. Laws and Regulations Regarding Occupational Stress

8.1 International Aspects

The core values reflected in International Labor Organization (ILO) standards on occupational safety and health are expressed in three main principles:

- (i) work should take place in a safe and healthy working environment;
- (ii) conditions of work should be consistent with workers' wellbeing and human dignity; and
- (iii) work should offer real possibilities for personal achievement, self-fulfillment and service to society.

The aim of the policy should be to prevent accidents and diseases arising during performing the work and by minimizing the causes of hazards inherent in the working environment to protect the physical and mental health of workers. The policy should also take into account the relationships between the material elements of work and the persons who carry out or supervise the work.

The Occupational Health Services Convention 1985 (No. 161) and its accompanying Recommendation (No. 171) define the role of occupational health services as responsible for assisting employers, workers, and their representatives in establishing and maintaining a safe and healthy working environment, including the adaptation of work to the capabilities of workers so as to facilitate optimal physical and mental health at work.

The Promotional Framework for Occupational Safety and Health Convention (OSH), 2006 (No. 187) and its accompanying Recommendation (No. 197) complement the previous core standards and describe the requirements and functions of a national structure, relevant institutions and stakeholders responsible for implementing a national and enterprise level policy for safe and healthy working environments, as well as the steps to be taken to build and maintain a preventive safety and health culture at national level.

8.2 Bangladesh Aspects

Many international laws relating Health and Safety of people working in different organizations are available. They have the policy for both the mental and physical health of the employees of the nation. Bangladesh has Bangladesh Labor (Amendment) Act 2018 which mainly focused the concern of the blue collar employees of the country rather than the white collar. As bankers are the white collar employees, there is no law or policy emphasizing their health and mental issues and concern. Even Bangladesh Bank (BB) has never issued any circular regarding the occupational stress of the employees which is causing harm to them both physically and mentally. *Ministry of Labor and Employment* has identified some key elements, keeping in mind Occupational Safety and Health (OSH) management systems, for managing health and safety of employees. The elements are as follows –

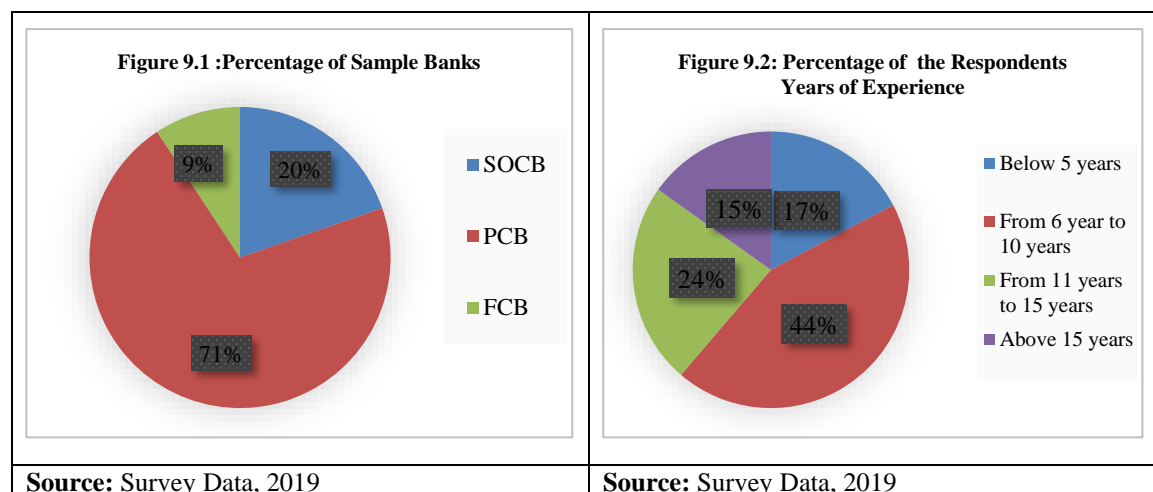
Box 8.1: Key Elements for OSH	
Sl.No.	Key Elements for OSH
1	Appointing one or more management members in charge of the operational and technical aspects of health and safety
2	Communicating to ensure everyone plays his/ her part in protecting health and safety
3	Establishing a procedure to receive feedback on OSH
4	Establishing a Safety Committee
5	Adopting health and safety policy and procedures
6	Clarifying supervisors responsibilities to ensure health and safety
7	Identifying hazards regularly, assessing them and taking actions to control the risks
8	Accidents and diseases: investigating them and taking corresponding preventive actions
9	Providing regular information and training
10	Management of licenses, certificates, tests and other OSH records
11	Setting up an emergency response system in case things go wrong
12	Reviewing the performance of the system by top management

9. Findings and Analysis of the Study

9.1 General Description of the Respondents

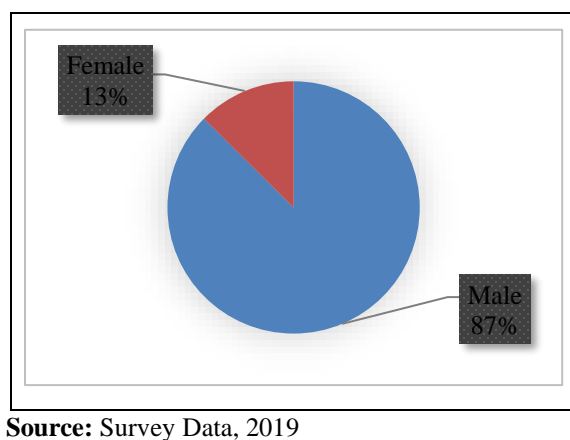
The study analyzes 592 respondents from different categories of 45 banks. Among the respondent banks 20 percent are State Owned Commercial Banks and 9 per cent are Foreign Commercial Banks. Majority of the respondents are from Private Commercial Banks which comprise of 71 percent of the total sample (Figure-9.1).

In the questionnaire a question regarding the years of work experience of the respondents has been included. Among the respondents 17 percent of the respondents have less than 5 years' experience, 44 percent of the respondents have experience between 6 to 10 years. 11 to 15 years' experience are found in among 24 percent of the respondents. 15 percent of the respondents have more than 15 years of experience in their work (Figure-9.2).



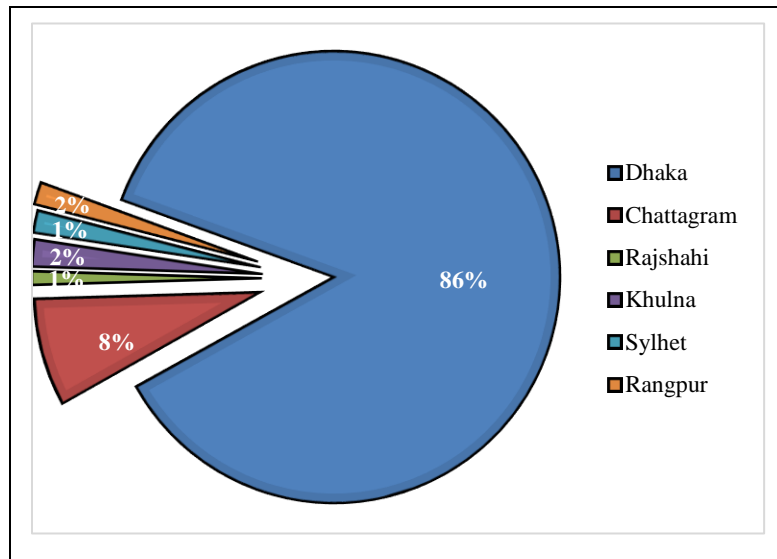
Among the respondents of different Banks 13 percent are female respondents and 87 percent are male respondents. The percentage of female respondents is very negligible in comparison of male respondents in different Banks (Figure-9.3).

. Figure 9.3: Respondents Category: Male & Female



The study also categorizes the respondents on the basis of their job location. Most of the respondents from the sample are working in Dhaka, the capital of the country which is quite obvious. 86 percent of the respondents are working in Dhaka city, 8 percent from Chattagram city, only 1 percent in both Rajshahi and Sylhet city. In Khulna and Rangpur city only 2 percent of the respondents are working (Figure-9.4).

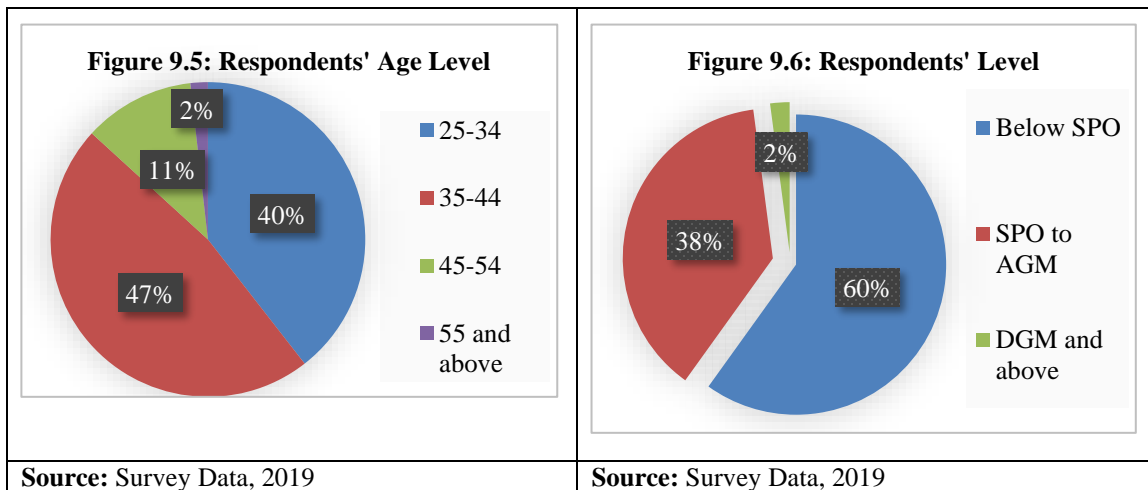
Figure 9.4: Respondents Category: by Location



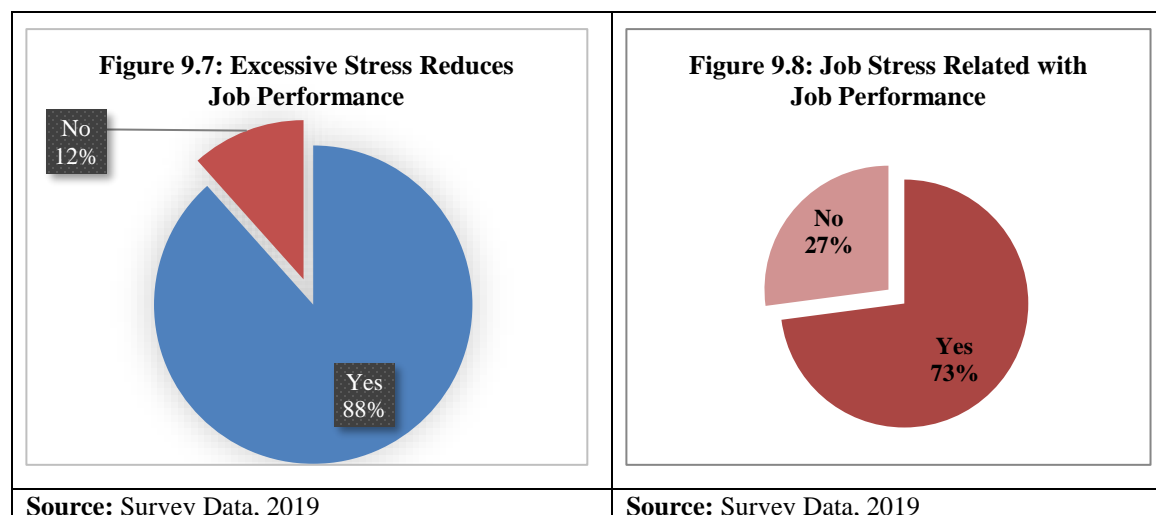
Source: Survey Data, 2019

Through the questionnaire we tried to know the age level of the respondents. 40 percent of the respondents are between the ages of 25-34. Majority of the respondents which is 47 percent of the total responses fall between the ages of 35-44. 11 percent of the respondents are from the age group of 45-54 and 2 percent of the respondents' age are 55 and above (Figure-9.5).

We also tried to understand the level of the respondents. Majority which is 60 percent of the total respondent are below SPO, 38 percent are SPO and AGM. Only 2 percent of the respondents of our sample are DGM and above (Figure-9.6).



Among the respondents 73 percent agree that job stress is related with job performance while 27 percent disagree with the statement. 88 percent of the respondents replied positively that excessive stress reduces job performance. On the other hand 12 percent of the respondents replied negatively that they don't think excessive stress reduces job performance.



9.2 Level of Occupational Stress of the Employees in Banks

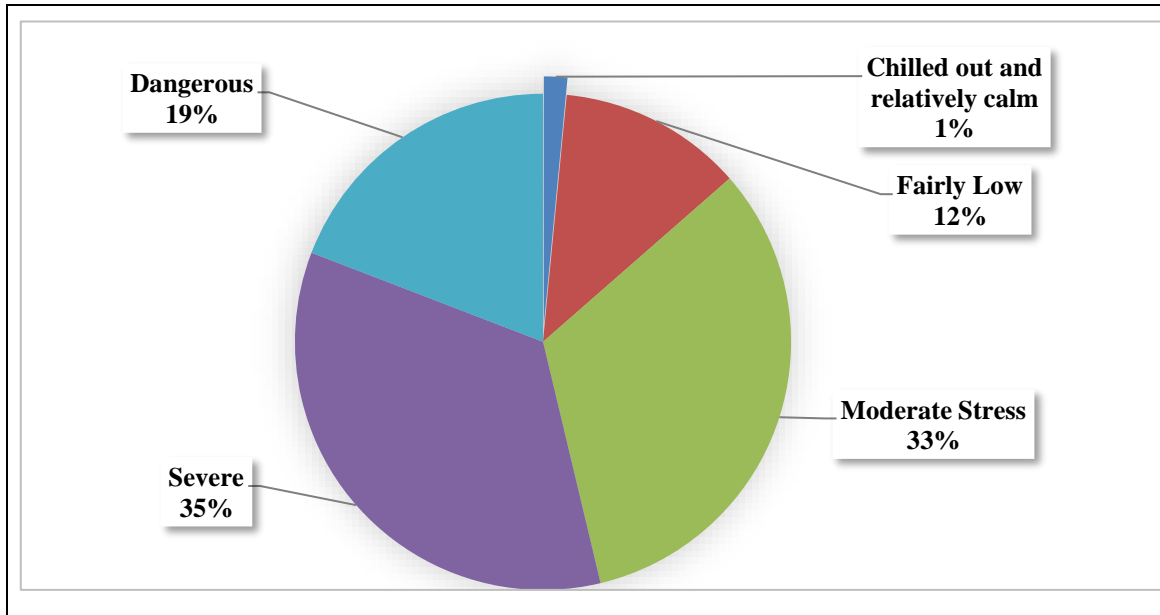
One objective of the study is to measure the level of occupational stress of the employees in the banking sector of Bangladesh. For this purpose of analysis a 'workplace stress scale' devised by Marlin Company, North Haven, CT and the American Institute of Stress, Yonkers, New York has been used. They used eight broad factors to measure the level of occupational stress of the employees these are depicted in the table below.

Table 9.1: Factors to Assess the Level of Occupational Stress

1.	Unpleasant or sometimes even unsafe work condition.
2.	Negatively affecting physical or emotional well-being.
3.	Too much work/ many unreasonable deadlines.
4.	Difficult to express opinions or feelings about job conditions to superiors.
5.	Feeling that job stress interfere family or personal life.
6.	Adequate control over duties.
7.	Always receive appropriate recognition or rewards for good performance.
8.	Able to utilize skills and talents to the fullest extent at work.

Based on the methods described in the methodology section, the study analyzed the data from the sample respondents to determine the level of stress of the bank employees in Bangladesh. The study categorizes the level of employees stress into five levels including chilled out and relatively calm, fairly low, moderate stress, dangerous and severs level.

Figure 9.9: Stress Level of the Bank Employees



Source: Survey Data, 2019

Chilled Out and Relative Calm Stress Level (Total Score 15 or Lower): The study finds that 1 per cent employees of the banks have relatively lower stress and for them stress is not an issue.

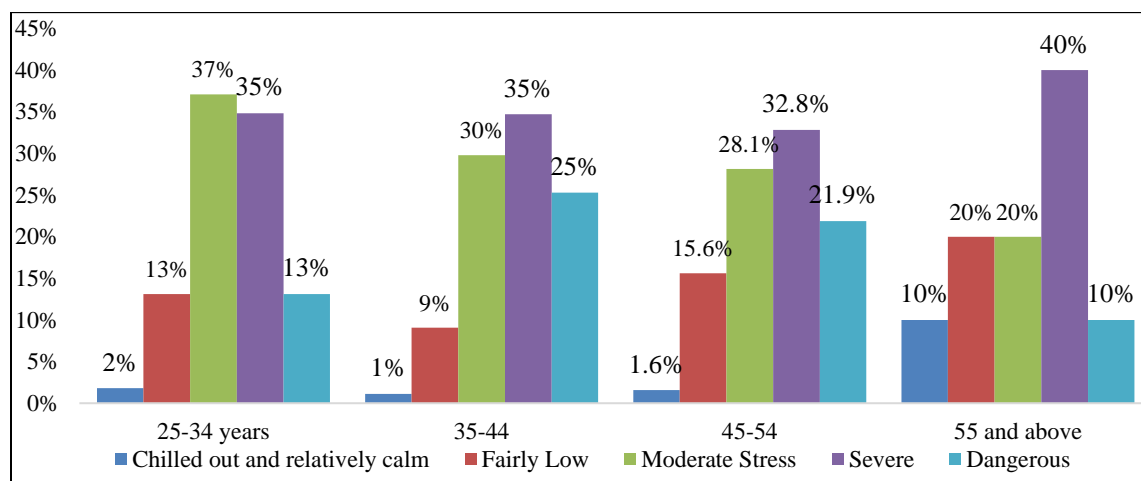
Fairly Low (Total Score 16 - 20): Again, the study finds that 12 per cent employees have fairly low stress. Some stress can be a good thing for the banking industry. Here, these 12 per cent employees feel bored and under-stimulated to work in the office.

Moderate Stress (Total Score 21-25): Moderate level of stress indicates that some things about the job are likely to be pretty stressful, but probably not much more than the most people experienced and are able to cope with. It can help to perform at one's best. It finds that 33 per cent employees in the banking industry have moderate level of stress.

Severe (Total Score 26-30): Stress level is very high and approaching the danger zone. The study shows that 35 per cent employees are facing severe stress at the workplace in the banking industry of Bangladesh. These employees start to experience negative effects of stress. They have started to take stress related medicine or other therapy. Here, stress becomes distress (or traumatic stress) when it lasts too long, occurs too often, or is too severe.

Dangerous (Total Score 31-40): This is clearly the danger zone. Stress level is potentially dangerous. The study indicates that 19 per cent employees have dangerous stress level i.e. 34,207 employees are in the dangerous zone of stress. Any time they might be hospitalized to reduce their stress (Figure-9.9).

Figure 9.10: Stress Level of the Employees Based on Age

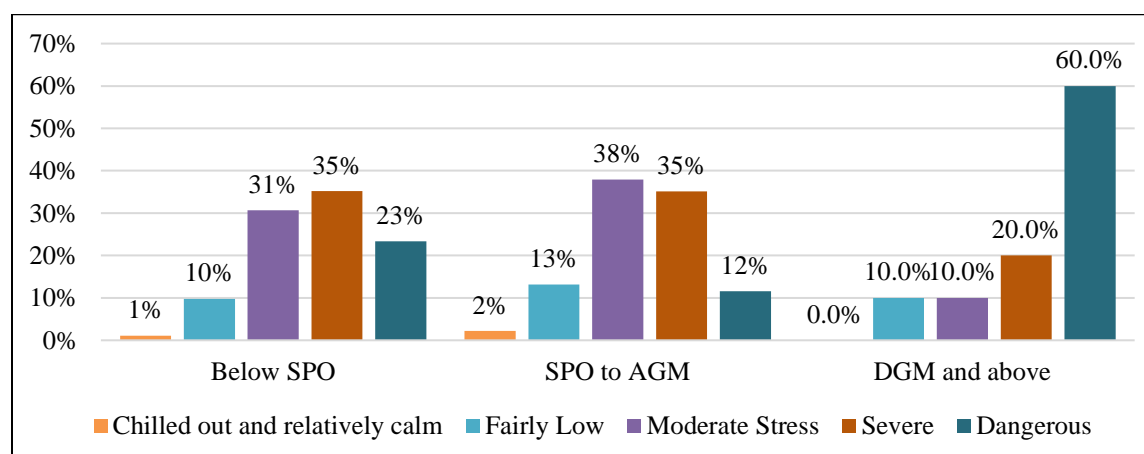


Source: Survey Data, 2019

The Figure-9.10 shows the stress level of the employees based on employees' age. It finds that 40 per cent employees who are 55 years old and above have severe level of stress followed by employees who are 35-44 and 25-35 years by 35 per cent. On the other hand, 25 per cent employees who are 35-44 years of age are facing dangerous level of occupational stress followed by around 22 per cent of 45-54 years old employees.

Further, the study identifies which management levels of employees are taking more stress in the banking industry of Bangladesh. The Figure-9.11 explains the stress level of the employees based on management level in banks. It finds that 60 per cent Deputy General Manager (DGM)/ equivalent employees and above in the banking sector of Bangladesh are suffering from dangerous level of stress, which needs to be given special attention. On the other hand, 38 per cent Senior Principal Officer (SPO) to Assistant General Manager (AGM) and equivalent officer have moderate level of stress while 35 per cent of them are facing severe level of stress.

Figure 9.11: Stress Level of the Employees Based on Management Level



Source: Survey Data, 2019

9.3 Sources of Occupational Stress – Empirical Result

This study uses twenty-one factors to assess the sources of occupational stress (Annex). Factor Analysis Data Reduction Model has used to analyze and interpret the sources of occupational stress of the employees in banks.

The study identifies top five sources of occupational stress of the employees in banks. It finds that working after the regular officer hour (weighted average, 3.68) i.e. from 1000am to 1800pm, is the highest reasons to increase occupational stress in the workplace. The second top most reasons of occupational stress is the higher target fulfillment (weighted average, 3.52) followed by role conflict (weighted average, 3.23), family problem (weighted average, 3.18) and role overload (weighted average, 2.94) (Table-9.2).

Table 9.2: Top Five (5) Sources of Occupational Stress

Sl. No.	Sources of Stress	Weighted Average	Rank
1	Working after Officer Hour	3.68	1
2	Higher Target Fulfillment	3.52	2
3	Role Conflict (Superior demands different types of work in different time)	3.23	3
4	Family Problems	3.18	4
5	Role Overload (Supervisor demands excess work to the employees capacity)	2.94	5

Source: Authors Calculation

Before Factor Analysis it is necessary to test the data reliability and sampling adequacy test. The study has used Cronbach's Alpha for data reliability, and KMO and Bartlett's test for sampling adequacy. It finds that internal consistency of the data is good as the ($\alpha = 0.889$) on five point Likert Scale. Again, KMO and Bartlett's test finds the sampling adequacy is marvelous (KMO and Bartlett = 0.922).

Data Reliability Test	Sampling Adequacy Test		
Cronbach's Alpha = .889 number of items analyzed = 21	KMO and Bartlett's Test		
	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.922
	Bartlett's Test of Sphericity	Approx. Chi-Square	3560.684
		df	210
		Sig.	.000

Total four factors have been extracted by Principal Component Analysis (PCA). These are higher target fulfillment, long working hour, role conflict and role overload (Factor-1); technological upgradation and unwanted promotion (Factor-2); problematic customer handling and lack of financial reward (Factor-3); and poor relationship with peers, colleagues, and transportation problem. Among the four factors identified in the PCA with Data Reduction Model (DRM) the prime source of occupational stress is higher target fulfillment, long working hour, and supervisor demands different types of

work different in times and supervisors demand excessive work from the employees (Model-1), the weighted average factor loading score is 2.314.

Model 1: Sources of Occupational Stress

Name of the Factors	Weighted Average Factor Loading Score	Rank
Factor 1: Higher Target Fulfillment, Long Working Hour, Role Conflict and Role Overload	2.314	1
Factor 2: Technological Upgradation and Unwanted Promotion	1.372	4
Factor 3: Problematic Customer Handling and Lack of Financial Reward	1.738	2
Factor 4: Poor Relationship with Peers, Colleagues, and Transportation Problem	1.507	3

However, the other sources of occupational stress includes fear of technological upgradation, unwanted promotion of some employees in the banks, problematic customer handling, lack of adequate salary and benefits as per stress, poor relationship with peer, colleagues, and transportation problem. Total Variance Explained (TVE) by the Factor Analysis Data Reduction (FADR) Model is explained in the table-9.3. Further the rotated component matrix by Varimax with Kaiser Normalization is explained in Table-9.4.

Table 9.3: Total Variance Explained; Model-1

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.626	31.552	31.552	6.626	31.552	31.552	3.163	15.064	15.064
2	1.593	7.584	39.136	1.593	7.584	39.136	2.824	13.448	28.512
3	1.103	5.253	44.388	1.103	5.253	44.388	2.371	11.290	39.802
4	1.046	4.982	49.371	1.046	4.982	49.371	2.009	9.569	49.371
5	.930	4.430	53.801						
6	.853	4.063	57.864						
7	.811	3.864	61.728						
8	.787	3.750	65.477						
9	.775	3.692	69.169						
10	.735	3.501	72.671						
11	.688	3.276	75.947						
12	.641	3.051	78.998						
13	.607	2.888	81.886						
14	.569	2.711	84.598						
15	.556	2.648	87.246						
16	.533	2.536	89.782						
17	.486	2.315	92.097						
18	.468	2.226	94.324						
19	.442	2.105	96.429						
20	.404	1.925	98.354						
21	.346	1.646	100.000						
Extraction Method: Principal Component Analysis.									

Table 9.4: Rotated Component Matrix²; Model-1

	Component			
	1	2	3	4
WO	.383	.346	.172	.079
HTF	.694	.173	.170	.146
LWH	.684	-.167	.268	.099
NUE	.284	.261	.505	.122
JI	.537	.125	.447	.082
LCPD	.110	.487	.474	.005
FOTC	.075	.650	.098	.198
OP	-.024	.493	.152	.438
LOLS	.179	.444	.389	.185
UJP	.210	.616	.040	.115
OC	.376	.531	.165	-.026
EWV	.088	.503	.179	.264
PCH	.071	.144	.639	.302
LFR	.203	.087	.707	.009
RA	.125	.410	.381	.215
RC	.700	.292	-.035	.052
RO	.692	.342	.072	.142
PRPC	.076	.202	.297	.655
PRS	.245	.297	.268	.549
TP	.213	.117	-.075	.753
FP	.558	.084	.302	.380

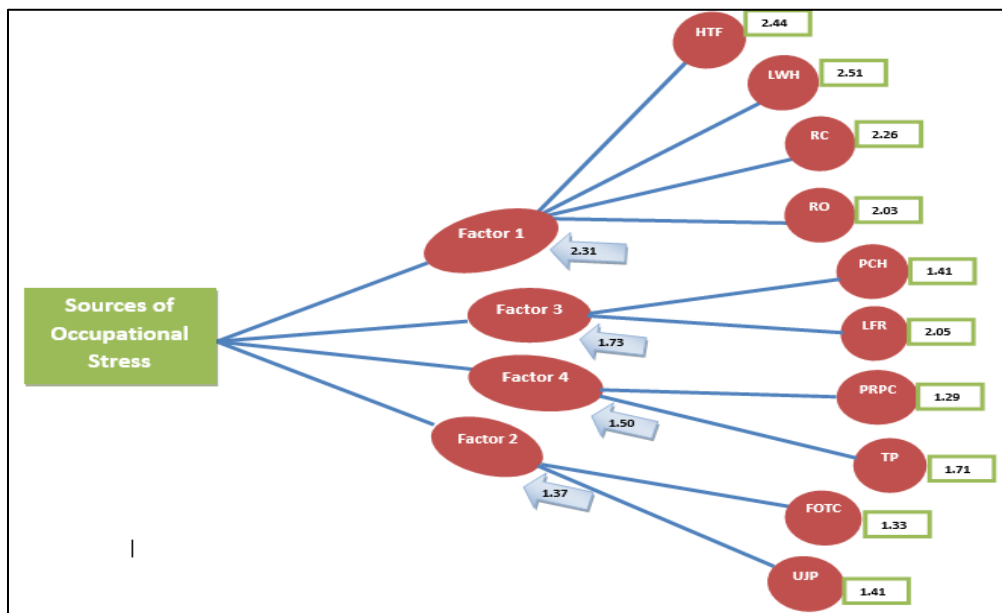
Note: 1 Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

2 Rotation converged in 7 iterations.

3 The highlighted bold numbers represents each principal component's major variables.

4 The bold numbers are identified according to Factor Analysis magnitudes at 0.50 or more. Here, 0.60 is considered as significant magnitudes.

Figure 9.12: Sources of Occupational Stress



Source:

Further, based on the TVE and FADR model a tree diagram has been presented in the figure-9.12. It shows that initially, the TVE and FADR identified four broad factors as sources of occupational stress. Further, TVE identified ten different major factors which are the sources of occupational stress. The points of each factors located in the tree diagram indicates the aggregate factor loading score of each factor.

9.4 Impact of Occupational Stress and Job Performance – Empirical Result

One of the objectives of this study is to find the impact of occupational stress on the job performance of the employees in banks. The study identifies five major impact of occupational stress on job performance of the employees in banks. The most important impact of excessive stress on job performance is that employee's loss their confidence on duties (weighted average, 4.10) followed by they are failed to do their jobs in the best way (weighted average, 4.05). The other includes failing to complete the task with due responsibility (weighted average, 4.03), increasing customer dissatisfaction (weighted average, 3.93) and failing to complete the task within the stipulated time (weighted average, 3.89) are major impact of excessive occupational stress on job performance of the bank employees (Table-9.5).

Table 9.5: Top Five (5) Impacts of Occupational Stress on Job Performance

Sl. No.	Impacts of OS on JP	Weighted Average	Rank
1	Confidence on Duties	4.10	1
2	Doing Jobs in the Best Way	4.05	2
3	Completing the task Due Responsibility	4.03	3
4	Customer Satisfaction	3.93	4
5	Completing the Task within the Stipulated Time	3.89	5

Source: Authors Calculation

Moreover, before Factor Analysis it is necessary to test the data reliability and sampling adequacy test. The test statistics of Cronbach's Alpha for data reliability, and KMO and Bartlett's test for sampling adequacy are $\alpha = 0.866$ and $KMO = 0.924$, respectively. It indicates that the internal consistency of the data is good on five-point Likert Scale sampling adequacy is marvelous.

Data Reliability Test	Sampling Adequacy Test		
Cronbach's Alpha = .866 number of items analyzed = 20	KMO and Bartlett's Test		
	Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.924
	Bartlett's Test of Sphericity	Approx. Chi-Square	4823.628
		df	190
		Sig.	.000

Total four factors have been extracted by Principal Component Analysis (PCA) after analyzing 20 factors that are related to the impact on job performance. The most important factor that has an impact on the job performance is failing to concentrate and complete the task correctly to satisfy the customer (weighted average score, 2.895). The underlying factors are –

Sub-factor(s)	Impact on Job Performance (TVE; DRM)
1	Failing to concentrate on duties and compete the jobs within stipulated time
2	Inability to apply skills in jobs
3	Becoming less confident
4	Inability to do full-swing job in the best way
5	Doing more mistake and more customers dissatisfaction

According to Model-2, the second most important factor for the impact on job performance is anxiety about the job and switching from the organization (weighted average score, 1.960). The trend of switching from the bank is excessive work stress. The third important factor for the impact of job performance is that employees are taking drug (medicine) and meet the doctors frequently (weighted average score, 1.716) followed by taking leave from the office to avoid excessive stress (weighted average score, 1.602).

Model 2: Impact of Occupational Stress on Job Performance

Name of the Factors	Weighted Average Factor Loading Score	Rank
Factor 1: Failing to concentrate and complete the task correctly with customer satisfaction.	2.895	1
Factor 2: Anxious about the job and switch the job	1.960	2
Factor 3: Taking leave to avoid stress	1.602	4
Factor 4: Use medicine and meet the doctor frequently	1.716	3

Table 9.6: Total Variance Explained (TVE); Model-2

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.156	35.781	35.781	7.156	35.781	35.781	6.802	34.012	34.012
2	2.092	10.460	46.241	2.092	10.460	46.241	1.947	9.735	43.747
3	1.325	6.626	52.867	1.325	6.626	52.867	1.642	8.208	51.955
4	1.013	5.067	57.934	1.013	5.067	57.934	1.196	5.979	57.934
5	.906	4.531	62.465						
6	.864	4.319	66.784						
7	.774	3.870	70.654						

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
8	.663	3.314	73.968						
9	.599	2.995	76.963						
10	.567	2.834	79.798						
11	.549	2.745	82.543						
12	.525	2.624	85.167						
13	.459	2.297	87.464						
14	.432	2.160	89.624						
15	.417	2.087	91.711						
16	.365	1.825	93.535						
17	.348	1.741	95.277						
18	.340	1.699	96.975						
19	.326	1.630	98.605						
20	.279	1.395	100.000						

Extraction Method: Principal Component Analysis.

Table 9.7: Rotated Component Matrix²

	Component			
	1	2	3	4
HCC	.106	.244	.181	.718
HANX	.086	.706	-.027	.469
SRF	.245	-.031	.607	-.010
DMA	.588	-.044	.176	.105
CON	.705	-.199	.107	.233
SKIL	.716	-.244	.055	.189
CONF	.738	-.093	.046	.169
WABL	.730	-.061	.067	.192
JM	.567	-.401	.282	.188
PTM	.604	-.244	.010	.248
CT	.742	-.036	.053	.051
JCS	.442	-.489	.389	-.086
ABS	-.021	.037	.774	.080
TO	-.002	.738	.171	.007
FE	.026	.392	.508	.206
EFFC	.663	.239	.203	-.256
EFFE	.758	.209	.113	-.198
COC	.764	.101	.071	-.058
QLBW	.817	.040	.016	-.033
DJB	.770	.050	.093	-.170

Note: 1. Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

2. a. Rotation converged in 8 iterations.

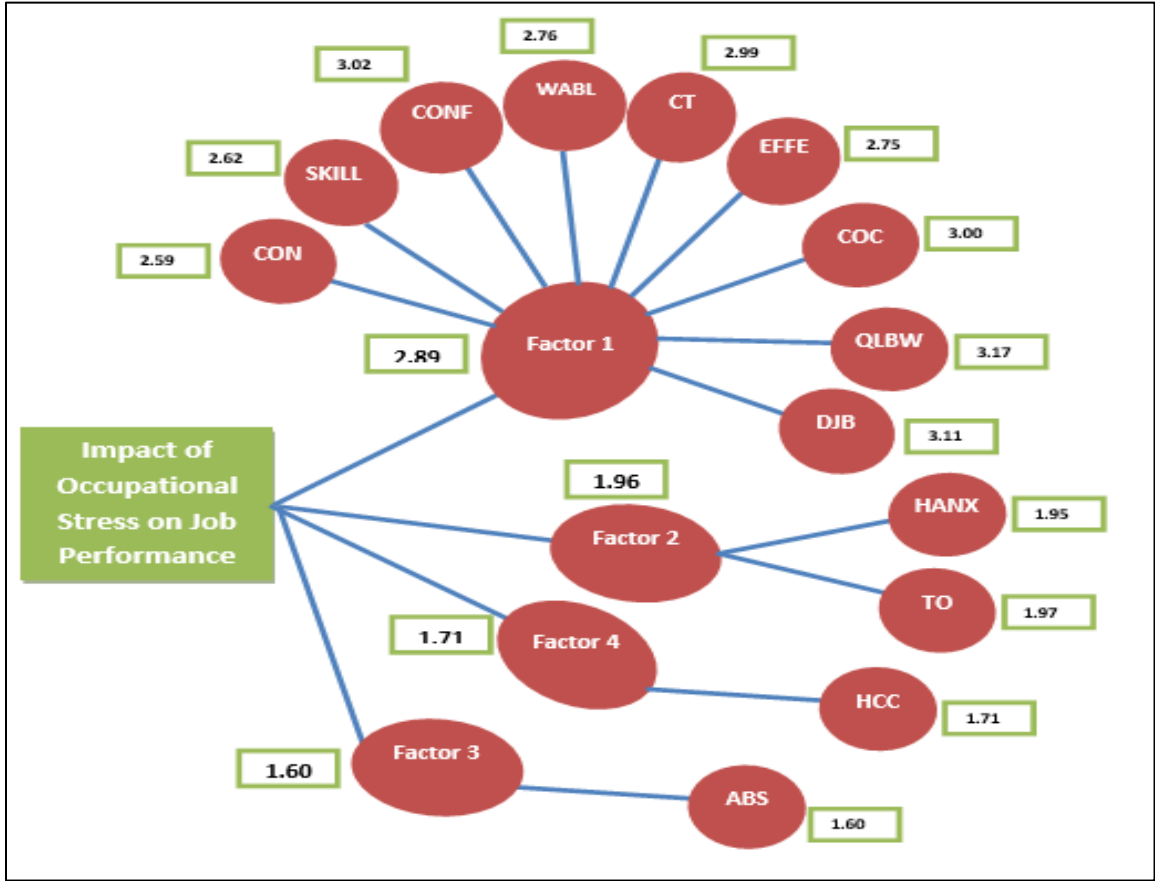
3. The highlighted bold numbers represents each principal component's major variables.

3. The bold numbers are identified according to Factor Analysis magnitudes at 0.50 or more. Here, 0.70 is considered as significant magnitudes.

Further, based on the TVE and FADR model a tree diagram has been presented in the Figure-9.13. It shows that initially, the TVE and FADR identified four broad factors as impact of occupational stress on job performance. Further, TVE identified thirteen

different major factors as the impact of occupational stress on job performance of the employees in banks. The figure of each factors located in the tree diagram indicates the aggregate factor loading score of each factor and sub factors.

Figure 9.13: Tree Diagram – Impact of Occupational Stress on Job Performance



T-test and ANOVA

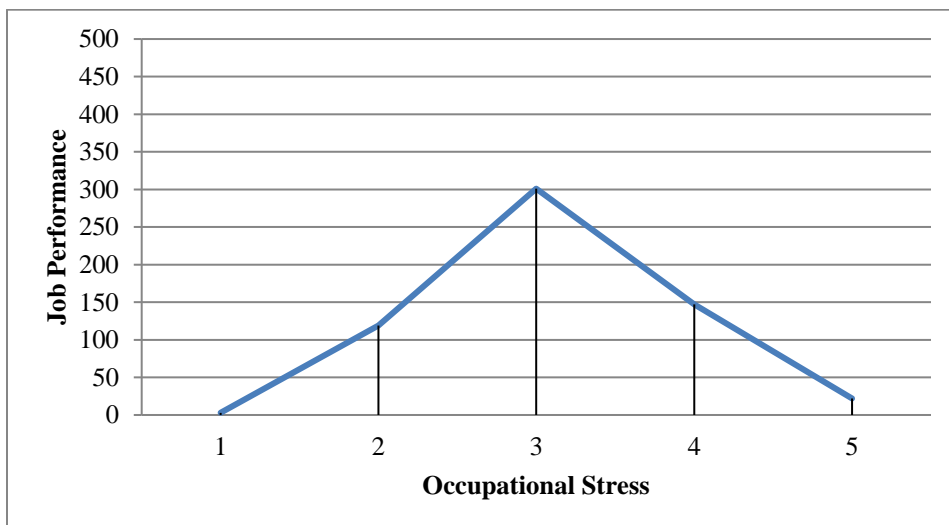
To analyze the impact of occupational stress and job performance, the study uses Job Performance (JP) as dependent variable and Occupational Stress (OS) as independent variable. Further, to assess the occupational stress total twenty-one variables have been used while to measure job performance total twenty variables have been used. Table-9.8 shows the finding of the ANOVA test statistics. It shows that there is a significant relationship between JP and OS as the test statistics reaches significant p -value (.000) at 1 per cent level ($F = 20.552$). Hence, it is statistically significant.

Table 9.8: ANOVA Test Statistics

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.081	1	7.081	20.552	.000 _b
	Residual	203.281	590	.345		
	Total	210.362	591			
a. Dependent Variable: JP						
b. Predictors: (Constant), OS						
Coefficient ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.955	.092		31.987	.000
	OS	.155	.034	.183	4.533	.000
a. Dependent Variable: JP						

Moreover, it shows that Job Performance (JP) is positively related with the occupational stress. The study finds the coefficient (parameter estimate) is 0.183. So, for every unit i.e. every unity of increase in occupational stress job performance will increase 0.183 ($\beta = 0.183$) as predicted. However, it increases upon a certain level than it starts to decrease. That means, occupational stress is necessary to increase employee performance however upto a certain level. After that level it started to decline.

The Figure-9.14 indicates that occupational stress increases job performance upto 3 points which is moderate level as per stress scale. After this moderate level of stress job performance will decline if occupational stress increases.

Figure 9.14: Relationship between Occupational Stress and Job Performance

Source: Survey Data

9.5 Ways of Reducing Occupational Stress

Finally, the study aims to find the ways to reduce occupational stress. For this purpose of analysis SPSS-23 has been used. At first, the study identifies top five ways of reducing occupational stress for the bank employees in Bangladesh. The study finds that creating friendly working environment (weighted average, 4.49) is the top most one that bank management should emphasize to reduce occupational stress followed by developing career plan (weighted average, 4.44). Career plan can be developed from individual aspects as well as organizational aspect. Proper career plan can reduce occupational stress at work. Further, the other factors that a bank management should use to reduce occupational stress includes employee work motivation (weighted average, 4.11), job stress related training (weighted average, 4.07) and Physical exercise and healthy diet (weighted average, 3.97) (Table-9.9).

Table 9.9: Top Five (5) Ways of Reducing Occupational Stress

Sl. No.	Ways of Reducing Occupational Stress	Weighted Average	Rank
1	Friendly Working Environment	4.49	1
2	Proper Career Development Plan	4.44	2
3	Motivation for Work to the Employees	4.11	3
4	Job Stress related Training	4.07	4
5	Physical Exercise and Healthy Diet	3.97	5

Similarly, for Model-1 and Model-2, Cronbach's Alpha for data reliability, and KMO and Bartlett's test for sampling adequacy have been tested. T-test statistics of Cronbach's Alpha for data reliability and KMO and Bartlett's test for sampling adequacy are $\alpha = 0.930$ and KMO = 0.948, respectively. It indicates that the internal consistency of the data is excellent on five-point Likert Scale and sampling adequacy is marvelous.

Data Reliability Test	Sampling Adequacy Test		
Cronbach's Alpha = 0.930 number of items analyzed = 17	KMO and Bartlett's Test		
	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.948
	Bartlett's Test of Sphericity	Approx. Chi-Square	5188.845
		df	136
		Sig.	.000

Model-3 explains the ways to reduce occupational stress. Total three broad factors have been extracted by the Principal Component Analysis (PCA) after analyzing 20 factors that are related to reduce occupational stress. The most important ways that a bank management can do is to create friendly working environment and making the working hour flexible (weighted average, 3.063). The second ways of reducing occupational stress is that employee can do meditation, physical exercise and healthy diet (weighted average,

2.882). On the other hand, social support, informal discussion with others, and temporary withdrawn of some form of works can reduce occupational stress at the work place also.

Model 3: Ways to Reduce Occupational Stress

Name of the Factors	Weighted Average Factor Loading Score	Rank
Factor 1: Friendly working environment and Flexible Working Hour	3.063	1
Factor 2: Meditation and physical exercise & healthy diet	2.882	2
Factor 3: Social support, informal discussion and temporary withdrawn of work	2.751	3

Table 9.10: Total Variance Explained; Model-3

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.185	48.145	48.145	8.185	48.145	48.145	4.328	25.460	25.460
2	1.153	6.780	54.925	1.153	6.780	54.925	3.041	17.886	43.346
3	1.039	6.113	61.037	1.039	6.113	61.037	3.008	17.691	61.037
4	.810	4.766	65.803						
5	.681	4.005	69.808						
6	.615	3.618	73.425						
7	.564	3.315	76.741						
8	.547	3.217	79.958						
9	.468	2.753	82.711						
10	.452	2.659	85.370						
11	.434	2.553	87.923						
12	.414	2.437	90.361						
13	.389	2.290	92.650						
14	.372	2.189	94.839						
15	.328	1.932	96.771						
16	.286	1.684	98.454						
17	.263	1.546	100.000						
Extraction Method: Principal Component Analysis.									

Table 9.11: Rotated Component Matrix²; Model-3

	Component		
	1	2	3
PCDP	.368	.403	.421
SSO	.158	.382	.713
IND	.168	.245	.761
WSFW	.320	.103	.713
LFS	.364	.051	.620

PW	.258	.598	.375
MED	.186	.795	.082
PEHD	.257	.741	.248
WCM	.476	.586	.236
JRD	.639	.271	.332
JP	.599	.306	.387
MOT	.666	.397	.212
ODP	.675	.153	.317
FWH	.755	.032	.268
REXT	.591	.328	.256
TRN	.646	.427	.070
FEW	.712	.371	.193

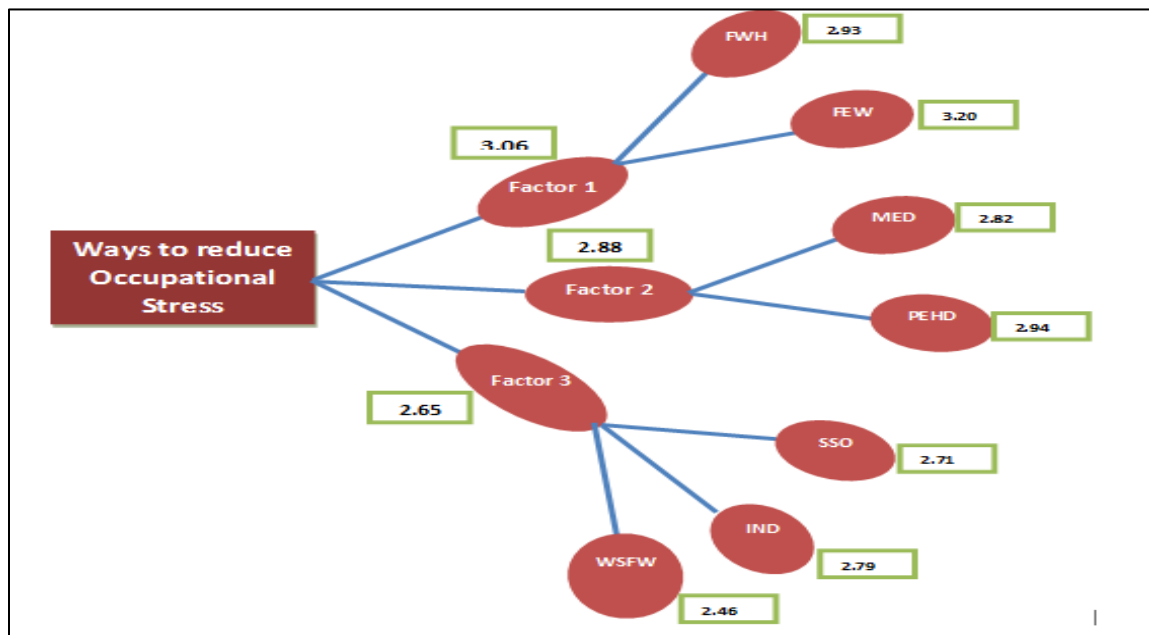
Notes: 1. Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

2. a. Rotation converged in 7 iterations.

3. The highlighted bold numbers represents each principal component's major variables.

4. The bold numbers are identified according to Factor Analysis magnitudes at 0.50 or more. Here, 0.70 is considered as significant magnitudes.

Figure 9.15: Ways to Reduce Occupational Stress



Source:

10. Conclusion and Recommendations

The study explicates that 19 per cent employees are facing dangerous level of occupational stress and 35 per cent employees are facing sever level of occupational stress. Further, it finds that 40 per cent employees who are 55 years old and above have severe level of stress followed by employees who are 35-44 and 25-35 years by 35 per cent. On the other hand, 25 per cent employees who are 35-44 years of age are facing dangerous level of occupational stress followed by around 22 per cent of 45-54 years old employees. Again, the study reveals that 60 per cent Deputy General Manager (DGM)/

equivalent employees and above in the banking sector of Bangladesh are suffering from dangerous level of stress, which needs to be given special attention. On the other hand, 38 per cent Senior Principal Officer (SPO) to Assistant General Manager (AGM) and equivalent officers have moderate level of stress while 35 per cent of them are facing severe level of stress.

The study identifies top five sources of occupational stress of the employees in banks. It finds that working after the regular office hour is the main reason to increase occupational stress in the workplace. The second top most reason of occupational stress is higher target fulfillment pressure (weighted average, 3.52) followed by role conflict (weighted average, 3.23), family problem (weighted average, 3.18) and role overload (weighted average, 2.94).

The study identifies five major impact of occupational stress on job performance of the employees in banks. The most important impact of excessive stress on job performance is that employee's loss their confidence on duties (weighted average, 4.10) followed by failing to do their jobs in the best way (weighted average, 4.05). Failing to complete the task with due responsibility (weighted average, 4.03), increasing customer dissatisfaction (weighted average, 3.93) and failing to complete the task within the stipulated time (weighted average, 3.89) are major impact of excessive occupational stress on job performance of the bank employees.

Finally, the study recommends following ways to reduce occupational stress of the employees in banks-

Target Fulfillment: Higher target fulfillment is one of the main sources of occupational stress of the employees in banks. This target includes deposit mobilization, disbursement, recovery and others. The target should be fixed based on the rational industry growth in Bangladesh. Top management should turn their attitude from target fulfillment to business sustainability.

Working after Office Hour: The study also pointed out that long working hour is another source of occupational stress. Generally, employees work even after the office hour which creates excessive stress. Ideally, all employees should finish the work within the office hour and over stay in the office should not be allowed. Each branch manager should leave the office at 6 pm and force the employees to leave the office at 6 pm.

Role Conflict: Role conflict between the line managers and the employees is another key source of occupational stress. Role conflict indicates that line managers demand different types of work in different times that mismatch with the employees desk work. The branch managers should assign role accordingly with the job descriptions of the employees.

Role Overload: Supervisor or line managers of the banks demands excess work, effort

and responsibility from the employees in the bank branches or head offices. Line managers mostly rely on few employees fully to complete the jobs in the organization which automatically create imbalanced role distribution among the employees in the department. Such reliance on the employees creates role overload which should be reduced.

Problematic Customer Handling: Problematic customers are also a source of occupational stress of the employees in bank. These problematic customers should be handled technically and strategically.

Financial Reward: Reward to the stressful employees can be a measure to reduce occupational stress of the employees in banks.

Unwanted Promotion: Unwanted promotion of the colleagues is another cause of occupational stress of the employees in Banks. Employees who are not qualified for promotion are getting promotion. This situation creates stress on the employees who are qualified enough and taking more stress. Unwanted promotion should be eliminated.

Poor Relationship with Supervisors and Peers: Absence of good relationship between supervisor/line managers and the employees is a source of occupational stress of the employees. Friendly environment among the employees in the department is necessary for increasing productivity in the organization.

Transportation Problem: The distance from the office and home i.e. transportation problem creates stress on the employees in banks. Banks can introduce transportation facilities for the employees to address stress created through transportation.

Technological Up-gradation: Bank's internal technological up-gradation is happening frequently. Changing work environment due to technical up-gradation is also creating stress among employees. State-of-the-art, and long-term based software and technological set-up are required to reduce this occupational stress of the employees in bank.

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Appendix 1: Descriptive Statistics; Model-1

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
LWH	592	0	5	2177	3.68	1.339	1.793
HTF	592	0	5	2085	3.52	1.252	1.566
RC	592	0	5	1913	3.23	1.299	1.687
FP	592	0	5	1881	3.18	1.309	1.713
RO	592	0	5	1738	2.94	1.276	1.627
LFR	592	0	5	1720	2.91	1.335	1.781
JI	592	0	5	1700	2.87	1.430	2.044
WO	592	0	5	1691	2.86	1.198	1.436
OC	592	0	5	1664	2.81	1.258	1.582
LOLS	592	0	5	1501	2.54	1.339	1.792
LCPD	592	0	5	1445	2.44	1.254	1.573
PRS	592	0	5	1403	2.37	1.217	1.482
NUE	592	0	5	1387	2.34	1.253	1.569
UJP	592	0	5	1353	2.29	1.310	1.717
TP	592	0	5	1347	2.28	1.293	1.672
PCH	592	0	5	1317	2.22	1.163	1.352
RA	592	0	5	1300	2.20	1.196	1.430
EWV	592	0	5	1256	2.12	1.303	1.698
OP	592	0	5	1217	2.06	1.278	1.633
FOTC	592	0	5	1211	2.05	1.196	1.431
PRPS	592	0	5	1172	1.98	1.074	1.154
Valid N (listwise)	592						

Appendix 2: Descriptive Statistics; Model-2

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
CONF	592	0	5	2427	4.10	1.032	1.065
DJB	592	0	5	2395	4.05	1.019	1.039
CT	592	0	5	2386	4.03	1.048	1.099
COC	592	0	5	2324	3.93	1.035	1.071
QLBW	592	0	5	2304	3.89	.983	.966
WABL	592	0	5	2246	3.79	1.038	1.078
CON	592	0	5	2179	3.68	1.064	1.131
SKIL	592	0	5	2171	3.67	1.096	1.200
EFFE	592	0	5	2146	3.62	.986	.973
PTM	592	0	5	2144	3.62	1.154	1.332
EFFC	592	0	5	2131	3.60	1.063	1.130
JM	592	0	5	2038	3.44	1.181	1.394
JCS	592	0	5	1953	3.30	1.153	1.330
DMA	592	0	5	1925	3.25	.961	.923
SRF	592	0	5	1740	2.94	1.208	1.458
HANX	592	0	5	1633	2.76	1.317	1.733
TO	592	0	5	1583	2.67	1.425	2.031
HCC	592	0	5	1417	2.39	1.318	1.738
FE	592	0	5	1414	2.39	1.131	1.280
ABS	592	0	5	1223	2.07	1.156	1.337
Valid N (listwise)	592						

Appendix 3: Descriptive Statistics; Model-3

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
FEW	592	0	5	2657	4.49	.980	.961
PCDP	592	0	5	2630	4.44	1.003	1.005
MOT	592	0	5	2436	4.11	1.101	1.212
TRN	592	0	5	2411	4.07	1.126	1.269
PEHD	592	0	5	2350	3.97	1.188	1.410
JRD	592	0	5	2309	3.90	1.130	1.278
WCM	592	0	5	2306	3.90	1.151	1.326
PW	592	0	5	2302	3.89	1.165	1.358
FWH	592	0	5	2297	3.88	1.198	1.436
JP	592	0	5	2256	3.81	1.164	1.355
SSO	592	0	5	2251	3.80	1.082	1.171
ODP	592	0	5	2220	3.75	1.177	1.386
REXT	592	0	5	2205	3.72	1.161	1.347
LFS	592	0	5	2191	3.70	1.349	1.821
IND	592	0	5	2170	3.67	1.215	1.475
MED	592	0	5	2100	3.55	1.218	1.483
WSFW	592	0	5	2050	3.46	1.194	1.427
Valid N (listwise)	592						

Appendix 4: Survey Questionnaire on "Occupational Stress and Job Performance of Employees in Banks: Bangladesh Perspective"

Name (Optional):

Designation: Job Location:

Name of the Bank/Organization:

Department:

Highest education:

Total service experience:

Sex: Male/Female

Your age: (a) 25-34 (b) 35-44 (c) 45-54 (d) 55 and above

1. Do you think that excessive stress reduces job performance?

a) Yes b) No c) Not likely

2. Do you think that stress increases job performance?

a) Yes b) No c) Not likely

3. Do you think that optimum occupational stress is must to increase job performance?

a) Yes b) No c) Not likely

4. Do you think that occupational stress is related with job performance?

a) Yes b) No c) Not likely

5. Please state how you are stressed in your workplace:

a) Highly stressed b) Moderately stressed c) Low stressed

Please tick the following to what extent do you agree.

5 = Absolutely true/Strongly Agree

4 = Almost true/Moderately Agree

3 = Partially true/Partially Agree

2 = Almost false/Disagree

1 = Absolutely false/Strongly Disagree

Thinking about your current job stress, please tick (√)

Sl.	Particulars	Score				
		5	4	3	2	1
1	Conditions at work are unpleasant or sometimes even unsafe.	5	4	3	2	1
2	I feel that my job is negatively affecting my physical or emotional well-being.	5	4	3	2	1
3	I have too much work to do and / or too many unreasonable deadlines.	5	4	3	2	1
4	I find it difficult to express my opinions or feelings about my job conditions to my superiors.	5	4	3	2	1
5	I feel that job stress interfere with my family or personal life.	5	4	3	2	1
6	I have adequate control over my duties.	5	4	3	2	1
7	I always receive appropriate recognition or rewards for good performance.	5	4	3	2	1
8	I am able to utilize by skills and talents to the fullest extent at work.	5	4	3	2	1
9	I have too much work to do but I am not able to fulfill those.	5	4	3	2	1
10	Authority imposed me to fulfill higher target always.	5	4	3	2	1
11	I have to work after office hour often.	5	4	3	2	1
12	My job condition is noisy and unreality.	5	4	3	2	1
13	I feel insecure about my job.	5	4	3	2	1
14	There is no scope to build up better career in my job.	5	4	3	2	1
15	Change in work environment due to technological up gradation is disturbing me.	5	4	3	2	1
16	Followers of some political group in bank create pressure on me.	5	4	3	2	1
17	I feel that the leadership in my bank is inappropriate.	5	4	3	2	1
18	I always bound to accept unwanted promotion in favor of my job.	5	4	3	2	1
19	My opinion is not sought in solving organizational problem.	5	4	3	2	1
20	I am afraid of violence in my workplace.	5	4	3	2	1
21	Customers are problematic in my bank.	5	4	3	2	1

22	I am not satisfied with my salary and benefits.	5	4	3	2	1
23	I am not sure what is supposed to do in my job.	5	4	3	2	1
24	My superior demands different types of work different times.	5	4	3	2	1
25	My superior's job demands exceed my capacity to meet all of those adequately.	5	4	3	2	1
26	My colleague's behavior is not acceptable.	5	4	3	2	1
27	My superior's behavior is inconsiderate.	5	4	3	2	1
28	I have to do extreme travel for my job.	5	4	3	2	1
29	Job stress hampers my family life.	5	4	3	2	1

Thinking about your current job stress, please tick (√)

Sl.	Particulars	Score				
1	I have to use medicine and meet doctor frequently.	5	4	3	2	1
2	I am anxious about my job.	5	4	3	2	1
3	I usually attend different social gathering.	5	4	3	2	1
4	My decision making ability is perfect always.	5	4	3	2	1
5	I am able to concentrate in my duties at any situation.	5	4	3	2	1
6	I am able to apply my skills in my job always.	5	4	3	2	1
7	I am confident about my duties in bank.	5	4	3	2	1
8	I am able to work in full-swing always.	5	4	3	2	1
9	My motivation of doing job has increases.	5	4	3	2	1
10	I am able to manage time always.	5	4	3	2	1
11	I always complete all duties with due responsibility.	5	4	3	2	1
12	I am satisfied with my job condition.	5	4	3	2	1
13	To avoid job stress I usually take number of days leave.	5	4	3	2	1
14	I want to change my job.	5	4	3	2	1
15	I have faced frequent error while working in office.	5	4	3	2	1
16	I always work in right and cost effective way.	5	4	3	2	1
17	I always work correctly.	5	4	3	2	1
18	Customers are satisfied with me always.	5	4	3	2	1
19	I am able to complete my work within stipulated time as expected.	5	4	3	2	1
20	I feel that I am doing my job in best way.	5	4	3	2	1

Reducing occupational stress, give your opinion please tick (√)

Sl.	Particulars	Score				
1	For career development employee should plan properly.	5	4	3	2	1
2	Employee can reduce job related stress by social support of others.	5	4	3	2	1
3	Employee should discuss informally with others to reduce job stress.	5	4	3	2	1
4	Temporary withdrawn of some form of work is necessary for reducing stress.	5	4	3	2	1

5	To remove stress, employee may take leave from job (paid/unpaid) for a period of time.	5	4	3	2	1
6	Personal willingness is necessary to reduce stress.	5	4	3	2	1
7	Meditation is an important tool for removing stress.	5	4	3	2	1
8	Physical exercise and healthy diet is important for all to absorb job stress.	5	4	3	2	1
9	Work consultation and meeting is necessary for reducing job stress.	5	4	3	2	1
10	Job redesign is an important tool to decrease stress.	5	4	3	2	1
11	Job placement is necessary for reducing stress.	5	4	3	2	1
12	Motivation works as important tool for reducing stress.	5	4	3	2	1
13	Open door policy is needed for reducing stress.	5	4	3	2	1
14	There should have option of flexible working hour in job.	5	4	3	2	1
15	Employee can apply relaxation technique in stressful condition.	5	4	3	2	1
16	Management should provide job stress related training to the employee to reduce job stress.	5	4	3	2	1
17	Friendly working environment works as an important tool in stress free condition.	5	4	3	2	1

Appendix 5: Summary of Discussions at the Seminar on “Occupational Stress and Job Performance of Employees in Banks: Bangladesh Perspective”

Bangladesh Institute of Bank Management (BIBM) organized a Seminar on “Occupational Stress and Job Performance of Employees in Banks: Bangladesh Perspective” on December 04, 2019. Honorable Mr. S.M. Moniruzzaman, Chairman, BIBM Executive Committee and Deputy Governor of Bangladesh Bank graced the occasion as Chief Guest. Professor Dr. Barkat-e-Khuda, Dr. Muzaffer Ahmad Chair Professor, BIBM chaired the session. Including him, Mr. Helal Ahmed Chowdhury, the then Supernumerary Professor of BIBM; Professor Md. Anwarul Azim Arif, Chairman, Board of Directors of Social Islami Bank Ltd. and Former Vice Chancellor, University of Chittagong; Mr. Md. Obayed Ullah Al Masud, Managing Director and CEO of Rupali Bank Ltd. and Mr. Md. Mahbub-ul-Alam, Managing Director and CEO of Islami Bank Bangladesh Ltd. were present as designated discussants. A good number of senior bankers from different banks, faculty members of BIBM, and representatives from print and electronic media were also present in the seminar.

The seminar started with the welcome address of Professor Dr. Prashanta Kumar Banerjee, the then Director (R.D. & C.) of BIBM. After the welcome address, Mr. S.M. Moniruzzaman delivered his speech and formally inaugurated the seminar. Later on, Dr. Mohammad Tazul Islam, Associate Professor of BIBM presented the seminar paper on “Occupational Stress and Job Performance of Employees in Banks: Bangladesh

Perspective”. The other members of the research team were, Ms. Anila Ali, Lecturer, BIBM; Md. Mazharul Islam, Executive Vice President of Al-Arafah Islami Bank Limited; Mr. Md. Mosharraf Hossain, Senior Vice President of Dutch-Bangla Bank Limited; and Mr. Md. Morshed Anower, CDCS, Assistant Vice President, EXIM Bank Limited. After presenting the paper, the eminent discussants and distinguished audience provided their valuable comments. The seminar ended with the concluding remarks of Dr. Md. Akhtaruzzaman, Director General of BIBM.

A number of issues were raised by the learned discussants and the participants. The summary of the valuable comments of the discussants and the audience are summarized below:

Professor Dr. Barkat-e-Khuda, Dr. Muzaffer Ahmad Chair Professor, BIBM

Stress can be both negative and positive from the point of view of staff and employer, boss and the supervisor. He said that if an individual employee is prepared to take the challenges in his or her life then he or she will accept the stress in a very effective way and utilize the stress as an opportunity to go forward. He further said that the employer may not impose unnecessary stress on the better performing workers. He added that we just heard that 40 employees among 50 employees don't work in banks. So those who are not working why we keep them. He thought that they may come from powerful references. So it's difficult to remove them. But unless there is provision for reward and punishment, particularly not just in the private sector but also state owned banks, stress can't be managed because the organization itself is stressed. Banks who are not taking stress positively, they are the sufferer.

Mr. Helal Ahmed Chowdhury, the then Supernumerary Professor, BIBM

Sociologists are saying that this is the age of rising expectation. This expectation is creating demand and demand is going beyond the capacity and beyond the logic which creates stress. He said that someone's body is stress metabolism proof and someone's doesn't. When we are junior in our work, we have the strength to take different stress. But when we are promoted our workload and responsibility are also increased as promotion means elevated responsibility. So it is natural that with more responsibility, there will be more stress. Compromising with corporate governance, our stress is increasing. The tendency of switching of bank employees is increasing in private banks, but quality people don't switch, he added. He further said that different circulars are issued from Bangladesh Bank relating with maternity leave, mandatory leave and resignation. But the implementations of these circulars are upon us. We want to reach the pick of the succession ladder which is also increasing stress of ours. We should withdraw the practice of Annul Confidential Report (ACR) and apply Performance Evaluation Report (PER) where employee will accept his rating and give signature. Frequent change

of rules is causing stress. Sometimes promotion policy is changed before the time of promotion for giving benefit to certain employees and exploiting certain employees which should not be in practice and should be changed.

Professor Md. Anwarul Azim Arif, Chairman, Board of Directors, Social Islami Bank Ltd. and Former Vice Chancellor, University of Chittagong

In his opinion, organizations distribute stress not work. Actually no management or organization assigns stress, it is our feeling. If you feel bad regarding your poor performance, you are stressed. So the sources of stress have to be identified. Though the theory of scientific management increased the productivity level, the labors were highly stressed and depressed deep inside. So the employees' mental concern should also be considered. He mainly emphasized on the different theories of management. Stress management absolutely depends on the boss/manager/leaders management style. He further said that if the boss is autocrat then everyone in the organization will be dissatisfied. If an employee is stressed with family issue, this stress also comes to the workplace and makes life more jeopardized. These employees do not feel interest in their daily work in the workplace. Bankers have been given target which makes their life more stressful. It is true that sustainable and reasonable target is obvious for optimum workload and balanced business growth in the banking industry but ambitious and unreasonable profit target and competition will create dangerous level of stress on the employees. This situation will induce unexpected behavioral changes among the employees and will ultimately deteriorate service quality in the banking industry. The board and top management of the banks have to fix reasonable and sustainable profit target for the bank. Further, stress management strategies can be formulated in the banks to address employee stress management issues.

Mr. Md. Obayed Ullah Al Masud, Managing Director and CEO, Rupali Bank Ltd.

Satisfied human resource is the main source of performance. In most of the banks deposit target is given to every banker which is unjustified. He said that in Rupali Bank, only manager and a specially assigned employee collect deposit. So other employees are stress free. So they can concentrate on their regular work. Private Banks can also practice this good initiative. They don't need to give target to all the employees. Corporate and small deposits are not the same thing. So central bank can give different weights on these two types of deposits. Promotion, transfer and foreign trainings motivate human beings. But when we see those who don't do any work in banks but are getting the benefits, we are stressed and demoralized. In professional life we can't share everything with colleagues. Our colleague will kick us off when he will get the appropriate opportunity to harm us.

Mr. Md. Mahbub-ul-Alam, Managing Director and CEO, Islami Bank Bangladesh Ltd.

He said that pressure or stress is good up to a certain level but after that it is not good. Employees should be given stress to a certain or tolerable level. But the question is that up to which level employees can cope stress. What is their maximum tolerance level of stress? Some employees can accept more stress than others. Mentality should be developed to accept extra stress. Psychological treatment or measure should be taken to enhance the level of stress of bank employees. Each and every bank has own internal culture. This culture can also help increase the capacity of the employees to deal with stress. Board can play an imperative role to develop the internal culture. Banks should understand the industry practice. Industry as a whole can concentrate on to change or develop the internal culture. In USA, a bank employee is released within a day from his bank. But in Bangladesh this well-practiced culture is not followed. If there is definite rules regarding the release of bank employees prevails in our banks, the scenario will be different. In our country, a banker is accused for any occurrences happened in lending international trade and payment and financing service just because his signature is in the paper, though he is innocent.

Comments from Audience:

- Window dressing regarding stress management is not properly addressed in this paper. Stress can bring both positive and negative impact on bankers. It can bring trauma, burn-out of the employees and also with having stress some employees are climbing up the ladder faster with higher performance and getting promotion. Some employees enter into the bank at the same level but they retire at different level.
- Stress is affected by some external factors like traffic jam, pollution, etc. To manage stress the role of senior management and board should be clearly defined. If we can manage stress then we will not feel stressed actually.
- Stress test can be incorporated to understand the level of banker's stress. This can be conducted by the HR department of the banks.
- Stress absorb capacity is different for different level of employees. So training can be provided to the employees to increase their stress absorption capacity.
- Bank Management may think about having a counselor to reduce the stress of bankers.
- Bankers' who know and do the bank job are overloaded with more work by the management which actually increases their stress level. But these employees are also not getting extra remuneration for their contribution. Again there are some free riders in the banks who are getting all benefits without doing any job.
- Health care factor of family is also causing stress. A further study can be done on how the employees can manage stress.
- Cultural program or outdoor program can help to reduce stress.

- Employees cannot trace their stress. When employees' expectation and reality don't matches, they feel stress. Bankers have a tendency to switch banks. Some bankers intention is like that if they are offered more salary and benefits by their current banks, they won't switch.
- Management should understand and identify the employees who can be given optimum level of stress.
- Deep breathing, prayer, healthy food, exercise, meditation, forgiving others and hanging out with friends will help to manage stress of bank employees.

Comments of the Seminar Chair

- **Dr. Md. Akhtaruzzaman, Director General, BIBM** has chaired the seminar. He started his concluding remarks by thanking respected moderator Professor Dr. Barkat-e-Khuda, Dr. Muzaffer Ahmad Chair Professor, BIBM; Professor Mr. Md. Anwarul Azim Arif, Chairman, Social Islami Bank Limited (SIBL) and Former Vice Chancellor, University of Chittagong; former and current Managing Directors (MDs) and CEOs of different banks; distinguished research team and the audience. He said that this is an amazing, productive and useful seminar. He emphasized that this research will definitely contribute in our future banking to keep our profession humanly. This will be food for thoughts in dealing human in banking sector.
- He further said that throughout the year, we conduct Reviews, Roundtable Research and an Annual Banking Conference (ABC). In the last ABC the keynote paper focused on loan takeover which is a phenomenon that acts as a factor in increasing stress loan. He mentioned that MDs and CEOs switch banks with the setup of their most favorite and favored colleagues along with their takeover loans. Prior moving to the banks MD has interaction for at least six months to understand the scenario and status of the new bank. But unfortunately the colleagues who moved with him don't get the same opportunity to interact and experience with the new environment. So ultimately the unknowingness with the entire new system put them into stress. He mentioned that this is quite obvious that the MD will move with his key person as he has to make a new customized setting in the new workstation. But moving with a good number of people is not good practice for the overall banking industry, he further emphasized.
- He opined that stress management is all about human management. As we all know humans are two types in kind – male and female. So the approach should target to reduce stress of both groups. He also mentioned that the findings of the paper are not desegregated on the basis of gender. An initiative should be taken to gender specific factorization of different reasons and cases. Stress taking, stress bearing and stress facing these three dimensions should be find out as this is what researchers do. He also added that it is all about human dealings and we have to consider it from

human perspective followed by career development. Family background does matter here and it has four definitions from financial, social, political and religious point of view. He suggested that the research team should incorporate what are the most important factors that can be the sources of generating stress which last over life whether it may be in the professional life or maintaining social life in the literature review.

- He further said that human interaction and human dealings should be done in a day to day basis. There is no alternative of it. All pros and cons, all happiness and sadness of the bankers have to be intimated by the authorities through interaction and consultation to create motivation. He suggested that Best Banker or Best Exporter title can be given to bankers to appreciate and motivate them. But the problem is other bankers become jealous of him and bully him. In this scenario, a formal letter can be given to him to convey his recognition privately.
- At the end, he focused that human being's inner, natural and deep rooted source of stress is greediness which is missing in the theoretical background of this paper. As a human being the greediness we have for taking loan or disbursing, deposit collection, etc. are also tagged with our professional success. An individual can only say his stress bearing level according his capacity. He doesn't need any doctor consultation. His mental state and condition can say how much stress he can bear. He concluded his speech by saying-"More the level of greediness, self-centeredness we can reduce, more we can bring control over our stress."



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Price: BDT 300.00

USD 8.00