SUMMARY

"Causes and Cures of Job Stress in Bank Employees at Managerial and Non-Managerial Levels in Nationalised Banks"

➢ INTRODUCTION

Stress is an increasing problem of the modern era. It is attacking the best and the brightest from all walks of life. Stress is usually thought of in Negative terms but it also has a positive value and offers potential gain.

Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which outcome is perceived to be both uncertain and important. More typically stress is associated with constraints and demands. The former prevents one from doing what one desires. The latter refers to a lot of what is desired.
Recent researches have shown that two conditions are necessary for potential stress to become actual stress. There must be uncertainty over the outcome and the outcome must be important. Regardless of the conditions it is only when there is doubt or uncertainty will be seized. That is stress is the highest for those individuals who perceive that they are uncertain as to whether they will win or lose and lowest for those individuals who think that winning or losing is a certainty. But its importance is also crucial. If winning or losing is an unimportant outcome there is no stress. Since the modern society and the corporate world has become highly competition oriented everyone is experiencing stress.

Stress leads to physiological, psychological and behavioral deviations. All these three dimensions are important for the understanding of job stress as an imbalance in anyone dimension can lead to affecting the employee's health and their contribution for the betterment of the organization.

In this current era of Liberalization, Privatization and Globalization of Indian Economy in almost all sectors, Banking Industries have emerged as one of the prominent sector facing cut-throat competition from private sector banks. Low efficiency of workers of Nationalised Banks has been due to stress, leading to low profitability, and mental and physical depression of managerial as well as non managerial employees of the Banks.
Causes and Cures of Job Stress in Bank Employees has thus become an important area of research, particularly in Nationalised Banks to improvise their image, and build up confidence of society in them, there by making them service oriented and profitable institutions.

Under normal circumstances, people should be able to find new balances and responses in their reactions to new situations. Stress is not necessarily a negative phenomenon and it would therefore be a mistake to concentrate only on its pathological effects. A moderate level of stress can be an important motivational factor and can be instrumental in achieving a dynamic adaptation to new situations.

If health is considered as a dynamic equilibrium, stress is part of it. There is no health without interaction with other people and with the environment. Only excesses of stress are pathological.

Some stress is therefore normal and necessary, at work and outside it. But if stress is intense, continuous or repeated, if a person is unable to cope, or if support is lacking, stress then becomes a negative phenomenon which can lead to physical illness and psychological disorders. In a work context, it often results in inadequate adaptation to situations and people and failure to perform at an optimal level.
JOB SATISFACTION: A CONCEPTUAL OVERTURE

Job satisfaction is dynamic, as it can go as quickly as it comes. It is a positive emotional state that occurs when a person's job seems to fulfill important values, provided these values are compatible with one's needs. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experience. In short job satisfaction is a synchronization of what an organisation requires of its employees and what the employees are seeking of the organisation.

Examining determinants of job satisfaction:

Job satisfaction is derived from and is caused by many inter-related factors. Although these factors can never be completely isolated from one another for analysis, they can by the use of statistical techniques, be separated enough to give an indication of their Relative importance to job satisfaction.

A) Personal Factors
1) Sex:
2) Number of Dependents:
3) Age:
4) Time on Job:
5) Education:
B) Factors Inherent in the Job

1) Type of work:

2) Skill required:

3) Occupation status:

4) Size of organisation:

C) Factors Controllable by Management

1) Security:

2) Pay:

3) Opportunity for advancement:

4) Working conditions:

5) Co-workers:

6) Supervision:

➢ **BURNOUT STAGE**

Hans Selye, one of the founding fathers of stress research, looked at burnout as the final stage of stress

1 ALARM STAGE

2 RESISTANCE STAGE

3 EXHAUSTION STAGE

4 BURNOUT STAGE

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Recovering From Burnout

- Doing Nothing:
- Changing Career:
- Changing Jobs:
- Using Burnout as a Trigger for Personal Growth:

➢ **RESEARCH DESIGN**

**OBJECTIVE OF STUDY**

The present study is basically a micro level in which only regional study has been. Causes and cures of job stress in Bank Employees at Managerial and non managerial level in nationalized banks has been subject matter of research. Considering this the following main objectives have been specifically spell out for present research work

1. To study the level of stress and its impact on psychology, physiology and behaviour of employees in Nationalised Banks.

2. To find out the causes of job dis-satisfaction, job stress in the Bank Employees.

3. To study the existing level of stress of employees and their work conditions.

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4. To study motivational technology already being used by Nationalized Banks for management and non managerial employees.

5. To study employee's involvement, job satisfaction, quality of work life of Bank Employees.

RESEARCH SAMPLE

The sampling population of this research includes 218 employees, selected through random sampling technique from 16 Nationalised Banks which are Punjab National Bank (4 branches), Bank of Baroda (4 branches), State Bank of India (4 branches) and Canara Bank (4 branches). Out of these 218 employees 35 are at Managerial posts and the remaining 183 at Non-Managerial posts. The male population is 174 and female population is 44. The population age group varies from 28 years to 54 years.

➤ DATA ANALYSIS AND INTERPRETATION

The data has been collected through full-fledged survey using questionnaire, following personal interview method 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 personal interview method. Data 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, (in a given situation) 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 changing variables viz; working hours, employee relations, and computerization facility etc.

The present study has divided its total area population on the basis of nature of work. It has divided the research into 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

The data of all the categories are analyzed with the help of 
general statistical measures like mean, standard deviation, 
variance as well as coefficient of correlation between various 
variables has been established and analyzed to draw more 
realistic accurate and appropriate conclusions.

Biographical Data of the respondents to the survey, 80% were 
males 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. Of 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 psychological problems in health has been well explained 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 is constantly increasing.

**RECOMMENDATIONS**

Problems faced by the employees of managerial and non-managerial cadre 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 given for the employees of Nationalised banks

- There should be regular training and development programs to increase the productivity and efficiency 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

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• 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 on the basis of their performance in the organization. Seniority should not be the only criteria for promotion but merit based promotion 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.
• 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
COPING STRATEGIES

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

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 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