SUMMARY

In the present era, economic environment puts more pressure on the organizations to succeed. That is why competition has become a part of every organization. To bring their business or organizations at the top most level of success, business owners or managers of the organizations have to deal with lots of difficulties, may face lots of challenges and that results in the development of stress among employees. Employees are the main body of an organization. Efficiency of the employees is needed for the productivity of the organization. But stress at workplace can develop from many events or from a single event and both employees and employers are affected by it. During the past decades, banking sector has been growing very fast. Due to the introduction of new technologies, globalization and privatization, competition among the banking sector is also growing. Instead of feeling relaxed with the advent of latest or modern technology and innovations in the banking sector, employees are feeling overloaded with work and stressed out. It results in the development of stress among employees. Now-a-days, not even a single organization can say that they are stress free.

Stress has both positive and negative sides, and both have relevant consequences on employees. It depends upon each individual’s perception towards the pressure between the two main forces. An adequate stress can help a person to stay focused on their work, feel energetic, and able to meet new challenges in the area of workplace. It helps to manage an employee during a presentation or keep alert to prevent mistakes. But in today’s life, working environment is so hectic, the workplace too often leads to emotional exhaustion. Working long hours, tight deadlines, and increasing demands can make a person feel worried, drained, and overwhelmed. When stress exceeds the ability to cope up and manage situations, it changes the way of positivity and starts causing damage to a person’s mind and body—as well as satisfaction toward job declines. When the body and mind go into the condition of stress the person feels irritated and aggressive towards others. It has harmful physical as well as mental response that occurs when there is a discrepancy between job demands and the abilities, competence, or needs of the employee. It impacts upon ability to think straight as well as biological reactions.
Thus, when a person experiences constant stress, they become disillusioned, helpless and completely exhausted. It’s the stage when burnout occurs. Burnout has a pattern of emotional enervation, distrust and doubt that occurs commonly among people who work with vigor. When an individual is burned out, problems and challenges seem too difficult to overcome and the individual feels helpless to solve the problem. Burnout has lots of negative effects that spill over into each and every sphere of life including home, social life and work.

Some common symptoms of burnout given by professionals are: nonattendance, evasion of work duties, coming late for work, early departure from work, decline in work quality, more errors in work, loss of retention, complaining, over-reacting, disagreeing with others, getting irritated on small things, feeling anxiety, deteriorating health, increased frequency of accidents, etc. Burnout has many harmful long term changes on body that make a person more susceptible to colds and flu. Continuous and sustained stress in an employee can lead to burnout in employees which further declines the well being and service delivery of the employees. Burnout has lots of consequences; thus it is important to deal with it.

Employees, the most prominent human resources to the organization, due to anxiety, mind-body fatigue or erroneous mindsets neglect to see the causes of stress. Therefore, while analyzing work environment, one must not forget that stressors may not be totally escapable, but they are fairly manageable and treatable. Coping efforts are so effective to deal with stress, but these efforts depend on the type of stress, the circumstances or situation and the individual. Personality and social environment, specifically nature of the stressful environment are the important factors for coping responses. Coping strategies help the individuals to cope with stress and promote organizational communication among employees for reducing the role uncertainty/conflict. Effective communication is helpful in changing the employee’s vision and thus plays an effective role in reducing role stress. It grants greater independence, significant and timely feedback and greater responsibility to the employees. This also makes the organizational goals practical, inspiring, particular and attainable.
Well-being is a subjective experience, it refers to people’s own appraisal of their life situations, can be both positive and negative, cognitions or affective based e.g., life satisfaction, and emotional reactions to incidents, experiencing affirmative sentiments (Diener & Fujita, 1995). Well-being could also be understood in terms of psychological functioning and experience that could enhance the feeling of flow, which emerges in human beings with the acceptance of self unconditionally, adaptation to the personal as well as professional demands. In flow, all faculties of mind work in coordination for the achievement of goal. However, sometimes experiments by the individual, family members or by organization break the feeling of flow. So, it is advisable not to create barriers in the feeling of flow. Flow positively enhances work enjoyment, emotional absorption, coping mechanisms and brings higher satisfaction, involvement, motivations in personal and professional life.

Therefore, an attempt has been made to find out the level of work related flow and burnout among the bank employees and the coping strategies adopted by them to deal with the stressors to maintain well-being. Keeping in view the prominence of work related flow, burnout, coping strategies and subjective well being in banking sector (Nationalized and Private), these psychological attributes have been studied together. For the purpose, the following problem was articulated.

**PROBLEM**

To study the relationship of work related flow, burnout, coping strategies and subjective well being amongst bank managers.

**OBJECTIVES**

The present study was undertaken with the following objectives.

1. To assess the work related flow, burnout, coping strategies and subjective well being amongst bank managers.
2. To study the relationship among work related flow, burnout, coping strategies and subjective well being of bank managers.
3. To identify the contribution of work related flow, burnout and coping strategies towards subjective well being among bank managers.
4. To compare the work related flow, burnout, coping strategies and subjective well being of Nationalized and Private sector bank managers.

HYPOTHESES

The following hypotheses were formulated.

1. There would be no relationship between work related flow and burnout.
2. There would be no relationship between work related flow and coping strategies.
3. There would be no relationship between work related flow and subjective well being.
4. There would be no relationship between burnout and coping strategies.
5. There would be no relationship between burnout and subjective well being.
6. There would be no relationship between coping strategies and subjective well being.
7. There would be a significant contribution of work related flow, burnout and coping strategies towards subjective well being among bank managers.
8. There would be a significant difference in work related flow, burnout, coping strategies and subjective well being of Nationalized and Private sector bank managers.

DESIGN

First of all, a correlational design was adopted in the present research to study the relationship of work related flow, burnout, coping strategies and subjective wellbeing amongst bank managers. Later a two group design was used to compare the work related flow, burnout, coping strategies and subjective well being of Nationalized and Private sector bank managers. Group I comprised of Nationalized sector bank managers and Group II consisted of Private sector bank managers. Each group consisted of 150 bank managers.

SAMPLE
A purposive sample of 300 bank managers (150 from Nationalized and 150 from Private sector banks) having experience of 5 to 10 years was selected on the basis of their availability. The subjects were taken within the age range of 35 to 55 years and the mean age of the sample was 43.18 years. The respondents were from a mixed gender group. Those respondents were selected who gave their willingness to participate in the study and showed their support and interest in the study. The Nationalized sector included the banks like State Bank of India, Punjab National Bank, Oriental Bank of Commerce, UCO Bank, Syndicate Bank and Union Bank. HDFC Bank, ICICI Bank and AXIS Bank were included in Private sector. The sample was selected from various districts of Haryana State.

TOOLS

1. The Work Related Flow Inventory
2. Maslach Burnout Inventory
3. Coping Responses Inventory-Adult Form
4. Subjective Well Being Inventory

After getting the consent and rapport establishment, the appropriate instructions were given individually for all the inventories used in study. Every effort was made to complete the administration of scales in a single session. After collecting the data, the scoring was done according to procedures mentioned in their respective manuals. After the scoring, the collected data was analyzed by appropriate statistical methods. Primarily, descriptive statistics was calculated which includes mean scores, standard deviations and range. Further, keeping in view the major objectives of the present investigation and to test the hypotheses laid down in Chapter III, correlation coefficients were computed by using Pearson’s product moment method of correlation followed by stepwise multiple regression analysis. Finally, the total sample of bank managers was classified into two groups i.e. of nationalized and private sector bank managers and to compare these two groups t-test was employed.

MAJOR FINDINGS

1. Work related flow is significantly and negatively related with emotional exhaustion and depersonalization whereas it was found to be significantly and positively related with personal accomplishment. Therefore, the present results reject the first hypothesis of the study.
2. A significant positive relationship of work related flow was found with the approach coping responses and its four subscales i.e. logical analysis; positive reappraisal; seeking guidance and support; and problem solving. However, significant negative relationship of work related flow was found with only one subscale of avoidance coping responses i.e. acceptance or resignation. Therefore, the second hypothesis has been partially rejected.

3. A significant positive relationship of work related flow was found with subjective well being and its dimensions i.e. general well-being-positive affect, expectation-achievement congruence, confidence in coping, transcendence, family group support, social support, primary group concern, inadequate mental mastery, perceived ill-health, deficiency in social contacts and general well-being-negative affect. Therefore, the existing results reject the third hypothesis of the study.

4. A significant negative relationship of emotional exhaustion exists with approach coping responses and its four subscales (logical analysis; positive reappraisal; seeking guidance and support and problem solving). A significant negative relationship of depersonalization with approach coping responses and its three subscales (logical analysis; seeking guidance and support, and problem solving) has been found. Further, depersonalization has shown positive significant correlations with avoidance coping responses and its three subscales (cognitive avoidance; acceptance or resignation and emotional discharge). However, personal accomplishment has a significantly positive correlation with approach coping responses and its four subscales (logical analysis; positive reappraisal; seeking guidance and support, and problem solving), and significant negative correlation with two subscales of avoidance coping responses i.e. seeking alternative rewards and emotional discharge. Hence, the fourth hypothesis has been rejected partially.

5. Significant negative values of correlation coefficient of emotional exhaustion were found with subjective well being and its dimensions i.e. general well-being-positive affect, expectation-achievement congruence, confidence in coping, transcendence, family group support, social support, primary group concern, inadequate mental mastery, perceived ill-health, deficiency in social
contacts and general well-being negative affect. Whereas, depersonalization has been found negatively and significantly related with subjective well-being and its dimensions namely general well-being-positive affect, expectation-achievement congruence, confidence in coping, transcendence, perceived ill-health and deficiency in social contacts. Further, personal accomplishment is the significant positive correlate of subjective well being and its dimensions viz. general well-being-positive affect, expectation-achievement congruence, confidence in coping, family group support, primary group concern, inadequate mental mastery, perceived ill-health, deficiency in social contacts and general well-being negative affect. Hence, the present results have rejected the fifth hypothesis.

6. Approach coping responses and its four subscales (logical analysis; positive reappraisal; seeking guidance and support; and problem solving) are positively correlated with subjective well being and its dimensions. However, avoidance coping responses has non-significant correlation with subjective well being. Whereas, its subscales in part are significantly correlated with subjective well being and its dimensions. Hence, the sixth hypothesis has been partially rejected.

7. Logical analysis, work enjoyment, emotional exhaustion, positive reappraisal, seeking guidance and support, acceptance or resignation and depersonalization have emerged as significant predictors of subjective well being. Thus, the seventh hypothesis stands partially verified.

8. There is a significant difference in work related flow, depersonalization (subscale of burnout) and approach and avoidance coping responses in managers of Nationalized and Private sector banks. Hence, on the basis of obtained results it can be concluded that the hypothesis eight is partially supported.

The findings of study implicate that organizations should take an initiative to enhance the psychosocial well-being of the employees which may be achieved by imparting healthy work ethics and anti-stress strategies.

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