

## **OCCUPATIONAL STRESS AND EMPLOYEE PERFORMANCE**

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### **ABSTRACT**

*Occupational stress is common among different professions globally and regarded as a major emotional problem for banking employees. The objective of this study is to find the impact of occupational stresses on employee performance of banking employees in the Commercial banks in the Batticaloa district. This study utilised a quantitative method with closed ended questionnaire survey. Data has been gathered from total of 400 banking employees from Commercial banks in the Batticaloa district. Correlation and regression analysis used to explore the data with the use of SPSS software. Study findings demonstrated significant negative relationship among dependent and independent variables of the study. Accordingly, correlation analysis indicates significant negative linear relationship between occupational stress and employee performance among employees in the Commercial banks in Batticaloa district. The regression analysis indicates that the occupational stress is useful to explain the variation in employee performance among employees in Commercial banks in Batticaloa district. Organizations may benefit from this study by introducing initiatives to promote positive psychology at work in addition to enhancing the positive psychological capital of employees to overcome the negative effects of occupational stress.*

**Key words: occupational stress, organizational stress, employee performance, commercial banks, Batticaloa district.**

## **I. INTRODUCTION**

### **I.I. Background of the Study**

Employees spend roughly one third of their lives to serve an organizational setting and appear to be working longer hours, taking on higher level of responsibilities and exerting themselves even more strenuously to meet rising expectations about occupational performance. In this point occupational stress is an important concept. Occupational stress is a pattern of emotional, cognitive, behavioural, and psychological reaction to adverse and noxious aspects of work content, work organization and the work environment. It is an adaptive response, mediated by individual characteristics and/or psychological processes that are a consequence of any external action, situation or event that places special physical and/or psychological demands upon a person.

The concept of occupational stress is often confused with challenge, but these concepts are not the same. Challenge energizes us psychologically and physically, and it motivates us to learn new skills and master our occupations. When a challenge is met, we feel relaxed and satisfied. However, many executives feel that they could make better decisions and perform more effectively if they worked under less stress. In today's typical workplace, stress is seen

as becoming increasingly more common. Research indicates that nearly one third of the working population in developed countries report high to very high levels of stress (Hoel, Sparks & Cooper, 2001). Evidence for newly industrialized and developing countries also indicative of the prevalence of stress. Existing studies indicate the time pressures, excessive demands, role conflict ergonomic deficiencies, job security relationship with customers, and increased interaction with computers are particularly common stressors amongst employees in the financial services sector (Kompier & Cooper, 1999).

Occupational stress is a much commented upon phenomenon of the 20<sup>th</sup> and 21<sup>st</sup> century society. In the present scenario, employees are struggling with the growing, and often conflicting, demands of the workplace and family life. The lack of work-life balance results in a worrying increase on stress which could result in employee burn-out. It can cause even committed employees to lose motivation and become disillusioned. Occupational stress is extensively evidenced as one of the significant problems for the workers all over the world (Ahmed & Afzal, 2009). It has revolved into a key concern that contributes adversely to organizations in terms of productivity, employee performance and turnover, customer and employee satisfaction, and organizational reputation (Bakker et al., 2012; Shah & Hasnu, 2013). Stress is the second most frequently described occupational health problem in Europe, which affected 22% of total workers in 27 members of the EU in 2005 (Milczarek et al., 2009).

This problem has become a serious issue; however, the word “stress” is utilized by totally different people, in several contexts and for various purposes. According to Stoppler & Marks (2011), generally stress is said to contain external and internal factors. External factors comprise the physical atmosphere such as challenges, difficulties, and expectations that confronted by people on a day-to-day basis. Internal factors confirm body's ability to retort to, and cope with, the external stress-inducing factors. Internal factors that influence the power to handle stress consist of nutritional standing, overall health and fitness levels, emotional well-being, and the quantity of sleep and rest that a person get.

Stress can be affected the commitment of the employees of the private Bank (Velnampy & Aravinthan, 2013). It also linked to absenteeism, turnover, and industrial accidents of banks (Karunanithy & Ponnampalam, 2013). Banks play a pivotal role in developing the economy of a country. During the past few decades banking sector has undergone a swift change due to liberalization, privatization, globalization, policy changes, changes in technology and intensive competition. The conservative approach in all the sectors of banks have changed. Now banks focus more on customers, providing them convenience, quality of service, innovation, and the speed of the services. Bank employees play a crucial role in the service quality and service delivery of customers. Due to these changes, the employees in the banking sector are experiencing a high level of stress. Existing research also reveal that the employees are facing problems like burnout, tension, and lack of satisfaction, etc. in banking sector (Chen and Lien, 2008; Bajpai & Srivastava, 2004).

### **I.II. Problem Statement**

Organizations pay a special attention to work output. It can be possible through the performance of the employees. The performance of the work force is the most decisive factor as far as the success of an organization is concerned. The performance in turn is dependent on the psychosocial wellbeing of the employees. Occupation stress directly affects the

psychosocial wellbeing of the employees. Employees in banking sector spend most of their time at work, that's why they are directly targeted by stress; due to this their performance at workplace decreases greatly. Nowadays, stress is considered as an important factor, which is rapidly increasing the absenteeism rate of employers and employees in the banking sector. The main causes of stress are work overloads, management styles, non-work factors such as relationships with family and workplace associates (Miller & Phipps, 2011).

In the day-to-day life however, stress is negative only. For the sake of simplicity, we will use only negative connotation of stress as that is more important from the subject point of view. Stress can be got over better if one knows the stressors or sources of stress. Occupational stress is a significant and costly problem, and that the challenge for the organizations is to manage work stress to reduce health-care costs and improve productivity. It may lead to increased health problems leading to higher rate of absenteeism and turn over, more accidents and poor job performance. While there is an agreement among researchers on the stress related terminology adopted (Ahmed & Ramzan, 2013), Cummings and Cooper (1998) pointed out the difficulty in developing a coherent theory on stress, as different research methodologies and disciplines (medicine, psychology, sociology, management) have investigated this area. Seibt et al., (2008) stated that stress is always present among employees however it can be reduced by improving the working conditions and quality of benefits in the companies.

Beehr & Newman (1978) attributed the lack of progress in stress research to the fact that stress seemed to be related to many conditions that prevented a systematic focus. Majority of available research and theories about job related stress have been developed and empirically tested in western context. However, the problem of job-related stress and its consequences is more important for developing countries as these are undergoing enormous social and economic changes (Jamal, 1999). Occupational stress has become a challenge for the employer organizations as it results in low productivity, increased absenteeism, and collection of other employee problems like alcoholism, drug abuse, hypertension, and host of cardiovascular problems (Meneze, 2005). Owing to this difficulty, not much quality research is available in this subject area, specifically in the banking sector.

In this direction an attempt was made to study the banking sector and the occupational stress, since banking is one important sector where sweeping changes have taken place which puts pressure on the employees to deliver more and more sophisticated nature of work. Banking also requires sheer concentration, mental preparation and extra care that contribute stimulating stress among employees in this profession. Bank employees have been found being stressful due to work overload, unfavourable working condition, poor relations with colleagues, fear of discharge, unrealistic target, and emotional intelligence (Belias et al., 2013; Blaug et al., 2007; Niharika, 2014).

The Batticaloa district was affected by thirty years of ethnic unrest. At the end of the civil war, most of the Banks and financial institutions penetrated the Eastern province which increased the competition among them. Due to the newcomers offering competitive products, all the existing institutions focused on improving the service standards to maintain the customer base which has resulted in boosting up the targets given to the employees and made the stress level of the employees to increase. The Bank sector management expects more contribution from the employees with the limited resources by way of cost cutting. As such, it creates a pressure on its employees to maintain the standard in the same level. This in turn could develop stress among the employees of the Commercial Bank of Ceylon (Karunanithy

& Ponnampalam, 2013). Based on the facts above the research problem was identified as, “**what is the impact of occupational stress on employee performance of Commercial Banks in the Batticaloa district?**”.

### **I.III. Research Objectives**

The main objective of this study is to find out the impact of occupational stress on employee performance of Commercial Banks in the Batticaloa district.

Sub objectives of this research are:

- To examine the impact of workload on employee performance of Commercial Banks in the Batticaloa district.
- To study the impact of role ambiguity and role conflict on employee performance of Commercial Banks in the Batticaloa district.
- To reveal the impact of workplace politics on employee performance of Commercial Banks in the Batticaloa district.
- To analyses the impact of working environment on employee performance of Commercial Banks in the Batticaloa district.
- To find out the impact of performance pressure on employee performance of Commercial Banks in the Batticaloa district.

## **II. BREIF LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK**

### **II.I. Occupational Stress**

Occupational stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. According to the Olivier and Venter (2003), occupational stress can be defined in general term as people feel pressures in their own life. Occupational stress is increasing due to globalization and economic crisis, which affects all professions, and as well as families and societies, almost all countries of the world (Bharatai and Newman 1978).

### **II.II. Workload**

According to Wilkes et al. (1998) work overloads and time constraints were significant contributors to work stress. Workload connects to the force of a task or job; it produces mental stress and when in stress employee loses interest to complete their task or they try to avoid the consequences of not accomplishing them. Workload stress can be defined as reluctance to come to work and a feeling of constant pressure (i.e., no effort is enough) accompanied by the general physiological, psychological, and behavioural stress symptoms. Al-Aameri (2003) has mentioned in his studies that one of the six factors of occupational stress is pressure originating from workload. Alexandros-Stamatios G.A. et al. (2003) also argued that “factors intrinsic to the job” means explore workload, variety of tasks and rates of pay. Due to rapidly change of globally network, it creates the pressure to employees to produce with effectively and efficiency. Indeed, to perform better to their job, there is a requirement for workers to perform multiple tasks in the workplace to keep abreast of

changing technologies (Cascio, 1995; Quick et al., 1997). The ultimate results of this pressure have been found to be one of the important factors influencing job stress in their work. In a positive end, workload is not always negative, but it also provides opportunities for employees to gain experience faster and increase their productivity, but at the same time, massive work overload could also result in less productivity and incompetence.

### **II.III. Role ambiguity & role conflict**

Role ambiguity is another aspect that affects job stress in the workplace. According to Dyer and Quine (1998) role ambiguity exists when an individual lacks information about the requirements of his or her role, how those role requirements are to be met, and the evaluative procedures available to ensure that the role is being performed successfully. Muchinsky (1997) found that, the role ambiguity to lead to such negative outcomes as reduces confidence, a sense of hopelessness, anxiety, and depression. Rizzo et al. (1970) well-defined "role ambiguity" as a mirror of certainty on relationships, time allocation, power, tasks, clear guidance, policies and the aptitude to envisage authorisations as a result of attitude or performance. Role ambiguity or role conflict occur when some of the processes conflicts or contradicts from the norm and value of the processes applied in the organisation (Ruyter et al., 2001). Burney and Widener (2007) argued that role ambiguity was undesirably related to areas like decision-making and strategic planning.

### **II.IV. Workplace politics**

Politics emerges when workers attempt to acquire something which is outside their ability to control by discolouring their partner's standing. Personal Relationships among representatives can some of the time additionally lead to politics. Gossips Politics additionally emerges when representatives are enjoyed superfluous gossips. People wade into controversy at the workplace when they will in general abuse their force basically to come in the spotlight and gain consideration of the bosses just as the administration. Nothing beneficial emerges from politics; rather it prompts analysis and cynicism at the workplace. People willing to come in the spotlight absent a lot of exertion rely upon politics. There are sure people who go to office only for it and don't put stock in working hard. Such people have no other alternative than to rely upon awful politics. They attempt their level best to take a negative picture of their kindred workers just to come in the great books of the administration.

### **II.V. Working environment**

As per Keeling and Kallaus (1996) the actual parts of a workplace environment can have a direct effect on the efficiency, wellbeing and security, comfort, focus, work fulfilment and resolve of individuals inside it. The workplace environment in which representatives work and attempt the vast majority of their exercises can effect on their efficiency. The quality and amount of work produced by workers are affected by the workplace environment and poor environmental conditions can cause wasteful worker efficiency just as decrease their work fulfilment, which in turn will effect on the monetary prosperity of the association. Broad exploration concerning the impact of a troublesome workplace environment on worker efficiency has been attempted around the world (Sarode & Shirsath, 2014).

Noise is component of the work environment, which has a significant job in influencing worker profitability. To an extreme noise, like sound from hardware, devices, and individuals' s discussion, may forestall workers focusing on their occupations, thus diminishing their efficiency. Working in faint or overbright work environments can result in eye fatigue, migraines, crabbiness and, unavoidably, diminished profitability. Light sources, including the sun, can make undesirable reflections, glare and shadows in the workplace that can cause inconvenience and interruption, and can meddle with the presentation of visual assignments. Office furniture includes work areas chairs, the recording framework, racks, drawers, and so forth every one of these segments have a particular task to carry out in the appropriate working of any office and the profitability and the productivity of the workers. What's more, one of the main things to be thought of while purchasing office furniture is to guarantee if it is ergonomic. Ergonomic office furniture guarantees that every worker gels well with the things around him, as work areas, chairs, PC arrangement and surprisingly environmental factors.

## **II.VI. Performance pressure**

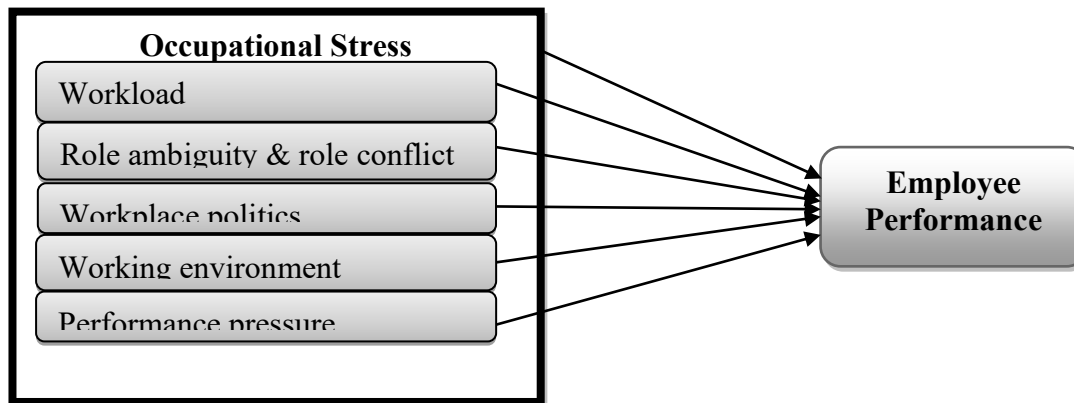
A major consequence of the rapidly changing global scene is the increased pace workers are required to maintain to ensure maximum productivity and enhance competitiveness. In addition to the need to maintain high organizational performance, there is a requirement for workers to perform multiple tasks in the workplace to keep abreast of changing technologies (Quick et al., 1997). These organisational changes have been found to be potentially detrimental to workers' health. Indeed, recent research has found performance pressure in professionals to be one of the most stressful aspects of their work (Cahn et al., 2000). Many organisations subject their workers to further 'performance pressure' by monitoring their activities and/or output in the workplace. To maintain and enhance productivity, workers often find their work practices scrutinised by others on the team. Monitoring and/or surveillance of the worker is rapidly becoming a well-accepted procedure in many occupations. In the past, only a few occupations were monitored (predominately telephone operators to check the quality of the service provided), however, the trend has later embraced a range of occupations and a plethora of service industries (Humphrey, 2000).

## **II.VII. Employee Performance**

According to the Armstrong and Baron (2005), performance can be defined as a strategic and integrated approach to delivering sustained successes to organization by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. Performance is strategic in the sense that it is concerned with the broader issues facing the business if it is to function affectively in its environment and with the general direction in which it intends to go to achieve longer-term goals.

## II.VIII. Conceptual Framework

Two variables were conceptualised as below such as occupational stress is the independent variable and employee performance is the dependent variable for this study purpose.



**Figure II.I: Conceptual Framework**

*Source: Developed for Study Purpose*

*Following hypothesis are derived from the conceptual framework:*

- H1: Workload has a negative influence on employee performance.
- H2: Role ambiguity and role conflict has a negative influence on employee performance.
- H3: Workplace politics has a negative influence on employee performance.
- H4: Working Environment has a negative influence on employee performance.
- H5: Performance Pressure has a negative influence on employee performance.

## III. RESEARCH METHODOLOGY

### III.I. Research approach

This study conducted based on a quantitative method and the close ended questionnaires have been used to collect the primary data. Cross sectional method used as it measures units from a sample of the population at only one point in time (Sekeran & Bogue, 2013). The major advantage of cross-sectional research is that data can be collected on many kinds of people in a relatively short period of time. This study carried out in a no contrived environment where things and events occur normally in the workplace.

### III.II. Population and sampling design

The population is the entire group of individuals, events, or objects having a common observable characteristic. In this research, the total banking staff population of the Batticaloa district was considered as population which is around 826 from 17 commercial banks and 84 branches situated in Batticaloa district. From that population, the researcher selected 400 staffs as a sample group for this study

**Table III.I: Sampling Framework**

Type of Commercial Banks in Batticaloa	No of Employees	No of Sample Selected
State Banks	476	232
Private Banks	350	168
<b>Total</b>	<b>826</b>	<b>400</b>

*Source: Central Bank of Sri Lanka, 2020*

### III.III. Data Analysis

Correlation analysis used to measure the magnitude and direction of the relationship between the occupational stress and the employee performance. The decision would be taken based on the amount of correlation coefficient (R) and its significance level.

**Table III.II: Decision Attributes for Correlation Analysis**

Range	Decision attributes
$r = 0.7$ to $1.0$	Strong positive influence
$r = 0.3$ to $0.69$	Medium positive influence
$r = 0.1$ to $0.29$	Weak positive influence
$r = -0.10$ to $-0.29$	Weak negative influence
$r = -0.3$ to $-0.69$	Medium negative influence
$r = -0.7$ to $-1.0$	Strong negative influence

The regression analysis has been used to determine how one unit of occupational stress result in the employee performance in the Commercial banks in the Batticaloa district. During the regression analysis, important assumptions for a valid regression will be elaborated and tested to ensure that the final regression models are not flawed. In this research context, it was decided that most important tests would be assessing the appropriate number predictors compared to the sample size, testing the normality of the dependent variable, testing the included variables for multicollinearity and heteroscedasticity.

## IV. DATA ANALYSIS AND FINDINGS

### IV.I. Correlation Analysis

Pearson's correlation coefficient is a measure of linear association. In this study, the Pearson's correlation coefficient with two-tailed test of significance was considered since the data was quantitative and normally distributed variables.

**Table IV.I Correlations between Overall Dimensions and Variables**

		Workload	Role Ambiguity and Role Conflict	Workplace Politics	Working Environment	Performance Pressure
Employee Performance	Pearson Correlation	-.587**	-.653**	-.673**	-.614**	-.232**
	Sig. (2-tailed)	.000	.000	.000	.000	.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Source: Survey data*

According to the correlation matrix, it is obvious that all the correlations between dimensions and variables are significant at the 1% level. The correlation matrix explained a medium negative relationship between workload and employee performance ( $r = -0.587$ ). The correlation between role ambiguity and role conflict and employee performance also explained a medium negative relationship ( $r = -0.653$ ) at the significance is at 0.01 level (2-tailed). Further, correlation between workplace politics and employee performance explained a medium negative relationship ( $r = -0.673$ ) at the significance is at 0.01 level (2-tailed). Furthermore, correlation between working environment and employee performance explained a medium negative relationship ( $r = -0.614$ ) at the significance is at 0.01 level (2-tailed). Correlation between performance pressure and employee performance explained a weak negative relationship ( $r = -0.232$ ) at the significance is at 0.01 level (2-tailed). Thus, it can be stated that there is a significant negative correlation between the variables of the study.

#### IV.II Regression Analysis

The following regression model has been used to determine how one unit of occupational stress result in the employee performance in the commercial banks in the Batticaloa district.

**Table IV.II: Regression Analysis between Dependent and Independent Variables**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.454	.144		3.146	.002
	Workload	-.072	.022	-.118	-3.194	.002
	Role Ambiguity and Role Conflict	-.232	.024	-.338	-9.672	.000
	Workplace Politics	-.190	.026	-.283	-7.232	.000
	Working Environment	-.232	.028	-.281	-8.350	.000
	Performance Pressure	-.139	.025	-.159	-5.581	.000

*Source: Survey data*

$$EP_i = \beta_0 + \beta_1 R\&R + \beta_2 A\&S + \beta_3 CON + \beta_4 EFFI + \beta_5 EO + ui$$

Where  $i = 1, 2, 3, \dots, 400$ .

**EP** = employee performance of Commercial banks in Batticaloa district,

**$\beta_0$**  = intercept (constant) value,

**$\beta_1$  WL** = coefficient estimate of workload,

**$\beta_2$  RA&C** = coefficient estimate of role ambiguity & role conflict,

**$\beta_3$  WP** = coefficient estimate of workplace politics,

**$\beta_4$  WE** = coefficient estimate of working environment,

**$\beta_5$  PP** = coefficient estimate of performance pressure,

**ui** = error term

The equation based on the analysis is:  $EP = 0.454 - 0.072$  (workload)  $- 0.232$  (role ambiguity & role conflict)  $- 0.190$  (workplace politics)  $- 0.232$  (working environment)  $- 0.139$  (performance pressure)  $+ ui$ .

Role ambiguity and role conflict is one of the important factors for the employee performance of commercial bank staffs in Batticaloa district ( $\beta = -0.338$ ,  $t = -9.672$ ,  $p < 0.05$ ). Thus, every unit of increase of role ambiguity and role conflict will result in  $-0.232$  unit decrease of the employee performance of the commercial banks in Batticaloa district where the other dimensions remain unchanged. Hence the hypothesis 2 “*Role ambiguity and role conflict has a negative influence on employee performance*” is supported with this analysis.

Workplace politics is another important dimension that negatively contributes to the employee performance of commercial bank staffs in Batticaloa district ( $\beta = -0.283$ ,  $t = -7.232$ ,  $p < 0.05$ ). Thus, every unit of increase of workplace politics will result in  $0.190$  unit decrease of the employee performance of commercial banks in Batticaloa district where the other dimensions remain unchanged. Hence the hypothesis 3 “*Workplace politics has a negative influence on employee performance*” is supported with this analysis.

Working environment also be contributing significantly to the employee performance of commercial bank staffs in Batticaloa district ( $\beta = -0.281$ ,  $t = -8.350$ ,  $p < 0.05$ ). Every unit of increase of working environment will result in  $0.232$  unit decrease of employee performance in commercial banks in Batticaloa district where the other dimension remains unchanged. Hence the hypothesis 4 “*Working Environment has a negative influence on employee performance.*” is supported with this analysis.

Performance pressure also significantly contributing to the employee performance of commercial bank staffs in Batticaloa district ( $\beta = -0.159$ ,  $t = -5.581$ ,  $p < 0.05$ ). Thus, every unit of increase of performance pressure will result in  $0.139$  unit decrease of the employee performance in commercial banks in Batticaloa district where the other dimension remains unchanged. Hence the hypothesis 5 “*Performance Pressure has a negative influence on employee performance.*” is supported with this analysis.

Regression analysis reveals that contribution of workload in the employee performance was significant ( $\beta = -0.118$ ,  $t = -3.194$ ,  $p < 0.05$ ). Accordingly, every unit of increase of workload will result in  $0.072$  unit decrease of the employee performance in commercial banks in Batticaloa district where the other dimension remains unchanged. Hence the hypothesis 1

“Workload has a negative influence on employee performance” is supported with this analysis.

**Table IV.III: Summary of Hypothesis Results**

Hypothesis		Result	
H1	There is a negative relationship with workload and employee performance.	Beta Value = -0.118 P Value = 0.002	Supported
H2	There is a negative relationship with role ambiguity and employee performance.	Beta Value = -0.338 P Value = 0.000	Supported
H3	There is a negative relationship with workplace politics and employee performance.	Beta Value = -0.283 P Value = 0.000	Supported
H4	There is a negative relationship with working environment and employee performance	Beta Value = -0.281 P Value = 0.000	Supported
H5	There is a negative relationship with performance pressure and employee performance	Beta Value = -0.159 P Value = 0.000	Supported

**Table IV.IV: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig
1	.831 <sup>a</sup>	.690	.686	.29630	0.000

*Source: Survey data*

a. Predictors: (Constant), Performance Pressure, Workplace Politics, Role Ambiguity and Role Conflict, Working Environment, Workload

The utility of this model is confirmed with significant (sig level 0.01) and the model indicates that about 69.0% of variation in employee performance of the commercial banks of Batticaloa district can be explained by performance pressure, workplace politics, role ambiguity and role conflict, working environment, workload.

**Table IV.V: ANOVA Table**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.048	5	15.410	175.517	.000 <sup>b</sup>
	Residual	34.592	394	.088		
	Total	111.640	399			

*Source: Survey data*

a. Dependent Variable: Employee Performance

The p-value of ANOVA table is less than 0.01, which means that at least one of the five variables: performance pressure, workplace politics, role ambiguity and role conflict, working environment, workload can be used to model the employee performance of the commercial banks in Batticaloa district.

## **V. CONCLUSIONS AND RECOMMENDATIONS**

### **V.I. Conclusions**

#### **The main objective**

According to the correlation analysis, there is a significant negative relationship between occupational stresses and employee performance of Commercial Banks in the Batticaloa district. Regression analysis also shows that, the occupational stresses negatively contribute to the employee performance of the commercial banks in Batticaloa district. The reason for the impact of occupational stress on employee performance of banking employees is that there are no proper abilities to solve problems more effectively for clients and subordinates; a failure to plan and organize activities to improve employee performance.

#### **The sub - objectives**

Correlation analysis indicates a significant negative relationship between workload and employee performance of Commercial Banks in the Batticaloa district. Regression analysis also shows that, the workload negatively contributes to the employee performance of the commercial banks in Batticaloa district. Due to the impact of workload on employee performance, employees often change occupations, indicating a lack of engagement with the job; it's difficult to complete tasks owing to a lack of knowledge and training related to the job; employees are perpetually weary and show a lack of enthusiasm in the job.

According to the correlation analysis, there is a significant negative relationship between role ambiguity and role conflict and employee performance of Commercial Banks in the Batticaloa district. Regression analysis also shows that, the role ambiguity and role conflict negatively contribute to the employee performance of the commercial banks in Batticaloa district. The reasons for the role ambiguity and role conflict in the Commercial banks are job responsibilities are not clearly defined; work goals are not specified by the bank; and the bank lacks an effective performance assessment system. Often pressed into doing activities that are not requirements of the job description; get contradictory information regarding their job/work.

Correlation analysis indicates a significant negative relationship between workplace politics and employee performance of Commercial Banks in the Batticaloa district. Regression analysis also shows that, the workplace politics negatively contribute to the employee performance of the commercial banks in Batticaloa district. When it come to the workplace politics, there are many interpersonal connections inside the banks. There are many blame games going on at the bank. Employees lack trust and engage in pointless gossiping.

According to the correlation analysis, there is a significant negative relationship between working environment and employee performance of Commercial Banks in the Batticaloa district. Regression analysis also shows that, the working environment negatively contribute to the employee performance of the commercial banks in Batticaloa district. The main

reasons for. the negative impacts of working environment are noise, vibration, radiation, and air quality. The bank's work environment should be pleasant. Equipment and furniture supplied need to be good in condition. Acclimate to the bank's temperature and ventilation system.

Based on correlation analysis, there is a significant negative relationship between performance pressure and employee performance of Commercial Banks in the Batticaloa district. Regression analysis also shows that, the performance pressure negatively contributes to the employee performance of the commercial banks in Batticaloa district. As per impression of performance pressure, banking employees worry excessively that, unachieved goals will have an effect their performance evaluation. Frequently have disputes with consumers to reach payback goals. Disputes with higher officials owing to unachieved goals.

## **V.II. Recommendations**

### **Workload**

The first step is to implement capacity planning. This begins with scheduling a project in such a way that each team member produces their maximal output while still completing the job as soon as feasible. Distribute Work Among Staff. While identifying high performers to do certain tasks is a simple process when a project arises, it rapidly underutilizes other team members and overwhelms those receiving multiple requests. This also implies that no one other than your top achievers develop the competence or confidence necessary to work on increasingly difficult jobs. Naturally, not every project will go precisely as planned, which is why it's critical to maintain flexibility and make necessary adjustments. Even though certain duties were given to team members to enable them to acquire expertise in a variety of areas, your star player may be called in to extinguish a fire, necessitating a reorganization of your squad. Employ the appropriate business technology tools; along with improving your workload management abilities, the appropriate integration and automation technology may assist in ensuring that work is distributed fairly and evenly across team members (Seaton, 2020).

### **Role Ambiguity and Role Conflict**

Banks may address job ambiguity in a variety of ways. Since poor leadership is a primary source of role ambiguity, a most successful remedies will almost certainly include leaders. The following activities may be taken as part of these treatments. Managers are trained to recognize when their own actions may result in job ambiguity and are encouraged to change these habits. Choosing leaders who are prone to initiate and consider at a high level. Increasing the complexity of tasks. Initiating measures to alleviate role conflict. Given the negative implications of job ambiguity, one would expect companies to be strongly motivated to reduce employee role ambiguity. Conduct training on conflict resolution. Provide instruction in communication skills. Assist employees in developing good work connections. Conduct team-building exercises. Create effective communication routes. Create effective communication routes. Provide leadership training in conflict resolution. Provide services for third-party dispute resolution. Ascertain that worker understand the organization's objectives and priorities. Everyone deserves to be treated fairly (Holmes & Stubbe, 2015).

### **Workplace Politics**

Organizational politics are a fact of life that we must all deal with and ignoring them entirely means that we will have no influence in what occurs. Additionally, it enables those with less experience, talent, or expertise than you to have influence over choices affecting you and your team. "Good" politics may assist you in achieving your goals without causing damage to others. To maximize its potential: Conduct an analysis of the organizational chart. Recognize the informal network. Utilize your network to its full potential. Enhance your "people abilities". Attain a state of neutrality about unfavourable politics.

### **Working Environment**

The primary goal of workplace design should be comfort. Because workers spend a significant portion of their waking hours at the workplace, comfort should be a key design criterion. Assure that you provide enough facilities such as comfy chairs, recreation/nap rooms, clean restrooms, and a kitchen. The office should have enough lighting. Proper illumination makes even the most difficult job activities bearable. Additionally, proper lighting that is free of glare and shadow may help workers avoid tiredness and headaches. Additionally, it is ideal for some parts of the office space to have ambient light. Colour and illumination are another essential factor. Employees' moods and mental health have been shown to improve when exposed to natural factors such as grass and sunshine. If natural scenery is not possible as a background, indoor plants (both blooming and foliage) are an excellent method to integrate greenery into an office environment. Develop an outstanding company culture. As employers and supervisors, you must model and promote principles that foster employee development and inspire workers to perform at their best. Businesses should place a greater emphasis on fostering a collaborative work atmosphere that fosters open communication and positive criticism. Businesses in the modern day must shift their focus to creating sustainable and environmentally friendly workplaces.

### **Performance Pressure**

The ability to work under pressure is a highly sought-after talent. If work-related pressure is a part of your daily life, you'll be relieved to hear that there are steps you can do to both alleviate the strain and demonstrate to others that you can manage it successfully. Always have a cool demeanour. Maintain a composed attitude regardless of what occurs. Maintain a laser-like concentration on the tasks at hand. Even if the day is difficult, maintain a laser-like concentration on accomplishing your daily duties. Assist others in getting through a difficult day. If you see your co-workers are having difficulty completing their duties, assist them and develop into the leader you know you are! Avoid drama and have a cheerful attitude. Seek assistance if necessary. Avoid excessive caffeine. Coffee is a stimulant, and although it may be beneficial in moderation, too much of it can create excessive stress. Take frequent pauses. Taking brief pauses allows you to release pent-up tension, rejuvenates you, and improves your productivity. Consider taking a trip to the bathroom or just getting up and moving about your working area. Make the most of your vacation time. Plan your vacation around your job's quiet periods. Remaining during hectic periods demonstrates your commitment to your company. If you are stressed, avoid displaying it excessively. Maintain your duties regardless of what is happening. At times, your business may need assistance with a big or complicated project (St-Cyr & McGowan, 2015).

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