Chapter I

Introduction
Chapter 1

Introduction

Contents

1.1. Title of the research study
1.2. Background of the study
1.3. Statement of Problem
1.4. Objectives of the Research study
1.5. Hypothesis of the study
1.6. Research methodology and sources of data
1.7. Scope and limitations of the study
1.8. Significance/Rationale of research study
1.9. Chapter Scheme
Chapter 1
Introduction

1.1. Title of the research study


1.2. Background of the study

Stress has become a major concern of the modern time as it can cause harm to employee’s health and performance. Different psychologists and physiologists have defined stress differently. In simple words, stress refers to pressure or tension people feel in life. Stress is a body reaction to any demand or change in its internal and external environment. External factors or environment such as change in temperature, family conditions, humidity and working conditions leads to stress. The psychosocial stress causes, when one wishes to surpass what others have achieved. According to Selye, stress is “The non-specific response of the body to any demand made upon it.”

“It is a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.”


Stress is associated with constraints and demand. When stress is associated with constraint, it prevents you from doing what you desire. In addition, when stress is associated with demand it refers to the loss of something desired. Stress either caused by personal factors or by one's job, has a negative effect on an individual's physical health. The effects of stress are both physical and psychological. The ways that stress effects one person may not be the same as the way it does to another. However, one common response to stress is neurological. However, when we are constantly stressed, this response is constantly activated. This increases our risk for sickness and injury.

Stress leads to physical, psychological and behavioral difficulties. The effects of job stress are both physical and psychological. Job stress is the outcome of various organizational and individual stressors. The organizational stressors or characteristics, which cause stress, are (a) Role conflict (b) Role ambiguity (c) Role overload (d) Task demand.

Role conflict occurs when the work expectations do not match what a person feels he should be doing. Role ambiguity is an objective situation in which the individual has inadequate or misleading information about how a job should be done. (Beehr 1905, Kahn 1908). Over and under work can also cause job stress.

Lot of research has been done in order to explore the job stress and its complications interface. Researches provide solid evidence of the problems caused by job stress. Job stress has its impact on the health of employees. It is known to cause the various psychological problems like anger, depression, anxiety,
irritability and tension. Stress, sustained over a long period, affects the employees’ behaviour. It affects the employee’s motivation and job satisfaction and leads to low performance and productivity, high rate of absenteeism, increased orientation of the workers from the job. Ultimately, it leads to burnout, a condition marked by the emotional exhaustion and negative and cynical attitude towards others.

1.3 Statement of Problem

The Jammu and Kashmir bank is one of the leading banks in the private sector having its branches all over India. It started its operations in 1939. Almost 60% to 70% of the total banking business of the state is lying with the bank. The bank has played an important role in the economic development of the state of Jammu and Kashmir. The bank provides employment to thousands of people directly or indirectly. Kashmir is an industrially backward area and people do not have the opportunities to change the job or to get the job. Due to the increase in the business of Jammu and Kashmir bank in multidimensional aspects and less job opportunities available in Kashmir valley, the employees of the bank are more prone to stress caused by their job. After a focus discussion with the management and the staff of the Jammu and Kashmir bank the following problems were identified.

(1). Employees dissatisfaction
(2). Poor employees morale
(3). Disinterest in job
Based on this, the following research problem was framed to study "job stress and its impact on employees motivation and satisfaction".

1.4 Objectives of Research Study

The various aspects of the employees have been studied in order to know the problem "job stress" its causes and consequences. The studies have focused on different aspects of the job stress like sources of stress, stress symptoms, stress management, etc. Despite the fact that the field is quite fertile for the researchers, not many comprehensive studies have been conducted to explore the job stress and employee’s motivation and job satisfaction interface. No study has so far, been attempted on the subject in Kashmir valley. In order to fill up this vital gap in the existing field and make a modest contribution in this popular field, the present study has been undertaken in the banking industry in Kashmir valley with special reference to employees of Jammu and Kashmir Bank Limited, with the following objectives.

1) To study the difference in job stress based on gender in J and K bank.
2) To study the difference in job stress at different levels of management in J and K bank.
3) To study the relationship between employees motivation and job stress.
4) To study the relationship between job satisfaction and job stress.

The study also focused on providing the following:

1) Broad based cognitive framework of the concepts of job stress, employee’s motivation, and job satisfaction.
2) Highlight the implications of the study for employees, management and academicians etc. and

3) Identify the possibilities of further research in the field.

1.5 Hypothesis of study

The present study has been undertaken with the following hypothesis.

1) Null Hypothesis: \( H_0 \): There is no difference between stress experienced by the employees at different levels of management.

Alternative Hypothesis: \( H_1 \): There is a significant difference between stress experienced by employees at different levels of management.

2) Null Hypothesis: \( H_0 \): There is no difference in the level of stress in males and females.

Alternative Hypothesis: \( H_1 \): There is a significant difference in the level of stress in males and females.

3) Null Hypothesis: \( H_0 \): There is no relationship between employees’ motivation and job stress.

Alternative Hypothesis: \( H_1 \): There is strong relationship between employees’ motivation and job stress.

4) Null Hypothesis: \( H_0 \): There is no relationship between job satisfaction and job stress.

Alternative Hypothesis: \( H_1 \): There is strong relationship between job satisfaction and job stress.
The study has been confined to one banking organisation namely Jammu and Kashmir bank limited, having its branch network spread all over India. For the convenience of the researcher, the sample size of 400 employees has been selected from this organisation from the geographical location of Kashmir valley only. The bank employs, in aggregate around 3400 employees in Kashmir valley that constitute the universe for the study. Keeping in view the nature, objectives, hypothesis and characteristics of the population, the sample has been distributed in the following manner.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Clerks</th>
<th>Officers</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>100</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>Female</td>
<td>100</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>200</td>
<td>400</td>
</tr>
</tbody>
</table>

Both primary and secondary sources have been used for the data collection. Besides discussions and deliberations with the concerned employees, a well-designed questionnaire has been used for the study. The questionnaire prepared for the purpose constitutes the primary source of data. The questionnaire was divided into three parts. Part-I was further subdivided into three parts viz, A, B, and C, each containing 20 statements. Part-I (A) of the questionnaire contained the statements used to measure the job stress. Part-I (B) of the questionnaire contained the statements regarding job satisfaction. In addition, part-I (C) of the questionnaire deals with employees motivation. Part-II of the questionnaire has
been provided with the space to be used by the employees to write their suggestions towards the development of human resources and coping strategies for stress and means to increase job satisfaction and motivation in the Banking industry. Part-II of the questionnaire has been devised to deal with the personal and economic background of the respondents. Since the statements of the part-I of the questionnaire were qualitative, they were quantified on a five-point scale using likert-type technique. All the statements used in the questionnaire were in negative sense and respondents for the study were asked to tick mark the appropriate box score on a five point continuum, (from 1 = Strongly Agree; to, 5 = Strongly Disagree). The questionnaire has been devised after carrying out the pilot study and due care has been taken to make it compatible for the study. The comprehensive secondary data related to the background of the organisation and other valuable information useful for the study has been collected through various journals, magazines, official records of the organisation. Apart from the descriptive statistics including averages and standard deviation, the statistical tools used in this study to arrive at a dependable conclusion are independent sample t-test and paired sample t-test.

1.7 Scope and limitations of the study

The present study has been an effort to explore some important issues relating to the problems faced by the workforce due to the job stress in banking sector. It is also an attempt to find out the relationship between job stress and employees motivation and job stress and employees satisfaction of employees.
The study has been taken with reference to the employees of Jammu and Kashmir Bank limited in Kashmir valley only. Besides knowing the reasons of job stress and its impacts, the study will also give the elaborated concepts of how job stress affects the job satisfaction and employees motivation. The study covers population of 3400 employees of Jammu and Kashmir Bank limited in Kashmir valley. Out of the total population of 3400, sample size of 400 employees has been taken. Keeping in view the objectives and hypothesis of the study the sample of 400 employees has further been divided as follows.

1. **200** officers divided into 100 male and 100 female.
2. **200** clerks divided into 100 male and 100 female.

Hence, the study has been taken with reference to Jammu and Kashmir bank limited in Kashmir valley only; it restricts its scope to that area only. One more limitation of the study is that it considers only one bank, thus limiting the scope for generalizations. The study is purely based upon the opinions of employees; therefore, it is assumed that they are honest in their opinion. Keeping in view the scope of study, one more limitation of the study may be the implication of its results. The results derived from the study may not be applicable to other banking organizations due to social, organizational and cultural differences. The present findings may not hold good in future, because future is unpredictable and subject to change. Although the research has some limitations, it will be quite helpful for the employees, management, policy makers, and academicians and will serve as a base for further research in the field.
1.8 Significance / Rationale of Research study

The banking sector with a remarkable change after reforms has become more competitive and has entered new business lines. In such a competitive and globalised banking, employees are playing key role in carrying out the day-to-day operations. The challenges posed to banking sector are the challenges for its employees, because it is ultimately employee who is to do the work. The role of employee has increased due to the increase in services provided by the banks to its customers and due to liberalization and globalization of the financial markets.

Today in this competitive era of banking, where competition is at its peak and the rule, “survival for the fittest” is going on, the bank employees are to play an important role in the achievement of pre-determined goals of their organisation. There are no two thoughts about the fact that the banks provide reasonably handsome salaries to their employees, thereby satisfying, to a large extent, their basic needs. However, money cannot sustain the whole man. It can only prop up the physical needs. Man is more than a physical being. His emotions, affection, conscience, and will are of equal importance. His needs are varied and to satisfy then he needs wealth, strength, grace, patience, charity, love, faith and hope. Modernization, which is the result of liberalization and globalization, has changed the life style of people. Now the needs of the people are not limited to bread, cloth and shelter. They are beyond that and to satisfy them they need adequate facilities and means. Besides this, few psychological needs have also emerged like recognition and appreciation from superiors, society and others. The work
environment of banks, the policies of the organisation regarding pay, promotion, recognition, appraisal of employees, relation of employees with each other in the organisation has a great influence on the job stress, employee’s motivation and satisfaction. It is also the fact that the success or the failure of any sort of business organisation depends upon the human resource they have. The goals of the organisation are achieved by the employee’s working in that organisation.

Jammu and Kashmir bank is one of the successful banks in the country. It plays an important role in the economy of the state of Jammu and Kashmir. It provides employment to thousands of people directly or indirectly. It is one of the well known banking organisations in the country due to its performance and profitability. It is because of the sincere efforts of the employees of the Jammu and Kashmir bank limited, that it achieved mile stones on mile stone. Although the management of Jammu and Kashmir bank limited provides has made the best policies for its employees, but still it cannot be denied that the employees working in this organisation are under stress.

Therefore, keeping in view nature and behaviour of the human beings, it is concluded that congenial working atmosphere, good employee relations, proper treatment at the job, motivating policies are some of the key issues confronted by the organisations. Every organisation wants to be ahead of the other. Human resource has the power to achieve the same, if handled properly. Human resource is treated as the backbone of the organisations and these organisations form an important part of economy. It is also true that any problems faced by the
employees will have its impact indirectly on the economy as a whole. Therefore, it is important to take up the issues related to the human resources and to find out their amicable solutions. In order to make this “whole man” survive, and contribute towards the development of the economy positively; it is necessary to provide the redressal to his problems.

Banking sector as one of the important sectors is known to be the host of so many problems. Employees in this sector are more prone to stress, which may lead to dissatisfaction and less motivation of the employees. Many studies have been carried out to know the techniques, or theories have been propounded based on the studies, which are applied to make the workforce of the organisations more powerful and successful. This study will explore the job stress and employees’ motivation and job satisfaction interface, and it will put forward some important strategies helpful to cope stress and increase employees motivation and job satisfaction. The study will hopefully work as a basis for further research in the field, and will be helpful for the employees, policy makers, management and academicians.
1.9 Scheme of Presentation of Chapters.

II. Introduction

III. Financial sector reforms

IV. Literature review

V. Jammu and Kashmir bank limited- A brief profile

VI. Need for the study

VII. Data analysis

VIII. Summary of findings

IX. Suggestions and Recommendations.