CHAPTER-8

FINDINGS AND RECOMMENDATIONS

Only constant in life is change and with change comes stress inevitably. There has been a paradigm shift in the work culture of employees which is attributable to policy changes with globalization and liberalization, heightened competition and advancement in technology. The employees have been under tremendous pressure to give their maximum at workplace. Some of the research studies have established that about one-third of workers report high levels of stress. One-quarter of employees view their jobs as the number one stressor in their lives. Three-quarters of employees believe that the worker has more on-the-job stress than a generation ago. Evidence also suggests that stress is the major cause of turnover in organizations. Stress is, therefore, prevalent and costly problem in today's workplace.

Symptoms of stress are manifested both physiologically and psychologically and so also have a bearing on the employees’ morale. The feeling that simply working hard is not enough anymore is acknowledged by many employees. Increase in work hours over the past two decades means that less time will be spent with family, friends, and community as well as in pursuing activities that one enjoys and taking the time to grow personally and spiritually. Many people expose themselves
unsolicited to the epidemic of stress and overwork in their pursuit of the “American Dream”, resulting in money rich-time poor employees. These aspects can be the cause of an imbalance in the areas of life. While the need of the hour is work-life balance that requires proper prioritization between “work” (career and ambition) on the one hand and “life” (health, pleasure, leisure, family and spiritual development) on the other.

This study, therefore, examined the impact of job stress on employee morale and job involvement in the banking sector.

Objectives

The study was conceived with the following objectives:

1. To know the level of job stress, employee morale and job involvement in the three selected banks.
2. To undertake a comparative analysis of the selected banks on the basis of job stress, employee morale and job involvement.
3. To study impact of job stress on employee morale and job involvement in the selected banks.
4. To compare male and female executives in the banks under study on the basis of job stress, employee morale and job involvement.
5. To give recommendations for improvisation of job stress, employee morale and job involvement levels.
Research Methodology

Scope of the Study

Executives in the Indian banking sector constituted the scope of the study, within that it was limited to the scheduled commercial banks (those included in the Second Schedule of Reserve Bank of India (RBI) Act, 1934) in Punjab including Chandigarh. The sample had to include banks that differed from one another on some bases that were known to affect job stress with a degree of reliability. Indian scheduled commercial banks can be bifurcated on the basis of ownership and performance into Public Sector Banks (27 in number), Private Sector Banks (30 in number) and Foreign Sector Banks (40 in number). Further, to bring out a sample of reasonable size, the most profitable bank out of each category of these banks was chosen as per report of Business Standard, 21 August, 2008: State Bank of India among the Public Sector Banks; ICICI Bank Ltd. among the Private Sector Banks; and Citibank among the Foreign Sector Banks.

Sample for the Study

For collecting a representative sample disproportionate stratified random sampling technique was used as disparity in the number of branches and executives in the three banks under study existed. As many
as 400 executives (SBI 200, ICICI 150 and Citibank 50) from all the three banks under study formed the sample size.

**Data Collection**

For this study standardized questionnaires-cum-scales namely, Pareek’s (1981) job stress scale (comprising fifty questions and covering ten sub variables: Inter-Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Personal Inadequacy, Self-Role Distance, Role Ambiguity and Resource Inadequacy), Srivastava’s (1978) and Brayfield & Roath’s (1951) employee morale scale (comprising twenty questions and covering five indices: Index of Job Satisfaction, Index of Organizational Image, Index of Satisfaction with Superiors, Index of Career Growth, and Index of Satisfaction of Emotional and Physical Needs) and Lodahl and Kejner’s (1965) job involvement scale (comprising twenty questions and covering predominantly the areas such as how much time an employee willingly spends on ones job, how much importance an employee associates to ones job in one’s life, etc.) were used for measuring the three variables of this study.

The statements in the questionnaires were qualitative and they were quantified on a point scale using Likert scoring system. For taking definite decisions, a grand mean (N=400) and standard deviation were
calculated for job stress, employee morale and job involvement. All respondents were then divided into three categories on the basis of mean and standard deviation scores as:

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>High level of job stress</td>
<td>More than 3.47</td>
</tr>
<tr>
<td>Moderate level of job stress</td>
<td>2.27 to 3.47</td>
</tr>
<tr>
<td>Low level of job stress</td>
<td>Less than 2.27</td>
</tr>
</tbody>
</table>

Higher score implying higher level of job stress and lower score implying lower level of job stress.

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>High level of employee morale</td>
<td>Less than 2.18</td>
</tr>
<tr>
<td>Moderate level of employee morale</td>
<td>2.18 to 3.18</td>
</tr>
<tr>
<td>Low level of employee morale</td>
<td>More than 3.18</td>
</tr>
</tbody>
</table>

Higher score implying lower level of employee morale and lower score implying higher level of employee morale.

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
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<tbody>
<tr>
<td>High level of job involvement</td>
<td>More than 5.11</td>
</tr>
<tr>
<td>Moderate level of job involvement</td>
<td>3.79 to 5.11</td>
</tr>
<tr>
<td>Low level of job involvement</td>
<td>Less than 3.79</td>
</tr>
</tbody>
</table>

Higher score implying higher level of job involvement and lower score implying lower level of job involvement.
The study was chiefly based on primary data. The data was collected through questionnaires from the respondents belonging to various branches of the three banks under study. Also, when feasible, interviews were conducted so as to have a better understanding of the respondents’ views. Apart from it, secondary data was also collected from various publications and websites of selected banks. The data was collected over a span of five to six months.

**Statistical Tools**

The tools used for presentation of data include pie charts and clustered column charts. For analysis of data, the statistical tools used include mean, standard deviation, one-way ANOVA, t-test, Pearson’s correlation and regression analysis, having been applied for the following purposes:

Mean was used so as to know the level of job stress, employee morale and job involvement in the three selected banks, and also to find the difference between public, private and foreign sector banks in terms of the three variables selected for the study.

Standard deviation was calculated for judging the representativeness of mean scores among public, private and foreign sector banks.
One-way ANOVA was used to undertake a comparative analysis of the three selected banks on the basis of job stress, employee morale and job involvement.

T-test was used to undertake a comparative analysis of the three selected banks on the basis of job stress, employee morale and job involvement. Also, t-tests were performed for the purpose of comparisons taken on the basis of gender of the executives working in the three banks under study on the basis of their job stress, morale and job involvement.

Pearson's correlation analysis was carried out for job stress-employee morale and job stress-job involvement for all the three selected banks and the total sample to know the degree of association between job stress-employee morale and job stress-job involvement.

Regression analysis was carried out to gauge the impact of job stress on employee morale and job involvement. Simple linear regression analysis was done taking job stress and its sub variables as independent variable, and employee morale and job involvement as dependent variable in two mutually exclusive studies.
MAIN FINDINGS

The findings that emerged from the discussions made are as under:

Job Stress

1. Overall results of job stress reveal that executives in banking sector experience moderate level of job stress.

2. It has been found that private sector bank (ICICI Bank Ltd.) has the greatest proportion of high job stress experiencing executives as compared to public sector bank (SBI) and foreign sector bank (Citibank). While, foreign sector bank has the greatest proportion of low job stress experiencing executives. As far as public sector bank is concerned, it has the greatest proportion of moderate stress bearing executives, vis-a-vis private and foreign sector banks. However, moderate job stress bearing executives are predominant in all the banks under study.

3. Sector-wise comparison on the basis of mean scores leads us to conclude that job stress is experienced maximum by the private sector bank executives, followed by those in public and foreign sector banks.

4. In the case of public sector bank executives, Self-Role Distance is the highest job stress contributor, while Role Expectation Conflict, Inter-Role Distance, Role Overload, Resource Inadequacy, Role
Erosion and Role Ambiguity are the other sub variables contributing towards job stress.

5. In the case of private sector bank executives, Self-Role Distance is the highest job stress contributor, while Role Overload, Role Ambiguity, Role Expectation Conflict and Inter-Role Distance are the other sub variables contributing towards job stress.

6. In the case of foreign sector bank executives, Role Expectation Conflict is the highest job stress contributor, while Inter-Role Distance, Role Ambiguity, Personal Inadequacy and Role Overload are the other sub variables causing job stress.

7. Sub variable-wise analysis of job stress shows that Self-Role Distance is the highest job stress contributor in both the public and private sector banks’ executives, while Role Expectation Conflict, Inter-Role Distance, Role Overload and Role Ambiguity are the other predominant sub variables causing job stress among the executives in all the three banks under study. The overall results reveal that Role Stagnation is by far the least contributing job stress sub variable.

8. The analysis further provides that the executives of public, private and foreign sector banks differ significantly on the basis of all the ten sub variables of job stress. Of all the ten sub variables of job stress, eight sub variables, namely, Inter-Role Distance, Role
Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Personal Inadequacy, Self-Role Distance and Role Ambiguity have caused maximum job stress in the executives belonging to the private sector bank under study. However, the remaining two sub variables Role Isolation and Resource Inadequacy have caused maximum job stress in the executives belonging to the public sector bank under study. Further, it has been found that all the ten sub variables considered for the study have caused the least job stress in the executives belonging to the foreign sector bank under study. The whole analysis provides that job stress is more adversely experienced by executives in private sector bank as compared to those in the public and foreign sector banks. Therefore, eight of the total ten sub variables found to be causing maximum job stress among the executives in private sector bank under study explain maximum job stress in this banking sector. Finally, as far as the foreign sector bank executives are concerned, the level of job stress caused due to all the ten sub variables considered for the study has been minimum.

**Employee Morale and its Relationship with Job Stress**

1. Overall results of employee morale reveal that executives in banking sector experience moderate level of employee morale.
2. The data provides that of all the three sectors of banks under study, Citibank, a foreign sector bank has the greatest proportion of high morale bearing executives, vis-a-vis public and private sector banks, while Citibank also has the greatest proportion of low morale bearing executives vis-a-vis private and public sector banks. The selected private sector bank (ICICI Bank Ltd.) has the greatest proportion of moderate morale bearing executives, vis-a-vis public and foreign sector banks. However, the executives bearing moderate level of morale are predominant in all the three sectors of banks under study.

3. Sector-wise comparison of employee morale leads us to conclude that executives in public, private and foreign sector banks under study bear a similar level of employee morale.

4. In the case of public sector bank executives, Index of Satisfaction of Emotional and Physical Needs is the greatest employee morale reducer, while Index of Satisfaction with Superiors is another index contributing towards low employee morale.

5. In the case of private sector bank executives, Index of Satisfaction with Superiors is the greatest employee morale reducer, while Index of Job Satisfaction, and Index of Satisfaction of Emotional and Physical Needs are other indices contributing towards low employee morale.
6. In the case of foreign sector bank executives, Index of Satisfaction of Emotional and Physical Needs is the greatest employee morale reducer, while Index of Satisfaction with Superiors is another index contributing towards low employee morale.

7. Index-wise analysis of employee morale reveals that Index of Satisfaction of Emotional and Physical Needs is the common highest employee morale reducer in the case of public and foreign sector banks’ executives, while Index of Satisfaction with Superiors is another predominant employee morale reducer among the executives in all the three banks under study. The results also bring out that overall Index of Organizational Image is by far the least contributor towards low employee morale.

8. The analysis further provides that the executives of public, private and foreign sector banks under study differ significantly on the basis of four indices of employee morale. Of these, two indices, viz. Index of Job Satisfaction, and Index of Satisfaction with Superiors are highest in the case of executives belonging to public sector bank (SBI) and lowest in the case of executives from private sector bank (ICICI Bank Ltd.) under study. The other two indices, namely, Index of Organizational Image, and Index of Satisfaction of Emotional and Physical Needs are highest in the case of executives belonging to private sector bank (ICICI Bank Ltd.) and
lowest in the case of executives from public sector bank (SBI) and foreign sector bank (Citibank) respectively. However, on the basis of Index of Career Growth there is insignificant difference among the executives of public, private and foreign sector banks under study. This implies that overall index-wise employee morale does not show any categorical inclination. Therefore, this validates that public, private and foreign sector banks’ executives bear a similar level of employee morale.

9. Karl Pearson’s Coefficient of Correlation has been put to use for finding the relationship between job stress and employee morale. While taking into consideration the overall banking sector, it has been found that job stress has shown a statistically significant strong and positive correlation with low employee morale. It can be concluded that executives having job stress have shown low employee morale in the overall banking sector or vice versa. The correlation between job stress and low employee morale is also statistically significant and positive in the case of all the three banking sectors taken individually, relatively strongest correlation being reflected in foreign sector bank followed by private and public sector banks.

10. Sub variable-wise relationship analysis between job stress and employee morale reveals that all the ten sub variables of job stress,
viz. Resource Inadequacy, Inter-Role Distance, Role Expectation Conflict, Role Stagnation, Role Erosion, Role Isolation, Personal Inadequacy, Role Ambiguity, Role Overload and Self-Role Distance have shown a statistically significant positive correlation with low employee morale in the overall banking sector. The coefficient of correlation results also reveal that Resource Inadequacy sub variable of job stress is strongly and positively related to low employee morale in the overall banking sector with the highest value of coefficient of correlation. It means that if bank executives do not have readily available resources, viz. information, people, material, finance and other facilities to execute their work, they will also have low level of employee morale.

11. In the public sector bank under study, the correlation values reveal that Inter-Role Distance sub variable of job stress is moderately and positively related to low employee morale with the highest value of coefficient of correlation. Of all the ten sub variables of job stress, six sub variables, viz. Inter-Role Distance, Resource Inadequacy, Role Stagnation, Role Expectation Conflict, Role Isolation and Role Erosion have shown a statistically significant positive correlation with low employee morale. One sub variable, viz. Personal Inadequacy has shown a statistically insignificant
positive correlation with low employee morale. The remaining three sub variables, viz. Self-Role Distance, Role Overload and Role Ambiguity have shown no correlation with low employee morale. However, this was found to be statistically insignificant.

12. In the case of selected private sector bank under study, Role Erosion sub variable is strongly and positively related to low employee morale with the highest value of coefficient of correlation. In this bank all the ten sub variables of job stress, viz. Role Erosion, Role Ambiguity, Resource Inadequacy, Role Expectation Conflict, Role Overload, Inter-Role Distance, Personal Inadequacy, Role Stagnation, Role Isolation and Self-Role Distance have shown a statistically significant positive correlation with low employee morale.

13. In the case of foreign sector bank under study, Role Overload sub variable of job stress is strongly and positively related to low employee morale with the highest value of coefficient of correlation. In this bank all the ten sub variables of job stress, viz. Role Overload, Role Isolation, Personal Inadequacy, Role Ambiguity, Self-Role Distance, Resource Inadequacy, Role Expectation Conflict, Inter Role Distance, Role Stagnation and Role Erosion have shown a statistically significant strong and positive correlation with low employee morale.
14. A comparison among the selected public, private and foreign sector banks brings out that job stress is most strongly and positively related to low employee morale in foreign sector bank followed by private and public sector banks.

Job Involvement and its Relationship with Job Stress

1. Overall results of job involvement reveal that executives in banking sector experience moderate level of job involvement.

2. The data provides that of all the three sectors of banks under study, SBI, a public sector bank has the greatest proportion of high job involved executives, vis-a-vis private and foreign sector banks, while ICICI Bank Ltd., a private sector bank has the greatest proportion of low job involvement possessing executives vis-a-vis public and foreign sector banks. The selected foreign sector bank (Citibank) has the greatest proportion of moderate job involved executives, vis-a-vis public and private sector banks. However, the executives bearing moderate level of job involvement are predominant in all the three sectors of banks under study.

3. Sector-wise comparison of mean scores of job involvement leads us to conclude that executives in public sector bank under study possess the highest level of job involvement followed by those in private and foreign sector banks, wherein the latter two have
insignificant mean difference amongst themselves on the basis of job involvement.

4. Karl Pearson’s Coefficient of Correlation has been used for finding the relationship between job stress and job involvement. While taking into consideration the overall banking sector, it has been found that job stress has shown a statistically significant weak and negative correlation with job involvement. It can be concluded that executives having job stress have shown low job involvement in the overall banking sector or vice versa. The correlation between job stress and job involvement is also statistically significant and negative in the case of public and foreign sector banks taken individually, relatively stronger correlation being reflected in foreign sector bank followed by public sector bank, while in the case of private sector bank job stress and job involvement are not correlated, however, this is found to be statistically insignificant.

5. Sub variable-wise relationship analysis between job stress and job involvement reveals that six sub variables of job stress, viz. Role Ambiguity, Role Stagnation, Personal Inadequacy, Inter-Role Distance, Role Erosion and Role Expectation Conflict have shown a statistically significant negative correlation with job involvement in the overall banking sector, while the remaining four sub variables, viz. Self-Role Distance, Role Isolation, Resource
Inadequacy and Role Overload have shown no correlation with job involvement, however, this is found to be statistically insignificant. The coefficient of correlation results also reveal that Role Ambiguity sub variable of job stress is weakly and negatively related to job involvement in the overall banking sector with relatively the strongest value of coefficient of correlation. It means that if bank executives are not clear about the various expectations people have from their role, they will also have low level of job involvement.

6. In the public sector bank under study, the correlation values reveal that Role Stagnation sub variable of job stress is moderately and negatively related to job involvement with the strongest value of coefficient of correlation. Of all the ten sub variables of job stress, six sub variables, viz. Role Stagnation, Personal Inadequacy, Resource Inadequacy, Self-Role Distance, Role Isolation and Role Expectation Conflict have shown a statistically significant negative correlation with job involvement. One sub variable, viz. Inter-Role Distance has shown a statistically insignificant negative correlation with job involvement. The remaining three sub variables, viz. Role Erosion, Role Ambiguity and Role Overload have shown no correlation with job involvement. However, this was found to be statistically insignificant.
7. In the case of selected private sector bank under study, Role Ambiguity sub variable is moderately and negatively related to job involvement with the strongest value of coefficient of correlation. Of all the ten sub variables of job stress, only a single sub variable, viz. Role Ambiguity has shown a statistically significant negative correlation with job involvement. Three sub variables, viz. Role Stagnation, Resource Inadequacy and Inter-Role Distance have shown a statistically insignificant negative correlation with job involvement, while the remaining six sub variables, viz. Role Erosion, Personal Inadequacy, Self-Role Distance, Role Expectation Conflict, Role Overload and Role Isolation have shown no correlation with job involvement. However, this was found to be statistically insignificant.

8. In the case of foreign sector bank under study, Role Erosion sub variable of job stress is strongly and negatively related to job involvement with the strongest value of coefficient of correlation. Of all the sub variables of job stress, four sub variables, viz. Role Erosion, Role Stagnation, Resource Inadequacy and Role Expectation Conflict have shown a statistically significant negative correlation with job involvement. Five sub variables, namely, Role Ambiguity, Role Overload, Role Isolation, Self-Role Distance and Inter-Role Distance have shown a statistically insignificant
negative correlation with job involvement. The remaining single sub variable, viz. Personal Inadequacy has shown no correlation with job involvement. However, this was found to be statistically insignificant.

9. A comparison among the selected public, private and foreign sector banks brings out that job stress is most strongly and negatively related to job involvement in foreign sector bank followed by public sector bank, while in private sector bank no correlation is found between job stress and job involvement.

**Impact of Job Stress on Employee Morale and Job Involvement**

1. The regression analysis shows that the predictive accuracy of the regression model between job stress and employee morale is good. All the ten sub variables of job stress have shown a significant negative correlation with employee morale. The highest contribution towards negative employee morale is that of Role Overload sub variable of job stress followed by Self-Role Distance, Role Isolation, Role Erosion, Role Expectation Conflict, Personal Inadequacy, Resource Inadequacy, Role Ambiguity, Role Stagnation and Inter-Role Distance. Job stress has a remarkably substantial and significant negative impact on employee morale in the overall banking sector.
2. The regression analysis shows that the predictive accuracy of the regression model between job stress and job involvement is good. Six out of ten sub variables of job stress have shown a significant negative correlation with job involvement. The highest negative impact on job involvement is that of Role Stagnation sub variable of job stress followed by Role Ambiguity, Personal Inadequacy, Inter-Role Distance, Role Erosion and Role Expectation Conflict. Four sub variables of job stress, viz. Self-Role Distance, Role Isolation, Resource Inadequacy and Role Overload have a statistically insignificant negative impact on job involvement. Job stress has a significant negative impact on job involvement in the overall banking sector.

3. On comparing the magnitude of impact of job stress on employee morale and job stress on job involvement it was found that job stress has a greater negative impact on employee morale in comparison to the negative impact of job stress on job involvement.

4. While comparing regression analysis between job stress-employee morale and job stress-job involvement, it has been found that certain job stress sub variables are common for improvement such as Role Erosion, Role Expectation Conflict, Personal Inadequacy, Role Ambiguity, Role Stagnation and Inter-Role Distance in both
the cases and have a negative impact on employee morale and job involvement. This means that alleviating these job stress sub variables would improve both employee morale and job involvement in the banking sector.

**Gender Comparison on the basis of Job Stress, Employee Morale and Job Involvement**

1. Overall results of job stress reveal that both male and female bank executives experience moderate level of job stress.

2. It has been found that male bank executives have a greater proportion of high job stress experiencing executives as compared to female bank executives. Interestingly, male bank executives also have a greater proportion of low job stress experiencing executives. As far as female bank executives are concerned, they have a greater proportion of moderate stress bearing executives, vis-a-vis male bank executives. However, moderate job stress bearing executives are predominant in both male and female bank executives under study.

3. Gender comparison of mean scores of job stress leads us to conclude that job stress is experienced alike by both male and female bank executives.
4. In the case of male bank executives, Self-Role Distance is the highest job stress contributor, while Role Expectation Conflict, Inter-Role Distance, Role Overload and Role Ambiguity are the other sub variables contributing towards job stress.

5. In the case of female bank executives, Role Ambiguity is the highest job stress contributor, while Role Expectation Conflict, Inter-Role Distance, Self-Role Distance, Role Overload, Resource Inadequacy and Personal Inadequacy are the other sub variables contributing towards job stress.

6. Sub variable-wise analysis of job stress shows that Self-Role Distance is the highest job stress contributor in the case of male bank executives, while in the case of female bank executives it is Role Ambiguity. Role Expectation Conflict, Inter-Role Distance and Role Overload are the other predominant sub variables causing job stress among both male and female bank executives under study. The overall results reveal that Role Stagnation is by far the least contributing job stress sub variable.

7. The analysis further highlights that the male and female bank executives differ insignificantly on the basis of eight of the total ten sub variables of job stress. It implies that these eight sub variables, namely, Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Personal
Inadequacy and Self-Role Distance have caused an equally stressing influence on both male and female bank executives under study. However, the remaining two sub variables Role Ambiguity and Resource Inadequacy have caused greater job stress in the female bank executives under study as compared to their male counterparts. The whole analysis provides that male and female bank executives experience job stress at more or less a similar level. Therefore, eight of the total ten sub variables found to be causing like job stress among male and female bank executives under study explain a similar level of job stress among them.

8. Overall results of employee morale reveal that both male and female bank executives bear moderate level of morale.

9. It has been found that male bank executives have a greater proportion of high morale bearing executives as compared to female bank executives. While, male bank executives also have a greater proportion of low morale bearing executives, vis-a-vis their female counterparts. As far as female bank executives are concerned, they have a greater proportion of moderate morale bearing executives, vis-a-vis male bank executives. However, moderate morale bearing executives are predominant in both male and female bank executives under study.
10. Gender comparison of mean scores of employee morale leads us to conclude that employee morale is borne alike by both male and female bank executives.

11. In the case of male bank executives, Index of Satisfaction of Emotional and Physical Needs is the greatest employee morale reducer, while Index of Satisfaction with Superiors is another contributor towards low employee morale.

12. In the case of female bank executives, Index of Satisfaction of Emotional and Physical Needs is the greatest employee morale reducer, while Index of Satisfaction with Superiors is another contributor towards low employee morale.

13. Index-wise analysis of employee morale shows that Index of Satisfaction of Emotional and Physical Needs is the highest employee morale reducer in the case of both male and female bank executives. Index of Satisfaction with Superiors is another predominant employee morale reducer common to both the gender kinds of bank executives. The overall results reveal that Index of Organizational Image is by far the least contributor towards low employee morale in the case of both male and female bank executives.

14. The analysis further highlights that the male and female bank executives differ insignificantly on the basis of all the five indices.
of employee morale. It implies that these five indices, namely, Index of Job Satisfaction, Index of Organizational Image, Index of Satisfaction with Superiors, Index of Career Growth and Index of Satisfaction of Emotional and Physical Needs have had an equal bearing on the morale of both male and female bank executives under study. The whole analysis provides that male and female bank executives experience employee morale at a somewhat similar level. Therefore, all the five indices found to be having a like bearing on the morale of male and female bank executives under study explain a similar level of employee morale among them.

15. Overall results of job involvement reveal that both male and female bank executives experience moderate level of job involvement.

16. It has been found that male bank executives have a greater proportion of high job involvement experiencing executives as compared to female bank executives. While, female bank executives have a greater proportion of low and moderate job involvement experiencing executives, vis-a-vis male bank executives. However, moderate job involvement possessing executives are predominant in both male and female bank executives under study.
17. Gender comparison of mean scores of job involvement leads us to conclude that job involvement is possessed alike by male and female bank executives.

RECOMMENDATIONS

The following recommendations can be made on the basis of this study to improve the prevalent levels of job stress, employee morale and job involvement:

(i) Keeping in view the moderate level of job stress experienced by the executives working in the banks under study, it is recommended that in order to eliminate job stress, it is required that there should be no mismatch between the person and his job. One role occupant should be accountable to only one role sender to avoid conflict and stress. It is also suggested that each employee be allowed fair ‘own’ time for family and personal errands to reduce stress. Reduction of work overload can also help to curtail stress. Also, it is advisable to be clear about requirements from each role to avoid ambiguity and stress.

(ii) As the highest level of job stress is found to be experienced by executives working in the private sector bank (ICICI Bank Ltd.) under study, it is suggested that banks from this sector should ensure that at the time of selection of executives, an earnest effort is made to be precise
about what the job entails; and only those aspirants should be selected whose self-concept clicks with the job requirements to avoid stress at the later stage.

(iii) It is recommended that emotional and physical needs of employees, viz. recognition, appreciation, rewards, etc. should be well provided for to ensure better employee morale. Also, it should be ensured that the employees are satisfied with their superior’s traits and decisions for better employee morale.

(iv) It has been observed that role overload has the maximum adverse effect on employee morale. Therefore, it is felt that the managements of the banks make all out efforts to curb job stress caused by overload. This can be done through careful analysis of work to be assigned. A proper balance should be maintained between the amount and difficulty of work to be assigned to the executives for a stipulated time period.

(v) Finding that stress by way of role stagnation has the maximum adverse effect on job involvement, it is recommended that for improving job involvement management should curtail stress caused by the feeling of being stuck in the same role. Ample opportunities for learning and progress should be provided to the employees for greater job
involvement, and this is possible through job rotation, workshops, advancement in career graph, etc.

(vi) In order to raise the employee morale of executives it is suggested that all the ten job stressors need to be curbed. Firstly, work overload needs to be curtailed by way of having a better mechanism for delegation of work. Secondly, a lucid selection procedure is needed which encourages employment of only those executives whose attitudes are in synch with the job requirements to avoid self-role distance issues. Thirdly, healthier relation among executives by way of common cafeteria, relaxation lounge, weekend get-togethers, etc. needs to be encouraged to avoid any feeling of isolation in them. Fourthly, executives having affinity for a certain kind of work should be so assigned in order to draw out better efficiency from them and also to keep them in high morale. Fifthly, it needs to be ensured that the expectations of different role senders are in conformity with each other to avoid an executive facing role expectation conflict and so lower morale. Sixthly, personal inadequacy issues of executives should be addressed by providing periodic training and proficiency enhancing workshops thereby boosting their morale. Seventhly, resources viz. finances, material, information, etc should be made available rationally to the executives so as to keep a check on misuse and simultaneously allow unhindered work flow leading
to improved employee morale. Eighthly, expectations from each executive should be stated with certainty and precision thereby prohibiting ambiguousness. Ninthly, ample prospects for learning and growth need to be guaranteed to boost employee morale and to avoid a feeling of stagnation among executives. Finally, for the executives to have high morale they need to be allowed a reasonable personal time to be spent at their discretion.

(vii) It is recommended that six job stressors need to be curtailed in order to enhance job involvement of the executives. Firstly, job rotation is required to avoid role stagnation and also, the employees need to be encouraged to be more innovative at their jobs. Secondly, role ambiguity demands that the employees need to be informed about the organization’s various expectations from them so that they feel more involved in attaining the objectives. Thirdly, it needs to be ensured that adequate training is administered to the executives so as to build and develop their skills for effective execution of work and thereby omitting all inhibitions of executives and keeping them more involved in their jobs. Fourthly, the sub variable of Inter-Role Distance under study demands that flexibility at the workplace is allowed so that the employees are able to manage their domestic as well as job duties properly, thereby increasing their job involvement. Fifthly, the assignment of work to an executive in
according to his preference will lead to higher job involvement and will enable capitalization on the executive’s interest in the job. Finally, a synchronization of the demands of key people working at different levels is necessary for lesser role expectation conflict and therefore, greater job involvement of executives.

(viii) It is suggested that alleviation of six common job stressors would go a long way in improving both employee morale and job involvement of executives. Firstly, role erosion needs to be curbed by not assigning a job to another executive which rightfully belongs to a particular employee. Secondly, a clear chain of command needs to be followed to protect an employee against the conflicting demands of different people. Thirdly, proper training and orientation should be given to the executives in the banks to avoid any feeling of incompetence in them. Fourthly, there should not be any doubt about the duties and responsibilities performed by the employees. Proper norms need to be laid down to avoid any confusion. Fifthly, ample opportunities need to be given to the employees working in the banks for their advancement and learning. Finally, in order to avoid stress in the executives, it is necessary that they are allowed enough time to attend their personal engagements outside the organization.
(ix) The chief stressor for male bank executives is found to be self-role distance. It is, therefore, recommended that in order to reduce the level of job stress among males only those jobs should be assigned to them which are not contradictory to their self-concept.

(x) The chief stressor for female bank executives is found to be role ambiguity. It is, therefore, suggested that in order to reduce the level of job stress among females clarity should be ensured regarding their job and various expectations from them. A thorough understanding of the assigned job can help to bring clarity in their role.

(xi) The emotional and physical needs of both the male and female executives should not be neglected in any way. The deserving employees should be properly appreciated and rewarded for their extraordinary work. The supervision exercised over them should in no way hamper their spirit to work for the organization.

(xii) A number of researchers have linked high morale with high productivity, thus, one of the major implications of this work is the possibility of increasing the levels of productivity of employees by lowering their job stress. Low job stress would lead to better morale and consequently greater productivity.
Limitations of the Study

Like every research work, the present study also has certain limitations. Some of these are explained as under:

Firstly, the moderate sample size taken for the study makes the power of the test generally weak. But acknowledging the constraints of time and money as well, the research design was kept pragmatically relevant to the aims of the study.

Secondly, the findings were based on the adoption of questionnaire method which may have been affected by false information reporting by the respondent employees. However, since the questionnaires were anonymous and it was specifically conveyed in writing as well as in person to the respondent employees that the data pertaining to their response would be used purely for academic research purposes, there is no substantial reason as to doubt the findings thus obtained.

Scope for Future Research

This study is based on non-financial data, but the inclusion of some financial data such as the net income of banks, turnover costs, health costs, etc. in relation to job stress, employee morale and job involvement will further extend the scope of research.

Gender based study of job stress, employee morale and job involvement has been covered in this research but it certainly holds
substance for a full fledged empirical research incorporating other significant facets, such as its relation with divorce rate, family discord, substance abuse, etc.

The study of disparity in job stress, employee morale and job involvement in the context of age, experience, marital status and qualification may also be a prolific area for further research.

The present study is confined to just three banks (State Bank of India, ICICI Bank Ltd. and Citibank), i.e., one each from the public, private and foreign sector banks in Punjab including Chandigarh. More empirical researches with larger samples drawn from a wider geographical area might prove more useful. If those studies confirm the current research results, it would most certainly pave the way for broader generalizations of the findings of this study.

To conclude the study, it can be stated that the prevalent level of job stress, employee morale and job involvement is not at the ideal state. It is earnestly hoped that the current research findings and recommendations provide food for thought and further research that ultimately prompts the banks to frame human resource policies conducive to lower levels of job stress, higher levels of employee morale and optimum levels of job involvement amounting to more efficient and productive bank workforce, ultimately benefiting employees, employer banks, customers and society at large.