SUMMARY

Dealing with stress is not easy for anyone. However, we cannot allow it to control our life. Otherwise it will end up health issues and bruised feelings. Each person deals with stress differently. Some know how to get relief, other don’t care to work it out. They would rather be stressed for the rest of their lives. Stress can be used as a motivator to get rid of your problems as well as stress itself. Using some of these techniques listed in their guide can help us to a better and peaceful life. If we look at it from a positive standpoint, we will be able to tackle it with grace can keep moving. If not, you will continue to allow the stress demons invade your life.

This chapter will address the summary, conclusion and recommendation of the study. This chapter will contain a summary of the purpose of the study, as well as a summary of the procedure, descriptive data and findings. The chapter will conclude with conclusion, recommendations and implications.

Summary of purpose;

The purpose of this study was to determine the impact of stress towards bank managers and if there is a difference in the perceived stress levels and coping styles of private and public bank manager. The sample consisted of 310 managers of public and private bank from managerial cadres. The sample consisting of 111 from private sector banks and 199 from public sector banks. The sample population for the study has been chosen on the basis of convenient random sampling technique. Only male staff (managers) considered in this research. the survey used in three instruments. One instrument addressed demographic variables. A second instrument identified the respondent’s perceived stress
impact level with 4 parts. Part A deals work stress impact on highly complex job, part B deals with impact of work stress due varied responses of their work performance and work pressure, part C deals with the work stress impact on family and part D deals with symptoms of stress and a third instrument addressed the respondent’s coping stress strategies responses.

In order to identify the sources of stress experienced by bank managers and coping strategies in vellore district of Tamil Nadu. Descriptive and inferential statistics were used to describe and analysis data. The statistical package for social sciences (SPSS) were used to determine frequency distribution, Anova, t-test, f-test, chi-square and structural equation model confirmatory factor analysis.

A significant difference was determined to exist between private and public bank managers.

**The report is presented as follows.**

In the first chapter, introduction consists of statement of problem, scope of the study, objective, hypothesis and methodology. The second chapter gives an account of the review history and usage, types of stress, models, theories of occupational stress, the lazarus theory, Genetic-constitutional theories, Learning theory, Aronsal theory and Resource theory. This study also describes stress related issues and implications ie., Legislative pressures, Globalisation and Global competitions, Accelerating pace to technology, physical work conditions, technology, interpersonal relations at work, other sources of occupational stress, symptoms, causes of stress and effect of stress.
A brief profile of banking sector in India was presented in the fourth chapter. The growth of banking in India, Role of banks in economic development, nationalization, liberalization, government policy on banking industry, classification of banking industry in India, Adoption of banking technology, emerging trends in technology adoption by Indian banks and IT, key studies on individual outcomes of sanities stress in banking, trends and opportunities, challenges and Role of IT governance.

The fifth chapter brings out the results and analysis of stress impact on bank managers and coping strategies.

The concluding chapter “summary and conclusion” summarize the entire report and presents major findings of the study. In the pages to follow the major findings are presented.

**OF FINDING RESULTS**

In this chapter the purpose of the study is to determine the stress among to the managers of private and public banking sector. For this study t-test, F-test, and ANOVA test has been used.

**Type of banking sector and stress impact**

In this study, it is clearly proved that the public bank managers undergo a lot of work stress compared to the private bank managers in all the three dimensions ie., work stress in a highly complex job, stress out of work pressure and stress impact on family.
Qualification and stress level

In this study, there is no major difference in the stress level of the public and the private bank managers in a highly complex job. The mean score is the same in the case of managers of both the sectors. This result proves that public and private bank managers undergo the same level of stress.

It is also examined that the mean score of graduates in the banking sector is very high in a complex job comparing to the post graduates and professionals.

Age factor and stress level

It is observed from the study that the mean score is very high in the age between 31-40 years old managers. It is also found from the t-test that there is no significant difference in the age factor of private and public sector managers related to stress in a highly complex job.

Data analysis and results

This section discusses the results of various statistical methods ie., frequency analysis, chi-square, descriptive analysis and factor analysis used to find out the variables dominant in causing work stress among the bank managers in a highly complex job with respect to both public and private sectors.
I. VARIABLE DOMINANT IN CAUSING STRESS IN HIGHLY COMPLEX JOB

According to the frequency analysis, the following variables are dominant in creating stress.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Variables</th>
<th>% of Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Technological advancement and increased work load</td>
<td>51.90%</td>
</tr>
<tr>
<td>2</td>
<td>Insufficient staff and resultant customer service</td>
<td>43.20%</td>
</tr>
<tr>
<td>3</td>
<td>Increased working hours</td>
<td>40.30%</td>
</tr>
<tr>
<td>4</td>
<td>RBI and Government regulation</td>
<td>40.30%</td>
</tr>
<tr>
<td>5</td>
<td>Robbery and other events</td>
<td>34.20%</td>
</tr>
</tbody>
</table>

Source: Primary data

Chi-square test result

It is also examined that the relationship between work stress in a highly complex job with respect to private and public sector bank managers using chi-square test. It is found that the following variable have a great impact causing work stress i.e.

- Police enquires and harassment (P value = .037)
- Political role (P value = .000)
- RBI and Government regulation (P value = .012)
- Insufficient staff and quality customer service (P value = .033)
- Job condition (P value = .000).

Descriptive analysis result;

From this study the following variables show higher mean value compare to other variables in a highly complex job. Viz.,

- Increased working hours (Mean \(2.3158\) S D 1.05593)
- Insufficient cooperation among the team members (Mean \(1.8120\) S D 1.87438)
- Job conditions (Mean \(2.1579\) S D 1.04857)
- Political role (Mean \(2.0301\) S D 1.16191)
- RBI and Government regulation (Mean \(2.2406\) S D 1.13371)
- Technological advancement (Mean \(1.7481\) S D 1.9114)
- Police enquiries and harassment (Mean \(1.9887\) S D 1.02601).
FACTOR ANALYSIS RESULT

The factor analysis has been employed to identify the source of work stress. Under factor analysis “Varimax rotation” is employed to find out the weighted average. In this study “Varimax rotated analysis” converts the questionnaire consisting of 50 variables into 15 interpretable factors. The result shows 71.844% of variance. Out of these 15 interpretable factors, two factors related to work stress in a highly complex job. They are Factor 2 and Factor 6.

Factor 2

Factor analysis result shows 71.844% of variance out of which the factor 2 covers 6.425% of variance and it deals with the following variables, they are insufficient staff and the resultant customer service, robbery and police enquiries. These variables are named after “Inside and Outside Intrusion”.

Factor 6

Out of 71.844% of variance, the factor 6 occupies 4.679% of variance. It consists the following variables, they are increased working hours, insufficient co-operation among the staff. This variable labelled as “overtime and insufficient co-operation”.

Conclusion

From the Frequency, chi-square, descriptive and the factor analysis test, it is established that the following variables are the main reasons causing work stress among the managers in highly a complex job. They are
Technological advancement

- Insufficient cooperation
- Increased working hours
- RBI and Government regulation
- Police enquiries and harassment
- Political role
- Job condition

II. VARIABLES DOMINANT IN CAUSING WORK STRESS OUT OF WORK PRESSURE

Frequency Analysis Result

According to the frequency analysis it is found that the following variables are dominant in causing work stress out of work pressure.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Variables</th>
<th>% of Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lot of official circulars</td>
<td>41.90%</td>
</tr>
<tr>
<td>2</td>
<td>Customer’s intolerance for delay</td>
<td>39.00%</td>
</tr>
<tr>
<td>3</td>
<td>Congested office space</td>
<td>33.90%</td>
</tr>
<tr>
<td>4</td>
<td>Complaints to higher authorities</td>
<td>28.10%</td>
</tr>
<tr>
<td>5</td>
<td>Insufficient computer training</td>
<td>28.10%</td>
</tr>
<tr>
<td>6</td>
<td>Politics affecting the quality of service.</td>
<td>26.50%</td>
</tr>
</tbody>
</table>

Source: Primary data

Chi-Square Test Result

It is also examined that the relationship between the work stress and the work load out of pressure among the private and public sector bank managers using chi-square test. It is found that the following fact have a great impact causing work stress i.e. Lot of official circulars (P value=.005) Customers intolerance of delay (P value =.011),
Complaints to higher authorities (P value =.031), Unreasonable target (P value =.033) and Style of working (P value =.020), Congested office space (P value =.022) and Increasing pressure on loan ( P value =.037).

Descriptive Analysis Results

From this study the following variables show higher mean value compare to other variables they are, Insufficient training on software instrument ( Mean 2.5602 SD 1.24921 ), staff politics which affect the quality of service (Mean 2.4774 SD 1.20120), Recovery of loan (mean 2.488) SD 1.35767), Congested office space (Mean 2.3759 SD 1.31528).

The Factor analysis was also done to ascertain the dominant factors loading in varimax rotation method towards Stress impact out of work pressure. The results are presented below:

The factor analysis over-all result is 71.844 percent of variance. Out of 15 factors, three factors are related to the stress impact out work pressure. They are Factor 7, factor 8 and factor 9.

Factor 7

It covers 4.508 percentage of variance from the total variance of 71.844. The variance loaded was higher target achievement. The factor was named as ‘Target achievement’.

Factor 8

It Consist of two items and covers 4.353 percentage of variance. The variable loaded was official circulars and customer intolerance. These factor are named as ‘Customer’s Intolerance’.

Factor 9

It includes two items and covers 4.312 percentage of variance. The variable under the factor are congested office space and recovery of loan. These factors are named as ‘Non-spacious &non-recovery.'
Conclusion

From the above Frequency, Chi-square, descriptive and factor analysis test. It is established that the following variables are the main cause in creating the work stress out of work pressure among the bank manager’s.

- *Lot of official circulars*
- *Insufficient computer training*
- *Higher Target achievement*
- *Customer’s intolerance of delay*
- *Congested office space*
- *Difficulties in the Recovery of loan*
III. VARIABLES DOMINANT IN CAUSING STRESS IN THE MANAGER’S FAMILY

According to the frequency analysis the following variables are dominant in creating stress in the manager’s family.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Variables</th>
<th>% of Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non adjustment towards the family members</td>
<td>43.20%</td>
</tr>
<tr>
<td>2</td>
<td>Not Attending children ‘s problem</td>
<td>33.90%</td>
</tr>
<tr>
<td>3</td>
<td>Not sharing time for their children’s care</td>
<td>33.90%</td>
</tr>
<tr>
<td>4</td>
<td>Fulfillment of official commitment &amp; family commitment</td>
<td>30.30%</td>
</tr>
<tr>
<td>5</td>
<td>Fulfillment of family responsibilities</td>
<td>27.10%</td>
</tr>
</tbody>
</table>

Source: Primary data

Chi-square test result

The following variables play important role in the relationship between the bank managers work stress and the manager’s family imbalance. They are Non adjustment among the family members (P value=.001), Not attending children problem (P value =.000), Not sharing time for their children’s care (P value =.003), fulfillment of official commitment & family commitment (P value =.001) and fulfillment of family responsibilities (P value =.049).

Descriptive analysis result

The following variables have a great impact in causing stress towards manager’s families. They are Managing household and finance (Mean 2.5414 SD 1.30896), Fulfillment of responsibilities (Mean 2.6128 SD 1.41570), feel stress under financial constraints (Mean 2.5602 SD 1.35080), Complaints from family and friends (Mean
2.4850 S D 1.1466), Don’t get time to care themselves (Mean 2.4737 S D 1.2352), Not Attending children’s problem (Mean 2.3571 S D 2.2242), and fulfillment of official commitment & family commitment. (Mean 2.3759 S D 1.3492).

Factor analysis results

The factor analysis is also done to ascertain the dominant variables in creating stress in the manager’s family. Factor analysis converted the given variables into 15 interpretable variables resulting in 71.844% of variance. Out of 15 factors 2 factors explain the cause of stress in the manager’s family. They are factor 4 and factor 5.

Factor 4: This factor consists of three variable and covering 6.075% of variance. The variables loaded in this factor are “complaints from family and friends”, not having time to care themselves and not sharing time for their children’s care. Thus it is named as ‘Family care & complaint’.

Factor 5: This factor consists of three variables and covering 5.903 percentage of variance. The variable under this factor are non adjustment among towards the family member, No time to share with spouse, difficult in managing household finance. It was named as ‘Family commitment’.

Conclusion

From the above frequency, Chi-square, descriptive and factor analysis, it is found that the following variables play dominant role in causing stress in the bank manager’s with respect to their family.

- Non-adjustment towards family members
- Not Attending children’s problem
- Not sharing time for their children’s care.
- Fulfillment of family responsibilities
- Complaint from family and friends
- Stress out of financial constraints

IV. MAJOR SYMPTOMS OF STRESSED BANK MANAGERS

According to frequency analysis the following symptoms have been perceived in the stressed bank managers.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Variables</th>
<th>% of Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Intense shoulder pain</td>
<td>40.00%</td>
</tr>
<tr>
<td>2</td>
<td>Increase in heart beat</td>
<td>39.70%</td>
</tr>
<tr>
<td>3</td>
<td>Severe back pain</td>
<td>35.20%</td>
</tr>
<tr>
<td>4</td>
<td>High blood pressure</td>
<td>31.30%</td>
</tr>
<tr>
<td>5</td>
<td>Headache</td>
<td>31.30%</td>
</tr>
<tr>
<td>6</td>
<td>Irritate feel, Frustration&amp; Restlessness</td>
<td>31.90%</td>
</tr>
</tbody>
</table>

Source: Primary data

Chi-square test result

It is proved from the chi-square analysis that the following symptoms are the resultant of working in a highly complex job, work out of pressure, and subsequent impact of stress to the manager’s family. They are shoulder pain (P value = .012) increase in heart beat (P value = .004), Insomnia (P value = .021), back pain (P value = .000), Indecisiveness (P value = .000) and irritate feel, Frustration& Restlessness (P value = .000).

Descriptive analysis

According to descriptive analysis the following symptoms have been observed. They are Insomnia (Mean 2.5414 SD 1.30896), Irritate feel, (Mean 2.6241 SD 1.4200),
increase in Blood pressure (Mean 2.5075 S D 1.3210), back pain (Mean 2.3571 S D 2.2242), and indecisiveness. (Mean 2.3910 S D 1.4319).

Factor analysis

From the factor analysis result of 71.844% of variance, two factors explain the stress symptoms of the bank managers. They are factor 1 and factor 3.

Factor 1 Covers 8.196 percent of variance. The symptoms loaded in this factor are Intense shoulder pain, Increase in heart beat, headache, Blood pressure and Insomnia. These are named under the heading ‘Physic symptoms.’

Factor 3 includes two symptoms covering 6.188% of variance. They are “Indecisiveness” and back pain. Thus it is labelled as ‘Major symptoms’.

Conclusion

From the above Percentile, Chi-square, descriptive analysis and factor analysis, it is proved that the following symptoms can be observed in the stressed bank managers.

- Intense Shoulder pain
- Increase in heart beat
- Headache
- Increase in Blood pressure and
- Insomnia.
- Back pain.
- Indecisiveness.
V. STRATEGIES TO COPE UP THE WORK STRESS TOWARDS BANK MANAGERS

It is observed from the frequency analysis that the following strategies are practiced by the bank managers to cope up the work stress. They are

STRESS MANAGEMENT STRATEGIES

<table>
<thead>
<tr>
<th>Rank</th>
<th>Variables</th>
<th>% of Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Meditation</td>
<td>42.60%</td>
</tr>
<tr>
<td>2</td>
<td>Entertainment according to their likes and dislikes</td>
<td>42.60%</td>
</tr>
<tr>
<td>3</td>
<td>Taking responsibility only to the committed task</td>
<td>42.60%</td>
</tr>
<tr>
<td>4</td>
<td>Walking\ Jogging</td>
<td>39.50%</td>
</tr>
<tr>
<td>5</td>
<td>Positive Thinking</td>
<td>37.40%</td>
</tr>
<tr>
<td>6</td>
<td>Accomplishment according to its priority</td>
<td>36.00%</td>
</tr>
<tr>
<td>7</td>
<td>Stress Therapy</td>
<td>35.50%</td>
</tr>
<tr>
<td>8</td>
<td>Proper food intake management</td>
<td>31.00%</td>
</tr>
<tr>
<td>9</td>
<td>Taking social support</td>
<td>31.00%</td>
</tr>
<tr>
<td>10</td>
<td>Relaxation through exercise</td>
<td>30.60%</td>
</tr>
</tbody>
</table>

Source: Primary data

Chi-square analysis

Chi-square analysis establishes that the following stress management strategies have significant role in reducing the stress of bank managers. They are *Accomplishment according to its priority*. *(P value=.001)* *Relaxation through exercise* *(P value=.019)*
stressed therapy ( P value =.001), taking responsibilities only to the committed task (P value =.010) and entertainment according to their likes and dislikes. (P value =.000).

Descriptive analysis

It is proved from the descriptive analysis that the strategies are helpful to reduce the stress towards bank managers.

Stress therapy (Mean 3.2256 SD 1.51778), Walking / Jogging (Mean 2.770 SD 1.46794) Accomplishment according to its priority (Mean 2.6880 SD 2.41622), Relaxation (Mean 2.6880 SD 2.41622), Entertainment according to their likes and dislikes, (Mean 2.7444 SD 1.26583), Taking responsibility only to the committed task (Mean 2.7218 SD 2.70946). Taking social responsibility (Mean 2.6917 SD 1.41784) and meditation, (Mean 2.0000 SD 1.11930).

Factor analysis

The sum of factor analysis is 71.844 percent of variance. Out of 15 factors, 4 factors explain, the stress management strategies towards bank managers. They are factor 10, 11, 14 and 15.

Factor 10 Covers 3.957 percentage of variance and it contains only one stress management strategy. It is named as ‘reducing responsibilities’.

Factor 11 Consist of only one strategy covering 3.888 percentage of variance. The strategy is proper food intake management. It is named as ‘Food habit’.

Factor 14 consist of three strategies covering 3.231 percentage of variance. They are exercise, meditation, stress therapy. It was labeled ‘Meditation and stress therapy’.

Factors 15 consist of one strategy covering 4.508 percentage of variance. It is taking social support. The strategy was named as ‘Social relationship’.
From the above Percentile, Chi-square, Mean, SD and factor analysis it is proved that most of the banks managers adapt the following strategies to reduce the work stress. They are

- Accomplishment of given work according to its priority
- Relaxation
- Walking / jogging
- Positive thinking
- Meditation
- Stress therapy
- Taking Social support
- Entertainment according to their likes and dislikes
- Taking responsibilities only to the committed task.