

# Analysis of Relationship between Work Stress and Employee Performance among Managerial Executives in Service Sector

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**Abstract:** In this age of globalization the service sectors shows great promise as one with tremendous growth potential.. In this regard, employee stress is perhaps the most contributing factor to work performance. This paper attempts to find the impact of work stress on performance among the managers executives in three service sectors namely hospital, hotel and bank in Nilgiri district . The data was collected from 490 respondents and was analyzed statistically using SPSS 19 software. The statistical tools used were independent sample t-test, one way ANOVA, and Pearson bivariate correlation. The findings of the study revealed that tourism employees face more stress when compared to hospital and bank employees.. The results confirmed that job stress had a negative effect on job performance. Hence organization needs to focus on these stress creating factors and try to minimize or overcome the same.

**Keywords –** work stress, job performance, Service sector.

## 1. INTRODUCTION

Stress is the common term applied to the strain people feel in life. There is an increasing acknowledgment that workforce throughout the world are regularly stressed (Cox, et al., 2000). In the global economy and intense competition for maintaining market share and survival, strain escalates on workers (Hoel et al., 2002). Almost one third of the working individuals in most developed countries account high or extreme levels of stress (ILO, Geneva, 2002). When difficulty begins to put up, it can cause unfavorable strains on ones emotions, thought process and physical conditions. Whilst stress becomes extreme, employees develop several of stress symptoms that can lower their performance and health and even intimidate their ability to deal with up with the situation. Work stress has become a familiar term in today's parlance. In every organization, the major cause of shortfall in productivity is because of stress at workplace. Human resources need assured kind of motivation and work stress mitigating ways to overcome their stress. This research is focused to look at the major factors causing work stress and explain how it have an effect on job performance of the individuals.

## 1.2 CONCEPTUAL FRAMEWORK

**1.2.1 Work Stress:** The significance of work stress as a research topic has been linked in part with the amount of its consequences. High levels of work stress can bring about a diverse effect on emotional well-being (Sharma, A. S. Yadava, & A. M. Yadava, 2001) at the individual level. High levels of work stress have been linked with low levels of productivity on the organizational level (Gandham, 2000). A reverse relationship between work stress and performance among various people exists in the past researches. Stress is a noticeable element of the workplace, especially in service sector organizations. While some stressors such as time constraints and competitions are favorable to performance, other stressors can damagingly impact on business performance, as well as the employee (Birdseye & Hill, 1995; Flaherty, Dahlstrom, & Skinner, 1999; Fry, Parasuraman, & Chmielewski, 1986). Michie (2002) found that stress result due to the interaction between individual and organization setting. When an individual is under unsure, unmanageable, or intimidating environment and the stress go beyond the level that he/she can manage, negative physical and mental effect may emerge.

**1.2.2. Job performance:** Job performance refers to “the behavior an individual acts as a member of the organization to fulfill the expectation, requirement or formalized role needs of the organization” (Campbell, 1990). This also refers to the worth, quality or quantity of the work exerted by an employee. If the employee's productivity is high, it impacts and makes the overall performance of the organization high. Job performance refers to the results that the employees achieved from their works in a certain period. Based on the framework of Campbell (1990), Borman & Motowidlo (1993) proposed the categorization method of job performance and divided job performance into task performance and conditional performance. Task performance refers to the outcome of individual works, the results directly linked to tasks allocated or anticipated by the organization. The judging measure of task performance is the prerequisite of the official role of the individual. Conditional performance is a broader concept, and does not directly support the significant technique of the organization, but sustain more general organizational and social environment. Based on the previous researches and a critical review of literature, the theoretical model for the present research was developed. It takes into account the various work related stress factors and their effect on job performance of the individuals. This also addresses the differences in this level of stress and performance based on personal factors. The theoretical framework encompasses the linkage between individual work stress factors and the job performance factors. Further, the difference in this

linkage based on gender, marital status, age group, experience and educational qualification. This model paves further for the research questions and hypotheses.

## 2. REVIEW OF LITERATURE

Ajeet Kumar Singh and Nidhi Bhatia Gogia (2014) analysed the effect of work stress on performance and productivity of hoteliers in hotels of Delhi and NCT. The result found that role conflict, role ambiguity, peer pressure, highly conflict environment and performance pressure had positive effect on employee motivation and also they enhanced the overall performance and productivity. The study suggested that management should implement activity based appreciation, recognition programmes, certification and some monetary benefits if the employees performed well. Moreover, management should organize some recreational activities for employees and help hoteliers to increase their performance and productivity. Akif Latifi, Khasawneh and Aahar Mohammed Futa (2013) analyzed the relationship between job stress and nurses performance in the Jordanian Hospitals. The study assessed the relationship between job stresses with nurses' performance. The study found the following were stressors: organizational climate, economic factors, job difficulty, competition, and family factors. Creativity and innovation have primarily been affected by stress followed by problem solving and decision making abilities. Hypothesis results indicated that economic factors had troublesome results on nurses' performance. Physical, emotional, informational requirements of nursing job were distress factors for their performance. The dysfunctional competition and nature of contact with peers could lead to performance erosion. Organizational climate was the most influential stressor on creativity and innovation and on the nurses' ability in problem solving and making reasonable decision. Arbalisarijouet al. (2013) analyzed the relationship between job stress and performance among the hospital nurses. The sample consists of 491 nurses from the hospitals in the year 2012-2013. The result of the study indicated that the variables role, demand, control, support, relationship and change had significant relationship with job performance. The study also reported that, though employees do their work regularly, workload and time constraints reduced their performance. Suresh (2013) studied stress and its impact on women working in BPOs from the samples of 132 middle level employees. The study analyzed 30 factors that influenced the stress of working women. The result found that among the 30 factors, over work load, depression due to hurt, to work under tension, encountering criticism from boss for minor mistakes, facing abusive verbal or written comments, loss of weight, difficulty taking decision and encountering offensive or patronizing language were the foremost factors influenced in creating stress among the women employees working in BPOs.

### 2.1 RESEARCH GAP

The adverse consequences of occupational stress have been frequently highlighted in the literature. Adverse individual outcomes that have been reported include poor psychological and mental health outcomes, physical disease and detrimental behavioral outcomes. While the stress literature has grown in recent decades, most of the research investigating outcomes has been limited to the individual level of analysis that focuses mainly on their behavioral aspects that are indirectly detrimental to their job performance. Dr. Khalid Khan, Amber Imtiaz (2013), findings and interpretations revealed a significant positive relationship between role ambiguity, work overload and employee performance in service sector. The current study will address this gap in the literature by examining the differences and/or similarities of employee stress on performance among the selected service sectors in Nilgiri district.

### 2.3 STATEMENT OF THE PROBLEM

In determining job performance of an employee, organization embedded factors like its structure and policy; interpersonal relationship at work place, work related issues have occupied the major place. When these factors are apparent, fair and strong, they will not only improve motivation of the employees but also develop their performance and productivity. At the same time, when these factors are unconstructive, these causes stress which will further affect their job performance. Therefore, it seems important to analyze the sources of stress arising as a result of these factors so as to prevent stress and thereby improve job performance. Hence, the present study is undertaken in the study area with the objectives of identifying the stress factors and its impact on job performance.

### 2.4 SCOPE AND NEED OF THE STUDY

The study has focused the administrative executives and managers working in general type of private hospitals, banks and Tourism (Hotel and Travel Agencies) in Nilgiris District, Tamilnadu. The study focused the variables namely organizational climate, interpersonal relations and work related stressors on job performance factors including task and conditional performance. This research is need of the hour because of the nature of employment in the selected study area, Nilgiris district. The individuals who got employment in this hilly area are not staying back for a long time due to various external factors that create stress. Hence, the organizations need to focus on developing a good climate, conducive place to work and try to minimize stress. The present research identifies the stress factors which the management need to focus for retention of people.

### 2.5.1 RESEARCH QUESTIONS

The present research attempt to answer the following questions;

- What are the important factors that affect stress of managers and administrative executives working in select service sectors (hospital, bank and tourism) in Nilgiris district?
- Is there an impact between individual stress factors on job performance?
- Whether there exists difference in stress and job performance based on gender, marital status, age, experience and qualification of individuals in these sectors?

### 2.5.2 OBJECTIVES OF THE RESEARCH

- a) To identify the level of stress among the executives in select service sectors
- b) To examine impact of stress on job performance among the executives.
- c) To compare the perception of individuals working in various sectors towards source of stress.
- d) To examine the differences based on demographic variables and level of stress.

### 2.5.3 RESEARCH HYPOTHESES

The following were the hypotheses of the research;

H<sub>01</sub>: There is no significant difference among the group of respondents based on gender and marital with respect to stress factor

H<sub>02</sub>: There is no significant difference among the group of respondents based on educational qualification with respect to stress factor

H<sub>03</sub>: There is no relation between individual work stress factor and employees performance.

### 2.5.6 LIMITATIONS OF THE STUDY

The survey was limited to the three select sectors in Nilgiris district and that means the results might not be applicable to all elsewhere.

The study is focused on a specific set of causes of work stress and the relationship on job performance in these sectors based on select category of employees and hence the study does not necessarily apply to all workers

## 3. RESEARCH METHODOLOGY

**3.1 Sampling Design:** The target population for this research was managers and administrative executives associated with three sectors; hospitals, bank and tourism of Nilgiris district. The general types of hospitals were randomly selected for study from the list of hospitals obtained from District Statistical Handbook of Nilgiris District (22 Hospitals - 10 in Udhagamandalam, 5 in Coonoor, 3 in Kothagiri and 4 in other places). Similarly, from the list of 10 private banks, 200 executives were targeted. The individuals in tourism sector were drawn from 28 hotels registered under The Nilgiri Hotel and Restaurant Association and the registered tour operators of the district. Accordingly about 600 respondents were targeted by proportionate random sampling method out of which, 490 valid responses were received (Hospital – 165, Bank – 174 and Tourism – 151) with an overall strike rate of 81.67 percent.

### 3.2 Questionnaire Development and Reliability:

For the purpose of the research, a 60 item questionnaire was developed that contains questions on stress related factors were assessed based on 6 factors namely Organizational Climate (3 items), Interpersonal Relationships (8 items), Work Autonomy (6 items), Workload (6 items), Work Feedback (4 items) and Role Conflict (4 items). The employee job performance was assessed based on task performance (8 items), conditional performance (13 items) and job avoidance (3 items). The respondents are asked to rate all the statements on a 5 point scale (5 – Strongly Agree).

### 3.3 Sampling Techniques and Sampling Procedure

Three prominent service sectors of Nilgiris district were chosen for the research. The individuals associated with these sectors who are in and involved in the managerial role were chosen as the population of the research. Accordingly, in the hospital sector, doctors working in private hospitals who is in-charge of the respective departments playing the administrative/managerial role were selected. Similarly, the branch managers, officers/ executive in-charge of operations, loan and credit services of private banks were selected. The managers and assistant managers of hotels and restaurants were chosen from the tourism sector.

The proportionate type of simple random sampling technique was adopted and accordingly 600 sample was targeted across three sectors; hospitals, bank and tourism. The hospitals which are of general type were randomly selected for the study based on the list of hospitals obtained from District Statistical Handbook of Nilgiris District. In order to obtain sample of the respondents the researcher contacted doctors working on duty from 22 Hospitals – 10 in Udhagamandalam, 5 in Coonoor, 3 in Kothagiri and 4 in other places. Similarly, from the list of 10 private banks, 200 executives of various cadre including managers of branch, operations and loan section officers were targeted. The respondents in tourism sector were drawn from 28 hotels registered under The Nilgiri Hotel and Restaurant Association and the registered tour operators of the district.

From the 600 individuals targeted, the incomplete and non-responsive samples were excluded. This resulted in 490 valid responses with an overall strike rate of 81.67 percent. The response rate was good across all the three sectors. Out of 200 individuals targeted in each sector, 165 questionnaires were received from hospital sector with a response rate of 82.5 percent. Similarly, 174 and 151 valid responses were received from banking and tourism sector with 87 and 75.5 percent of response rate respectively.

### 3.4 Statistical Design

The data collected for the research were analyzed statistically using SPSS 19 software. The statistical tools used were independent sample t-test, one way ANOVA, Pearson bivariate correlation. The Independent sample t-test is a parametric test, which compares the means of two independent groups and determines whether there is significant difference. Independent sample t-test was carried out to determine the differences in stress and performance factors based on gender and marital status of the respondents. One-way Analysis of Variance is a technique to determine the significant differences between means of three or more independent groups. ANOVA was used to understand the difference in stress and performance factor across different groups based on educational qualification, salary level and experience. Pearson correlation measures the degree of relationship between two variables. It was done to find out the relationship between six stress factors (independent variables) and three performance factors (dependent variables).

#### 4. ANALYSIS& INTERPRETATIONS

##### 4.1 Descriptive Statistics Of work Stress Factors For 3 Service Sectors

In order to understand the overall level of stress faced by the individual, overall mean scores of various factors/ dimensions of work stress were computed. Table 4.1 provides the mean scores of all the factors considered and the work stress level across three different sectors chosen for the research.

**Table. 1 Descriptive Statistics Of work Stress Factors For 3 Service Sector**

N=420

Stress Factors	Mean Scores Out of 5			SD
	Hospital	Bank	Tourism	
Organizational Climate	3.9	3.53	3.83	2.458
Interpersonal Relationships	3.82	3.47	3.58	1.876
Work Autonomy	3.58	3.29	3.91	1.981
Work Load	3.55	3.6	3.68	1.872
Work Feedback	3.40	3.13	3.88	1.764
Role Conflict	4.03	3.33	4.23	1.659

The table 1 explains the descriptive analysis of various factors of stress considered for research. The mean score of stress is almost the same level for all the respondent in the three sectors. However the various factors of stress did not have the same level of existence. Role conflict is identified as one the most stress contributing factor in hospital, as the nature of work is unpredictable and the role is usually difficult to define and also the significance of role played by others. In tourism industry, too the role conflict is high as the mismatch between the position and the skill set or expectation. In banking sector work load is the highest stress contributing as the employees are overload with information as the demand from the customers are actually mounting up their task. Role determines the obligations of the person holding that office. At the other extreme work feedback stress has a low mean value in all the three industries so it is of less concern among the respondent.

##### 4.2 Difference in workstress with respect to Gender & marital status

In order to analyze the difference in the perception of individual stress and performance factors based on demographic variables, independent sample t test and one way ANOVA was carried out.

$H_{01}$ : There is no significant difference among the group of respondents based on gender and marital status with respect to the work stressors under the study ..

**Table 2. Mean value of workStress on Gender and marital status**

Factor	Stress factor	N	Mean	SD
Gender	Male	267	3.61	4.12
	Female	223	<b>4.15</b>	3.45
Marital status	Married	269	<b>4.20</b>	2.16
	Unmarried	221	3.67	3.12

Independent sample t-test conducted based on stress factors and gender identified that female face more stress. The significance value of stress 0.996 is greater than 0.05, therefore equal variances assumed row is considered. Stress is significantly different based on gender, as the significance value 0.007 is lesser than 0.05 (Table 2). Females faced more stress. Female respondents showed slightly higher (mean 4.15) than male. The significant difference between stress factors and marital status was identified using independent t-test. The significance value of stress is 0.642 which is greater than 0.05, so consider equal variances assumed row. Stress level is different as the significance value 0.000 is lesser than 0.05 (Table 2). Married respondents faced more stress than unmarried. Married respondents showed marginally higher (mean 4.20) for stress. The hypothesis  $H_{01}$  is rejected.

##### 4.3 Difference in Stress and Performance based On Qualification

One-way ANOVA test was carried out to find if there exist any difference in stress and performance based on qualification of the individuals.

**Table .3Difference in Stress and Performance based on Qualification**

		Sum of Squares	Df	Mean Square	F	Sig.
OC	Between Groups	4.304	3	1.435	2.169	.101
	Within Groups	40.336	61	.661		
	Total	44.639	64			
IR	Between Groups	.797	3	.266	.171	.915
	Within Groups	94.663	61	1.552		
	Total	95.460	64			
WA	Between Groups	.878	3	.293	.371	.775
	Within Groups	48.172	61	.790		
	Total	49.050	64			
WL	Between Groups	7.023	3	2.341	2.024	.120
	Within Groups	70.540	61	1.156		
	Total	77.562	64			
WF	Between Groups	1.377	3	.459	.337	.798
	Within Groups	83.016	61	1.361		
	Total	84.393	64			
RC	Between Groups	1.689	3	.563	.746	.529
	Within Groups	46.065	61	.755		
	Total	47.754	64			
TP	Between Groups	2.404	3	.801	1.316	.278
	Within Groups	37.158	61	.609		
	Total	39.562	64			
CP	Between Groups	1.362	3	.454	.642	.591
	Within Groups	43.144	61	.707		
	Total	44.506	64			
JA	Between Groups	.878	3	.293	.402	.752
	Within Groups	44.431	61	.728		
	Total	45.309	64			

$H_{02}$ : There is no significant difference among the group of respondents based on Qualification with respect to the work stressors under the study .

From the table 3 among the various stress factors it is inferred that there was no significant difference among the respondents in the dimensions of stress based on qualification of the individuals.Hence the hypothesis  $H_{02}$ is accepted .

#### 4.4. Pearson's Correlation Co-efficient Analysis Between Work Stress And Performance

To find the correlation between individual work stress factors with employees job performance Pearson's correlation co-efficient test was applied.

**Table 4.Pearson's Correlation Analysis Between Work Stress And Performance N=490**

Job performance variables	Work Stress factors						overall
	OC	IR	WA	WL	WF	RC	
TP	-.418** (.000)	-.518** (.002)	.510** (.000)	.465** (.005)	-.465** (.000)	.554** (.000)	-.317** (.001)
CP	.449** (.000)	.528** (.005)	.317** (.010)	-.532** (.094)	-.511** (.001)	.519** (.000)	-.544* (.004)
JA	.349** (.000)	-.351 (.004)	.572 (.000)	.528** (.008)	-.649** (.000)	_.051* (.001)	_.072* (.009)
Total	.551**	.349**	.472**	-.422**	-.345**	-.455**	-.333*

performance	(.001)	(.001)	(.009)	(.001)	(.000)	(.000)	(.001)
<p>** . Correlation is significant at the 0.01 level (2-tailed).</p> <p>OC- Organizational culture , IR- Interpersonal relations , WL-Work Load ,  WF-work feedback, , WA- work autonomy ,RC- role conflict, TP- task performance , CP –conditional performance ,JA- job avoidance</p>							

### Hypothesis 3

**H<sub>03</sub>:** There is no relation between individual stress factor and employees performance.

To identify the relationship between independent variable (Organisational culture, interpersonal relationship, work load , work feedback, work autonomy and role conflict ) and dependent variable performance . Pearson's correlation was applied which shows that there exists is a negative significant relationship between stress factor and task performance at 0.01 significant level.. However the correlation coefficient is medium . This lead to inference that when stress increases the performance of employees decreases .Like wise when there is less stress the performance increases.. Therefore the hypothesis H<sub>03</sub> is rejected .

### 5.1 SUMMARY AND FINDINGS

In this competitive service industry certain amount of pressure is required to increase the performance of the employees from the management perspective for the organization to reach its goals . So optimum stress is necessary but care should be taken to create an environment of positive stress where the employees contribution and commitment in enhanced. To sum up there exists two types of stress eustress that is positive and Distress that has a negative effect.(Le Fevre, Mathney , &Kolt ,2003). The limit of stress should not exceeds the limit as is harmful for the organization and the employees. So the present study is undertaken identify the impact of work stress on employees performance among the managerial level executives in three select service sectors .The major findings has helped to identify the major stress contributing variable of stressors and the conclusion drawn helped to provide some suggestion to reduce the work stress at the executive level and to increase the performance .

1. Role conflict stands as the highest stress factor for tourism and hospital sector individuals .The findings of independent sample t test and one way ANOVA towards the perception of individual work stress factors on performance based on demographic profile shows that female face higher level of stress .This is very evident that women are mentally not prepared to work over time and take additional responsibility at all times . Also the married respondent experience higher level of stress which clearly states as they play a dual role to switch over from professional role to family .

2.From the findings it is clear that qualification does not have impact on stress. All the employees at the executive level experience stress irrespective of their qualification .

3.From the Pearson's correlation test , it was found that the individual dimensions of stress have an association with the job performance factors at 1% of significance level. It is clear when the work stress increases the performance decrease .The employees experience less stress will show an higher level of performance . Dr. Khalid Khan, Amber Imtiaz (2014) that in service sector of Lahore , the employees are facing positive aspect of stress which tends to increases the performance .The results confirmed that job stress had a negative effect on job performance.The researcher has found that there exists a strong relationship between stress and employees performance, so steps should be taken to reduce the highest contributing stress factor and reduce the same.This result is related to Ms.Kinyita,PaulineNyanguhu , Dr.HannahOrwaBula (2015) .Hence organization needs to focus on these stress creating factors and try to minimize or overcome the same for the growth of the organization .

### 5.2 RECOMMENDATIONS

The management of these organizations should take necessary actions to bridge the gap between the employees of same cadre to avoid stress factors. They need to focus on internal communication and should bring about transparency in their activities of the organization. The policies are to be revisited in consultation with the key employees of the organization that make affect the effective functioning of executives The organization should devise a mechanism whereby the executives shall receive instant feedback from the co-workers and customers about their service rendered. The training needs of the executives are to be ascertained periodically and need based training should be given to lower the stress.

### 5.3 CONCLUSION

With the advent of social media and the increase in competition it is generally believed that a certain level of pressure is required such as long working hours and target to achieve the organizational objectives .. At the same time there should be a control over the stress,. The stress beyond certain level will lead to hypertension , acidity ,headache and psychological disorders ending up in burn out. where the recovery is of long duration . To overcome this situation the organization should develop stress coping or stress management techniques for their employees. The organization should also identify the positive stress that result in feeling of challenge , higher satisfaction, motivation and effectiveness for better performance and work life balance . The researcher found that there exists a negative relation between the work stress on performance so further studies can be undertaken to identify the other stress variables such as role stress and organizational stress on

employees performance. Further the research can be extended to other sectors, or regional wise with the same select service sector.

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