Chapter 1

Introduction
CHAPTER – 1
INTRODUCTION

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1.1. Introduction

The word 'Stress' has been derived from the Latin word ‘stringere’ meaning, "to be drawn tight" and the experience of physical hardship, starvation, torture and pain.

'S stress' is a term basically used in physical sciences which means pressure of one object on another. From physical sciences, the term stress came to medical sciences and finally to social sciences. There are three terms which are used synonymously to denote this phenomenon, they are: Stress, Strain and Pressure.

The word stress is also used in musical notes, phonetics and in finance sector. According to the medical explanation, the term stress is the body’s general response to environmental situations.

People feel stress as they can no longer have complete control over what happens in life. The body is nearly always in some state of stress, whether pleasant or unpleasant, mild or severe (Huffman, 2007).

HSE (Health & Safety Executive) states that stress is a natural reaction to excessive pressure. When perceived demands exceed the individual’s ability to cope, he suffers from stress. Though it is not a disease, excessive / prolonged stress can lead to mental and physical ill health (Joshi, 2005). It is a threat to an individual’s physical or psychological well-being as well as the feeling of being unable to deal with the threat.

Stress has become a normal and inevitable part of everyday life and a major buzzword and legitimate concern of the present times. Because Health Psychology has been chiefly concerned with negative effects of stress, the word “stress” usually refers to the distress or harmful stress.
There are certain words / terms / expressions in English which are always negative in meaning. There may be no direct positive form. For e.g.: massacre, corruption, superstition and provoke. Likewise, the word stress also in social science and physiology is used in negative connotation only unless otherwise explicitly denoted. Similarly, by nature itself, stress is a negative term. Generally, stress means distress: the negative side. So, the word stress as it is used now is an abbreviated form of “distress” only. To indicate positive stress, the term “eustress” shall be used.

Though stress is not all modern, modern living has brought huge demands that tax human body and mind along with innumerable means of comfort. As the comfort increases, the avenues to generate stress are also increasing. Increase in the speed of communication, transport &c. also leads to increased levels of stress. No individual and no profession are free from stress.

People experience stress within family, business, work, social or economic activity. It affects all individuals - rich and poor, literate and illiterate, men and women, and young and the old alike across the developed and developing countries either knowingly or unknowingly. It affects not only the physical health of people but also the mental well being. Stress can disrupt people's life lives as it ripples from person to person and even person to pet. In this way daily stress affects their mental health and their relationships with others (Charlesworth & Ronald, 1985).

When people cannot cope with stress factors, the level of anxiety mounts up. The signs and symptoms of anxiety become severe enough to cause distress to the individual and he will not be able to discharge one's duties as efficiently as before (Chandrasekar, 2000).
Stress is a subjective perception that causes very objective signs and symptoms that can also lead to very blatant disease states. It can lead to a reduced ability to perform at work and have an impact on a person's health and wellbeing. Both positive and negative changes that occur in human life may contribute to the stress level (Singh et al., 1984). Stress has the sobriquet as 'silent killer' and in the case of stress; this devil is blacker than he is painted. Stress is contagious and has ripple effects upon others.

In the life of any living organism, let it be human beings, animals, birds &c. stress is inevitable. A total absence of stress means a total absence of stimulation and the complete absence of stress is death only.

1.2. Stress and Pressure

As already stated, the term 'Stress' is basically used in physical sciences which simply means pressure of one object on another. Pressure is defined as the rate of force exerted in one unit area or as the density of molecules present in one unit area. Pressure is the root cause of stress. Optimum pressure is inevitable for existence as it is motivating, stimulating and energizing. When this pressure exceeds or lacks the optimal level, it becomes deteriorating. There is a line between healthy pressure and harmful stress / distress. Ideal blood pressure (BP) of human body is 120/80 mmHg (millimeters mercury), normal atmospheric air pressure is 14.7 PSIA (Pounds per square inch-Absolute) at sea level, Proper single phase and three phase electric supply (in India) is 220 and 440 volts (unit of electric pressure) respectively. These are necessary to keep life going smoothly. On the other hand, High BP leads to paralytic attacks and hemorrhage of brain and low BP leads the failure of vital organs. When the pressure of atmospheric air is reduced, it is difficult to breath. Gasping / suffocation are the result and when it exceeds, the body
will suffer by getting compressed, consequently bleeding from nose and mouth occurs. Likewise, under voltage and over voltage will make the electric appliances burnt off.

Right amount of pressure is required to make people work to their best. It makes them to be effective, creative, decisive, alert and stimulated (Palmer & Cary, 2013).

As far as human beings are concerned, Pressure and Stress are different – the former is constructive and the latter is destructive / harmful – but pressure paves the path to stress. One person’s pressure may be another person’s stress. Pressure causes physical changes in the body, increased heart rate and respiration. Constant over-pressure puts stress on the body.

Boredom and Indifference are the outcomes of under-pressure. Stress and Anxiety are the outcomes of over-pressure. Under-pressure of mind leads to Rust-out and over-pressure leads to Burn-out. Optimum pressure makes people feel appropriately challenged and they often feel excited about accomplishing a task whereas when they are stressed they usually experience a range of negative thoughts, feelings and physical sensations.

Thus, the whole thesis handles the concept of stress from the point of view of over-pressure or unhealthy pressure or distress.

1.3. Definitions

Stress is a word which is difficult to be defined precisely and it is a word which is rarely clearly understood and there is no single, universally accepted definition of the term. Stress means different things to different people. Its meaning is determined by who defines it and in what context.

Fundamentally, stress is a state manifested by a specific syndrome of biological events. Specific changes occur in the biological system, but they are
caused by such a variety of agents that stress is, of necessity, non-specifically induced.

What is stress for one person need not be a stress for another and the same stress may have different degrees of impact to different persons. Indeed, almost anything anyone can think of, pleasant or unpleasant, has been described as a source of stress, such as getting married, being made redundant, getting older, getting a job, too much or too little work, solitary confinement or exposure to excessive noise (Stranks, 2009).

Stress may be tried to be defined in many ways, thus:

**Selye (1956)** defined Stress as a non-specific response of the body to any sort of demand placed upon it.

**The European Agreement** defined stress as a state which is accompanied by physical, psychological or social complaints or dysfunction and which results from individuals feeling unable to bridge a gap with the requirements or expectations placed on them. In line with the approach taken in the European agreement, the **HSE** (Health & Safety Executive) defined stress as “the adverse reaction people have to excessive pressures or other types of demand placed upon them” (Smith *et al.*, 2000).

Individuals are well adapted to cope with short-term exposure to pressure - in fact this can often be positive - but there will be greater difficulty in coping with prolonged intensive pressure. A key point to recognize is that individuals will react differently to pressure in different situations and at different stages in their working lives.

The **CBI** (Confederation of the British Industries) defines stress as that which arises when the pressure placed upon an individual exceeds the perceived capacity of that individual to cope (Joshi, 2005).
According to TUC (Trades Union Congress), stress occurs where demands made on individuals do not match the resources available or meet the individual’s needs and motivation. Stress will arise if the workload is too large for the number of workers and time available. Equally, a boring or repetitive task which does not use the potential skills and experience of some individuals will cause them stress (ibid).

1.4. Omni presence of Stress

Many circumstances can create stress. It comes in all sorts of packages: big and small, pretty and ugly, simple and complex. All too often, the package comes as a surprise (Weiten, 1994).

An estimate of the WHO (World Health Organization) Global Burden of Disease Survey shows that mental health disease, including stress related disorders, would be the second leading cause of disabilities by the year 2020 (Sharma & Arti, 2011).

Many researchers and authors argue that stress is only a modern concept / phenomenon /disease and late 20th and 21st century people alone are suffering from stress, but it is not true. Stress is an inseparable part of human existence. In the journey of evolution, all living organisms experience stress. The theory of ‘Survival of the fittest’ itself explains this. Human ancestors, who were living in caves and forests, might have more stress than the present people. There are many references about stress in the Bible.

Prior to 18th century CE, most conceptions of abnormal behavior were based on superstitions. People who behaved strangely were thought to be possessed by demons, to be witches in league with the devil or to be victims of god’s punishment. Their disorders were treated with chants, rituals, exorcisms and such but in vain. If the people’s behavior was seen as
threatening, they were subjected to chains, dungeons, torture and death.

Stress was not alien to Indian lifestyle also, though it is now a major health problem and a hazard but certainly the past days could never be stress free. Indians in old times might have been experiencing more stress comparatively. The four strata societal set-up based on caste system, other social evils like child marriage, sati (burning the wife along with the corpse of her husband), polygamy, untouchability, epidemics, flood, drought and famines, human sacrifice and other innumerable superstitions, India’s freedom struggle, bifurcation of the country, violence and riots of the time which cost the lives of millions of people and the literal flow of river of human blood should have forced Indians to experience more stress.

Now, along with all the increased comfort of life, the stress may be more and there are avenues to generate more and more stress in human life. Every scientific invention may have its own contribution to stress increase. Increasing pollution, urbanization &c., all are directly or indirectly increase stress in present days. Due to the advent of IT, people get information from thousands of miles away within seconds. This speed of communication helps stress also to impact fast.

1.5. Primitive man, Modern man & Stress

If the body were unable to react positively to dangerous situations, the human race would have become extinct long ago. Body reacts to the stress of modern life by using the same mechanisms as primitive man. When he ran into terrifying wild animals on his hunting expeditions, he reacted either with fear or aggression. Fear triggered an escape reflex and made him run away. Aggression made him defend himself and flourish through all the hardships.
The body also reacts to stress by producing hormones such as adrenalin and noradrenalin, known as the stress hormones. These are released into the blood by the adrenal glands. These hormones make the body ready for the action. As the people will either stay to face a situation or run away. This reaction is often called fight or flight response (Barille, 1994).

Modern men have a more exciting lifestyle than their grand fathers and great grand-fathers and the same life style begets stress. Hence, stress is called a life style disease. Though the comforts of people living a few generations ago were limited, their lifestyle itself was not stress generating. Industrial revolution brought innumerable comforts to human life whole over the world but various types of pollution happened to be the by-product of the industrial revolution. Air pollution, water pollution, dietary pollution, noise pollution, visual pollution is the different forms of pollution that increase stress (Skye, 1999). There were no this much traffic jams, adulteration, corruption &c.

Though Industrial Revolution brought comforts by mass production, the same in turn forced the countries which were pioneers to find markets to dispose off their goods and they started making colonies by capturing other countries where weak rulers reigned or where the rulers could be easily enticed by material comforts. That colonial race is the real cause for both the miserable world wars, which made people subject to innumerable sufferings and distress.

Prior to the 20th century CE, the principal threats to health were contagious diseases caused by infectious agents – bacteria and virus – diseases like measles, plague, small pox, typhoid fever, diphtheria, yellow fever, malaria, cholera, tuberculosis, polio &c. Today none of the diseases is
among the leading killers in the world over. They were controlled to the maximum extent by improvement in nutrition, public hygiene, sanitation, vaccination and medical treatment. Unfortunately, the void left by contagious diseases has been filled all too quickly by chronic diseases such as heart disease, cancer and stroke. Psychological factors, such as stress and life style, play a larger role in the development of these chronic diseases. Health Psychology is concerned with how psychological factors relate to the promotion and maintenance of health with the causation, prevention and treatment of illness (Weiten, 1994).

In the fast changing world of today, no individual is free from stress and no profession is stress free. Everyone experiences stress, whether it is within the family, business, organization, study, work or any other social or economical activity. Thus in modern time stress in general and job stress in particular has become a part of the life and has received considerable attention in recent years (Elahi & Mishra, 2012).

Simply put, stress makes people sick. Accumulation of stress slowly leads to modern diseases (Joshi, 2005). Stress have serious health implications if not properly managed. Stress spares none; not even those who advise how to prevent it (Shah & Kanwar, 1999).

1.6. Stressors

The stimulus / over pressure that throws the body out of its equilibrium state is called a stressor. As a consequence, the body’s response to a stressor is the stress response. This response consists of the bodily changes to help the body to cope with the stressor. The following are some of the major stressors.

**Hassles:** Hassles are a little problems of daily living, which are not significant in themselves but sometimes pile up to become a major source of
stress. Some hassles are shared by all, such as time pressure, problems with family and co-workers and financial concerns. Hassles can be more significant than major life events in creating stress. Hassles are also called micro-stressors.

**Frustration:** Frustration is a negative emotional state generally associated with a blocked goal. The more motivated a person is the more frustration he experience when the goals are blocked.

**Conflict:** Conflict and stress are closely related phenomena. Conflict occurs when a person has to make a choice between at least two incompatible alternatives. The amount of stress produced by these forced choices depends on the complexity of the conflict and the difficulty involved in resolving it. Conflict may increase stress and stress may lead to work-based conflict (Bhattacharyya, 2009).

**Life changes:** Stress can also result from major changes in life circumstances such as loss of the loved one, or a job termination or positive events such as getting married, receiving a promotion or having a baby. People who experience greater number of life changes are more likely to suffer from psychological and physical health problems. [It is fully explained in 1.7.Social Readjustment Rating Scale (SRRS)]

**Occupational stressors:** Occupational stressors can be grouped under two broad categories, viz, Job characteristics (Role conflict, Role ambiguity and Role overload) and organizational characteristics (Organization fit, organization rules and policies, supervisory relationships and organizational change).

**Cataclysmic events:** Cataclysmic events are tragic and dreadful events that occur suddenly and affect many people, sometimes across countries,
simultaneously. The tsunami in 2004 and hurricane Thane in 2011 are the examples for this. Survivors may develop a prolonged and severe stress reaction known as **PTSD** (Post Traumatic Stress Disorder).

**1.7. Social Readjustment Rating Scale (SRRS)**

Changes in the life situations, particularly crises, makes people more susceptible to illness. Based on this, in 1967, psychiatrists **Thomas Holmes & Richard Rahe** examined the medical records of over 5,000 medical patients as a way to determine whether stressful events might cause illnesses and they developed a scale that quantified life change events in terms of their likelihood of producing symptoms of illness.

All life change events add to the chances of getting physically sick. Even such positive experiences as marriage, vacations, outstanding personal achievements and the like add to the susceptibility to illness. The extensive studies that have been done all add up to the same conclusion: The more life change events an individual experiences in a given period of time, the more likely he is to become physically ill. **Social Readjustment Rating Scale (SRRS)**, known more commonly as the **Holmes & Rahe Stress Scale** listed out 43 such life events. Subsequent validation has supported the links between stress and illness.

Based on this scale, **Singh et al. (1984)** developed a Presumptive Stressful Life Events Scale (**PSLES**) for use in India. This scale is more suitable to the Indian conditions with 52 life events.

**Family and Social:**
1. Excessive alcohol use by family members,
2. Conflicts with in-laws (other than dowry),
3. Son or daughter leaving home,
4. Prophecy of astrologer or palmist,
5. Lack of son,
6. Marriage of daughter or dependent sister,
7. Family conflict,
8. Break up with friend,
9. Major purchase

**Work:** 18.Suspension or dismissal from job, 19.Trouble at work with colleagues, superiors or subordinates, 20.Change or expansion of business, 21.Outstanding personal achievement, 22.Retirement, 23.Change in working conditions or transfer, 24.Unfulfilled commitments, 25.Self or family members unemployed,

**Financial:** 26. Property or crop loss, 27.Financial loss or problems, 28.Robbery or theft, 29.Large loan,

**Marital and Sexual:** 30.Extramarital relationship of spouse, 31.Marital separation / divorce, 32.Marital conflict, 33.Pregnancy of self / wife (wanted or unwanted), 34.Conflict over dowry, 35.Sexual problems, 36.Lack of child,

**Health:** 37. Major personal illness or injury, 38.Illness of family member, 39.Change in sleeping habits, and 40.Change in eating habits,

**Bereavement:** 41. Death of spouse, 42.Death of close family member, 43.Death of friend, 44.Death of pet,

**Education:** 45. Beginning or ending school, 46.Failure in examinations, 47.Appearing for an interview or examination,

**Legal:** 48. Detention in jail of self or close friend, 49.Minor violation of law,

**Courtship and Cohabitation:** 50. Getting married / engaged, 51.Broken engagement / love affair,

**Others:** 52. (To be specified):
1.8. Stress Differs

Though stress is universal and all-powerful, every living organism – human beings, animals, birds, trees and plants – is affected by stress; its degree of intensity differs based on various criteria.

From cradle to grave, in all the stages of human development, one suffers stress according to the developmental tasks during the life span. Stress starts right from the babyhood itself and it continues in various forms whole over the life (Hurlock, 2000).

As every person’s finger prints and iris are unique, so does the predisposition to suffer from various medical disorders, hair color, height, weight, level of fitness, personality, humor, interest and so on. This also applies to the amount of pressure each one can take (Palmer & Cary, 2013).

One event may be stressful for one person but same event may not be stressful for another. The impact of same stress may also differ from person to person and year to year. The reaction to stress may also differ from person to person. For instance, many people find flying in an airplane is somewhat stressful, especially during their first flight, but frequent fliers may not be bothered at all. Sometimes the stress of one person may be an amusement for another such as the stress of Formula 1 driver and the stress of the performer of ‘ring of death’ in circus is a matter of amusement to the spectators. When years pass by the stress of the same Formula 1 driver and the performer of ‘ring of death’ gets reduced owing to acquaintance with the same stress.

The domicile of people also influences the general level of stress. Presently the stress of people living in the following places is much higher: Baghdad – where incessant attacks of suicide bombers take place. Jaffna – where people are locked in camps and under constant surveillance of the
army. **Kashmir and Assam** – where special status to the army is given and thousands of people have vanished into thin air. **Ethopia** – where the self-centered developed countries dumped ships and ships of nuclear waste, biomedical waste and other toxics into the seas of that country and made the seas poison and barren, thus forced the people there to become pirates.

Minor stressors need not necessarily produce minor effects. Research by Richard Lazarus and his colleagues indicated that routine hassles-like waiting in lines, having car trouble, shopping for festival presents, misplacing check books, staring at bills which one cannot pay – may have significant harmful effects on mental and physical health (Delongis & Lazarus, 1988) as in Weiten (1994).

Stress affects the WLB (Work Life Balance) of the persons. Job stress affects the family and family stress also affects the job. Stress is not something a phenomenon which is altogether a belonging of *homo sapiens* only. Lower cadre creatures such as birds, reptiles, animals, fish &c. do feel stress. Predators and the prey do have stress. What makes *homo sapiens* more stress prone is the power of reasoning, the sixth sense. Unfortunately, there is no vaccination available against stress as the vaccination against polio, small pox, rabies &c.

**1.9. Stress and Mind**

Human mind is the most powerful tool in the world. Unlike any other species, it is loaded with the power of reasoning. Emotions can cause body illness. Stress can build up and accumulate in human bodies. What each individual consider to be stressful is largely a matter of one's perception. Perceptions are realities, and so what one thinks is posing a threat is actually doing so by virtue of the established belief system.
According to Sigmund Freud, human mind consists of two parts – the conscious mind and the unconscious mind. This unconscious mind holds all unwanted and distress producing desires, unresolved conflicts and painful experiences which are pushed in to it from the conscious mind from time to time. These unconscious materials do influence the equilibrium and normal functioning of the mind (Chandrasekar, 2000).

First, the mind has a natural tendency to ramble, to stray away from a fixed point of concentration. It is prone to worry over past memories or to become anxious about future results. Second, the mind is replete with powerful likes and dislikes, and the ever-changing world is not designed to cater to the likes and dislikes of a single human being. The inevitable clash produces constant stress and strain. Third, the mind is infested with insatiable demands, which increase with age. No amount of external acquisitions can appease these cravings, which also generate stress. Thus, unless a human being develops an intellect strong enough to control and regulate the vagaries of the mind, he will remain under stress (Hull, 2005).

Stress is somatopsychic and psychosomatic in nature. The problems in the body generate pressure and subsequently stress in the mind. On the other hand, stress in the mind weakens body’s immune system and creates bodily disorders.

1.10. Stress and Blood Group

Blood is the most important ingredient in the body. All vital and trivial organs are nourished by blood. Iris, hair and nail are a few parts in the body where there is no flow of blood, but blood only feed them indirectly. The quantity and quality of blood is decisive in determining the overall wellness of a person. The quantity of blood in an average body shall be 5 to 5.5 liters.
Likewise, the Hb (Hemoglobin) count shall be between 13.0 and 16.0 for men. It is 12.0 and 15.5 for women.

There are many studies about the relationship between a person’s blood group and his stress level. Although blood group A individuals respond to stress by releasing a lot of adrenaline, they also eliminate it very quickly. Blood group O appears to have more difficulties with catecholamines; if they produce any sizeable amount in response to stress, it will take them a while to eliminate them and their effects. This may be the result of the amorph aspects of the O genotype and its influence via gene linkage on the actions of dopamine beta hydroxylase, an enzyme that shares an adjacent locus. Investigation of the relationship between ABO blood groups (ABO BG) and Type A behavior pattern (TABP) was performed. CH and TH + CH scores in individuals with blood type A and type A personality were significantly lower (P less than 0.01). The values of TH-CH scores among tested people were of no statistical significance (P greater than 0.05). Moreover, nearly half of the examinees (41.32%) had higher CH score and the distribution of the individuals was obviously different in statistics (P less than 0.05). In addition, L score of examinees with blood type A and type B personality was relatively lower (Ahuja, 1999).

People experiencing stress have higher levels of the various stress hormones in their blood stream than people who feel merely challenged. The important point to be noted is that this phenomenon varies from person to person based on their blood group (Palmer & Cary, 2013).

1.11. Stress and Food habits

As far as the food habits of human beings are concerned they come under two broad categories as vegetarians and non-vegetarians. This food
habits influence their stress level to certain extent. There are many studies which explain the relationship between the food habits and stress level of a person.

Normally, people with non-vegetarian food habit tend to have more stress level. The main reason is the more protein content in the non-vegetarian foods. Excess protein contributes to the muscular tension. It has a cumulatively damaging effect on the heart, which is the stress factor. The amino acid tyrosine, which forms adrenaline (the stress hormone), is highly concentrated in meat, while tryptophane, which makes serotonin (the relaxation chemical), is plentiful in vegetarian diets (Nuernberger, 2003).

Apart from eating meat or vegetables, consuming more caffeinated drinks, foods rich in cholesterol and saturated fats such as fried foods, pizza, ham-burger & c. also induces release of stress hormones in the bloodstream.

As constant pressure puts stress on the body and one needs a good diet to prevent chronic physical ailments. Stressed out individuals need food rich in antioxidants like fresh fruits and vegetables, prepared correctly but those who have a stressed lifestyle often eat the opposite of what they should. Stomach upsets, headaches or frequent bouts or flu are common complaints (Kulkarni, 2012).

1.12. Countries and Stress Level

Numerous factors contribute to a country's stress level. The Organization for Economic Co-operation and Development (OECD) states that a combination of factors likely account for a country's overall satisfaction rates, including Economic health, Unemployment rates, Family & community networks, Gross Domestic Product, Health, Life expectancy, Income inequality,
Violence, Pollution, Water quality, Social inequality, Annual homicide rate, Corruption, Medical care, WLB, Family values &c. (Helliwell et al., 2013).

According to the OECD, the following percentages of residents in each of the countries report the highest level of satisfaction with their present life.

1. Denmark: 91.1
2. Finland: 85.9
3. Netherlands: 85.1
4. Sweden: 82.7
5. Ireland: 81.1
6. Canada: 78.0
7. Switzerland: 77.4
8. New Zealand: 76.7
9. Norway: 76.5
10. Belgium: 76.3

India has secured the 96th place in the list. This can also be reflected in the overall banking of the concerned country. The method and process of banking in those happier countries naturally be much better. Healthier, happier society in general is good for each member of that society.

1.13. Causes of Stress

Stressor causes stress. There may be numerous conditions which make an individual feel stress. So any condition that can cause stress in a person is called stressor.

The following are the various sources of stressors:

- Emotional stressors – include the fears and anxieties.
- Family stressors – interaction with family members.
- Social stressors – interactions with other people and feeling that people
have a place in social order.

Change stressors – when anything important (job, house, relationship &c.) is getting altered.

Chemical stressors – any drug a person abuses such as alcohol and pesticides in food, caffeine, nicotine, chemicals in drinking water and foods.

Work stressors – tension and pressure experienced in work.

Decision stressors – difficulty in taking rational decisions because of overwhelming choices.

Commuting stressors – distances to work and the amount of traffic encountered.

Phobic stressors – exaggerated fears of certain animals, places, objects or situations which pose no immediate danger.

Physical stressors – involving increased physical demands that change the state of bodies.

Disease stressors – are those people experience as a result of long-or short-term disorders.

Pain stressors – are the aches and pains of new and old injuries, accident or diseases.

Environmental stressors – aspects of surroundings that are often unavoidable (Charlesworth & Ronald, 1985).

Sometimes the occupation itself is a source of stress. Jobs like manager, foreman and secretary possess high stress characteristics whereas jobs like librarian, crafts person and college professor do not have high stress characteristics (Khurshid, 2012).

Even a single stressor can cause a major stress, like death of near one; usually stressors combine to press an individual in a variety of ways until stress
develops. Stressors are classified into four main categories. They are:

i) Individual stressors,
ii) Group stressors,
iii) Organizational stressors, and
iv) Extra-organizational stressors.

Within each category, there may be several stressors. Though, stressors have been classified into these categories, all eventually get down to the individual level and put stress on individuals.

i) Individual Stressors

A typical individual works for about 8-10 hours a day. The problem and experience which he has to face in the remaining 14-16 non working hours can spill over to his work place. Following are the main factors which can causes stress to individuals. Job concerns, Career changes, Economic problems, Changes in life structure and the personality type of a person.

ii) Group Stressors

Another source of stress in organization is poor interpersonal relations or conflicts. These conflicts can be among the members of the group or between the superior and subordinates. Groups have a lot of influence on the employees, behavior, performance and job satisfaction. Group can be classified into following factors: Group cohesiveness, Lack of social support, Conflicts and Organizational climate.

iii) Organizational Stressors

Organizational stress is a major cause of job stress as more problems tend to have their roots in the workplace than anywhere else. Although there are many factors in the work environment that have some influence on the extent of stress that people experience at the job, the following have been shown to be particularly strong in inducing stress: Job related factors, Role
related factors (Role conflicts and Role overload), Inter personal and group related factors and Organization structural factors.

iv) Extra-organizational Stressors

Job stress is not limited to things that happen inside the organizational factors during the working hours. Extra organization factors also contribute to job stress. There stressors include following factors: Political factors, Economic factors and Technological factors (Luthans, 1995).

1.14. Effects of Stress

Stress can have a significant effect, on the individual, on the job performance and on the organization.

1.14.1. Effects of stress on the individual

No two people necessarily manifest the same stress response. However, many of the outward signs of stress are readily recognizable. Stress, fundamentally initiates a number of changes in body processes which are complex and involve several levels, such as:

i) Physiological: Infertility, Ulcers, Nail biting, Grinding teeth, Low / high blood sugar, Sudden weight loss / gain, Low / high blood pressure, Lack of co-ordination, Repeated influenza, Repeated colds, Muscle aches, Hair loss, Premature gray hair, Chest pain, Nervous talking, Lower back pain, Loss of appetite, Increased appetite, Menstrual problems, speech difficulties, High cholesterol, Excessive fatigue, Gastric disturbance &c.

ii) Behavioral: Substance dependence, Sleep problems, Increased smoking, Restlessness, Eating problems, Irritation, Speech problems, Accident prone, Carelessness, Eat-talk-walk faster, Unkempt and untidy, Hostility, Compulsive behavior, Impatience, Low productivity, Bad time management &c.
iii) Sensational: Increased heart beat rate, Headaches, Nausea, Aches and pains, Tremors, Fainting, Numbness, Dry mouth, Stomach cramps, Sweaty, Indigestion, Frequent maturation &c.
v) Cognitive: Forgetfulness, Preoccupation, Blocking, Blurred vision, Errors in judging distance, Diminished or exaggerated fantasy life, Reduced creativity, Lack of concentration, Diminished productivity, Lack of attention to detail, Orientation to the past, Decreased psychomotor reactivity and co-ordination, Attention deficit, Disorganization of thought, Negative self esteem, Diminished sense of meaning in life, Lack of control / need for too much control, Negative self-statements, Negative evaluation of experiences &c.
vi) Biological: Digestion problems, Blood pressure, Heart problems, Tiredness, Allergies, Low immunity, Decreased sexual activity &c.
vii) Interpersonal: Cannot keep relations, Suspicious, Gossip, Competitive, Fearful and unassertive, Aggressive, Withdrawn &c.\textbf{(Clegg,2000)}.

1.14.2. Effects of stress on job performance

For people to perform well, they need interesting work, good working conditions, and the chance to partake in the social surroundings of work and to feel valued.

Stressful work situations arising from, for example, the need for boring or repetitive work patterns, such as assembly work, poor physical working
environments, isolated working situations, inadequate opportunities for communication between colleagues and continuous harassment from managers to meet deadlines can have direct effects on job performance. In particular, where people feel their contribution to the organization's success is undervalued; this can result in missed deadlines, poor productivity, ineffective decision-making by line managers and, in many cases, poor time keeping and absenteeism.

1.14.3. Effects of stress on the organization

The effect of job stress on originations is many and varied. These include:

- Low performance and productivity,
- High rates of absenteeism and turnover
- Loss of customers owing to poor attitude of workers,
- Increased alienation of the worker from the job,
- Destructive and aggressive behavior resulting in strikes and sabotage.

The stress experienced by employees who take on critical roles and responsible for public safety can sometimes be detrimental to the well being of the constituents served. For example, the stress experienced by airlines pilot, loco pilots, public transport drivers &c. can result in the loss of many precious human lives.

1.15. Cost of Stress

The costs of stress are immense. Surprisingly, stress has overtaken the common cold as a major reason for absence from work, and the CBI has estimated that absenteeism costs British industry more than £ 17 billion a year (Palmer & Cary, 2013).

There are many figures available identifying the cost of stress to individuals, employers and the government. They all present a picture of an
increased trend towards stress-related illnesses and also towards an increase in the resulting financial costs. The cost of stress can be divided into two as measurable cost of stress and non-measurable cost of stress.

**Measurable costs of stress** include Sickness, Early retirement, Death in service, Accidents / Injury, Absenteeism, Health care costs &c.

**Non-measurable costs of stress** include Slow / poor performance, Poor time management, Bad decision-making, Ineffective management, Being accident prone, Conflicts in interpersonal relationships, Lack of concentration, Impaired judgment, Reduced creativity &c. (*Hargreaves, 1998*).

**European Agency for Safety and Health at Work (2000)** released the following estimates which related to the cost of work-related stress: In the United Kingdom, it has been suggested that over 40 million working days are lost each year due to stress-related disorders; In Australia, the Federal Assistant Minister for Industrial relations estimated the cost of occupational stress to be around A$30 million in 1994; In the United States, over half of the 550 million working days lost each year due to absenteeism are stress related.

**HSE** estimated 13.4 million working days lost in 2001 due to stress, depression and anxiety, Stress cost the UK economy £ 3.7 – 3.8 billion per annum (*Joshi, 2005*).  

1.16. Positive side of stress

It is difficult to make a long list about the beneficial effects of stress than the harmful effects because they tend to be more subtle. Nevertheless, people would probably experience a sickening level of boredom if they live in a total stress-free atmosphere.

According to **Selye (1956)**, stress is not an entirely bad event. All need a certain amount of stimulation in life and most people can thrive on some
forms of stress.

Whereas, HSE states that there is no such thing as positive stress (only positive pressure), stress is always negative but stress is not a recognized medical condition (Joshi, 2005).

Some stress is needed for everyone’s efficient functioning and for living a fuller life. Stress is like the friction; it wears out the tyres of the vehicle but without that friction the vehicle cannot move or no one can even walk. It is essential for grip. Correct and optimum dose of stress is required to add color to life. Despite its bad reputation, stress is one of the body’s best defensive systems. Stress make procrastinators work very efficiently in the eleventh hour to get things done.

From a human evolutionary point of view, it should be understood that the stresses that the species are subject to constitute the impetus to evolve. Stress is not totally bad. It is an essential stimulus, prodding living species to change and grow to reach their maximum potentials (Skye, 1999).

Though job stress was a significant predictor of job satisfaction, it could be concluded that too little or too much of job stress led to have low level of job satisfaction and moderate level of job stress / pressure led to have high level of job satisfaction, in the tested domain (Weerasinghe & Batagoda, 2011).

1.17. Job Stress

Job is a very important part of modern lives. When people meet someone for the first time, once they have introduced themselves, they usually ask the other person what he does for a living. Because a job of a person is important and more than one-third of life is spent at work, and this does not even count the time they spend commuting, working overtime and
thinking about work after they go home. Work is more than just a way to support oneself financially. Above all, job is an important source of stress.

So, stress that occurs due to the lack of resources or scarce resources at the work place is called job stress and it is gained due to pressures in the profession. Job stress is an increasingly important occupational health problem and a significant cause of economic loss. It may produce both overt psychological and physiologic disabilities and it is given much impetus since it directly affects the government in the public sectors and the business in the private sectors.

Stress influence people’s behavior and their relations with others at work. Certain occupations are more stressful than others, and certain aspects within each occupation to cause more or less stress. Most people know someone who has changed job because they found their current one too stressful (Hargreaves, 1998).

Beehr & Newman (1978) defined “job stress is a condition arising from the interaction of the people and their jobs, and characterized by changes within people that force them to deviate from their normal functioning.”

NIOSH (National Institute for Occupational Health and Safety), defined job stress as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities or resources of the worker. Job stress can lead to poor health and even injury. When the demands and pressures placed on individual workers do not match the resources which are available, either from the organization or within the individual, stress can occur and endanger that person’s health and well-being (Stranks, 2009).

Occupational stress has become almost and has the tendency to affect all professions and workers irrespective of their categories (Clegg, 2000).
Workplace stress has been identified as a serious cause of individual suffering and commercial loss (Gray, 1998).

A job stressed individual is likely to have greater job dissatisfaction, increased absenteeism, increased frequency of drinking and smoking, increase in negative psychological symptoms and reduced aspirations and self esteem (Jick & Payne, 1980).

Fimian (1984), "Occupational stress has become an important topic for study of organizational behavior for several reasons." 1. Stress has harmful psychological and physiological effects on employees, 2. Stress is a major cause of employee turnover and absenteeism, 3. Stress experienced by one employee can affect the safety of other employees, 4. By controlling dysfunctional stress, individual and organization can be managed more effectively.

Willcox comments that "previous research supports the view that at least 25% of the working population is psychologically stressed at any one time" (as in Smith et al., 2000).

A person who is subjected to any type of stress has a risk of developing neurosis. Job related problems like lack of recognition, no increments / promotions, unwanted promotions, severe nagging and criticisms, no rewards, hostile colleagues and subordinates, transfers, lack of job satisfaction, poor working conditions &c. causes neurotic or exogenous depression (Chandrashekar, 2000).

Stress at the workplace is linked to absenteeism, higher attrition, and decreased productivity. Stress leads to fatigue, irritability, poor communication and quality problems/errors. High stress levels also affect the morale and motivation of the employees. Prolonged exposure to stress
without effective coping mechanisms could lead to a host of physical and mental problems. For instance, stress could lead to stress-induced gastrointestinal problems, irritable bowel syndrome, acidity, acid reflux, insomnia, depression, heart disease &c. Moreover, stress could push the victim toward high risk behavior such as smoking, drinking, and substance abuse. Stress-related illness led to increase in absenteeism and loss of productivity (ibid).

The researcher defines Job Stress as “the strong and unpleasant emotional condition of an employee when he goes through excessive pressure arising out of his job demands”.

1.18. Banking

Banking in its crude form is an age old phenomenon. The invention of banking preceded that of coinage. Banks are considered to be the most important financial institutions of a country in modern days. Banking is the backbone of any country’s economy especially for a developing country like India. Banking sector can be said to be the mirror of the economy and banks are like the purse of the nation. While placing banking on the Maslow’s Hierarchy, it addresses the most basic human need of safety. A sound banking system plays a pivotal role in the growth of a nation’s economy. Without a sound and effective banking system no country can have a healthy economy.

In old days, during 14th and 15th centuries CE, safe vaults, strong rooms, lockers &c. were not available. So, keeping valuables like gold, silver, precious stones &c. was considered dangerous by the business community people and it was stressful. Owing to this, they started depositing the bullion and other precious materials with the gold smiths having good reputation. The gold smiths, calculating the average time difference in depositing and getting back
of gold coins, started extending loans to those who needed them on a fee or charge. Thus, the activity of banking started without formal naming of banking. Hence, although unknowingly and incidentally the stress of business people paved path for banking.

1.18.1. Definition: Section 5(b) of The Banking Regulation Act, 1949 defines banking as accepting, for the purpose of lending or investment, of deposits of money from the public, which are repayable on demand or otherwise, and withdrawable by cheque, draft order or otherwise, Such deposits are used for lending to others and not for financing its own business of any kind. The term lending includes both direct lending to borrowers and indirect lending through investment in open market securities.

Section 5(c) of the above Act defines “Banking Company” means any company which transacts the business of banking in India and Section 7(c) of the same Act restricts that -

(1) No company other than a banking company shall use as part of its name [or in connection with its business] any of the word “bank”, “banker” or “banking” and no company shall carry on the business of banking in India unless it uses as part of its name at least one of such words.

(2) No firm, individual or group of individuals shall for the purpose of carrying on any business, use as part of its or his name any of the words “bank”, “banking” or “banking company”.

1.18.2. Banks in India: No bank can function or carry banking business in India without the permission and license granted by the Reserve Bank of India (RBI) or without complying with all the rules and regulations laid down by the RBI. The RBI is the Central Bank of the country and is called the bankers’ Bank. The Commercial banks in India are classified into four types on
the basis of ownership, viz, Public sector Banks, Private Sector Banks, Cooperative Banks and Foreign Banks.

According to The Reserve Bank of India Act, 1934, Commercial banks in India are classified into scheduled banks and non-scheduled banks.

India has a very strong and disciplined banking system. In the recent global financial crisis, the Indian banking system is least affected because of the soundness of the Indian banking and financial system. Whereas, in the US alone, more than 370 banks were vanished during 2007-11 period due to the world economic depression which hit the American and European continents and some other obvious reasons like sub-prime loan &c.

Many countries are trying to learn lessons from the disciplined system of Indian banking. Banks in India are not only strong but also growing fast and steadily. Indian banks do not deal with derivatives. The rules and regulations of Indian banking sector is comparable with that of the best banks in the world, guidelines and supervision is of high class. The performance of banking sector is crucial for the financial stability of emerging economies such as India.

Many studies reveal that banking sector is one of the fastest growing sectors in India. Among the various service sector activities, banking in India has received high priority. In the last two decades banking in India has witnessed a transition from traditional banking to modern technology driven banking.

The banking industry like any other financial services industry is facing a market that is rapidly changing; new technologies being introduced, fear of economic uncertainties, fierce competition and more demanding customers and the changing climate have presented an unparalleled set of challenges (Lovelock, 2001) as in (Mishra, 2009).
Furthermore, after the recession of 2008, Indian banking sector have proven their worth to the world at large (Rahim, 2010).

1.19. Modern / Technology Banking

The Information & Technology revolution had a great impact in the Indian banking system. The use of computers had led to introduction of online banking in India. The use of the modern innovation and computerization of the banking sector of India has increased many folds after the economic liberalization of 1991 as the country's banking sector has been exposed to the world's market.

Technology affects human behavior both within and outside organization. The Indian banks were finding it difficult to compete with the international banks in terms of the customer service without the use of the information technology and computers.

Now banks are depending more and more on technology and are gradually moving towards an age of high-tech banking. By leveraging on technology, banks are in a position to develop necessary Management Information System (MIS) which is much helpful in their decision making. Introduction of technology has reduced the need of human involvement and as such banks can be managed with lesser man power (Sinha, 2012).

Earlier an account holder had to wait for hours at the bank counters for getting a demand draft or for withdrawing his own money or any other service as every activity of banking was performed manually.

Now wide range of technology oriented services like ATM, Internet banking, Tele banking, Mobile banking, CBS, Credit card, Debit card, Debit-Credit card, Smart card, Cash management services, Electronic fund transfer, Electronic Clearance system, Cheque truncation, NEFT, RTGS, ABB, AWB &c.
have created a win-win situation with bank and customers. This is helpful to make credit management more effective (Uppal & Rosy, 2009).

1.20. Banking and Job Stress

The economic growth of a country mainly depends on its financial system. Over the last few decades, the Indian financial system underwent some major changes in terms of structures, management techniques and the regulatory environment. These changes are more pronounced in the banking sub-sector than any other sub-sectors.

Occupational stress is becoming increasingly globalized and affects all countries, all professions and all categories of workers, as well as families and society in general. Every employee is prone to stress either knowingly or unknowingly. Banking professionals are no exemption from this. During the past decade, the banking sector had undergone rapid and striking changes like policy changes, increased competition due to the entrance of more private sector banks, introduction of new technologies &c. Due to these changes, the employees in the banking sector are experiencing a high level of stress. Bank employees admit that stress is affecting their jobs, family life and health. Unpredictable economy, pressure to maintain profitability and increased responsibilities are main causes of stress (Ahmad & Ahmad, 1992).

Due to liberalization in policies of licensing procedures by the RBI, a lot of new banks have entered into the sector and making the environment much competitive. In order to compete in the current environment, banks are in a position of making huge profits so that they can survive. This led to increased working hours and so on. Moreover, banking business in the recent times has transformed tremendously due to various factors such as technological innovations in terms of communication and information processing and
increase in number of frauds which ultimately results in change in the stress level of bank employees every time (Vivek et al., 2013).

The levels of competition among the banks had increased and this had pressurized the employees which influenced the work and personal life (Samartha et al., 2012).

Banking sector players both public and private sector is growing at stupendous pace and each bank trying to attract large pool of customers for their various loan and FD schemes. It has been found that banking activities of lending and recovery are making an impact on the mental health of Branch Manager, Marketing Manager &c. ASSOCHAM (Associated Chambers of Commerce and Industry of India) conducted the above analysis on Level of Stress in Workplace in 2011 and found banks among top 10 high stress workplaces. Due to globalization and liberalization, the banking sector had undergone substantial policy changes, in response to the changes that have been taking place in the social, political, economic and technological environments.

Huge and unrealistic targets being fixed (at 40% - 200% over previous years), chronic staff shortages, frequent technical snags in CBS (Core Banking Solutions), consequential insults by customers at branches, the pressure to sanction certain facilities which end up in NPAs(Non-Performing Assets) and total absence of recognition for the hard work done have affected the morale and increased stress in banking (Bagaji et al., 2014).

Entry of new private and foreign banks, non-banking financial institutions, technological changes, downsizing &c. are some of the important challenges that the bank employees are facing increasingly. Due to these rapid and striking changes, the employees in the banking sector are experiencing a
high level of stress. Increased competition, growing customer demands, prompt customer service, time pressure, targets and role conflicts are the main factors of stress to bank employees.

1.2. Job Stress of Bank Managers

Job or profession is important to everyone and the same is an important source of stress. It is important to identify the sources of workplace stress a person face. Afterwards creating an action plan to cut down the excess pressure is the next sensible step (Surana, 2012).

In the present scenario, though the banking industry is stable, bankers are under severe pressure due to overall competition among banks and also due to pressure in achieving individual targets. Since banking service involves more interaction with customers, managers - especially at branch level - are facing more pressure and problems rather than the managers in the circle office, zonal office, regional office or head office of the banks. Badar (2011) identifies more public contact is also a source of stress.

Branch banking is different in nature than the rest. Though branch managers are the bosses at the branch level, they are at the receiving end. They have to face all negative reactions of customers and they are answerable to their superiors in the higher offices. Hence, naturally the pressure, stress and strain of branch managers are increasing. They are pressurized to achieve higher targets with limited resources. Running the show with less number of staff has really become a problem for the branch managers.

Majority of the bankers felt that their job is stress full and that stress in return decreases their performance. Therefore the overstressed job decreases employee performance and perhaps a chief contributor to employee dissatisfaction. Proper strategies should be made regarding working hours,
interpersonal relationships and supervision of bankers to reduce stress and to better manage the performance of employees in banking sector (Singh & Sadhana, 2009).

A job as a bank manager, while potentially rewarding, also carries a great deal of stress. At that level manager is not just a cog in the machine, he is responsible for the bigger picture for both the branch and the institution as a whole. This responsibility brings challenges that affect the health and personal life of managers.

Bank managers have goals that must be met, specifically to generate new accounts through deposits and loans. A bank teller only has to worry about himself, but the bank manager is responsible for the performance of an entire department and as a manager, he has to deal with a myriad of personalities, demands, requests and conflicts. No matter how unreasonable the customer is the manager has to handle calmly and professionally which can be a huge cause of occupational stress for bank managers (Carabelli, 2011).

Badar (2011) observed that lower salaries, increased work load, market competition, lack of management and peer support, longer time frames at work, lack of acknowledgement, public dealing and higher targets were the factors which caused stress and they negatively affected the performance of bank workers.

Bank managers cannot influence the policy decisions of the banks. They face the customers directly and have to attend to the consumer grievances directly. They are the links between the bank and the customers. At the same time they have to extract work from their subordinates also. They cannot walk out of the bank premises exactly after the working hours as clerical workers.
do. They are required to stay back in banks for longer hours and need to work more than 12 hours a day and compulsorily at least 6 days a week. Sometimes even on Sundays and holidays they may be required to work. Many so called holidays are only busman’s holiday for bank managers. Owing to these conditions many managers suffer from migraine, lack of appetite, ulcer, high BP, gray hair, hair fall, anger, lack of concentration, dyspepsia &c. If any problem arises with customers, whatever may be the reason – if it is with the clerk or ATM problem or break down of central system – customers will be asking the managers only. If any complaint is escalated to the superior office, managers only are responsible. In spite of all these hardships, the salary of bank managers is only a little higher than the clerical cadre workers.

Recent nationwide strikes by the banking personnel demanding various improvements in their work structure is indicative of the work pressure they are going through. Banking personnel all together staged many strikes in recent times on all India basis spreading for 2 days demanding, No to outsourcing, Compassionate employment to legal heirs, Not to reducing government shares in banks, against banking sector reforms, Regulated working hours, five days working, stagnation free pay scales, standardization of retirement benefits, and stoppage of cross mergers of banks. The recommendations of P.J.Nayak Committee will change the entire image of PSBs. The job security of banking personnel will be low and it will become similar to IT companies. The banking charges for the public will be increased and the threat to the investment of people (Vivek et al., 2013).

Branch managers are facing numerous problems. Trouble with customers, Too much travel, Having to work late, Constant people
interruptions, Deadlines and time pressures, Overflowing in-box, Telephone interruptions, Trouble with subordinates, Too much responsibility &c. are some of them.

Increased circulation of fake notes has become another big problem in banking. In Trichy there were a few cases of counterfeit currency transactions. Recently, the RBI had found out fake currencies in the cash sent from banks in Trichy. Fake currency notes in the denominations Rs.500 and Rs.1000 are being circulated. Customers also are not aware of the difference between genuine and fake notes. Later, it can only be found out by the RBI.

It has been reported that the business per employee in the traditional banks (public sector and old private sector banks) has increased from Rs.75.28 lakhs to Rs.549.21 lakhs while in the modern banks (foreign and new private sector banks) the increase is from Rs.397.50 lakhs to Rs. 1216.76 lakhs during 1997 to 2008. Simultaneously, profit per employee has increased from Rs.0.57 lakhs to Rs.3.87 lakhs in traditional banks and in the modern banks it has increased from Rs.6.58 lakhs to Rs. 17.74 lakhs during this period. These figures highlight the demanding role of employees working in the banking sector which necessitates the bank branch managers to carry out more significant and challenging roles in comparison to the managers of yesteryears. As a result, the bank branch managers experience extreme stress at work and suffer from different kinds of health problems, such as; frustration, anxiety, depression, mental disorders, migraine, sleeping problems, hypertension, coronary heart diseases, higher cholesterol level, artery blockages, severe heart attacks, increased uric acid, ulcers, cancer &c. They are, thus, compelled to retire prematurely much before they get an
opportunity to fully actualize their potential in active organizational life (Kang & Sandhu, 2011).

Reserve Bank of India panel has looked into the possibility of facilitating account number portability, after mobile number portability and health insurance portability, through a unique number for each customer across the country. The committee has recommended using a 26-character International Bank Account Number (IBAN) that will facilitate transactions based on single input (Shetty, 2013). When this system of portability is introduced this will definitely increase the pressure on the bank managers especially at branch level. They have to work more hard to retain the customers and to achieve targets.

Of late, due to Liberalization-Privatization-Globalization policy, banks in India including the public sector banks, are slowly forced to move to invest their money into share market and the total distribution of money in the country will be through share market. This condition will eventually make even big banks to become mere financial brokers with the decent name of investment banking (Gurumurthy, 2012). So far, Indian banking industry is keeping away from this type of risky play, which is in a way gambling with the people's money. This indiscreet move will lead the whole financial set-up of the country into turmoil as happened in the US and certainly will be a source of stress to the bank managers.

1.21.1. Career Progression of Managers: Generally banks offer promotion from one cadre to another. Those who join as clerks may be promoted as officers and in some banks within a short period of one year. Most senior officials in public sector banks started their career as clerk or scale I officer only. In many banks a person who joined as an officer may reach the
position of General Manager in 14 years. The following is the career progression path in public sector banks:

- Junior Management Grade Scale I : Officer
- Middle Management Grade Scale II : Manager
- Middle Management Grade Scale III : Senior Manager
- Senior Management Grade Scale IV : Chief Manager
- Senior Management Grade Scale V : Assistant General Manager
- Top Management Grade Scale VI : Deputy General Manager
- Top Management Grade Scale VII : General Manager.

In private sector banks also, the career progression of managers is similar to the public sector banks and in fact, faster as the private administration has more liberty (Rahiman, 2012).

1.22. Present Position of Banking

Today in India there are totally 72,000+ bank branches and still growing day by day with 10,00,000+ employees and the number of ATMs has crossed 1,00,000 mark after the first ATM of India was installed in Bombay in 1987 by HSBC. Target has been fixed to install 2 lakh ATMs by the end of 2016. Public sector banks account for 87.7% of the offices, 82% of staff and 60.3% of ATMs.

According to 2011 census, India has 27 public sector banks, 20 private sector banks, 38 foreign banks, 86 regional rural banks, 4 local area banks, 1721 urban co-operative banks, 31 state co-operative banks and 371 district central co-operative banks (Gomez, 2012).

In spite of all these, India tanks only 50th in financial inclusion – below countries like China, Kenya and Morocco – as banks fail to see opportunity at the bottom of the pyramid. So, it is clear that India is relatively under banked
economy with about only 80 odd banks, of which around a third are foreign
banks with a few branches each serving 1.2 billion people. India has just 10.9
commercial bank branches for every lakh adults, less than a third of the
numbers in developed countries like Japan, France, Switzerland or the US.
Only 60,000 of the 6 lakh Indian villages are having any banking facilities even
after 65 years of independence. So the new licenses demands are justified to
extend geographic coverage and improve access to banking services. India has
the largest number of banks and lowest level of financial inclusion (Bihari,
2010).

RBI has granted licenses to new private entities to start banks by the
wake of 2014, so more banks are coming and the competition among them is
going to get tougher which will be naturally passed upon the branch
managers.

There would be a movement towards a 3-tier structure in the Indian
banking industry: 2-3 large international banks; 8-10 national banks; and a few
large local area banks. In addition, M&As (Merger & Acquisitions) in the future
are likely to be more market-driven, instead of government-driven. The RBI
looks forward to competition among banks to develop business models for
such small, low staff and low-cost branches.

In spite of the projected advantages of M&A, it is not totally free from
criticisms.

Most bank employees regard M&A as a threat to their jobs, since
shareholders often demand limitations in the number of employed staff. For a
financial institution, the decision to proceed to M&A is strategic rather than
financial, and it is taken in conditions of a bandwagon effect. The beginning of
an M&A series increases the odds for an individual bank to become an
acquisition target. Human Resource Management within an M&A environment is problematic due to changed in the general procedures and in the practices followed by the acquired companies to carry out various tasks, and also due to the growing competition between the employees of the merged parties. Staff are expected to increase production and productivity (Mylonakis, 2006).

Due to mergers and acquisitions, it is quite possible that employees’ turnover rate may be high because employees feel unhappy with the work or compensation which they get in a new company. It may be possible that they will start to look for a new job and it definitely increase the turnover which is not good for the banks.

Gurumurthy (2012) observed that prior to 2008, western countries thought bigger banks were the backbone of a country’s economy but today they feel bigger the bank, bigger is the problem. Even one bigger bank fails, it ruin the whole country. The idea to split up a bigger bank into smaller banks is what they think banking reformation. Because governments have realized they are unable to save bigger banks if they fail.

One common technique to reduce production cost in the banking sector is outsourcing, i.e., the decision to assign / transfer duties such as maintenance, security, cleaning, movement of files, transfer of money or material &c. to an outside firm, as well as the development of different banking services like tele-banking, phone banking &c. where these tasks are carried out by low-skilled and poorly remunerated personnel which brings problems to the banks (ibid).

Migration of routine bank transactions like cash withdrawals and
deposits, cheque deposits and cheque book request, balance enquiries, passbook entry &c. from teller counters to ATMs significantly raises the potential for savings in employee costs. Citing these mechanization of branches, banks are reducing the employees mainly by not substituting the retired members of the staff. One manager opined that one ATM replaces at least six clerks indirectly and all the bank administrations are interested to go for more and more mechanization of banking activities and processes. They justify the non-recruitment in the retired positions citing the installed machines. At the same time the managers have to face all the disadvantages of the whole mechanization process.

Days have come that a person can be a customer of a bank even without visiting the branch at-least once and continue all the banking transactions. Banks have started introducing door step banking and Video Branches in which innovative services that enables customers to do banking transactions live on mobile, tablet, laptop or PC by speaking to the video branch executive.

Likewise, as the plan for account number portability and unique IBAN is in the pipeline, a day will come that a customer of a bank can deposit and withdraw money from any branch of any bank across the country. There may be even non-bank financial agencies to cater these needs as the case like brown label ATMs. IBAN may realize this and far beyond this.

1.23. Study Area

Trichy Corporation of Trichy district, Tamilnadu State, India is the study area chosen by the researcher to conduct the study. Since it is his home town and the area is thoroughly familiar to him, it is convenient to carry out the study in Trichy.
Trichy otherwise called Trichi / Tiruchi / Thiruchy / Tiruchirappalli / Trichinopoly, is one of the 32 districts of the State of Tamilnadu in South India. Trichy is situated in the geographical centre of the state of Tamilnadu. The area of the Trichy city is 167.23 square kms. and it is the fourth biggest city in Tamilnadu. Trichy resembles both urban and rural faces. Trichy is normally not affected by natural calamities like floods, earth quakes, cyclonic storms &c. Socially also Trichy is a peaceful place without any major religious or communal clashes. Trichy is a Tier II city belongs to the category of B-2 and it is a growing city. The Human Development Index of Trichy is 0.732 which is higher than the state average (0.675).

Trichy has good banking facilities. Most of the branches in Trichy has been computerized especially all the public and private sector commercial bank branches are fully computerized. Many new branches of PSBs and Private sector banks are being opened and ATMs are installed. IOB has been designated as the Lead Bank in Trichy. Next to IOB, SBI, Indian Bank and Canara Bank are important banks in Trichy with regard to the number of branches having 20, 22 and 14 branches respectively.

With regard to the banking penetration Trichy stands fourth in Tamilnadu next to Chennai, Coimbatore and Sivaganga.

Of the 27 public sector banks of India, 23 of them have branches in Trichy City and of the 20 private sector banks, only 16 of them are having branches in Trichy. Public sector banks and Private sector banks are having 100 and 33 branches respectively and none of these banks is having its head quarters in Trichy. No Foreign Bank has a branch in Trichy. There are many Co-operative Banks available in Trichy but they have not been considered for this study. Five public sector banks and six private sector banks are having only
single branch in Trichy. All these banks collectively have 100+ ATMs in the city either on site or off site premises. Because of the developing nature of Trichy those banks do not have branches in Trichy are planning to open their branch here.

1.24. Conclusion

Thus in Chapter 1, an overall idea about stress, various types of stress faced by bank managers working in bank branches, an overview of banking and an outline about the study area have been presented. Irrespective of the nature of industry and work no job can remain untouched and affected by stress since it is a multi-dependent variable including the individual in its different attributes like personal, work related external and internal environment. Above all psychological make up which decides the extent to which the person can accept and overcome stress. Thus to overcome the impact of stressors on employees working efficiency and organization an overall control mechanism need to be designed for the betterment of the individual and organization as a whole. The conceptual framework for this study has also been presented to get a good idea on the basics and concepts of banking and bank managers and their stress.