

Stress Management in Private Banks of Pakistan

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Abstract

This research shows that a large number of bankers are facing high stress because of their job and the reasons behind this stress include long working hours, improper reward system, lack of job autonomy, organizational culture, role conflict etc. and the main reason is lack of management support to employees. The employees can notice a number of symptoms indicating high level stress among them. However if these symptoms are not noticed in early stage, they can cause serious health problems among employees such as depression, heart problems, diabetes etc. Not only health but personal life of bankers are also being affected because of high job stress, most employees are unable to spend time at home or with family. However, with the help of proper management techniques by management, the bankers stress level can be reduced to great extent. The type of research conducted is 'Causal' as this research explores the effect of one variable over other. It aims to determine the cause-effect relationship between factors causing stress and their impact on banker's personal life and health.

Keywords: stress management, reasons of stress at workplace, minimizing stress

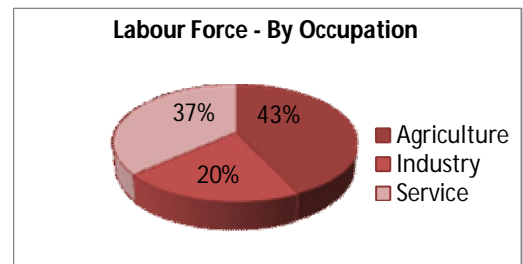
INTRODUCTION

Stress is a psychological reaction which occurs when people perceive an imbalance between the level of demand placed upon them and their capability to meet those demands. Comprehensively, it is a condition in which one realizes that the pressure on him or the requirement of a situation is greater than one can handle. Workplace stress is becoming a greater issue now days. Every organization whether big or small has certain problems that stress out its members. Workplace stress is destructive physical and emotional response that occurs when there is a poor match between job demands and the capabilities, needs, or resources of the worker to fulfill these demands. The alarming spike in reported stress among employees in past few years and its effects on personal life, health and profitability of organizations has made this issue a matter of high concern.

Every profession has some amount of stress yet certain professions are more stressful than others. Pakistan is an agricultural country and most people work in agriculture sector. However service sector is second largest occupation in Pakistan with the labor force of 37% as given by PBS. Keeping in view the workload in banking sector it can be estimated that bankers face immense amount of stress due to different reasons. The well-developed banking sector of Pakistan has the largest share in service sector and is growing very fast. According to an article in International journal of Trade, Economics and

Finance, this sector is growing at an average rate of 23% per annum over the last five years¹. Although this sector is growing very fast and is providing large

Work Stress in Banking Sector



Source: Pakistan Bureau of Statistics

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¹ Rahim, SH. "Emotional Intelligence and Stress." *International Journal of Trade, Economics and Finance* Vol. 1.2 (2010): 194-199

International journal of Trade, Economics and Finance, this sector is growing at an average rate of 23% per annum over the last five years². Although this sector is growing very fast and is providing large opportunities for employment and growth, it has also given rise to a number of psychological problems to the employees such as stress, anxiety etc. The empirical observation reveals that workload in banks, layoffs; long travels etc can cause high level of stress among employees. Although developed countries are having many stress management facilities in banking sector, Pakistan is far behind in this act.

The factors causing stress might differ in each occupation however the common ones in banking sector include work overload, time pressures, lack of training and development, job insecurity, unsupportive management and coworkers, balancing personal and professional life, lack of participation in decision making, low salary, poor working conditions, fewer rest breaks or vacations etc.

High levels of stress can result in greater health problems such as heart attacks, hypertension, diabetes, ulcerative colitis, strokes, indigestion and heart burn, depression, chronic fatigue syndrome. Workplace stress can greatly influence the personal and social life of people³. Work and family conflicts arise when there is not enough time or energy to meet the commitments of multiple roles and expectations. Time is the major problem that workers face in balancing personal and professional life especially for those who are the sole earners of family. Such individuals have the burden of taking care of family as well as supporting them financially. Youngsters or recently married couples might also face immense amount of stress as they try to do well at jobs as well as giving time to their family. A good day at work can help in spending cheerful time at home while a harassed day may reduce tolerance to handle everyday's household tasks.

Work and family life therefore conflict when workers have long working hours or poor conditions, job dissatisfaction, higher job and family responsibilities, young children demanding high attention and sole financial responsibility on individual with large family.

Workplace stress can result in enormous costs on workers in any profession; however some of these costs are avoidable and can be controlled. Management needs to truly value health as well as productivity of employees and should develop certain

strategies in order to help employees learn stress management. It is not necessary to develop and implement costly strategies, planning and proper communication between all levels within an organization can assist reducing stress levels of recruits.

LITERATURE REVIEW

According to the article "Job Stress" published by **NOISH National Institute for Occupational Safety and Health**, stress is defined as harmful physical and emotional responses occurring when job demands do not match the resources and capabilities of employee. Job stress can result from many factors including working conditions, role conflict, goal ambiguity, excessive workload. However, certain conditions can be stressful for some people but normal for others, depending on individual personality and coping styles.

Job conditions that lead to high levels of stress include design of tasks that is heavy workload, long working hours and little sense of control. Different management styles that might result in low participation from employees or poor communication can also contribute to dissatisfaction of employees and thus the stress. Other conditions include poor working conditions, conflicting work roles, high responsibilities and other career concerns such as job insecurity, lack of opportunities and growth.

Employee's personal and professional lives have adverse effect of increased stress. Healthy employees are asset for any organization; however work tension and pressure can negatively affect the health of workers. Mood and sleep disturbances, upset stomach, disturbed relationships are common results of stress. According to journal of Occupational and Environmental Health, health care expenditures are 50% high for employees who report high level of stress. It can lead to many chronic diseases such as cardiovascular, musculoskeletal and psychological disorders, workplace injury, suicide, cancer, ulcer and impaired immune function as mentioned in Encyclopedia of Occupational Safety and Health.

Job stress greatly impact productivity of employees at work, high absenteeism, tardiness, quitting job are the results of stressful conditions that negatively impact bottom line.

Organizations however, should focus on adopting certain techniques that would help employees reduce workplace stress. Combination of organizational change and stress management is one way through which organization can prevent employees being adversely affected by workload pressure and stress.

² Rahim, SH. "Emotional Intelligence and Stress." International Journal of Trade, Economics and Finance Vol. 1.2 (2010): 194-199

³Aamir, S. "Work stress and Family Imbalance in Service Sector of Pakistan." International Journal of Business and Social Sciences Vol. 2.13 (2011): 250-261

Causes of Stress in Private Banks of Pakistan

Usman Bashir (2010) in his article, taken from **International Journal of Marketing Studies**; the research is done by International Islamic University, Islamabad, Banking is one of the most stressful profession and most of the bankers face immense amount of stress at workplace which is the result of large number of issues. This research attempts to find out the relationship between job stress in banking sector and employees performance.

In banks, one realizes stress when pressures or requirements of the situation are wider than his capability to handle and if such a condition persists for long, it results in mental, physical and behavioral problems. Bankers are under great stress due to factors such as role ambiguity, overload, role conflict, responsibility for people, participation, lack of feedback, rapid technological change, organizational structure and culture, career development etc. One of the negative outcomes of such issues is impact on performance. Due to all such stressful situations employees might not be able to concentrate properly on their tasks. Stress exists in each and every organization whether small or large and it is viewed as dysfunctional for organizations and its members.

According to this research, there are eleven forces in banking sector that create anxiety and pressure among employees. These include:

	FACTORS OF STRESS IN BANKS	DESCRIPTION
1	Overload	Excessive work, work outside one's capability
2	Role ambiguity	Insufficient/vague information about role and task to be performed by an individual
3	Role conflict	Supervisors place contradictory demands on individual
4	Responsibility for people	Liable for well-being of employees, their training and development
5	Participation	Extent to which employee has influence over decisions relevant to his job
6	Lack of feedback	Lack of feedback about performance of employee, lack of rewards and performance appraisal by managers
7	Technological change	Keeping the pace of technological change in information processing field
8	Innovation	Having to bring about change in organization
9	Career development	Impact of status dissimilarity, job insecurity
10	Recent episodic events	Certain life events such as death of family member, divorce etc
11	Organization structure and environment	Poor working conditions, undefined structure of workplace and line of authority

Saddam Hussain Rahim (2010) in article taken from **International Journal of Trade, Economics and Finance**, focuses on stress in Banks and the impact of

emotional intelligence to prevent this stress. The banking sector is becoming very competitive around the country and the demand of quality services by customers make management impose heavy responsibilities on employees resulting in high workload and pressure. This stress affects not only the health of bankers but also their efficiency and therefore has indirect yet great impact on bottom line. There are almost 9000 branches of local and international banks consisting of large number of employees throughout the country and large numbers of occupational problems are faced by these bankers; however stress is one of the major problem.

The largest share in service industry is that of banking sector and has great deal of growth opportunities. However, psychological problems such as stress, strain etc may break this growth. The working hours of more than 12 and over load of work are the main cause of stress in banks. Most employees become frustrated and exhausted and continue their job for sake of financial problems only. This stress destroys employee's ability to work as it leads to many problems like sleep disturbances, depression, fatigue etc. Although, many stress management techniques have been implemented in developed countries, Pakistan is lacking behind in this area.

There can be a positive relationship between stress and emotional intelligence (EI) competencies. It can help employees to better control stress in workplace. The studies have shown that bankers with EI abilities have strong emotions and attitudes to deal with workplace stress. It also helps to choose various courses of action to deal with stress without collapsing and to be positive towards a problem that creates stressful conditions. They can handle negative feelings, allow people to interact and work together without being affected by high stress. Such employee is flexible, and can perceive change as new opportunity rather than threat in an organization. Therefore, employees with EI report fewer psychological problems with high levels of job satisfaction and organizational commitment.

Almost 75% of employees in banking sector experience stress on daily basis and demand management to eliminate the root causes of stress in workplace. EI competencies assist such employees to great extent and help to reduce stress levels.

Therefore, development of Emotional intelligence among employees as well as training of workers and management to control stressful situations can prevent employees from being subjected to health related issues caused by stress and in turn will increase profitability as well as efficiency of banking sector of country.

Affect of Stress on Personal Life and Health of Employees

Farman Ullah Babar (2005) in article named “work, family and job” discusses the affect of work stress on family life of employees. The main problem employees’ face in workplace is the long working hours due to which they are not able to give proper time to their family and peers. This might make them frustrated and adversely affect their health and productivity.

Organization however, are now focusing on providing flexible work arrangements for employees so that they are easily available for their family and friends and can also take time for themselves. These arrangements include job sharing which refers to identifying jobs that can be shared and matching work partners having complementary skills and needs. Flextime is another arrangement in which employees choose when to be at work. Telecommunicating is one way used by organizations in which employees can maintain a connection with office through fax, email, phone etc.

According to a research, flextime has brought positive influence on performance, productivity and satisfaction. However organizations should ensure few things when implementing such strategy. This includes making sure that flextime programs are opened for all employees otherwise they may result in discrimination. Moreover, some employee’s do not take advantage of flextime because of the fear of being derailed enough to effect change.

Employee motivation and ability greatly affects his productivity, organizations should ensure them that work and family programs are designed and implemented for employees in order to help them balance their work and family life and not taking work stress at home.

Another article from daily times (2007) named “Job Stress Fuels Disease” focuses on affects of job stress on health of individual. The daily rigors of job such as deadlines, long working hours can lead to job burnout.

One research shows that workplace stress can result in Diabetes, heart diseases, metabolic syndrome and increase in blood pressure. It also shows that stress could lead to thicker arteries in physically active and stressed employees compared to active, non-stressed employees. Stress can also cause other unhealthy behaviors such as eating poorly that can ultimately lead to many health problems. Stress can increase illness rate by same amount as does the smoking and lack of exercise.

Management of Stress in Workplace

An article named “Stress at Work” by Jeanne Segal and Robert Segal defines the methods that can be used by employees and managers to reduce the stress caused by work load and other factors. Mild stress is a normal part of workplace but excessive stress can interfere with employee’s productivity and health, however ability to manage stress in workplace cannot only improve physical and emotional health but can also help to be successful. Taking responsibility for improving physical and emotional well-being, avoiding pitfalls that are stressful and learning to have better communication with management are some of the ways to improve stressful situations. Other ways include, recognizing the warning signs of stress such as depression, fatigue, trouble concentrating etc. If such signs are ignored they might lead to bigger problems. One way to reduce stress is taking care of oneself, as stress affects the health of employees, paying attention to physical and emotional health is important. This includes getting enough sleep and moving forward without thinking about stressful events. Organizing and planning work is another way to control stress and tension; this can be achieved by making schedules, not over committing oneself with job tasks and delegating authorities. Job stress can also be reduced by improving emotional intelligence, which means communicating with others in organization to overcome differences and have better relationships. Moreover, breaking bad habits in oneself can also help to reduce additional work stress. These habits include resisting perfectionism, flipping negative thinking and not trying to control uncontrollable factors such as behavior of coworkers. Managers and employers can also contribute in reducing stress level of employees such as improving communication that helps in directing employees, encouraging employee participation, giving rewards and praise, providing opportunities for growth and development and creating friendly environment are some other ways to lessen employee’s work stress.

PROBLEM IDENTIFICATION

With the growth in service sector, especially the banking sector, the workload and pressure on bankers is increasing. This pressure, as well as other factors in banks can result in high level of stress and strain among employees and the outcome is adverse impact not only on the health of bankers but also on the profitability and productivity of banks. The management of banks in developed countries has been trying to identify such factors that make employees stressful and has taken many measures to control this stress level. However; Pakistan is still lacking behind in recognition of causes of stress as well as development of procedures that can assist employees to reduce their stress levels and to work without any apprehension. The purpose of this

research is to find out the root of stress in banks and how it affects the health and personal life of bankers.

PROBLEM STATEMENT

The problem for which this research is conducted is:

“Why employees in banking sector of Pakistan face high stress and how it affects the social life and health of bankers?”

In order to solve the above problem, this research will focus on finding the causes of stress in banks, the

indications and effects of such stress and how management can help in reducing stress levels.

RESEARCH OBJECTIVES

The objectives of this research are as follows:

- ✓ To identify the factors that lead to high level of stress in banks
- ✓ To find out how workplace stress affects personal life and health of recruits
- ✓ To suggest the ways and techniques that management can use to control the stress faced by bankers

THEORETICAL FRAMEWORK

Independent Variables



Dependent Variable



SAMPLE DESIGN

Sampling Unit

The sampling unit is an employee working in any of the following five banks of Pakistan: Bank Alfalah Ltd (BAL), Habib Bank Ltd (HBL), Muslim Commercial Bank (MCB), Habib Metropolitan Bank and United Bank Limited (UBL).

Sampling Method

The methods used for this research are following:

- ✓ **Convenience Sampling**
It is non- probability sampling procedure used to obtain people who are most conveniently available. This method is used for making bankers fill the questionnaire who are easily available.
- ✓ **Quota Sampling**
Another sampling method used for this research is a non-probability sampling technique known as quota sampling. The samples are divided into following quotas:

Name of Banks	Number of respondents
Bank Alfalah Ltd	30
Habib Bank Ltd	30
Habib Metropolitan Bank	20
Muslim Commercial Bank	10
United Bank Ltd	10
TOTAL	100

Sample Size

The sample size taken in this research is **n=100**.

$Z_{\alpha} = Z_{0.05} = \pm 1.64$ (confidence level: 95% and acceptance level: 5%)

Formula:

$$CR = \frac{p - \mu}{\sigma}$$

Where, $\sigma_p = \sqrt{\frac{\mu(100 - \mu)}{n}}$

LIMITATIONS

The major limitations faced during the research include:

- ✓ Time constraint was the main limitation, the period of four months was not sufficient enough to produce a detailed research report on stress in banking sector
- ✓ There might be a possibility that the respondents were not very honest about the job stressors because of management pressures
- ✓ Budget constraint was also a limitation
- ✓ The sample size of 100 was taken, and sample from only 5 banks throughout the country was taken, which might not be sufficient to analyze this problem

DATA ANALYSIS

The data of this research was analyzed using Microsoft Excel software. The results of each question have been shown using tables and column charts.

- 35% of employees are working with their current organization for 5 to 7 years
- 35% of employees are working for their organization for 7 to 10 years
- 17% of employees are working with their current organization for less than 5 years
- 13% of employees are working with their current organization for more than 10 years

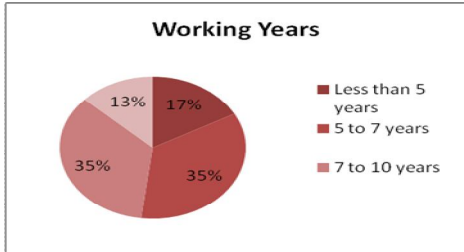


Figure I: Work Years In Current Organization

- 51% of bankers work for 8 to 10 hours every day on an average
- 24% of bankers work for 10 to 12 hours every day on an average
- 17% of bankers work for 6 to 8 hours every day on an average
- 8% of bankers work for more than 12 hours every day on an average

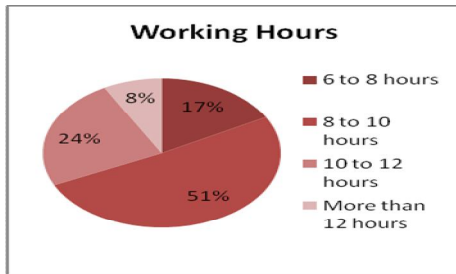


Figure II: Working Hours in Organization

- 62% of employees believe that their organization expects them to stretch their working hours sometimes
- 28% of employees believe that their organization expects them to stretch their working hours
- 10% of employees believe that their organization does not expect them to their working hours

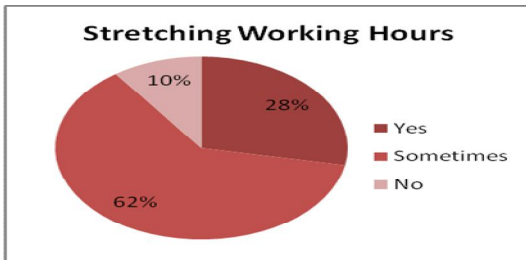


Figure III: Organization's Expectation To Stretch Working Hours

Hypothesis Testing of Question 3

Step I:

Null Hypothesis: H₀: More than or equal to 60% of employees have to stretch their working hours sometimes. (H₀: μ ≥ 60%)

Alternate hypothesis: H₁: Less than 60% of employees have to stretch their working hours sometimes. (H₁: μ < 60%)

Step II: Level of Significance

The Level of Significance is assumed α = 0.05

For α = .05

Z-tabulated = Z α = Z0.05= -1.64 (-Z in Left tailed test)

Step III: Test Statistics; Critical Region:

$$\sigma_p = \sqrt{\frac{\mu(100-\mu)}{n}}$$

$$\sigma_p = \sqrt{\frac{60(100-60)}{100}}$$

$$\sigma_p = 4.89$$

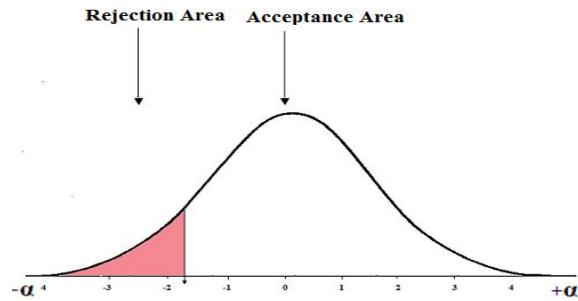
Now, find CR

$$CR = \frac{p - \mu}{\sigma}$$

$$CR = \frac{62 - 60}{4.89}$$

CR = 0.41

Step IV: Decision Rule



If in a Left Tailed Test, Z_{cal} > Z_{tab}, then H₀ is accepted and H_A is rejected.

Conclusion

As CR = 0.41 > -1.64

That means Z_{cal} > Z_{tab},

Therefore H₀ is accepted (H₀: μ ≥ 60%)

And H₁ is rejected (H₁: μ < 60%)

Actual Result

After calculating p=62%, it is considered that 62% of employees believe that they have to stretch their working hours sometimes.

- 77% of employees believe that they face high stress because of their job

- 23% of employees believe that they do not face stress because of their job

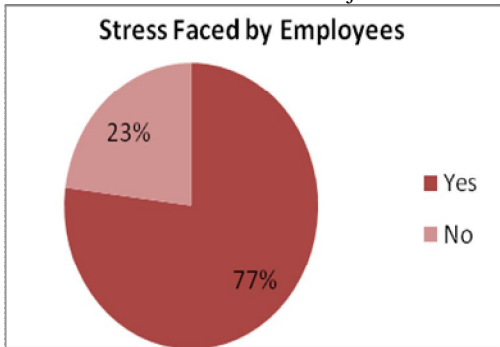


Figure IV: Stress Faced Due To Job Tasks

- 46% of employees believe that unsupportive management is main cause of job stress
- 20% of employees believe that long working hours is main cause of job stress
- 16% of employees believe that low salary is main cause of job stress
- 5% of employees believe that lack of feedback is main cause of job stress
- 5% of employees believe that poor organizational culture/structure is main cause of job stress
- 4% of employees believe that role conflict is main cause of job stress
- 3% of employees believe that role ambiguity is main cause of job stress
- 1% of employees believe that narrow deadline is main cause of job stress

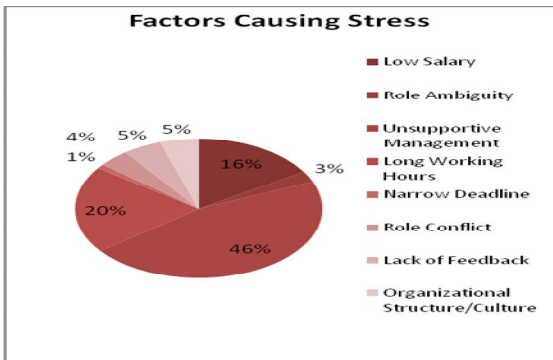


Figure V: Reason Of Stress In Workplace

As it is a checklist question, the number of respondents is 77, but responses received in total are 198.

Hypothesis Testing of Question 5

Step I:

Null Hypothesis: H₀: More than or equal to 45% of respondents believe that unsupportive management is the main reason of high stress. (H₀: μ ≥ 45%)

Alternative Hypothesis: H₁: Less than 45% of employees believe that unsupportive management is the main reason of high stress. (H₁: μ < 45%)

Step II: Level of Significance

The Level of Significance is assumed α = 0.05

For α = .05

Z-tabulated = Z α = Z_{0.05} = -1.64 (-Z in Left tailed test)

Step III: Test Statistics; Critical Region:

$$\sigma_p = \sqrt{\frac{\mu(100-\mu)}{n}}$$

$$\sigma_p = \sqrt{\frac{45(100-45)}{77}}$$

$$\sigma_p = 5.67$$

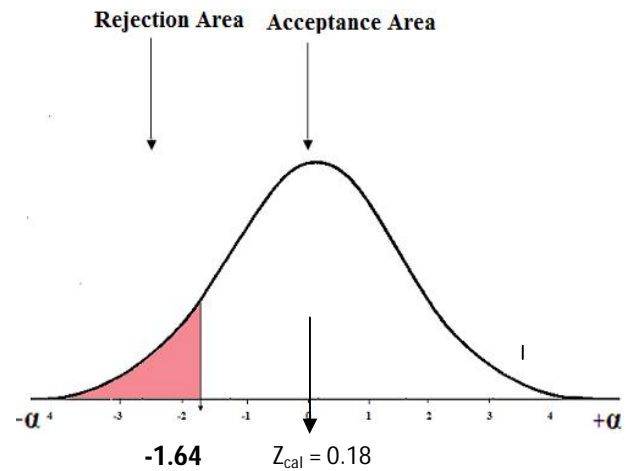
Now, find CR

$$CR = \frac{p - \mu}{\sigma}$$

$$CR = \frac{46 - 45}{5.67}$$

$$CR = 0.18$$

Step IV: Decision Rule



If in a Left Tailed Test, Z_{cal} > Z_{tab}, then H₀ is accepted and H_A is rejected.

Conclusion

As CR = 0.18 > -1.64
That means Z_{cal} > Z_{tab},
Therefore H₀ is accepted (H₀: μ ≥ 45%)
And H₁ is rejected (H₁: μ < 45%)

Actual Result

After calculating p=46%, it is considered that 46% of employees believe that unsupportive management is the main cause of high job stress.

- 50% of employees agree that ergonomics of their organization are satisfactory
- 28% of employees strongly agree that ergonomics of their organization are satisfactory
- 10% of employees are uncertain about ergonomics of their organization
- 10% of employees disagree that the ergonomics of their organization are satisfactory
- 2% of employees strongly disagree that ergonomics of their organization are satisfactory

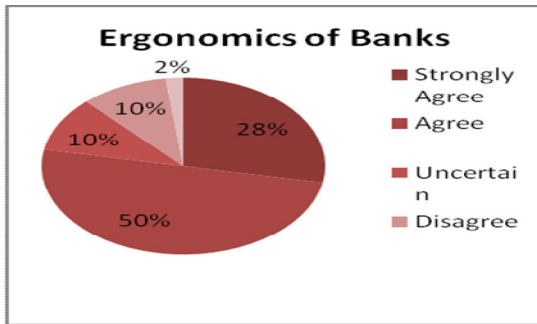


Figure VI: Level Of Satisfaction Of Ergonomics In Banks

- 63% of employees think that their organization does not provide satisfactory rewards
- 37% of employees think that their organization provide satisfactory rewards

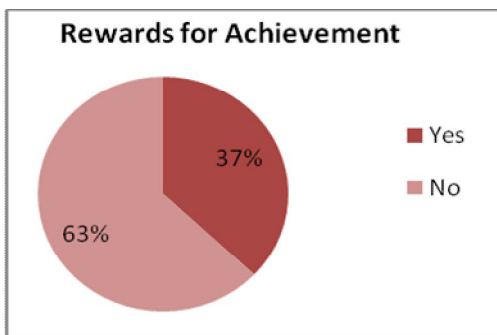


Figure VII: Provision Of Satisfactory Rewards For Achievement

Hypothesis Testing of Question 7

Step I:

Null Hypothesis: H₀: More than or equal to 60% of employees think that their organization does not provide satisfactory rewards for their achievements.
(H₀: μ ≥ 60%)

Alternative Hypothesis: H₁: Less than 60% of employees think that their

organization does not provide satisfactory rewards for their achievements.
(H₁: μ < 55%)

Step II: Level of Significance

The Level of Significance is assumed α = 0.05

For α = .05

Z-tabulated = Z α = Z0.05= -1.64 (-Z in Left tailed test)

Step III: Test Statistics; Critical Region:

$$\sigma_p = \sqrt{\frac{\mu(100-\mu)}{n}}$$

$$\sigma_p = \sqrt{\frac{60(100-60)}{100}}$$

$$\sigma_p = 4.89$$

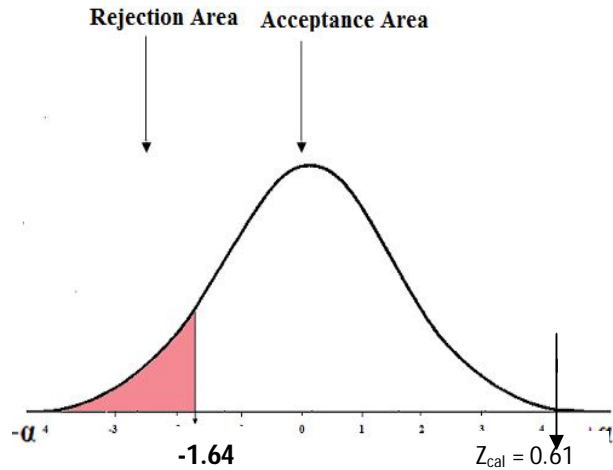
Now, find CR

$$CR = \frac{p - \mu}{\sigma}$$

$$CR = \frac{63 - 60}{4.89}$$

$$CR = 0.61$$

Step IV: Decision Rule



If in a Left Tailed Test, Z_{cal} > Z_{tab}, then H₀ is accepted and H_A is rejected.

Conclusion

As CR = 0.61 > -1.64

That means Z_{cal} > Z_{tab},

Therefore H₀ is accepted (H₀: μ ≥ 60%)

And H₁ is rejected (H₁: μ < 55%)

Actual Result

After calculating p=63%, it is considered that 63% of employees believe that their organization does not provide satisfactory rewards.

- 51% of employees think that they do not have enough autonomy over their job assignments
- 49% of employees think that they have enough autonomy over their job assignments

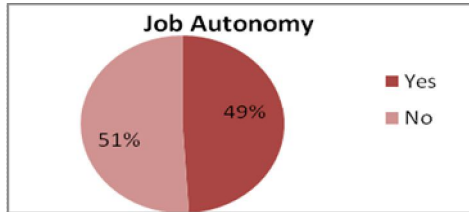


Figure VIII: Autonomy Over Job Assignments

Hypothesis Testing of Question 8

Step I:

Null Hypothesis: H₀: More than or equal to 45% of employees believe that they do not have enough autonomy over their job tasks. (H₀: μ ≥ 45%)

Alternative Hypothesis: H₁: Less than 45% of employees believe that they do not have enough autonomy over their job tasks. (H₁: μ < 45%)

Step II: Level of Significance

The Level of Significance is assumed α = 0.05
 For α = .05
 Z-tabulated = Z α = Z 0.05 = -1.64 (-Z in Left tailed test)

Step III: Test Statistics; Critical Region:

$$\sigma_p = \sqrt{\frac{\mu(100-\mu)}{n}}$$

$$\sigma_p = \sqrt{\frac{45(100-45)}{100}}$$

$$\sigma_p = 4.97$$

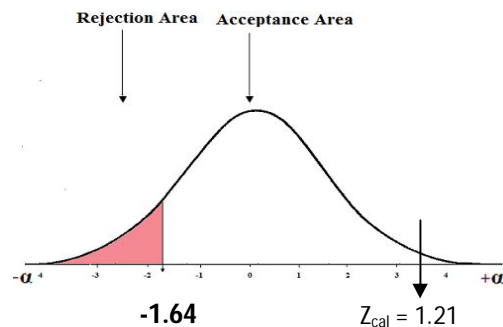
Now, find CR

$$CR = \frac{p-\mu}{\sigma}$$

$$CR = \frac{51-45}{4.97}$$

$$CR = 1.21$$

Step IV: Decision Rule



If in a Left Tailed Test, $Z_{cal} > Z_{tab}$, then H₀ is accepted and H_A is rejected.

Conclusion

As CR = 1.21 > -1.64
 That means $Z_{cal} > Z_{tab}$.
 Therefore H₀ is accepted (H₀: μ ≥ 45%)
 And H₁ is rejected (H₁: μ < 45%)

Actual Result

After calculating p=51%, it is considered that 51% of employees believe that they do not have enough autonomy over their job tasks.

- 50% of bankers strongly agree that organizational politics and bureaucracy affects their performance at work
- 39% of bankers agree that organizational politics and bureaucracy affects their performance at work
- 7% of bankers disagree that organizational politics and bureaucracy affects their performance at work
- 4% of bankers are uncertain if organizational politics and bureaucracy affects their performance at work
- 0% of bankers strongly disagree that organizational politics and bureaucracy affects their performance at work

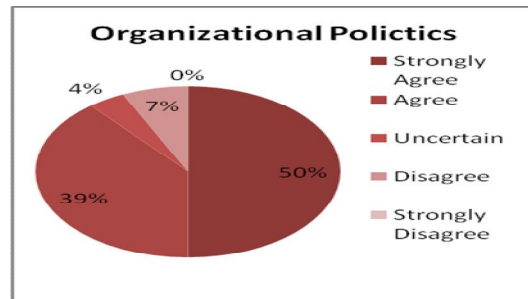


Figure IX: Level Of Affect Of Politics/Bureaucracy On Job Efficiency And Performance

- 74% of respondents believe that their job interferes with personal life
- 26% of respondents believe that their job does not interfere with personal life

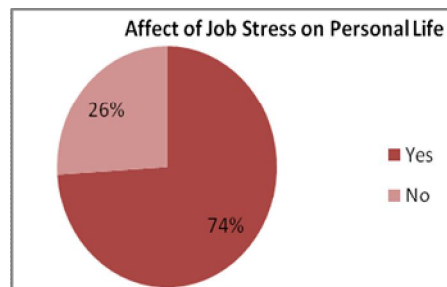


Figure X: Interference Of Job Stress With Personal Life

- 58% of employees believe that they are unable to spend quality time at home because of job stress
- 19% of employees believe that their children are neglected because of their job stress
- 12% of employees believe that they are unable to spend vacations with family because of job stress
- 11% of employees believe that they are unable to socialize with friends because of job stress

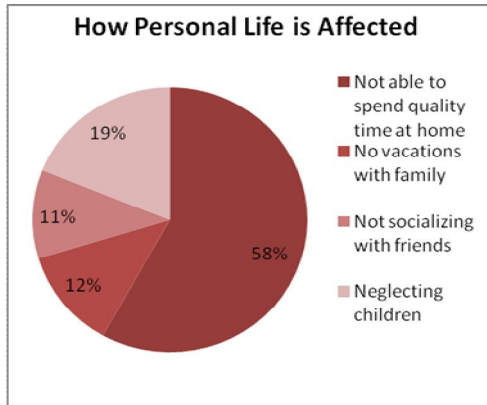


Figure Xi: How Job Stress Affects Personal Life

Hypothesis Testing of Question 11

Step I:

Null Hypothesis: H₀: More than or equal to 40% of respondents believe that they are unable to spend quality time at home because of job stress. (H₀: μ ≥ 40%)

Alternative Hypothesis: H₁: Less than 40% of respondents believe that they are unable to spend quality time at home because of job stress. (H₁: μ < 40%)

Step II: Level of Significance

The Level of Significance is assumed α = 0.05

For α = .05

Z-tabulated = Z α = Z0.05 = -1.64 (-Z in Left tailed test)

Step III: Test Statistics; Critical Region:

$$\sigma_p = \sqrt{\frac{\mu(100-\mu)}{n}}$$

$$\sigma_p = \sqrt{\frac{40(100-40)}{74}}$$

$$\sigma_p = 5.69$$

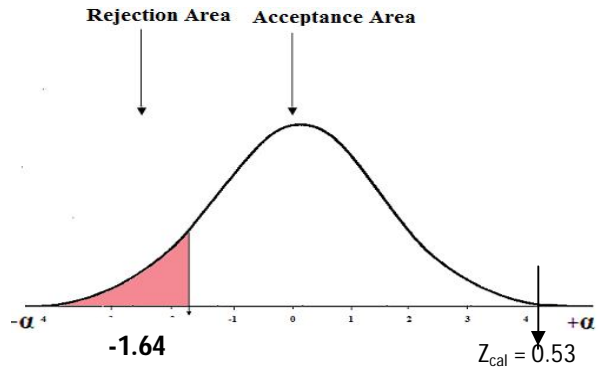
Now, find CR

$$CR = \frac{p-\mu}{\sigma}$$

$$CR = \frac{43-40}{5.69}$$

CR = 0.53

Step IV: Decision Rule



In a Left Tailed Test, Z_{cal} > Z_{tab}, then H₀ is accepted and H_A is rejected.

Conclusion

As CR = 0.53 > -1.64

That means Z_{cal} > Z_{tab},

Therefore H₀ is accepted (H₀: μ ≥ 40%)

And H₁ is rejected (H₁: μ < 40%)

Actual Result

After calculating p=43%, it is considered that 43% of employees believe that they are unable to spend quality time at home because of job stress

- 69% of employees do not take their office work at home
- 31% of employees take their office work at home

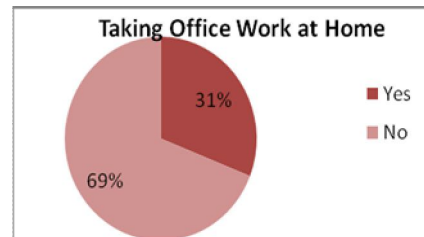


Figure XII: Taking Office Work At Home

- 70% of employees believe that their job adversely affect their health
- 30% of employees believe that their job does not affect their health

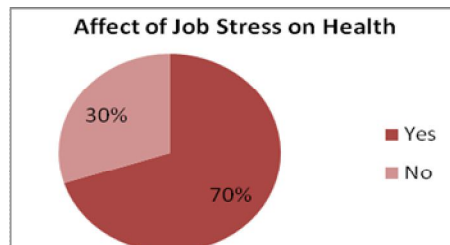


Figure XII: Affect Of Job Stress On Health

- 46% of employees are suffering from depression because of job stress
- 16% of employees are suffering from heart diseases because of job stress
- 14% of employees are suffering from blood pressure because of job stress
- 10% of employees are suffering from hypertension because of job stress
- 9% of employees are suffering from diabetes because of job stress
- 6% of employees are suffering from migraine because of job stress

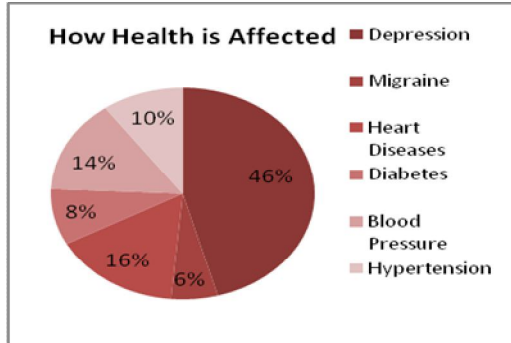


Figure XIV: How Health Is Affected By Job Stress

Hypothesis Testing of Question 14

Step I:

Null Hypothesis: H₀: More than or equal to 40% of respondents think that they are suffering from depression because of their job pressure. (H₀: μ ≥ 40%)

Alternative Hypothesis: H₁: Less than 40% of respondents think that they are suffering from depression because of their job pressure. (H₁: μ < 40%)

Step II: Level of Significance

The Level of Significance is assumed α = 0.05
 For α = .05
 Z-tabulated = Z α = Z0.05 = -1.64 (-Z in Left tailed test)

Step III: Test Statistics; Critical Region:

$$\sigma_p = \sqrt{\frac{\mu(100-\mu)}{n}}$$

$$\sigma_p = \sqrt{\frac{40(100-40)}{70}}$$

$$\sigma_p = 5.86$$

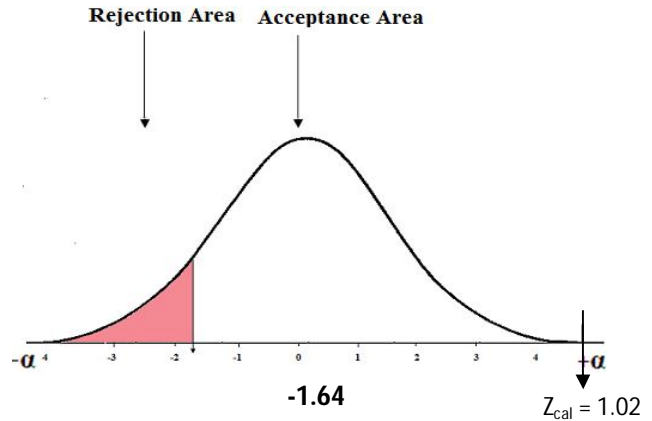
Now, find CR

$$CR = \frac{p-\mu}{\sigma}$$

$$CR = \frac{46-40}{5.86}$$

$$CR = 1.02$$

Step IV: Decision Rule



If in a Left Tailed Test, Z_{cal} > Z_{tab}, then H₀ is accepted and H_A is rejected.

Conclusion

As CR = 1.02 > -1.64
 That means Z_{cal} > Z_{tab},
 Therefore H₀ is accepted (H₀: μ ≥ 40%)
 And H₁ is rejected (H₁: μ < 40%)

Actual Result

After calculating p=46%, it is considered that 46% of employees are suffering from depression because of job stress.

- 48% of employees think that management support is the main area to be worked upon in order to reduce job stress
- 32% of employees think that reward system is the main area to be worked upon in order to reduce job stress
- 13% of employees think that working hours is the main area to be worked upon in order to reduce job stress
- 7% of employees think that work role is the main area to be worked upon in order to reduce job stress

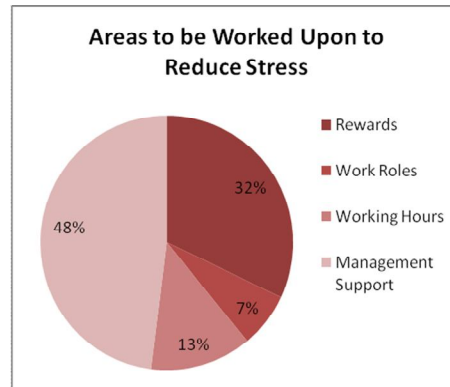


Figure XV: Areas To Be Worked Upon To Reduce Stress

- 67% of employees claim that their organization does not use any training/counseling or offer any programs to reduce job stress
- 33% of employees claim that their organization uses training/counseling or offer programs to reduce job stress

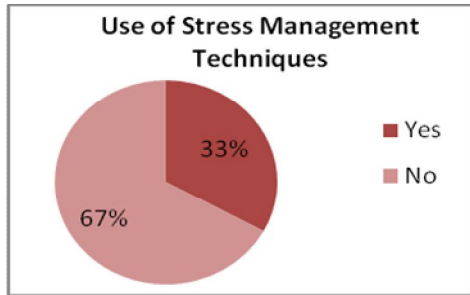


Figure XVI: Organization's Use Of Stress Management Techniques

Hypothesis Testing of Question 16

Step I:

Null Hypothesis: H₀: More than or equal to 65% of bankers claim that their organization does not provide any training/counseling or any other techniques to reduce their job stress levels. (H₀: $\mu \geq 65\%$)

Alternative Hypothesis: H₁: Less than 65% of bankers claim that their organization does not provide any training/counseling or any other techniques to reduce their job stress levels. (H₁: $\mu < 65\%$)

Step II: Level of Significance

The Level of Significance is assumed $\alpha = 0.05$
 For $\alpha = .05$
 $Z_{\text{tabulated}} = Z_{\alpha} = Z_{0.05} = -1.64$ (-Z in Left tailed test)

Step III: Test Statistics; Critical Region:

$$\sigma_p = \sqrt{\frac{\mu(100-\mu)}{n}}$$

$$\sigma_p = \sqrt{\frac{65(100-65)}{100}}$$

$$\sigma_p = 4.77$$

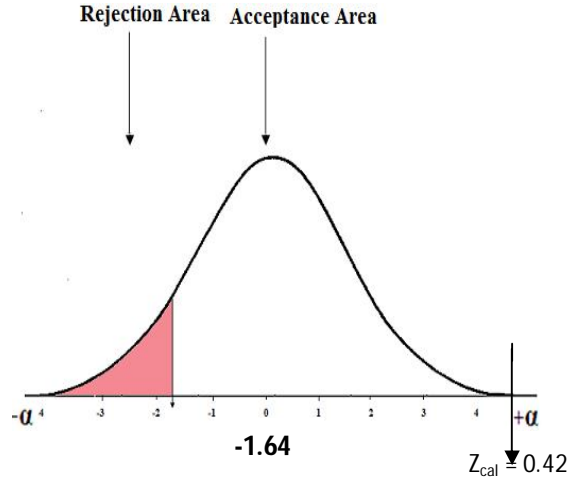
Now, find CR

$$CR = \frac{p - \mu}{\sigma}$$

$$CR = \frac{67 - 65}{4.77}$$

CR = 0.42

Step IV: Decision Rule



If in a Left Tailed Test, $Z_{\text{cal}} > Z_{\text{tab}}$, then H₀ is accepted and H_A is rejected.

Conclusion

As $CR = 0.42 > -1.64$
 That means $Z_{\text{cal}} > Z_{\text{tab}}$,
 Therefore H₀ is accepted (H₀: $\mu \geq 65\%$)
 And H₁ is rejected (H₁: $\mu < 65\%$)

Actual Result

After calculating $p=67\%$, it is considered that 67% of employees claim that their organization does not provide any training/counseling or any other techniques to reduce their job stress levels.

CONCLUSION

After analyzing the questions, the conclusions of this research are as follows:

- Majority of bankers work for 8 to 10 hours every day on an average
- Most of the employees believe that their organization expects them to stretch their working hours
- Large number of employees claim that they face high stress because of their job
- It is depicted from this research that the main cause of high stress among employees is unsupportive management of a organization
- The working conditions or ergonomics of most of banks are adequate and satisfactory
- According to majority of respondents their organization does not have adequate reward system and therefore do not provide them with satisfactory rewards that they deserve.
- More than half of the employees believe that they do not have enough autonomy over their job assignments and tasks
- A good number of bankers strongly agree that organizational politics and bureaucracy affects their performance at work and causes stress

- Considerable number of bankers declare that their personal life is affected by job stress
- Employees are not able to spend quality time at home with family because of their job pressure
- Not very large number of employees take their office work at home
- It is deduced from this research that the job of bankers affects their health adversely
- Most of employees are depressed or facing depression because of their high stress at workplace
- Bankers believe that management support is the main area which should be worked upon in order to reduce their stress levels
- Majority of employees claim that their organization does not use any training/counseling or offer any programs to reduce job stress

Thus, the answer to research question is:

“Why employees in banking sector of Pakistan face high stress and how it affects the social life and health of bankers?”

This research shows that a large number of bankers are facing high stress because of their job and the reasons behind this stress include long working hours, improper reward system, lack of job autonomy, organizational culture, role conflict etc and the main reason is lack of management support to employees. The employees can notice a number of symptoms indicating high level stress among them. However if these symptoms are not noticed in early stage, they can cause serious health problems among employees such as depression, heart problems, diabetes etc. Not only health but personal life of bankers are also being affected because of high job stress, most employees are unable to spend time at home or with family. However, with the help of proper management techniques by management, the bankers stress level can be reduced to great extent.

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