

Conquering Frustration to avoid Career Failure and Maximize Organizational Performance: A Study of Banking Sector of Bangladesh

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Abstract— Frustration and stress are the most unavoidable interlinked facts that each and every individual has to go through. When looking at the job performance, the dilemma of job stress leading to frustration is a common phenomenon as people are exposed to vast amount of tension and anxiety. Overload, Role ambiguity, Role conflict, Responsibility for people, Participation, Lack of feedback, Keeping up with rapid technological change are some of the major antecedents of stress that individuals working in an organization must face. Because of the strapping impact on job performance, frustration and job stress have become vital issue and key challenge for the employers and managers of the banks of Bangladesh to overcome. This research tries to uncover the insightful perception of the author as well as the facts of regular scenario of the employees' mental state of any organization throughout their work lives, the reasons behind this frustration, the dimensions, the processes, development state and handling techniques of frustration roots and outcomes of job stress on employee performance, techniques in an individual level as well as in a social, organizational level that an organization and managers must do to prevent and handle frustration of the employees, viewing the entire issue from human rights angle in the banking sector.

Index Terms— Employee, frustration, job stress, job performance, managers, organizational outcome, workforce.

1 INTRODUCTION

The economy of a nation widely depends on the financial institutions whereas Banks play a major part of it. The workforce of them is the most unavoidable assets upon whom their performance depends. And frustration, tension, anxiety triggers to occupational stress of the workforce. Building strategies for limiting stressors has become obvious due to disastrous and costly consequences within the organization. The impact of stress from overwork, long hours at work and work intensification has had major and often devastating effect on organizations of developed nations (Reese 1995). Lagging behind to adopt strategies to alleviate stressors may trigger organizational inefficiency, absenteeism due to sickness, decreased quality and quantity of practice, increased costs of health care, decreased job satisfaction and finally, intensive employee turnover. The process of restructuring, downsizing and re-engineering has resulted companies becoming lean through sacrificing great costs. Employees are experiencing greater extent of stress and uncertainty because organizations got leaner without building their muscle like dieting without exercise. They weigh less but the level of fat which manifests as high stress, low morale, and less optimal productivity has actually increased. Even some organizations have turned anorexic. Though being too lean, but as they think they are fat, they continue to diet. Job stress is generally a consequence of two ingredients: higher level of job demands and very less control over work. During these days, workers are finding their jobs more stressful than they were used to be simply because they are working too many hours. But where they are empowered in greater extent, they have more control over their work which minimizes the risk of too much stress in a considerable manner and have improved productivity and efficiency as it has given higher sense of accomplishment. As stress is recognised as one of the major challenges for workers'

health and the healthiness of the organization, a good management and good working environment can prevent this problem. Otherwise, workers are more likely to be unhealthy, poorly motivated, less productive and less safe at work and ultimately, organizations are likely to be less successful in the competitive market environment. Not only at work, employees can feel pressure at home also resulting from stress. As such, employers may not protect workers from stress arising outside of work, but they can protect them from stress that arises through work. This research paper tries to uncover the rational motives for job stress and how to recover them through some possible suggestions and recommendations based on the key findings.

1.1 Research Hypothesis

To ensure the maximum level of outcome in the organization through controlling employee frustration in an effective way and enhance efficiency.

1.2 Problem Definition

Resources, structures and places are put altogether in the hands of a manager in the organization with a view to set a structure to earn profit. Structures include organisational chart, Organogram, Management by Objectives; Unity of command/unity of loyalty to mention a few is put up. Human, material, financial information technology and others resources within the organisation are blended in such a way to achieve maximum profit with minimum costs and conflicts. In an atmosphere devoid of stress, there is none without some percentage of stress to the employee. This research tries to identify the limiting factors for frustration and job stress of the employees and the feasible scopes of improving their per-

formances by minimizing such problem.

1.3 Research Scope

This research tries to find out the scope of enhancing performances of the employees through minimizing frustration of them by studying several banks of Bangladesh.

2 METHODOLOGY

Qualitative research has been conducted in this study to identify the issue and find out possible alternates to solve this global issue. It has been done in general terms without mentioning any particular name of organizations to avoid corporate policy infringement.

3 BANKS OF BANGLADESH

The wheels of economy depend widely upon service sector and banks play a key role in the service sector of Bangladesh. Consequently, bank's performance relies on the execution of duties of the workers. Studies have shown that employees working in a stress free environment are performing their jobs and responsibilities in a more meaningful way with satisfaction compared to those facing organizational difficulties, pressures and job stress. It is the most susceptible issue as there are banks in larger numbers in the country but, the applicants for jobs are far more than the requirement. So, security regarding workplace and career is a big concern for the employees. It is undoubtedly true that uplifting the involvement level of the workforce are of top priority to the organizations, but transparency in relationship between the employer and the employee up to a certain level needs to be ensured. Establishing possible prospect for the workforce to connect with their supervisors and peers within the organization can act as a bell-ringer. Continuous improvement, change and flexibility to adopt changes can minimize the stress. Managers go through hard times ensuring superior performance, reduce staff turnover, improve the well - being of employees and treat this as competitive advantage in the evergoing competitive industry of banks.

4 WHAT IS JOB STRESS

Stress refers to a state of problem responsible for creating a tensed and stiffed environment for the employees that not only causes tension, nervousness and physical disorders but also directs to diminished levels of their motivation, commitment, satisfaction as well as their work performance. Workstress is the response people make when presented with work demands and pressures that are not in line to their knowledge and abilities and which challenges their ability to cope. According to Selye (1955), stress can be defined as "the force, pressure, or tension subjected upon an individual who resists these forces and attempt to uphold its true state." The word "stress" was first practiced in physics and afterwards, it became the part of psychology. Hobfull (1989) delineates this term as "when people starts to oppose external environment or forces also by following them". Moreover, Keinan (1997) further defined that "The term stress refers to the interaction between the person and the environment". Furthermore, Kahn

and Byosiere (1992) explored job stress as frequent effect of role conflict, role ambiguity and work overload. Bedeianet. (1988) argued that work-family conflict also results in job stress. All these factors have always a negative influence on employees, psychologically and physically. Due to employees' behaviors are significantly affected by job stress these days and organizational effectiveness and success depends mostly on the major role of them, it has been the growing concern of the employers and managers to solve this matter. Employees with A stress free environment triggers more productive employees and are treated as assets for an organization but when the organizations fail to keep commitment with their employees' stress, these results in increased absenteeism, turnover, work ineffectiveness and ultimately, legal financial damages. McGrath (1976) defined job stress as a " condition in which employees are need to fulfill the duties that exceed the person's ability and the resources which are required to perform these duties, under the situation where there is a huge difference between rewards and the demand for fulfilling the duties". On the other hand, Selye (1956) pointed out that job stress does not always involve negative consequences; actually up to some extent, it can improve employee's performance until it becomes an issue that needs proper attention. For so, Management decisions should be bestowed upon consideration of the economic impact of job stress.

5 FACTORS BEHIND JOB STRESS

5.1 Job Demands

Appropriate training and experience are the precondition to take responsibilities and perform with utmost sincerity. Nevertheless, most of the time, it is evident that employees face too much workload to do within a very limited time or become unable to cope with the type of work they are entitled. As such, to meet up the demand of the supervisors or organization, they try hard and feel stressed.

5.2 Control over Job

If the employees have little rights to say how and when they should perform their assigned jobs, dissatisfaction is triggered due to such fact. Workers often try to do their jobs in their own way and not allowing this restricts their dynamism. They should have the minimum control over their jobs and participate in decision making to avoid frustration.

5.3 Support

Support from peers and supervisors are essential to work efficiently. If the employees feel that they cannot consult with their managers and supervisors about the issues that are troubling them, absenteeism and turnover often becomes evident.

5.4 Relationships

A sound relationship with the coworkers enhances the employee productivity. On the contrary, fizzle of establishing relationships which is not based on sound behavior and trust can lead to difficulties related to discipline, grievances and bullying which will have terrible impact on the job perfor-

mance.

5.5 Roleplay

Employees must be well aware of their duties and responsibilities and should be properly informed about the organizational goals and what is expected from them to reach the higher-level goals. If there any gap arises or they feel lack of transparency, they will feel anxious about their work and organization.

5.6 Adaptability to Change

If organizational changes are not in good hand, it can crush the future of them due to uncertainty and insecurity. Management practices to make changes should be made upon consideration of the employees' welfare so that they can perform in a sustainable environment. Technological changes to improve efficiency and reduce input level and minimize number of workers for reducing operating cost can create hazardous environment if the workers do not get substantial amount of benefits.

5.7 Uncertainty of Career Growth

Career growth has a long-term impact on the performance of the employees. If the workers feel that they do not have sound prospect to advance in career, it can create stress on their works and they will perform their daily activities with deficiency.

5.8 Poor teamwork

A true team leader can motivate the team members even at times of challenges. But, if there remains gap between the interaction of the team members and they do not back for each other, then, it may turn unattainable to achieve organizational goals because no one will have a single scoop of success.

5.9 Work Environment and Support System

Working environment plays a vital role on employee performance as they spend majority of their time there. Sound environment with proper ventilation and well equipped technological support is mandatory for healthy work conditions. If there is not sufficient logistical support, it may hinder the performance of the employees.

5.10 Long Working Hours and Work-Life Imbalance

Inflexible, strict and unpredictable working hours and poorly designed shift systems severely affects the employees both physically and mentally and ultimately, reduces productivity. Too long working hours and less holidays and vacations can misdirect to work-life imbalance. As they cannot spend much time with family and friends and unable to cope with the work environment and feel pressure from both the workplace and social life, it ignites their frustration to the extreme.

After studying and consultation with certain number of managers of different institutions the following has been found:

TABLE 1
EMPLOYER SURVEY ON STRESS

Reasons Behind Employee Stress	Employers Saying Stress Affects Employee Performance	Employers Taking Corrective Action
Long hours staying with less output	52%	8%
Work-Life Balance	35%	13%
Cope up with technological advancements	24% (Challenge for senior employees due to lack of basic computer knowledge)	12%
Managers' inability regarding recognition of stressed employees	19%	11%
Managers' inability to find satisfactory solution for long term	28%	21%

After the survey, it has been found that these factors play key role in triggering stress whereas, corrective actions a taken in less proportion despite the necessity.

6 ANALYSIS & RECOMMENDATION

After studying the facts, it has been found that work stress and job performance are negatively correlated to each other. For so, the following can be considered to stabilize employee performance and maximize organizational outcome:

Well informed about organizational structure & practice- Employees should be well informed about the organizational structure, the purpose of it and the practices and what is expected from them in the organization.

Proper selection, substantial training & staff development- Employees' background knowledge, skills and abilities must be properly matched to the maximum level as possible to the requirements of the job entitled. All the candidates' assessment should be made upon consideration of the job responsibilities. If any gap arises, sufficient training must be given to them to fill it up and the supervisory performance has a major impact on it as the efficiency of the superiors and their proper guidance can lead to the right path.

Job descriptions and it's transparency- Job description depends on the understanding of the policy, objectives and strategy of the company, purpose and organization of works and the way performance should be measured. The employee's manager and other key staffs should be aware of the job details and the demands should be in line with the organizational goals and objectives. If the employees understand their job in a sound manner, appropriate efforts can be given to perform well.

Transparency in communication- Communication gap creates

information blockage and ultimately reduces output of the employees. For such fact, managers must communicate with their subordinates with transparency. The communication process should be comprehensive with consistency of the job description so that the employees can share their views and ideas and actively perform for completion of the tasks laid upon them. If they feel that, they can share the problems and opportunities they are going through, it can control the dissemination of frustration due to sound exhortation.

Socialism and Physical Environment- As the employees spent most of their time in the workplace, it is obvious that the environment of the organization should be sound and friendly. A healthy environment with good peer relations may contribute to reduction of stress and boost up the performance. A proper coworker relation can enhance the mental strength and minimize the job stress.

Avoidance of overload- Workload should be divided according to the capacity of the individuals though it should be in substantial amount. Enough supply of workforce is also required to avoid overload.

Fair Remuneration - Fair remuneration policy cannot be avoided which is market competitive and all the members of the organization should be equally compensated based on their designation and financial and non-financial rewards should also be provided if possible with necessary recognition based on outstanding performances so that they can hold on to the belief that they will be compensated for the pressure and workload they are taking.

Rotation of Job - Job rotation must be done to avoid monotony and to create assets (employees) with multi-dimensional skills.
Leadership - We see a lot of people who stand in the supervisory position. But it is quite rare to find a true leader who can lead the team members so that they can outperform even in tough conditions. Being a large entity like bank, teamwork and collaboration act as a crucial ingredient to maximize outcome through reducing job stress.

Job Security-No effort is well paid if there is no job security. As it is a vital indicator, individuals cannot be stress free if their job is not well secured.

Work-Family Balance- Maintaining balance between work life and family life is a decisive manner. Paid leave can establish personal life accomplishment and rather than late sitting for making the job done, in time service must be encouraged to run the wheel of efficiency. Enabling the workers to give enough time to the family and career can make overall growth in a positive way.

Stress Management Training- All the employees should have the stress management training and attend classes on relaxation, time management, assertiveness towards work and exercise. It will gear up their inner drive to work with their fullest effort.

7 CONCLUSION

Work overload, job insecurity, lack of prospect for career development and work-family conflict are the most disruptive causes affecting job performance though there are other issues

contributing to it. Headache, tiredness, weakness, back pain, heart diseases, absenteeism, employee turnover are the common reactions evoked due to stress factors. As it is a real challenge now-a-days, employers in organizations must transform the work environment in a positive way which suits both the organizational goals and reduce job stress of the employees. Work itself can be self promoting if the working environment is safe, sound and healthy. Competitive advantage in the run of corporate industry can only be ensured through nurturing the work performance of the employees by appropriate level of stress management. Effective strategic movement should be made regarding working hours, interpersonal relationships and supervision of bankers to reduce stress and to better manage the performance of employees in banking sector. As the banking mechanism is revolutionized through technological advancement and the competition is globalised considering the wheels of economy, employees should always be prepared to cop up with newer strategies for sustainable growth

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