CHAPTER 2

REVIEW OF LITERATURE

Organizations need HR practitioners who know how to develop effective and research-based employee attitude measures, understand and derive valuable insights from the data, and use the results to improve employee attitudes and job performance and help lead organizational changes (Deal et al., 2010). Organizational culture is one of the key factors in determining how successful an organization will be in managing work stress. Work stress can be prevented by ergonomics, work environment design, organization & management development, work education & training, sensitive & responsive management system and enhanced occupational provision. Stress among workers is associated with unpleasant task, lack of variety, working under pressure, strict & inflexible working schedules, long hours of working with little rest in between, badly designed shift systems, unpleasant working environment and lack of support of organization, friends and family and many more (Stavroula, 2004). Wiley, (1996) have developed linkage models that identify the organizational practices—as rated by employee attitude surveys—that relate to high levels of organizational performance. Saari & Judge, (2004) state that U.S. and Canadian respondents are mostly happy and intrinsically motivated workers. They are generally satisfied, believe that their organizations are economically stable, are committed to their organizations, and plan to stay put in their current jobs. At every level, they feel supported by their organization and by their direct supervisor. Allport, (1935) defined an attitude as a mental or neural state of readiness, organized through experience, exerting a directive or dynamic influence on the individual’s response to all objects and situations to which it is related. Jegan & Gnandas, (2011) mention that due to e-banking system, work culture is totally changed and there are some problems due to which employees feel uncomfortable to work electronically. Hence there is a need to solve these problems with effective implementation of some practical strategies to make e-banking more popular and friendly among the employees. Loudon and Della, (1993) state that attitudes have been directly related to behavioral change which is a function of change in behavioral intentions. Customers’ perceptions are much important especially in the banking sector because of their high involvement in the operations and service delivery (Tahir & Mazlina, 2007) and difference between expectations and perceptions have long term implications for online banks (Long, & Mellon, 2004). According to
Probst, (2005) restructuring of organization through mergers, workers laid off and closing of companies has impact on thousands of workers worldwide through unemployment. Perception of potential threat to continuity in his or her current job (Poor attitude) is a product of workers interpretations of job insecurity and reactions to changes concerning their jobs. Ramayah, (2003) mention attitude as an antecedent of behavioral intention.

Work related attitudes such as job involvement and organizational commitment has a positive relationship with employees work behaviors (Abu et al., 2013). Ismail, (2007) emphasized that adequate motivation to learn. Training, should be seen as a crucial aspect of the organizational training system where motivating individuals to learn up to date knowledge, skills, abilities and have good moral values (attitude) may strongly upgrade subsequent positive personal outcomes (e.g., satisfaction, performance, commitment, trust and good work ethics). Incentives propel and influence employee’s attitudes in work place and as well stimulate understanding between the employer and the employee which will consequently cumulating into unprecedented performance for both the employees and the organization (Barbara et al. 2003; Heneman 1992).

Lokk, (1997) states that staff facing organizational change that was taught skills of stress management, how to participate in, and control, and their work showed a decrease of stress hormone levels. Murphy, (1995) starts from the premises that stress at work is a significant and costly problem, and that the challenge for companies is to manage work stress in order to reduce health-care costs and improve productivity and Suggested that this challenge can be met by greater collaboration among company departments, bringing expertise from different areas to bear on the problem. The same workplace factors are not consistently related to stress in all work places and the relationship between stress and job satisfaction can differ depending on the group being investigated (Rees, 1995; Young & Cooper, 1995). Workplace factors will have direct effects on stress and job satisfaction as well as stress influencing job satisfaction (Kirkcaldy et al., 1999). Swathi and Reddy (2016) state that stress generates mental or physical changes which are mostly harmful and sometimes the signs of psychological or physical defects are observed. Moreover, the conflict of women will be all the more intense if her employer, as well as her family members held unreasonable expectations from her. Women’s involvement in multiple
roles had a deleterious effect on their mental as well as their physical health. Due to this a woman is constantly under stress either at home or at workplace.

Fairbrother & Warn, (2002) conclude that workplace surveys measuring job satisfaction and occupational stress incorporate distinct measures of workplace dimensions in order to avoid confounding the two sets of measures. Relevant workplace dimensions can be identified by comparison with workplaces that share salient characteristics. Job stress has been related to organization’s problems such as absenteeism, turnover, poor job performance, accidents and errors, and alcohol and drug abuse (Williams et al., 2001). Chusmir & Franks, (1988) argued that all the aforementioned problems are related, directly or indirectly, to stress and they have an effect on overall organizational efficiency and effectiveness. Maslach & Leiter, (1997) found that, a goal oriented organizational approach was necessary to minimize stress-induced burnout. Srivastav, (2007) explained the types and measurement of role stress. The study brings out that each role stressor is the result of specific problems faced by the role occupant and the identification of prominent role stressor(s) has important implications for the individuals and the organization. Ross, (1995) stated that in recent times, many organizations and researchers investigated the problem of stress in terms of lost productivity and low staff morale. Cooper & Payne, (1988) have made the point that investigations of the nature and dimensions of work stress among individuals in all employment contexts is the first step in the management and elimination of this often unpleasant and unproductive aspect of work. According to Gaurav et al., (2013) Employers should have a policy for the management of worker health that makes reference to work stress. They should enable that policy to be implemented by putting the appropriate arrangements in place. Scientific research and professional practice show that stressful conditions do not automatically lead to stress, which also depends on personal and resource characteristics, it is important to rely on different typologies of data collection to evaluate correctly work-related stress (Dina et al., 2013). Park, (2007) state that more narrowly, employers should improve the stability, reliability, and fairness in more immediate factors –Such as scheduling-By reviewing constant shift change, working nights, and performance metrics that rely on unfavorable reviews (Vecchio, et al., 2010). Williams, (2003) investigated that uncertain job security and the fear of layoff is also an important source of psychological stress for some, especially during times of economic contraction.
According to the National Institute for Occupational Safety and Health, 80 percent of workers experienced job stress (Despande, 2012). Stress can be positive (Eustress) or negative (Distress). Eustress results can be stimulating that enhances work performance and positively encourages workers to make efforts. Distress results in negative effects over worker’s health and performance. Employee performance is adversely affected by workplace stress (Fogarty, 1996). This in turn reduces the effectiveness of the employees and organization (Jimmieson et al., 2004). Burnout is exhibited in a number of ways by employees including increases in absenteeism and illness; increases in the use of employee assistance programs, as well as prescription and medical insurance plans; and increases in workplace accidents, which in turn lead to increases in workers’ compensation claims. It has been estimated that the cost of stress to American organizations, assessed by absenteeism, reduced productivity, compensation claims, health insurance, and direct medical expenses, is in the ballpark of $150 billion per year (Karasek & Theorell, 1990). The cost of training and development for a single new employee is equivalent to that employee’s annual income and sometimes more (Campbell, 2002). Turnover also causes additional work and stress on other employees who have to fill in during the recruitment period, thus leading to burnout. The main causes of stress are work overloads, management styles, non-work factors such as relationships with family and workplace associates. In public sector, job security is considered more common cause of stress in recent years. Cost on absence in public sector due to stress is reported more than the cost incurred in the private sector. In public sector cost reported due to stress is 800 pound per employee a year, while in private sector; it is reported 446 pound per employee per year (Miller & Phipps, 2011).

Work load, technological problems, higher targets, compensation and salary, outcomes of decisions, management and peer support behavior, longer time frame are the main factors of causing stress in employees (Badar, 2011). With increase in designation, stress increases and factors of creating stress in employees are feeling undervalued, work home interface, fear of joblessness, traumatic incidents at work and economic instability (Dar et al., 2011).

Organizations which emphasize more on teams have results in increased employee performance, greater productivity and better problem solving at work (Cohen & Bailey, 1999). According to (Ingram, 2000) teamwork is a strategy that has a potential to improve the performance of individuals and organizations, but it needs to be nurtured over time.
Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Manzoor et al., (2011) found that teamwork, esprit de corps, team trust and recognition and rewards has a significant positive effect on employee performance. According to (Staniforth, 2000) teamwork is the collective way of working which result in potential benefits and greater synergy. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team projects. They must also set the group goals which are connected towards the company strategic plan, building of employee performance and fair payment methods. Cummings, (1983) speculated on the effect that the performance appraisal process can have on employee trust for the organization. He hypothesized that the use of self-appraisal in the performance evaluation system should be positively associated with trust. Further, he proposed that if the results of appraisals are fed back to appraises, trust will be enhanced. Performance assessment is well thought-out as an imperative feature in human capital administration and an element of the control process in management (Nasud, 1999). According to (Bond & Fox, 2007), performance appraisal policy is smooth and indirect. Most private organizations make greater investment in employee and the skill necessary to be effective with others. It is also used for linking training and development, performance planning and a tool to encourage employees to perform to their optimum potential.

According to (Fineman, 2006), performance appraisal policy is the best tool for measuring employee performance and guiding employee development and improvement. However, performance appraisal policy can be a frustrating ritual of the modern organization. Stone, (2002) states that the most frequent complaint is that a large number of managers are poorly trained in how to give feedback to employees and they provide little coaching, mentoring or support. Moreover, performance appraisal policy procedures are often poorly designed, making the policy cumbersome and difficult to administer. According to (Mondy & Noe, 2008), in some performance appraisal policies, the employee is passive. Therefore, the employee does not have a significant input to the process. They merely receive an evaluation on their performance over the given performance appraisal policy period.

Levinson, (2005) contends that there exists a deliberate manipulation of performance appraisal policy for political purposes, such as getting rid of subordinates and scaring or punishing poor employees. Byron, (2007) suggests that the impact of political influences is less
in the assessment of lower level employees in organizations but has a major impact at higher levels within organizations. Performance management initially stress on its employees to maintain their abilities. It does not only enhance their capacity but also helps managers to judge earlier and reply fast to unpredicted environment” (Cokins, 2004). There are certain purposes fulfill the performance management systems which include, (i) information (ii) strategic (iii) organizational maintenance (iv) documentation (v) administrative (Aguinis 2005).

The stress of performance appraisals is on personal development in spite of managerial control. Appraisals are instruments used by managers to check the performance of employees with the identified behavioral standards and capabilities. Through the process, comments from an employee’s peers, colleagues and managers are usually taken. Some sort of focus on a person’s abilities in spite of that person’s loss engenders the ability for appraisals to provide important information to help a range of stakeholders, in line with (Boyd & Kyle, 2004). Employee must have to be secure about his/her job and should be satisfied with it, as everything revolves around employee’s job, so he/she gives value to it more than other factors (Khalatbari et al., 2013).

Beach, (1965) defined performance appraisal as “the systematic evaluation of the individual with respect to his/her performance on the job and his/her potential for development”. A more comprehensive definition of performance appraisal was given by (Douglas et al., 1985). According to them, “performance appraisal is a systematic review of employee’s meaningful job behavior to respects their effectiveness in meeting their job requirements and responsibilities”. It is also required to determine employees’ training need. Ineffective appraisal system can bring many problems including low morale, decreased employee productivity, a lessening of an employee’s enthusiasm and support for the organization (Somerick, 1993).

Verweire & Berghe, (2004) define organizational performance as “the measurement and reporting system that quantifies the degree to which managers achieve their objectives.” It should be noted that this definition regards not only managers, but also other employees that are responsible to achieve the objectives according to the organizational regulations and standards.

Mathis & Jackson, (2011) state that an employee evaluation has two general roles in organizations:
• Making administrative decisions about employees (compensation, promotion, dismissal, downsizing, layoffs, etc.).
• Identifying and plan employees’ growth opportunities (identify strengths or areas for growth, coach, develop career, etc.).

Murray, (1998) state that emotional intelligence in the organization supports in identification of employees emotional intelligence level and its impact on employee performance on the job. This would act as an indicator for promotion of employees in the organization. One of the most commonly noted moderators of turnover’s effect on performance is the nature of the task being performed. Most studies considering the moderating role of task characteristics draw on some variant of the distinction that is clearly stated in (March, 1991) comparison: “between the explorations of new possibilities and the exploitation of old certainties”. Wallenberg, (2000) is of the opinion that objective and expertly formulated criteria for measuring performance is undesirable when they result in pay not being connected with the workplace, production, or the supervisor. Wallenberg also believes that it is desirable to have paid related to the circumstances unique to a certain workplace, and to a competent supervisor's ability to observe her employees. Netemeyer et al., (1996) contend that the work-family conflict co-variants with work-related stressors. Altogether, this indicates that individuals who perform better experience a high workload and, also, that the work adversely affects all the other areas of an individual's life. Hedge & Borman, (1995) contend that addition sources, besides the nearest supervisor, are needed in order to evaluate performance. If performance appraisal is to be an effective tool in creating a connection between performance and pay, in a pay-for-performance system, employees must have significant control over those variables that affect their individual performances (Cascio, 1995). A reward system based on performance is thought to be extremely stressful for individuals who do not know what is expected of them and individuals who cannot affect their results. Armenakis et al., (1993) indicated that beliefs, perceptions and attitudes are critical in successful change. Unless the majority of staff perceives that the organization develops supportive organizational mechanisms to change, such as top management commitment, allocation of resources, rewards, training, participation in the planning and implementation etc., McHugh, (1993) states that change will be a stressful experience. Stress caused by organizational change will result in creating negative attitudes toward change, and therefore stress will become
an inhibitor to change. So we suggest that a negative relationship exists between stress level sources of stress and attitudes towards organizational change. Mowday et al., (1982) conceive commitment as an attitude that reflects the nature and quality of the linkage between an employee and an organization. It is a state in which an individual identifies with a particular organization and its goals and wishes to maintain membership in order to facilitate these goals. It is argued that commitment often establishes an exchange relationship in which individuals attach themselves to the organization in return for certain rewards from the organization (Buchanan, 1974). Literature have revealed that workplace stress revolves around three areas of organizational functions and culture such as organization as task environment and development environment (Cameron & Nerina, 2009) and any organizational poor performance in these key areas could likely promote increased levels of stress (Oak, 2008). Researchers have advocated for effective management of job stress to human resource practitioners to promote employee physical and psychological health, job related attitudes such as commitment and performance (Greenberg, 2004; Hang et al., 2005). Giga & Hoel, (2003) concluded that high rates of mergers, acquisitions, increasing economic interdependence among countries due to globalization, technological development, and restructuring have changed the organizational work over the last few decades have resulted in time pressure, excessive work demand, role conflicts, ergonomic insufficiencies and problematic customer relationship are causes of stress. Occupational stress inadvertently consequences low organizational performance (Elovainio et al., 2002), Job stress has belittling impact on any organization and individual’s performance but can shape dire consequences when related to health care (Mimura et al., 2003). Job stress is considered rising and has become challenge for the employer and because high level stress is results in low productivity, increased absenteeism and collection to other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems (Meneze, 2005). Stress is connected to some psychological problems i.e. anxiety, low self-esteem and motivation, mood variations. These consequences decline the job performance; job satisfaction and climbing the turnover intentions severely without gender regard (Manivannan et al., 2007). Abualrub et al., (2008) defined that stress is the key component and have positive significant correlation with high turnover and turnover intentions, absenteeism and costs substantial health problems. These researchers also established the negative significant relation to decreased job performance, job satisfaction and low level of satisfaction with life.
The study of Khan et al., (2014) exposed the negative relationship of job stress with job performance, job satisfaction, and life satisfaction. However, stress has a positive significant relationship with turnover intentions among lecturers. Stress can also contribute to performance decrements by slowing cognition and individual information processing. McLeod, (1977) looks specifically at stress in the form of “task overload” and finds that the addition of multiple required tasks reduces the quality of individual performance and increases the magnitude of the performance decrement as compared with the case in which the individual has only one task to perform. Selye, (1956) emphasized that stress is a necessary part of life and that it does not always involve negative consequences for the organism involved. In fact, at certain moderate levels, stress can actually improve individual performance. There is substantial research supporting the concept of “good stress.” Providing employees with the opportunity for growth is also a major contributor to satisfaction. Because performing the same job becomes uninteresting, it is important to challenge employees with work that they can accomplish but stretches their abilities (Timpe, 1986). Robbins, (2006) defines stress as: —stress arises from an opportunity, demand, constraint, threat or challenge, when the outcomes of the event are important and uncertain. Organizations do not have any formal process for handling concerns or grievances relating to stress.

There is strong evidence that humor reduces dysfunctional stress (Yovetich et al. 1990). When making a joke about a stressful situation, one develops a sense of dominance and control over it (Henman, 2001), which is incompatible with stress and anxiety (Smith et al., 1971). In other words, joking about a stressful event (e.g., downsizing) makes it less threatening. For example, humor reduces stress in the military by mocking the risk of death in marching songs and jokes. Macky & Boxall, (2007) state that employees’ capability sets the upper limit of performance, motivation influences the degree to which this capability is turned into action, and opportunity refers to enhancing avenues for the capability of motivated employees to be expressed and/or to the removal of barriers that may prevent otherwise motivated workers from utilizing their capacity for labor. According to Lambert & Paoline, (2008) as staff performance is vital to the survival of correctional institutions, much empirical attention has been paid to studying the causes and consequences of their attitudes and behaviors. The current study adds to this body of knowledge by examining the factors that explain three central occupational attitudes—job stress, job satisfaction, and organizational commitment. Richardson & Rothsetin,
(2008) provided an empirical review of stress management interventions, employing meta-analysis procedures. The results also revealed that relaxation interventions were the most frequent type of intervention. Further, there were a few stress interventions focused on the organizational level. More specific results also indicated that cognitive-behavioral interventions produced larger effects than other types of interventions.

Ineffective leadership practice – such as lack of caring and supportive supervisors, not considering workers opinions, and employees feeling that their jobs are not important – was a critical employee safety performance factor (Kniest, 1997).

Job satisfaction, one of the most widely studied issues in the relevant literature, may be defined as ‘the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values’ (Locke, 1969). It is considered as a multidimensional construct involving for example, perceptions about work content, relationships with co-workers and supervisors, job control, job security, rewards, career opportunities, promotion and advancement, physical work environment, customers and feelings such as self accomplishment and self-advancement (Lu et al., 2012). On the basis that various factors can influence job satisfaction, the misfit between what is expected and what is actually received, drives the level of job satisfaction (Robinson & Rousseau, 1994).

Li & Lambert, (2008) revealed that the best predictors of job satisfaction were workload, uncertainty about patients' treatment, behavioral disengagement and positive reframing which may be characterized as factors inducing stress, as well as years of experience in nursing (demographics). Lee & Cummings, (2008) found that job satisfaction of front line nurse managers may be improved by addressing span of control and workload, increasing organizational support from supervisors and empowering managers to participate in decision-making.

Job performance, which can be affected by job stress as well as other numerous factors, can be viewed as an activity in which an individual is able to accomplish successfully the task assigned to him or her, subject to the normal constraints of the reasonable utilization of available resources (Jamal, 1984). Befort & Hattrup, (2003) indicate that the essence of job performance relies on the demands of the job, the goals and the mission of the organization and the beliefs of
the organization about which behavior are mostly valued. Carmeli, (2003) emphasized that employees with a high level of intelligence can manage their emotions in terms of retaining a positive mental state which can lead to improved job performance.

A negative relationship between job stress and performance was conceived by those that viewed job stress as essential for the organization and its employees (Westman & Eden, 1996).

Turnover intention has been a critical issue for management for many years (Chen, Lin & Lien, 2010) and it is a major problem for organizations now. Tett & Meyer, (1993) defined turnover intentions as conscious willfulness to seek for other alternatives in other organization. Job stress influenced employees’ job satisfaction which in turn leads to low performance and the intention to leave the job (Applebaum et al., 2010). There are many researchers who found that the greater the amount of stress, the higher will be the turnover intention of employees. A positive relationship was also found between work-life conflict, stress, and turnover intentions by (Noor & Maad, 2008). Organizational burnout affects the overall performance, interest, satisfaction, motivation and commitment of employee and makes employee an unproductive worker (Dasmond, 1988).

Occupational stress initiates creating problems for individual performances as well as it’s a root of increased costs and undesirable results for higher educational institutions (Ross, 2005; Stokes & Kite, 2001). Furthermore, (Ross, 2005) argued that employees of higher educational institutions exhibit unwanted feelings and behavior; poor physical health; and poor mental health due to unwanted stress. Anxiety, burnout, fatigue, tension and stressor are all different concepts associated with the occupational stress in higher educational institutions employees resulting in health problems like back pain, migraines and insomnia (Ivancevich & Matteson, 1998).

On job trainings may be a useful tool for the organizations to deploy for avoiding the organizational issues mainly stress and burnout (Dasmond, 1988). This involves trainings of employees at their workplace which may be conducted periodically (Gaillard, 2001). Such OJTs may help the teachers and other professionals of the higher educational institutions to cope with the institutions’ policies and job requirements (Cottini, 2012). Furthermore, this may also provide an opportunity for the employees to learn more about their job duties and perform their jobs efficiently (Ivie & Garland 2011). (Choi et al., 2012) study concluded that stress and
burnout are likely to impact equally on both male and female, good relations with the co-workers along with good supervisory support helps to establish the gracious working environment.

(Harter et al., 2002), the authors conducted a Meta analysis of studies previously conducted by The Gallup Organization. The study examined aggregated employee job satisfaction sentiments and employee engagement, with the latter variable referring to individual’s involvement with as well as enthusiasm for work. Based on 7,939 business units in 36 organizations, the researchers found positive and substantive correlations between employee satisfaction-engagement and the business unit outcomes of productivity, profit, employee turnover, employee accidents, and customer satisfaction. More importantly, these researchers explored the practical utility of the observed relationships.

Borman & Motowidlo, (1993) presented a model of job performance which reflected such behaviors that were comprehensive of job performance specialty, classified as either task or relative performance. Studies focusing on private-sector organizations have found that older workers are often thought to be less productive, less physically able, less ambitious, and less adaptable than younger workers (Hassell et al., 1995; Ng & Feldman, 2008; Rosen & Jerdee, 1976). However, they are also believed to be more reliable, have a stronger work ethic, and have greater organizational commitment (Haseell et al., 1995). Much less is known about public-sector organizations’ perceptions of workers of different ages. This Issue Brief attempts to address that gap, outlining the ways in which views of older workers differ in the public versus the private sector. When looking at all of the attributes together, public-sector organizations had significantly more positive perceptions of early-career, mid-career, and late-career employees than did the private-sector organizations. Interestingly, following the trend seen with the public sector separately, in the private sector, the organizations’ most positive perceptions were of the mid-career employees, followed by the late-career employees, and the most negative perceptions were of the early-career employees (Besen & McNamara, 2009). (Perry, 2000) stressed on the need for more empirical studies in this field and to include the broader institutional context to understand motivation and organizational behavior in public-private sector organizations. Review of the literature reveals that work motivation among the public sector employees and its management is very different from that of their private sector counterparts (Wright, 2001).
The findings of (Suleiman, 2013) indicate that Inadequate Training and Development, and Job Insecurity are the possible causes of poor attitude to work. If workers are adequately given opportunity to participate in necessary trainings and they were not threatened with the security of their job, it will enhance their performance and will also be a means of increasing productivity which will further ensure the achievement of the overall goal and objectives of the organization.

(Singhapakdi & Vitell, 1990) showed that organizational ethical culture positively influences perceptions of ethical problems and alternative solutions in a marketing context. Attitude towards works are the feelings we have toward different aspects of the work environment (Carpenter et al., 2009). According to him, there are some element which influencing the attitude towards works, namely personality, person-environment fit, job characteristics, psychological contract, organizational justice, work relationship, and stress.

Samuel, (2015) investigated that every organization has its own different values, beliefs and norms. It is of the opinion therefore that all organizations should endeavor to entrench a culture that is strong and supportive which will promote strong commitment, reduce stress level and enhance organizational performance. Though cultural and attitudinal change is difficult to achieve but programmes of action can be put in place that will create a culture that reduces employees’ stress leading to their commitment in the organization.

Karim et al., (2015) found that the employees’ Performance of job is dependent on job promotions, training programs, flexibility to balance between work and home, career development opportunities. In this study it is also found that worker autonomy, immediate performance feedback, compensation, position and career development opportunities have less significant relationship with employees’ performance.

Susanty & Miradipta, (2013) concluded in their study that employee’s job performance is one of the important factors for a business to compete in this global market, the purpose of present study is to explain and empirically test the effect of attitude towards work, job satisfaction, and organizational commitment to the employee’s job performance. The results of this study suggest that managers should focus on the factors that have a significant effect on employee job satisfaction, if they want to enhance their businesses.
Belas et al., (2012) found in their study that the crisis has changed the attitude of employees towards their employer. The number of respondents who were proud of their employer has been significantly reduced. The number of employees who are not interested in their bank has increased rapidly. Employees who have been indifferent to the bank and who have been interested only in salaries, more or less represent the same amount.

(Gul et al., 2012) found that Rewards and recognition is the major driver in employees’ performance and Employee performance is at once improved and triggered by training and development.

The study of Sehgal, (2012) of private and public sector banks employees in Shimla district of Himachal Pradesh indicated that socio-economic variable, such as, age, sex, and income were significantly correlated with job satisfaction of employees.

Farra & Badawai, (2012) concluded that employee attitudes toward organizational change were positive but weak, which could elicit some supportive behaviors. Employees hold ambivalent cognitions; they believe that change benefits all employees and would increase work efficiency, but they do not see themselves or their departments as contributors to this improvement.

A study conducted by (Imran et al., 2011) showed that mostly customers are satisfied from the performance and services of conventional banks in Pakistan but that was to explore awareness level of people towards Islamic banking. Wang et al., (2011) found that ‘performance evaluation systems have a positive effect on both organizational learning and organizational identification. In addition, organizational learning has a positive effect on organizational identification.’

Jofri, (2010) study is confined to measure emotional intelligence among the managers and employees and compare the performance level of the employees in the study organization which is located in the educational administrations of Iran. The study only considers managers and employees working in all the branches of the organization. Emotional intelligence represents a set of competencies that perceive, understand and regulate emotions in ourselves and in others. The managers and employees show lower level of performance in the educational
administrations. The educational administrations have to take measures to upgrade their technical and soft skills to enhance their performance on the job. The managers show lower level of emotional intelligence in key areas of education. The educational administration has to arrange for a training program on how to develop emotional intelligence and apply it on the job for higher managerial skills.

Sankpal et al., (2010) found that the private bank employees experienced higher organizational role stress than their public bank counterparts.

According to research that conducted by (Wiyadi, 2010), there were some element to measure employee’s job performance, i.e: able to achieve target of production as set by the company, able to produce high quality product accordance with the company’s standard, able to achieve target of production under time constraint, able to show high productivity, always come to the office in accordance with the time specified, always follow the instruction that give by the supervisor, and try to always accurate in completing the work.

Tek -Yew Lew, (2009) found that the employees’ decisions as to whether to stay in the organization may be more influenced by their affective attitudes towards to the organization, which is their level of affective commitment to the organization and alternative employment opportunities available. Organizational cultures in the public sector should have strong influences on the behavior of employees and suppliers.

Viljoen & Rothmann, (2009) aimed at studying and investigating the relationship between “occupational stress, ill health and organizational commitment”. The results were that organizational stressors contributed significantly to ill health and low organizational commitment. Stress about job security contributed to both physical and psychological ill health. Low individual commitment to the organization was predicted by five stressors, namely work-life balance, overload, control, job aspects and pay.

Zhang, (2009) conducted a study and suggested that controlling the self-rating abilities of the participants, the conducive conceptual change in teaching approach and their role insufficiency predicated that the conceptual change in teaching strategy is negative. Gbolahan & Gbadamosi, (2008) conducted a study which explored the relationship among perceived stress,
perception of sources of stress, satisfaction, core self-evaluation, perceived health and well being. Data were collected from 355 employees in Botswana. Result indicated that significant links existed between perceived stress, Satisfaction, Core self-evaluation and Well being.

Oke & Dawson, (2008) found that in under developed countries like, Nigeria due to recession in economy, stress is experienced more in every profession employees. It refers to the response of individual characteristics towards the working conditions and it is shaped by the context with in which work takes place.

A study by the Institute of Psychiatry (Melchior et al., 2007) found that people with high-stress jobs have twice the risk of developing serious depression or anxiety compared with others in less stressful occupations.

Yates & Iva, (2005) explain in detail that 40% of worker in a manufacturing company reported that their job was very stressful and another 25% expressed that this job was extremely increasing the stress towards their family life, this survey has identified various job conditions that can be adopted to maintain a stress less work life which leads to a stress less family life.

Nancy et al., (2005) conducted a study relating to HR Perceptions and the provision of workforce training in an advanced manufacturing technologies (AMTs) environment: the study indicates that the perceptions of HR managers regarding technology-driven workforce need to explain a large portion of the variance for both individual and process development activities. Lluminari Landmark (2004) study found that people who worked under stressful conditions, which can include work-life conflicts or lack of social support, autonomy and control, were at least twice as likely to experience the mentioned physical and mental effects - heart and cardiovascular problems, anxiety, depression and demoralization, certain cancers, infectious diseases, conflicts injuries and back pain etc. as compared to other workers. Stress in the workplace had emerged as a major issue for businesses and it has reached alarming proportions.

Choon et al., (2004) deal with the evaluation of the performance model itself that consist of the steps like measurement of the current performance, analysis of the measured data, interpretation of the analysis results, and returning these outcomes to the improvement of the current performance model into the target stage. In short, according to them, the evaluation of the
performance model itself consists of the five steps: preparation, measurement, analysis, interpretation, and feedback.

Deaconu et al., (2004) found that temporary discharge from tasks, psychiatric counseling, advice for better time management, engaging in a physical exercise program, will help both employees and the organization recover with beneficial effects. Srivastava, (2004) conducted a comparative study on workers in the private and public sectors of Kanpur city. The researcher attempted to assess the quality of labor welfare activities; measure the degree of job satisfaction of workers provided with labor welfare facilities in private and public sectors and evaluates the attitudes of workers towards management in both the sectors. Cropanzano et al., (2003) find that long term exposure to high levels of stressors can lead to emotional exhaustion, which has been shown to degrade organizational commitment and increase turnover intentions.

Croon et al., (2002) investigated the stress buffering hypothesis of job control, it was proposed that the employment of precisely defined, instead of globally defined, job demand and job control concepts would result in support for this hypothesis. The interaction effects between quantitative workload and job control on job dissatisfaction confirmed the stress buffering hypothesis.

Winter & Szulanski, (2001) argue companies that operate multiple units often evolve from a phase of exploration during which they experiment with different approaches, to a phase of exploitation during which they “freeze the design” and replicate the established approaches. As a result, the performance at mature retail chains is highly dependent on the successful execution of known activities such as processing of incoming inventory, shelving merchandise, responding to customer queries, and transacting sales on the cash registers.

Keeley & Harcourt, (2001) in their study on -Occupational Stress: A Study of the New Zealand and Reserve Bankl revealed that stress is caused by heavy work demands in the job itself, which the unskilled employee with little control over how the work is done, cannot adapt to or modify. Basal, (1999) describes the soul of performance management that it is a continuous collaboration between employee and supervisor with respect to main job areas, employee’s participation in objectives, and debate how collectively they can work to achieve these goals. Performance management system collects the information which is usually used for
administration salary, recognition of strength and weakness of employees, performance feedback. Longenecker & Fink, (1999) cited several reasons that formal performance appraisals are to stay in organizations. According to them, formal appraisals are required to justify a wide range of human resource decisions such as pay raises, promotions, demotions, terminations, etc.

McHugh, (1997) suggested that stress should be included in the change management agenda. She argued that people involved in the management of change need to acknowledge the fact that increased pressure and stress are put on employees because of continuous organizational change and that it is necessary for organizations to think of incorporating a stress management programme within the change management programme.

Struebing & Laura, (1996) expressed that according to the American Society for Training and Development (ASTD), in several manufacturing units in various states in United States, such as California, Peru, and Chile. They have found that many of the employees have stress related health problems hence they suggested to Teach people to negotiate alternatives; Setting realistic deadlines; Paying for overtime hours in time; Encouraging regular exercise, Offering nutritious snacks during breaks.

Ostroff, (1992), studied a sample of 364 schools, also investigated the relationship between employee attitudes and organizational performance. In this research, he found that aggregated teacher attitudes such as job satisfaction and organizational commitment were concurrently related to school performance, as measured by several criteria such as student academic achievement and teacher turnover.

Murphy & Cleveland, (1991) suggested that the acceptability of the performance appraisal system to both raters and ratees is important to the system's effectiveness. They pointed out that acceptance by ratees "are a function of both the process and the outcomes of performance appraisal". Denison, (1990) measured employee attitudes in 34 publicly held firms and correlated aggregated employee attitudes with organizational financial performance for 5 successive years after the attitude data were collected. He found that organizations in which employees reported that an emphasis was placed on human resources tended to have superior short-term financial performance.
Bigos, (1986) and Greenwood & Wolf, (1987) concentrated on employee attitudes and their job-related stress, which are significantly related to the occurrence of accidents, health and job safety. According to these studies increasing employee job satisfaction is as important as eliminating physical hazards in the workplace. They consistently found that job satisfaction was more predictive of lower accident rates than such factors as: demographic, health, psychological, and stress.

Hofstede (1980 and 1985) conducted research on employee attitude data in 67 countries and found that the data grouped into four major dimensions and those countries systematically varied along these dimensions. The four cross-cultural dimensions are: (1) individualism-collectivism; (2) uncertainty avoidance versus risk taking; (3) power distance, or the extent to which power is unequally distributed; and (4) masculinity/femininity, more recently called achievement orientation.

Parnes et al., (1973) observed that long tenure of working in organizations increases the job satisfaction of employees. The Indian middle class is very protective towards family members, so private sector banks must launch special schemes to safeguard the interests of family members of employees. This may be education facilities for children, pension schemes for employees, accommodation for employees, gratuity, and other retirement benefits.

The study of Porter et al., (1973) investigated relationships between work unit performance, employee attitudes, and situational characteristics among 411 female clerical workers in 37 branch banks. Results indicate that employee attitudes were significantly related to branch performance. Employees in high performance branches had higher attitude levels toward them and the larger organization of which they were a part while individuals in low and medium performing branches had lower attitude levels.

Scott, (1966) found that individual performance increases with stress and resulting arousal to an optimal point and then decreases as stress and stimulation increase beyond this optimum. Long-term exposure to stressors can also have other negative effects.

Parker, (1963) have used factor analytic techniques in the analysis of their group performance and attitude data. However, rather than use a technique that forms linear
combinations of the attitude and performance variables that maximizes the common variance between them, it may be more appropriate to use a statistical technique that forms linear combinations of the attitude variables that maximally distinguishes between different levels of the performance variable.

Panimalar and Kannan (2013) state that employee perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. Perception is not necessarily based on reality, but it is merely a perspective from a particular individual’s view of a situation.

According to Timothy et. al. (2012) job attitude is the set of evaluation of one’s job that constitute ones feeling towards belief about and attachment to ones job. There are both cognitive and affective aspects which need not be complimentary with each other. Job attitude should also not be confused with the broader term attitude, because attitude is defined as the psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor, whereas job attitude is a particular instance as an entity.

Schliecher et. al. (2004) According to their review they have stated that job involves one’s current position one work or ones occupation and ones employers as it entity. However ones attitude towards his or her work does not necessarily have to be equal with ones attitude towards his or her employer and these two factor often diverge

Furukawa (1976) states that human relationship variables and group norms are variables of job attitude that are directly related to turnover. Identification with the organization was directly related to turnover, whereas group norms had an indirect relationship with turnover. Park 2007 states that work stress is the harmful physical and emotional responses that occur when job requirements do not match the worker’s capabilities, resources and needs in the companies which are centralized most of the employees take stresses because of their less involvement in decision making. One reason of stress in workplace occurs when companies give many responsibilities to the employees but not provide enough resources to fulfill them.

Neha and Verma (2010) conclude that the concepts of stress, its consequences, symptoms, sources of stress and discusses various strategies to cope up with the stress along with
diversity. In this study various psychological consequences such as an individual experiencing tension, headache, high blood pressure, psychological and behavior consequences of stress have been brought out. Researchers clearly explain different causes of stress such as environmental and organizational, group and individual in understanding the sources of stress. Recommended strategies to cope up with stress are physical and behavioral self control and social support.

Kazmi et. al. (2008) studied that occupational stressors contribute to organizational inefficiency, high staff turnover, absenteeism due to sickness, decreased quality, and quantity of practice, increased costs of health care, and decreased job satisfaction. One of the organizational outcomes that are affected by occupational stress is job performance. The purpose of their present study was to investigate the effect of job stress on job performance. The prevention and management of workplace stress requires organizational level interventions, because it is the organization that creates the stress. Success in managing and preventing stress will depend on the culture in the organization. A culture of openness and understanding, rather than of criticism, is essential.

Jensen and Hyun (2008) examined the relationship between task-related incivility, revenge, and working harder. Based on the literature on cognitive and emotional appraisals in response to interpersonal conflict, they also considered the role that trust and anger would play as mediating the relationship between incivility and our primary outcomes. Thus, their study suggests organizations seeking to create a pleasant and productive workplace need to understand the victim’s cognitive and emotional experiences in response to incivility. Moreover, managers and HR practitioners should be aware of both constructive and destructive aspects of competitive employees and consider the effects of competitiveness on revenge and working harder in organizations.

Rashmi and Gole (2008) conducted a study to understand the impact of stress on the performance of employees. Relationship between job stress, job satisfaction and performance was examined. There are mainly two components resulting into stress; (i) High level of job demands (ii) little control over one’s work. Impact of stress on productivity was the main concern of this research. Study identified various strategies for improving the performance of the employees.
According to Akella (2007) Learning organizations provide team work, team learning, and free vertical and horizontal flow of information, training and development, rewards and decentralized system of hierarchy. Studies reveal that such employees are found adapting themselves due to career and financial prospects, tolerate abuses and are tricked into accepting management objectives and interest without any extra payments. Learning organizations were found providing training by pushing the employees into delegation of responsibilities which actually brings fear, anxiety and stress for an employee. Sense of being on competitive edge in the minds of employees was the reason for employee suffering from pain and stress in learning organizations. Backstabbing and psychological withdrawals are recommended strategies for employees to cope up with stress. Panda (2007) has highlighted the various stress reactions that results in diseases arthritis (inflammatory joint pains) and measured psychological work conditions. It is scientifically proven that stress can decrease immunity function rendering individuals more prone to health challenges. This study is important as it throws light on various forms of arthritis that result from stress. Based on various issues raised it was found that arthritis occurs more commonly in those who carry with them certain specific personalities.

Kivimaki et. al. (2002) conducted a study to understand work stress and its adverse effect on health. The researchers used Job Strain Model and Effort- Reward-Imbalance model to analyze the relation between high job demand and risk of health from Cardiovascular Diseases. This research has been conducted as a Cohort Study with 5 year and 10- year follow up. Sample selected was the group of people working in metal industry in Finland. It study reveals that high job strain and high demand at work continuously may result in cardiovascular diseases and high rate of mortality caused due to such diseases. Studies reveal that in-spite of long hard working hours with high pressure, employees who do not get Effort – Reward- Imbalance Reward are more likely to get risk of Cardiovascular disease and can result into death increasing the rate of mortality.

Cox and Mackay (1981) carried out a study on work stress and report that work was the major source of the problem and stress for 54% of the respondents while other 12% cited the work home interface as a cause of stress. Dohrenwend et al (1988) have described the careful development (and Strengths and weakness) of the PERI life events scale. Spielberger (1976) argued that the term stress should be refer to the objectives characteristics of situations
Cox and Cox (1985) state that there is now much research that suggests that if the stress response syndrome exists it is not non-specific. There is evidence of differentiation in the response of catecholamine to stressful situations Welford (1973) is of the opinion that the simple equating of demand with stress has been associated with the belief that a certain amount of stress is linked to maximal performance and possibly good health. Belief in optimal level of stress has been used on occasions, to justify poor management practices.

Campbell (1990) proposed an eight factor model of performance based on the factors analytic research that attempts to capture dimensions of job performance existent (to greater or lesser extent) across all jobs. Schmidt and Hunter (1998) state that Meta analysis of selection methods in personnel psychology found that general mental ability was the best overall predictor of job performance and training performance.

According to Campbell and Campbell (1988) another closely related constructs is productivity. This can be thought of as a comparison of the amount of effectiveness that results from a certain level of cost associated with that effectiveness. In other words effectiveness is the ratio of outputs to inputs- those inputs being effort, monetary costs resources etc. Dollard and Metzer, (1999) state that work stress came from variety of sources and affect people in different ways. Although the link between psycho-social aspects of the job and the health and well being of workers has been.

Thakur (2007) and Jha et al. (2008) shows that organizational contextual factors such as pay, growth opportunities, job security, among others, influence an employee’s perception of job satisfaction. Green & Heywood (2008) state that performance-related pay allows opportunities for worker optimization and does not crowd out intrinsic motivation, thus increasing overall satisfaction, satisfaction with pay, and satisfaction with job security. Sahnawaz and Juyal (2006) focus on investigating the impact of job involvement and job satisfaction on organizational commitment. Organizational commitment is considered to be one of the most important and crucial outcomes of human resource strategies. Wagner and Hollenbeck (1998) conclude that job satisfaction, on the other hand, can be defined as a pleasurable feeling that results from the perception that one’s job fulfils or allows for the fulfillment of one’s important job values.
Blanchflower & Oswald (1999) state that job insecurity, work intensity, greater stress, and dissatisfaction with working hours have increased in the US and in Germany, and they significantly explain the decline of job satisfaction.

Clark (1999) shows that changes in workers’ pay over time positively influence their well-being, whereas the current level of pay does not impact on job satisfaction. Clark (2005) the opposite dynamic of job satisfaction with respect to the economic conditions as represented by wages, and to job conditions as represented by working time, is also evident.

Leontaridi & Sloane (2001) show that low-pay workers report higher job satisfaction than do other workers. Borzaga & Depedri (2005) observe that, even in a sector characterized by low average salaries like the social-services sector, employees are more satisfied when their wages increase up to a threshold, but not above that threshold. Clark (2005) the opposite dynamic of job satisfaction with respect to the economic conditions as represented by wages, and to job conditions as represented by working time, is also evident.

Diaz-Serrano & Cabral Vieira (2005) show that low-pay worker are likely to have low-quality jobs and consequently less job satisfaction. Siebern-Thomas’s (2005) cross-sectional analysis on the European Community Household Panel shows that the correlation between wage and job satisfaction is significant and positive.

Heneman, Greenberger & Strasser (1988) state that pay instrumentality, that is, a linkage between pay and performance has been found to play an important role in bringing job satisfaction; it influences one's psychological state of being involved in meaningful work for which one is aptly rewarded. Bolton (1991) state that at corporate level, employee satisfaction is affected by many factors such as lighting, furniture, noise, temperature and other arrangement.

Witt & Nye (1992) conclude, individuals who perceive their promotion decisions are made in a fair and just manner are likely to experience satisfaction with their jobs. The satisfaction of employee is analyzed actually by the output that the individual produces and it is related to office environment. Brown & McIntosh (1998) have found evidence that the correlation between wage and job satisfaction is particularly close in the case of low levels of monetary compensation, both within the sector and among sectors.
Lease (1998) state that employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives. Wagner and Hollenbeck (1998) conclude that job satisfaction, on the other hand, can be defined as a pleasurable feeling that results from the perception that one’s job fulfills or allows for the fulfillment of one’s important job values. Pritchard, Dunnette, and Jorgenson (1972) indicate that feelings of underpayment lead to decreased performance and low productivity. Hackman & Oldham (1975) Hackman and Oldham's Job Characteristic Model (JCM) has been used to determine the level of job satisfaction. The model focuses on five cores job dimensions, skill variety, task identity, task significance, autonomy, and feedback, which in turn influence three key psychological states: experienced meaningfulness of the work, experienced responsibility for the work, and knowledge of results.

Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Levi, (1992), concludes that well-being is a dynamic state of mind characterized by reasonable harmony between a person’s abilities, needs, and expectations, and environmental demands and opportunities (World Health Organization, 1986). The individual’s subjective assessment is the only valid measure of well-being available

A study by Bet-tenhausen,( 1991); Windel & Zimolong, (1997) state meta-analytical studies have also shown either mixed consequences or higher rates of absenteeism and staff turnover. Cohen and Ledford, (1994) state that as a result of the implementation of team work or self-regulated work. It is clear that changes which have such a profound impact on the way organizations operate may carry associated potential hazards that need to be monitored for their impact on health and well-being. Nonetheless, Landy (1992) has summarized a number of possible interventions focused on the design of the work environment.

Murphy (1988) noted that, given the varieties of work stressors that have been identified, many other types of action relating to organizational and work development should be effective in reducing work stress. Van der Hek & Plomp (1997) also concluded that “there is some evidence that organization-wide approaches show the best results on individual, individual-organizational interface and organizational parameters [outcome measures]; these comprehensive
programmes have a strong impact on the entire organization, and require the full support of management”.

Ganster et al., 1982; Shinn et al., 1984; Dollard & Wine-field, 1996; Kompier et al., 1998) Overall, the evidence on the effectiveness of stress management interventions reviewed in this Status Report is promising. The available data, although sparse, suggest that interventions, especially at the organizational level (e.g., are beneficial to both individual and organizational health and should be investigated – and evaluated – further. Heneman, Greenberger & Strasser (1988) state pay instrumentality, that is, a linkage between pay and performance has been found to play an important role in bringing job satisfaction; it influences one's psychological state of being involved in meaningful work for which one is aptly rewarded.

Bolton (1991) concludes at corporate level, employee satisfaction is affected by many factors such as lighting, furniture, noise, temperature and other arrangement. It is also dependent on the physical environment and its affect on health and employees satisfaction. Witt & Nye (1992), conclude that individuals who perceive their promotion decisions are made in a fair and just manner are likely to experience satisfaction with their jobs. The satisfaction of employee is analyzed actually by the output that the individual produces and it is related to office environment.

Brown & McIntosh (1998) have found evidence that the correlation between wage and job satisfaction is particularly close in the case of low levels of monetary compensation, both within the sector and among sectors. The indirect costs, which include the cost of hiring and training replacement employees, lost profits, loss of customers, decreased employee morale and efficiency, time lost by supervisors and other employees at the accident; are estimated to be about 5 to 15 times higher (Kalina, 1998). The incidence of stress within European society is on the increase and accounts for over 30% of all absence from work Evidence for this is emerging from a number of sources including surveys, longitudinal studies and absence statistics (Paoli, 1997).

In The Netherlands long-term sickness absence due to ‘mental disorders’ has increased from 17% in 1974 to 32% in 1992 (Allegro & Veerman, 1998). This figure has increased over the past decade. Evidence from the literature suggests that Workers on long-term absence as a result of stress are less likely to return to work than those with physical injuries or illnesses (Watson Wyatt, 2000).
Watson Wyatt (1998), in their annual survey of integrated disability management programmes, found that incidents of disability are increasingly related to slowly developing, chronic conditions and work-induced stress. In this survey, musculoskeletal problems such as carpal tunnel syndrome and repetitive motion complaints (50 percent) exceeded injuries (44 percent) as the most common condition triggering an occupational disability expense.

According to Ince et al (2016) Both the quantitative and qualitative research agree on the importance of leaders supporting their employees, facilitating effective communication, as well as empowering, growing, and stimulating employees. These similarities between the methodologies provide converging evidence for the styles of leadership that are beneficial for employee well-being. However, the qualitative literature also makes some distinct contributions. The understanding of leadership as a concept, and the language surrounding it, is not equivalent between the methodologies. The qualitative literature challenges various notions that are often embedded within the quantitative literature.

Capasso et. al (2016) conclude that the gap in the work stress literature on different aspects of ethnicity suggests further consideration of the potential role of cultural dimensions as individual differences or as potential sources of stress in work stress models and shows the need to develop and test a general model that integrates ethnicity and work-related stress in a transactional perspective.

Negi and Midha (2015) have outlined a number of causes of work stress that affect work place performance in employees of public sector banks of Solan and Sirmur districts of Himachal Pradesh. These include unrealistic deadlines and technology over load; hostile threat from workers; lack of understanding and leadership; superiors forever finding fault ; unwanted place of posting in the bank; insufficient breaks and dull and repetitive work. While studying the perception of employees of selected banks of Haryana and Punjab on work attitude linked to organizational efficiency, Negi and Midha (2016) state that workplace attitude, stress and performance of employees working in commercial organizations are vital parameters for overall performance; improving productivity; organizational behavior and economic development. Work place attitude has an impact on work performance and work stress and also influences organizational efficiency.