

Influence of Organisational Structure on Job Stress of Bank Employees in Ogun State, Nigeria

¹R. O. Opeke, ²O. D. Soyemi & ³A. E. Adeyeye

*Department of Information Resources Management, School of Management Sciences
Babcock University, Ilishan, Remo, Ogun State, Nigeria*

Abstract

The overall wellbeing of employees and their contributions to the success of any organization can be influenced by job stress. The literature has established the link between job stress and health related issues like sickness, frustration, depression and sudden death of employees. If employees work under inflexible organizational structure, it may positively influence their job stress. Several studies have investigated other variables on job stress hence this study examined the influence of organizational structure on job stress of bank employees in Ogun State, Nigeria. A survey research was used for the study. The study population consisted of 4,223 bank employees in Ogun State, Nigeria. A sample size of 400 bank employees was determined using Taro Yamane (1970) formula. Data were collected using a validated adopted questionnaire through Stratified and random sampling techniques and a response rate of 97% was achieved. The instrument used was subjected to reliability and validity test coefficient ranged from 0.81-0.87. The study used descriptive and inferential statistics to analyse the data at 0.05 level of significance. The study revealed a positive significant influence of organisational structure on job stress. Some of the measurements under organisational structure also had relative positive influence on job stress for instance, Rule observation ($B= 0.40$; $t=2.7$; $P<0.05$) and Centralised Decision Making ($B=0.42$; $t=2.48$; $P<0.05$). The study concluded that organisational structure played significant role in the level of job stress experienced by bank employees in Ogun State, Nigeria. The study recommended that bank employees should be encouraged by the management to use their discretion in certain matters that requires urgent attention.

Keywords: *Bank employees, Job stress, Ogun State, Nigeria, Organisational structure*

Corresponding Author: R. O. Opeke

Background to the Study

Job Stress can arise because of dealing with something that places extraordinary or unusual demands on an individual and the factors can be concisely categorised as; physical, psychological and behavioural stressor. Physical stressors affect the normal physical condition of the employees and induce stress on them. It distorts the normal physical balance of the affected individual. Job intrinsic, as one of the elements of physical factors, is a factor unique to the job like, workload, autonomy, hours of work and isolation at work place as supported by Okeke (2016). Role in organisation is another source of job stress and it could be in form of role conflict, role ambiguity and level of responsibility. Whereas, psychological stressor affects the mental and emotional balance of an individual and are usually related to events interpreted to be threatening. This kind of stressor in workplace could be from, thwarted career development, over/under promotion, job securities, career opportunities and job satisfaction. In the same line, behavioural stressors at workplace are situations of non-cordial relationship between an employee and superior, which could lead to irrational behaviour by an employee. These stressors emanate from the relationships with co-workers, supervisors, subordinates, and sometimes threat of harassment at work. Stress can be said to exist in virtually all the business sectors; hence, this leads to examining the level of stress in the banking sector in Ogun State, Nigeria.

One of the factors that may contribute to or affect job stress level of commercial bank employees in Ogun State is organisational structure. Schemerhorn (1991) defines structure as the intended formal framework that shows the general planned configuration of positions, jobs and duties and the lines of authority within an organisation. Jantan (2008) refer to structure as the way of interconnection between people, the way that people relate and work in an organisation to realize desired output. They further advance that organisational structure is necessary because work is divided and people socialize and are separated in this framework. Organizational structure should not be seen as a static and rigid framework but more as a framework through which various elements such as decisions, goods, materials and influence flow. Organisational structure, therefore, refers to the way that an organisation arranges people and jobs to ensure its work can be performed and its goals can be achieved effectively and efficiently. McShane and Von Glinow (2005) advance that Organisation Structure includes two fundamental elements: The division of labour into distinct tasks and its coordination so that employees are able to accomplish common goals". Any type of Organisational Structure should be able to allocate authority and ensure that all employees know whom they have to report to and what tasks they have to perform, this makes the division of labour in a firm manageable (Bennett, 2015).

Organisational structure as defined by Mintzberg (1979) is the sum total of the ways in which an organization divides labour into distinct tasks and then achieves coordination between them. It specifies how job and authority in organizations are allocated to employees to carry out their duties and for efficient supervisions by their supervisors. This simply means that the structural quality of a particular organisation determines the simplicity of carrying out allocated task by the employees. An employee may find it difficult or stressful to carry out his/her work when the framework in the organiastion is rigid and tough while same employee

finds it stress free or easy to carry out the same work in a flexible and favourable organisational structure.

Formalisation according to Olson, Slater, and Hult, (2005, p.51) is carefully defined as "the degree to which formal rules and procedures govern decisions and working relationships of employees". Formalisation measures the degree to which organisation's rules and procedures are succinctly written down and the level of adherence expected of the employees. Hage and Aiken (1967) proposed two dimensions of formalisation as job codification and rule observation. The two dimensions of formalisation are often used by researchers in measuring the degree of formalisation in organisational structure (Hartline, maxham 111, and McKee, 2000). Operationally, a high degree of job codification, useful written rules and procedures on the job will guide the employees in carrying out their jobs with ease and reduce their level of confusion and fear of not knowing what to do at the right time. However, this may be considered to affect the behavioural control and trigger some concerns of the employees when performing their duty (Auh and Menguc, 2007). In addition, rule observation is considered to be the degree of adherence of employees to the written rules and regulations of the organisation as the organisation monitors the employees for rule violations. The heavy independent on monitoring, evaluating, and correcting needed required to implement rule observation may likely offend employees sense of autonomy and self-control, which may exacerbate psychological stress (Ouchi, 1979). Heavy rule observation may also limits employees ability to restrain from a perceived work overload or harmful job.

The second fundamental element of organisation structure is considered as centralization. This represents the degree to which power and authority is distributed among hierarchical levels in the organization. The power to make decisions regarding the performance of employees' tasks often lies with the management and as the employees rely on the hierarchy of authority, they are less autonomy in discharging their duty whether it is convenient or not. For example, an employee may be instructed to complete certain urgent task within a short time to meet up with the management's request whether it is convenient or not. The stiffness of the order may sometimes be frustrating especially when it becomes too long to apply to an urgent assignment. Centralised decision making has to do with the concentration of power at the centre of the organisation leaving little or no room for the employees to take decision on their own.

Statement of the Problem

The relevance of good health in workplace cannot be overemphasized in enhancing employees' healthy long life and contributions to the organization. A moderate physical, psychological and behavioural stress is required for an employee to be effective and efficient at work without causing harm to health. Absenteeism, sickness, frustration and cost of health care are usual prominent when employees experienced job stress in work place. However, studies have shown that bank employees usually experienced ill health because they experience job stress in most cases. (Jayasinghe and Mendis, 2017). Eberendu, Ozims, Agu and Ihekaire (2018) also confirmed a situation of poor practice of health promotion among bank employees. In a similar view, the researcher has also observed the rate at which bank employees fall sick, depressed and collapse to be high because their job is highly demanding.

Many studies have evaluated some various job stressors and how it can be managed by employees but job stress still persist among bank employees (Enekwe, 2014). Consequently, the considered organizational structure as a factor that may influence the job stress of bank employees in Ogun State.

Objective of the Study

The objective of this research was to investigate the influence of organisational structure on job stress among bank employees in commercial banks in Ogun State, Nigeria.

Hypothesis

The following null hypothesis is tested at 0.05 level of significance of employees in commercial banks:

H₀: There is no significant influence of organisational structure on job stress of commercial banks' employees in Ogun State, Nigeria

Scope of the study

Organisational structure construct is examined on two fundamental elements, formalisation and centralisation model to determine how formalised the employees activities are and their decision making in discharging their duties while those other factors that could influence job stress are excluded. This study is limited to commercial banks in Ogun State Nigeria. This means that Micro Finance banks and other financial institutions are excluded from the study. Respondents in this study are core commercial bank employees in the operations and business development units of the banks who have spent at least one year in the system and it comprises of both employees on full time and contract base.

Review of Literature

Concept of Job Stress

The concept of job stress is viewed from work related stress (Kenny, 2014). These are stress, which an individual experiences in workplace. It occurs when one, physically and emotionally reacts or respond to the workload when there is no resource, capacity or ability to cope with what the job requires. It is a change in an employee's physical, or mental state due to threats or challenges pose by work situations (Mustafa, 2015). The body of an employee returns to its normal situation when the pressure is off. The factors of job stress experienced by individuals equally vary and are determined by individuals' socioeconomic and family matters (Fonkeng, 2018). The need to understand various factors that could exacerbate job stress in the banking sector cannot be over emphasised in order to ensure that employee of banks are in good health condition (Pradesh, 2016). It is a known fact that globalisation and Information Technology (ICT) have brought several reasons for bank management to wake up from their sleep and compete well in the market if they need to be relevant in the economy, this is reflecting on the employees' level of stress experience in workplace.

In the banking sector, like other work places, each work has its intrinsic challenges that could cause job stress to the employee (Loo, Amin, and Sa, 2015). In the research work of Dhankar, (2016) on occupational stress in the banking sector, he affirmed the fact that one of the

causes of job stress is role overload. This, in line with the fact that bank employees are subjected to work overload, limited and specified time to achieve their targets, which in most cases do not allow employees to make decisions on their own. In agreement with Culture (2014) on factors that cause job related stress, over workload is peculiar to the banking sector; where the amount of work usually assigned is quite beyond what an employee's capacity can handle. This usually results to physical or an emotional in-balance, which eventually affects the health of the employee. Banking job is known for giving high targets to employees because of the high rate of competitiveness in the sector. The employees are bound to deliver their individual targets, which sum up the management targets for the appraisal period. In such a situation, there is often pressure placed on the employee and he or she feels worried whenever the target seems not realizable.

Concept of Organisational Structure

Organisation structure refers to the way that an organisation arranges her people and jobs so that its works can be performed and its goals can be met. Organisational structure is often necessary in large organisations where decisions have to be made on delegations of various tasks and assignments. Organisational structure required established policies that assign individual to responsibilities and tasks in an organisation. The policies spell out the dimensions of organisation structured (Lewis, 2003). It is obvious here that employees' responsibilities are defined by the structure in place. It specifies what to do, who an employee should report to, and the line managers also get to know who are to report to them. The organisation structure of any organization is actually targeted at making the work process flow easily to achieve various set objectives. In most cases, an organisation usually has its chart that depicts graphically, the various relationships that exist within the organisation.

A survey of presented definitions for organisation structure by researchers in the management field shows that people and human powers, work and conscious collaboration effort to achieve the objectives have been the center focus in every one of them. These are the primary issues in organisational structure, as well as effectiveness in employee dispositions and behaviours. In doing as such, attracting attention to organisation and organisational structure in organisational conduct environment is connected by great importance (Akram& Ahmad, 2017). Research in organisational structure incorporates a wide domain, for instance, how to assign and delegate individuals in various parts and roles of organisation, work grouping and planning, how to appropriate duty and authority, and utilizing knowledge and skill. The decision-making strategies and focusing on principles and regulations are in this position. Social conditions are entangled and constantly changing. These issues make the organisation to experience numerous problems and thus they come to attempt other plans and structures. The techniques to handle and frame the organisational structure and human forces working therein should not be overlooked, because these days organisations could not adopt a consistent structure continuously and factors around the organizations make the manager to create legitimate structures and change them. If need be.

In a study carried out by Akram and Ahmad (2017) on relationship between organisational structure and employee job stress. The results revealed that there is significant correlation between formality in organisational structure and employee job stress ($r=0.943$). For the

specialized people, the more strict regulations are implemented and formality is considered, the more it is possible for these people to experience stress. By imposing excessive formality, the employees' abilities to apply knowledge, experience, and creativity are reduced and this can result in appearing conflict between person and organisation, which is among the causes of job stress. Likewise, Beiginia (2001) examined the connection between structural and contextual dimensions of organisation and cooperation. He discovered positive connection between structural and contextual dimensions and employee cooperation, while there was no connection between complexity of these dimensions and worker collaboration.

Organizational Structure in Commercial Banks in Nigeria

Generally, the organizational structures of commercial banks in Nigeria at their headquarters consist of the Board of Directors (the apex authority), Managing Director, Deputy Director, Executive Directors, Group Heads of departments, but the unit heads of departments in various banks differ, based on the types of department that exist within the bank. Meanwhile their corresponding branches have the manager as the apex level of authority with core supervision on business development of the branch, Business Service Manager, manning the operations and services of the branch and other customer facing staff (operators). The power and authority of the branch's business development manager and business services manager are being controlled directly by their respective Head of departments while they guide other staff in implementing management directives at the branch level. In this view, the manner at which job is being allocated in each bank branch will determine the nature of organizational structure in place and it's been determined by the organisation goals and objectives.

Akramand and Ahmad (2017) carried out an investigation on the relationship between organisational structure and employee job stress among staffs of Khuzestan Steel Industries. The statistical population of their study includes 382 with and 191 sample comprising staffs, selected based on Krejcie and Morgan's (1970) table. To collect related data, two questionnaires were utilised: the designed organisational structure questionnaire consisting of complexity, formality and centralization dimensions as well as job stress questionnaire adapted from standardised modified questionnaire developed by Kyriacou and Sutcliff. The research methodology was descriptive correlational. The experts confirmed the content validity of the two instruments. The reliability of the questionnaire was established through Alpha Cronbach's and reported for organizational structure was (0.94) and job stress (0.90). The findings revealed that there were significant relationships between formality, complexity, and centralisation dimensions of organisational structure and employee job stress.

Theoretical Framework

The study adopted Cooper and Marshall's (1976) model to discuss Job stress and Hage and Aiken (1967) model is applied to discuss organisational structure among commercial bank employees in Ogun State, Nigeria.

Relevance of the Model to the Current Study

Cooper and Marshal Model of occupational stress have been widely used by researchers. The relevance of this model is that it describes major stressors an individual faces (physical,

psychological and behavioral) at work, which employees in commercial banks in Nigeria are inclusive. It gives overall summary of how stressors can affect an individual's health at work and at home. The fact that the Cooper's model concentrates much on specific organisational stressors shows that an employee needs to be conscious of his work environment, know his health status and proactively make efforts on how to control its impacts on his/her body. The understanding of stressors in work place correlates with identifying and managing its effects on health. In essence, an employee can identify and trace specific body response to its cause/s and take necessary steps to curb its occurrence or what could exacerbate it. The various stressors, according to Marshal and Cooper model (1976), could be simply categorized into three specific areas as, Physiological, Psychological and behavioural stressors based on the different literature reviewed. Therefore, this study will measure the level of bank employees' stress based on the three categorised stress to capture adequately employee's stress in-depthly.

Hage and Aiken (1967) model

Hage and Aiken (1967) model for organisational structure is relevant to the study of organisational structure, which is one of the independent variables in this research. The theory is based on the two basic features of organisational structure; formalisation and centralisation. The first construct indicates how organisation's rules and regulations are spelt out and its adherence by employees while the second construct describe hierarchy of reporting and the decision making of the employees. The organisational structure determines how the organisation operates and performs. It shows allocation of responsibilities for the various functions and its processes assigned to employees, which determines their experiences in workplace.

According to Hage and Aiken (1967), the two basic types of organisational structure which are formalisation and centralization can be measured under four indicators as; decision making, hierarchy of authority, job codification and rule observation. Under the formalisation construct, job codification has been defined as the level to which an organisation precisely spells out rules and procedures related to jobs in different situations while rule observation refers to the extent to which an organisation rigidly adheres to the rules and procedures. In other words, this construct measures how far employees are supervised to ensure that they do not commit any offense against the company's rules and regulations. Additionally, centralisation deals with the amount of power distributed among employees of various positions. This variable is measured in terms of hierarchy of authority and centralised decision-making. According to the theory, the former examines the level the subordinates are reliant upon their supervisors in decision-making while the latter identifies the level of employees' involvement in decisions making on resource allocation and policy formation.

Methodology

Research Design

A survey research design was used to conduct this study. The survey research design was seen appropriate because of the data collection from the population under study requires a direct contact. In another view, survey design enhances opportunities to collect timely data and standardized information with the use of questionnaire. Generally, survey design enhances accurate result for the study.

Population of the Study

The total population for the study was 4,223 employees in the main banking operations in 16 commercial banks in Ogun State. The population involves operations staff who are assigned to give services to customers and business development staff who are in charge of mobilizing deposits and maintenance of relationship between the bank and her customers.

Sampling Size and Sampling Techniques

Sampling is regarded as the fractional part of the whole. The study had 400 bank employees as the sample size and was derived by using a sample technique. Sampling Techniques is process of selecting a sample size from the total population and it can either be probability or non-probability method (Yunus and Tambi, 2013). However, probability sampling techniques in this study allowed all bank employees to equally have chance of participating in the study. Thus, this study used a Probability Sampling Technique to select the bank employees, and a proportionate stratified random sampling procedure to select relative sample from the total population for the study.

Validity and Reliability of the Research Instrument

The essence of establishing the validity and reliability of research instrument is to make sure that its efficiency and effectiveness. There was consultations and discussion with the experts in order to verify the face and content validity of the instrument. The discussions lead to modification of the instrument to capture the required information for this study appropriately.

Method of Data Analysis

The study used descriptive statistics such as simple frequency distribution and percentages to analyse demographic variables, while mean and standard deviations was employed to analyse research questions. Simple linear regression was used to analyse hypothesis 1 at 0.05 level of significance. The data was coded with Statistical Package for Social Science (SPSS) version 22 employed for the various analyses. This is a computer software program designed for social sciences research.

Hypothesis one: There is no significant influence of organisational structure on job stress of commercial banks employees in Ogun State, Nigeria.

This section sought information on the influence of organizational structure on job stress of employees in commercial banks.

Table 1a: Summary of Multiple Regression Analysis of the relative influence of organizational structure on job stress of commercial banks employees in Ogun State, Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	T	p-value
	B	Std. Error	Beta		
(Constant)	45.564	2.332		19.542	.000
Rule observation	.401	.147	.147	2.730	.007*
Job codification	.209	.167	.069	1.254	.211
Hierarchy Auto	.009	.208	.002	.042	.967
Centralized DM	.424	.171	.145	2.475	.014*
Source of variation	Sum of Squares	Df	Mean Square	F-Ratio	P
Regression	2607.207	4	651.802	7.568	.000 ^b
Residual	32984.657	383	86.122		
Total	35591.863	387			

R = .271; Multiple R (Adjusted) = .073; Multiple \bar{R} (Adjusted) = .064; Stand error estimate = 9.280

a. Dependent Variable: Job stress

b. Predictors: (Constant), organizational structure (CentralizedDM, Jobcodification, Rule observation, Hierarchy Auto)

Source: Field survey, 2019

Note: The asteric P-value implies significant

Non-asteric P. value implies non-significant

Table 1b: The influence of Organizational Structure on Job Stress

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	44.526	2.263		19.673	.000
OrgStructure	.277	.054	.254	5.159	.000
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2295.663	1	2295.663	26.613	.000 ^b
Residual	33296.201	386	86.260		
Total	35591.863	387			

R = .254, R² = .064, Adjusted R² = .062, Standard Error estimate = 9.288

a. Dependent Variable: Jobstress

b. Predictors: (Constant), OrgStructure

The results in table indicated that the predictor variable (organisational structure) in the regression model predicted job stress of commercial bank employees in Ogun State, Nigeria ($R = .271$; $R^2 = .073$; Adj. $R^2 = .064$; $F_{(4, 387)} = 7.568$; $p = .000$). This showed that the predictor variable (organizational Structure) accounted for 6.4% of the variance in the commercial banks employees' job stress. The null hypothesis which stated that there is nosignificant influence of organizational structure on job stress of employees in commercial banks in Ogun State, Nigeria was rejected by this finding. This implies that there is a positive significant

influence of organizational structure on job stress of employees in commercial banks in Ogun State, Nigeria.

Specifically, the findings revealed that among (4) items considered under organizational structure, (2) items i.e job codification and hierarchy of authority did not contribute to job stress while other (2) items i.e rule observation and centralised decision Making contributed to the job stress of bank employees of Ogun State, Nigeria.

Discussion of Findings

Hypothesis one investigated the significant influence of organisation structure on job stress of bank employees in Ogun State, Nigeria. As revealed from the findings and analysis presented in the table, the null hypothesis two was rejected. The result indicated that there was a significant influence of organisational structure on job stress of bank employees in Ogun State, Nigeria. The result agreed with the previous studies carried out by some researchers such as: Kaur, et al (2016); Selvakuma, et al (2015) and Latorre, et al (2018) who asserted that core evaluation of organisational structure had predictable impact on job stress, independent of the characteristics of the job itself. They also submitted that the organisational structure in banking sector poses a great demand on employees in such a way that they experience pressure. Furthermore, in their study, the authors affirmed that the degree of decision making of an employee has great impact on their job stress experience regardless of the work load in the work place. They affirmed that the organisational structure in banking sector had a great influence on their job stress.

The findings of Miller, et al (2000), corroborate this study by noting that many women usually suffer more pains than men in a situation of job stress in work place. This view is similar to Grawitchet, al (2010), that job stress in work place causes increased in absenteeism, employee turnover and low performance. These imply the importance of ensuring a moderate stress in workplace to enhance the employees' well-being and their capacity to perform their duties. The usefulness of studying job stress in banking sector is embedded in the fact that banking sector among other business sectors is prone to stress because of frequent business reengineering due to the impact of technology and the need to give customers quality service hence, there is need to promote good health of employees by ensuring proper health enhancing policies are made.

Recommendations

Based on the findings and challenges that were revealed in this study, the following recommendations are hereby proffered:

1. The study revealed that the physiological job stress of bank employees in commercial banks in Ogun State was the highest, followed by behavioural stress. The high level of physiological job stress suggests that the management needs to avoid giving unrealistic targets to the bank employees.
2. It is also recommended that management in the banking sector should discourage long hour of work to reduce the level of physiological stress being experienced by bank employees.

3. The high level of behavioural stress suggests that management should educate bank employees on the need to cordially relate with one another by organising seminars for them. This will promote mutual relationship and good health among the bank employees.
4. Management of banks in Ogun State should device means of getting feedback from their employees on job stress as this will help in modifying the organizational structure from time to time to both promote employees' health and help in achieving management's goals.

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