

Work Stress and Intention for Early Retirement: An Empirical Study Based on XYZ Bank

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Abstract

This research explores the relationship between work stress and intention for early retirement of the bank executives of XYZ bank. Intention for early retirement is measured on four subscales, namely role overload, role ambiguity, rule violation and job insecurity. Operators' characteristics considered are age, gender, education level, and experience. The proposed methodology includes an administration of questionnaire survey to sixty five bank executives followed by an analysis using correlation and regression analysis. The key findings are ; the four subscales can be used to measure intention for early retirement, and job insecurity and role ambiguity have a strong positive relationship with intention for early retirement while role overload and rule violation have moderate positive relationship with intention for early retirement.

Keywords: Work Stress, Early Retirement, Banking Industry

Introduction

Background of the Study

Early retirement is an important topic to discuss due to its impact on organizations and individuals as well. Many journals, newspapers and research have discussed to find out the actual reasons for early retirement intentions since it fundamentally brings a negative impact on the organizations. Employee stress is also an important topic to discuss, since the researchers have found that there are positive and negative affects to organizations due to stressful situation of the employees. However, the employee stress is harmful to individuals since 60% -70% of diseases are directly related to stress. Different people act differently in a stressful situation, and it is important to discuss the relationship between work stress and early retirement intention. Therefore, this research explores the relationship between work stress and intention for early retirement of the employees of XYZ bank

Banking Industry of Sri Lanka

The Banking and Financial Industry of Sri Lanka could be briefly divided into four sections as monetary sector, non-monetary sector financial institutions, money markets and capital market and associated institutions. Commercial banks come under the monetary sector and there are 25 licensed commercial banks operating in Sri Lanka (Central Bank, 2014). These include 12 foreign banks and 13 local banks, including Cargills Bank, which commenced its operations in April 2014. Again, the local commercial banks could be divided as state owned banks and private commercial banks.

In addition to that, there are nine specialized banks operating in Sri Lanka, which come under the non-monetary sector. Commercial banks collect funds by way of various deposit schemes and lend them at short, medium and long-term periods. Most commercial banks also have Foreign Currency Banking Units offering services to BOI approved enterprises. These funds collected by the commercial banks are mainly used for the development of the economy.

Research Problem Identification

Symptoms of the Problem

Although the XYZ bank is performing well in the Sri Lankan banking industry, when it is considered in the human resource management point of view, there are certain issues that have to be monitored. Human resources management is also one of the costing bank processes and therefore the bank should identify which processes to be carried further and which processes need higher management attention. The human resource manager has to take actions on critical issues, prioritize most critical issues among the employees and solve them. According to XYZ bank annual report 2013, the highest turnover (early retirement) in the year 2013 has been identified from 50 to 55 age group, although the retirement age is above 55 and the second largest employee turnover is recorded from the age group 18 - 25. In the year 2014, the employee turnover has been the highest within the 45 to 55 age group, although the retirement age is above 55 and the second largest employee turnover age group has been 25-35 (XYZ Annual Report, 2014).

Justification of the Problem

The primary objective of this research paper is to identify if there is any relationship between employees' stress and their intention for early retirement. If there is a relationship, it will be identified. The necessity for the identification of this issue is to evaluate the future investment amount of employee stress-releasing programs and to invest in them more effectively than at present.

According to (XYZ Annual Report, 2014) the fiscal year 2014, the bank is going to enhance its value creation by its employees in 2015. It further forecasts to enhance the potential financial security of employees. But if there is a trend in the early retirement of XYZ employees and resignation of younger employees within a few years of employment, will the XYZ bank assure the overall productivity and the growth as it forecasted? Since it is clear that there is an employee turnover in XYZ as well as in other local banks, the research problem is validated in order to increase the employee performance as well as the overall organization's productivity and growth.

XYZ has facilitated employees in various strategies to uphold their lives and to gain the balance in their working life. The bank struggles to ensure its employee team spirit and their respect for the values and maintain the highest ethical standards which the company expected of them (XYZ Annual Report, 2014). But, there is a doubt in automated bank processes in recent years, and the higher earlier retirement is due to the stress that experienced people are not much aware of high technology. The company has given the facility of virtual learning at the working place as well as at the employees' home premises. The older employees may be stressed due to the demand of the company in getting knowledge, even when they are at their homes. It is a cost for a company to lose well experienced people and employees who worked well, but only for a shorter period of time in the XYZ. Further, it is evident that there is a huge competition among the banks and to compete in the market, bank staff should sell their products aggressively. Therefore,

the management of the bank has given targets to each customer centre and the pressure is unbearable to the staff in most instances. It is also reported that the bank staff does not take more than ten to fifteen minutes for their lunch break and every staff has to work additional hours to complete their daily work. Therefore, it is justifiable to research whether there is a requirement for employees' stress to control at the lower level or it is not an impact on the company's future sustainability and the retirement of the employees in the Sri Lankan banking sector.

Defining Research Problem

There is a trend in employee turnover before the age of the retirement in XYZ bank. The reason for these resignations may vary individual-wise. But as a recent finding in the industry, the employment in the banking industry is stressful. Therefore, the employee stress can be one of the significant reasons for such early aged employee resignations. So, a significant question in the banking industry is that "Are the employees being over-stressed in the banking industry and will this cause early retirements?", If there is such an issue, it is a responsibility of the human resource management to take actions to minimize employee stress further and invest in stress reduction of its employees.

Research Question

Early retirement makes a significant impact on the profitability of the company due to the cost of replacing experienced employees. So, the human resource department of the XYZ bank has a question as to whether the employee work stress at XYZ bank has any impact on the early retirement and research was to be conducted on this matter. Therefore, the research question was formulated to find the impact of work stress on early retirement intention of employees.

Objectives of the Study

The primary objective of this study is to identify the relationship between work stress and the intention for early retirement of the bank's employees. According to that, following objectives were derived: to identify the impact of role overload, role ambiguity, rule violation, job insecurity, and work stress over intention for early retirement and to make suggestions and recommendations to the management of the bank to address the issues found from the research.

Significance of the Study

According to internal sources of the XYZ bank, it is reported that nearly one hundred odd amount of employees annually retire before the retirement age (early retirement) due to various reasons. When an employee resigns from the organization, bank has to recruit and train new people, which is a huge cost to the bank. XYZ bank has undertaken little research in the area of retirement, but none of it is directly related to identification of the causes for employee early retirement. There is a doubt that automated bank processes that took place in recent years were higher, and high technology is thought to be one reason for the earlier retirement of experienced people since they lack knowledge of the high technology. Further, the bank has given the facility of virtual learning at the working place as well as at the employees' home premises. The older employees may be stressed due to the demand of the company in getting knowledge, even when they are at their homes. It is

much more important for the XYZ bank to understand the factors which may reduce its employees' early retirement.

So the findings of this research study will help management to identify the causes which minimise the percentage of early retirement .Further, identification of this issue will help evaluate the future investment amount of employee stress-releasing programs and to invest in them effectively than at present.

Literature Review

The Concept of Early Retirement

Blekesaune, M., & Solem, P.E. have recently conducted research on “working conditions and early retirement: A prospective study of retirement behaviour” by using individual retirement of 270 occupations. In that research, they have identified retirement as “a drop in work-related income and studied both jointly and separately for disability and non-disability retirement” (Blekesaune, M., Solem, P.E.).

In simple words, early retirement can be explained as retirement that occurs before the available age. For each and every country, there are pre -defined ages of retirement for employees. For Sri Lanka, the age is 65 and retiring before that age is considered as early retirement. As per the findings of Blekesaune, M., and Solem, P.E. retirement typically includes two ways: leaving occupational work and beginning accessing a retirement pension. Early retirement can be elderly workers' self- decision or a decision imposed by the job. But as per the most researchers' findings, elderly workers are willing to have both income and leisure.

The Concept of Work Stress

The work stress can be defined in many ways and literature has explained it in a different manner. Pathade, (2014) conducted research on workplace stress among women executives in banks and found ten reasons to cause stress faced by the women executives: poor working conditions, rotating work shifts, work overload, role ambiguity, lack of participation in decision-making, inappropriate leadership style, lack of social support, transfers, poor working relationships and technological changes in the organization. Further, the same researcher identified that excessive stress may result in bodily disturbances like peptic ulcers, migraine headache, fever, etc. High level of stress may affect self-confidence, lower self-esteem, and lack of concentration and reduction of job satisfaction. By testing the hypothesis, the researcher concluded that moderate levels of stress are experienced by the women executives due to factors like lack of group cohesiveness, role ambiguity, and role overload, lack of supervisory support, job difficulty and job requirement-capability mismatch. From the analysis of primary data, the researcher concluded that the problems of group cohesiveness, role ambiguity, level of job difficulty and job requirement- capability mismatch are greatest in private sector banks and least in foreign banks. The organizational stressors such as role conflict, feeling of inequality and inadequacy of role authority were found to be insignificant with respect to the public sector banks, the private sector banks and the foreign banks. One of the recent findings of work stress research paper, research used five factors to measure work stress, namely employee empowerment, role overload, role ambiguity, rule violation and job hazards (Krishna, et al., 2014). The approach used here is somewhat similar to the research's approach and the factors are considered as role overload, role ambiguity, rule violation and job hazards (Krishna, et al., 2014).

Job Satisfaction

One of the biggest studies of job satisfaction is Hawthorne study. This study was conducted by Elton Mayo of the Harvard Business School in the period of 1924 -1933 to find out the effect of various conditions for workers' productivity. These studies in the end showed that novel changes in work conditions, most of the time, temporarily increase productivity which is called Hawthorne Effects. This discovery provided strong evidence that people work for purposes other than money, which paved the way for investigators to investigate other factors in job satisfaction.

Scientific management also had a substantial impact on the study of job satisfaction. (Taylor, 1911), Due to the discovery of scientific management by Taylor, productivity significantly increased. The main reason for that advancement is that workers were forced to do their work at a faster pace. Though initially productivity increased, at the end, workers became tired and dissatisfied. This creates a new question to researchers regarding job satisfaction. Literature highlighted that W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work.

Herzberg's influential need theory, suggests that basic survival needs of a human are not directly related to the job itself, but we have to think of the conditions that surround performing that job. Examples can be stressed as a reward system, salary, and interpersonal relations (Herzberg, 1971; Herzberg, Mausner, & Bloch Snyderman, 2005; Tietjen & Myers, 1998). As Herzberg suggests, these factors can be a reason of dissatisfaction when not satisfied. However, when satisfied, above factors do not motivate or cause satisfaction, they only prevent dissatisfaction (Herzberg, 1971; Herzberg, Mausner, & Bloch Snyderman, 2005). Growth needs are considered as the second set of needs and they signify the intrinsic factors of the work. For example, it includes the appreciation of a task completed, achievement, responsibility, advancement and work itself. According to the Herzberg's Influential Need Theory, when employees are becoming talented in their work, they tend to work as motivators. This had been argued in many research papers (Lundberga, C., Gudmundsonb, A., Anderssonc, T.D., 2009). Also (Wright, 1989) stated that giving opportunities and advancement at work will increase the satisfaction and this will be a motivational strategy on employees. So, as the researchers discussed in the past, this can be used as an easy method of increasing motivation. However, it was found that the Two-Factor Theory only claims job content or job enrichment as a strategy to increase work motivation (Furnham, Forde, & Ferrari, 1999; Parson & Broadbride, 2006; Wright, 1989).

According to one of the famous psychologists, Abraham Maslow, a hierarchy can be formed by using human needs. It is ascending from the lowest level (basic needs) to the highest level (self-esteem need). According to the theory need are physiological needs, security needs, safety needs, social needs and esteem needs. Physiological needs are considered as basic needs. Food, warmth, shelter, water, sleep, medicine and education are some examples for the basic physiological needs which fall under the primary list of need satisfaction. According to this theory, until these needs are satisfied to a degree to maintain life, no other motivating factors can work. Security or safety needs are the needs to be free of physical hazard and of the fear of losing a job, property, food or shelter. Further, it includes protection against any emotional harm. Since people are considered social beings, they need to belong and be accepted by others. People try to satisfy their needs for acceptance, affection, and friendship. These needs can be identified as Social needs. According to Maslow's Hierarchy of Needs theory, once people begin to satisfy their need to belong, they tend to be held in esteem both by themselves and by others. This kind of

need produces such satisfaction as prestige status, power, and self-confidence. It comprises both internal esteem factors like autonomy, self-respect and achievements and external esteem factors like recognition, states, and attention. Maslow regards need for self-actualization as the uppermost need in the hierarchy. It is the drive to become what one is proficient of becoming; it contains growth, achieving one's potential and self-fulfillment.

As the author discussed, to reach the higher level, author needs to satisfy the basic level, and for an organization, these needs can be used as motivators to the employees. When criticising Maslow's assumption, it can be highlighted that humans are not always in the hierarchical order when it comes to needs. Though the humans have some difficulties with the lower level needs like food, shelter, if they can have some capability of achieving them, then they expect a higher level of needs like love and belongingness. But, according Maslow's Hierarchy of Needs Theory, "the lower needs in the hierarchy must be satisfied before a person can achieve their potential and self-actualize" (McLeod., 2015). "However, this criticism is not applicable for the people who have difficulty attaining very basic physiological needs (like food, shelter etc.) are not capable of meeting higher growth needs" (McLeod., 2015).

The Factors Which Determine Work Stress

Role Overload

In a bank, majority of employees are asked to do many tasks within very little time. Specially, they are given different targets to achieve in a limited time period. Hence, they experience a stressful situation. The limited time framework and role of work load have a significant effect on work stress. Overload work can be categorized into two types: quantitative and qualitative. Quantitative overload involves performing a number of activities at the prescribed time. Qualitative overload implies performing a complicated task, which may be beyond the employee's capacity.

Role Ambiguity

Sometimes, the given job role is not very clear and the same employee is assigned multiple tasks at the same time. Their job description is vague. In such a case, the employees do not know what they are supposed to do and their tasks and responsibilities are not clear. This creates confusion and may lead to stress. So, the role of ambiguity is a major reason work stress.

Rule Violation

Rule violation is one of the biggest problems recently coming into topic in many industries. This is a common trend in the banking industry also. One of the reasons for this matter may be pressure coming from political entities, groups as well as from formal rules and instructions. Sometimes, the employees are forced to be bound to certain groups/political entities. Therefore, pressure from those groups affects their entire work. Employees, including both managers and executives, when attached to formal working procedures, they are governed by a different set of official instructions and circulars. But as per the findings on industry, some of the employees are blindly violating the routine administrative procedures and policies owing to group pressure (Krishna, et al., 2014).

Job Insecurity

Job insecurity relates to the perception of threats, opportunities and the control individuals have regarding their responsibilities at work. When threats are perceived to be greater than opportunities, when there is perceived lack of control and changes in job characteristics,

survivors will experience job insecurity. According to Armstrong-Stassen and Latack (1992), all jobs are seen as less secure after downsizing, and it is the organizations in which job losses have been largest that the decline in trust and commitment may be greatest. On the other hand, Hallier and Lyon, (1996) argued that this need not be so where people do not identify with those who have been made redundant even when they have direct and objective knowledge of the situation.

Research Methodology

The Conceptual Framework

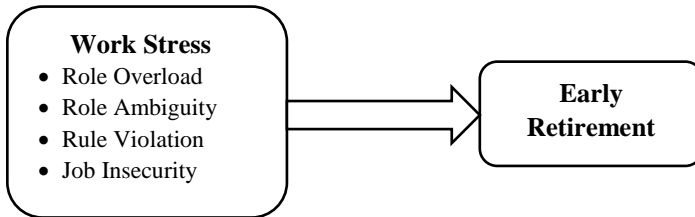


Figure 1. The Conceptual Framework

Operationalization Concept

The key concepts, variables and measurements are given below which are operationalized in the research.

Table 1. Operationalization Concept

Concept	Variable	Indicators	Scale
Work Stress (Independent Variable)	Role Overload	Excessive work, Work under Pressure, Insufficient Resources, Lack of Time	Likert Scale
	Role Ambiguity	Unavailability of Information, Contradictory Instructions, Expectations of Superiors, Sudden changes	Likert Scale
	Rule Violation	Group Pressure, Violation of instructions, New procedures	Likert Scale
	Job Insecurity	Uncertainty of future, Recent bank reforms, Unstable income	Likert Scale
Intention to leave (Dependent Variable)	Early Retirement	Intention to leave, Health benefits, Family life benefits, Self-actualization	Likert Scale

Research Design with a Rationale

Collection of Primary Data and Secondary Data

According to (Yin, 1994) basically, five key research strategies used are experiment, Survey, History, Archival analysis and case study. The research strategy mainly depends

on characteristics of the formulated research question. The main goal of this study is to identify the factors influencing the work stress and the intention for early retirement of the executive level employees. The study emphasizes on contemporary events, does not require control over behavioural events and the research question of this learning is in the form of what. Therefore, the most appropriate strategy is a survey. However, primary data collection was done by using a questionnaire from the executive level employees of XYZ bank. After keenly analysing the literature review, questionnaire was developed. A pilot study was conducted with the aim of identifying and eradicating the potential problem. 10 executive level employees of XYZ bank answered the questions. In the pilot survey, they were asked to criticize the questions and to indicate any vague point in the questions. Based on gathered feedback given, the questionnaire was refined for clarity. The final questionnaire consists of twenty questions.

Secondary data are most important when generalising the findings. Therefore, data were collected through web sites, blogs and annual report.

Validity and Reliability

Validity is the fulfilment of the requirements of scientific methods through the findings and concepts underpinned by the research study. In this context, the researcher has the research design and has aligned the requirements of the research. Also, the researcher has developed and presented it to ensure that the data and findings generated through the methods adopted ensure their compatibility and conformity to the scientific approaches. In addition, internal validity has been ensured by adopting a structured questionnaire that controls the ability to present the respondents' personal biases, tendencies and etc. in the responses given. The respondents have not been provided with any sort of incentives in order to encourage them to provide positive responses always or aggressive statements during the study. In that way, the researcher has assured the validity and reliability of the research study.

Data Analysis

Sample size and Response Rate

Approximately 80 questionnaires were prepared and circulated. A total of 70 responses were received. Of these, five (5) responses had to be discarded due to invalid or incomplete data entries. Thus, the sample comprising of a total of 65 respondents was used for analysis. The usable response rate amounted to 76%, which is satisfactory. From the received questionnaire feedback, some meaningful results were found and documented.

Descriptive Statistics of Survey Data

Demographic Characteristics

This section outlines the findings on the demographic characteristics of the sample, which includes the age, gender, education level, income level and work experience in terms of years.

Age and Gender

The highest percentage of respondents were between the ages of 37 and 42 years (46.15%), the second largest age group was between 31 and 36 years (35.39%), the third largest group was between 43 and 48 years (15.39%). The average age was in between 37 and 48 years group which accounted for 38 years. When combining two age groups, the

group between 31 and 42 years contributed to 81.54% of the respondents, which represents the majority portion of the working population in Sri Lanka.

Figure 3 shows a fairly even split between male and female respondents, with males showing a slightly dominant percentage (53.85%).

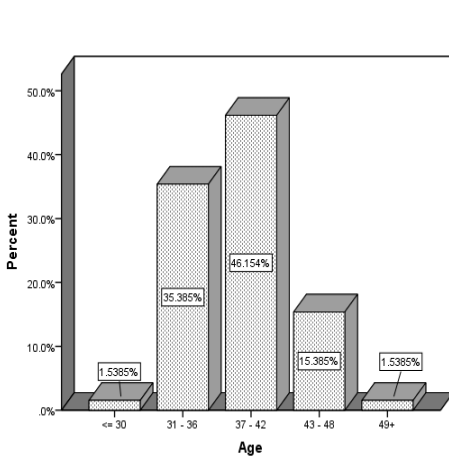


Figure 3. Age Representation of Respondents

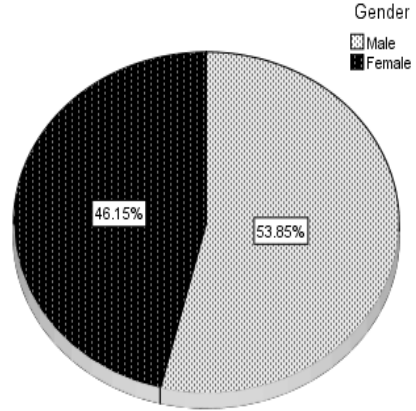


Figure 3. Gender Representation of Respondents

Figure 4 clearly explains that majority respondents who account for 97% have more than 75000 rupees monthly income. Figure 5 represents the respondents' working experience with gender. It clearly shows that majority of respondents having 15 to 19 years' experience could sufficiently give the ideas to reach objectives of the research.

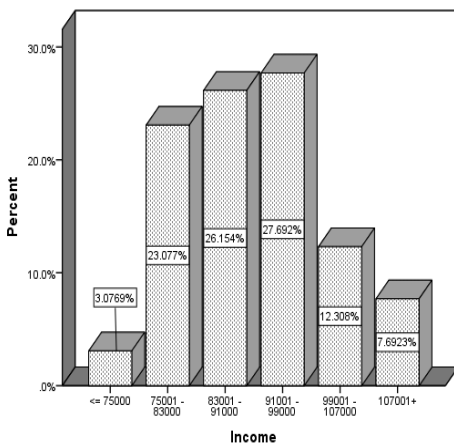


Figure 5. Income Distribution of Respondents

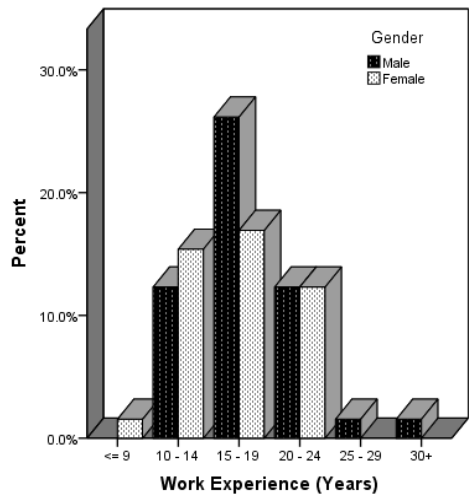


Figure 5. Work Experience with Gender

Education Level, Working Experience and Income Level**Table 2.** Education Qualification

	Frequency	Percent
Advanced Level Exam	19	29.2
Degree	11	16.9
Diploma	23	35.4
Master Degree	6	9.2
Post Graduate Diploma	6	9.2
Total	65	100.0

Sri Lanka has a higher literacy rate. (Indexmundi.com, 2014). It had been proven by the survey data. The respondents have higher education because most of them have (70.8%) either diplomas or higher educational qualifications.

Hypothesis Testing**Relationship between Role Overload and Early Retirement***Testing for Normality of Variables*

H_0 : Both distributions are normally distributed

H_1 : Both distributions are not normally distributed

Table 3. Tests of Normality - Role Overload and Early Retirement

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Role Overload	.182	65	.200*	.935	65	.871
Early Retirement	.251	65	.200*	.689	65	.536

*. This is a lower bound of the true significance. a. Lilliefors Significance Correction

The Sig. value of the Normality Test is greater than 0.05, the data are normal. This allows to reject H_0 . At the end, based on the hypothesis testing at the 5% level of significance, it can be concluded that both distributions are normally distributed.

Testing for Correlations

To investigate whether there is any significant relationship between role overload and early retirement

H_0 : There is no significant correlation between role overload and early retirement

H_1 : There is a significant correlation between role overload and early retirement

Table 4. Correlations - Role Overload and Early Retirement

		Role Overload	Early Retirement
Spearman's rho	Role Overload	Correlation Coefficient	1.000
		Sig. (2-tailed)	.560**
		N	65
	Early Retirement	Correlation Coefficient	.560**
		Sig. (2-tailed)	1.000
		N	65

** . Correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation analysis is performed to determine the relationship between two variables. There is a moderate, positive correlation between these two variables, which is statistically significant ($r = 0.560$, $n = 65$, $p\text{-value} = 0.0000 < 0.05$).

Relationship between Role Ambiguity and Early Retirement

Testing for Normality of Variables

H_0 : Both distributions are normally distributed

H_1 : Both distributions are not normally distributed

Table 5. Tests of Normality - Role Ambiguity and Early Retirement

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Role Ambiguity	.228	65	.200*	.689	65	.771
Early Retirement	.251	65	.200*	.689	65	.536

*. This is a lower bound of the true significance. a. Lilliefors Significance Correction

The Sig. value of the Normality Test is greater than 0.05, the data are normal. This allows to reject H_0 . At the end, based on the hypothesis testing at the 5% level of significance, it can be concluded that both distributions are normally distributed.

Testing for Correlations

To investigate whether there is any significant relationship between role ambiguity and early retirement.

H_0 : There is no significant correlation between role ambiguity and early retirement

H_1 : There is a significant correlation between role ambiguity and early retirement

Table 6. Correlations - Role Ambiguity and Early Retirement

		Role Ambiguity	Early Retirement
Spearman's rho	Role Ambiguity	Correlation Coefficient	1.000
		Sig. (2-tailed)	.668**
		N	65
	Early Retirement	Correlation Coefficient	.668**
		Sig. (2-tailed)	1.000
		N	65

** . Correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation analysis is performed to determine the relationship between two variables. There is a strong, positive correlation between these two variables, which is statistically significant ($r = 0.668$, $n = 65$, $p\text{-value} = 0.0000 < 0.05$).

Relationship between Role Violation and Early Retirement

Testing for Normality of Variables

H_0 : Both distributions are normally distributed

H_1 : Both distributions are not normally distributed

Table 7. Tests of Normality - Role Violation and Early Retirement

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Role Violation	.282	65	.200*	.935	65	.671
Early Retirement	.251	65	.200*	.689	65	.536

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The Sig. value of the Normality Test is greater than 0.05, the data are normal. This allows to reject H_0 . At the end, based on the hypothesis testing at the 5% level of significance, it can be concluded that both distributions are normally distributed.

Testing for Correlations

To investigate whether there is any significant relationship between role violation and early retirement

H_0 : There is no significant correlation between role violation and early retirement

H_1 : There is a significant correlation between role violation and early retirement

Table 8. Correlations - Role Violation and Early Retirement

		Role Violation	Early Retirement
Spearman's rho	Correlation	1.000	.535**
	Coefficient		
	Sig. (2-tailed)	.	.005
	N	65	65
Spearman's rho	Correlation	.535**	1.000
	Coefficient		
	Sig. (2-tailed)	.005	.
	N	65	65

** . Correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation analysis is performed to determine the relationship between two variables. There is a moderate, positive correlation between these two variables, which is statistically significant ($r = 0.535$, $n = 65$, $p\text{-value} = 0.0000 < 0.05$).

Relationship between Job Insecurity and Early Retirement

Testing for Normality of Variables

H_0 : Both distributions are normally distributed

H_1 : Both distributions are not normally distributed

Table 9. Tests of Normality - Job Insecurity and Early Retirement

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Insecurity	.182	65	.200*	.935	65	.871
Early Retirement	.251	65	.200*	.689	65	.536

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The Sig. value of the Normality Test is greater than 0.05, the data are normal. This allows rejecting H_0 . At the end based on the hypothesis testing at the 5% level of significance, it can be concluded that both distributions are normally distributed.

Testing for Correlations

To investigate whether there is any significant relationship between job insecurity and early retirement

H_0 : There is no significant correlation between job insecurity and early retirement

H_1 : There is a significant correlation between job insecurity and early retirement

Table 10. Correlations - Job Insecurity and Early Retirement

		Job Insecurity	Early Retirement
Job Insecurity	Correlation Coefficient	1.000	.685**
	Sig. (2-tailed)	.	.000
	N	65	65
Spearman's rho	Correlation Coefficient	.685**	1.000
	Sig. (2-tailed)	.000	.
	N	65	65

** . Correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation analysis is performed to determine the relationship between two variables. There is a strong, positive correlation between these two variables, which is statistically significant ($r = 0.685$, $n = 65$, $p\text{-value} = 0.0000 < 0.05$).

Relationship between Work Stress and Early Retirement

Testing for Normality of Variables

H_0 : Both distributions are normally distributed

H_1 : Both distributions are not normally distributed

Table 11. Tests of Normality- Work Stress and Early Retirement

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Work Stress	.092	65	.200*	.935	65	.871
Early Retirement	.251	65	.200*	.689	65	.536

*. This is a lower bound of the true significance. a. Lilliefors Significance Correction

The Sig. value of the Normality Test is greater than 0.05, the data are normal. This allows to reject H_0 . At the end based on the hypothesis testing at the 5% level of significance, it can be concluded that both distributions are normally distributed.

Testing for Correlations

To investigate whether there is any significant relationship between work stress and early retirement

H_0 : There is no significant correlation between work stress and early retirement

H_1 : There is a significant correlation between work stress and early retirement

Table 12. Correlations - Work Stress and Early Retirement

		Work Stress	Early Retirement
Spearman's rho	Work Stress	1.000	.660**
		Correlation Coefficient	
		Sig. (2-tailed)	.000
		N	65
Early Retirement		.660**	1.000
		Correlation Coefficient	
		Sig. (2-tailed)	.000
		N	65

** . Correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation analysis is performed to determine the relationship between two variables. There is a strong, positive correlation between these two variables, which is statistically significant ($r = 0.660$, $n = 65$, $p\text{-value} = 0.0000 < 0.05$).

Conclusions and Recommendations

At the content of this research study, it was taken much more effort to meet the research objectives. This research explores the relationship between the work stress and intention for early retirement of the bank executives of XYZ bank. Intention for early retirement is measured on four subscales, namely role overload, role ambiguity, rule violation and job insecurity. Operators' characteristics considered are age, gender, education level, and experience. The proposed methodology includes administration of questionnaire survey to 65 bank executives followed by analysis using correlation and regression analysis. Collected data express below findings and conclusions. At the end, recommendations regarding this survey are presented.

According to internal sources of the XYZ bank, it is reported that nearly one hundred odd amount of employees annually retire before the retirement age (early retirement) due to various reasons. So, there was a doubt that automated bank processes that took place in recent years was higher, earlier retirement occurs because experienced people are not much aware of the high technology. Further, the bank has given facility of virtual learning at the working place as well as at the employees' home premises. The older employees may be stressed due to the demand of the company in getting knowledge, even when they are at their homes. So, it is a cost for a bank to lose well experienced people and employees who work well, but only for a lesser period of time in the bank.

Based on the regression and correlation analysis, it was found that the four subscales; job insecurity, role ambiguity, role overload and rule violation can be used to measure intention for early retirement. Further, it reveals that job insecurity and role ambiguity have a strong positive relationship with intention for early retirement while role overload and rule violation have moderate positive relationship with intention for early retirement.

In a bank, majority of employees are asked to do many tasks within very little time. As per the analysis, it was found that role overload has a moderate positive relationship

with intention for early retirement. The limited time framework and role of work load given can be main causes for this. So, it requires careful and prompt attention to reduce early retirement. Specially, time management needs to be addressed.

Sometimes, the given job role is not very clear and the same employee is assigned multiple tasks. As per the analysis, it was found that role ambiguity has a strong positive relationship with intention for early retirement. So, the management can make arrangements to clarify their tasks and responsibilities. If so, confusion may reduce and may lead to a lower level of stress.

Job insecurity relates to the perception of threats, opportunities and the control individuals have regarding their responsibilities at work. As per the analysis, it was found that job insecurity has a moderate positive relationship with intention for early retirement. When threats are perceived to be greater than opportunities, when there is perceived lack of control and changes in job characteristics, survivors will experience job insecurity. Rule violation is one of the biggest problems recently coming into topic in many industries. And in the analysis, it was found that rule violation has a strong positive relationship with intention for early retirement. To address this problem, management needs to reduce external party interference. For example, pressures coming from different political entities and groups can be mentioned. Further, the pressures coming from formal rules and instructions need to be reduced.

Limitations of the Study

This study aims to identify the relationship between “work stress and intention for early retirement”. But there may have more other factors which may cause early retirement. But with limitation of time and convenience, topic has been narrowed down to “work stress”. Further, the sample of the research is going to be the executive level employees of the XYZ Bank. But, when it comes to employees, there are more categories rather than bank executives. But to maintain the homogeneity of the sample and for the convenience, employees were selected based on their nature of the work. But it’s better if the research can expand to all the categories like all levels of employees.

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