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Unreachable Targets Influence on Job Stress of Marketing Executives- An Empirical Study

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ABSTRACT

This article studies ten different variables on unreachable targets that influence job stress. They are changes in the targets , Poor communication , Inefficient management, High demands from managers, Lack of team work and team spirit, Less personal effort and poor decision making skills, Lack of motivation, Pressurising customers and competitors, Uneven sharing of customer database and resources, Poor incentive system. This study also includes the following outcomes: communication gap between employees and management, non reachable of targets, team performance getting affected, barrier in communication, hide in facing pressure situations, making goals more difficult, increasing negative conflict, increase in work load, making more complex situation and creating stress. The primary data was collected from 160 respondents from private bank marketing executives through a structured, tested questionnaire. To ascertaining the respondent's intensity of acceptance with ten statements regarding the stressors in unreachable targets a five point scale in the questionnaire was used. Systematic random sampling method was used to choose the respondents. The data was analysed through applicable statistical tools and results obtained. The findings would be quite useful to the private banks and their marketing executives to face over sources of stress influenced by unreachable target and recover themselves from job stress.
KEYWORDS: Job Stress, Employees, Management, Private Banks, Unreachable Target.

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INTRODUCTION

The banking industry in India has attain fast developments due to liberalisation, changes in the banking policy, rules and regulation, motivation and support by government authorities etc. This makes alleviate the blooming of more Banks at nook and corner of the country. By capitalising the right opportunity in the banking market environment, the private banks shown a key interest in developing and position themselves in the top ranks and to become a market leader. To attain their vision and objectives the private banks need to face more challenges and healthy competition in the market. In order to promote their various banking products and services offered to the customers and reaching the public to yield new customers, the management adopts several strategies through their marketing executives. Due to the increase in more number of private banks, the management fixes high target to their executives, expecting consistent performance, putting more pressure to attain the targets, which increases the stress of executives rapidly. The employees try to put their maximum efforts to attain their targets, but in uncertain environment every time attaining the targets is highly impossible and target failure is considered as unreached targets. The executive's fails to attain the targets is identified as under/poor performer leads to loss of salary, incentive and profession which stimulates stress. Facing the targets every day with lot of demands and commitments influences marketing executive in experiencing high work stress which ends up with mental and health issues. This study clearly identifies the major contributing variables leads to unreachable targets and results in job stress for marketing executives and provides necessary solutions to overcome stress.

Definition: It's not stress that kills us; it is our reaction to it. Adopting the right attitude can convert a negative stress into a positive one-Hans Selye.

Stress is simply the adaptation of our bodies and minds to change; and change, as we noted, is about only constant in the workplace- Peter G. Hanson

The Oxford Reference Dictionary refers to stress as the pressure or tension exerted on an object or a state of mental or emotional strain.

Employees develop various symptoms of stress that can harm their job performance, as a result of external or internal pressures. External pressures result from deadlines, staffing issues and heavy workloads. Internal pressures may result from unconstructive thinking, unrealistic expectations and inability to delegate and so on
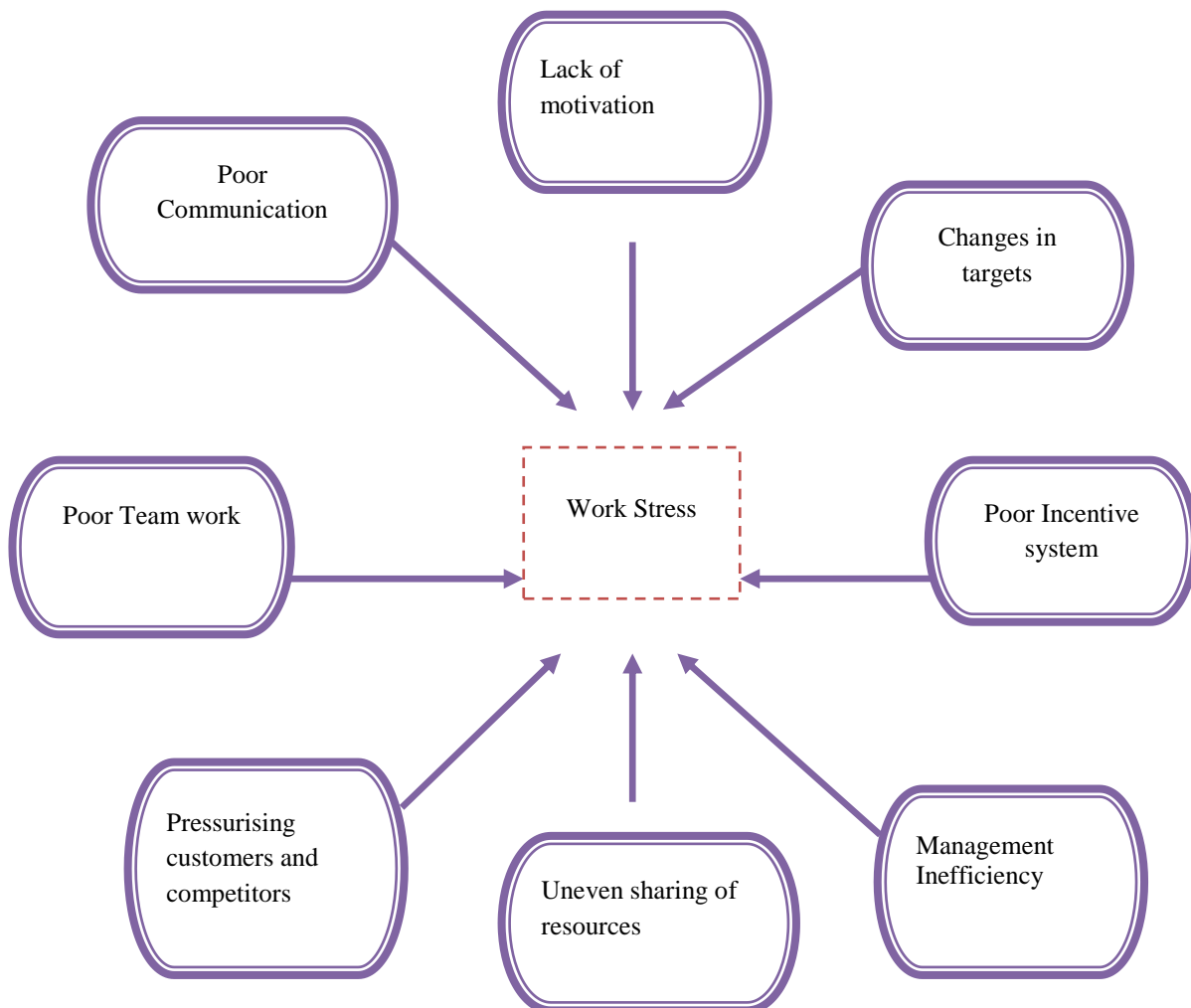
Figure1.Unreachable Targets Influences on Work Stress

REVIEW OF LITERATURE

Hans Selye (1974)[1], known as the father of stress, coined the term 'stress'. He accidentally discovers that tissue damage is a nonspecific response to virtually all noxious stimuli. This phenomenon is called as the General Adaptation Syndrome (GAS).

Cooper and Marshall (1976)[2] imply that by job stress is based on negative environmental factors or stressors (E.g. workload, overload, role conflict, ambiguity, and poor conditions) associated with a particular job.

Stress is a vital reaction in a highly competitive situation. But for certain level, stress compromises on performance, efficiency and health of individuals. Yerkes and Dodson (1908)[3] have

first developed the relationship between stress and performance popularly known as the Yerkes - Dodson law.

Stress leads to suffering, reduction in work quality and reduction in work quantity (Jagdish, 1994; Sheena Johnson et al, 2005)[4]. The causative factors of stress can also be anticipated of adverse events such as fears and worries, natural causes like hunger, sleeplessness, and diseases, financial burden, bullying bosses and unruly subordinates, and loss of social support (Sethuraman, 2003)[5].

Tatheer Yawar Ali, et al (2013)[6] said that, a large number of bankers are facing high stress because of their job and the reason behind this stress includes improper reward system. The sample size of this study is 100 banking employees of Pakistan and convenient sampling as well as quota sampling methods are used. From the analysis the article found that, the majority of the respondents of their organisation does not have adequate reward system and therefore do not provide them with satisfactory rewards that they deserve. Then the banking employees (target audience) got frustrated and put under stress. Finally the authors have concluded that banking sector must be provided suitable rewards or proper compensation otherwise job stress greatly impact on productivity of employees at work, high absenteeism, tardiness, quitting job, etc.

Asim Masood (2013)[7] examined the relationship between job stress and employee retention and consequences of high stress on bank employees of banking sector. Kulkarni (2006)[8] has said that rapid change of the modern working life necessitates learning new skills, to learn new types of work, pressure for higher productivity and quality of work, and time pressure lead to increasing stress in the work place.

It can be inferred the table 6 that 82 percent of the employees experience high level stress due to workload. The task of the call center executive is not only monotonous and repetitive but at the same time, they have to work for ten to fourteen hours without using one's skills (Ghazi,2006)[9]. The performance targets are important pressure points for them because there are daily targets to be met in terms of calls made or handled (Pallavi,2007)[10]. A study by Wipro BPO identified that odd work timings, monotonous job, split personality, performance targets, cultural clash and career growth as the pressure points of call center employees (Pallavi,2007)[11].

Saddam Hussain Rahim (2010)[12] opined that, bank management adds more responsibilities on the shoulders of employees, resulting into a pressure on them, with increasing psychological problems like stress, strain, anxiety, depression, sleep disorders, etc.

Objectives of the study

1. To examine the unreachable target variables' that influences job stress.
2. To identify the predominant variable leads to unreachable target.

3. To study relationships between demographic factors among respondents

4. To suggest how to handle pressure, reduce stress and reach targets.

RESEARCH METHODOLOGY

The need for the research

To study will have detail investigation on the unreachable targets influencing stress to marketing executives of private banks.

Sources of data

Primary data collected from 160 respondents of marketing executives from selected private banks in Chennai. The top position of the seven selected banks including ICICI, HDFC, AXIS Bank, CUB, KVB, TMB, and Kodak Mahindra bank is based on turnover, number of branches, and number of employees.

Sampling method:

Systematic sampling which is a form of probability sampling.

Sample size

160 respondents.

Sampling unit

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

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.

Statistical tools used

Analysis of variance, factor analysis and percentage analysis

Statistical software used

Statistical Package for the Social Sciences (SPSS 20)

Limitations of the Study

1. Only unreachable target variables alone taken for this study.

2. due to the time constraint for the study as well the territory limitation (to Chennai city).

3. Total of 21 private banks the respondents were drawn from only seven banks.

ANALYSIS AND DISCUSSIONS

The demographic characteristics of the sample reveal certain features which are summarized in below.

Table No.1 Demographic Variables of the Respondents

No	Particulars	No. Of Respondents	Percentages
I	AGE		
	18-25	58	36.3
	26-35	82	51.3
	36-45	18	11.3
	46-55	2	1.3
	Total	160	100.0
II	GENDER		
	Male	115	71.9
	Female	45	28.1
	Total	160	100.0
	MARITAL STATUS		
III	Married	71	44.4
	Un Married	89	55.6
	Total	160	100.0
IV	QUALIFICATION		
	Upto HSC	5	3.1
	Diploma	7	4.4
	Degree	110	68.8
	Post Graduate	36	22.5
	Professional Course	2	1.3
	Total	160	100.0
V	EXPERIENCE		
	Below 2 Years	5	3.1
	2 Years to 5 Years	7	4.4
	6 Years to 9 Years	110	68.8
	9 Years to 13 Years	36	22.5
	Above 13 years	2	1.3
	Total	160	100.0
VI	INCOME		
	Up to 20,000	64	40.0
	20,001 to 30,000	70	43.8
	30,001 to 40,000	15	9.4
	40,001 to 50,000	6	3.8
	Above 50,000	5	3.1
	Total	160	100.0
VII	FAMILY SIZE		
	Up to 2 Members	8	5.0
	3 Members	57	35.6
	4 Members	65	40.6
	5 Members	24	15.0
	6 Members	6	3.8
	Total	160	100.0

Source: Primary data

Important demographic characteristics based on the sample survey of respondents as shown in the above table are presented below.

1. Age of the respondents was 51.3% were between 26 years to 35 years and 1.3% was above 46 years old.

2. Sample population reveals that 71.9% of the respondents were Male and 28.1% were Female.

3. Marital statuses of the respondents were shows 44.4% of the respondents were married and 55.6% of the respondents are unmarried.

4. Educational qualifications of the respondents were shows that, 68.8% of the respondents were graduate and 3.1% of the respondents were school level and 1.3% of respondents are professional qualified.

5. Experiences of the respondents are finding that, 68.8% of the respondents were 6 to 9 years and 1.3% of respondents were above thirteen years.

6. Monthly income of the respondents shows 40 % were less than Rs. 20,000, 43.8% were between Rs. 20,001 to 30,000 and 3.1% of the respondents were earning their income above Rs.50, 000.

7. Dependents of the respondents were finding that, 40.6% of the respondents were 4 members 3.8% of respondents were above six members.

Factor Analysis

Table No.2

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.715
Bartlett's Test of Sphericity	Approx. Chi-Square	427.436
	df	45
	Sig.	.000

Table No, 3 Communalities

	Initial	Extraction
Often changes in the targets create stress	1.000	.647
Poor communication leads the target to failure	1.000	.714
Inefficient management troubles employees in reaching the target	1.000	.593
High demands from managers create over work load and frustration	1.000	.713
Lack of team work and team spirit fails to achieve target	1.000	.618
Less Effort and poor decision making skills create problems in achieving the target	1.000	.579
Lack of motivation from higher officials leads to stress	1.000	.717
Pressurising customers and competitors make target more challenging	1.000	.399
Uneven sharing of customer database and resources leads to conflict and disturbs the target	1.000	.726
Poor incentive system makes the target unreachable	1.000	.329

Extraction Method: Principal Component Analysis.

On summing the communalities the results show a value of 6.035 out of standardised variance of 10.00. Thus the variance now is reduced to 3.965 which equals to 60.35% and 6.035/10.000 x 100. That means about 60.35% of the variance is common and 39.965% of the variance is unique. The factor analysis made using SPSS 20 helps to extract 3 factors from variables.

Table No.4: Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative e %
1	3.346	33.465	33.465	3.346	33.465	33.465	2.916	29.162	29.162
2	1.561	15.608	49.073	1.561	15.608	49.073	1.834	18.338	47.501
3	1.127	11.275	60.348	1.127	11.275	60.348	1.285	12.848	60.348
4	.914	9.138	69.487						
5	.773	7.725	77.212						
6	.691	6.911	84.123						
7	.522	5.221	89.344						
8	.449	4.492	93.836						
9	.342	3.417	97.253						
10	.275	2.747	100.000						

Extraction Method: Principal Component Analysis.

Table No.5

Scree Plot
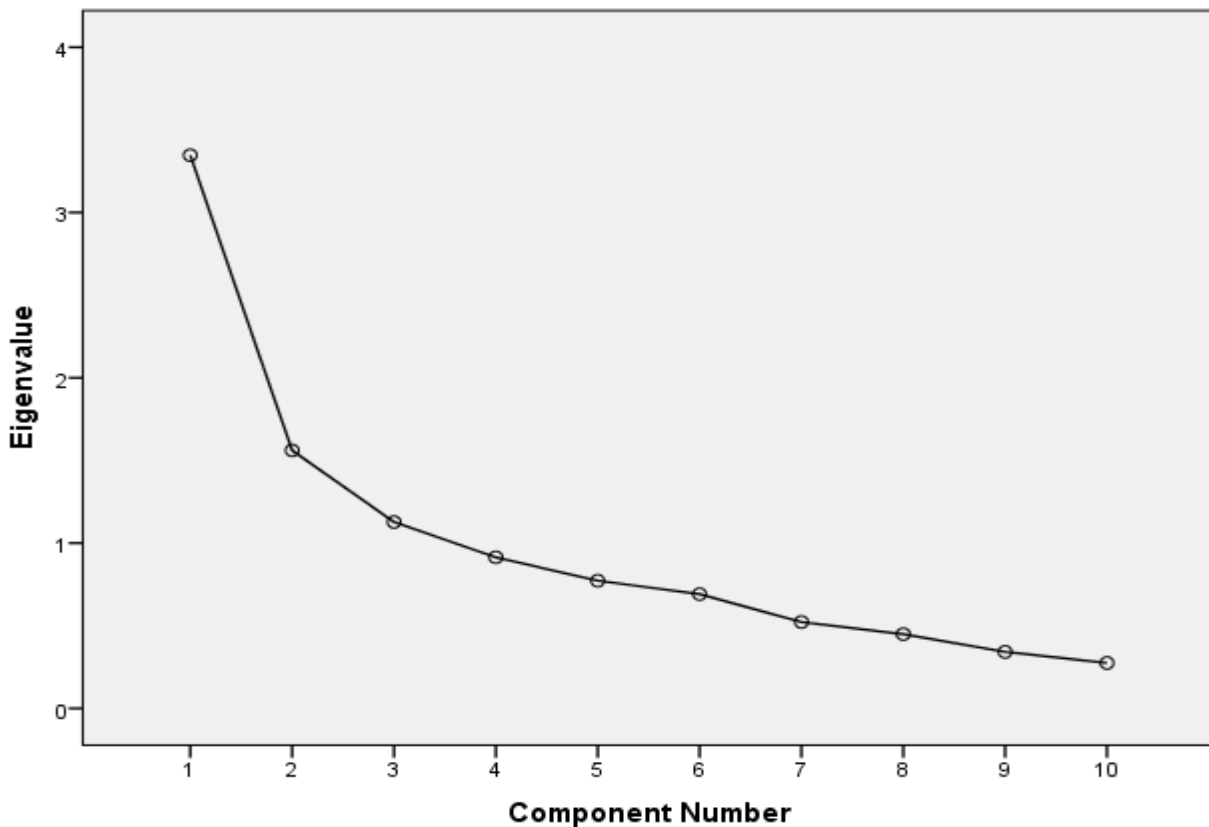
Table No.6

Component Matrix

	Component		
	1	2	3
Often changes in the targets create stress	.596	-.395	.368
Poor communication leads the target to failure	.356	.678	.358
Inefficient management troubles employees in reaching the target	.758	.084	-.104
High demands from managers create over work load and frustration	.840	-.009	-.084
Lack of team work and team spirit fails to achieve target	.694	-.356	-.101
Less Effort and poor decision making skills create problems in achieving the target	.639	-.368	-.188
Lack of motivation from higher officials leads to stress	.359	.012	.767
Pressurising customers and competitors make target more challenging	.338	.354	-.400
Uneven sharing of customer database and resources leads to conflict and disturbs the target	.409	.742	-.087
Poor incentive system makes the target unreachable	.532	-.014	-.212

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Table No.7

Rotated Component Matrix[a]

	Component		
	1	2	3
Often changes in the targets create stress	.575		
Poor communication leads the target to failure		.754	
Inefficient management troubles employees in reaching the target	.665		
High demands from managers create over work load and frustration	.768		
Lack of team work and team spirit fails to achieve target	.775		
Less Effort and poor decision making skills create problems in achieving the target	.756		
Lack of motivation from higher officials leads to stress			.830
Pressurising customers and competitors make target more challenging		.468	
Uneven sharing of customer database and resources leads to conflict and disturbs the target		.845	
Poor incentive system makes the target unreachable	.533		

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser

Normalization. a. Rotation converged in 5 iterations.

Table reveals that the most important factor contains the variables like changes in the targets create stress, Inefficient management troubles employees, High demands from managers, Lack of team work and Less Effort and poor decision making which explain 29.162% of variance and has been given an appropriate name as lack of commitment to give stress, and the second most important factor which explains 18.338% of variance contains Poor communication , Uneven sharing of customer database and resources and Pressurizing customers and competitors variable an it has been named as lack of communication create stress and the third most important factor which explains 12.848% of variance contains Lack of motivation from higher officials leads to stress variable an it has been named as lack of motivation create stress.

FINDINGS

1. Most of respondents were associated with the banks/company for more than 6 years time period and the age group between 26-35.

2. Majority of respondents are graduate and earns an average of Rs.20000 to Rs.30000 per month

3. Uneven sharing of resources, lack of motivation, high demands, poor communication and changes in targets has high common means of the variance.

CONCLUSION

Among the ten variables in the unreachable targets the following are a predominant variable which stimulates more stress for the marketing executives are listed below 1. Often changes in targets 2. Inefficient management 3.high demand 4. Lack of team work 5. Poor decision making are considered as the top most variables for not reaching the targets and create stress. The variables like lack of commitment, poor communication, sharing of resources, pressures due to customers and competitors are the variables in the second level for stimulating stress. The variables like lack of motivation are considered as the least variable to influence stress. So it is suggested that by concentrating on top five variables as mentioned above the stress coping programmes can be introduced and give the positive motivation to the executives to strengthen the confidence to handle the stress and convert the unreachable targets to a achievable targets.

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