CHAPTER 5
FINDINGS, CONCLUSION AND SUGGESTIONS
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The results derived from the present study apprehended statistical reliability and validity. This chapter presents the objective wise discussion on the explorations of the study done by the researcher and compares it with earlier studies on ‘Occupational Stress’ and ‘QWL’ so as to determine the extent to which it supports or negates the findings of the same. The chapter concludes by articulating the suggestions that emerge from the conclusions drawn by way of developing models of ‘Determinants of Occupational stress and QWL’ of Indian banking industry and public and private sector banks and finally identifies the scope for future research in this area.

5.1 Findings related to the first objective of measuring the levels of ‘Quality of Work Life’ and ‘Occupational Stress’ among the employees of public and private sector banks in India.

This first objective was achieved through primary data and first of all statement wise analysis was done with the help of frequency distribution and percentage analysis and further, the descriptive statistics (Mean, and S.D.) was used to measure the levels (high, moderate and low) of occupational stress and QWL on various dimensions in public and private sector banks in India. Further, Mann-Whitney U test and Kruskal-Wallis H test were applied to find out the significant difference among various categories (Age, Gender, Monthly Income, Designation, Monthly expenditure and Experience) of the respondents over various dimensions of ‘Occupational Stress’ and ‘QWL’ and in addition to this, bank wise and various dimensions wise (public and private) levels also found out. The findings related to first objective revealed:

1) In general, the employees from public sector of age groups ‘below 30’ and ‘31-40’ experienced high level of stress and age groups ‘41-50’ and ‘51 & above’ asserted moderate level of stress; and the employees of all age groups from private sector experienced high level of stress and the age group from ‘below 30’ from both sector exhibited higher level of stress in comparison to their counterparts. Further, it was observed that there is significant difference among various age groups in public sector but found no significant difference in level of stress in private sector among various categories and the results of the present study supports the earlier studies conducted by
Anitha, 2007 and Bhatia and Kumar, 2005 whereas, the studies conducted by Vokic and Bogdani, 2008; Reddy and Ramamurthy, 1991 and Aminabhavi and Triveni, 2000 showed contradictory results.

In addition to this, the results related to overall level of QWL indicated low level of QWL in age group ‘0-30’ and moderate in remaining age groups of public sector, whereas, all age groups from private sector experienced moderate level of QWL. Further, it was found that there is significant difference in level of QWL among various age groups from public and private sector banks in India and the results were found to be similar to the earlier studies by Waheeda et al., 2002 and Madhu, Rebekah and Kumar, 2012.

2) The overall mean scores of male and female from public and private sector banks showed high level of stress and female employees from both sector asserted higher level of stress in comparison to male employees. Further, it was observed that there is significant difference between male and female in public sector but found no significant difference in level of stress in private sector between male and female. Similar to the results of the prior studies conducted by Lehal, 2007; Wani, 2010 and Christiana and M., 2013 in India and Marinaccio, 2013 in Italy but contradictory results were explicated by the previous studies conducted by Barkat and Asma, 1999 and Ayyappan et al., 2013.

Further, the mean scores of overall QWL of male and female employees from public and private sectors indicated moderate level of QWL and the comparative mean scores showed that female employees from both sectors experienced lower level of QWL. Further, it was observed that there is no significant difference between the perception of male and female employees regarding quality of work life in public and private sector banks in India. The results of the present study were found to be in conformity with the earlier studies conducted by Elias and Saha, 2005 and Tabassum, Rahman and Jahan, 2011 in various nations.

3) The results of overall mean scores of various monthly expenditure groups showed that the employees of all groups from public and private sector banks experienced high level of stress and the groups ‘20001-40000’ from public sector and ‘60001 & above’ from private sector exhibited higher stress in comparison to their counterparts. Further, it was observed that there is no significant difference among various expenditure groups in
public sector but found significant difference in level of stress in private sector among various categories.

Moreover, the overall mean scores related to the QWL showed moderate level in both public and private sector banks and the comparative analysis showed that the level of QWL is found to be lower in expenditure group ‘20001-40000’ in both public and private sector banks in India. Further, the results showed that there is significant difference among various expenditure groups in public sector and in contrary to this, there is no significant difference among the employees of private sector regarding the level of quality of work life.

4) The results related to the mean scores of employees from various work experience groups showed that the employees of all groups from public and private sector banks experienced high level of stress and the employees from the groups ‘less than 5 years’ and ‘21 & above’ from public and private sector respectively asserted higher level of stress in comparison to their counterparts and the same results were also revealed by the study conducted by Elahi and Mishra, 2012. Further, it was observed that there is significant difference among various work groups in public and private sector.

The mean scores of overall quality of work life indicated low level of QWL among the employees from public sector, who had experienced ‘less than 5’ and ‘6-10’ years and the remaining groups experienced moderate level of QWL and the employees from private sector from all experienced groups exhibited moderate level of QWL. Further, it was found that there is significant difference in level of QWL among various work experienced groups from public and private sector banks in India. Anitha, 2007 also found the similar results but the study conducted by Mohan, 2013 in India showed deviating results.

5) The employees from all monthly income groups from public and private banks exhibited high level of stress except the income group ‘40001-60000’ from public sector which exhibited moderate level of stress and the comparative analysis showed that the income groups ‘0-20000’ and ‘20001-40000’ from public and private sectors respectively exhibited higher stress in comparison to other income groups. Concomitantly, it was observed that there is significant difference among various income groups from public and private sector banks in India.
Further, the results related to the overall level of QWL indicated low level of QWL in income groups from public sector ‘0-20000’ and ‘20001-40000’ and moderate in remaining income groups, whereas, all income groups from private sector experienced moderate level of QWL. Further, it was found that there is significant difference in level of QWL among various income groups from public and private sector banks in India but the study conducted Mohan, 2013 in India supports the results.

6) The mean scores related to various designations showed high level of stress in public and private sector banks and it was observed that medium level employees from public sector and higher level employees from private sector exhibited higher level of stress in comparison to their counterparts. Further, it was observed that there is significant difference among various designation groups in public sector but found no significant difference in level of stress in private sector among various designation groups.

In addition to this, the results related to overall level of QWL indicated moderate level of QWL in all designation groups from both public and private sector banks in India and the comparative mean scores indicated that middle level employees from public sector and lower level employees from private sector asserted lower level of QWL. Further, it was found that there is significant difference in level of QWL among various designation groups from public and private sector banks in India but the study conducted Mohan, 2013 exhibited contradictory results.

7) The overall mean scores of four sampled banks related to occupational stress showed that the employees from all banks explicated high level of stress and the comparative analysis showed that it is higher in HDFC followed by ICICI, PNB and SBI; and it was found that there is significant difference in level of stress among the employees of four sampled banks. In addition to this, the mean scores of the all sampled banks showed moderate level of QWL and the comparative mean scores exhibited lower level of QWL in PNB followed by SBI, ICICI and HDFC respectively. Further, it was found that there is significant difference in level of QWL among the sampled banks.

8) The mean scores of public and private sector banks regarding various dimensions of occupational stress showed that the employees from both sector banks experienced heavy work load and the comparative mean scores showed that the employees from public sector asserted work over load in comparison to private sector and further, it was found
that there is no significant difference between public and private sector banks regarding role over load dimension. As far as mean scores regarding role ambiguity are concerned, the public sector showed moderate level and private sector showed high role ambiguity. Further, when the mean scores of role conflict were analysed, it was observed that the public sector employees revealed low stress and private sector employees exhibited high conflict in their role. Additionally, the mean scores regarding unreasonable group and political pressure showed high level of interference in both public and private sector and it is comparatively higher in public sector. As far as the mean scores regarding responsibility for the persons are concerned, it showed low level in public and high level of stress in private sector employees; and the mean scores concerning under participation showed high level of stress in public and private sector and comparatively it is higher in private sector. Further, the mean scores of the factor powerlessness also showed the high level of stress in both sector and it is comparatively higher in public sector; in addition to this the mean scores of poor peer relations likewise exhibited high level of stress in both sectors. Furthermore, it was explicated the high level of intrinsic impoverishment in public sector and moderate level in private sector; and the results of low status showed high level of stress in the employees of both sectors and comparatively higher stress is found in private sector regarding this factor. And the mean scores of both public and private sector related to strenuous working conditions exhibited high level of stress among the employees and it is found higher in public sector as compared to the private sector employees; in addition to this the mean scores regarding justified remuneration explicated moderate level of stress in both sector but comparatively it is found higher in private sector. Besides that, the overall mean scores of occupational stress revealed that the employees from public and private sector banks asserted high level of stress and comparatively the employees from private sector exhibited higher stress and significant difference was found between public and private sector banks regarding overall level of occupational stress and the similar results were also explicated by the earlier studied conducted by Sharma, Jyoti and Devi, Arti, 2011; Sowmya and Panchanatham, 2001; Sankpal, Negi and Vashishtha, 2010 and Katyal, 2013, whereas, the results unveiled by Awan and Jamil, 2012 in Pakistan; Bano and Jha, 2012 and Ayyappan et al. 2013 in India were found to be contradictory to the results of the present study.
9) The comparative level of QWL in public and private sector banks on various dimensions/factors connoted by mean scores of various constructs of QWL. The mean scores of public and private sector banks regarding adequate and fair compensation showed that the employees from both sector are disappointed for the compensation provided to them. As far as mean scores regarding safe and healthy working conditions are concerned the public sector showed moderate level and private sector showed high level of QWL. Further, the mean scores were analysed regarding opportunities to develop and use human skills, it was observed that the public sector banks are providing opportunities at moderate level but the private sector banks giving ample prospects to their employees to develop and use their endowment up to the optimum level. Additionally, the mean scores regarding opportunities for career growth showed low level in public sector and high level in private sector that indicated towards that private sector employees experienced more opportunities for their career growth. As far as the mean scores regarding social integration is concerned, it showed moderate level in both sectors but the comparative score exhibited higher level in private sector and the mean scores regarding constitutionalism showed moderate in public sector and high level in private sector. Further, the mean scores of the factor work life balance showed moderate level in public sector and low level in private sector that pointed towards that the employees from private sector are unable to maintain balance in their work life and personal life in comparison to public sector employees and the level of social relevance of work is higher in public sector as compared to private sector that showed moderate level. Besides that, the overall mean scores of QWL revealed that the private sector banks are providing better quality of work life to their employees in comparison to public sector and these results are found to be contradictory to the study of Aminabhavi and Triveni, 2000. Further, significant difference was observed between levels of QWL in public and private sector banks in India and these results supports the earlier studies conducted by Gupta, 2014 and Tomar, 2015.

10) In addition to this, the percentage analysis of high moderate and low level of stress showed that 77.3 per cent and 76.4 per cent employees from public and private sector respectively experienced high work load and 60.7 per cent employees from public and a very low per cent i.e. 17.2 per cent from private sector asserted low level of
ambiguousness in their role and the per cent of ambiguity is very high i.e. 75.3 per cent in private sector; and 68 per cent employees from public sector and only 20.6 per cent from private sector experienced low level of conflict in their role and hence, the per cent (75.3 per cent) of role conflict is very high in private sector and the same results were presented by Madhu et al. 1990, in her study. In addition to this, 76.3 per cent and 72.6 per cent employees from public and private sector respectively experienced high level of interference from political groups and formal rules; and only 37 per cent from public and a very high per cent i.e. 87.8 per cent from private sector banks asserted high amount of responsibilities and 70 per cent employees from public sector and 76.7 per cent employees from private sector unveiled high level of under participation. Further, the results related to powerlessness displayed that 77 per cent employees from public and about the same per cent (77.4 per cent) from private sector revealed high level of powerlessness; and 72 per cent employees from public sector and 72.6 per cent from private sector exhibited the high level of poor relations. Concomitantly, 70.3 per cent employees from public sector and a very low i.e. 33.4 per cent from private sector experienced high level of intrinsic impoverishment in their job; and 66.3 per cent employees from public sector and 71.6 per cent from private sector expressed high level of low status. Further, the results regarding strenuous working conditions showed that 72.7 per cent from public sector and 70.9 per cent from private sector felt shortage of working conditions and 71.3 per cent employees from public and 77.4 per cent private sector exhibited the unprofitability regarding their salary and other benefits. The per cent related to overall level of stress in public and private sector exhibited that 63 per cent employees from public sector and 80.4 per cent from private sector exhibited high level stress. Hence, it can be concluded that in public sector the employees are highly stressed due to UNPF factor followed by PL, RO, UGPP, UP, SWC, IIM, PPR, LS, RFP, RA and RC respectively and the private sector employees also found to be highly stressed because of UNPF followed by RFP, RO, UP, RA, RC, PL, PPR, UGPP, LS, SWC and IIM respectively. Hence, the results showed that unprofitability is the main factor in both sectors' banks.

11) The percentage analysis related to level of QWL explicated that 69.7 per cent and 67.2 per cent of employees from public and private sector respectively exhibited low level of
adequate and fair compensation; and 50 per cent from public and only 19.6 per cent from private sector exposed the low level of safe and healthy working conditions and a very high per cent i.e. and only 44.7 per cent and 79.7 per cent of employees from public and private sector respectively exhibited high level of QWL and 38.3 per cent from public and a very high per cent i.e. 64.5 per cent of the employees from private sector asserted that the organisation is providing various opportunities for their development and 47 per cent employees from public and 65.9 per cent from private sector revealed that opportunities for career growth are enough in the organisation. In addition to this, 47.7 per cent employees from public and 28.7 per cent from private sector displayed that good relations between superior and subordinates exist in the organisation; and 64.7 per cent from public and 73.3 per cent from private sector asserted that the employees given equal rights and 49.7 per cent from public banks and a very high number i.e. 89.9 per cent from private experienced that they are not able to make a balance between work and family life and 65.7 per cent from public and 52.7 per cent from private sector explicated that their work has social relevancy. Hence, it can be concluded that in public sector, the significant factor was found to be AFC followed by ODHC, SHWC, SI, OCG, WLB, SR, and CIWE respectively whereas, in private sector, the main factor of low QWL was found to be WLB followed by AFC, SR, SI, OCG, CIWE, SHWC and ODHC respectively that indicated that employees from public sector exhibited low satisfaction related to adequate and fair compensation but the main cause of low QWL in private sector is work-life balance.

12) The grand mean scores of various dimensions in public and private sector banks explicated that the employees from public sector banks were highly stress due to UNPF factor followed by PL, RO, UGPP, UP, SWC, IIM, PPR, LS, RFP, RA and RC respectively (as low mean scores indicated high stress) but contrary to this in private sector the employees are highly stress because of UNPF followed by RFP, RO, UP, RA, RC, PL, PPR, UGPP, LS, SWC and IIM respectively. Hence, the results showed that unprofitability is the main factor in both sectors' banks.

Further, the grand mean scores of various dimensions of QWL showed that the employees from public sector exhibited low level of QWL regarding AFC followed by ODHC, SHWC, SI, OCG, WLB, SR, and CIWE respectively whereas, in private sector
the main factor of low QWL is WLB followed by AFC, SR, SI, OCG, CIWE, SHWC and ODHC respectively that indicated that employees from public sector exhibited low satisfaction related to adequate and fair compensation but the main cause of low QWL in private sector is work-life balance.

5.2 *Findings related to identifying the factors existing in the current organizational climate that influence employees' perception regarding occupational stress and quality of work life.*

To identify the important factors affecting occupational stress and quality of work life, the statistical techniques i.e. CFA and structural equation modeling were applied. For the present study, initially two models (Occupational Stress and Quality of Work Life) were developed to identify the important factors and equations for the models to show the hypothesized relations are given below;

1. \[ \text{Occupational Stress}_i = b_0 + b_1 \text{RO}_i + b_2 \text{RA}_i + b_3 \text{RC}_i + b_4 \text{UGPP}_i + b_5 \text{RFP}_i + b_6 \text{UP}_i + b_7 \text{PL}_i + b_8 \text{PPR}_i + b_9 \text{IIM}_i + b_{10} \text{LS}_i + b_{11} \text{SWC}_i + \epsilon_i \]

2. \[ \text{QWL}_i = b_0 + b_1 \text{AFC}_i + b_2 \text{SHWC}_i + b_3 \text{ODHC}_i + b_4 \text{OCG}_i + b_5 \text{SI}_i + b_6 \text{CIWE}_i + b_7 \text{WLB}_i + b_8 \text{SR}_i + \epsilon_i \]

1) **Factor affecting occupational stress and QWL in public and private sector banks.**

The results of the CFA revealed that all the 11 factors related to occupational stress analyzed in present study were significantly influenced occupational stress. Further, the results of regression weights related to all 11 constructs of occupational stress found strong and significant relationship. On the basis of results of CFA, it can be concluded that role overload is the important factor because overall occupational stress accounts for 87.2 per cent of variance in this followed by RFP (78.8 per cent), LS (76.7 per cent), UP (74.6 per cent), PL (73.6 per cent), RA (71.6 per cent), PPR (70.5 per cent), RC (67.7 per cent), IIM (65.2 per cent) and UGPP (64.2 per cent) respectively and studies conducted by Latha and Pachanatham, 2007; Khattak, 2011; Samartha, Vidyawathi and Begum, 2013; Nasurdin et al., 2005; Renu and Arumugasamy, 2013; Abid et al., 2013; Sharmila and Poornima, 2012 and Islam, 2012 also showed the similar results which explicate ‘Role overload’ as the significant determinant of occupational stress.
In addition to this, the CFA results for QWL explicated that SHWC is the important factor because overall QWL accounts for 95 per cent of variance in this factor followed by SR (83.5), AFC (80.9), CIWE (0.806), OCG (62.7), SI (60.8) WLB (58.3), ODHC (57.8) respectively. Hence, on the basis of results of CFA, it was concluded that the model of ‘Occupational Stress’ developed by ‘Srivastava and Singh’ and model of QWL given by ‘Walton’ found to be fit to measure the level of occupational stress and to explore significant factor in Indian public and private sector banks in particular and banking industry in general and the earlier studies conducted by Sandhu and Prabhakar, 2012; Wyatt and Wah, 2001; Tahir et al., 2011; Bahl, 2013; Ashwani and Anand, 2014 also exhibited the confirmatory results with the present study.

2) Cause and effect study between dependent (Various dimensions of OS) and independent variables (Various dimensions of QWL and demographic variables).

Apart from this, the cause and effect relationship between independent and dependent variables were also gauged by structural equation modeling (SEM). In the present study, the efforts were made to analyze the impact of quality of work life on occupational stress. The results unveiled that AFC has significant and negative impact on RA, RC and RFP; SHWC showed significant and negative influence on RO and PL but showed positive impact on SWC. Further, ODHC has significant and positive impact on RO, RA, RC, and RFP and negative on PL, PPR, IIM and LS; OCG showed negative impact on RO and positive on RA; SI exhibited significant and negative impact on RO and positive on RA and RC; CIWE showed positive and significant impact on LS; WLB showed significant and negative impact on RA, RC, UGPP, RFP, UP, PPR, and LS and positive impact on IIM; and SR showed significant and negative impact on RO, RA, RC, RFP and LS and positive on IIM and SWC.

Furthermore, the impact of demographic variables (Age, Gender, Monthly Income, Designation, Sampled Banks, Work Experience and Monthly Expenditure) on various dimensions of occupational stress showed that age has significant and negative impact on UP, PL, PPR, LS and SWC; the factor gender showed negative impact on IIM and SWC; monthly income showed significant and negative impact on RA, RC and positive on UGPP; designation showed significant and positive impact on RO, UP, and LS besides that it showed negative impact on IIM and SWC; type of bank showed significant and positive impact on RA, RC and RFP, but negative on UGPP, PL and IIM; work experience showed significant and negative impact on
UGPP and PPR and positive on UP; and monthly expenditure showed significant and negative impact on IIM only and also the preceding studies by undertaken by Kayastha, Adhikary and Murthy, 2012; Elahi, 2012; Ayyappan et al., 2013; Oke and Dowson, 2008 exhibited that the demographic factors had significant impact on various dimensions of ‘Occupational Stress’ nevertheless the study by Belias, 2013 found no significant impact of demographic variables on occupational stress.

Further, the Z scores related to significant difference between public and private sector banks regarding impact of various dimensions of QWL on factors of occupational stress elucidated that no significant difference observed between public and private sector banks regarding the impact of various dimensions of QWL except AFC on PPR; SHWC on RO, UGPP and PL; ODHC on RA, UP, IIM and SWC; OCG on RO, UGPP, UP and LS; SI on RA and LS; CIWE on PL, PPR, IIM, LS and SWC; WLB on RC and UP and SR on UP, PL, IIM, LS and SWC.

3) Cause and effect study between dependent (various dimensions of QWL) and independent variables (various dimensions of OS and demographic variables).

The results of regression coefficient regarding impact of various dimensions of OS on various factors of QWL showed that RO has significant and negative impact on SHWC, OCG, SI and SR; RA has significant but positive impact on OCG, SI and positive on WLB; RC has significant and positive effect on SHWC, ODHC and OCG; UGPP has significant and negative impact on SI; RFP has positive and significant impact SHWC, ODHC and SI and negative impact on WLB and SR; UP has negative and significant impact on WLB; PL has significant and positive impact on AFC and WLB, but negative impact on SHWC and ODHC; PPR has significant and positive impact on SHWC and negative on WLB; IIM has significant and negative impact on ODHC, OCG, and CIWE and positive on WLB; LS has significant and negative impact on AFC, ODHC, OCG and SR; and SWC has positive influence on SHWC and these results supports the study conducted by Siyka and Kabaivanov, 2008.

Further, the impact of demographic variables (Age, Gender, Monthly Income, Designation, Type of Bank, Work Experience and Monthly Expenditure) on various dimensions of QWL showed significant impact of age on ODHC; gender has on SHWC and SR and monthly income has no significant impact on various dimensions of QWL; designation has significant impact on AFC,
SHWC and SR; bank type showed significant impact on SHWC, ODHC, OCG, SI, CIWE, and WLB and SR; work experience showed significant impact on ODHC, CIWE, WLB and SR; and monthly expenditure showed significant value only for OCG and hence, the present study also supports that demographic variables have significant impact on quality of work life as also depicted by Gaur, Arti and Gahalawat, Suman, 2011; Tomar, 2015; Subramaniam and Saravanan, 2012; Alireza, 2011 but the studies by Gupta, 2013 and Behzad et al., 2014 exhibited divergent results.

Further, the Z scores related to significant difference between public and private sector banks regarding impact of various dimensions of occupational stress on factors of QWL explicated that no significant difference observed between public and private sector banks regarding the impact of various dimensions of occupational stress except RO on SHWC; RA on ODHC and SI; RC on WLB; UGPP on SI; RFP SHWC; UP on OCG and WLB; PL on SHWC, SI and SR; PPR on ODHC, CIWE, WLB and SR; IIM on ODHC and SR; LS on OCG and SWC on SR.

5.3 Findings relating to analyse the extent of association between Occupational Stress and Quality of Work Life.

The correlation coefficient between ‘Occupational Stress’ and ‘QWL’ was analysed with the help of Spearman’s Coefficient of Correlation. Firstly, the overall correlation was calculated and further, dimension-wise association was calculated. In addition to this, the efforts were also made by the researcher to analyse the association between various dimensions of ‘Occupational stress’ and ‘QWL’ in public and private sector banks in India.

1) The results related to association between overall ‘Occupational Stress’ and ‘QWL’ depicted that overall, there is significant and negative correlation between occupational stress and quality of work life indicated that if quality of work life increase then occupational stress reduce and vice versa and the similar results were also depicted through the studies conducted by Reena, 2009; Mani, Sritharan and Gayatri, 2014; Mensah and Amponsah-Tawiah, 2014 (Bangladesh); Sirajunisa and Panchanatham, 2010; Siyka and Stanimir, 2008; Kasraie et al., 2014 and Alireza, 2012.
2) In addition to this, the dimensions-wise (occupational stress and quality of work life) correlation coefficient showed that there is significant and negative correlation between RO, SHWC, OCG, SI, CIWE, and SR; negative and significant between RA, AFC and WLB and RA, SHWC, ODHC, OCG, and SI was found to be positive correlated. Further, correlation between RC, AFC and WLB found to be negative and significant but between RC, SHWC, ODHC, OCG, and SI found positive. Further, negative and significant correlation was found between UGPP, OCG and CIWE; and RFP is significantly and negatively allied with AFC, WLB and SR, and positively with SHWC, ODHC and SI. Concomitantly, the relationship between UP, ODHC, OCG, CIWE, WLB and SR found to be negative and significant and the association between PL, SHWC, ODHC, OCG and SR also found negative and significant Further, it was observed that PPR is significantly and negatively associated with ODHC, OCG, WLB and SR. and intrinsic impoverishment was significantly and negatively linked with ODHC and OCG and positively correlated with WLB and SR. In addition to this, the correlation between LS, AFC, ODHC, OCG and SR found to be significant and negative and inferior working conditions was significantly and negatively correlated with ODHC. Hence, it can be concluded that all the dimensions of occupational stress were found to be negatively correlated with the dimensions of QWL except RA with SHWC, ODHC, OCG and SI; RC with SHWC, ODHC, OCG and SI; RFP with SHWC, ODHC and SI; and IIM with WLB and SR. Further, it was explicated that the highest negative and significant correlation was found between RFP and WLB ($r = -0.290, p < 0.01$) and highest positive and significant correlation was observed between RC and ODHC ($r = 0.216, p < 0.01$). In contrary to this, the other hypothesized relations between various dimensions of 'Occupational Stress' and 'QWL' were not found to be significant, hence the hypotheses related to these hypothesized relations have been rejected.

3) The correlation coefficient regarding various dimensions of QWL and Occupational Stress showed that in public sector, AFC was found to be significantly and negatively correlated with RA, RC, RFP, PPR, LS and SWC; SHWC with RO and PL; ODHC with UP, PL, PPR, IIM, LS and SWC; OCG with RO, UGPP, RFP, PPR, IIM and LS; CIWE with UP, PL, PPR and LS; WLB with UGPP RFP, PPR and LS; SR with RO, UP, PPR
and LS. Further, the correlation coefficient for private sector between various dimensions of QWL and ‘Occupational Stress, exhibited significant and positive correlation between SHWC and SWC; ODHC and IIM; SI and RA and PPR; WLB and RC; SR and IIM; SR and SWC but negative between ODHC and LS; WLB and PPR; SR and PL SR and LS. Hence, the alternate hypotheses related to these dimensions have been accepted that explicated that there is significant association between these dimensions of QWL and occupational stress in public and private sector banks in India. Further, it was observed that, in public sector the highest negative and significant correlation was found between IIM and ODHC (-0.278) and in private sector, the highest negative and significant correlation was perceived between SR and LS (-0.203) and highest positive and significant between RC and WLB (-0.292). In contrary to this, the remaining hypothesized relations between various dimensions of occupational stress and QWL in public and private sector were not found to be significant and hence, the alternate hypotheses for these have been rejected.

To conclude, overall, high level of stress and moderate level of quality of work life was explicated by the employees of both sector banks but comparatively the level of stress and quality of work life was found higher in private sector as compared to public sector. Further, significant difference between overall occupational stress and quality of work life was observed among the employees of public and private sector banks in India; and demographic variables showed significant impact on occupational stress (except expenditure in public sector and age, gender and designation in private sector) and on quality of work life (except gender in public sector and gender and expenditure in private sector) in public and private sector banks. In addition to this, Occupational stress significantly affects quality of work life and vice-versa and also significant and negative association was observed between occupational stress and quality of work life. The results of CFA revealed that the model of ‘Occupational Stress’ developed by ‘A.K. Srivastava and A.P. Singh’ and model of QWL given by ‘Walton R. E.’ found to be fit to measure the level of occupational stress and QWL to explore significant factor in Indian public and private sector banks in particular and banking industry in general.
5.4 Recommendations to improve Quality of Work Life and to reduce Occupational Stress among the employees of public and private sector banks in India.

Learning to handle stress at work place in dynamic ways at individual and organizational level is very important which include diagnosing and erratic behaviour that contribute to stress, as well as the techniques for decreasing stress. The following recommendations are made by the researcher in the context of the above findings to reduce stress and to improve quality of work life at individual and organisational level;

**Individual Level**

1) Recognize warning signs

It is very useful to be able to identify early warning signs in the body that tell when an individual is getting stressed. These vary from person to person, but might include things like grinding your teeth, getting headaches, or feeling irritable and short tempered, etc.

2) Identify prompts/triggers

There are some known triggers which can increase the stress level and make it more problematic to manage and if individual can identify these, he/she can does practices comforting himself/herself down beforehand, or even can find ways of removing these triggers.

3) Establish Routines

Having anticipatable rhythms and routines (regular times for meals times, sleeping, waking, exercise and relaxation, planning ahead for jobs, etc.) in daily life can be very comforting and encouraging, and can help in prevention or managing stress.

4) Look after health

Individual should take care of his/her health by taking care regarding eating healthy food, avoid use of alcohol, tobacco or other drugs and getting regular exercise and to do activities such as listening to music, walking or dancing, etc.

5) Notice ‘self-talk’

When an individual is feeling stressed he/she sometimes talk to himself/herself (‘I can’t cope’, or ‘I’m too busy’, or ‘I’m so tired’ or ‘It’s not fair’, etc.) that just add to stress. So, individual should make efforts to notice about unhelpful self-talk and try more helpful self-talk like ‘I’m
coping well given what’s on my plate*, or ‘Calm down’, or ‘Breathe easy’, ‘this is not the end of
the world’ or ‘In the overall scheme of things, this doesn’t matter so much’, etc.

6) Practice relaxation

Individual should make efforts for relaxation that can help body and nervous system to settle and
readjust like meditation or yoga, try to make herself/himself busy in relaxing activities such as
gardening or listening to music, reading books, spend time with family, friends and the people
who care about you, share thoughts and feelings with others and don’t ‘bottle up’ the feelings,
etc.

Organisational Level

1) Adoption of Yoga, meditation and exercise

It has been scientifically evidenced that yoga, meditation and physical exercise release stress
therefore, it is suggested that the organization should arrange proper training programmes on
yoga, meditation and physical exercise for its employees to reduce stress. Such training
programmes may be arranged especially for the employees in the age group below 30 years, as
according to one of our findings, they have more stress in comparison to their counterparts.

2) Organise training Programmes on Stress Management

It is recommended that proper training programme on stress management must be organized in
order to create confidence in the minds of the employees to face the situation and handle
problems independently.

3) Adoption grievance Redressal procedure

There should be proper grievance redressal system in public and private sector banks, so that the
aggrieved employees may be benefitted instantly and proper steps should be taken by the banks
to create awareness of the grievance redressal system among their employees and must
encourage their employees to express their feeling and grievances freely.

4) A compact of salary and compensation administration

As majority of the employees in both sector banks were not happy with the compensation
provided to them respective of their responsibilities and job performance, hence it is advised that
banks should adopt 360° performance appraisal so that employees can get fair compensation.
Further, it is also suggested that the salary and fringe benefits should be adequate enough to fulfil the needs of the employees so that their living standard can be raised (Tahir et al., 2011).

5) Practice of Participative Management/MBO

As, it is revealed from the present study that majority of the employees from both sector banks asserted high level of under participation, so, it is suggested that the concept of participative management/ MBO may be followed by the management to promote the employees’ active involvement in decision making regarding policies, training programmes, division of work, improvement in working conditions, solution of various administrative problems, etc.

6) Well defined authorities and responsibilities relationships

In the light of the results related to the factors powerlessness and responsibilities for the persons, the majority of the employees from both sectors asserted that the authorities provided to them are not sufficient to fulfill their responsibilities regarding operations, people, and development of the organisation. Keeping in mind all these points, the organisation should make a balance between authorities, responsibilities and accountability so the efficiency and morale of the employees in both sectors boost up.

7) Webbing the proper training programmes

Banks should organise proper training programmes for their employees frequently to sharpen various skills for keeping them updated with advanced technology that results in enhancement of the competency and capabilities of the workers.

8) Endorsement towards job Security or stability of tenure

As majority of the employees (having experience less than 5 years) asserted that their job is not secure in the organisation. So, banks should make their policies by providing assurance of job security to its employees for a fixed tenure to enable them to give better results in their work and by providing various opportunities for continual growth, training and advancement and promotion should be provided by the organisation.

9) Introduction of recreational facilities

Recreational activities provide a distraction from stressful situation at the work place, so, employees should take advantage of leisure time by engaging themselves in recreational
activities. Hence, it is suggested that the organizations must take steps to provide recreational facilities for their employees.

10) Job rotation for skill development

The present study exposed that majority of the employees experienced intrinsic impoverishment at work, hence, it is suggested that the technique of job rotation should be adopted by the organisation to make employees to learn new skills at new job, so that their interest can be increased and boredom and monotony can be removed (Talebi, 2012).

11) Medical Check-Ups for good health

It has been proved that stress leads to physical and mental illness. To get rid of this, it is recommended that periodical medical checkups must be conducted by banks for the employees and if any health or mental problem is identified, such employee(s) may be subject to proper treatment (either by the organisation or by the concerned employee).

12) Maintaining a Work-Life Balance

The majority of the employees from private sector banks exhibited that they are not able to maintain balance between their professional and personal life which leads stress-related problems. Hence, it is suggested that alternative work schedules like flexi time, staggered hours etc. should be implemented at work place and the priorities should be fixed by the organisation as well as by individual to complete important tasks on time for making better work-life balance. It is also recommended that the banks should organize get-togethers, picnics, mini tours etc., for the employees and their family members. This will ease and relax their minds as well as make them focus more on their work (Sabarirajan and Geethanjali, 2011).

13) Imbibing social integration in work environment

As the results indicated that the majority of the employees from both sectors unveiled the poor relations between their superior, subordinates and peers. So, it is suggested that the organizations should take initiatives to strengthen the interrelations of staff by conducting orientation programmes, sports, fests, introduction of group incentives, etc.

14) Shield against interference of unreasonable groups and political pressure
Majority of the employees from both sectors showed high level of political and unreasonable groups’ interference that effected their efficiency, morale, relations in the organisations (results of the present study). So, it is suggested that the higher authorities/ management of the organisation should take initiatives to present ethical and positive role models for their employees (Dhamodharan and Arumugasamy, 2011 and Ahmed and Ramzan, 2013). It is also suggested that the communication should be open and clear; and necessary information and resources should be available at right time for right person.

15) Application of unity of command and unity of direction

The results indicated that the employees from both sectors experienced high work load and majority of the employees from private sector asserted high level of role ambiguity and role conflict, so, it is suggested that the principles of unity of command and unity of direction should be adopted at all levels within the organisation so that every employee must receive orders and be accountable to only one superior which avoid ambiguity and conflicts in their role and the policy of one head and one plan for a group of activities having the same objective should be adopted for the same.

16) Maintenance of high hygienic conditions

The majority of employees from public sector experienced low level of safe and health working conditions, therefore, organizations should provide clean and better ventilated premises equipped with sufficient lightening system and updated tools to the employees.

17) Arrangement of External Counsellors

Identification of factors leading to stress is not so easy for all, hence, it is suggested that external counsellors may be appointed on fixed time intervals to identify the various problems faced by the employees which cause stress at work place, so that remedial measures could be adopted by the organizations.

Therefore, efforts should be made by the organisation to increase the motivation (Zeynel, 2012), autonomy, knowledge, multiple skills through training, recognize and appreciate good work, work assignments, set goals and rewards, adequacy of resources (human, material and financial), use of advanced technology, making task challenging which have positive effect on self-esteem, autonomy, involvement and motivation, etc. of the employees.
5.5 Further scope of the study

The present study has successfully developed two models of determinants of Occupational stress and QWL of employees from Indian banking industry however, it is not the extensive study on the subject. There is a scope for future research in some of the areas which have not been broadly investigated in the present research.

1) The present research covers only banking sector. Study can be taken up regarding other sectors also to generalize the results for Occupational stress and QWL.

2) Since, the study has been taken up in Delhi- NCR to get a representative sample; the results of the study can further be validated through taking up empirical studies with different samples across the country.

3) It is further suggested that comparative studies may also be undertaken with banks' employees who belong to different groups of annual family income, size of family, no. of children, marital status, occupation of spouse, residential status, bank branch location etc.

4) An elaborative study on each variable independently can be done in future.

5) Period, no. of banks and sample of the study can be extended in order to draw more meaningful conclusions.

6) This study can be extended to foreign banks also. Comparison between Indian banks and foreign banks can be made in terms of employees' perception on occupational stress and QWL provided by the banks.

7) Moderation effect of occupational stress and quality of work life can be analysed on other variables like performance, job satisfaction, organisational commitment etc. of banks' employees in India.
References


