

## **Time Management and Professional Stress among Bank Managers: A Correlational Study**

Uzma Zaidi<sup>1</sup>

<sup>1</sup>(Assistant Professor, Department of Health, College of Health and Rehabilitation, Princess Nora Bint AbdulRahman University, Riyadh, Kingdom of Saudi Arabia)

---

**Abstract:** *The purpose of present research is to investigate relationship and between time management and professional stress among bank managers. Moreover, it investigates gender difference on the variables of time management and professional stress. The sample consisted on hundred subjects, was taken from various bank of Government sector. How organize are you and Professional life Stress scale were used to assess time management and professional stress in bank managers. Pearson product moment coefficient of Correlation and t-test were calculated for analysis of data. Results indicated that there is a significant negative correlation between time management and professional stress. Additionally, there is no significant differences in male and female on the variables of time management and professional stress among bank managers*

**Keywords:** *Stress, stress at workplace, time management, bank managers.*

---

### **I. Introduction**

Stress is an inevitable part of living. Everyone thinks, feels, and experiences with some degree of stress in ones' routine life. Therefore, it cannot be avoided; rather it must be managed. According to Schafer, stress is ever-present, a universal feature of life.<sup>[1]</sup> Stress is the result of any emotional, physical, social, economic, or other factors that require a response or change.<sup>[2]</sup> Generally, some amount of stress is considered as motivating factor for individuals but when it exceeds one's resources, it will endanger ones' physical and psychological well-being.

Stress as the nonspecific response of the body to any demand placed upon it to adapt, whether that demand produces pleasure or pain.<sup>[3]</sup> There are three main kinds of stress. These are eustress, neustress and distress. There are many different signs and symptoms that can indicate when someone is having difficulty coping with the amount of stress they are experiencing physical, psychosocial and behavior problems. Among physical signs headaches, chest pain, shortness of breath, pounding heart, high blood pressure, muscle aches, indigestion, constipation or diarrhea, increased perspiration, fatigue, insomnia, and frequent illness are common. Within psychosocial problems anxiety, irritability, sadness, defensiveness, anger, mood swings, hypersensitivity, apathy, depression, slowed thinking or racing thoughts; feelings of helplessness, hopelessness, or of being trapped could be found. Behavioral symptoms could be overeating or loss of appetite, impatience, quickness to argue, procrastination, increased use of alcohol or drugs, increased smoking, neglect of responsibility, poor job performance, poor personal hygiene, change in religious practices, change in close family relationships.<sup>[2]</sup>

Situations, Circumstances, or any stimulus that is perceived to be a threat is referred to as a stressor, or that which causes or promotes stress.<sup>[3]</sup> According to Greenberg, stressors are the causes of stress.<sup>[4]</sup> The stressor is a stimulus with the potential of triggering the fight-or-flight response. There are two types of stressors. External stressors are physical environmental stressors, sociological stressors, life events which you have no control over (death in the family). Internal Stressors are personal lifestyle choice, personality traits, Individual thought process (negativity, over-analyzing, etc.).

People react to stress in different ways. Some cope much better than others and suffer fewer of the harmful effects of stress.<sup>[5]</sup> Just as stress differs as a function of the individual, it also differs as a function of one's type of occupation. Some occupations are, of course, inherently more stressful than others. All of the stress-strain-health relationships have an obvious impact on the organization and industry. Both physical and mental illness renders the employee unfit for work, and combine both to lessen the satisfaction obtained from work and reduce job performance and productivity levels. There are various ways that stress symptoms or outcomes are reflected in the workplace. Evidence from a growing body of research suggests that certain individuals, in a variety of occupations, are increasingly exposed to unacceptable levels of job-related stress.<sup>[6]</sup>

Work place stress then is the harmful physical and emotional responses that can happen when there is a conflict between job demands on the employee and the amount of control an employee has over meeting these demands. In general, the combination of high demands in a job and a low amount of control over the situation can lead to stress. Stress in the workplace can have many origins or come from one single event. It can impact

on both employees and employers alike.<sup>[2]</sup> Professional stress is harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources or needs of the worker.<sup>[7]</sup>

National Institute for Occupational Safety and Health (NIOSH) identified health care professionals, managers, academicians, engineers the most stressful occupations.<sup>[8]</sup> According to Leeb, a bank is an institution that is set up for lending, borrowing, issuing, exchanging, taking deposits, safeguarding, or handling money under the laws and guidelines of the country, state, or municipal jurisdiction in which it is located.<sup>[9]</sup> Banks provide an array of services and benefits such as checking accounts and savings accounts, credit cards, ATM machines, home loans, business loans, and equity lines of credit. Banks are in business to offer general services to individuals, corporations, and to other businesses, whether the business is large or small. Banks offer safe deposit boxes, electronic banking, electronic transfers of funds, cashier's checks and drafts, manage endowment funds and trust accounts, as well as other banking and related services. There are two main types of banks. Private banks is like a limited company. Its capital consists of shares which are sold to shareholders. Another type of bank is Government banks. These are considered as nationalized bank taken care by the government.

Executives experience lower level of job stress than general population. It is proved that middle level managers have 40 % more heart attacks than higher level managers who are assumed to work under less stressful conditions.<sup>[10]</sup> A job contains a number of stressors that interact with individuals at work place.<sup>[11]</sup> Organizational factors causing stress include work overload, role ambiguity, role conflict, job insecurity, working conditions, resource inadequacy, monitoring, management style such as time management, lack of autonomy, mobility and work changes, little feedback, and occupational status or level. Elements of time are also added to facets of stress that shows stress as sequential process.

According to Higson and Sturgess, time management at work is an essential skill to master if one want to become more efficient and experience less stress in the workplace.<sup>[12]</sup> Being able to apply good time management at work can help to achieve more in a day. In today's workplace, time seems to be in short supply. An employee confronted with an increasing number of tasks required to be done on a daily basis, in a very busy workplace, can be very stressful. However, no task is insurmountable if you only know how to apply good time management at work.

Management of time can be defined as the ability to prioritize, schedule, and execute personal responsibilities to personal satisfaction. Organizations who desire greater productivity invest their own time and money in creative consultants to train and educate their employees to manage time more efficiently. According to Seaward, time management is actually a part of larger coping skills referred to as social engineering. Social engineering is a cognitive strategy employed to help minimize stressors without avoiding them.<sup>[3]</sup> This technique is a reorganization process to manipulate factors and elements in the environment or to manipulate time in a well-organized fashion so that it can bear the fruit of productivity is the essence of time management.

According to Greenberg, time management refers to a range of skills, tools, and techniques utilized to accomplish specific tasks, projects and goals.<sup>[4]</sup> These techniques can help with most precious possession- time. Initially time management referred to just business or work activities, but eventually the term broadened to include personal activities also. Time management is necessary to get rid of daily stress. The most important thing to manage time is to set goals; daily, weekly, monthly, yearly and long range. Time management is necessary because of: faster pace of life, acute competition, quicker means of communication, and globalization.

According to Haynes, time management is a personal process.<sup>[13]</sup> It requires many efforts on behalf of any person e.g., to explore the needs, resources, priorities. It can be achieve through determining goals, planning, scheduling, by making lists.<sup>[14]</sup> When someone really wants to alter one's lifestyle, it involves persistence, commitment and scarifies.

There are some common reasons of time wasters are disorganization, inability to say no, procrastination, telephone calls and unproductive meetings. According to Lakein, how to use the present time is the first step to achieving better control of it.<sup>[14]</sup> In this regard, perception of time or time estimation is also very important.<sup>[15]</sup> Inaccurate time estimation can further strengthen the tendency of planning fallacy.<sup>[16]</sup> According to Dipboye, Smith, and Howel, time management in the workplace is all about being smart about how to tackle things.<sup>[17]</sup> One needs to get organized and avoid doing things that waste time. Time Management efforts are to improve efficiency and effectiveness of how one manages his work and personal life. It helps to alleviate stress.

## **II. Objectives**

The aim of the study is to investigate that the good time managers face less stress. The factors that influence the performance of bankers can be explored by this study. This research also helps to know how to manage time and prevent from the stress face due to disorganized behaviour. The benefit of this research will be for researchers, students, teachers, bankers, and for the people of all other fields of life.

### III. Hypotheses

On the basis of above mentioned studies it was hypothesized that, “there will be significant relationship between time management and professional stress.”

### IV. Methodology

#### 4.1 Participants

Correlational research design was used. The present study aimed to investigate the relationship of time management and professional stress among bank managers. Sample comprise of 100 bank employees from the managerial staff of specific banks of government sector i.e., National Bank Limited, and The Bank of Punjab. All the participants were selected through simple random sampling technique. Their age range was 20 to 50 years. Minimum qualification of the participants was graduation along with work experience more than 6 months. Those people who were suffering from any physical and psychological disorder were excluded.

#### 4.2 Measures

Demographic data sheet, How professional are you scale and professional life stress scale was used.

##### 4.2.1 Socio demographic information form

Demographic information form consisted of item which focused on subject’s age, gender, marital status, education and work experience and monthly income and information on the basis of which subjects were selected for the present study. Following standardized test forms were used to find out the result.

##### 4.2.2 How Organized are you?

To check time management a scale by Ferguson was used.<sup>[18]</sup> It was consist of 10 items with yes and no answers. Each yes response is credited as 1 and no as 0. Total score has calculated by adding the sum of all item’s score which ranges from 0-10. Low scores indicate good time manager and high scores specify vice versa.

##### 4.2.3 Professional life stress scale

The Professional Life Stress Scale was developed by Fontana is a self-report questionnaire.<sup>[19]</sup> It comprises of forty five items (with alternative choice answers) posing twenty two questions ranging from bodily symptoms (e.g. sleeplessness) and twenty three questions about the achieving of personal/professional goals. The reliability indicators for the PLSS are reported as 0.74 and 0.65 by Alpha Co-efficient and split half methods respectively.

#### 4.3 Procedure

After getting formal permission from the executive officers of banks, a consent form was given to the subjects to get their willingness to participate in the study. Researcher administered a brief structured interview to get the demographic information of the subjects and in order to screen them according to the research criteria. After building rapport standardized scale of How organized are you? to assess time management and Professional Life Stress Scale were administered on individuals working on managerial posts. Participants were assured about confidentiality of the information sought from them. SPSS 17.0 was used for analysing, organizing, and interpreting the data. Pearson’s Product Moment Coefficient of Correlation was used to measure the relationship between the variables. Additionally, independent sample t-test was also computed to find out the gender difference on the variables.

### V. Results and Discussion

**Table 1**

Correlation between time management and professional stress in bank manager (N=100)

Variables	Professional Stress
Time Management	-.511**

df = 98, \*\*P < .01(two-tailed)

**Table 2**

Independent Sample t-Test for Time Management and Stress Scores in Gender in bank managers (N = 100)

Scales	Gender	N	M	SD	t	p
Time Management	Male	87	16.18	6.97	-.509	.331
	Female	13	14.84	4.86		
Stress	Male	87	16.18	6.97	-.868	.156
	Female	13	14.84	4.86		

df = 98, \*\* p > .01

The present study investigates the relationship between stress and time management among bank employees. The findings of research hypothesis (Table 1) suggest that time management is negatively correlated with professional life stress ( $r = -.511, p < 0.01$ ) as the independent variable, time increases and the dependent variable, stress decreases. Results depicted in table 2 shows no significant gender differences on the variables ( $t = -.509$  &  $t = -.868$  respectively,  $p > .01$ ). Findings suggest that bank managers who are well organized will manage their stress easily.

According to the Kumaresan, Nasuridin and Ramayah, time management has significant relationship with stress in bank employees.<sup>[20]</sup> It indicates that if bank employees use good time management strategies then level of the stress will be minimized. It was mentioned that male respondents of research stay longer at job and use time management behavior.<sup>[21]</sup> Moreover, reduction in job stress may enhance retention of employees.<sup>[22]</sup> Time management is positively associated with various consequences e.g., job satisfaction, organizational performance burnout and health related behaviors.<sup>[23,24,25,26,27]</sup> Usually stress accrue when a person is not able to manage or estimate the time duration required to accomplish the task. Theory of planning fallacy also provides the basis of professional stress resulting by mismanagement of time.<sup>[16]</sup> Those who perceive themselves as good time managers are most accurate at estimating the duration of a future task.<sup>[15]</sup>

Claessens, Eerde, Rutte, and Roe concluded that time management behaviors relate positively to perceived control of time, job satisfaction, and health, and negatively to stress.<sup>[28]</sup> Although it did not demonstrate clear relationship with work and academic performance Time management training seems to enhance time management skills, but this does not automatically transfer to better performance.

Mubashir, investigated the level of job satisfaction and its underlying facets among the employees of government and privatized banks.<sup>[29]</sup> It exhibits that the government bank employees showed more satisfaction on nature of work assigned then privatized employees.

The second hypothesis of the study found no significant difference between male and female bank managers. The results of the resent study showed that males ( $M = 16.1839, SD = 6.97092$ ) has greater mean than female ( $M = 14.8462, SD = 4.86220$ ). Although a few studies found some gender differences, particularly in blue collar jobs, those differences are quite small.<sup>[30]</sup> Similarly, when jobs between sexes are equated, women and men show comparable levels of job satisfaction, particularly in managerial and professional work.<sup>[31]</sup>

## VI. Limitations and Recommendations

Present study has few limitations. Participants of the study were selected from only governmental sector banks of Lahore, therefore the sample was small in diversity, and this factor may limit the generalization of results. It is recommended for future studies that officer of other designations and ranks could be including in order getting comparison. While sitting at a bank officer's seat, individual has to face many other issues which cannot be covered just by an objective test. Therefore, in future research information by conducting interview may enhance the research credibility. Comparison among private, semi-government and government sector banks may help to find out the differences.

## References

- 
- [1]. W. Schafer, *Stress management for wellness*. (USA: Holt, Rinehart & Winston, Inc, 1987).
  - [2]. Canadian Mental Health Association, *Sources of Workplace Stress*, DHHS (NIOSH). 99-101, (Richmond, British Columbia, 1999).
  - [3]. B. L. Seaward, *Managing stress: principles and strategies for health and wellbeing*, 3 (USA: Jones and Bartlett publishers, Inc, 2003).
  - [4]. J. S. Greenberg, *Comprehensive Stress Management*, 7 (New York: McGraw-Hill, 2002).
  - [5]. D. Conner, and S. C. Douglas, *Organizationally induced work stress: The role of employee bureaucratic orientation*. *Personnel Review*, 34 (2), 2005, 210-224.
  - [6]. D. Schultz, and E.S. Schultz, *Psychology and Work Today*, 8 (India: Pearson Education, Inc, 2002).
  - [7]. M. A. Hilt, C. C. Miller, and A. Colella, *Organizational behavior: A strategic approach*. (USA: John Wiley & Sons, Inc, 2006).
  - [8]. National Institute for Occupational Safety and Health. Centers for Disease Control and Prevention, *Violence in the Workplace: Risk Factors and Preventive Strategies*. *Current Intelligence Bulletin 57*, DHHS (NIOSH) Pub. No. 96-100, 1996, Retrieved on March, 2013 from [www.cdc.gov/niosh/violcont.html](http://www.cdc.gov/niosh/violcont.html)
  - [9]. S. Leeb, *Banks and types of banks*. (2009). Retrieved on April, 2013 from: <http://www.moneymatters101.com>
  - [10]. W. Newstrom, and K. Davis, *Organizational behavior: human behavior at work*. (New York, USA: McGraw-Hill, Inc, 1993).
  - [11]. L. M. Berry, *Psychology at work: an introduction to industrial and organizational psychology*, 2. (Singapore: McGraw-Hill Companies, Inc, 1998).
  - [12]. P. Higson, and A. Sturgess., *Time management at work place*. (2009). Retrieved on April, 2014 from: <http://www.the-happy-manager.com>
  - [13]. M. E. Haynes, *Personal time management*. (California, USA: crisp publications, Inc, 1987).
  - [14]. A. Lakein, *How to get control of your time and your life*. (New York: The New American Library, 1973).
  - [15]. J. A. Francis-Smythe, and I. T. Robertson, *On the Relationship between time management and time estimation*. *British Journal of Psychology*, 90, 1999, 333-347.
  - [16]. D. Kahneman, and A.Tversky, *Intuitive prediction: biases and corrective procedures*. *TIMS Studies in Management Science*, 12, 1979, 313-327.

- [17]. R. T. Dipboye, C. S. Smith, and W. C. Howell, Understanding an Industrial and Integrated Organizational Approach psychology. (USA: Rinehart and Winston, Inc, 1994).
- [18]. T. Ferguson, Organizing your life to reduce stress. *Medical Self-Care*. 16, 1982, 26.
- [19]. D. Fontana, Professional Life Stress Scale. *Managing Stress*. (London: Routledge, 1989).
- [20]. S. Kumaresan, A. M. Nasurdin, and T. Ramayah, Organizational and personality influences on job stress: the case of Malaysian managers. *Malaysian Management Review*, 39, 2004, 35-43.
- [21]. C. D. B. Burt, and D. K. Forsyth, Relationships between supervisor behavior, family support and perceived time management ability. *New Zealand Journal of Psychology*, 30(1), 2001, 4-8.
- [22]. E. Monsen, and B. R. Wayne, How managers do and staff reacts to strategic entrepreneurship and how can they minimize resulting job stress and maximize employee retention. *Entrepreneurship: Theory and Practice*, 33(1), 2009,71-104.
- [23]. F. J. Landy, H. Rastegary, J. Thayer, and C. Colvin, Time urgency: the construct and its measurement. *Journal of Applied Psychology*, 76(5), 1991, 644-657.
- [24]. Y. M. Lim, Time dimensions of work: relationships with perceived organizational performance. *Journal of Business and Psychology*, 8, 1993, 91-102.
- [25]. P. Bhatia, and A. Kumar, Occupational stress and burn out in industrial employees. *Indian Psychological Review*, 64(4), 2005, 191-198.
- [26]. J, K. Khattak, M. A. Khan, A. Haq, M. Arif, and M. A. Minhas, Occupational stress and burnout in Pakistan's banking sector. *African Journal of Business Management*. 5(3), 2010, 810-817.
- [27]. K. G. Nelson, The Hawaii I time management scale and health related behaviors, doctoral diss., University of Hawaii, USA, 2003.
- [28]. B. J. C. Claessens, W. Van Eerde, C. G. Rutte, and R. A. Roe, A review of the time management literature. *Personnel Review*, 36, 2007, 255-276.
- [29]. T. Mubashir, (2005). A comparison of job facet satisfaction among the employees of Pakistani Government and Privatized banks, Master's thesis, University of the Punjab, Lahore, Pakistan.
- [30]. J. R. Terborg, Women As Managers Scale (WAMS), in J. E. Jones and J. W. Pfeiffer (Ed.), *The 1979 annual handbook for group facilitators*. (San Diego, CA: Pfeiffer & Company, 1979) 79-84.
- [31]. F. J. Smith, K. D. Scott, and C. L. Hulin, Trends in job-related attitudes of managerial and professional employees. *Academy of Management Journal*, 20(3), 1977, 454-460.