



## **AN OVERVIEW OF JOB STRESSORS AND PERSONALITY VARIABLES AMONG BANK MANAGERS**

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**Abstract-** The present review explains the various job stressors and personality variables of bank managers. We have addressed some input factors which are reported to have shown impact of job-related stress on workforce at managerial level in numerous nationalized and non-nationalized banks. The growing importance of interventional strategies is felt more at the organizational level and this review can highlight policy makers of banking sector towards improvement and psychological well being of bank managers.

**Keywords-** Job stressors, bank managers, personality variables, stress, banking sector

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### **Introduction**

Job stress has long been an imperative concept in the study of employees' response to their work surrounding. Challenges in the work environment, characterized by heightened competition, lack of time and space, continuous technological development, conflicting demands from organizational stakeholders, increased use of participatory management and computerization [1], greater ambiguity and others have resulted in high job stress. In the era of globalization, the survival of various banking organization depends on their ability to contend effectively. Thus managers in these organizations work under highly stressful circumstances. The brief review of literature suggests various findings like Jestin and Gampel (2002) [2] provide empirical support for this phenomenon whereas Bednar et al. (1995) identified the relationship between work and non work stress among bank managers [3]. Some latest studies on work for people suffering episodes of poor mental health [4] and an indication of citizenship behavior towards role overload, job stress, and work-family conflict [5] has given key findings which indicated that higher levels of individual initiative are associated with higher levels of employee role overload, job stress, and work-family conflict. Moreover, Cunningham et. al. (2008) has revealed the interactive effects of proactive personality [6]. Further a comprehensive report by Sakai et. al., (2005) was published which explained temperament and job stress in Japanese company employees. Some recent studies on medical professionals and surgical consultants explained the relative effects of stress among such persons [7] and the study on perceived work stress, and mental disorders was successfully carried out by Wang in 2006 [8].

Due to technological changes and other factors described above the managers in the banking sector are experiencing high levels of stress and the banking sector is no exemption to this common problem. Technological changes and computerization in this sector has changed the work pattern of bank managers making it predictable to rationalize the work force. Such transformations have affected the social, economical and psychological domains of the bank managers and their relations. Evidence from existing literature states that more than 60% of the bank employees have one or other problem directly or indirectly related to these drastic changes. Along with other sectors the banking sector is also leaning towards the policy of appointing managers on contract while various compulsive as well as rewarding options such as VRS, etc are also seen. All the factors discussed above are prospective attributes to cause occupational stress and related disorders among the bank managers.

The present review is focused to highlight the factors and possible research area of this sector which could address specific problems related to occupational stress among bank managers. Enlisting the major job stressors can be helpful towards undergoing further research.

### **Stress: Understanding Personality Traits as Sources**

Past studies have indicated the potential impact of personality traits on job stress [9]. Over the years, five personality dimensions that have been identified as being able to explain a majority of the variance in behavioral outcomes are neuroticism, extraversion, openness, agreeableness and conscientiousness [10].

**Stress: Review of Organizational Sources**

Job stress has been defined as a non-specific response of the body to any demand made upon it [11]. It is considered to be an internal state or reaction to anything a person consciously or unconsciously perceives as a threat, either real or imagined [12]. Stress can be caused by environmental, organizational and individual variables [13,14]. Moreover a recently conducted study also investigated the differences of Organizational Role Stress (ORS) among men and women bank officers of private and public sectors [15] and found that women experience more stress than men on most of the stress parameters.

To be more specific, behavioral symptoms of occupational stress occur in two categories [16].

**The First Category-** Allied with the worker e.g. avoidance of work, increased alcohol and drug abuse, overeating or under eating, aggression towards fellow workers or family members and interpersonal problems.

**The Second Category-** The symptoms associated with the organization such as absenteeism, leaving the job, accident proneness and loss of productivity.

As a result, energy will be diverted into attempts to find comfort or relief, rather than dealing with the reality of the current situation.

**Approaches to Determine Job Stressors and Personality Variables**

[Table-1] enlists the job stressors and personality variables towards multi dimensional investigation of job stress and personality variables of bank managers and various significant issues which need consideration are listed in [Table-2]:

Table 1- Job stressors and personality variables among bank managers

Job stressors	Personality variables
Physical illnesses	Openness to experience/new technology
Inadequate workplace facility	Agreeableness
Working hours	Conscientiousness
Working relationship	Extraversion
Decision making capability	Emotional stability
Pay structure and overall job satisfaction	

Table 2- Significant Issues under attention for psychological well being of manpower in banking sector

S. No.	Issues
1	Studying current job stressors and effective solutions to cope such stressors
2	Analyzing the core personality variables and their statistical studies to draw a suitable conclusion or remedial actions.
3	Relationship between personality variables and stress experienced by bank managers and their statistical studies.

**Conclusion**

This review explains that it is evident that the banking sector work force productivity is most dominant factor for success of these organizations. It is also revealed that psychosocial well being of the bank managers is quite important towards growth and progress of banking industries. Various job stressors as explained above play vital role in increasing the stress quotient in bank managers. More-

over, few key issues like enlisting such factors to provide remedial actions, managing job stress by relaxing the employees at various levels, effective solution to staff problems and assurance of job security are to be discussed and improvement of work environment will add value to this. The growing importance of interventional strategies is felt more at the organizational level and this review could draw attention in banking sector towards solving the job related stress problems among bank managers.

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