Chapter Two
Conceptual Frame Work

Business organization’s survival depends on productivity and profit. They are dependent on capital investment, human resources, raw materials organisational etc. One of the important aspects of organizational functioning is the human resources. No organization can survive without effective deployment and utilization of the human resources. Organisations will have to look into motivational aspects. They need to function as mentor not only as owner. They have to provide professional work culture for the employees of the organizations. In return, employees should show maximum involvement in their work with full commitment towards the work as well as the organizations. This way, maximum productivity can be achieved.

In case of any mismatch in the aforesaid atmosphere, work place stress is expected to come into the picture affecting the employees
behavior. A mild stress is welcome but an acute stress is expected to affect work environment as well as the human performance. Lowering human performance affects productivity of the organization. Therefore, no organization can afford to allow stress to go to acute stage. Similarly, no individual employee should allow stress to eat him and his efficiency and performance. Stress do affect wellbeing of individual employees. It further, leads to behavioural problem in case of acute problems.

Reasons for the stress are many. It may be from organizational side or from individual employees side. The workplace is an important source stress and put pressures on employees for causing stress. The workplace factors that have been found to be associated with stress and health risks are long hours of working, overload of work, time pressure, highly complex tasks, no breaks, lack of variety of work and poor work conditions (for example, space, temperature, light). Under work and conflicting work roles and boundaries do cause stress. Responsibility for people also plays an important role. The possibilities for job development are important against current stress. Others are under promotion, lack of pro-motion, lack of adequate training and job insecurity for the employees. There are two other sources of stress such as relationship at work with the supervisors
and subordinates, and culture of the organisations. There are supervisors who are critical, demanding, unsupportive, have authoritarian tendency have the chance creating stress for the employees. On the other hand, a positive, democratic supervisor believing in good team culture reduces it. Similarly, individual employee is also some time responsible for causing stress. Their own personality, social environment, competency are also many times lead to stress.

Consequences of stress are undesired. It affects the individual employees as well as organizations in many ways. Consequences are at both individual and organizational level. At employee level the consequences are:

- he becomes distressed and irritated
- gets problem in relaxation and concentration
- he finds difficulty in logical thinking
- he finds difficulty in taking decisions for himself and for the organisations
- Unable to enjoy their work properly
- Shows less commitment and involvement towards the work
- He feels tired, depressed, and most of the time anxious.
- He experiences difficulty in sleeping.
- He finds mild to serious physical problem like heart related diseases, increases in blood pressure, headaches.

Consequences for the organizations are:

- Higher employee absenteeism
- Decrease of commitment towards work
- Higher employee turn-over
- More complaints from business clients and also from customers
- Work culture with unsafe working practices
- Damage of the organizational image in the eyes of workers and external clients and customers.

Adverse consequences of the work place stress affect individual employee's performance and his wellbeing. It lowers both at individual level. Present research focuses on the relationship between work place stress with work performance and also stress with wellbeing.

Second aspect of the present research is to examine the impact of sector of the organization in experiencing stress. Because organizational culture use to play significant role in creating a stressful or no stressful work environment. For example, public sector organization and private sector organizations have different work culture. In public sector organisations backing of Government
behind supports morale of the employees. The benefits employees of the public sector organizations get is uncomparable with the any other organizations. As far as job security is concerned, public sector organization’s employees have job security. Private sector organizations employees have no such job security. The hierarchy between the manager and employees is no so prevalent as one can see in private sector organizations. Thus, whether it is recession or not the situation never affects the employee’s morale. But in case of private sector organizations insecurity of job always prevails. In case low productivity, in case of recession the chances of loosing their job increase.

Working in public sector organizations has many advantages. But, it has some disadvantages also. Merits, work performance, efficiency are certain important parameters which mostly get recognized in private organizations. Promotion, economic benefits are linked with employee performance. Thus, private sector employees who are hard working, committed and result oriented are recognized by the management and due rewards are offered. On the other hand, in public sector organizations employees have time bound promotions. They get other benefits like annual increment as per the provisions made in their service rule. Whether an employee work or not does
not affect its promotion or annual increment. Because of such type of work culture public sector organizations employees appear to have less stress as compared to the private sector employees. In fact, the type of work culture and work pressure exist in private sector appears to lead stress among its employees.

In the present study an investigation has been made to see whether women employees of public sector banks experience more stress or private sector. In fact, many studies have examined and compared male employees and women employees in experiencing stress. Gender is no doubt an important factor. But, in the present study gender aspect is not considered. It has been kept same in both the categories of organizations i.e. private sector and public sector organizations.