CHAPTER – 8

CONCLUSIONS and SUGGESTIONS

➢ Conclusions

➢ Recommendations

➢ Coping Strategies
CHAPTER – 8

CONCLUSIONS and SUGGESTIONS

> CONCLUSIONS

The data has been collected through full-fledged survey relating to various aspects of employees of managerial cadre and non managerial cadre working in Nationalised Banks.

During the present study primary data was collected from employees working in 16 Nationalised banks in Uttarakhand Region with the help of Questionnaire, by direct interview method. Data as such collected for all the investigation area was then converted into tabular form on the basis of employee's cadre i.e. managerial and non managerial. This classification was further arranged on the basis of constant variables taken i.e.

Variable 1: job satisfaction

Variable 2: job stress
Finally an inter comparison of all the four Nationalised banks taken in the survey i.e. Punjab National Bank; Canara Bank; Bank of Baroda and State Bank of India have been made on the basis of following critical indicators (factors) viz ; working hours, employee relations , and computerization facility etc.

Present study has divided its total area population (universe) on the basis of nature of work. It has divided the research subject into following broad categories:

A) Study of employees in nationalized banks: An overview
B) Study of employees of managerial cadre working in nationalized banks
C) Study of employees of non managerial cadre working in nationalized banks
D) Inter comparison of the four banks taken in the survey i.e. Punjab National Bank; Canara Bank; Bank of Baroda; State Bank of India

All the categories are analyzed with the help of general statistical measures like mean, standard deviation, variance as well as correlation between various variables has been established and analyzed to draw more realistic accurate and appropriate conclusions.
Biographical Data of the respondents of the survey, 80% were male and 20% were female: Age groups ranged from 21-30 to 51-60, but the highest proportion of the sample were in age groups 41-50 (37%) and 31-40 (20%). 70% of the males were 50 years and under and 30% of the females were in this group. The spread of respondents were divided into managerial 16% and non-managerial 84%. Working conditions of those who were at managerial posts 80% worked 8 – 10 hours a day as compared to non-managerial who worked 6-8 hours a day. 20% of the total sample 72% said they now worked longer hours than in recent years.

In response to the statement 'I find my job stressful' 73% agreed on strongly agreed and only 27% disagreed. It can be stated that the hypothesis statement Employees of Nationalised Banks at Managerial and Non-Managerial level have no job stress and vice versa is found to be untrue i.e. Ha hence tested to be disproved.

It appears that stress has become a routine feature of life even 52% agreed that their workplace had become more stressful in the last 2 years. 76% expect their jobs to become more stressful in future and only 24% disagree it can be stated that the Hypothesis statement (Job Stress amongst employees causes job dis-satisfaction and vice versa) is found to be true i.e. Ho hence tested to be proved.
We all know certain amount of stress is required to perform better. This is visible from the statistics that 86% strongly agree and agree that stress helps employees perform better as long as they are able to keep a check on stress level. It can be stated that the Hypothesis statement (*Job Stress leads to constructive competition and vice versa*) is found to be true i.e. Ho hence tested to be proved.

In terms of physical effort 81% feel that the job is fairly and very demanding. Though absenteeism has not increased due to stress taking sick leave in way of dealing with work related stress. As discussed in open-ended questions respondents take sick leaves of 1-2 days to recharge themselves after dealing with workload. Though some feel guilty of doing this they say this is the way of surviving as worker they got time off in case of extra time of work but now they are expected to keep going 70% felt a considerable stress due to work related factors 40% were unable to enjoy normal activities 58% were not reasonably happy and felt depressed memory problem, failures of attention and absent mindedness at work were also highlighted. All of the above symptoms are likely to have adverse effects on functioning. One manager stated that depression, lack of motivation, and all mean one is working at for less than full capacity. Low levels of job satisfaction and job security were also indicated.
It can be stated that the Hypothesis statement (*High level of Job Stress amongst employees of Nationalised Banks at Managerial and Non-managerial level have damaging effects on the psychology, physiology, and behavior of employees and vice versa*) is found to be true i.e. Ho hence tested to be proved.

The relationship between job stress and health psychology has been well explained and the results of survey have provided full support for this link. Those respondents who perceived high level of job stress were more likely and report to psychological well-being. Work related stress was particularly connected with unhappiness and depression.

We are in complete agreement that job stress and psychological well being are two factors which are dependent on job satisfaction

In this case it can be stated that Hypothesis statement (*Job stress and Job Satisfaction are inseparable*) is true i.e. Ho hence tested to be proved.

**At the managerial cadre** of employees of nationalized banks the working hours of 80% of the managerial cadre employees shows their dedication and commitment towards their work.
The level of coordination maintained by colleagues with their male/female superiors is quite satisfactory. Problems like exploitation harassment by superiors or colleagues were least complained.

64% of the managerial cadre employees agree that there has been an increase in workload. Which increases the need for more managerial posts to divide the work load.

At the non-managerial cadre of employees of nationalized banks 66% of employees of non-managerial cadre are not satisfied with the kind of relation they share with their superiors. This difference exists in spite of the fact that many of these employees are senior most in age in the organization and have to deal with superiors of younger age groups.

The changes in job description over the period of three years. It is clearly visible that job description of employees has changed with respect to increase in rate of work to be done i.e. at 40% followed by high expectations and demands and then inadequate training facility.

The level of responsibility of the employees of non-managerial cadre has significantly increased to 76%. This shows that the workload faced by the employees.
RECOMMENDATIONS

Problems faced by the employees of managerial and non-managerial cadre of Banking Sector of Uttarakhand region can be solved easily if the authorities take initiative. Most problems are due to less attention and interest of the officials in growth and development of the organization. Based on the survey findings following recommendations are made for the employees of Nationalised banks:

- There should be regular training and development programs to increase the productivity and efficiency / efficacy of the employees. Such training programs should provide guidance from experts both private and public sectors. For this purpose academic meetings like seminar, symposia, conferences, workshops should be organized by the officials in the premises of their banking units.
- Proper measures should be taken to maintain congenial environment at work place like maintenance of discipline and better relations during working hours.
• Establishment of Grievance settlement cell for settlement of employees woes and ensuring elimination of problems instead of short run solutions to problems

• Adoption of fair promotion policy i.e. there should be equal probability of promotion of women employees along with men employees on the basis of their performance in the organization. Seniority should not be the only criteria for promotion. Promotion on merit basis should also be practiced on fair and equitable basis

• Effective motivational plans like reward, recognition, etc should be introduced and implemented at regular intervals to maintain excellence in employees

• Implementation of HRD Practices like special training arrangements, regular performance appraisals for growth of the employees and organization be conducted by applying modern performance techniques viz ; appraising managers as managers, Management by Objectives (MBO),

• To provide special packages to employees in terms of monetary help, loans for expansion etc

• To ensure implementation of laws relating to working conditions of the employee for overall growth of all types of organizations,
i.e. wage and salary administration, labour laws and Banking Regulation Legislations are fully adhered to.

- To organize stress management programs with specific human resources development goals in consultation with senior management viz; yoga, meditation, art of living and other techniques of relieving stress be practiced on regular basis.

**COPING STRATEGIES**

When we look at stress from organisational point of view, management may not be concerned about the low to moderate levels of stress experienced by the employees. The reason is, that some functional level of stress is necessary to improve employee performance. But high levels of stress and sustained low levels of stress are li cause of action by the management. But when we look at stress from the individual's point of view even the low levels of stress are perceived to be undesirable. Keeping this in mind we can discuss the individual and organisational approaches towards managing stress. Before discussing these approaches, we must keep in mind two points:
i. Firstly, we must not make any generalisation. Each of us has different limits, different optimum stress levels and will perceive the sources of stress differently. One person's over-stress may be another person's challenge and optimum stress and vice versa.

ii Secondly, we need to differentiate between what we can do to equip ourselves and to organise our environment to prevent us from becoming over or under stressed. We label this as PREVENTION. Yet however, well we prepare ourselves and try to control our environment from time to time, we will still experience undesirable stress. It is then that we need to have developed management skills.

INDIVIDUAL APPROACHES

As we know that stress has got a number of negative consequences for the individuals that is why every individual should take personal responsibility for reducing his or her stress level. There are a number of ways by which a person can avoid stressful conditions, change them or learn to cope with them. Stress can be managed by an individual, which will enable him to regain control over his life. Some of the stress reducing strategies from individual's point" of view are:
1. **Knowledge About Stress.** In the first stage, an individual should become knowledgeable about stress. He should know about the process and effects of stress. He must find out the major sources of his stress. He must anticipate stressful periods and plan accordingly in advance. He must be honest with himself and decide what he can cope with what he cannot.

2. **Physiological Fitness.** Exercise in any form can help people in coping with the stress. Non-competitive physical exercise such as aerobics, walking, jogging, swimming, riding a bicycle, playing softball or tennis has been recommended by physicians as a way to deal with excessive stress levels. There is evidence to suggest that individuals who exercise are much less likely to suffer from certain types of stress related problems / diseases. With proper exercise, diet control and non-smoking habits, blood pressure and cholesterol become controlled and the body becomes more resistant to pressures. People are more likely to get physically sick or emotionally depressed if they are over weight or poorly nourished.

3. **Time Management.** Most of the people are very poor in managing their time. They don't know that what must be done and when it would be desirable to do so. The result of poor time management is feeling of work overload, skipped schedules and tension.

8.11
4. A well organised person can often accomplish twice as much as the person who is poorly organised. Therefore, an individual must understand how to manage his time so that he can cope with tensions created by job demands. A few of the well known time management principles are:

i. Preparing a daily list of activities to be attended to.
ii. Prioritizing activities by importance and urgency.
iii. Scheduling activities according to the priorities set.
iv. Knowing your daily schedule and handling the most demanding parts of a job when you are most alert and productive.

5. **Assertiveness.** An individual should become assertive. He should not say 'Yes' when he wants to say 'No'. He should start saying No to people or managers who demand too much of his time. Being assertive is an important factor in reducing stress.

6. **Social Support Network.** Every person should have people to turn to, talk to and rely upon. Good friends become highly supportive during times of stress and crisis. Social net work includes friends, family or work colleagues. Expanding your social support system can be a means for tension reduction because friends are there when needed and provide support to get the person through stressful situations.
7. **Readjust life Goals.** Every individual must know what he really wants to do. This should relate to not only the major decisions of the life but to all activities in our life. He must know what is important for him. Because of the severe Competition in life to go ahead, most individuals set very high standards and goals for themselves. These high expectations and limited resources to reach such expectations result in stress. Accordingly, every person must readjust his goals and make sure he has the ability and resources to reach such goals. Perhaps the goals should be established after the resources have been analyzed.

8. **Relaxation Techniques.** Every individual must teach himself to reduce tension through relaxation techniques such as Yoga, mediation, hypnosis and biofeedback. 15-20 minutes a day of deep relaxation releases tension and provides a person with pronounced sense of peacefulness. Deep relaxation conditions will bring significant changes in heart rate, blood pressure and other physiological factors. Yoga is probably the most effective remedy for stress. Studies have revealed that Yoga has cured several stress related diseases.

9. **Plan your life in Advance.** So many times, people create situations which induce stress because they either did not plan or did a bad job of planning.
The traditional Indian attitude of "whatever will be, will be" is a way of accepting the unexpected difficulties in life. This attitude may be relevant in situations over which we do not have any control like death in the family, but for other events in life, it is better to plan in advance, so that we can confront them with confidence when they occur.

ORGANISATIONAL APPROACHES

Individuals may design their own strategies to reduce stress, but it is a must for the organisations to develop programmes that will help the employees in reducing their stress. This will lead to less employee turnover, absenteeism and as a result productivity will improve. Some of the pleasures which organisations can take are:

1. **Selection and Placement.** Individuals differ in their response to stress situations. We know that 'Type A' individuals are more prone to stress. On the other hand, in the organisations there are certain jobs which are more stressful as compared to other jobs. While doing the, selection and placement of the employees, these factors must be kept in mind. The individuals who are more prone to stress should not be put on jobs which are stressful. The individuals who are less prone to stress, may adapt better to high stress jobs and perform those jobs more effectively.
2. **Goal Setting.** Based on extensive amount of research it has been concluded that individuals perform better when they have specific and challenging goals and they receive feedback on how well they are progressing towards those goals. Goal setting can reduce stress as well as provide motivation. It will result in less employee frustration, role ambiguity and stress.

3. **Improved Communication.** Sometimes due to lack of effective communication from the superiors, the employees do not know what they have to do and how they have to do it. This result in role ambiguity. Similarly, when two or more persons have contradicting role demands from an employee, it leads to role conflict if there is lack of proper communication. Effective communication with employees reduces the uncertainty by lessening role ambiguity and role conflict.

4. **Redesigning Jobs.** Organisations should redesign the jobs in such a way as to give employees more responsibility, more meaningful work, more autonomy and increased feedback. This will help reduce the stress caused by monotony, routine work, work overload or underload and role ambiguity. Job redesigning enhances motivation, reduces the stress among the employees and enhances quality of worklife" (QWL), through more and more Employees Involvement (EI), in job performances.
5. **Participative Decision Making.** If the organisations give the employees participation in those decisions that directly affect them and their job performance, it can increase employee control and reduce the role stress. The main reason of role stress is that employees feel uncertain about their goals, expectations and how they will be evaluated.' These uncertainties can be reduced by the management by giving the employees a right to participate in the decision making. It is conformity to the hypothesis statement that managers take decisions to remove uncertainty, by obtaining more and more additional information, process it through computers and take decisions by participative process by applying all the wisdom and rationality, by acting as Entrepreneurs, who takes risks and are innovators too.

6. **Building Teamwork.** The management should try to create such work environment in which there is no provision for interpersonal conflict or inter group conflict. Such conflicts are the causes of stress, such should be prevented from building or eliminated if they develop. Accordingly such team work should be developed that groups and the members are mutually supportive and productive. Members of the group should consider themselves as members of the same family and seek social support from each other. Here slogan is constructive conflict leads to competition, through building teamwork.
7. **Personal Wellness Programmes.** These personal wellness programmes focus on the employee's total physical and mental condition. Organizations can provide facilities at their premises for physical fitness such as gyms, swimming pools, tennis courts etc. as well as psychological counseling. They should hold seminars or workshops to make the employees understand nature and sources of stress and the possible ways to reduce it. These workshops should help those individuals who are already under stress. Moreover, a supervisor can impact personal wellness of his subordinates through positive example, encouragement and by practicing the basic concepts and, techniques' of human resource management. Here Hot Stove Method of Counselling be adopted i.e. equal treatment to all employees, without any discrimination- HR approach to Counselling.

To conclude, we can say that all these strategies or a communication thereof should be applied to make the work environment less stressful to a level which is positive and challenging.

"A successful stress management-training program requires the involvement and support of top management and the cooperation from employees. It depends upon a clear plan, ongoing evaluations of progress and clear goals for measuring success."

8.17
STRESS MANAGEMENT STRATEGIES AT WORK PLACE

✓ Take adequate steps to re design jobs, which are taxing employee's abilities and capacities.

✓ To reduce the workload role slimming and role adjustment process should be resorted to.

✓ Encourage the cross-functional and inter departmental work arrangements to reduce work related stress among low performers and low achievers.

✓ Adequate role clarification to be made wherever necessary to eliminate role ambiguity.

✓ Introduce more job oriented training programs, which improve employee's skill and their confidence to work effectively.

✓ Do concentrate on career planning to manage role stagnation.

✓ Encourage open channel of communication to deal with work related stress

✓ Adequate resource i.e. material technical and human should be extended to make employees feel safe and secure to perform their work effectively.

✓ Undertake stress audit at all levels in the organization to identify stress area improving conditions of job and alleviating job stress.
✓ Ensure justified use of grievance handling procedures to win trust and confidence of employees and reduce their anxiety and tension related to job related problems.

✓ Formulate HRD interventions and individual stress alleviation program.

✓ Introduce pranayam (Brain stilling of vital force) as a holistic managerial strategy to deal with occupational stress. Also practice of Art of Living as suggested by Sri Sri Ravi Shankar, has proved to be a vital stress releasing technique for corporate managers.

✓ Provide counseling on work related and personal problems and support from a team of welfare health and counseling staff.

✓ Attractive system of reward and recognition of good work.

✓ Ensure an organizational climate with career planning and career growth to ensure further retention of talented employees.

✓ Extend the counseling practices at employee family level including dependants and relatives.

✓ Effective follow up should be made to different leave category absentee employees.

✓ Organisation should organize regular check up of their employees and those found suffering from very high stress levels should be subjected to stress management programs.

✓ Cutback excessive hours, which directly affect the employees physical and psychological well being.