

Rotation at workplace a stress or booster

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Abstract

Purpose: This study aims to shed light on the phenomenon of job rotation risks. More precisely, the perception of such risk in the context of the job rotation process often applied in private, public financial institutions is to be investigated. It is to find how job rotation is treated by employees and affects on performance of employees.

Design/ Methodology /Approach – Standardized questionnaire is circulated among participants of three banks to identify job rotation process carried out to again insights from different perspectives.). The data was gathered from 143 employees in Chandigarh who work in banking industry (operations department). To analyze the relationship between variables included in the study, principal component analysis, ANOVA, T test and multiple -regression statistic were used

Practical Implication- A list of risks triggered during the job rotation process is presented and suggestions to tackle them are suggested. Furthermore, the findings can contribute to the further development of factors and HR policies to reduce strain and to enhance employee productivity.

Originality/ Value- The study provides fresh insight to relationship between job and job risk while considering job factor, role factor, organization factor and job rotation factors as perceived by the employees' extent of affect on their performance.

Research Limitation –This study merely investigated the component analysis of organization factors, job factors, rotation factors on job performance. The study is based on selected factors influencing job performance, whereas rest factors are not considered.

Keywords: Stress, Occupational stress, Job rotation, Motivation, work Stress, Psychological factor, organizational commitment, job satisfaction, Role stress, human resource management

1. Introduction

Banking industry is a service industry, hence for the quality of service employees plays a pivotal role. The banking landscape in India has become very competitive .In order to be successful in such a competitive setting. With latest updated technological advancements and to deliver flawless, realistic and convenient services to customers .Banks focused on impart training to employees to

make them at ease to handle different banking operations in rural as well as urban branches. Whereas, banking sector operations are those which deal with public money, securities which need more secrecy, confidential aspect to be focused at-most by employees. Job rotation is the technique focused by banks not only to deal with secrecy but to meet absence of employee too. Where it is treated as positive factor to make employees all-rounder by trained them in all fields. But, it is found that such positive factor is taken by employees as Stress.

This paper identifies the job rotation as stress by the employees.

Stress widely used and with varied meanings, Stress involves an interaction of person and environment, something happens “out there” which presents a person with a demand a constraint or an opportunity for behavior. From a definitional stand point, the extent to which that demand is “stressful” depends on several things, from an empirical standpoint, it depends on even more variables. Stress is a dynamic condition, in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. Stress does not only have negative content, it has his positive value. It is an opportunity when it offers potential gain.

Task stress can be defined as a negative psychological condition with cognitive and emotional components that influence individuals and groups' health. Work stress, physical threat at work place (Allison et al., 2019; Rasool et al., 2020).

2. Theoretical Framework

2.1 Review of Literature

Numerous research on Workstress among banking industry employees (Darte- Baah, 2019; Kashif et al., 2017; Oruh et al., 2020; Pandey, 2020; Parveen and Adeinat, 2019; Wu, 2020).

Various studies identified and researched different variables which are identified as antecedents of work stress , cause from individual factors (Sahni,2020) role conflict (yang.et.al,2019; Soelton,et.al,2018, Harry,2020) factor of role clarity (Harry,2020) division of job activities (Hamptonet al, 2019). Not only this another factor work overload (Harry, 2020; Pandey, 2020). Though, work environment of workplace factor create stress (Sidhu.et.al, 2020). The consequences of workplace stress Fatigue (Chen, 2020) and requisite of social support (Bjaalid, 2020) Turnover intention (Klein, 2019) Dissatisfaction at work (Dartey, 2019) role load (Park, 2017).

Technological growth has revolutionized private and public banks the way banking sector works and the competition is globalised now way days because of the economic condition. The level of

stress faced by the employees in banking sector is also growing rapidly. The study found that there is a significant relationship between type of the banks, age, gender and education, job, role, interpersonal relationship and Impact of occupational stress (Fontinha et al., 2019; Kachalia,2016).

So the banking sector employee should adopt new coping strategies for maintaining good physical and mental condition to improve productivity.

Productivity of the work force is decisive factor for the success of an organization is concerned. In an age of highly dynamic and competitive world, an employee is exposed to all kinds of stressors that can affect them on all realms of life. The research intended to study the impact of occupational stress on Nationalized Bank employees (kishori et.al. 2016).

Research identified the banks must manage people at work to improve physical work environment, (Srivastava ,2015) If the organizations enhance the psychological well-being and health of the employees, the organizational revenue will increase and there will be employee retention as well because of “A Healthy Employee is a Productive Employee”. they concluded that the level of stress among the select public sector banks are found to be limited and if the necessary action taken by the management that will help to relieve the stress of the employees and also help to impact more productive employees that will help the banks to achieve greater heights.

The bank secretaries’ perceived causes of stress, (Ngozi,2015) its effect on their performance and effective strategies for coping with stress. The study showed that bank secretaries consider most of the work functions as causes of stress in the workplace, and these stress has great effect on their performance, and have considered a number of factors as effective strategies for coping with occupational stress. This study concluded that bank secretaries experience a lot of work stress as they carry out their administrative and clerical functions in the bank. The study further revealed that gender; work experience and marital status do not significantly affect respondents’ mean rating on causes of stress, effect of the stressors to performance and effective coping strategies. Since stress is unavoidable in work life, it is obvious that bank secretaries must go through a form of stress to accomplish office tasks, efforts towards effective management of stress is paramount.

Suma U (2015) in order to manage stress the organization has to encourage employee development and embark on training interventions for employees. Training specifically related to policies and policy implementation is a key priority. Stress in banking sector is mostly due to excess of work pressure and work life imbalance the organization should support and encourage

taking up roles that help them to balance work and family. (Begum, et al.2014) the stress is unavoidable in any occupation and banking is no exception. This study found that factors such as performance pressure; inadequate planning at workplace, change to adaptability; family demands and lack of efficient manpower caused more stress among the bank employees.

Admiraal et al (2000), concerned with active vs. passive responses to disruptive behavior in the classroom. 27 student teachers gave a total of 300 responses to indicate their coping responses to everyday stressful classroom situations. A strong relationship emerged between a coping style involving active behavioral intervention and teacher satisfaction, and a weaker relationship with pupil time on task was also evident.

Stress research includes attention to events or conditions that may cause harm and to the responses aroused by those stressful events or conditions. These outcomes include felt distress, disrupted interaction, and poorer health. The overall stress process includes both stressful agents and stress outcomes (Pearlin et al. 1981). This process also includes two other major sets of variables: social factors that influence exposure to stressful conditions, and individual and group resources that shape efforts to cope with stressors.

Employee stress management in selected private banks in Salem (Sharmila2012) study conducted . A majority of the employees face severe stress related ailments and a lot of psychological problems. The management must take initiatives in helping employees to overcome its disastrous effect. In an age of highly dynamic and competitive world, employees are exposed to all kinds of stressors that can affect them on all realms of life. The growing importance of interventional strategies is felt more at organizational level.

Differences in overall job stress level of permanent employees in Private and Public sector banks (Khurram,2012). Some variables of public sector employees are more affected whereas for other variable of private sector is more affected, but overall public sector is found to be more stressful. Comparative Study of Job Stress and Type of Personality of Employees Working in Nationalized and Non-nationalized Banks (Dhanda,2011). The employees have to face stress and strain at workplace which is responsible for higher neurotic symptoms among them like emotional instability, depressive mood, nervous breakdown, hyper reactivity, over anxiousness, etc.

the growing importance of interventional strategies is felt more at organizational level. This research intended to study the impact of occupational stress on public and private Bank employees (Malik ,2011).

Stress develops when an individual feels he is not competent to undertake the role assigned to him.

2.2 Rationale of study

Objective of Study

1. To identify the extent to which role factors affects on job performance in job rotation.
2. To identify role factors relation to job rotation and their effect on job performance.
3. To identify the organizational factors extent affect on the job performance of employee in case of job rotation.

3. Materials and Methods

3.1 Sample of study

The participating employees are full time employees employed in banks. As the focus point of the present study is the banking industry, the focus group in the study consists only of banking industry personnel. Operations Departments which includes Operations Head, Manager, verifier, teller. The gender distribution of the participants is 44 % males and 56 % females .the age distribution is 41-50, 39.7 % below ,51-60 ,56.2% years of age, 4% between 31-40.employees 55.4% Graduate , 44.6% are postgraduate. 70% are bankers of operations section.

Method

The methods applied to test the hypotheses which are considered the theoretical basis for the suggested relations are specified below:

A questionnaire has been designed with variables of organizational factors , job rotation factors and role factors to measure the extent of effect on the job performance.

Tools for Research

1. A pilot study was conducted with 25 employees. In the light of the experience gained from the pilot study.

2. The standardized questionnaire based on Likert Scaling technique.

Data Collection

The study is based on primary data and secondary data includes 121 respondents of three private banks. (Bank 1 = 45 employees , bank 2 = 32 , bank 3= 46). To collect data Chandigarh city branches are considered.

Hypothesis

1. There is a significant relationship between job rotation and job performance of employees in private banks of chandigarh branches.
2. There is a significant relationship between organizational factors and job performance of employees in private banks of chandigarh branches.
3. There is a significant relation between Role factor, job rotation and job performance of employees in private banks of chandigarh branches.

4. Results

4.1 Data Analysis & Results

This research based on applied in terms of purpose and a descriptive survey method was used to gather data. In general, it is considered as a field study in which variables are casually related. A survey methodology is used whose most important advantage is generalizable results. Studied statistical population included 150 employees in 5 branches of chandigarh private bank who according to conducted research had experienced job rotation. Sample size was estimated to be almost 121 based on limited population formula. Totally 150 questionnaire were distributed and finally 121 were collected. The main instrument for data gathering was a questionnaire. Content validity was used to test the validity of questions. Cronbach's alpha coefficient was estimated as .779 for job rotation with 58 items with 4 parameters with excluded 2 items. (where cronbach alpha items deleted are low value below .7)

Table:1 Reliability Statistics	
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Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.394	.779	58

The questionnaire employed a 5 point Likert Scale from 1 to 5. Questionnaire examined for reliability and validity as follows Table :2

Table:2 Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.239	1.445	60.723	59.277	42.012	57.311	58
Item Variances	22.666	.243	1228.422	1228.180	5061.475	25953.910	58

Reliability analysis: Principal component factor analysis was used to extract major contributing factors and varimax of the rotation was performed to maximize the differences in factor loading carried by every common factor after rotation to help recognize common factors.

5. Finding & Discussions

Factor Analysis

KMO measure of sampling adequacy value is .648 which satisfies criteria and is statistically significant. Whereas sig value .000 test is significant. So unrealistic value is big value whereas lack of training value is low. Over all communality s pretty good.

Component matrix indicates loading indicates loadings are positive and few are negative. 16 component negative is really unusual predictable much , negative variance so its not to reject but to use other test

Table:3 KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.648
Bartlett's Test of Sphericity	Approx. Chi-Square	3327.686
	Df	1326
	Sig.	.000

Table:4 Communalities		
	Initial	Extraction
workingcondition	1.000	.733
restrictive behaviour	1.000	.774
-politics	1.000	.681
office	1.000	.730
job_pressure	1.000	.817
lack_trust	1.000	.744
unrealistic_goal	1.000	.831
low_salary	1.000	.734
unjustifiedperformance_s ystem	1.000	.644
individualfreedom_threa t	1.000	.806
lack_resources	1.000	.865
quality_we	1.000	.779
unbiasedJP	1.000	.817
job_rotation	1.000	.678
JobRK	1.000	.722
JRA	1.000	.687
JRS1	1.000	.777
JRS2	1.000	.584
ST	1.000	.709
SLW	1.000	.671
LOR	1.000	.705
FUN	1.000	.733
ADJ	1.000	.726
OLD	1.000	.746
Mistake	1.000	.739
fear_job	1.000	.751
familydisturb	1.000	.802
workload	1.000	.614
nolearning	1.000	.808

nodefineRole	1.000	.682
overburdenrole	1.000	.573
reduce_duties	1.000	.722
enoughinteractionrole_o	1.000	.740
thers		
usetraining_role	1.000	.732
difficulthandle_job	1.000	.792
noclarityresponsibility	1.000	.669
interferequality	1.000	.696
vaguerole	1.000	.783
personalgrowthscope	1.000	.768
noclarity_priorityrole	1.000	.772
finaciallowforjob	1.000	.830
affectonperformance	1.000	.766
service_affect	1.000	.681
productivity_affect	1.000	.753
absentismrise	1.000	.694
accident_rise	1.000	.705
morale_reduce	1.000	.704
lackofdecision_authority	1.000	.693
inadequateresourceaffec	1.000	.690
tperformance		
lacksupport_colleagues	1.000	.737
skillmismatch	1.000	.693
lack_training_perform	1.000	.591

Extraction Method: Principal Component

Analysis.

Initial is 1.0 in pca it is alz 1.0

The factor reduced to 16 variables with eigen values equal to 1.

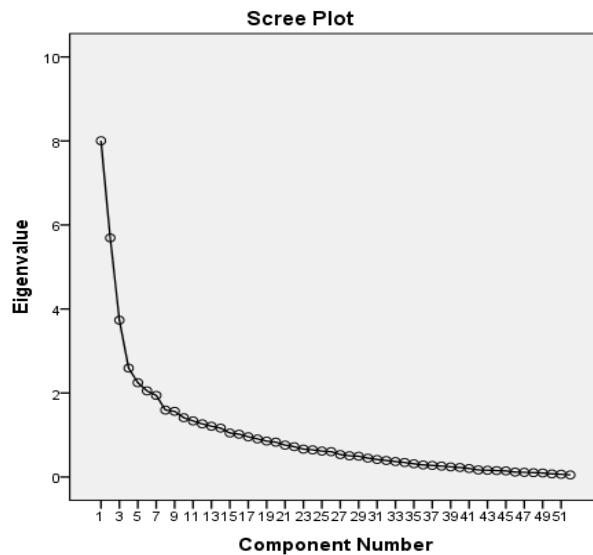
Table:5 Total Variance Explained			
Compo		Extraction Sums of Squared	Rotation Sums of
nent	Initial Eigenvalues	Loadings	Squared Loadings

	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.005	15.394	15.394	8.005	15.394	15.394	4.827	9.283	9.283
2	5.692	10.946	26.340	5.692	10.946	26.340	4.481	8.618	17.901
3	3.733	7.178	33.519	3.733	7.178	33.519	3.129	6.018	23.920
4	2.593	4.987	38.505	2.593	4.987	38.505	3.105	5.971	29.891
5	2.245	4.318	42.823	2.245	4.318	42.823	3.057	5.880	35.770
6	2.050	3.942	46.765	2.050	3.942	46.765	2.541	4.886	40.656
7	1.943	3.737	50.502	1.943	3.737	50.502	2.403	4.621	45.278
8	1.595	3.066	53.569	1.595	3.066	53.569	2.332	4.484	49.762
9	1.563	3.005	56.574	1.563	3.005	56.574	1.683	3.236	52.998
10	1.411	2.714	59.289	1.411	2.714	59.289	1.680	3.230	56.228
11	1.336	2.569	61.858	1.336	2.569	61.858	1.603	3.083	59.311
12	1.265	2.433	64.290	1.265	2.433	64.290	1.513	2.910	62.221
13	1.208	2.324	66.614	1.208	2.324	66.614	1.458	2.803	65.024
14	1.165	2.240	68.854	1.165	2.240	68.854	1.416	2.723	67.747
15	1.048	2.015	70.869	1.048	2.015	70.869	1.359	2.614	70.360

16	1.020	1.962	72.831	1.020	1.962	72.831	1.285	2.470	72.831
17	.957	1.840	74.671						
18	.907	1.744	76.415						
19	.855	1.645	78.060						
20	.830	1.596	79.656						
21	.759	1.460	81.116						
22	.722	1.388	82.504						
23	.664	1.277	83.781						
24	.646	1.243	85.024						
25	.617	1.187	86.211						
26	.604	1.161	87.372						
27	.535	1.028	88.400						
28	.504	.970	89.370						
29	.495	.952	90.322						
30	.449	.864	91.185						
31	.419	.805	91.990						
32	.393	.755	92.746						
33	.369	.709	93.455						
34	.345	.664	94.118						
35	.315	.605	94.723						
36	.288	.553	95.277						
37	.276	.531	95.807						
38	.261	.501	96.308						
39	.242	.465	96.774						
40	.228	.438	97.212						
41	.203	.390	97.602						
42	.168	.323	97.925						
43	.162	.311	98.236						
44	.153	.295	98.531						
45	.146	.280	98.812						
46	.117	.225	99.037						
47	.112	.216	99.252						
48	.102	.196	99.449						

49	.096	.185	99.634						
50	.075	.144	99.777						
51	.066	.128	99.905						
52	.050	.095	100.000						

Extraction Method: Principal Component Analysis.



On basis of scree plot it is observed that variables are quite closely interrelated with each other.

Table:7 Descriptive Statistics						
		Statistic	Bootstrap ^a			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
job_rotation	Mean	2.5167	.0064	.1287	2.2667	2.7667
	Std. Deviation	1.44352	-.00439	.05685	1.31997	1.55127
	N	120	0	0	120	120
workingcondition	Mean	3.4667	-.0008	.1131	3.2333	3.6917
	Std. Deviation	1.22257	-.00801	.05863	1.09926	1.33249
	N	120	0	0	120	120
restrictive behaviour	Mean	3.7167	.0004	.1117	3.4833	3.9333
	Std. Deviation	1.18947	-.01004	.05631	1.06072	1.29202

	N	120	0	0	120	120
-politics	Mean	3.3500	.0019	.0945	3.1583	3.5333
	Std. Deviation	1.01791	-.00696	.05022	.91482	1.10953
	N	120	0	0	120	120
office	Mean	3.3083	-.0053	.1266	3.0583	3.5498
	Std. Deviation	1.32078	-.00952	.05298	1.20354	1.41888
	N	120	0	0	120	120
job_pressure	Mean	3.2167	-.0020	.1334	2.9500	3.4750
	Std. Deviation	1.41530	-.00813	.05649	1.28641	1.51183
	N	120	0	0	120	120
lack_trust	Mean	3.3833	.0003	.1108	3.1750	3.6083
	Std. Deviation	1.16809	-.00727	.06609	1.02904	1.28891
	N	120	0	0	120	120
unrealistic_goal	Mean	3.1250	.0008	.1072	2.9085	3.3415
	Std. Deviation	1.12692	-.00533	.05408	1.01502	1.22802
	N	120	0	0	120	120
low_salary	Mean	2.9500	.0011	.1304	2.6917	3.2000
	Std. Deviation	1.39537	-.00856	.05676	1.26845	1.49506
	N	120	0	0	120	120
unjustifiedperformance_s ystem	Mean	3.0500	-.0011	.1127	2.8250	3.2748
	Std. Deviation	1.18002	-.00647	.05010	1.07217	1.27280
	N	120	0	0	120	120
individualfreedom_threat	Mean	3.3417	-.0030	.1251	3.0917	3.5917
	Std. Deviation	1.33156	-.00823	.05861	1.19874	1.43764
	N	120	0	0	120	120
lack_resources	Mean	3.0167	-.0006	.1303	2.7502	3.2750
	Std. Deviation	1.39014	-.00667	.05206	1.27520	1.48377
	N	120	0	0	120	120
quality_we	Mean	3.3500	-.0006	.1198	3.1250	3.6000
	Std. Deviation	1.33882	-.00563	.06958	1.19033	1.46038
	N	120	0	0	120	120
unbiasedJP	Mean	3.1417	.0038	.1126	2.9250	3.3748

Std. Deviation	1.25220	-.00592	.06485	1.10563	1.36819
N	120	0	0	120	120

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Table:8 Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.588 ^a	.346	.265	1.23736	.346	4.304	13	106	.000

a. Predictors: (Constant), unbiasedJP, unjustifiedperformance_system, lack_trust, workingcondition, individualfreedom_threat, office, -politics, quality_we, unrealistic_goal, low_salary, restrictive behaviour, job_pressure, lack_resources

b. Dependent Variable: job_rotation

The ANOVA test shown in Table was used to test the significance of the model and to test the existence of variable variations within the model. The results of the ANOVA test show an F –statistic value of 4.3 with p-value of $0.000 < 0.05$ level of significance. This means that the model adopted in the study was significant and the variables tested fitted in the model. Therefore, a significant relationship was present between the independent variables and the dependent variables.

Table:9 ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.674	13	6.590	4.304	.000 ^b
	Residual	162.293	106	1.531		
	Total	247.967	119			

a. Dependent Variable: job_rotation

b. Predictors: (Constant), unbiasedJP, unjustifiedperformance_system, lack_trust, workingcondition, individualfreedom_threat, office, -politics, quality_we, unrealistic_goal, low_salary, restrictive behaviour, job_pressure, lack_resources

Table:10 Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.525	.617		.850	.397	-.699	1.748
workingcondition	-.223	.131	-.189	-1.703	.091	-.483	.037
restrictive behaviour	.331	.159	.273	2.078	.040	.015	.647
-politics	.075	.173	.053	.435	.665	-.268	.419
office	-.411	.144	-.376	-2.860	.005	-.696	-.126
job_pressure	.294	.151	.288	1.947	.054	-.005	.593
lack_trust	-.030	.147	-.024	-.203	.840	-.322	.263
unrealistic_goal	.061	.173	.048	.354	.724	-.281	.403
low_salary	-.320	.139	-.310	-2.303	.023	-.596	-.044
unjustifiedperformance_system	.203	.140	.166	1.452	.150	-.074	.480
individualfreedom_threat	-.003	.156	-.003	-.021	.983	-.312	.306
lack_resources	.148	.156	.143	.951	.344	-.161	.458
quality_wellbeing	.019	.125	.018	.155	.877	-.228	.266
unbiasedJP	.455	.127	.395	3.594	.000	.204	.707

a. Dependent Variable: job_rotation

Table:11 Model Summary			
Multiple R	R Square	Adjusted R Square	Apparent Prediction Error
.464	.215	.072	.785

Dependent Variable: workingcondition

Predictors:

affectonperformanceproductivity_affectservice_affect

The coefficient of the constant is significant since $t\text{-value} = 3.59$ where $p\text{-value} = 0.000 < 0.05$ level of significance. This shows that one unit change in unbiased job performance appraisal results in .455 increase in job rotation strain. It indicates to predict the score for affect on performance productivity and on service once the values of independent variables are known. This is true since from the value of R square 21% which indicates significantly positive relationship between working condition and affect on performance, productivity and service.

6. Research Limitation & further research direction

The findings of this study should be considered in view of the following limitations:

This study merely investigated the component analysis of organization factors, job factors, rotation factors impact on job performance. The study is based on selected factors influencing job performance, whereas rest factors are not considered.

This study examined a population of banking employees of specific area and should be generalized cautiously to other populations. However, given the context of this study, the survey results exhibited adequate validity and reliability.

The primary research instrument in the study was the questionnaire, which has a certain degree of validity and reliability. However, the results of the survey would have been subject to the numerous factors which could cause variations in the result.

This study examined only one time period, which would not reveal factors which have long term effects. A multiple time period approach is suggested for follow up study. Analyzing multiple periods of data would achieve more complete and objective statistical data.

6.1 Conclusion

The study provides preliminary evidence of job rotation on job performance of banking employees. In particular, we found that job factors and job rotation concept has adverse affect on job performance of employees. Moreover, the role factors impacts on job performance of the employees. In the study each factor which consists of variables analyzed to identify basic factors which are more prominent are 16 out of 52. It is found that job rotation is treated as stress among banking employees and is highly unacceptable which has impact on performance of bank employee.

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