

Influence of Interpersonal Relationship on Job Stress of Marketing Executives of Private Banks in Chennai

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Abstract

This article examines the nine different variables of the interpersonal relationship which influence the job stress. The variables are the absence of freedom in communication between management and employees as well as relationship between co-workers, perceived lack of support by management to the employees, conflict and un healthy competition between employees, poor inter personal communication, lack of group cohesiveness, lack of team spirit and poor relationship with the immediate superior. The study also includes the following outcomes: increased gap between employee and management, hidden agendas and unresolved problems, thinking and acting in negative ways, reduced tolerance, mutual help and flexibility, ego-clash, jealousy and lack of cooperation, gaps in communication and understanding between the employees, non attainment of goals, unity and team performance getting affected and a barrier in upward communication. The primary data was collected from the 154 respondents from the private bank marketing executives through a structured and tested questionnaire. The respondents were chosen by a systematic random sampling. The data was analysed through applicable statistical tools and results obtained.

Key words: *stress, job stress, employees, management, private banks, inter personal relationship*

1. Introduction

Over the past few decades, the growth of industrial sector had undergone rapid and striking changes due to globalisation and liberalisation. With reference to the banking sectors the evolution and

growth of private banks plays a vital role providing various services to the personal and corporate. The private banks give healthy competition in the market to the nationalised and foreign banks with various promotional techniques to position themselves in a unique place in the market. In order to retain their customers and to increase number of new customers, the management of private banks strongly believes that the employees are the key factor to make it possible. Taking different designations of private bank employees the roles and responsibilities of marketing executives is very high. In order to meet the challenges and the competition in the market the management is depending on their executives and fix a higher target which results the employees/marketing executives to be stressed. The stress due to the social, economic and psychological domains of the bank executives are increasing day by day. Stress in one of the challenging factor which affects the growth of individual and organisation. This study gives us a clear picture about stress and how interpersonal relationship influence job stress and managing stress.

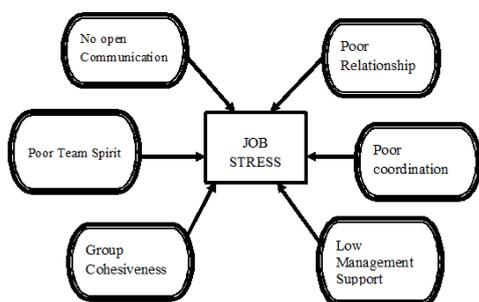
According to Selye (1976) "stress is any external force or internal drive which threatens to upset the organizational equilibrium"

Job stress is defined as an occupational hazard and safety risk the world over (NIOSH, 2004) the international labour organisations (ILO) report (2008) explains that an additional 160 million new people suffer from work related stress. Stress results in depression, anxiety, head ache, frustration, fatigue, aggression, alcoholism and loss of concentration.

Stanton and Spiro (1999) clearly explains that the sales/marketing persons has the responsibility to identify the prospective customers to avail the products and services offered by the company product, convert and monitor the customers to ensure higher degree of satisfactory, and make them as a loyal customer.

A person sees another person who is under stress, but not involved in the situation-is enough to activate the stress hormone cortisol in your body and make stress, according to new study, conducted by German psychologists, explains that the people who were emotionally close to each other, demonstrated that the highest empathetic stress response (Engert et al., 2014)

Figure: 1: Interpersonal Factors/Variables Influences Stress



1.2 Need for the Study

The problem of stress is inevitable in the organization. This study has detailed discussion about the causes of stress due to interpersonal relationship in the organisation and its impact on job performance and measures to overcome stress. From this study it is identified that the major interpersonal variables/factors that stimulates the stress to the employees in the organisation is no free to express/talk, open communication, team spirit, poor relationship, management support, group cohesiveness. The stress makes the employees to suffer with both physical and psychological problems. This research finds solution to overcome the problems due to stress.

1.3 Objectives of the study

1. To examine the interpersonal relationship variables' that induces job stress
2. To identify the association between experience of the respondent and the communication between management and employees
3. To examine whether there is significant difference in mean scores of interpersonal

relationship variables based on the gender of the respondents

2. Review of Literature

Rojas and kleiner (2000) found that competing in the terms of performance with colleagues and business units as well as dealing with violent, abusive or inconsiderate people were common causes of stress.

Nazira paruk and anesh maniraj singh (2012) have shown in their study that relationship with peers was not a major stressor (74.36%) or low stressor (28.27%)

Stressors spring from among interpersonal relationships at work, such as conflicts with the behaviour of superiors, Conflicts with colleagues, subordinates and with management policies (Paul, 2002).

Chand and sethi (1997) found organisational factors the predictors for job stress. Manshor et.al (2003) found that work load, working conditions, relationship at work and certain demographic variables were a source that leads to job stress.

Kulkarni (2006) stated that rapid change of modern working life results in increasing demand for learning new skills, need to adapt to new type of work, as well as higher quality and productivity, time pressure and lactic nature of job increase work stress.

Stress is a cause of dissatisfaction among employees such as in role conflicts, work intensification, peer relationships and unfavourable working conditions. (Ismail & hong, 2011).

Beehr and newman (1978) have defined stress as a situation which make a person to deviate from the normal functioning due to change or disruption, and forced to deviate from normal functioning.

Hart and Cooper (2001) have said that there are three main sources of stress, including environmental, economical and technological changes; organisational factors such as task demand, role demand and interpersonal demand; and personal factors including family problems, economic problems and personality problems.

Cummins (1990); manning, Jackson and fusilier (1996); bliese and Britt (2001) stamper and johske (2003) describe that collegial relationship with co-

workers and supervisors can reduce chances of stress in employees.

Task engagement means being “enthusiastically involved in and pleurably occupied the demands of work at hand “(Nelson and Simmons ,2003).this is similar to the concept of flow(camphell, quick et.al.,2003)where only high involvement of people on any matters(csikscent-mihalli,1990)distress on the other hand is exhibited by negative work attitude, negative effect, anger, job alienation and frustration(Simmons, nelson and neal,2001)

Eustress is similar to morale defied as energy, enthusiasm, team spirit and pride employees experience as a result of their work”(hart and cotton,2002) distress and eustress are not mutually exclusive. They can occur simultaneously in response to the same demand and result from the same process (hart, 2003; hart and cotton, 2002).the association of individual, interpersonal and structural variables is indicated from the use of roles.(katz and khan, 1978;whetten1978).role conflict negatively correlated to the presence of supportive peer groups and supportive relations with supervisors.(Caplan et al.,1964)

3. Research Methodology

3.1 The aim for the research

To study deals the influences of interpersonal variables leads to stress of marketing executives of private banks.

3.2 Data collection

Primary data collected from 154 respondents of marketing executives from selected private banks in Chennai. The top position of the five selected banks including ICICI, HDFC, AXIS Bank, CUB, KVB, is based on turnover, number of branches, and number of employees.

3.3 Sampling technique

Systematic sampling which is a form of probability sampling.

3.4 Sample size

The sample size is restricted to 154 respondents.

3.5 Sampling unit

The sampling unit is a marketing executive of the five selected private banks in Chennai city.

3.6 Research instrument

It is a closed, well structured and tested questionnaire. A five point’ degree of acceptance scale’ was used on all questions. The contact method was in person.

3.7 Statistical Tools used

1. Analysis of variance 2.chisquare 3.percentage analysis

3.8 Limitations of the Study

1. Only interpersonal factors/variables alone taken for this study.
2. due to the time constraint for the study as well the territory limitation (to Chennai city).
3. Out of the 21 private banks the respondents were drawn from only five banks.

4. Analysis and discussions

4.1 Age of the Respondents

Gender	Frequency	Percentage
Male	110	71.4
Female	44	28.6
Total	154	100

Source: Primary Data

Inference

From the collected data 71.40% of the respondents are male and 28.60% of the respondents are female.

4.2 Experience of the Respondents

Experience	Frequency	Percentage
Less than 2 years	44	28.60
2-5 years	75	48.70
6-9 years	29	18.80
9-13 years	4	2.60
Above 13 years	2	1.30
Total	154	100.00

Source: Primary Data

Inference

Nearly half of the respondents have 2-5 years (48.70%) of experience. Almost one-fourth of the respondents have less than 2 years of experience (28.60%). 18.80% of them have 6-9 years of experience and 2.60% of them have 9-13 years of experience. Only 1.30% of the respondents have experience above 13 years. This shows that most of the employees are not associated with the organisation for longer period.

4.3 Interpersonal Relationship Variables that leads to Job Stress

Usage / Scale	Strongly Acceptable	Acceptable	Undecided	Unacceptable	Strongly Unacceptable	Mean	S.D
Poor Level of intimacy	37 (24.00%)	76 (49.40%)	28 (18.20%)	13 (8.40%)	0 (0%)	3.89	0.867
Management & Employees not talking openly leads to many problems	50 (32.50%)	53 (34.40%)	41 (26.60%)	7 (4.50%)	3 (1.90%)	3.91	0.973
No Support of Management	26 (16.90%)	52 (33.80%)	60 (39%)	15 (9.70%)	1 (0.60%)	3.56	0.907
Lack of relationship with co-worker	59 (38.30%)	43 (27.90%)	37 (24.00%)	12 (7.80%)	3 (1.90%)	3.93	1.055
Conflict leads to lack of Co-operation	41 (26.60%)	66 (42.90%)	36 (23.40%)	7 (4.50%)	4 (2.60%)	3.86	0.950
Inefficient Communication leads to misunderstandings	35 (22.70%)	77 (50.00%)	34 (22.10%)	6 (3.90%)	2 (1.30%)	3.89	0.845
Lack of group cohesiveness	38 (24.70%)	66 (42.90%)	41 (26.60%)	7 (4.50%)	2 (1.30%)	3.85	0.891
Team Spirit is affected	47 (30.50%)	64 (41.60%)	39 (25.30%)	3 (1.90%)	1 (0.60%)	3.99	0.836
Improper Relationship with superior	47 (30.50%)	63 (40.90%)	29 (18.80%)	14 (9.10%)	1 (0.60%)	3.92	0.956

Source: Primary data

Inference

The maximum mean score for interpersonal relationship variables is attained by team spirit (3.99), it shows that if the team spirit is getting diluted, then the unity and achievement of the team tasks are affected. All the variables mentioned for interpersonal relationship has mean value more than 3.5, which clearly infers that all the interpersonal relationship variables creates job stress. Among the mentioned variables, job stress is high if there is poor level of intimacy between the employees and it is accepted by most (73.40%) of the respondents. Since the standard deviation is

nearest to one, it shows that there is considerable deviation in the level of acceptance of the respondents.

Null Hypothesis (H0): There is no significant association between experience of the respondent and the communication between management and employees

Alternate Hypothesis (H1): There is significant association between experience of the respondent and the communication between management and employees

4.4 Cross Tabulation for Communication between Management and Employees and Experience of the Respondent

Experience	Communication between Management and Employees					Total
	Strong Unacceptable	Unacceptable	Undecided	Acceptable	Strongly acceptable	
Less than 2 years	1	2	8	22	11	44
	2.3%	4.5%	18.2%	50.0%	25.0%	100.0%
	33.3%	28.6%	19.5%	41.5%	22.0%	28.6%
2-5 years	0	3	26	21	25	75
	0.0%	4.0%	34.7%	28.0%	33.3%	100.0%
	0.0%	42.9%	63.4%	39.6%	50.0%	48.7%
6-9 years	2	1	6	9	11	29
	6.9%	3.4%	20.7%	31.0%	37.9%	100.0%
	66.7%	14.3%	14.6%	17.0%	22.0%	18.8%
9-13 years	0	1	1	0	2	4
	0.0%	25.0%	25.0%	0.0%	50.0%	100.0%
	0.0%	14.3%	2.4%	0.0%	4.0%	2.6%
Above 13 years	0	0	0	1	1	2
	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%
	0.0%	0.0%	0.0%	1.9%	2.0%	1.3%

Source: Primary Data

4.5 Chi-Square for Type of Connection and Income of the Respondent

	Value	df	p-value
Pearson Chi-Square	20.290	16	0.207*

Source: Primary data

* denotes 5% level of significance

Inference

Using Chi-square analysis, it is tested whether there is significant association between experience of the respondent and the communication between management and employees. p value is greater than 0.05, which shows that null hypothesis is accepted. Therefore, there is no significant

association between experience of the respondent and the communication between management and employees. It infers that communication between management and employees is not based on the experience of the respondent.

From this result, it can be inferred that if the management and the employees are not talking openly, it will create plenty of hidden agendas and unaddressed and unsolved problems irrespective of their experience.

Null Hypothesis (H0): There is no significant difference in mean scores of interpersonal relationship variables based on the gender of the respondents

Alternate Hypothesis (H1): There is significant difference in mean scores of interpersonal relationship variables based on the gender of the respondents

4.6 ANOVA for Gender of the Respondents and Interpersonal Relationship Variables

		Sum of Squares	df	Mean Square	F	Sig.
Poor Level of intimacy	Between Groups	.042	1	.042	.055	.815
	Within Groups	115.082	152	.757		
	Total	115.123	153			
Management & employees Employees not talking openly leads to many problems	Between Groups	.795	1	.795	.840	.361
	Within Groups	143.932	152	.947		
	Total	144.727	153			
No Support of Management	Between Groups	1.496	1	1.496	1.829	.178
	Within Groups	124.355	152	.818		
	Total	125.851	153			
Lack of relationship with co-worker	Between Groups	.001	1	.001	.001	.981
	Within Groups	170.214	152	1.120		
	Total	170.214	153			
Conflict leads to lack of Co-operation	Between Groups	.127	1	.127	.140	.709
	Within Groups	138.009	152	.908		
	Total	138.136	153			
Inefficient Communication leads to misunderstandings	Between Groups	1.623	1	1.623	2.295	.132
	Within Groups	107.500	152	.707		
	Total	109.123	153			
Lack of group cohesiveness	Between Groups	.188	1	.188	.235	.629
	Within Groups	121.377	152	.799		
	Total	121.565	153			
Team Spirit is affected	Between Groups	3.653	1	3.653	5.372	.022*
	Within Groups	103.341	152	.680		
	Total	106.994	153			
Improper relationship with superior	Between Groups	4.803	1	4.803	5.403	.021*
	Within Groups	135.100	152	.889		
	Total	139.903	153			

Source: Primary data

* denotes 5% level of significance

One-way ANOVA significant value which is more than 0.05.

Interpretation

Since $p < 0.05$, null hypothesis is rejected at 5% level of significance. Therefore, gender of the respondents influences the two variables related to interpersonal relationship such as team spirit ($p=0.022$) and relationship with the superior ($p=0.021$).

There is no significant difference in mean scores of some of the interpersonal relationship variables based on the gender of the respondents. No significant difference for the following variables such as Poor Level of intimacy ($p=0.815$), Management & Employees not talking openly leads to many problems ($p=0.361$), no support of management ($p=0.178$), lack of relationship with co-worker ($p=0.981$), Conflict leads to lack of co-operation ($p=0.709$), In-efficient communication leads to misunderstandings ($p=0.132$) and lack of group cohesiveness ($p=0.629$) based on the gender of the respondents. This has been identified using

4.7 Findings

1. Majority of respondents were not associated with the banks/company for longer period of time.
2. Stress is high due to diluted in team spirit and poor intimacy between employees.
3. The communication between the management and the employees are very high irrespective of the experience.
4. There is a difference between the gender and team spirit and relationship with superior.

5. Conclusion

Experience and gender in the demographic profile are found to be influence stress in the interpersonal relationships. Among the nine interpersonal relationship variables the most dominant variables that stimulate the stress for the employees are 1. Lack of team spirit 2.Poor

intimacy of communication between employee's 3. Poor management supports. This interpersonal relationship factor should take into consideration and new interventions can be developed by the management for maintaining good relationship, improving team spirit and effective communication at all the levels. It helps the employees and management to reduce job stress and increase their performance.

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