

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

A Study on Job Stress among Employees in Banking Sector

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Abstract:

The objective of the paper is to study about different factors creating stress and to assess the extent of stress experienced by the employees of bank.

According to Beehr and Newman, “stress is a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning”

Nowadays employees have to deal with so many different demands and pressure, emotional, physical, and administrative and management duties but also to some inconsiderate family demands and wants. Besides that, employees have to face Role-conflict, Role-Ambiguity, Team conflict, Frail Interpersonal relationships, Motivelessness and powerlessness are some of the main contributions to the increased causes of stress among employees.

The intention behind this paper is to find the major factors that cause stress to the employees of bank. For achieving the objectives of study, survey was conducted. For the survey, personal interviews were conducted for various bank employees, Personal interviews was selected as the mode of survey to make the study more meaningful and so that maximum information could be collected. For conducting personal interviews for the bank employees, a structured questionnaire was prepared for a sample size of 100 respondents.

According to the results of the analysis, the major parameters of causing the factors of stress are being observed, when these parameters are compared work-overload, team conflict, role ambiguity, role conflict, frail interpersonal relationships, motivelessness, and powerlessness have greater impact for causing stress upon employees in banking sector.

The research findings also indicate that the major parameters of work-overload, team conflict, role ambiguity, role conflict, frail interpersonal relationships, motivelessness, and powerlessness causes stress and thus shows the extent of stress among employees. Most of the respondents say that stress is during whole session due to work overload, so they have to maintain proper work plan to help reduce the work pressure, when there is shortage of workers, they can outsource the employees to reduce the stress and work-overload.

In this regard it can be concluded that to overcome these factors of stress, they can implement programs like Meditation, yoga and other health care programs. They can implement other programs on relationship building and maintaining to have healthy employee relations and work environment. Thus the objective of the study is fulfilled

Purpose: The paper has motive of finding the actual factors that cause stress at workplace or organisation and to provide proper suggestions to reduce stress.

Methodology: The study involves descriptive methodology and survey of bank employees.

Keywords: *Stress Management, causes, factors.*

1. Literature Review

Kahn and Quinn, 1970 Factors Contributing to Job Stress of Private Bank Employees states that Workers in an organization can face occupational stress through the role stress of the management. Role stress means anything about an organizational role that produces adverse consequences for the individual.

Cobb 1975, Stress management with special reference to public sector bank employees in Chennai has the opinion that, “The responsibility load creates severe stress among workers and managers.” If the individual manager cannot cope with the increased responsibilities it may lead to several physical and psychological disorders among them.

Materson, 1980 Work stress and employee performance in banking sector evidence from district Faisalabad, Pakistan “Causes of stress are many like work load, cuts in staff, change at work, long work hours, shift work, lack of supervision, inadequate training, inappropriate working conditions, too heavy responsibilities and poor relations with colleagues.”

Walonick, 1993 Investigating the Causes of Job Stress explained that a lot of factors are there that works as job stressors such as role conflict, role ambiguity, work overload and work family conflict and their consequences are work ineffectiveness, absenteeism and in extreme, turnover. All these factors make jobs more difficult to perform and results in negative behavior at work, employees involved in theft and aggression.

Herrero, 2013 A Comparative Study of Occupational Stress Among Public and Private Sector stated that, Work overload, underutilization of abilities, deadline pressures, role stressors, target based jobs, dwindling resources and physical discomfort have emerged as factors associated with employees' distress and job dissatisfaction.

Sharma S., Sharma J. & Devi A., 2012 Stress Management in it Sector The level of stress within a role varies because of individual differences in mindset, age, gender, and their performance in job. However, various factors that influence stress are age where the younger employees are more stressed as compared to other employees, level of qualification, pay, and authorities of control, awards, and word of praise, improved designations and working couples. The study recommended a reinforcement approach that should be positive in nature so as to reduce the degree of stress at the workplace.

Sengupta, 2007 Impact of Job Related Stress on Employee Performance stated that stress may cause physiological, behavioral or even psychological effects:

Physiological –Hormone release triggers fight or flight response of humans. These hormones help them to either fight harder or run faster. They increase heart rate, blood pressure, and sweating. Stress has been tied to heart disease. Because of the increase in heart rate and blood pressure, prolonged stress increases the tension that is put on the arteries. It also affects the immune system which is why cold and flu illness usually show up during exams.

Behavioral –it may cause people to be jumpy, excitable, or even irritable. The effects of stress may cause some people to drink or smoke heavily, neglect exercise or proper nutrition, or overuse either the television or the computer. Psychological –the response to stress may decrease the ability to work or interact effectively with other people and be less able to make good decisions. Stress has also been known to play a part in anxiety and depression.

2. Problem Statement

- This study attempts to explore the problem and factors relating to stress and the in the banking industry. Although, the banking industry is important in different ways, it seems that there are invisible problems due to stress in this industry. There are numerous common causes some of them are:
- Work related grievances including lack of free time, job environment problem, high workloads, low salary, unrealistic deadlines, job insecurity, lack of role clarity, and a sense of feeling undervalued.
- Role without sufficient levels of challenge, lack of clear policies and procedures and weakly managed organizational situation may also lead to stress.
- Whilst external causes of stress are more challenging, an employee who receives support from his organization is more likely to limit how this impacts his work role.

3. Objectives of the Study

- To study about different factors creating stress.
- To assess the extent of stress experienced by the employees of bank.

4. Scope of the Study

- The project will help to know the actual factors that cause stress at workplace or organisation.
- The employees who after being aware can take appropriate steps to reduce their own stress, saving themselves from variety of health issues and also help management to implement the stress management strategies.
- This project will assist to do further research like how to cope up with the stress.

5. Research Design

- Descriptive Research:

It is used to describe characteristics of phenomenon being studied it does answer questions about how, when, why the characteristic occurred.

- Data Collection: Sources of Data
- Primary data: Data is collected from manager and employees through questionnaire and also by interviewing managers and employee.
- Secondary data: Data is collected from past reports, articles, literature reviews and websites.
- Tool for data collection- Structured questionnaire.
- Data Analysis Tool- SPSS and Microsoft Excel
- Sampling unit – Bank Employees (Private and Public Banks)
- Sample size- 100 respondents

Sl. No.	Private Banks	Sl. No.	Public Banks
1.	Axis Bank:12 Employees	1.	Allahabad Bank: 3 Employees
2.	HDFC: 13 Employees	2.	Bank of Baroda: 5 Employees
3.	Karnataka Bank: 7 Employees	3.	Corporation Bank: 15 Employees
4.	Kotak Mahindra: 7 Employees	4.	Indian Overseas Bank: 9 Employees
		5.	State Bank of India: 14 Employees
		6.	Vijay Bank:5 Employees

Table 1

6. Data Analysis and Interpretation

Role Conflict					
	Always	Many times	Occasionally	Rarely	Never
I feel stress when higher authority does not pay attention over the problem pointed out by me	7	23	26	35	9
I feel when distribution of work is not according to personality	7	21	20	35	17
I get de-motivated working for lower post	8	4	17	19	52
Party politics of bank creates tension for me	11	9	17	26	37
I get puzzled when officers interface during working hours	6	11	21	43	19
I am always in dilemma while carrying out/ performing work under more than two officers	8	11	17	32	32

Table 2

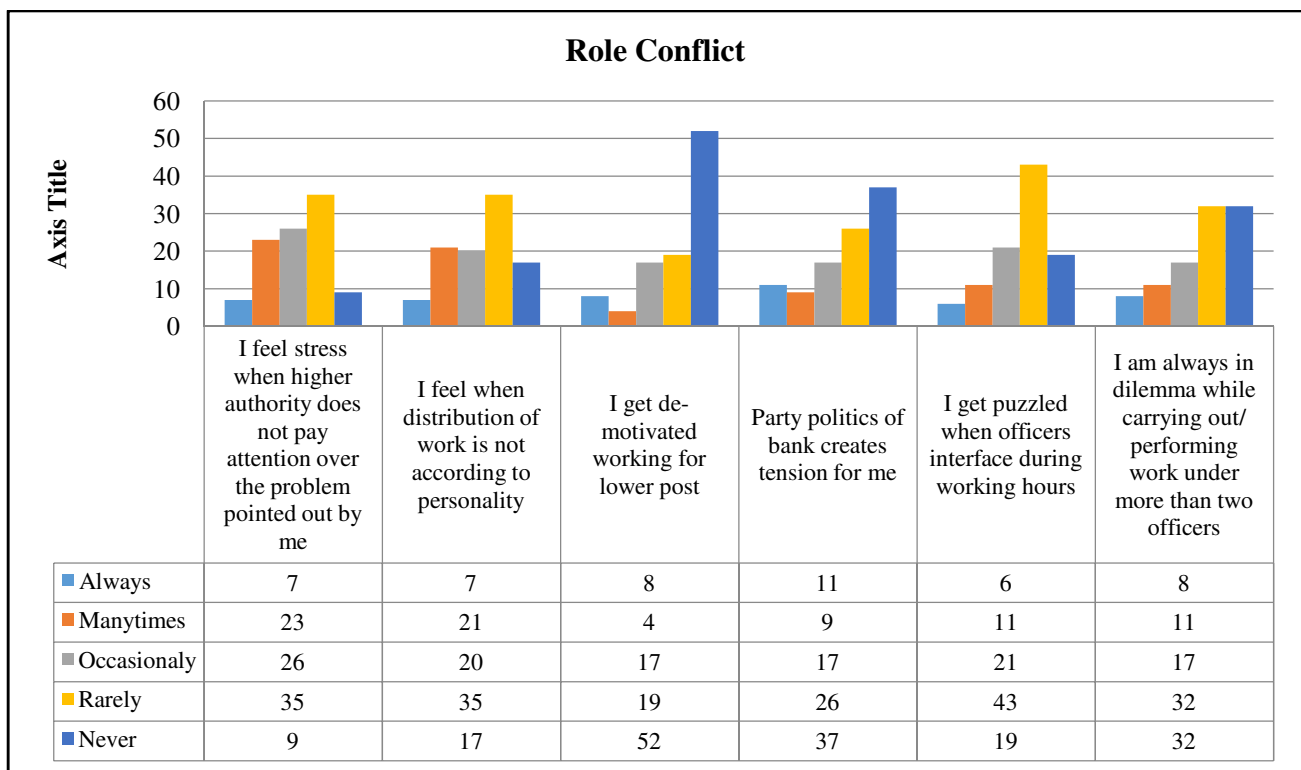


Figure 1

Data Analysis: The graph states that most of respondent’s that is 35% say they feel stress rarely when higher authority does not pay attention over the problem pointed out by them, 35% say they feel stress rarely when distribution of work is not according to personality, most of respondent’s that is 52% say they never feel stress due to working for lower post, 37% say they never feel stress due to party politics of bank, 43% say they rarely get puzzled when officers interface during working hours and 35% say they rarely fall in dilemma while carrying out/ performing work under more than two officers.

Interpretation: From the above data and graph, it can be interpreted that among all the parameters, Role-Conflict arises when the officers interface during working hours and employees get puzzled and causes stress due to this.

Work Overloadedness								
	Many times during a day(session)	Once or twice a day(session)	Once or twice a week(session)	Many times during a day(Selected)	Once or twice a day(Selected)	Once or twice a week(Selected)	Once or twice a month(Selected)	Never
Reaching the targets in hurried manner creates problem for me	9	12	29	2	3	4	23	18
Extra responsibilities of co promotional activities keeps me tense	6	8	19	5	5	7	32	18
Lack of sufficient time for satisfying responsibilities	12	9	26	13	7	7	11	15
I get frustrated when my superior assigns work of others	2	13	32	4	3	6	24	16

Table 3

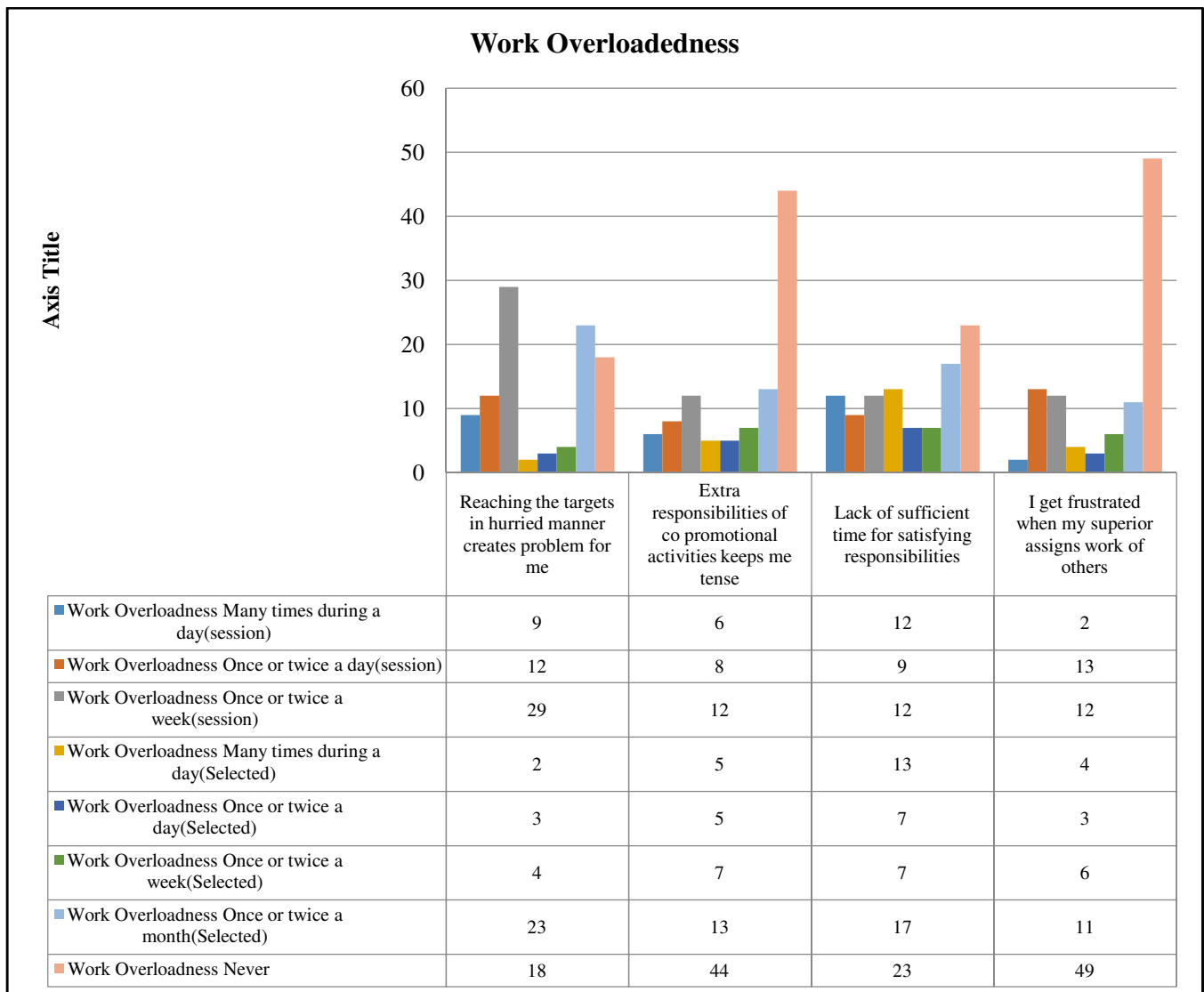


Figure 2

Data Analysis: The graph states that most of the respondents that is 29% say that they feel stress in reaching the targets in hurried manner in once or twice a week during the whole session, 32% respondents say that they feel stress due to extra responsibilities of co-promotional activities in once or twice a month during selected session, 26% say they feel stress once or twice a week due to lack of sufficient time for completing/satisfying responsibilities and 32% respondents say that they feel stress in once or twice a week during whole session they never get frustrated when superior assigns work of others.

Interpretation: From the above data and graph, it can be interpreted that among all the parameters, Work-overloadedness arises due to reaching of targets in hurried manner that creates problem for the employees and experience stress due to this.

Powerlessness					
	Always	Many times	Occasionally	Rarely	Never
I do not feel any tension even when there is no participation in preparation of any important agenda or decisions	22	7	36	23	12
I do not get hurt even when I have insufficient rights in modification of any activities of bank	21	8	26	35	10
Lack of power to stop the unfair practices in the bank makes me tense	13	25	26	28	8
My work capacities get affected when I don't have authority of supervising the subordinates	17	19	23	34	7
I feel powerlessness in removing factors responsible for poor system	22	9	31	32	6

Table 4

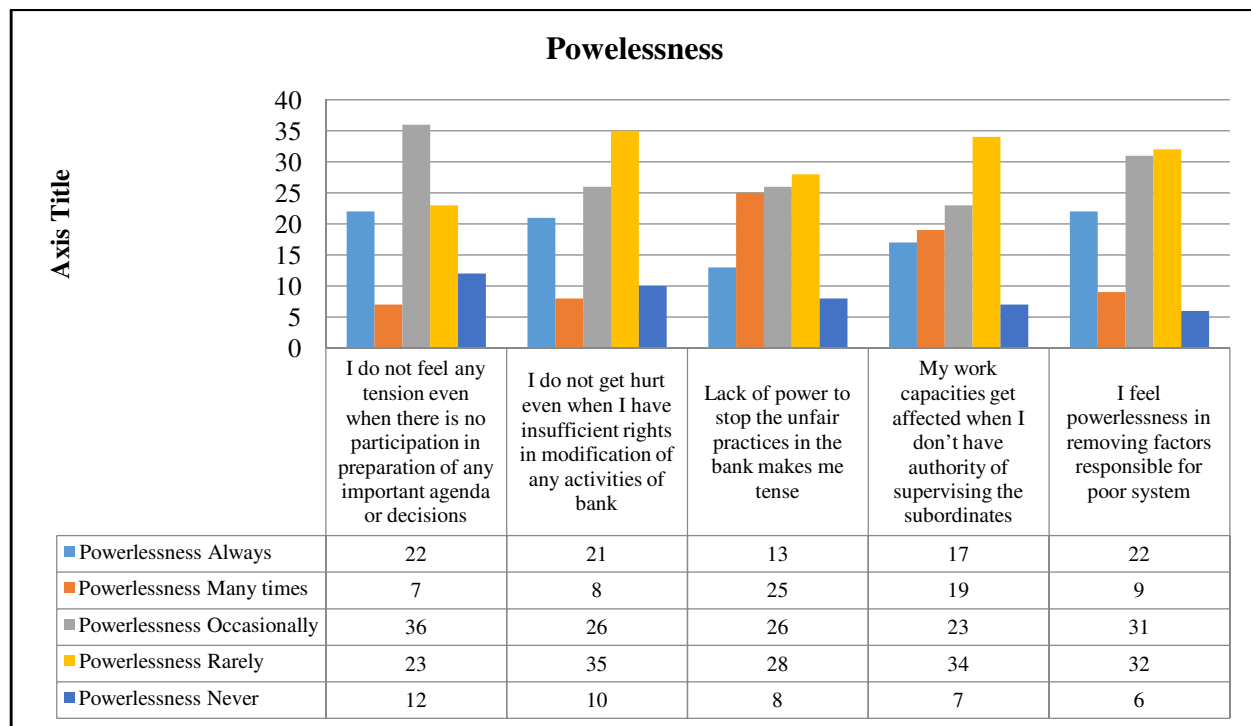


Figure 3

Analysis: The graph states that most of the respondents that is 36% respondents say that they feel tension occasionally when there is no participation in preparation of any important agenda or decisions, 35% respondents say that they rarely get hurt when they do not have sufficient rights in modification of any activities of bank, 28% respondents say that they rarely get tensed due to lack of power to stop the unfair practices in the bank, 34% respondents say that their work capacities rarely get affected when they don't have authority of supervising the subordinates and 32% say that they rarely feel powerlessness in removing the factors responsible for poor system.

Interpretation: From the above data and graph, it can be interpreted that among all the parameters, Powerlessness arises when there is no participation in preparation of any important agenda or decisions that will lead to tense behavior and stress among employees.

Role Ambiguity					
	Always	Many times	Occasionally	Rarely	Never
The lack of pre information about extra activities or tasks is the cause of my trouble	14	11	19	29	27
Sudden assignment of arranging for an event makes me tense	6	15	21	31	27
I do not feel any tension when due to shortage of workers, other works are also assigned to me	3	11	31	37	18
In the absence of manager, the administrative work creates problem for me	5	9	13	26	47
Suggestions for effective completion of job or task makes me tension free	42	23	11	16	8
Unnecessary interference by higher authorities/officers makes me tense	13	11	30	25	21

Table 5

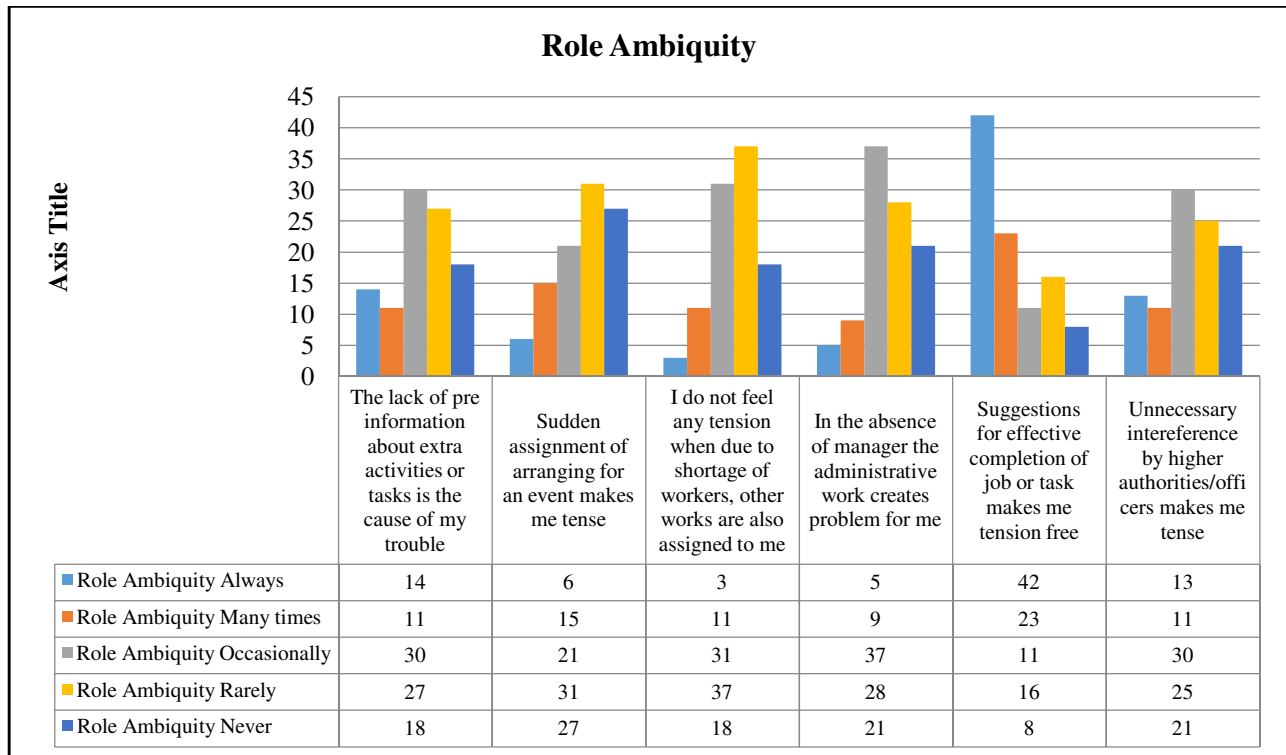


Figure 4

Analysis: The graph states that most of the respondents that is 30 % say that they occasionally feel trouble when there is lack of pre information about extra activities, 31 % say that they rarely feel tense when there is sudden assignment for an event, 37 % respondents say that they rarely do not feel tension when there is shortage of workers and their work is assigned to them, 37 % say that occasionally it creates problem of administrative work in the absence of manager, 42 % respondents say that they always feel tension free in getting suggestions for effective completion of work and 30 % say that they occasionally feel tense when higher authority/officers interface unnecessarily

Interpretation: From the above data and graph, it can be interpreted that among all the parameters, Powerlessness arises when there is no participation in preparation of any important agenda or decisions that will lead to tense behavior and stress among employees.

Frail Interpersonal Relationship					
	Always	Many times	Occasionally	Rarely	Never
I feel hurt and unhappy due to partial behavior of the managers/ top management	8	20	22	31	19
I am uncomfortable due to harsh behavior of the managers/top management	13	14	20	27	26
The jealous behavior of my colleagues is not the cause of my worries	15	4	11	24	46
The competitive climate of bank makes me unhappy	4	20	32	27	17
The undisciplined behavior of subordinates makes me tense	6	12	22	39	21

Table 6

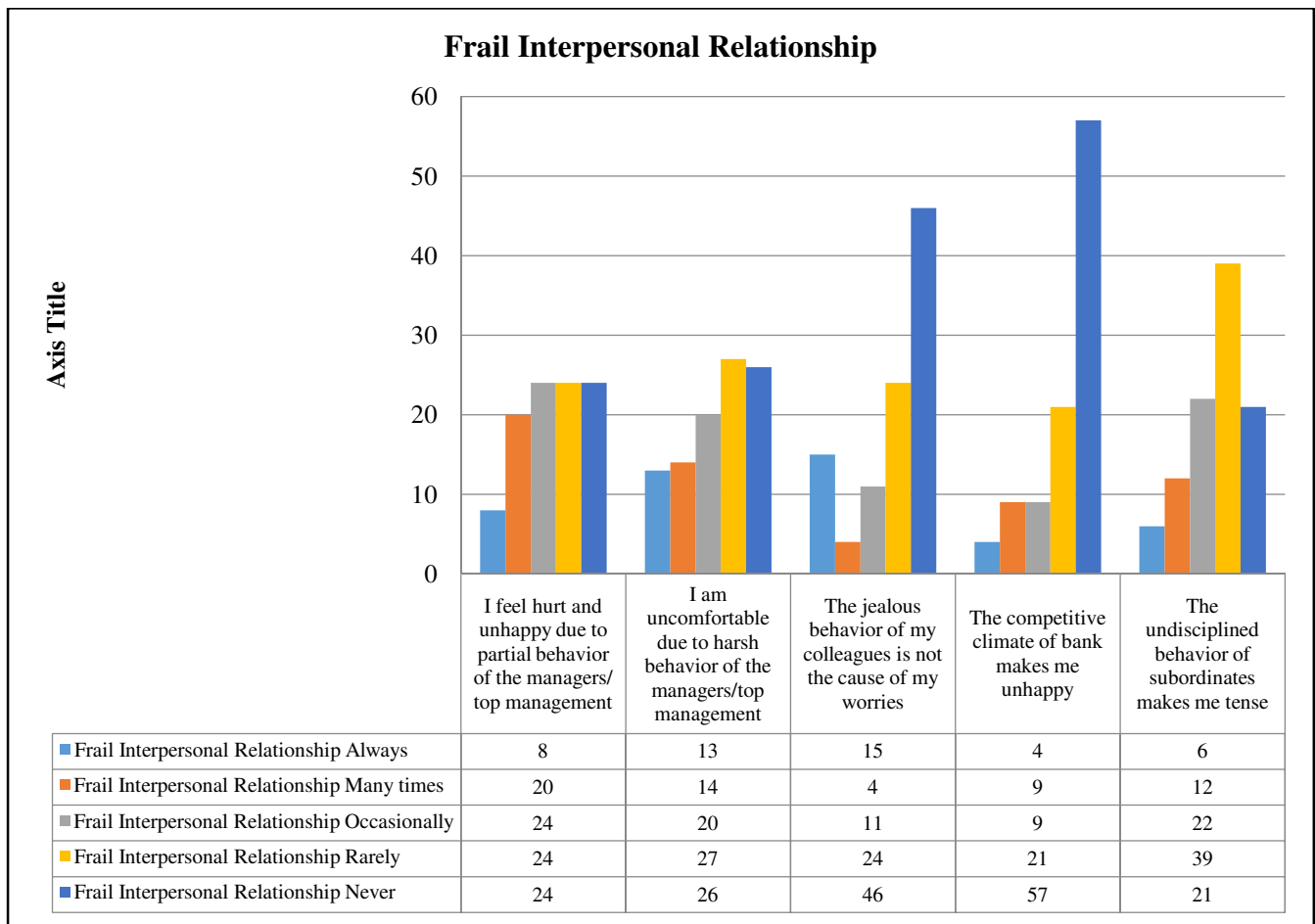


Figure 5

Analysis: The graph states that most of the respondents that are 31 % say that they rarely feel hurt and unhappy due to partial behavior of managers/top management, 27 % say that they rarely feel uncomfortable due to harsh behavior of the managers/top management, 46 % say that they are never worried due to jealous behavior of their colleagues, 32 % say that they occasionally feel unhappy due to competitive climate of bank and 39 % say that they rarely feel tense due to indiscipline behavior of subordinates.

Interpretation: From the above data and graph, it can be interpreted that among all the parameters, Frail Interpersonal Relationship arises due to indiscipline behavior of subordinates that makes employees feel stress.

Team Conflict					
	Always	Many times	Occasionally	Rarely	Never
I am always willing to listen to other's opinion but I also want to give them mine	43	23	23	6	5
I often make slight modifications in my goals to meet other people's needs	25	27	27	14	7
When conflicts arise, I usually stand on my principles	44	23	16	7	10
I try to avoid people who have strong opinions	3	9	26	23	39
After I have made a decision, I defend it strongly	44	24	15	9	8

Table 7

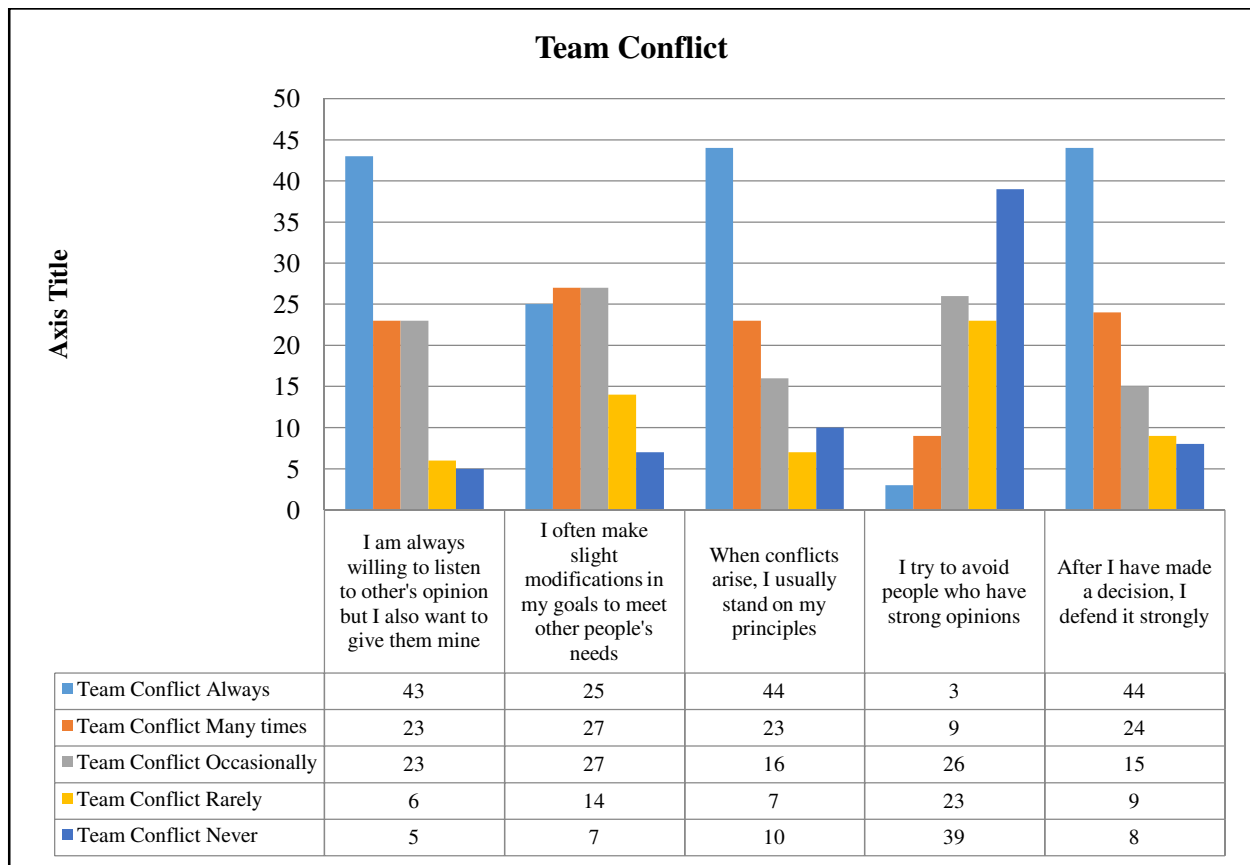


Figure 6

Analysis: The graph states that most of the respondents say that is 43 % say that they are always willing to listen to other’s opinion but they also want to give their opinion, 36% say that they occasionally make modifications in their goals to meet other people’s needs, 44 % say that they always stand on their principles when conflicts arise, 39 % say that they never try to avoid people, who have strong opinions and 44 % say that they always defend it strongly after they have made decisions.

Interpretation: From the above data and graph, it can be interpreted that among all the parameters, Team conflict arises the most when employees make a decision and try to defend it strongly and that will lead to stress.

Motivelessness					
	Always	Many times	Occasionally	Rarely	Never
Less chance of promotion in bank affect my enthusiasm for work	15	14	12	17	42
I feel stress because obtained salary is much lesser than work done	15	12	13	22	38
I am frustrated because from last many years I am not promoted	6	11	9	24	50
If credit of my work goes to others, I feel tension	20	6	19	41	14
I am enthusiastic for work due to availability of motivation for effective working	46	20	19	10	5
Same attitude of authorities towards hard worker and mean worker does not make me tense	9	25	42	13	11

Table 8

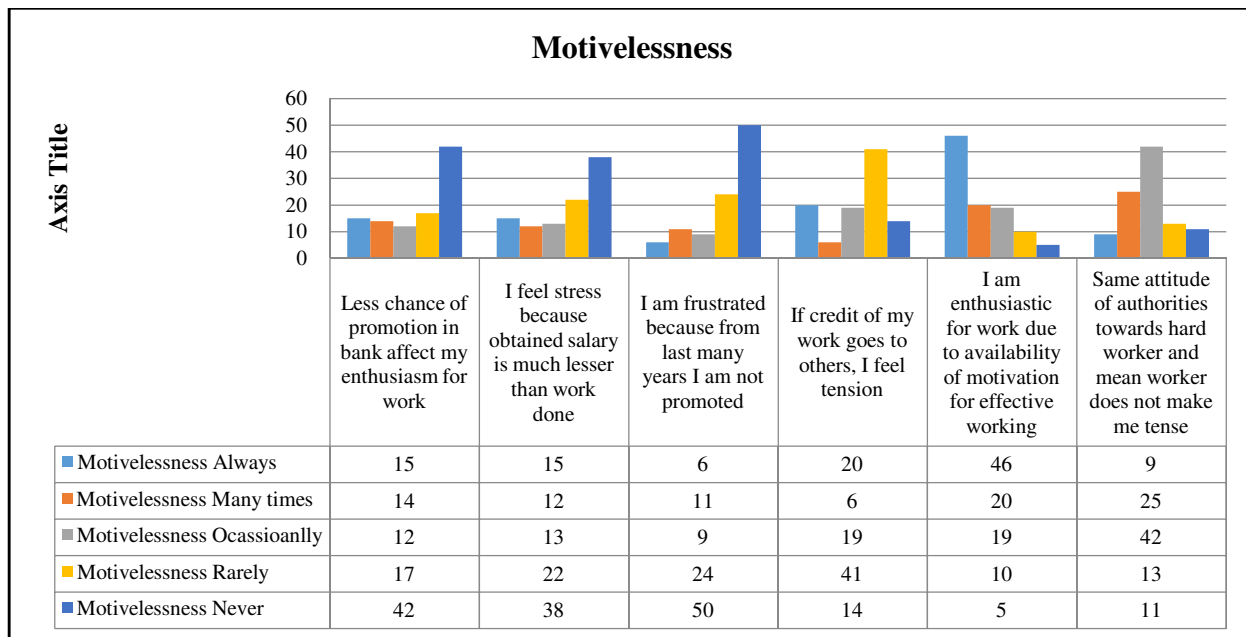


Figure 7

Analysis: The graph states that most of the respondents say that is 42 % say that they never had less chance of promotion in bank that had affected their enthusiasm for work, 38 % say that they never feel stress because of the salary obtained is much lesser than, 50 % say that they never feel frustration because no promotion since from many years, 41 % say that they rarely feel tension if credit of one’s work goes to others, 46 % say that they always feel enthusiastic for work due to availability of motivation for effecting working and 42% say they feel stress occasionally when the higher authorities have same attitude towards hard worker and mean worker.

Interpretation: From the above data and graph, it can be interpreted that among all the parameters, Motivelessness arises the most when the higher authorities have same attitude towards hard worker and mean worker and hence causes stress.

7. Findings

- 35% say they feel stress rarely when higher authority does not pay attention over the problem pointed out by them, 26% respondents says occasionally, 23% respondents say many times, 7% respondents say always, 9% respondents say they never feel stress.
- 35% say they feel stress rarely when distribution of work is not according to personality, 21% respondents says Many times, 20% respondents say Occasionally, 17% respondents say never, 7% respondents say they always feel stress.
- 52% say they never feel stress due to working for lower post, 19% respondents say rarely, 17% respondents say occasionally, 8% respondents say always and 4% respondents say they always feel stress.
- 37% of respondents say they never feel stress due to party politics of bank, 26% respondents say rarely, 17% of respondents says occasionally, 11% of respondents say always and 9% respondents say they feel stress many times.
- 43% of respondents say they rarely get puzzled when officers interface during working hours, 21% of respondents says occasionally, 19% says never, 11% says many times and 6% says always they get puzzled when officers interface during working hours.
- 35% say they rarely fall in dilemma while carrying out/ performing work under more than two officers, 29% respondents say never, 17% respondents say occasionally, 11% respondents say many times and 8% respondents say they are always in dilemma while carrying out/ performing work under more than two officers.
- 29% say that they feel stress in reaching the targets in hurried manner in once or twice a week during the whole session, 23% respondents say they feel stress once or twice a month during selected session and 18% respondents say they never feel stress in reaching the targets in hurried manner.
- 32% respondents say that they feel stress due to extra responsibilities of co-promotional activities in once or twice a month during selected session, 19% respondents say they once or twice a week during the selected session and 18% respondents say they never feel stress due to extra responsibilities of co-promotional activities.
- 26% say they feel stress once or twice a week 13% respondents say many times in a day during selected session and 15% respondents say they never feel stress due to lack of sufficient time for completing/satisfying responsibilities
- 32% respondents say that they feel stress in once or twice a week during whole session, 24% respondents say that they feel stress in once or twice a month in selected session and 16% respondents say they never get frustrated when superior assigns work of others.

- 36% respondents say that they feel tension occasionally, 23% respondents say rarely, 22% respondents say always, 12% respondents say many times and 7% respondents say they feel tension many times when there is no participation in preparation of any important agenda or decisions.
- 35% respondents say that they rarely get hurt when they do not have sufficient rights in modification of any activities of bank, 26% respondents say occasionally, 21% respondents say always, 10% say never and 8% say many times.
- 34 % respondents say that their work capacities rarely get affected when they don't have authority of supervising the subordinates, 23% respondents say occasionally, 19% respondents say many times, 17% respondents say always and 7% respondents say never.
- 32 % respondents say that they rarely feel powerlessness in removing the factors responsible for poor system, 31% respondents say occasionally, 22% respondents say always, 9% respondents say many times and 6% respondents say never.
- 30 % respondents say that they occasionally feel trouble when there is lack of pre information about extra activities, 27% respondents say rarely, 18% respondents say never, 14% respondents say always and 11% respondents many times.
- 41 % say that they rarely feel tension, 20% respondents say always, 19% respondents say occasionally, 14% respondents say never and 6% say many times.
- 46 % say that they are never worried due to jealous behavior of their colleagues, 24% respondents say rarely, 15% respondents say always, 11% respondents say occasionally and 4% respondents say many times.
- 42% say they feel stress occasionally when the higher authorities have same attitude towards hard worker and mean worker, 25% respondents say they feel stress many times, 13% respondents say they rarely, 11% respondents say never and 9% respondents say they always feel stress about the same attitude of authorities towards hard worker and mean worker.
- 46 % say that they always feel enthusiastic for work due to availability of motivation for effecting working, 20% respondents say many times, 19% respondents say occasionally, 10% respondents say rarely and 5% respondents say never.

8. Suggestions

- Most of the respondents say that stress is during whole session due to work overload, so they have to maintain proper work plan to help reduce the work pressure.
- The employees should be provided with career growth and advancement opportunities.
- As there is lot of stress, when there is shortage of workers, they can outsource the employees to reduce the stress and work-overload.
- The attitude of higher authorities should consider the hardworking employees.
- The management should give training on team work and relationship building.

9. Conclusion

This study provides us information about factors and causes of stress experienced by the bank employees of Bagalkot district. From the findings it is found that work-overload, Role-Ambiguity, Motivelessness, team conflict, Powerlessness are the main factors causing stress among employees in banking sector. To overcome these factors of stress, they can implement programs like Meditation, yoga and other health care programs. They can implement other programs on relationship building and maintaining to have healthy employee relations and work environment. Thus the objective of the study is fulfilled. There is a famous saying by Fauzia Burke "Sometimes things don't go as planned or expected, during those times, you just have to go with the flow. Remember to: Relax, Breathe and Smile".

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