8.1 Introduction

Globalization and information technology have brought about a sea-change in the functioning of the banking industry. The customer’s expectations and demands have also undergone radical change due to the entry of private banks that have started offering a variety of value-added services with focus on door-step delivery and, that too, round the clock. Banks are innovating new products, offering 24 hours’ banking, introducing new delivery channels and devising new ways and means to cut cost and to
offer services at competitive rates. They are becoming more and more professional in their approach by complying with international banking standards in the area of risk management, capital adequacy, asset quality and corporate governance. The merger, acquisition and business alliances of banks have become the new mantra of survival and growth for banks. Intensive use of information technology has opened the new delivery channels through ATM, Tele-banking, E-banking, etc., whereby a customer can do banking to his convenience anytime, anywhere and that too without visiting the banks. Competition in the industry has become intense with the emergence of new generation private sector banks and also with the enhanced dynamism of the foreign banks. The pressure to cut cost and overcome delays in decision making has given way to structural changes, as banks have started transforming themselves into lean and thin organizations. The paradigm shift in the focus of banks from social objectives to sound business objectives has increased their thrust on profitability and productivity.

As a result of all these changes in the banking industry, life in the organization has become highly stressful. Stress leads to physical disorders because the internal body system changes while trying to cope with stress. Stress over a long period of time leads to psychological and physical damage. It affects personality, perceptions, feelings, attitudes and behaviour of the employees. On the other hand, when there is no stress, job challenges are absent and incidentally performance tends to decline. As stress increases, performance also tends to increase up to a particular level. But if stress increases beyond a particular level, performance tends to decrease. Therefore, it is important that stress, both on and off the job, must be kept at a low level so that most people may be able to tolerate without developing either emotional or physical disorders.
Stress has a host of negative effects on the person. The longer the period over which the person remains stressed, the more prolonged would these negative effects be. It is a law of nature that nothing can remain in a state of disequilibrium indefinitely. There is always a pull towards equilibrium, a fight to restore balance. The same is the case with a person under stress. The stressed person attempts to ward off the balance stressor, so as to restore balance. These attempts can be termed as coping.

Studies on occupational stress in the banking sector would help the employees and organizations altogether to have an insight into the intricacies perplexing the workforce and organizations as well. Very few studies have taken into consideration the various aspects of occupational stress such as level of stress, sources of stress, physical as well as psychological effects of job stress, and coping strategies adopted by employees in public sector, old private sector and new generation banks. Hence, this study entitled “Occupational stress among bank employees in Kerala” has been undertaken by the researcher to make an in-depth analysis of the above stated aspects of occupational stress.

8.2 Objectives of the study

The following specific objectives are formulated for the study

1. To assess the level of occupational stress of bank employees and to identify the demographic and other job related factors which influence the level of occupational stress.

2. To study the sources of occupational stress and to analyse the influencing factors.
3. To identify the stressors that discriminate employees of different sectors of banks.

4. To study the psychological effects of job stress on bank employees and to identify the influencing factors.

5. To identify the dominant physical strain manifested due to occupational stress among bank employees.

6. To study the relationship between sources and effects of job stress.

7. To examine the significant stress coping strategies adopted by the bank employees and to identify the influencing factors.

8. To study the influence of coping strategies on the effects of job stress.

8.3 The design and methodology of the study

The descriptive research design is applied for the study. Both primary and secondary data have been used for the study, but the study rests mainly on primary data collected from the field source. In the first exploratory stage of this study, survey of literature was undertaken to familiarize the researcher with the various aspects of the study, to design appropriate methodology, and to formulate a conceptual framework for the study. For these purposes, the data were collected from primary and secondary sources.

The primary data were collected from employees of the Public sector, Old private sector and New generation banks. For this purpose, a structured questionnaire was prepared that would help to collect the necessary information about the various stressors that influence the employees in the banking sector, the physical and psychological effects of job stress, and the various coping strategies adopted by them to manage their stress.
8.3.1 Sample Size

The modified data after Reliability Analysis, collected from the 56 respondents, have been studied in detail to identify the extent of variations in the responses. It may be stated that the sample size was proportional to the level of variation and the assumed level of the error of the estimate of the population parameter of the study, variable. The 85 statements relating to the various sources of job stress, effects of job stress and coping strategies have been used as the study variable to determine the sample size. For an assumed level of 5 per cent error in the estimate of the means of these 56 responses using the information on variance from the pilot study, the sample size was obtained based on each response. The formula used is \( n \geq (1.96s/d)^2 \). Where ‘n’ is the sample size, ‘s’ is the estimate of standard deviation, ‘d’ is the standard error of the estimation of population parameter, and the value 1.96 is the critical value from normal test at 5 per cent level of significance. The sample size of 452 was the maximum among the sample sizes obtained from the number of responses for all the statements.

8.3.2 Sampling Procedure

A multistage stratified random sampling with a suitable proportional allocation has been applied for the selection of employees from banks as sample respondents. For this purpose, Kerala State has been divided into three zones, namely, South Zone comprising Thiruvananthapuram, Kollam, Alappuzha and Pathanamthitta districts; Central Zone consisting of Kottayam, Idukki, Ernakulam and Thrussur districts, and North Zone comprising of Malappuram, Kozhikode, Palakkad, Kannur, Vaynadu and Kasarcode districts. In the next stage, one district each from these zones has been selected: Thiruvananathapuram from the South, Ernakulam from the
Central and Kozhikode from the North. For the selection of bank branches, banks have again been classified as Public sector banks, Old private sector banks, and New generation banks. Based on the strength of branches in the selected districts, SBI, SBT, Canara Bank and Union Bank from the Public sector; Federal Bank, South Indian Bank and Catholic Syrian Bank from Old private sector; and HDFC Bank, ICICI Bank and Axis Bank from the New generation banks have been selected for the study.

From the pilot study it has been decided to have a sample size of 452, and it has been seen that there are 969 banks branches, with 556 PSB, 310 OPSB and 103 NGB. In order to represent the banking sector reasonably well in the sense that the required information is feasible, it has been decided to allocate the sample sizes for the three sectors on the basis of the ratio of the number of banks in each sector. So this has resulted in a sample of size 462 consisting of 254 Public sector, 132 Old private sector and 76 New generation banks with marginal adjustment for the purposes of feasibility. Also, this number is allocated for each region in proportion to the number of banks in each one of them. Thus the number of banks has been selected in the ratio of 2:2:1 for Public sector banks, 2:3:1 for Old private sector banks and 2:3:1 for New generation banks. The ratios are being decided by the number of branches of each category in each region. Then the sample respondents have been selected from each region to maintain the absorbed ratio of manager, officers and clerks. Thus sample respondents consist of 125 managers, 159 officers and 178 clerks selected at random, subject to the proportions decided for each region and each type of bank.

The data collected for the study were processed and analysed with the help of computer software Microsoft EXCEL and SPSS. Suitable mathematical and statistical techniques were used for drawing meaningful
interpretation. The basic analyses were attempted by using percentage, average, standard deviation and other statistical summaries. The standard techniques like Exploratory Factor analysis, Discriminant analysis, ANOVA, Post Hoc Tests multiple comparison, Canonical correlation analysis, Chi-square tests and Multiple regression analysis were used to analyse the relative merits of the variables among different groups.

8.4 Summary of Chapters

This study is presented in Eight Chapters. The first Chapter introduces the scope of the study and presents the statement of the problem, objectives of the study and explains the research methodology, along with the limitation of the study and the scheme of the report.

Chapter two discusses the reviews of literature on occupational stress. It is divided into four parts. The review of literature relating to occupational stress in the banking sector is given in the first part, and the second part covers sources of job stress in general. The third and fourth parts respectively summarise previous studies on the effects of job stress and coping styles.

The third Chapter examines the theoretical framework of occupational stress. It includes a brief explanation of the different theories on stress models, various sources of occupational stress, physical as well as psychological effects of job stress, and various coping strategies for stress management.

Chapter four provides the sample profile and detail about the level of job stress experienced by the bank employees and the various factors that influence their level of stress.
Chapter five deals with the identification of the various factors that contribute to job stress, demographic and other job-related factors that influence the job stress, stress factor that discriminates employees of public sector banks from employees of old private sector banks and new generation banks.

Chapter six describes the physical as well as psychological effects of job stress. The socio-economic variables that influence the psychological effects of job stress and cause and effect relationship of job stress are also included in this chapter.

Chapter seven discusses the various coping strategies adopted by the bank employees to manage occupational stress. The influence of social and demographic factors in the selection of coping strategy and the influence of coping strategies over physical as well as psychological effects of job stress, are also included in this chapter.

Chapter eight is the concluding chapter and it describes the findings of the study along with some practical recommendations emanating from the study.

8.5 Summary of Findings

8.5.1 Summary of Sample Profile

1. The sample size for the study was initially fixed to be 452, but response from 462 employees were obtained and used in this survey.
2. A majority of the respondents (55%) belong to Public Sector Banks (PSB), followed by 28.6% from Old Private Sector banks (OPSB) and 16.4% from New Generation Banks (NGB).
3. As many as 71.6 per cent of the total respondents belong to semi-urban areas whereas 24.5 per cent are from urban areas and the remaining 3.9 per cent from rural areas.
4. As many as 27 per cent of the respondents were managers, 34.4 per cent were officers, and 32.6 per cent were from the clerical cadre.

5. As many as 60.4 per cent of the respondents selected for the study were male employees and 39.6 per cent were female employees.

6. As many as 83.15 per cent of the employees selected for the study were married, 15.6 per cent were unmarried, and the remaining 1.3 per cent were either divorced or widowed.

7. As many as 32 per cent of the respondents were in the age group of 51 and above, and 27.5 per cent were in the age group of 41-50; 16.9 per cent were in the age group of 31-40 and 23.6 per cent were below 30. It shows that about 60 per cent of the total employees were above 40, which explains the absence of adequate representation of young blood in the banking profession.

8. With regard to educational qualification of the respondents under study, 39.2 per cent of them were Post-Graduates, 58.4 per cent were Graduates, and 2.4 per cent had only School-level education. It means that 97.6 per cent of the sample respondents were either Graduates or Post-Graduates.

9. As many as 46.8 per cent of the respondents opined that they were good in computer proficiency and 45 per cent claimed they were having average proficiency in computer usage. When 6.9 per cent said they were excellent in computer operations, 1.3 per cent revealed that they were poor in this skill.

10. As many as 12.3 per cent of the respondents drew a salary of less than Rs.15000, 26.8 per cent draw in between Rs.15000 and 30000. 49.6 per cent of the respondents drew a salary ranging from Rs.30000 to 50000, and 11.3 per cent received above Rs.50000 per month.
11. As many as 50 per cent of the respondents had above 20 years of service, and 25.3 per cent had a service period of 5 years or less. While 10.2 per cent served for 6 to 10 years, 8 per cent had an experience of 11 to 15 years and 6.5 per cent had a total experience of 16 to 20 years. It can be observed that employees whose length of service was 6 to 20 years together constituted only 24.7 per cent which indicates the downsizing practice adopted by the banking companies after 1990 due to globalization.

12. As many as 78.8 per cent of the respondents were given training occasionally and 11.5 per cent got training frequently, 6.5 per cent of the respondents got regular training and 3.2 per cent didn’t get training at all.

13. As many as 45.5 per cent of the employees had to work for more than 50 hours in a week and 39.8 per cent had to spend 40 to 50 hours in a week to discharge their official responsibilities. Further 14.7 per cent reported that their workload in a week was 40 hours or less. It means more than 85 per cent of the employees had a workload of above 40 hours in a week.

**8.6 Level of Stress**

Level of stress indicates the degree of stress experienced by a person at the workplace. The level of stress confronted by an employee is assessed on the basis of psychological effects of stress. There are 15 elements which fall under such effects of stress, covered under the study. Medium stress level was found prevalent among the majority (68.8%) of the respondents. It is also interesting to note that high and low level stress was experienced by the approximately 15.6 percentage of employees.
8.6.1 Type of Bank and Level of Stress

1. The average stress score was marginally higher among the employees of New Generation Banks, compared with other bank groups and was the lowest among the employees of Old Private Sector Banks.

2. Medium stress was experienced by the majority of the respondents (68.8%) from three types of banks. Among the highly stressed group, employees from Public Sector Banks accounted for a high percentage (61%), sequenced by New Generation Banks (21%) and Old Private sector Banks (18%); 55 per cent of the medium stress group were also from PSB.

3. The Chi-square test result shows that the relationship between type of bank and level of stress was insignificant at 5 per cent level of significance.

8.6.2 Location of the Branch and Level of Stress

1. The average stress score was slightly higher among employees in rural branches.

2. The majority of the employees from the three locations were medium stressed (69%). Among the high-stressed respondents, the majority (65%) were from employees working in semi-urban areas, 75 percent of the medium-stressed employees were also from semi-urban areas.

3. The relationship between location of the branch and level of stress is not significant at 5 per cent level of significance.

8.6.3 Employment Status and Level of Stress

1. The average stress scores were found comparatively higher among the officers and managers, compared to clerks.
2. Of the high-stressed group of employees, 44.5 per cent were officers, 33 per cent were managers and the remaining 22 per cent were clerks. These figures depict that the highest stress prone-group in the banking profession was that of officers followed by managers.

3. There is dependence between employment status and level of stress since the relationship was significant at 5 per cent level of significance.

8.6.4 Gender and Level of Stress

1. The mean score and S.D of Male respondents ($\mu=42.90$, $SD=8.57$) were found comparatively higher than that of Female groups ($\mu=40.60$, $SD=7.67$).

2. Male domination was visible in both high and medium stress-level groups. Of the 72 respondents of the ‘high level’ group, nearly three-fourths (73.61%) were males whereas the same in the medium group was 59 per cent.

3. There was found relationship between sex and level of stress since the Chi-square value was less than .05 at 5 per cent level of significance.

8.6.5 Marital Status and Level of Stress

1. In relation to marital status, the mean job stress score was the highest (42.09) among married employees and the lowest among widowed (33.0) employees.

2. Among the high-stressed respondents, 89 per cent were married and in the case of the medium stressed, it was 83 per cent. Married respondents dominated in both medium and high-stressed groups.
3. Marital status and stress level were found independent and there was no association between the two, as the Chi-square value at 5 per cent level of significance was not less than .05.

8.6.6 Age and Level of Stress

1. The mean job stress score was the highest (42.59) among the respondents belonging to the age group of ‘41-50’, and the lowest in the age group of ‘51 and above’ (41.22).

2. Medium-level stress was found prevalent among the majority of all the age groups under study. Among the high-stressed groups, respondents belonging to the age group of 41-50 (36.11%) accounted for a higher representation, and employees below 30 were the least affected from the high stress group.

3. All the above relationship between age and level of stress was found to be not significant at 5 per cent level of significance.

8.6.7 Educational Qualification and Level of Stress

1. The level of stress measured in terms of mean score was found comparatively higher among Post-Graduates, followed by graduates and it was the lowest among the low qualified groups.

2. It was found that, irrespective of the educational background, the majority in all groups belonged to medium stress level. Of the highly stressed, 51 per cent were graduates and 47 per cent, Post-Graduates. Graduates accounted for 59 per cent and Post-Graduates for 39 per cent among the medium-stressed groups.
3. Difference in educational qualification was found not to make any change in the stress level of bank employees (P>.05) and hence educational qualification and stress level were found independent.

**8.6.8 Length of Service and Level of Stress**

1. The mean score of job stress was found to be the highest among groups whose length of service was 11-15 years and the lowest for the 6-10 years group.

2. Employees whose length of service was above 20 years dominated in the high-stressed (53%) and medium-stressed groups (49.68%).

3. Chi-square analysis revealed that there was no dependence between length of service and stress level.

**8.6.9 Effective Working Hours and Level of Stress**

1. The mean score of job stress was greater among those who worked for more than 50 hours in a week, and the lowest among those who worked for less than 40 hours. This clearly indicated the relationship between long working hours and stress level.

2. As many as 85.28 per cent of the employees had to work for more than 40 hours in their office. It was also seen that among the high-stressed group, 68.05 per cent of the respondents had to work for more than 50 hours in their office and 22.23 per cent of the high-stressed respondents had to spend up to 50 hours in their office in connection with their official workload.

3. All the above relationships between effective working hours and level of job stress were found to be significant as the value of P was less the .05 at 5 per cent level of significance.
8.7 Sources of Occupational Stress (Stressors)

As many as 47 statements were used to identify the various sources of occupational stress experienced by the bank employees in Kerala, which had an overall Cronbach’s alpha of 0.912. It was observed that the mean of the 47 statements varied from 1.924 (SD=.992) to 3.936 (SD=.903). Exploratory Factor Analysis (EFA) was carried out on 47 measures to validate constructs which would help to analyse the employees’ responses and to evaluate factors which exerted influence over the magnitude of stress. The measures were subjected to Principal Component Analysis (PCA) under the restriction that the Eigen value of each constructs was more than 1. The Principal Component Analysis reduced the data into 13 components which together explained the variance of 57 per cent. It was observed from the results of the factor analysis that the major causes of job stress, identified in the order of importance were Work home interface, Leadership support, Work pressure, Group cohesiveness, Customer relationship, Career growth, Compensation, Job autonomy, Customer services, Lack of encouragement, Lack of professionalism in management, Staff shortage and Externalities. The thirteen factors (sources) of stress were related to various demographic and other job-related variables to study the association between them. The study revealed that stressors differed according to the difference in the demographic and job-related background variables.

8.8 Stressors and Background Variables

8.8.1 Type of Bank and Sources of Stress

1. The comparison of mean scores across 13 factors of job stress indicated that NGB was leading in 7 factors such as Work-home interface, Work pressure, Career growth, Compensation, Job
autonomy, Lack of professionalism in management and Externalities; and OPSB dominated in 4 factors such as Leadership support, Customer services, Lack of encouragement and Staff shortage. The PSB group was found leading in 2 factors of job stress, such as Group cohesiveness and Customer relationships.

2. The Analysis of Variance indicated that stress caused by ‘Work pressure’, ‘Compensation’ and ‘Staff shortage’ differ significantly among employees with respect to the type of banks in which they worked as the value of P was less than 0.05 at 5 % level of significance.

3. Stress due to ‘Work pressure’ was found more in NGB compared to PSB and OPSB. Employees of OPSB experienced more work pressure than employees of PSB.

4. Influence of ‘Compensation’ on job stress was the highest in NGB, followed by OPSB and PSB. Employees of Public sector banks were the least disturbed by this factor. Compensation as a factor of stress exerted more pressure among the employees of OPSB when compared to employees of PSB.

5. Contribution of ‘Staff shortage’ as a potential cause of stress was found stronger among the employees of Old private sector banks, compared to other two groups. There was significant difference between employees of PSB and NGB in this regard and employees of NGB were more affected than PSB by this factor.

8.8.2 Location of the Bank and Sources of Stress

1. The mean score distribution of 13 stress factors with respect to location of the workplace showed that the mean score was the highest
Summary of Findings, Conclusion and Recommendations

in urban areas, for 8 stressors, such as Work pressure, Group cohesiveness, Customer relationship, Career growth, Job autonomy, Customer services, Lack of professionalism in management and Externalities. Employees in rural areas accorded higher in 4 stressors viz., Work-home interface, Leadership support, Lack of encouragement and Staff shortage. The only stressor predominant among employees of semi-urban areas was Compensation.

2. Location of the bank branches and stress factors were found independent.

8.8.3 Employment Status and Sources of Stress

1. The summary of mean scores showed that, of the 13 stressors identified in this study, employees in the clerical cadre were leading in 11 factors, except Customer relationship and Job autonomy. Managers led in Customer relationship and Job autonomy. Since clerks were front-line staff and at bottom level in the organizational hierarchy, the pressure from both ends, higher-ups and customers had serious repercussion in their life.

2. Significant difference was found among employees of different status with respect to Job stress, Work-home interface, Leadership support, Work pressure, Group cohesiveness, Customer relationship, Career growth, Compensation, Lack of encouragement and Lack of professionalism in management.

3. Employees in the clerical cadre were found leading in all stress factors, except Customer relationship and Job autonomy which were dominant among managers. No significant difference was noted between managers and officers in this regard.
8.8.4 Gender and Sources of Stress

1. The comparative mean scores analysis showed that female employees felt more job stress in relation to all the factors identified, except Customer relationship. Job stress with respect to Customer relationship was more among male employees.

2. Male and female employees differed significantly with respect to the 9 major stressors under study. The results showed that of the 13 stressors, Customer Relationship, Remuneration, Customer services and Staff shortage were the four factors in which no significant difference between genders was reported. All other stressors were dependent on gender.

8.8.5 Marital Status and Sources of Job Stress

1. It was observed from the mean score that widowed employees were at risk in terms of Job stress as they were leading in almost all job stress factors except Job autonomy, Customer services, and Externalities. The most prominent problems faced by the unmarried employees were Job autonomy and Customer services. Divorced employees were found to lead in the stress factor, Externalities.

2. There was significant difference in the job stress among employees of different marital status with respect to the factors Lack of encouragement, Lack of professionalism in management, and Externalities.

3. Employees in the widowed category were in high job stress due to Lack of encouragement when compared with ‘divorced’ and ‘married groups’. There was also significant difference between divorced and
unmarried groups. With respect to Lack of professionalism in management, there was significant difference between married and unmarried groups. Unmarried employee’s job stress was more in this regard when compared with married employees.

8.8.6 Age and Sources of Stress

1. The mean scores of the stress factors, Leadership support, Group cohesiveness, Job Autonomy, Customer Services, Lack of professionalism in management, Staff shortage and Externalities indicated that employees in the age group of 31-40 were the most affected by these stressors. Employees in the age groups ‘30 and below’ dominated in three job stress factors such as Work-home interface, Work pressure and Lack of encouragement. Career growths and Compensation were predominant among employees ‘above 50’; and one factor, Customer relationship was more among the age group of 41-50.

2. Stress caused by Customer relationship and Lack of professionalism in management differed significantly among employees with respect to their age as the value of P was less than 0.05 at 5% level of significance. Stressors from other sources did not have significant differences for employees in different age groups.

3. Poor customer relationship, worked as a strong stressor among employees in the age group of 41-50, and it was the least among the beginners in service. Significant difference between employees in the age group of 30 and below and 51 and above was noted in respect of this factor. Lack of professionalism in management was dominant in the age group of 31-40 and was the least in the age group of 51 and above.
8.8.7 Education and Sources of Stress

1. The analysis based on mean scores in this regard revealed that educational qualification of the employees had a direct influence in the generation of occupational stress. It was seen that employees who had acquired only ‘school level’ education appeared in the forefront in almost all stressors except Career growth. Graduated employees led in one causes of stress i.e. Career growth, and it was found that of the 13 stressors identified in this study, no factor exerted any influence on Post-Graduates.

2. The dependence of job stress and educational qualification was statistically established for the stressors, Work-home interface, Leadership support, Customer Relationship and Compensation. The stressors differed significantly among employees with different educational backgrounds as the variation in the mean squares was statistically significant at 5 per cent level of significance. So, it may be inferred from the analysis that the impact of these stressors in the banking business over its employees was found decreasing with advance in education. In other words, an inverse relationship could be established for causes of stress and education. So, it seems that higher education helped the employees to withstand the prevailing stress factors in the banking profession to a certain extent.

3. Significant difference was found to exist between Post-Graduates and matriculated employees in stressors such as Work-home interface, Leadership support, Customer relationship and Compensation. These factors worked as a strong potential source of stress among the first groups. Graduates and Post-Graduates also differed in relation to the
stressors Customer relationships and Compensation, where Graduates were more affected than Post-Graduates.

8.8.8 Computer Proficiency and Sources of Stress

1. The distribution of mean scores of the 13 stressors across different computer proficiency groups of bank employees revealed that employees who were excellent in computer proficiency were the least affected by almost all stressors except Group cohesiveness and Lack of professionalism in management. Bank employees who were ‘poor’ in computer proficiency were found to lead in five stressors F1, F2, F5, F7, F8 and F12 and the impact of stressors F3, F4, F6, F9, F11 and F13 was more among employees who were ‘good’ in computer proficiency. So, it could be assumed that higher level of computer proficiency helped the employees in the banking sector to reduce the impact of stressors in their work life.

2. The analysis of variance based on the computer proficiency of the respondents revealed that five stress factors, Work-home interface, Career growth, Compensation, Job autonomy and Customer services emerged as significant, and the remaining eight factors were not significant. The mean scores of these 5 stressors among different computer proficiency groups revealed that the influence of these stressors was the least among the employees who were ‘excellent’ in computer proficiency. It seems that their higher level of computer proficiency might have helped them to keep their stress low when compared with other groups.

3. The test result revealed that the mean scores between employees who were excellent in computer proficiency differed significantly from
other groups in stress factors such as Work-home interface, Compensation, Career growth, Job Autonomy and Customer services. In all these cases, the influence of these factors as potential sources of stress was the least among the ‘Excellent’ group. Employees who were ‘poor’ in computer proficiency differed significantly from others in aspects such as Work-home interface, Compensation, Job autonomy and Customer services.

8.8.9 Salary and Sources of Stress

1. The mean score comparison statement showed that employees who were drawing the least salary of less than Rs.15000 per month were found to have the highest mean score of 9 job stress factor such as F1,F2, F3, F4, F6, F9, F10, F11 and F12 and the salary group Rs.30000-50000 was found to score the highest in 2 stressors such as F7 and F13. Employees who were drawing more than Rs.50000 per month were found leading in two stress factors, F5 and F8.

2. Significant difference was found in the mean scores across different salary groups with respect to job stress factors such as Leadership support, Customer relationship and Lack of professionalism in management. There was no significant difference for the other stressors under study.

3. The Post Hoc Test results showed that Leadership support and Lack of professionalism in management were the two factors of stress found dominant among employees whose monthly income was less than Rs.15000. In relation to Customer relationships, the most stressed group was that of those who were in the income bracket of above Rs.50000 per month.
8.8.10 Length of Service and Sources of Stress

1. The distribution of the mean scores of the 13 stressors across different group of bank employees in relation to their length of service revealed that the mean score was the highest among employees whose length of service was between 6 and 10 years in the case of major stress factors such as F1, F2, F3, F6, F8, F10, F11 and F12. It was also noted that employees whose length of service was between 16 and 20 years found dominated in two job stress factors, F4 and F13. Employees who were serving for more than 20 years found leading in two job stress factors, such as Customer relationship and Compensation.

2. The ANOVA results on the basis of length of service revealed that stressors such as Work pressure, Lack of encouragement, Lack of professionalism in management, and Staff shortage differed significantly among bank employees in Kerala. Employees who had a limited experience of 6 to 10 years were under severe stress due to these factors. In respect of the remaining 9 stressors it was found that the causes of stress and length of service were independent.

3. The result of the Post Hoc LSD analysis revealed that employees who had a limited experience of 6 to 10 years were under severe stress due to factors such as Work pressure, Lack of encouragement, Lack of professionalism in management, and Staff shortage. Significant difference was observed in job stress due to Work pressure between beginners and those whose length of service was more than 10 years.

4. Stress due to lack of professionalism in management was also found greater among beginners, particularly up to 10 years and significant
difference was there between these beginners and experienced groups (Above 20 years). Staff shortage as a stress factor worked predominantly among beginners and it tended to decrease in subsequent years of service and the difference was found significant between 5 years and below and 16-20 years in relation to their length of service.

8.8.11 Effective Working Hours and Sources of Stress

1. The mean score statement based on effective working hours in a week showed that employees who were working less than 40 hours a week were found to have the highest mean score of 8 job stress factors viz., F1, F3, F5, F6, F9, F10, F12 and F13. Employees who spent 40 to 50 hours a week were found to lead in the remaining 5 factors of stress such as F2, F4, F7, F8 and F11. Hence, it may be assumed that employees who found enough time to finish their allotted work (more than 50 hours in a week) were relieved from job stress and those who were in a hurry to leave the office were suffering from many factors which ultimately led to job stress.

2. The ANOVA results showed that significant difference in the mean scores across different groups with respect to nine job stress factors, such as Work-home interface, Leadership support, Work pressure, Career growth, Compensation, Lack of encouragement, Lack of professionalism in management, Staff shortage and Externalities. Difference in the mean scores for the remaining 4 other stressors under study was not significant at 5 per cent level of significance.

3. The Post Hoc (LSD) results revealed that influence of stressors F1, F3, F5, F6, F9, F10, F12 and F13 was more among those who worked for
40 or less than 40 hours a week when compared to employees who worked for more than 50 hours a week. Similarly, stress factors F1, F2, F3, F6, F7, F10, F11, F12 and F13 were more dominant among those who worked for 40-50 hours a week than among employees who worked for more than 50 hours a week. Employees who had time to spend more than 50 hours in a week were found the least affected by the entire stressors in this study.

8.9 Discriminant Analysis

8.9.1 Public Sector Banks and Old Private Sector Banks

1. The results of discriminant analysis between Public sector banks and Old private sector banks showed that the Discriminant function obtained was statistically significant at 5 per cent level (P< 0.05) with canonical correlation of 0.337, giving a Lambda value of 0.886 and Chi-square value of 39.757 at 13 degrees of freedom.

2. The discriminant function, when used for the classification results, showed that 66.1 per cent cases from Public sector banks and 71.2 per cent from Old private sector banks were predicted correctly. This is a fairly good amount of explanation for the acceptability of the discriminant function.

3. Functions at group centroid showed that Public sector banks were placed to the left of Old private sector banks with a centroid value of -0.250. The centroid for Old private sector banks was 0.511.

4. Standardized Canonical Discriminant Function Coefficients revealed that factors Work-home interface, Group cohesiveness, Customer relationship, Career growth, Job autonomy, Lack of encouragement,
and Lack of professionalism in management had negative coefficients. So, these factors might be important for Public sector banks.

5. Stress factors such as Leadership support, Work pressure, Compensation, Externalities, Staff shortage and Customer services were dominant among employees of Old private sector banks.

6. The problem of Staff shortage was a candidate for discriminating Old private sector banks from Public sector banks, while the problem of Customer relationship was more important in discriminating Public sector banks from Old private sector banks.

8.9.2 Old Private Sector Banks and New generation Banks

1. Discriminant function obtained was statistically not significant at 5 per cent level (P> 0.05).

2. There was no significant linear function involving stress factor variables which would best discriminate between Old private sector banks and New-generation banks.

8.9.3 Public Sector Banks and New-generation Banks

1. The results of discriminant analysis between Public sector banks and New generation banks showed that the Discriminant function obtained was statistically significant at 5 per cent level (P< 0.05) with canonical correlation of 0.364, giving a Lambda value of 0.868 and Chi-square value of 39.134 at 13 degrees of freedom.

2. The discriminant function, when used for the classification results, showed that 67.8 per cent cases from Public sector banks and 71.9 per
cent from Old private sector banks were predicted correctly, which explained the acceptability of the calculated discriminant function.

3. Functions at group centroid showed that Public sector banks were placed to the left of Old private sector banks with a centroid value of -0.195. The centroid for Old private sector banks was 0.777.

4. Standardized Canonical Discriminant Function Coefficients revealed that factor variables with negative coefficients were dominating in Public sector banks. Thus, the dominating problem of Public sector banks were Work-home interface, Group cohesiveness, Leadership support, Customer relationship, Career growth, Customer services and Lack of encouragement.

5. The problem faced by the employees of New generation banks were Work pressure, Staff shortage, Job autonomy, Externalities, Lack of professionalism in management, and Compensation.

6. ‘Group cohesiveness’ was the important problem that discriminated Public sector banks from New generation banks while Staff shortage was the most important problem variable in discriminating New generation banks from Public sector banks.

8.10. Psychological Effects

Fifteen statements were considered to measure the psychological effects of occupational stress, which had an overall Cronbach’s alpha of 0.848, which was well above the accepted norms of 0.70. It is seen that the mean of the 15 statements varied from 2.478 (SD, 1.04) to 3.621 (SD, 1.02). Exploratory Factor Analysis (EFA) was carried out on 15 measures to validate constructs which would help to analyse the employees’ responses
and to evaluate factors which exerted influence over the magnitude of psychological effects of stress. The measures were subjected to Principal Component Analysis (PCA) under the restriction that the Eigen value of each construct was more than 1. Principal Component Analysis reduced the data into 3 components which together explained the variance of 56 per cent. On the basis of the findings of the exploratory factor analysis, three factors were created by adding (summing) the rating scores of all items loaded on each factor.

It was observed from the results of factor analysis that the significant psychological effects of occupational stress which had been identified in the order of importance were Professional anxiety, Social isolation, and Professional dissatisfaction.

Bank employees are being hit by the increased pressure associated with their job. If this mounting pressure persists for long, they fear, it will significantly damage their health and negatively affect their performance in discharging their service to the customers as expected. They feel emotionally drained and physically exhausted at the end of the day. Proliferation of these stress-prone situations culminates in ‘Professional anxiety’ among the bank employees.

Cultural, spiritual, and social interests of the employees are being neglected due to heavy workload and associated job stress. Inabilities to attend the get-together parties of friends and family often lead them to discontent. All these negative work situations and necessity to spend long hours in the work-related activities lead them to ‘Social isolation’.

‘Professional dissatisfaction’ is the end output of this entire work characteristic reducing the job satisfaction of the employees in the banking
sector. Disturbed sleep due to work stress leads them to distraction and professional dissatisfaction.

8.11 Effect of Stress in relation to Socio-economic Background Variables

8.11.1 Influence of Type of Bank on Psychological Effects

1. The mean score distribution of the psychological effects of job stress showed that mean score was the highest in NGB with regard to two factors, such as Professional anxiety and Professional satisfaction, whereas PSB was found to lead in one effect, i.e., Social isolation. It was noted that mean scores of psychological effects such as Professional anxiety and Social isolation were the least among the employees in OPSB and none of these factor was dominant among them.

2. There is significant difference in the mean score of the psychological effect, Professional anxiety between the employees of different types of banks as the value of $p$ was less than 0.05 at 5 per cent level of significance.

3. Employees of NGB led in Professional anxiety and there was significant difference between employees of NGB and OPSB in this regard.

4. There was significant difference between employees of PSB and OPSB with regard to Professional anxiety which was found more among employees of PSB.
### 8.11.2 Influence of Location of the Bank on Psychological Effects

1. The comparative statement on means scores showed that Professional anxiety was more among employees in urban areas and it was the least in rural areas. Social isolation as an outcome of job stress was more visible among the employees in semi-urban areas and it was the least among the employees in urban areas. The psychological effect of Professional dissatisfaction was more among the employees in rural areas and it was the least among the employees of urban-ranches.

2. When Analysis of Variance was done based on place of work, it was found that there was significant difference in the mean scores among the employees working in different locations with respect to Professional dissatisfaction as the value of p was less than 0.05 at a significance level of 5 per cent and at the same time no significant difference was noted in the case of the other two psychological effects.

3. Professional dissatisfaction, as an outcome of job stress, was found more among the employees working in rural areas, followed by employees in semi-urban and urban areas. Significant difference was observed between employees working in rural and semi-urban branches. Similar was the case with employees working in rural and urban branches. Such difference was not visible between semi-urban and urban branches.

### 8.11.3 Influence of Employment Status on Psychological Effects

1. As per the mean score distribution, the psychological effect of job stress was dominant among officers, as the mean scores of two factors, Professional anxiety and Social isolation, were found more
among them. The mean value of Professional dissatisfaction was more among the employees in the manager cadre, and the mean value was found to be the least among clerks with respect to all the three psychological effects in this study.

2. The ANOVA test result based on designation showed that there was a significant difference in the mean scores of psychological effects of job stress among employees in different employment status with regard to Professional anxiety, Social isolation and Professional dissatisfaction, as the value of p<0.05 at 5 per cent level of significance.

3. Professional anxiety and Social isolation were dominant among officers, followed by managers and clerks respectively.

4. Managers were found to be the most affected by Professional dissatisfaction, followed by officers whereas employees in the clerical cadre were the least affected by this variable.

8.11.4 Influence of Gender on Psychological Effects

1. The mean score statement showed that the male group dominated in the psychological effects of job stress in all the factors, such as that Professional anxiety, Social isolation and Professional dissatisfaction.

2. The Analysis of Variance showed that the difference in the mean score was significant at 5 per cent level of significance and hence, it was concluded that the psychological effects of job stress such as Professional anxiety, Social isolation and Professional dissatisfaction and sex were dependent.
8.11.5 Influence of Marital Status on Psychological Effects of Job Stress

1. The comparative mean score statement revealed that Professional anxiety and Social isolation were the highest among the married group and Professional dissatisfaction was more among the unmarried employees. It was also noted that the mean value was the lowest among the widowed group in respect of all factors.

2. It was observed from the ANOVA that difference in the mean score was insignificant at 5 per cent level of significance in respect of all the factors related to the psychological effects. Hence it was concluded that marital status and psychological effects of job stress were independent.

8.11.6 Influence of Age on Psychological Effects

1. It was observed from the mean score statement that the mean scores of psychological effects such as Professional anxiety and Social isolation were more among employees in the age group of 31-40 years. The influence of the third factor, Professional dissatisfaction was more among employees in the age group of 41-50 years.

2. The result of ANOVA indicated that there was no significant difference in the mean scores of the psychological effects of job stress among the employees in different age groups, as the value of p was greater than 0.05 at 5 per cent level of significance. Hence, it was concluded that age and psychological effects of job stress were independent.
8.11.7 Influence of Education on Psychological Effects

1. It was observed that the mean value was the highest among the Post-Graduates in relation to the three factors of psychological reaction. It was further noticed that while Professional anxiety was the least among Graduates, Social isolation and Professional dissatisfaction were the lowest among the least qualified group.

2. The degree of variance in psychological effects due to difference in education was found insignificant at 5 per cent level of significance and hence it could be concluded that psychological reaction to job stress and educational background of the employees were independent.

8.11.8 Influence of Salary on Psychological Effects

1. The mean scores of Social isolation and Professional dissatisfaction were higher among the highest salary groups. But Professional anxiety was found more among the salary group of Rs.15000 and 30000.

2. The intensity of psychological effects of job stress was more or less the same among different salary groups since the difference was found not to be significant at 5 per cent level of significance.

8.11.9 Influence of Length of Service on Psychological Effects

1. It was observed from the mean score statement that Professional anxiety and Social isolation were more among employees with 11-15 years of service and Professional dissatisfaction was found more among employees having length of service between 16 and 20 years.
2. The Analysis of Variance based on length of service revealed that the relation between psychological effects and length of service was insignificant at 5 per cent level of significance.

8.11.10 Influence of Weekly Working Hours on Psychological Effects

1. The mean scores of the three psychological effects of job stress were the highest among the employees who had to spend more than 50 hours in a week in their work place to finish the official assignment. Professional anxiety and Professional dissatisfaction were found to be the least among those employees who worked for 40 and 50 hours in a week, but Social isolation was found the least among employees who had to work only 40 or fewer hours in a week.

2. It was observed from the ANOVA test that the psychological effects of job stress was the highest among the employees who had to spend more than 50 hours in a week in their workplace to finish the official assignment.

3. Professional anxiety and Professional dissatisfaction were found to be the least among those employees who worked between 40 and 50 hours in a week, but Social isolation was found to be the least among employees who had to work only 40 or fewer hours in a week.

4. Significant difference existed between employees who had to spent above 50 hours in a week and those who did spend only 40 hours in a week with regard to Professional anxiety and Social isolation. The same difference was again observed between employees who had to work for 40-50 hours in a week, and those who had to work for 50 hours in a week. Variance in the mean score of Professional
dissatisfaction was found significant between those who worked for ‘40-50 hours’ and those who worked for above 50 hours in a week.

### 8.12 Physical Effects of Job Stress

Psychological stress leads to physiological stress and these result in an eventual breakdown of the target organ system. The development of the psychosomatic disease is the consequence of these changes in the internal system due to stress. Substantial amount of research has been done by psychologists and the majority of these investigations revealed the positive relationship between job-related stress and a variety of somatic symptoms and disorders. On the basis of the review of literature and discussions with medical experts, 14 indicators of physiological effects of job stress were identified. A five-point scale was used to measure the extent of each indicator. These scores were collected, summated, averaged and compared for each indicator.

It was observed that the mean of various physical effects varied from 1.7143 (SD-.943) to 2.9221 (SD-1.146). The mean was comparatively higher in the case of Eye strain (2.92), Back/Neck/Shoulder pain (2.84), Tiredness (2.73) and Headache (2.46). However, Breathing difficulty (1.71), Chest pain (1.73), and Skin problem (1.73) were not much severe owing to their lower values.

After consultation with the experts, all the fourteen physical effects were compartmentalized under seven heads based on their nature, such as Neurological problem, Musculoskeletal disorder, Cardio-vascular problem, Gastro-intestinal problems, Respiratory complaints, General health problems and Skin problems. Since this classification was technical in nature, the
researcher made use of expert advice from renowned physicians in medical science.

8.13. Strength of Interrelationship between Sources of Job Stress and Psychological Effects

Canonical correlation analysis was done to measure the strength of interrelationship between 13 sources of stress and 3 psychological effects of job stress. Canonical correlation analysis is a multivariate statistical model that facilitates the study of interrelationships among sets of multiple dependent variables and multiple independent variables. It measures the strength of the overall relationships between the linear composites (canonical variates) for the independent and dependent variables. In situations with multiple dependent and independent variables, canonical correlation is the most appropriate and powerful multivariate technique. The major findings are listed below.

1. Tests of dimensionality for the canonical correlation analysis indicated that all the three canonical dimensions were statistically significant at the 5 per cent level. Dimension 1 had a canonical correlation of 0.82 between the sets of variables, while for dimension 2, the canonical correlation was much lower at 0.34. Also, for the third, canonical correlation was .34 (.335).

2. The first canonical correlation of 0.82 indicated that there was a strong association between the independent variable, Work-home interface, and the dependent variables Professional anxiety and Social isolation.

3. The second canonical correlation of 0.34 indicated that there was interrelationship between the stress factors, Work-home interface,
Leadership support and Customer service and all the three psychological effects at 5 per cent level of significance.

4. The third dimension also showed canonical correlation of .34 which also reflected an overall relationship between the canonical variates for the independent and dependent variables at 5 per cent level of significance.

5. There was significant relationship between causes of stress, such as Work-home interface, Leadership support, Work pressure, Customer relationship and Customer services and psychological effects of stress such as Professional anxiety, Social isolation and Professional dissatisfaction.

8.14. Strength of Interrelationship between Sources of Job Stress and Physical Effects

1. Canonical correlation analysis was the test of dimensionality which showed that only two canonical dimensions were statistically significant at 5 per cent level. Dimension 1 had a canonical correlation of 0.53 between the sets of variables, while for dimension 2, canonical correlation was lower at 0.29.

2. The first canonical correlation of 0.53 indicated that there was a strong association between the independent variable, Work-home interface, and the dependent variables, Neurological problem and General health problem at 5 per cent level of significance.

3. The second canonical correlation of 0.29 indicated the strength of interrelationship between stress factors such as Lack of professionalism in management, Leadership support and Customer
relationship and General health problem and Respiratory complaints were significant at 5 per cent level of significance.

4. There was significant relationship between causes of stress such as Work-home interface, Leadership support, Customer relationship and Staff shortage and physical effects of stress such as Neurological problem, Respiratory complaints and General health problems.

8.15 Coping Strategies

Factor analysis has been done to identify the effective individual coping strategies adopted by the bank employees in Kerala to manage the intensity of occupational stress experienced by them. Twenty-three statements were considered to measure the coping strategies which had an overall Cronbach’s alpha of .788, which was well above the accepted norms of 0.70. It was observed that the means of the 23 statements varied from 1.645 (SD1.098) to 4.474 (SD1.791). Exploratory Factor Analysis (EFA) was carried out on 23 measures to validate constructs which would help to analyse the employees’ responses and to evaluate factors which exerted influence over the significant coping strategies adopted by them. The measures were subjected to Principal Component Analysis (PCA) under the restriction that the Eigen value of each constructs was more than 1. The Principal Component Analysis reduced the data to 6 components which together explained the variance of 55 per cent. The coping strategies which had been followed by the bank employees in their order of importance were: Relaxation and creativity, Positive thinking, Self-care, Healthy practices, Maladaptiveness, and Social and official support.

One approach to cope with the job stress ‘Relaxation and creativity’ which extracted a higher variance of 20.90 per cent of the total variance.
Employees spent their free time in hobbies and other recreational activities which helped them to decrease the stress. Creative activity outside the work also helped them to reduce their stress. Sleep and association with family and friends helped them to relax.

Positive thinking was another approach to combat the influence of job stress. Rational thinking elicited the importance of compromise in competitive service sector where employees appraised the stress situation objectively and took direct action to deal with it. Delegation of responsibility and positive and practical tips helped them to reduce the stress.

Doing meditation, deep breathing exercise, yoga and physical fitness exercises were the most sought-after techniques used by the bank employees to get rid of the menace of occupational stress. These were the Self-care techniques initiated by the bank employees for their health care.

Healthy practices followed by the bank employees to get rid of the consequences of job stress were selective eating and drinking habits. Careful diet habits with regular physical exercise were the personal practices followed by the bank employees to alleviate the impact of stress.

Bank employees used to express irritation to others as a measure to cope with stress. Self-criticism, keeping away from people in general and working for long hours were the Maladaptive techniques used by them to lighten their stress level.

Social and official support, like seeking advice and information from superiors and discussion with friends and colleagues of the work-related problems, helped the employees to release the emotional distress associated with their job.
8.16 Influence of Demographic and Job-Related Variables on Coping Strategies

8.16.1 Influence of Type of Bank on Coping Strategies

1. The comparative mean score statement revealed that the employees in PSB led in 3 coping strategies in terms of maximum mean scores, such as Positive thinking, Healthy practices, and Social and official support, followed by NGB with two coping strategies, viz., Self-care and Maladaptiveness and OPSB with one coping strategy, Relaxation and creativity.

2. The Analyses of Variance revealed significant difference (p<0.05) between employees of Public sector banks and New generation banks with respect to the coping strategy Healthy practices.

3. Employees of Public sector banks dominated in the adoption of this coping strategy.

8.16.2 Influence of Location of the Bank on Coping Strategies

1. It was observed from the mean score distribution of six coping strategies with respect to location of the workplace that employees in urban locations preferred to adopt coping strategies such as Positive thinking and Social and official support, and employees from semi-urban locations led in adoption of coping strategies such as Relaxation and creativity, and Self-care. In rural areas it was found that the majority of the employees adopted Healthy practice and Maladaptiveness as their coping strategies.

2. It was observed that there existed significant difference in the mean scores of Social and official support among employees in different
locations, as the value of P was less than 0.05 at 5 per cent level of significance.

3. Employees working in the urban branches differed significantly from employees working in rural and semi-urban locations. No difference was explained in relation to other coping measures with regard to the place of work.

8.16.3 Influence of Employment Status on Coping Strategies

1. The summary of the mean scores statement showed that, of the 6 coping strategies identified in this study, Managers were leading in Positive thinking, Self-care and Healthy practices, whereas clerks dominated in two coping mechanisms viz., Relaxation and creativity and Social and official support. The mean score of the coping strategy Maladaptiveness was more among officers.

2. There was significant difference in the adoption of coping strategies such as Positive thinking, Self-care, Healthy practices and Maladaptiveness among employees in different employment status as the value of p was less than 0.05 at 5% level of significance.

3. The mean score of managers differed significantly from that of officers and clerks, in respect of Positive thinking, Self-care and Healthy practices, whereas employees in the clerical cadre differed significantly from managers and officers with respect to the coping strategy of Maladaptiveness.

8.16.4 Influence of Marital Status on Coping Strategies

1. The mean scores based on marital status indicated that the application of the identified coping strategies were done in such a way that the
unmarried group dominated in coping strategies, such as Relaxation and creativity and Maladaptiveness; divorced groups preferred Positive thinking and Social and official support. Widowed employees relied on Self-care and Healthy practices, but married employees were found not to be leading in any identified coping method.

2. The Analysis of Variance revealed significant difference between married employees and unmarried employees in relation to coping strategies such as Relaxation and creativity, and Healthy practices at 5 per cent level of significance.

3. Married group preferred to choose Healthy practices as a way to escape from negative effects of stress whereas, Relaxation and creativity was a solution to the unmarried group.

8.16.5 Influence of Age on Coping Strategies

1. The comparative mean score statement based on age of the sample respondents indicated that coping strategies such as Relaxation and creativity, Maladaptiveness and Social and official support, as ways to withstand the effects of job stress were more commonly applied by the employees in their early ages, and that coping strategies such as Positive thinking, Self-care and Healthy practices were applied by them in their later years, more precisely, after the age of fifty.

2. The comparison made among different age groups (ANOVA) revealed that adoption of coping strategies differed among age groups with difference for Relaxation and creativity (P<0.010), Healthy practices (P<0.000) and Social and official support (P<0.043). There
was no significant difference in the adoption of other coping strategies by the four groups.

3. Coping strategies such as Relaxation and creativity and Social and official support, as a way to withstand the effects of job stress were more commonly applied by the employees in their early ages (30 and below) whereas, Healthy practices were applied by them in their later years, more precisely, after the age of fifty.

4. Significant difference was observed (Post Hoc) in the adoption of coping strategies such as Relaxation and creativity, Healthy practices, and Social and official support between employees in the age group of 30 years and below and employees in the age groups of 41-50 years, whereas such difference was limited to Relaxation and creativity and Social and official support in the comparison between the age groups of 30 years and below and 31 to 40 years.

8.16.6 Influence of Education on Coping Strategies

1. The analysis based on mean scores showed that the employees who had limited their education to school level were found dominating in the mean score of five coping strategies, viz., Relaxation and creativity, Positive thinking, Self-care, Healthy practices, and Social and official support, whereas employees who were Post-Graduate were found leading in the coping strategy of Maladaptiveness with the highest mean score. Employees who were graduated didn’t come to the forefront in any of the coping strategies with the highest mean. It seemed that employees who joined the banking sector with the minimum required qualification would have to adopt more of the coping strategies than others with an exception that the Post-
Graduates relied on the Maladaptiveness strategy in a higher degree when compared with other educational groups.

2. The ANOVA studies related to educational background revealed that there existed no difference among the three different educational categories with respect to the adoption of various coping strategies except Maladaptiveness. Dependence of coping strategy and educational qualification was found valid only in respect of one coping strategy, i.e., Maladaptiveness as the value of it was less than 0.05 at 5 per cent level of significance.

3. The Post Hoc LSD Test based on educational qualification revealed that Post-Graduates differed significantly with other groups with respect to the coping strategy Maladaptiveness. Post-Graduates relied on Maladaptive strategy in a higher degree when compared with other educational groups.

### 8.16.7 Influence of Salary on the Selection of Coping Strategies

1. The comparative mean scores statements based on monthly salary and coping strategy revealed that employees who were drawing more than Rs.50000 per month were leading in mean score of three coping strategies, Positive thinking, Self-care, and Healthy practices. Employees who were drawing less than Rs.15000 were found dominate in two coping strategies, such as Relaxation and creativity and Social and official support. Employees in the salary range of Rs.30000 to 50000 were found predominantly adopting Maladaptiveness as their coping strategy.

2. Studies based on salary (ANOVA) proved that significant difference was there in the adoption of coping strategies, Self care and Healthy
practices. Employees in the salary range of above Rs.50000 were predominantly adopting Self-care and Healthy practices as their coping strategies.

3. The Post Hoc LSD Test revealed that the mean score differed significantly with respect to the coping strategies, Self-care and Healthy practices. Employees in the salary range of above Rs. 50000 differed significantly from all the other three groups in relation to Self-care and significant difference existed between them and the other two groups, viz., less than Rs. 15000’ and Rs.15000-30000 in respect of Healthy practices.

8.16.8 Influence of Length of Service on the Selection of Coping Strategies

1. Inferences drawn from mean score statement based on length of service indicates that beginners were more often adopting coping strategies such as Relaxation and creativity, Maladaptiveness and Social and official support, and at the same time the most experienced group preferred to adopt either Self-care or Healthy practices to reduce the impact of stress on them. Positive thinking as an effective measure was applied by the employees whose experience was more than 10 years but less than 15 years.

2. The Analysis of Variance on the basis of length of service revealed significant difference between different groups in relation to the coping strategies of Positive thinking and Healthy practices as the value of P was less than 0.05 at 5 per cent level of significance.

3. The Post Hoc (LSD) Test showed that significant difference between beginners and most experienced groups in the adoption of coping
strategies, such as Positive thinking and Healthy practices. The comparison between the most experienced groups and those who had a length of service in between 16 to 20 years was also found statistically significant in relation to these two coping strategies.

8.16.9 Influence of Weekly Working Hours on the Selection of Coping Strategies

1. It was observed from the mean scores Table that employees who had to work for more than 50 hours in a week in their workplace were leading in the mean score of the majority of the coping strategies, viz., Positive thinking, Self-care, Maladaptiveness and Social and official support. The mean scores of the coping strategies Relaxation and creativity and Healthy practices are found more among those who worked for less than 40 hours a week.

2. While taking into account the effective working hours in a week, significant difference was found in the adoption of the coping strategies, Positive thinking and Maladaptiveness. So it was concluded that there was dependence between effective working hours and the adoption of coping strategies, particularly with Positive thinking and Maladaptiveness at 5 per cent level of significance.

3. It could be inferred from the Post Hoc (LSD) analysis that employees who had to spend long hours (more than 50 hours in a week) in their workplace to finish their official assignment differed significantly from other groups in the adoption of the coping strategies Positive thinking and Healthy practices.
8.17 Influence of Coping Strategies on Physical Effects of Job Stress

8.17.1 Influence of Coping Strategies on the Physical Effect Neurological Problem

1. The Model Summary Table showed that there were 3 regression models. The first model showed the dependence of neurological problem on the coping strategy Relaxation and creativity. The second Regression Model showed the dependence of neurological problem on coping strategies Relaxation and creativity and Maladaptiveness. The third Model indicates the relationship of neurological problem on coping strategies, Relaxation and creativity, Maladaptiveness and Self-care.

2. It was observed that 20 per cent of the variation of the neurological problem of selected employees was explained by the coping strategies, Relaxation and creativity, Maladaptiveness and Self-care.

3. Variables such as Positive thinking, Healthy practices and Social and official support were excluded from the model as the values in respect of these variables were not significant at 5 per cent level of significance.

4. The Analysis of variance revealed that these 3 models were significant at 5 per cent level of significance. Since the value of F statistics in the first Model (69.43) was higher than that of the other two Models, it could be interpreted that the first model was stronger than the second and third models.

5. The Coefficient table showed that the Beta value of Relaxation and creativity was the highest; it was the strongest predictor of neurological problem.
6. The significance value of all the models was less than 0.05 and hence Relaxation and creativity, Maladaptiveness and Self-care were individually influencing the Neurological problem and were statistically significant.

8.17.2 Musculoskeletal Disorder and Coping Strategies

1. The Model Summary Table showed that there were 3 regression models. The first model showed the dependence of musculoskeletal disorder on the coping strategy, Self-care. The second Regression Model showed the dependence of musculoskeletal disorder on coping strategies such as Self-care and Maladaptiveness. The third Model indicated the relationship of musculoskeletal disorder on coping strategies such as Self-care, Maladaptiveness and Relaxation and creativity.

2. 7.5 per cent of the variation of the musculoskeletal disorder of the selected employees was explained by the coping strategies, Self-care, Maladaptiveness and Relaxation and creativity.

3. Variables such as Positive thinking, Healthy practices and Social and official support were excluded from the Model as the values in respect of these variables were not significant at 5 per cent level of significance.

4. The significance value in respect of these three Models was .000(<.05) and hence all the three models were statistically significant at 5 per cent level of significance. Since the value of F statistics in the first Model (18.96) was higher than that of the other two Models, it could be interpreted that the first Model was stronger than the second and third Models.
5. The Beta value of Self-care was the highest (-.144) and hence, it was the strongest predictor of the dependent variable Musculoskeletal disorder. It was followed by Maladaptiveness ($\beta = .130$) and Relaxation and creativity ($\beta = -.132$).

6. The significance value of all the models was less than 0.05 and hence Self-care, Maladaptiveness and Relaxation and creativity were individually influencing the Musculoskeletal disorders and they were statistically significant.

**8.17.3 Cardio-Vascular Problem and Coping Strategies.**

1. The Model Summary Table showed that there were 2 Regression Models. The first Model showed the dependence of Cardio-vascular problem on the coping strategy, Relaxation and creativity. The second Regression Model showed the dependence of Cardio-vascular problem on the coping strategies, Relaxation and creativity, and Maladaptiveness.

2. Two models were able to explain around 7.4 per cent of the variation of the Cardio-vascular problem.

3. Variables such as Positive thinking, Self-care, Healthy practices and Social and official support were excluded from the model as the values in respect of these variables was not significant at 5 per cent level of significance.

4. The significance value in respect of the two Models was .000(<.05) and hence all the Models were found statistically significant. Since the value of F statistics in the first model (28.05) was higher than that of the second Model (18.23), it could be interpreted that the first Model was stronger than the second Model.
5. Since the Beta value of Relaxation and creativity was the highest (-.224), it was the strongest predictor of the dependent variable, Cardio-vascular problem. It was followed by Maladaptiveness (β=.128).

6. Coping strategies such as Relaxation and creativity and Maladaptiveness individually influencing the Cardio-vascular Problem and it was statistically significant.

8.17.4. Gastro-intestinal Problem and Coping Strategies

1. Two models are derived from this analysis. The first Model shows the dependence of Gastro problem on the coping strategy Relaxation and creativity. The second Regression Model shows the dependence of Gastro problem on two coping strategies Relaxation and creativity and Maladaptiveness.

2. The two Models are able to explain around 10.9 per cent of the variation of the Gastro-intestinal problem and hence, coping strategies, such as Relaxation and creativity and Maladaptiveness have influence on the Gastro-intestinal problem of selected employees.

3. The coping strategies excluded from this model are Positive thinking, Self-care, Healthy practices and Social and official support.

4. The significance value in respect of the two models is .000(<.05) and hence all the models are statistically significant.

5. Beta value of Relaxation and creativity is the highest (-.302); it is the strongest predictor of the dependent variable Gastro-intestinal problem.
6. The coping strategy of Relaxation and creativity strongly explains the Gastro-intestinal problem; so, it may be advised to follow this coping strategy for solving the Gastro-intestinal problem.

8.17.5. Respiratory Problem and Coping Strategies

1. In this analysis, only one Model is promulgated. It explains the dependency of Respiratory problem on the coping strategy Relaxation and creativity.

2. R square value in the Model Summary Table is 0.050, which indicates that 5 per cent variation in the Respiratory problem of bank employees is explained by the coping strategy, Relaxation and creativity.

3. All other coping strategies considered were excluded from the model as the values in respect of these variables was not significant at 5 per cent level of significance.

4. The Analysis of Variance showed that the Model was statistically significant at 5 per cent level of significance.

5. Since the Beta value of Relaxation and creativity was -.223, it was a strong predictor of the dependent variable, Respiratory problem.

6. The Coping strategy of Relaxation and creativity individually influenced the Respiratory problem and the relationship was statistically significant at 5 per cent level of significance.

8.17.6. General Health Problems and Coping Strategies

1. There were 2 Regression Models in this analysis. The first Model showed the dependence of General health problem on the coping strategy, Relaxation and creativity. The second Regression Model
showed the dependence of General health problem on the coping strategies, Relaxation and creativity and Maladaptiveness.

2. The two Models are able to explain around 12.1 per cent of the variation of the General health problem. Hence, the coping strategies Relaxation and creativity and Maladaptiveness had influence on the General health problem of selected employees.

3. Variables such as Positive thinking, Self-care, Healthy practices, and Social and official support were excluded from the model as the values in respect of these variables were not significant at 5 per cent level of significance.

4. The significance value in respect of the two models was .000(<.05) and hence all the models were statistically significant.

5. The Beta value of Relaxation and creativity was the highest ($\beta = -.274$), and hence it was the strongest predictor of the dependent variable, General health problem. It was followed by Maladaptiveness ($\beta = .181$).

6. Coping strategies such as Relaxation and creativity and Maladaptiveness individually influenced the General health Problem and it was statistically significant.

**8.17.7. Skin Problem and Coping Strategies**

1. The Model Summary Table showed that there were 2 Regression Models. The first model showed the dependence of Skin problem on the coping strategy of Relaxation and creativity. The second Regression Model showed the dependence of Skin problem on the coping strategies, Relaxation and creativity, and Maladaptiveness.
2. The two models were found able to explain around 7.5 per cent of the variation of the influence the coping strategies Relaxation and creativity and Maladaptiveness had on the Skin problem of selected employees.

3. Variables such as Positive thinking, Self-care, Healthy practices, and Social and official support were excluded from the Model as the values in respect of these variables were not significant at 5 per cent level of significance.

4. All the models were found statistically significant at 5 per cent level of significance.

5. The Beta value of Relaxation and creativity was the highest (-.225) and hence it was the strongest predictor of the dependent variable, Skin problem. It was followed by Maladaptiveness (β = .130).

6. It could be concluded that the coping strategy of Relaxation and creativity strongly explained the Skin problem and the relationship was statistically significant at 5 per cent level of significance.

8.18 Influence of Coping Strategies on Psychological Effects of Job Stress

8.18.1 Influence of Coping Strategies on the Psychological Effect ‘Professional anxiety’

1. Two Models are depicted by this Regression analysis. The first Model showed the dependence of Professional anxiety on the coping strategy, Relaxation and creativity. The second Regression Model showed the dependence of Professional anxiety on two coping strategies Relaxation and creativity and Maladaptiveness.
2. 31.2 per cent of the variation of the Professional anxiety was explained by these two models.

3. Variables such as Positive thinking, Self-care, Healthy practices, and Social and official support were excluded from the model as the values in respect of these variables were not significant at 5 per cent level of significance.

4. The statistical significance of these two models was tested through ANOVA and the result confirmed the significance at 5 per cent level of significance.

5. The Beta value of Relaxation and creativity was the highest (-.380); so it was the strongest predictor of the dependent variable, Professional anxiety. It was followed by Maladaptiveness (β = .364).

6. The significance value of all the models was less than 0.05 and hence the coping strategies, Relaxation and creativity and Maladaptiveness were found to be individually influencing Professional anxiety and it was statistically significant at 5 per cent level of significance.

8.18.2. Influence of Coping Strategies on Psychological Effect ‘Social Isolation’

1. There are 3 Regression Models in this analysis. The first Model showed the dependence of Social isolation on the coping strategy Maladaptiveness. The second Regression Model showed the dependence of Social isolation on the coping strategies, Maladaptiveness and Relaxation and creativity. The third Model indicated the relationship of Social isolation on coping strategies such as Maladaptiveness, Relaxation and creativity and Positive thinking.
2. Since all the three models were able to explain around 27.5 per cent of the variation of the psychological problem of Social isolation, coping strategies such as Maladaptiveness, Relaxation and creativity and Positive thinking had an influence on the Social isolation problem of the selected employees.

3. Variables such as Self-care, Healthy practices, and Social and official support were excluded from the Model as the values in respect of these variables were not significant at 5 per cent level of significance.

4. The significance value in respect of these three models was .000(<.05); hence all the three models were found statistically significant.

5. Since the Beta value of Relaxation and creativity was the highest ($\beta = -.381$), it was the strongest predictor of the dependent variable, Social isolation followed by Maladaptiveness (.337) and Positive thinking ($\beta = -.109$).

6. The significance value of all the models was less than 0.05 and, hence, Maladaptiveness Relaxation and creativity, and Positive thinking were found individually influencing the Social isolation problem and this dependence was found to be statistically significant.

8.18.3. Influence of Coping Strategies on Psychological Effect

‘Professional dissatisfaction’

1. Two Regression Models were promulgated in this part of the analysis. The first Model showed the dependence of the psychological effect of Professional dissatisfaction on the coping strategy, Social and official support. The second Regression Model showed the dependence of
Professional dissatisfaction on the coping strategies, Social and official support and Maladaptiveness.

2. The two Models were able to explain around 8 per cent of the variation of the psychological effect Professional dissatisfaction.

3. Variables such as Relaxation and creativity, Positive thinking, Self-care, and Healthy practices were excluded from the Model as the values in respect of these variables were not significant at 5 per cent level of significance.

4. The significance value in respect of the two Models were .000(<.05) and hence all the Models were statistically significant.

5. Since the Beta value of Social and official support was the highest (-.197), it was the strongest predictor of the dependent variable, Professional dissatisfaction. It was followed by Maladaptiveness ($\beta = .196$).

6. The significance value of all the models was less than 0.05 and hence the coping strategies, Social and official support and Maladaptiveness were found individually influencing the psychological effect, Professional dissatisfaction and this dependence was statistically significant at 5 per cent level of significance.

8.19 Conclusions

From the findings explained above in this chapter, the following conclusions could be drawn.

It was observed from the analysis that bank employees were experiencing job stress, and medium stress level was prevalent among the
majority (68.8%) of the respondents. It was also interesting to note that high and low level stress was approximately the same (15.6%).

The analysis of the influence of demographic and other job related variables on the level of job stress indicated that the average stress score was marginally higher among the employees of New Generation Banks, compared with other bank groups, and was the lowest among the employees of Old Private Sector Banks. Among the high-stressed group, employees from public sector banks accounted for the higher percentage (61), sequenced by New generation banks (21%) and Old private sector banks (18%). 55 per cent of the medium-stressed group was also from PSB. But the relationship between type of bank and level of stress was not significant at 5 per cent level of significance. Among the high-stressed respondents, the majority (65%) were from employees working in semi-urban areas. 75 percent of the medium-stressed employees were also from semi-urban areas. The Chi-square test indicated that this relationship was also insignificant at 5 per cent level.

With regard to the employment status, the average stress scores were comparatively higher among officers and managers, compared to clerks. Of the high-stressed group of employees, 44.5 per cent were officers, 33 per cent were managers, and the remaining 22 per cent were clerks. These figures depict that the highest stress-prone group in the banking profession was that of officers, followed by the managers. Another significant finding was that male domination was visible in both high and medium stress level groups. Of the 72 respondents under 'high level', near to three-fourths (73.61%) were males whereas the same in the medium-stressed group was 59 per cent.
Even though married respondents dominated in both medium and high-stressed groups, marital status and stress level were found independent. The relationship between age and level of stress was also found insignificant at 5 per cent level of significance. Difference in the educational qualification did not seem to make any change in the stress level of bank employees (P>.05), and hence educational qualification and stress level were deemed independent. It was also observed that there was no dependence between length of service and stress level.

As weekly working hours are concerned, the mean scores of job stress were the highest among those who worked for more than 50 hours in a week, and the lowest among those who worked for less than 40 hours. 85.28% of the employees had to work for more than 40 hours in their office. Among the high stressed group, 68.05 per cent had to work for more than 50 hours in their office and 22.23 per cent of the high-stressed respondents had to spend up to 50 hours in their office.

It is observed from the results of the Chi-square test that there was significant difference in the stress level of bank employees according to factors such as employment status, gender and weekly working hours. However, there was no significant difference in the level of stress of employees grouped on the basis of type of banks, location, marital status, age, educational qualification and length of service.

It was observed from the results of the factor analysis that the major causes of job stress identified in the order of importance were i) Work-home interface, ii) Leadership support, iii) Work pressure, iv) Group cohesiveness, v) Customer relationship, vi) Career growth, vii) Compensation, viii) Job autonomy, ix) Customer services x) Lack of encouragement, xi) Lack of
The thirteen factors (sources) of stress are related to various demographic and other job-related variables which helped to study the association between them. The study revealed that stressors differed according to the difference in the demographic and job-related background variables.

As type of bank is considered, the Analysis of Variance indicated that stress caused by Work pressure, Compensation and Staff shortage differed significantly among employees. Stress due to Work pressure was found more in NGB compared to PSB and OPSB. Employees of OPSB experienced more work pressure than employees of PSB. The Influence of ‘Compensation’ on job stress was the highest in NGB, followed by OPSB and PSB. Contribution of ‘Staff shortage’ as a potential cause of stress was found strong among the employees of Old private sector banks compared to the other two bank groups.

With respect to location of the branches, all the stressors were non-significant, indicating no difference among employees in rural, semi-urban and urban branches as regards sources of stress.

On the basis of employment status, there was significant difference among employees of different status with respect to job stress: Work-home interface, Leadership support, Work pressure, Group cohesiveness, Customer relationship, Career growth, Compensation, Lack of encouragement and Lack of professionalism in management. Employees in the clerical cadre were leading in all stress factors except Customer relationship and Job autonomy which were dominant among managers. No significant difference was noted between managers and officers in this regard.
With regard to gender, male and female employees differed significantly with respect to the 9 stressors under study. The results showed that of the 13 stressors, Customer Relationship, Remuneration, Customer services and Staff shortage were the four factors where no significant difference between genders was observed. All other stressors were dependent on gender. Female employees felt more job stress in relation to all the factors where significant difference was observed.

The Analysis of Variance based on marital status revealed that employees in the widowed category had high job stress due to Lack of encouragement when compared with divorced and married groups. With respect to Lack of professionalism in management, unmarried employees’ job stress was more when compared with that of married groups.

The ANOVA results based on age indicated that customer relationship worked as a strong stressor among employees in the age group of 41-50 and it was the least among the beginners in service. Lack of professionalism in management was found a dominant stress factor among the age groups of 31-40 and it was the least among the 51 and above group.

In relation to educational qualification, significant difference was found to exist between employees who have only school education and employees who are Post-Graduates in stressors such as Work-home interface, Leadership support, Customer relationship and Compensation. These factors worked as strong potential sources of stress among the employees who have only school education. Graduates and Post-Graduates also differed in relation to stressors such as Customer relationships and Compensation, where graduates were more affected than Post-Graduates. It was observed that an inverse relationship could be established for causes of stress and education.
So it seemed that higher education helped the employees to withstand the prevailing stress factors in the banking profession to a certain extent.

The influence of computer proficiency of the respondents on the sources of stress disclosed that employees who were excellent in computer proficiency differed significantly from other groups in stress factors such as Work-home interface, Compensation, Career growth, Job Autonomy, and Customer services. In all these cases, the influence of these factors, as potential sources of stress, was the least among the ‘Excellent’ groups. Employees who were ‘poor’ in computer proficiency differed significantly from others in aspects such as Work-home interface, Compensation, Job autonomy, and Customer services.

On the basis of salary, the findings revealed that employees whose monthly income was less than Rs.15000 dominated in the stressors Leadership support and Lack of professionalism in management. In relation to Customer relationships, the most stressed group was of those who were in the income bracket of above Rs.50000 per month.

The ANOVA results on the basis of length of service revealed that employees who had a limited experience of 6 to 10 years were under severe stress due to stressors such as Work pressure, Lack of encouragement, Lack of professionalism in management, and Staff shortage.

The impact of effective working hours in a week proved that stressors F1,F3, F5, F6, F9, F10, F12 and F13 were more among those who worked for 40 or less than 40 hours a week, when compared to employees who worked for more than 50 hours a week. Employees who had time to spend more than 50 hours in a week were found the least affected by the entire stressors in this study.
The results of the Discriminant analysis, which was done to discriminate the bank employees using stress factors, taking two banks at a time to make meaningful observations among types of banks, indicated that stress factors such as Work-home interface, Group cohesiveness, Customer relationship, Career growth, Job autonomy, Lack of encouragement, and Lack of professionalism in management were important for Public sector banks whereas stress factors such as Leadership support, Work pressure, Compensation, Customer services, Staff shortage and Externalities, were dominant among employees of Old private sector banks. The problem of Staff shortage was a candidate for discriminating Old private sector banks from Public sector banks, while the problem of Customer relationship was more important in discriminating Public sector banks from Old private sector banks.

The results of Discriminant analysis between OPSB and NGB showed that the Discriminant function obtained was statistically not significant at 5 per cent level (P> 0.05). There was no significant linear function involving stress factor variables which would best discriminate between OPSB and NGB.

The results of Discriminant analysis between PSB and NGB showed that the Discriminant function obtained was statistically significant at 5 per cent level (P< 0.05). The dominating problem of PSB were Work-home interface, Group cohesiveness, Customer relationship, Career growth, Customer services, and Lack of encouragement, and the problem faced by the employees of NGB are Work pressure, Staff shortage, Job autonomy, Externalities, Lack of professionalism in management and Compensation. Group cohesiveness is the important problem that discriminates PSB from
An Analytical Study on Occupational Stress among Bank Employees in Kerala

Summary of Findings, Conclusion and Recommendations

NGB while Staff shortage was the most important problem variable discriminating NGB from PSB.

The Exploratory Factor Analysis identified three psychological effects of job stress, which are in their order of importance were i) Professional anxiety, ii) Social isolation and iii) Professional dissatisfaction. The three factors were then related to various demographic and other job-related variables to study the association between them. The study revealed that the psychological effects of stress differed according to the difference in the demographic and job related background variables.

Employees of NGB led in Professional anxiety followed by PSB. Professional dissatisfaction as an outcome of job stress was found more among the employees working in rural areas followed by employees in semi-urban areas and urban areas.

Professional anxiety and Social isolation were dominant among officers, followed by managers and clerks. Managers were found to be the most affected by Professional dissatisfaction, followed by officers, whereas employees in the clerical cadre were the least affected by this variable.

Psychological effects and gender were found dependent. Male employees dominated in all psychological effects.

With respect to background variables such as marital status, age, educational qualification, salary and length of service, significant difference was not found in psychological effects.

As effective workload in a week is concerned, psychological effects of job stress were in the highest degree among the employees who had to spend more than 50 hours in a week in their workplace to finish the official assignment.
Chapter 8

Canonical Correlation Analysis was done to measure the strength of interrelationship between sources and psychological effects of job stress. The tests of dimensionality indicated that all the three canonical dimensions were statistically significant at the 5 per cent level. Dimension 1 had a canonical correlation of 0.82 between the sets of variables, while for dimension 2, the canonical correlation was much lower at 0.34. Also, the third canonical correlation was .34 (.335). The first canonical correlation indicated that there was a strong association between the independent variable, Work-home interface and the dependent variables, Professional anxiety and Social isolation. The second canonical correlation indicated that there was interrelationship between stress factors such as Work-home interface, Leadership support and Customer service with all the three psychological effects and the third dimension also showed an overall relationship between the canonical variates for the independent and dependent variables.

The strength of interrelationship between sources of job stress and physical effects was also measured through canonical correlation which showed that only two canonical dimensions were statistically significant at 5 per cent level. Dimension 1 had a canonical correlation of 0.53 between the sets of variables, while for dimension 2, canonical correlation was lower at 0.29. The first canonical correlation indicated that there was a strong association between the stressor Work-home interface, and the physical effects, Neurological problem and General health problem. The second canonical correlation indicated the strength of interrelationship between stress factors Lack of professionalism in management, Leadership support and Customer relationship and General health problem and Respiratory complaints.
Major coping strategies adopted by the bank employees were identified through Factor Analysis and the Principal Component Analysis reduced the data to 6 components. The coping strategies which had been followed by the bank employees in their order of importance were Relaxation and creativity, Positive thinking, Self-care, Healthy practices, Maladaptiveness, and Social and official support.

The Influence of demographic and other job-related variables over the preference of different coping strategies was tested with ANOVA. The result showed that employees of PSB dominated in the adoption of coping strategy, Healthy practices.

With regard to place of work, significant difference was observed between employees working in urban branches and employees working in rural and semi-urban locations, in the selection of the coping strategy, Social and official support.

There was significant difference in the adoption of coping strategies such as Positive thinking, Self-care, Healthy practices and Maladaptiveness among employees of different employment status. Managers preferred coping strategies such as Positive thinking, Self-care and Healthy practices, whereas Clerks led in the coping strategy of Maladaptiveness.

A comparison made among employees of different marital status revealed that married groups preferred to choose Healthy practices as a way to escape from the negative effects of stress whereas Relaxation and creativity was a solution to unmarried groups.

The age-wise analysis found that Relaxation and creativity and Social and official support as ways to withstand the effect of job stress were more commonly applied by the employees in their early ages (30 and below),
whereas Healthy practices were applied by them in their later years, more precisely after the age of fifty.

With respect to education, the Post Hoc LSD Test revealed that Post-Graduates differed significantly from other groups with respect to the coping strategy, Maladaptiveness. Post-Graduates relied on the Maladaptiveness strategy in a higher degree when compared with other educational groups.

Studies based on salary (ANOVA) proved that significant difference was there in the adoption of coping strategies Self-care’ and Healthy practices. Employees in the salary range of Above Rs.50000 are predominantly adopting Self-care and Healthy practices as their coping strategy.

On the basis of length of service, Analysis of Variance revealed significant difference between different groups in relation to the coping strategies, Positive thinking and Healthy practices. Significant difference was observed between beginners and most experienced groups in the adoption of these coping strategies.

Based on effective working hours in a week, significant difference was found in the adoption of the coping strategies, Positive thinking and Maladaptiveness. Employees who had to spend long hours (more than 50 hours in a week) in their work place to finish their official assignment differed significantly from other groups in the adoption of these coping strategies.

The relationship between physical effects of job stress and the coping strategies applied by the bank employees was examined with step-wise regression analysis using each of the six coping strategies as potential independent variables, and physical effects such as Neurological problem,
Musculoskeletal disorder, Cardio-vascular problem, Gastro-Intestinal problems, Respiratory complaints, General health problems and Skin problems, one at a time as the dependent variable.

The analysis of the influence of coping strategies on Neurological problems revealed that Relaxation and creativity was the strongest predictor of neurological problem. The significance value of all the 3 Models was less than 0.05, and hence coping strategies such as Relaxation and creativity, Maladaptiveness and Self-care individually influenced the Neurological problem and it was statistically significant.

The study of the influence of coping strategies on Musculoskeletal disorder proved that Self-care was the strongest predictor of the dependent variable musculoskeletal disorder. Coping strategies such as Self-care, Maladaptiveness and Relaxation and creativity individually influenced the Musculoskeletal disorders and it was statistically significant.

The relationship between Cardio-vascular problem and coping strategies revealed that the coping strategy, Relaxation and creativity was the strongest predictor of the dependent variable, Cardio-vascular problem.

The coping strategy, Relaxation and creativity, strongly explains Gastro-intestinal problem; so it may be advised to follow this coping strategy for solving the Gastro-intestinal problem.

The coping strategy, relaxation and creativity individually influenced the Respiratory problem, and the relationship was statistically significant at 5 per cent level of significance.

The General health problem of the sample respondents was strongly influenced by the coping strategies, Relaxation and creativity ($\beta = -.274$) and Maladaptiveness ($\beta = .181$). So, it may be advised to follow the coping
strategy of Relaxation and creativity and to abstain from Maladaptive practices to lessen General health problems.

Relaxation and creativity was the strongest predictor of the dependent variable, Skin problem, and it was concluded that this coping strategy strongly explained the Skin problem, and the relationship was statistically significant at 5 per cent level of significance.

Again Step-wise Regression Analysis was applied to examine the relationship between psychological effects of job stress such as Professional anxiety, Social isolation, and Professional dissatisfaction with 6 coping strategies.

A study of the influence of coping strategies on the psychological effect, Professional anxiety, revealed that Relaxation and creativity ($\beta = -0.380$) and Maladaptiveness ($\beta = 0.364$) were the predictors of the dependent variable, Professional anxiety. The significance value of all the Models was less than 0.05, and hence Relaxation and creativity and Maladaptiveness were found to be individually influencing Professional anxiety.

Regression between coping strategies and the psychological effect Social isolation proved explain that Relaxation and creativity and Positive thinking would help the employees to counter Social isolation whereas Maladaptiveness would aggravate the situation.

Two significant Regression Models were promulgated by the Step-wise Regression analysis between coping strategies and the psychological effect, Professional dissatisfaction. It was observed from the result that seeking Social and official support would help the employees to manage the psychological effect and so they should be advised to avoid the Maladaptive strategy.
8.20 Testing of Hypotheses

1. There is no difference among the employees belonging to the three bank groups in their level of stress

This null hypothesis was tested by the Chi-square test, and the results showed no significant differences between employees of different bank groups as regards level of stress, as the value of P was statistically not significant at 5 per cent level of significance (P>0.05). Hence, the null hypothesis is accepted and it is concluded that the relationship between type of bank and level of stress is not significant.

2. There is no difference in the level of stress among employees belonging to different location, employment status, gender group, marital status, age group, educational level, length of service and workload

The Chi-square test for association of attributes was used for testing the above null hypothesis. The result from the test provided that there was dependence between level of stress and gender, employment status and workload as the value of P was significant at 5 per cent level of significance (P<0.05). Gender-wise, male and employment status-wise, officers and managers experienced comparatively higher level of stress. Similarly, there was clear dependence between workload and stress as the stress progressed with every increase in effective working hours. However, the level of stress was independent (P>0.05) of the variables, location of the bank, marital status, age, educational qualification and length of service at 5 per cent level of significance. Hence, the null hypothesis is accepted with regard to variables such as location of the bank, marital status, age, educational qualification and length of service, and the null hypothesis rejected with regard to variables such as gender, employment status and work load.
3. There is no difference among the employees belonging to three bank groups with respect to stressors under study

Analysis of Variance (ANOVA) was used to study whether stressors differed according to the type of bank where the employees were working. The test results indicated that stress caused by Work pressure; Compensation, and Staff shortage differed significantly among employees with respect to the type of banks in which they worked, as the value of P was less than 0.05 at 5 per cent level of significance. Stressors from other sources, such as Work-home interface, Leadership support, Group cohesiveness, Customer relationship, Career growth, Job autonomy, Customer services, Lack of encouragement, Lack of professionalism in management, and Externalities did not have significant differences across sectors of banks (P>0.05). Employees of NGB were severely affected by stressors, Work pressure’ and Compensation, whereas stress factor Staff shortage was dominant among employees in OPSB. Hence, the null hypothesis is rejected with respect to Work pressure, Compensation and Staff shortage. The alternative hypothesis (H1) is accepted for other sources of job stress, such as Work-home interface, Leadership support, Group cohesiveness, Customer relationship, Career growth, Job autonomy, Customer services, Lack of encouragement, Lack of professionalism in management, and Externalities.

4. There is no difference among the employees belonging to different location, employment status, gender group, marital status, age group, educational level, computer proficiency, monthly salary, length of service and workload with respect to the stressors under study

Analysis of Variance (ANOVA) was used for testing the variations in the mean scores of all the factors causing occupational stress among bank
employees in Kerala across different demographic and job-related variables. The test results indicated that of the 10 variables considered for cross-analysis, significant difference existed in 9 variables except in Location of the branch, where the difference was insignificant at 5 per cent level of significance. Significant difference was observed in 9 stress factors with regard to the background variables, Employment status, Gender and Effective working hours in a week. In relation to Computer proficiency, the difference was significant in 5 factors of stress. Length of service and Education were the two variables where significant difference was observed in 4 stress factors each. In the case of Marital status and Monthly salary, significant difference was visible in 3 factors each. Age was the background variable where statistical difference was observed only in 2 factors, namely, Customer relationship and Lack of professionalism in management. Hence, the null hypothesis is accepted with respect to the variable Location and rejected in relation to all other background variables considered for analysis at 5 per cent level of significance.

5. There is no difference among employees belonging to the three bank groups with respect to the psychological effects of job stress

The null hypothesis was tested using Analysis of Variance (ANOVA) to test whether there was any difference in the psychological effects of job stress among employees in the three bank groups. The test results indicated significant difference in the mean score of the psychological effect, Professional anxiety between the employees of different types of banks, as the value of p was less than 0.05 at 5 per cent level of significance. The difference in the mean score was not significant in respect of the other two factors, such as Social isolation and Professional dissatisfaction. Hence, the
null hypothesis is rejected with respect to the psychological effect, Professional anxiety and accepted with respect to other two factors.

6. **There is no difference among the employees belonging to different location, employment status, gender group, marital status, age group, educational level, monthly salary, length of service and workload with respect to the psychological effects of job stress**

Analysis of Variance (ANOVA) was used for testing the variations in the mean scores of the three psychological effects explored across different demographic and job-related variables. With regard to the background variables such as Employment status, Gender and Effective working hours in a week, the mean difference was significant in all the three psychological effects of job stress at 5 per cent level, whereas in the case of Location, the difference observed was related to Professional dissatisfaction. Thus it is concluded that psychological effects of job stress differ according to the difference in the demographic and job-related background variables and hence, the null hypothesis is rejected with respect to the background variables such as Location, Employment status, Gender and Effective working hours in a week and accepted in relation to the other variables.

7. **There is no dependence between sources and physical effects of job stress.**

Canonical Correlation Analysis was applied to test the strength of relationship between sources of job stress and the physical effects. The test results showed significant relationship between sources of stress such as Work-home interface, Leadership support, Customer relationship and Staff shortage, and physical effects of stress such as Neurological problem, Respiratory complaints and General health problem at 5 per cent level of significance (P< 0.05). Hence, the null hypothesis is rejected and it is
concluded that job stress due to different factors influence the physical health of the employees in different dimensions.

8. The is no dependence between sources and psychological effects of job stress.

The null hypothesis was tested using Canonical Correlation Analysis to test the interrelationship between sources of job stress and psychological effects. Tests of dimensionality for the canonical correlation analysis indicated that all the three canonical dimensions were statistically significant at the 5 per cent level (P<0.05). Since there was significant relationship between causes of stress, such as Work-home interface, Leadership support, Work pressure, Customer relationship and Customer service, and psychological effects of stress such as Professional anxiety, Social isolation and Professional dissatisfaction, the null hypothesis is rejected and it is established that there is interrelationship between the sources and effects of job stress.

9. There is no difference among the employees belonging to the three bank groups with respect to the various coping strategies

The difference in the mean scores of the various coping strategies across different types of banks was tested with the help of Analysis of Variance (ANOVA). The test results indicated significant difference among employees of different types of banks with respect to the coping strategy, Healthy practices as the value of P is less than 0.05 at 5 per cent level of significance. No such difference was noted with regard to other coping strategies. Hence, the null hypothesis is rejected with respect to the coping strategy Healthy practices, and accepted for other coping strategies.
10. There is no difference among employees belonging to different location, employment status, marital status, age group, educational level, monthly salary, length of service and workload with respect to the various coping strategies.

Analysis of Variance (ANOVA) was used for testing the variations in the mean scores of various coping strategies adopted by the bank employees across different demographic and job-related variables. The results revealed significant difference in the mean scores of different coping strategies adopted by the bank employees under different conditions. ‘Healthy practice’ was the one coping strategy where significant variance in mean scores was found dominating in six variables, such as Type of bank, Employment status, Marital status, Age, Salary and Length of service. The various demographic and job-related variables considered here for analysis exerted significant influence over the sample respondents in the selection of a particular coping strategy. Hence, the null hypothesis is rejected and it is concluded that the adoption of coping strategies differ according to the difference in the demographic and job-related background variables at 5 per cent level of significance.

11. There is no dependence between physical effects of job stress and coping strategies

Step-wise Regression Analysis was used to test the above null hypothesis. The test results showed that all the Regression Models were significant at 5 per cent level of significance. The study highlighted the relative significance of the coping strategies, Relaxation and creativity and Self-care in managing the physical effects of job stress. The adoption of Maladaptive strategy would magnify the physical symptoms of job stress.
Thus the null hypothesis is rejected. Hence, it can be concluded that the relationship between coping strategies and physical effects of job stress is valid.

12. **There is no dependence between psychological effects of job stress and coping strategies.**

Step-wise Regression Analysis was used to test the hypothesis. The test results indicated that all the Models were significant at 5 per cent level of significance and highlighted the relative significance of Relaxation and creativity, Positive thinking, Social and official support, in managing the psychological effects of job stress. The adoption of Maladaptive strategy would only aggravate the psychological effects of job stress. Hence, the null hypothesis is rejected and it is concluded that coping strategies have an influence over the psychological effects of job stress.

### 8.2.1 Recommendations

1. Considering the severity of stress among the bank employees, stress audit should be made mandatory in the banking sector, which can offer a facility to have a scientific look at the mental-cum-physical health status of employees. Recognition of early signals of occupational stress and adoption of appropriate coping strategy by both management and the employees themselves may be necessary in order to avoid the catastrophic effect of stress on the employees and the organisation.

2. The management should take the initiative to identify the stress affected group in the industry at frequent intervals and to provide them adequate level of support to combat it.
3. Stress Management Intervention (SMI) by the management is highly essential to protect a vast group of employees in this sector.

4. It is found from the analysis that a majority of bank employees are victims of either high or medium stress. Hence, special stress reduction workshop and health maintenance programmes should be conducted for them.

5. Extended working hours and work-home interface by officers and managers will negatively affect their personal life. Hence, intervention from authority concerned is urgent to limit their working hours and workload to a manageable level.

6. High work pressure, inadequate compensation, and lack of security in job are the stressors faced by the employees in new generation banks. Pay, perks and other service conditions applicable to other bank groups should be extended to them also to prevent the catastrophic effect of stress on employees and the organization.

7. Staff shortage is a pertinent cause of stress among employees in old private sector banks. Induction of new recruits, considering the present workload, is the need of the hour to reduce the job stress of the existing staff.

8. Proper, regular and continuous training should be given to the employees to manage the technology-related work stress. Proper training of new employees and orientation to already working employees can prevent the experience of stress in work settings.

9. Work overload of the bank employees is to be curtailed, otherwise inefficiency may creep up in course of time.
10. Shift towards cross-selling and the practice of downsizing can severely hit the employees, which should be corrected by fresh recruitment particularly among old private sector banks.

11. Training by behavioral scientists should be given to bank employees to cater to the ever-demanding customers and to build a positive outlook on job.

12. Redesigning and restructuring of work should be done, considering the present workload and system of banking operation.

13. Customer relationship is a major stressor to the employees in public sector banks. Separate training modules are to be drafted to handle this situation. Further, software support is to be provided to them for customer identification and related information. Trained customer relationship managers should be appointed in all the branches to handle high-value customers.

14. It has been found that higher level of education helped the employees to effectively manage the impact of occupational stress to a controlled level. Adequate training should be imparted to the employees to resist the stress-prone factors and to handle technology-related stress factors.

15. Efforts should be made by the banks to reduce the customer rush in the banks by popularizing the extended banking services through technology-supported banking.

16. Importance of team work and group cohesiveness should be taught to the entire staff for the attainment of organizational goals and for the building of a harmonious relationship between superiors and subordinates.
17. Immediate management intervention is essential for scientific job analysis and clarification, in consultation with employees particularly during current technology-driven banking, which would help to redesign and restructure the task of each position in relation to their workload.

18. A scientific study should be initiated by the bank management with a competing agency to locate the mismatch between employees’ capability and the requirement of the job in the present condition, which would invariably help them to design training programmes for knowledge enhancement and skill development to the required level.

19. Rapid change in technology has necessitated the importance of continuous training to the employees for technological upgradation and for effective confrontation of the challenges in jobs, particularly when the modern banking operations are driven by technology.

20. Increased levels of competition, organisational change, downsizing and technological development are some of the diverse forces which impact on banking institutions, and which are likely to increase in future. Managements should sort out and develop new strategies to ensure employee commitment, acceptance and adaptation to change which are essential for the growth and survival of the organisation and also for the creation of a healthy work environment.

21. Participative decision-making mechanism should be implemented in the organizations, where employees of all levels are involved in making important decisions regarding the structural changes in the system and operations, particularly on matters which are important and relevant to them. Improved communication system and feeling of
involvement in the decision-making process will help to increase employees’ morale and positive attitude towards jobs.

22. Special efforts should be made at the time of recruitment and selection to assess the needs, values and attitude of employees and also to ensure that the selected groups have the required skill and knowledge to challenge the work pressure in the banking profession. Selection of suitable personnel and their proper training in the framework of the job requirements can largely help in preventing or mitigating the job stress likely to be caused by a misfit between the employee and his job demands.

23. Career management programmes to help employees cope with the problems arising out of career development should be run by the Human Resources Department of the organizations. These programmes will help the employees to assess their own career strengths, to set priorities and specific career goals, to provide information on different career paths and alternatives within the organization, and to offer employees yearly review of their progress towards these goals.

24. Bank managements should have their own mechanism to identify and measure the level of stress experienced by their workforce. In order to mitigate the impact of job stress over their employees, banks should organize stress reduction workshops and health maintenance programmes. Stress management programmes should be designed to teach the employees healthy coping strategies which will reduce work related stress.
25. Seeking social support is an effective measure to combat occupational stress. Social support can reduce inter-personal tension at work, which may directly affect the level of stress. During stressful situations, one can resort to cognitive mediation which will invariably enable the individual to exercise his/her discretion to tap the right sources to function as good buffers.

26. Time management is found to be a useful method for stress coping. The employees can prevent as well as combat work overload through effective management of time. They should be trained how to allocate time among their different duties at work and also to conserve time, to control time, and to make time by adopting convenient methods and behavioural changes.

27. Effective training should be imparted to the employees to schedule and prioritize their duties. Completing the work in time has no meaning sometimes, if their priority has not been taken into consideration. Prioritisation of work, goal setting and identification of work will help them to accomplish the required task and to concentrate on productive activities.

28. Intervention should be made to help the employees to make good adjustment between the demands of the job, marital commitments and family roles. Getting the right balance between work and life is becoming a major employment issue. Achieving the right balance between the workplace and home is crucial for the efficient functioning of the organisation and the effective performance of the employees. Strategies like delegation of role to spouse or grown-up kids, refusal to take on extra work, giving up voluntary work, restricting the time at work, setting priorities, evening club habits,
restriction of business travels, getting up early, rescheduling daily routine, etc., should be recommended with the help of practitioners.

29. Automatic reaction to stress-prone situation (Maladaptive coping) usually compounds stress and aggravates problems. Such reaction may prevent us from seeing problems clearly, from solving them creatively, from expressing our emotions effectively and may ultimately disturb our peace of mind. A simple awareness of body reactions can be learnt and practised easily and can help to solve many seemingly enormous problems. So, employees should be trained to learn how to respond to stress effectively and constructively.

30. Regular exercise of the body is a proactive style in averting/preventing or minimizing the impact of stress. The very purpose of coping is to bring about quiescence or homeostasis that is attained after alleviating stress. This is possible only when physical and physiological health is maintained. Any exercise like walking, jogging, swimming or aerobics, involving the whole body, is a valuable outlet of stress. So, giving awareness of the importance of physical exercises is vital both to the organization and to the employees.

31. Employees in the banking sector should be reminded of the need of sound sleep. A good night’s sleep contributes to one’s stress tolerance level and health. A person with a large sleep debt is more vulnerable to infections and other illnesses.

32. Practicing of other relaxation techniques like meditation, pranayama and yoga, progressive relaxation, yoganidra, listening to music, watching TV, chatting with spouse, going out for a long drive, playing with kids, doing breathing exercises (deep breathing,
exhalation breathing, stretching exercises), etc. will help the employees to combat the work stress.

33. Stress management Intervention (SMI) by the organization will have a long and lasting influence over a wider section of employees in combating job stress than individualistic coping strategies. It will address the very source of job stress and bring positive results through changes in organizational practices and structures.

8.22 Scope for future research

Reaction to a particular stress situation may vary from person to person, depending on the personality of the focal person. So, the type of personality of the bank employees may be linked with level of stress, effects of stress and coping strategies. An extensive study is to be conducted on the importance of institutional intervention in stress management in the banking sector. In line with the existing theory, a future research could be done to study the impact of stress on productivity and efficiency of bank employees. Such a study will be of great significance as the bank management can predict the influence of stressors on the performance of each employee, which can ultimately lead to taking appropriate strategies and tactics to boost the overall productivity of employees in the banking sector. Besides, there is ample scope for an extensive research on the relationship between quality of life and job stress, work-life balance and its dimensions, influence of stress on attrition especially in new generation banks, burnout and its likely impact on employee performance, effectiveness of stress management interventions by bank management, etc. Aspiring researchers can also conduct a study on the influence of life stressors on job stress and their quality of work life.