CHAPTER-1

INTRODUCTION

It has been well accepted that human resource is strength as equal to the monetary and infrastructural resource. The success of any organization depends on its human resource. Banks are no exception to this. A satisfied, happy and hard working employee is the biggest asset of any organization, including banks. Workforce of any bank is responsible to a large extent for its productivity and profitability. Efficient human resource management and maintaining higher job satisfaction level in banks determine not only the performance of the bank but also affect the growth and performance of the entire economy. So, for the success of banking, it is very important to manage human resource effectively and to find whether its employees are satisfied or not. Only if they are satisfied, they will work with commitment and project a positive image of the organization. Job satisfaction refers general and positive feeling and attitude toward the job. A person with high level of job satisfaction holds positive attitude towards the job. Locke (1976) defines that a pleasurable or positive emotional state resulting from the appraisal of one’s job or experiencing job. Various theories of job
satisfaction, Maslow (1996), Herzberg (1966) Hull (1971) illustrated the job satisfaction like promotion, opportunity, incentives, work environment, co-workers role etc. Job satisfaction directly associated with occupational stress and anxiety. The important characteristic of occupational stress and anxiety is positive or negative feelings and highlights on facts of reaction to job stress. Occupational stress or group stressors are playing important role on work place.

Marathwada is one of the five regions of the Maharashtra state. It is constituted as eight districts, namely Aurangabad, Nanded, Latur, Jalna, Beed, Parbhani, Osmanabad, and Hingoli. Though this region has a rich historical legacy, now a day this part lagged the rest of Maharashtra in economic and educational prosperity. The region lacks natural resources and is prone to drought. About 95% of agriculture is dry land farming and cotton is the major crop. The inherent susceptibility of cotton crop to pest and vagaries of nature make its cultivation a risky affair, resulting in many farmers falling prey to debt. It is the least urbanized area in Maharashtra with 80% of the population living in rural areas. About 30% of the population in Marathwada region is below poverty level. Its per capita GDP is only Rs. 14,220 (US$ 316). The literacy rate is the lowest in the state - 65% with only 55% literacy among women. All eight districts in the
region figure in the list of the 100 poorest districts in the country. (IIRD, Report, 2010). This region is free from new trends. The new waves of banking are different from the other parts of India. Though rules and regulations of the banking are same but human aspect is different from the other parts of India. The present research work makes an effort to study the job satisfaction level and stress and anxiety among bank employees in relation to their gender and nationalized and co-operative banks in Aurangabad district of Maharashtra. Before proceed it is necessary to look-over the banking system with its history.

1.1 BANKING SYSTEM

Banking has been in existence in India since 500 B.C. Banking on modern lies, however began in the 18th century. All throughout the period of Indian history, money lenders who were either called “Seth’s” or “Shroff”, are stated to have carried on a roaring business in money lending and banking. It may be stated with regard to our ancient Indian bankers that their banking operations largely resembled those of modern private bankers in as much as they have from the earliest period been known to perform all the operations of the modern banker. They accepted deposits, gave loans against securities lent money to the state, government or the king acted as
custodians for valuables, dealt in instalment of credit etc. It is the English Homes, which paved the way for the establishment of joint stock banks. The three Presidency Banks, were established in the first half of the 19th century. The Act of 1813 gave stimulus to the starting of joint stock Banks on the basis of the principle of limited liability. The currency confusion of 1873-93 affected the growth of banks. After 1870 the progress of banking in India was very slow. Bank steadily grew in India after 1920. In 1935, the Reserve Bank of India was established.

Derivation of the word “Bank” the opinion is divided on the origin of the word Bank. The commonly accepted derivation of the word ‘Bank’ is form the Italian work ‘Banco’, Bancus ‘Banque’ or ‘Banc’, all of which mean a bench upon which the mediaeval European money lenders and money changers used to display their coins. This derivation appears rather strange but it has got some history behind it. In England, banking as an independent business came into existence in the fourteenth century. The person who carried on this business was the Jews of Lombardy. The Jews came to be known as Lombard’s, as they carried on their business in Lombard street. The early bankers in the market place, When a bankers was not
able to meet his obligations, his banco was erupted or broken to pieces, from this circumstance, we have our word “Bankrupt”.

Mr. J.W. Gilbard in his book, ‘The History Principles and Practice of Banking’ gives another derivation of work ‘Bank’. He says ‘A more accurate explanation the use of the word is that which makes it synonymous with the Italian ‘Monte’ (Latin mons) is meaning a mound or a heap. A Banking business is one for the carrying on of which a heap of money in necessary.

There are others who are of the opinion that the word bank in originally derived from the German word ‘Bank’ meaning a Joint Stock Fund. (Vaidya and Godha, 1965).

Banking can be said to be in existence in India from ancient times. References to money lending are found in the literature in the times of the “Vedas A Banking system, as such can be said to be in existence in India about 500 B.C. Onward several references to bankers and banking system are there in the literature during the ‘Buddhist’ period.” Their main activity was, however, money-lending, Hundies or indigenous bills of exchange came into existence from the 12th of business and that was the business or money changing. There were several kingdom in the country and each had its own currency. When trade came to be carried on between. Two
places in different kingdoms, one currency had to be transformed into another currency. Bankers took over this business and became indispensable to the trade and business. Regular deposit system however could not be developed. In several cases banking business was combined with trading and therefore could not achieve sufficient stability to win public confidence. In the 17th century, the English and other European traders came to India they started their own banks to serve their needs. These banks were organized on western lines. From this time onward, indigenous banking business began to decline. Even now, indigenous bankers have maintained their separate existence but their business is mainly restricted to agriculture and internal trade in rural areas.

Dr. L. Herber, L. Hart (1971) the banks as on “who” in the ordinary course of business honors cheques drawn upon him by person from and for whom he receives money on current account.”

Sir John Paget (1976) says “It is a fair deduction that no person or body, corporate or other wide can be a banker who does not (1) Take deposit account, (2) Take current account, (3) issues and pay cheques, (4) collect cheques crossed and uncrossed for his customers Sanyasiah and Ranganadhachag, (1977)
1.2 BANKING IN INDIA

First bank was originated in the last decades of the 18th century. The oldest bank in existence in India is the State Bank of India, a Government owned bank. Its origins since from to June 1806 and that is the Largest Commercial Bank in the country. Central banking is the responsibility of the Reserve Bank of India, which in 1935 formally took over these responsibilities from the Imperial Bank of India, relegating it to commercial banking functions. After India Independence in 1947, the Reserve Bank was nationalized and given broader power.

The first banks were the General Bank of India, which started in 1786 and the Bank of Hindustan, both of which are now defunct. The oldest bank in existence in India is the State Bank of India which originated in the Bank of Calcutta in June 1806 which almost immediately became the Bank of Bengal. This was one of the three Presidency Banks, the other two being the Bank of Bombay and Bank of Madras, all three of which were established under charters from the British East India company. For many years the Presidency banks acted as quasi central banks as did their successors’. The three banks merged in 1925 to form the imperial Bank of India, which upon India independence, became the State Bank of India.
The first fully Indian owned bank was the Allahabad Bank established in 1865 when the American civil war stopped the supply of cotton to Lancashire from the confederate State, promoters opened banks to finance trading in Indian cotton. Foreign banks two started to arrive, particularly in Calcutta in the 1860’s. the comptoir escompte de paris opened a branch in Calcutta, and another in Bombay in 1862; branches in Madras and Pondicherry, then French colony, followed Calcutta was the most active trading port in India, mainly due to the trade of the British Empire, and so become a banking center.

The Bank of Bengal which later became the State Bank of India. Around the turn of the 20th century. The Indian economy was passing through a relative period of stability. Around the five decades had elapsed since the Indian relative period of stability. Indians had established small banks, most of which served particular ethnic and religious communities.

The Presidency banks dominated banking in India but were also some exchange banks and a number of Indian joint stock banks. All these banks operated in different segments of the economy. The exchange banks mostly owned by Europeans concentrated on financing foreign trade. Indian joint stock banks were generally under
capitalized and locked the experience and maturity to complete with the Presidency and exchange banks. This segmentation let Lord Curzon to observe “In respect of banking it seems we are behind the times. We are like some old fashioned sailing ship, divided by solid wooden bulkheads into separate and cumbersome compartment.”

By the 1900’s the market expanded with the establishment of banks such as Punjab National Bank in 1895 in Lahore and Bank of India in 1906 in Mumbai both of which were founded under private ownership. Punjab National Bank is the first Swadeshi Bank founded by the leaders “Lala Lajpat Rai,” “Sardar Dayal Singh Majithia”. The Swadesh movement in particular inspired local businessman and political figures to found banks of and for the Indian community. A number of banks established then have survived to the present such as Bank of India, Corporation Bank, Indian Bank, Bank of Baroda, Canara Bank and Central Bank of India.

Currently India has 88 scheduled commercial Banks (SC) 27 Public Sector Bank (that is with the Government of India holding a Stake) 29 Private Banks (these banks do not have government stake); they may be publicly listed and traded on stock exchange. And 31 foreign banks. They have a combined network of over 53000 branches and 17000 ATM’s according to a report by ICRA limited,
rating agency, the public sector. Banks holds over 75% of total of assets of the banking industry, with the private and foreign banks holding 18.2% and 6.5% respectively)

As the never centre of economic development cannot be over emphasized banking industry has acquired a key position in mobilizing resources from defense and for Socio-economic development of country. It is said that, “Banks which are the need of and great wealth of our country have got to be kept very sacred just as water is for irrigation, good banks are for the country’s industry and trade.” Since the beginning of planning in India banking industry has grown not only in size but also in depth. This industry has become one big complex. There are present diversified types of banks commercial bank (Scheduled, non Scheduled and exchange banks) co-operative banks state co-operative, central co-operative and co-operative credit industry urban co-operative banks and front office serving banks (Mutalik Desai, 1955)

1.3 NATIONALIZATION OF BANKING

Government took major steps in the Indian Banking sector reform after independence. In 1955, it nationalized Imperial Bank of India with existence banking facilities on a large scale especially in rural and semi urban areas. It formed State Bank of India to act as the
principle agents of RBI and to handle formed State Bank of India to act as the principle agents of RBI and to handle banking transaction of the union and State Government all over the country.

By the 1960’s the Indian banking industry had became important tool to facilitate the development of the Indian economy. At the same time, it has emerged as a large employer, and a debate has ensured about the possibility to nationalize the banking industry. Honorable Mrs Indira Gandhi, then the Prime Minister of India expressed the intension of the government of India in the annual conference of the All India Congress meeting in a paper “Stray thoughts on Bank Nationalization.” The paper was received with positive enthusiasm. Thereafter, her mover was swift and sudden and Government of India issued an ordinance and nationalized the 14 largest commercial banks with effect from the midnight of July19, 1969, Jayaprakash Narayan, a national leader of India, described the steps as a “Masterstroke of political sagacity.”

Seven banks forming subsidiary of State Bank of India was nationalized on 19th July 1969, major process of nationalization was carried out. It was the effort of the Prime Minister on India, Mrs Indira Gandhi 14 major commercial banks in the country were nationalized on 1980 sever more banks were banks were nationalized.
This step brought 80% of the banking segment in India under Government ownership.

The stated reason for the nationalization was to give the Government more control of credit delivery. With the second close of nationalization the Government of India controlled around 91% of the banking business of India later on in the year 1993, the Government merged New Bank with Punjab National Bank. It was the only merger between nationalized banks and resulted in the reduction of the number of nationalized banks from 20 to 19.

The following are the steps taken by the Government of India to Regulating Banking institution in the country.

1949  Enactment of Banking Regulation Act
1955  Nationalization of State Bank of India
1959  Nationalization of SBI subsidiaries
1961  Insurance cover extended of deposits
1969  Nationalization of 14 major banks
1971  Creation of Credit Guarantee Corporation
1975  Creation of Regional Rural Banks
1980  Nationalization of seven banks with deposit over 1200 crores.
1.4 CLASSIFICATION OF BANKS

As economic and financial needs differ from country to country, a unified classification of banks becomes difficult. Many people attempt to classify banks according to the functions which they perform; however, a classification based on function will help in understanding their nature with more precision than the structural one. Banking business has a wide range which provides a lot of scope for specialization. Thus modern financial institutions are generally specialized institutions each specializing in a particular type of banking business. We have therefore a number of different types of banks.

1. Co-operative Banks

2. Nationalized Banks

- Co-operative Banks

Whether in urban or in rural areas, a co-operative bank means a small society or a credit institution for providing financial accommodation to its members on a co-operative basis. These banks in India are established under the co-operative societies Acts of 1904 and 1912; their origin may be attributed to a desire on the part of the
Government to protect the poor agriculturalists against the exploitation of the money lenders and to provide them with necessary credit at reasonable rates of interest. They also aim at educating the poor in the principle and practice of co-operating and thrift; the main result achieved may be said to be the provision of a large amount of capital and reasonable rates of interest and the organization of a system of rural credit which carefully fostered may yet relieve the cultivator of that burden of usually which he has borne so potentially throughout the ages. Knowledge of the co-operative system is now undespread; thrift is being encouraged, training in the handing of money and in elementary banking practice is being given. In many cases the member have obtained improved varieties of seeds and manure and more efficient implements of reasonable price. (R.N. Mathur, 1955)

Co-operative banking is mainly concerned with rural field, even though urban co-operative banks also exist. There is a federal structure of co-operative credit. At the village level there are central co-operative banks and at the state level there are State co-operative banks. The co-operative movement has been successful in Madras, Punjab, Maharashtra, Mysore, Kerala, Andhra and Uttar Pradesh. In other states it is still backward. In 1959-60 of the total number of co-
operative institutions in India was 3,13,499 made up of 22 State co-operative Banks, 400 Central Banks and 2,3172 primary agriculture credit societies, 11371 Primary non agricultural credit societies 16 central land mortgage banks, 408 Primary land mortgage banks. The co-operative credit societies mainly deal in short term credit long term credit is given by land mortgage banks.

1.5 BANKING SYSTEM AND HUMAN ASPECT

The modern world is called as age of achievements but it also called as world of stress. Right from the birth to till date, every individual is invariably exposed to various stressful situations. An organization is made up of a number of people who strive to achieve the organization’s goals. Human resources have a significant bearing on the profitability, efficiency and overall organizational effectiveness.

Human beings differ from one another in their basic mental abilities, skills, approaches, qualifications and also behaviour which account for their complex behaviour patterns and psychological makeup. Such difference gets multiplied when they interact with one another in a group or in an organization. This generates different styles of management, values, feelings, beliefs and opinions of the employees. They must be groomed in order to take risks, think
innovatively, and handle new problems. In the competitive environment, employees of any business organization are the key factor for deciding the success of the firm, particular banking institutes.

Indian nationalized and cooperative banking movement has passed through hundred years of its existence. At the same time, human aspect has been a neglected field in cooperative banks over a period of time and poor image of cooperative bank employees in the society affects their morale. Only recently has there been a greater recognition of this function. In this study, an attempt has been made to analyze the practices of human behaviour and their satisfaction, stress and anxiety on the basis of fact.

1.6 CONCEPTS INCORPORATED IN THE PRESENT STUDY:
1.6.1 Job Satisfaction:

Job satisfaction is an extent to which a person is gratified, contented or fulfilled by his or her work. Job satisfaction is a general attitude towards one's job. While working in organizations, people develop a set of attitudes about their work, supervision, co-workers, working conditions and so on. This assemblage of attitudes is referred as job satisfaction.
Kahn (1973) described job satisfaction as the favourableness or unfavourableness with which employees view their work. It expresses the amount of agreement between one's expectations from the job and the rewards that the job provides. In other words, it may be defined as "the amount of overall positive affect (or feelings) that individuals have towards their jobs." Rationally, workers are appraising and evaluating the quality of their job all the time. Emotionally, employees possess heart-felt beliefs about their job and organization. Rational thoughts and emotional feelings are at the core of employees. The happier employees are within their job, the more satisfied they are said to be. Employees with high level of job satisfaction are positive about their work place.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one’s job (Locke, 1976); an affective reaction to one’s job (Cranny, Smith & Stone, 1992); and an attitude towards one’s job (Brief, 1998). Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors (Weiss, H. M., 2002). This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors.
Every manager needs to adopt a style of behaving and work diligently to increase self and his employees' job satisfaction. High satisfaction leads to high productivity, low absenteeism, low turnover and low rates of major health setbacks like heart disease and others. In addition, employees who are happy with their jobs contribute in a more positive way towards society. Employees need to feel good about themselves and their work in order to maximize their productive energy whereas low job satisfaction can turn an exciting career into a dreaded workplace (Stanely, 2001).

The phenomenon of job satisfaction and its causal factors are studied with great interest and curiosity in almost all organizations because it is one of the most important determinants of Organizational Productive Growth particularly in the banking sector in India.

All organizations possess certain unique and common features of job. These features are based on the objectives, which may be classified as follows:-

**Fundamental Objectives**

The fundamental objectives provide a general momentum to all organizations irrespective of the nature of organizations. The
functions like planning, organizing, budgeting, etc. are included in these objectives.

Specific Objectives

Specific Objectives reflect the nature of the organization. Thus, structuring of job will primarily be based on these specific objectives.

Job Referents

Job Referents are the important aspects of job satisfaction. Every job in the organization has some referents that would decide the contents of the job; this in turn helps the employee to understand the nature of job assigned to him and also how an organization can make best efforts to operationalize it.

(1) Individual Job Referent (IJR)

Accomplishment of particular job in an organization is directly dependent on the individual doing that job. His or her performance will have a resultant influence on the attainment of the organizational mission. The individual job Referents primarily include - Interest, Peer sharing, Perceptive ability, Cognitive ability, Commitment, Self esteem, Coping behaviour, Locus of control and others.

These referents help the individual in realizing and enhancing his/her own capabilities to have better job performance, by helping
him/her to analyse and understand what is expected of him/her from the job at hand.

(2) Organizational Job Referent (OJR)

Apart from how an individual develops his own referent, it is also essential to what an organization provides to the employee in terms of the -

1: Content of job

2: How job) can enrich the particular employee.

It is believed that more clearly the OJR is stated and defined, the more easily an employee can work upon his own referent. Further, the dimensions of OJR that significantly contribute in enhancing the performance of an employee are - Job clarity, Assignment of authority, Responsibility defined, Job jurisdiction, Job stress etc.

In a research conducted by Bavendam Research Inc. (2002), it was found that besides the aforementioned OJR the other factors that determine the performance and satisfaction level of employees are –

(i) Opportunity: employee feels more satisfied when he has challenging opportunities at work,

(ii) Work Standards - Employee is more satisfied when his entire work group takes pride in the quality of its work,
(iii) Fair Rewards - Employee gets more satisfied when he feels he is rewarded fairly for the work he does,

(iv) Stress - Jobs are more stressful if they interfere with employees' personal lives or are a continuing source of worry or concern, and

(v) Adequate Authority - Employee gets satisfaction when he has adequate freedom and authority to do his job.

Thus it can be concluded that it is of grave importance for any organization to provide a conducive means encouraging environment to its employees and to use and develop their potentials and capabilities to maximum.

After discussing the concept and constructs of Job it would be justifiable to discuss the concept of satisfaction, as perceived by any employee of an organization.

The term satisfaction carries positive notion about performance and needs to be understood from an individual's perspective. It heavily depends upon personal mental framework of an employee, which constitutes fusing up his level of aspiration, desires, and achievement.
Apart from the personal attributes of satisfaction there are many levels of satisfaction, which jointly satisfy an employee in the organization. The various levels are-

**Individual Level**- This level is associated with exclusively personal level, what are the employees' own desires, mental capabilities, aptitude and how he/she is going to perform the particular job assigned to him/her by the organization. This level includes –

(i) Approach and performance,

(ii) Mindsets,

(iii) Opinion formation,

(iv) Self projection,

(v) Involvement,

(vi) Expectation from the organization and other.

**Relational Level**- The individual level is not the only determinant of the level of satisfaction attained by the employee, but in an organization there are other employees to work with, thus interpersonal relation also affects the level of gratification. This level includes –

(i) Personality adjustment,

(ii) Imposed projections,
(iii) Mutual trust,

(iv) Expectation from individual,

(v) Reciprocity,

(vi) Changing index of reference and others.

**Rational Level**- This dimension also helps the organization in reducing human variance factor and in developing a strong normative structure. This level includes –

(i) Set patterns,

(ii) Operationalization of jobs,

(iii) Modified rigidity,

(iv) Impersonality,

(v) Factual interpretation,

(vi) Objectivity etc.

**Functional Level**- The intrinsic mechanisms and structures of the organization can also influence the job satisfaction. Functional specificity has an important role in deciding whether employees are satisfied or dissatisfied. This dimension includes –

(i) Productivity,

(ii) Achievement,

(iii) Work ethics,
(iv) Environmental constraints,

(v) Input-output conversion,

(vi) Recycling of many outputs as inputs and others.

An Interactional Diagram between Individual Job Referent (IJR) and Organizational Job Referents (OJR) can help us in understanding the concept further part of this section:

**Figure 1: Individual Job Referent (IJR)**

<table>
<thead>
<tr>
<th>Individual Job Referent (IJR)</th>
<th>Interest</th>
<th>Attitudinal formation</th>
<th>Attitude</th>
<th>Individual level Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Willingness</td>
<td>Personal understanding</td>
<td>Mindset</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peer Sharing</td>
<td>Facilitation of</td>
<td>Opinion Formation</td>
<td>Self-projection</td>
<td></td>
</tr>
<tr>
<td>Competitiveness</td>
<td>Orientation towards organization</td>
<td>Involvement</td>
<td>Expectation from organization</td>
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</tbody>
</table>
Work plays an important part in the lives of most people. The average person puts in a 40-48 hours workweek, 5-6 hours for commuting, and at least some time winding down from the workday, spends a substantial portion of his or her life invested in work.

Work or Job is one of the most prominent sources of pleasure as well as gratification. While Jobs provide satisfaction with regard to position, feelings of accomplishment and purpose, but sometimes they also impose heavy demands on workers, which may result into negative states of pressure and strain.

From the organizational point of view the most important outcome variables are job performance, productivity, work quality, employee absenteeism and turnover. These are the variables that translate directly into dollars and cents for the organization. However
from the worker's viewpoint, the most crucial outcome variable is satisfaction.

According to Tiffin and McCormick (1958), the satisfaction which people experience in their jobs is in large part the consequence of the extent to which the various aspects of their work situations tend to be relevant to their job related value system.

It's a widely accepted truth that only economic motive has never fully satisfied a man. Job is not just a pay cheque. Every individual has certain values; job that matches with one's values and fulfils needs, interests and motives helps to derive satisfaction from his job.

It is an established fact that job satisfaction usually leads to qualitative and quantitative improvement in performance. Satisfaction in job induces motivation and interest in work and when work becomes interesting, the worker gets pleasure from it. More specifically, the personal pleasure that worker gets from job of his choice gives him tremendous psychological satisfaction.

Therefore, organizational behaviour researchers consider it as an important dependent variable. These researchers with strong humanistic values argue that satisfaction is a legitimate objective of an organization. Besides, they also emphasized that organizations
have a responsibility to provide jobs that are challenging and intrinsically rewarding (Robbins, 2002).

Job satisfaction has been the central construct in organizational psychology. A vast literature has been accumulated on job satisfaction and it continues to be a vital area of research and discovery. In the context of banking organization, the term job satisfaction is important and also it continues to be a vital area of research.

1.6.2 Stress

We tend to think of “stress” as a modern problem but it is not. The farmer who is afraid that he will lose his crop because of a cyclone or drought is as much under stress as a person living in the city. Every day we face some sort of challenge at home at work, even at a play out of our ordinary demands pressures are imposed on our minds and bodies. Stress is the state of the arousal with which the body responds to such demands.

With increasing complexity of our life style, the level of stress has been increasing at a phenomenal rate. As early as in 14th century, the term stress was used to denote hardship, strain, adversity and affliction (Lubusden, 1981). In 17th century, Hooke used the word stress in me context of physical science (Hinkle, 1973). But its
scientific meaning was, in fact, given in early 20th century, Stress is the process that occurs in response to the situations or events (called stressors) that disrupt or threaten to disrupt our physical, or psychological functioning (Lazarus & Folkman, 1984; Taylor, 1995; Pestonjee, 1992; Baron, 2002). In fact, stress is a many faceted process that occurs in reaction to events or situations in the environment called stressors. Although we normally think stress to be coming from negative events in our lives, positive events such as getting married or receiving an unexpected job promotion can also produce stress (Brown & McGill, 1989).

Making a survey of definitions of stress, Cox (1978) has described three classes of definitions. Stress can be thought of as a response (that is, stress response to an extreme stimulus), as a stimulus (that is, as a stressor itself) and as an intervening variable emphasizing upon the interaction between individual and environment. A good example of response definitions is one given by Selye (1950) who defined stress as a nonspecific response of the body to any demand. Characteristically, such response definitions lack the emotional component usually associated with stress. This emotional component is also lacking in stimulus definitions as that given by Levi (1987) who defined stress as conditions causing body to readapt.
It can be said that here the term stress and stressor are used synonymously. In addition to these two definitions, stress is defined as intervening variable whose meaning comes closest to the everyday meaning of the term. In fact, such definitions give emphasis upon the individual's perceptions of the demands made by the environment and his ability to meet those demands. When the personal resources and the environmental demands do not match, stress arises. Examples of such conceptualizations of stress are found in the P-E (Person-Environment) Fit theory (French, Rodges and Cobb, 1974). Recent researches have shown that like the natural directions (east, west, south and north) stress has four directions: eustress, distress, hypo stress and hyper stress.

A review of literature reveals that the nature of stress as a global phenomenon has been studied by three important models: Physiological model, load of information model and Interactional model.

Physiological model explains stress as a cluster of nonspecific symptoms that help persons adapt to stressors. General Adaptation Syndrome (GAS) developed by Selye (1950) is one example of physiological model. GAS consists of three stages: Stage of alarm reaction, Stage of resistance and stage of exhaustion. The stage of
alarm occurs upon sudden exposure to any situation to which the
individual is not adapted. Here the organism becomes mobilized to
meet the threat. In the second phase of resistance, the organism makes
efforts to cope with threat as through confrontation. The third phase is
that of exhaustion which occurs if the organism fails to overcome the
threat and depletes its physiological resources in the process of trying.

Load of information model explains stress in terms of stimulus
overload/underload (Suedfeld, 1979). It links stress not only to the
quality of environmental experiences but also to the structure of
experiences. Thus there may be some events that may be extremely
aversive but may not involve stimulation levels outside the optimal
zone. Conversely, there may be events which are positive in nature
and still produce stress. In other words, too much of a good things
may be stressful. Thus a U-shaped relationship is formed between
stimulus overload and underload.

In interaction models stress is based upon one's perception of
environmental events. In other words, these models focus on the
relationship between the individual and the environment. The basis of
the relationship is cognitive one. The cognitive model of stress has
been proposed by Lazarus and Folkman (1984) who are of view that
when individuals confront a new changing environment, they engage
in the process of primary appraisal to determine the meaning of the events which may be perceived as positive, neutral or negative in their consequences. Once primary appraisal of potentially stressful events have occurred, secondary appraisal is initiated in which there occurs assessment of one's coping abilities and resources and whether or not they will be sufficient to meet the harm, threat and challenge of stressful event. At last, the subjective experience of stress is a balance between primary and secondary appraisal. When harm and threat are high and coping ability is low, substantial stress is felt. When coping ability is high, stress may be minimal (Taylor, 1995).

There are varieties of sources of stress. Pestonjee (1992) has outlined three important sectors of life from which stress may arise: Job and organization, social sector and intra-psychic sector. Brown (1984) has listed five categories of sources of stress. Customary life events, unexpected life events, progressive, accumulating situational events, personalities glitches, value dependent traits. Likewise, Taylor (1995) has concluded that there are three major antecedent sources of stressful behaviour: stressful life events, stress in work place and work stress and families.

Stress is inevitable in daily life. Some stress is beneficial especially when it is within limits. It can improve performance and
make a job stimulating. When stress exceeds a certain level I can stop being useful and will tend to harm both physical and mental wellbeing.

We often feel stress when we feel we have no control over events. This can feel helpless most of us can manage some amount of frustration, delay, misfortune, but when these accumulate and cross a person’s stress tolerance level, it can be very difficult for the individual to cope with.

Selye (1936) the father of modern stress research wrote “Stress” is the non specific (physiological) response of the body to any demand made upon it. The response syndrome mentioned in his definition represents a universal pattern of defense reactions which serve to protect the person and preserve his integrity.

What is perceived or considered to be stressful to one person may not be true for another person some people can face more stress and pressure than others. Stress is caused by work overload having no control over ones life and seeing little prospect of change. Stress has been defined as the pattern of specific and non specific responses an organism makes to stimulus events that disturb its equilibrium and tax or exceed its ability to cope. (Zimbardo, 1988)
Concept of stress from historical view

The study of needs reactions to condition of intense psychological stress has been a major concern of psychological investigation for a long time. The concept of “stress” is one of the most significant concepts ever developed in the social and biochemical sciences, however, its potential as a prime intellectual tool for not only understanding but also explaining individual and collective human behavior and disorders has not yet been fully realized what has hampered the adequate use of the concept of stress is the fact that different investigations have employed somewhat different referents or meaning for the term stress and thus have employed different explicit or implicit psychological stimuli. He considered stress to be an intervening variable similar to “emotion” and “motivation” (Lazarus et. al., 1970) The most hard hitting attack on the continued use of the stress concept was made by Hinkle who remarks that it is hard to conceive of a “State” of stress within an organism qualitatively different from other states of being alive (Hinkel, 1973). Attempts to clarify the concepts of stress resulted typically in semantic definitional disputes or in argumentation concerning a specific aspect of some vague and complex theory. The field of stress research still lacks an integrative framework which can
explain the majority of research result in a logical theoretical manner (Copper, 1983) However a key points that is generally accepted by stress research is that stress, whether at work or elsewhere is not an exogenous entity. Rather to modify an honored aphorism, stress lies in the eyes of the beholder.

In a laudable effort Ramchandra Rao (1983) has recently highlighted the ancient Indian contribution as an alternative way of thinking about stress so that a comprehensive conceptual model of stress culturally specific to India can be developed. Confining himself to the indigenous system known as samkhya, yoga, and Ayurveda, Ramchandra Rao (1983) highlights two Indian concepts. Namely klesa, and dukha, which corresponds not only to the concepts namely, klesa and dukha stress in common use but also to an extent to the concept in its technical sense. The concept of klesa as crystallized in the yoga framework, express largely to the stressor aspects, and the concept of dukha in the samkhya, more to the phenomenon of stress itself. The Samkhya system views dukha to signify the stress that the individual experience in the course of his interaction with the word around him. It describes an organize state involving the experience of emotions and is characterized by and urge to escape or avoid. On the basis of a pain staking review of ancient Indian literature Ramchandra
Rao (1983) concludes that the broad based conceptual model of stress provided by the yoga sutra relies on the cognitive appraisal of the segment object and the threat. In fact cognitive appraisal constitutes the functional framework for the conceptual model of stress. Not only in Samkhya yoga system but also in Vedanta, and Buddhism. In other article, Ramchandra Rao (1983) has discussed stress with reference to situations in the Gita and Ayurveda, claiming that the Gita provides an excellent illustration of stress and how is to be handled, and that the main importance of the Gita is to redefine the major aspects of stress in life situations. Adopting the conceptual model provided by the yoga sutra it begins in his role status and of the objective environment including the task as assigned to or as accepted by him Ramchandra Rao (1983) has also outlined an elaborated ideology of stress based on Ayurveda, the Indian system of medicine which relies on the samkhya school for its general theoretical orientation. In fact the concept of cognitive structuring threat emotional involvement organic reactions and coping activity can be found in the discussion of stress in Indian thought. It has been demonstrated that such a conceptual model of stress concerns itself much more with cognitive pressure that the western models of stress Ramchandra Rao (1983) convincingly brings to light the ancient Indian
contribution to the understanding of the stress phenomenon on the basis of which a comprehensive model of stress culturally specific typical to Indian can e developed.

Out of a variety of ecological stressors, researchers have been mainly concerned with life stress or stressful life events B.S. Soherndwend and B.P. Doherswend, (1974) example stress assisted as a test anxiety (Spielberger, Gonzalez, Taylor, Algaze and Anton, (1978,1980) Pareek 1981

In the current studies a life events is defined as stressful if it causes changes in an demands readjustment of an average person normal routine. This definition of stress has relied upon empirical demonstration (Holmes and Rahe (1967), Holmes and Masuda, (1974) that there is a general consensus about the degree to which specific life events occurrences involve change and require readjustment. This consensual approach to life stress as a measurable environment input has led to a host of studies relating stressful life events, illness onset and psychopathology. Pareek (1976, 1981) has discussed organizational role stresses under two categories:-

A) Role space stress and conflicts

B) Role set conflicts.
In the former category, he includes say role distance inter role conflicts, role stagnation, inter role distance, and role boundness and in the latter category, he cover role ambiguity role overload, role isolation, role erosion, and role inadequacy. A job or organizational role is stressful to the extent that is does not provide supplies to meet the individuals motives and to the extent that the abilities of the individual face below the demands of a job or an organizational role which are pre requisites for receiving supplies. In both cases the individuals need and values will not be met by supplier in the job environment French Rodgers and Cabbl (1974), Harrison (1978) The undesirable effects of organization occupational stress may range from feelings of uneasiness to psychosomatic symptoms, work impairment and eventually coronary heart disease. This not only is expensive stress damaging to the well being of an individual but is efforts are dysfunctional to the organizational as well.

- **Reaction to stress**

  Stress manifests itself throughout a variety of reactions. The most common sign of stress reported by about one in four Americans (26%) is increased nerviness, anxiety and tension. Almost many people (24%) experienced tension headaches because of stress. Another one in life (19%) says their stress shows up in anger and
irritability with others. About 12% report that stress also takes its all in Fatigue. Finally one in mink Americans (11%) say their stress leads to a sense of depression. Other symptoms of stress includes muscle aches, stomach aches and overall fellings of being upset, in so many and loss of sleep, an increased heart beat a rise in blood pressure, compulsive eating or loss of appetite a feeling of frustration , crying, yelling and seeming etc. (L. Harris 1987)

- **Physiological stress Reactions**

  Hans Sale (1980) a pioneer in the study of how stress affects the body, holds that in additions to the body’s responses that are specific to a particular (Stressor such as sweating in response to heart) there is a characteristic pattern of nonspecific physiological mechanism that are activated in response to almost any stressor. Sale called this pattern the general adoption syndrome. It consist of three progressive stages.

  1. **Alarm Reactions**: in the initial emergency response to stress provoking agents , the body attempts restore its normal functioning. The alarm reactions consists of complicated body and biochemical changes that produce simple symptoms regardless of the type of stressor. For this reason people in the beginning stages of different illness often competition of
common symptoms such as fever, headache, aching muscles and joints, loss of appetite and generally tired feelings.

2. **The Stage of Resistance**: if our exposure to stressful situations is continuous, the alarm reactions is followed by the stage in which the human organism develops an increased resistance to the stressor, the symptoms of the alarm stage disappear and body resistance rises above its normal level to cope with the continued stress. But the prices of this resistance includes increased reactions from various glands, lowered resistances to infections and the decrease of adoption. Stress included peptic ulcers and high blood pressure are common examples through not all cases of these disorders are include by stress.

3. **The Stage of Exhaustion**: if chronic stress continues too long the stage of exhaustion is reached. The body is unable to continue its hormones at the increased rate, so that the organism can no longer adopt to chronic stress. Body defends break down adoption energy run out, and the physical symptoms of the alarm reaction reapers. The symptoms of this stage are similar to aging in many respects, except that the symptoms of exhaustion depending on the severity of one’s conditions are more or less reversible.
The current level of stress in year life is determined by the number of such stresses and seriousness of these stressor (what causes the stress) Many people who experience high levels of stress are affected mostly by the daily annoyances such as sending children to school the servant not taming up on time etc.

- **Organizational stress**

  Indian Researches have discussed stress at work, at least implicitly while dealing with subjects like absenteeism, leadership, motivation, quality of working life and participative management. However a systematic study of organizational stress is a recent phenomenon in this country B Singh, Mahan, and Agra (1979) and Agawam Mahan, and B Singh (1979) after reviewing related studies, lamented that researches in India have primarily concerned themselves with physical hazard stressors (i.e. effects of stress such as dust, direct, noise, temperature, long working hours, and dangerous and unguarded machines) and have largely neglected psychological hazards like role conflicts role ambiguity, role overload and other organizational role ambiguity role, overload, and other organizational role stressors, which we equally important in affecting the quality of working life.
• Measurement of organizational stress

Defining role efficacy as the potential effectiveness of a role of an individual in an organization Parsec (1980) has developed a 20-item role efficacy Scale (RES), which covers 10 dimensions. The has been used in some studies S. Sharma, & V. Sharma (1983) Surati (1983) More recently ( Park 1982) has standardized three Role Stress Scale (RSS) i.e. entrepreneurial Role Stress (ERS) Scale, General Role Stress (GRS), and organizational Role Stress (ORS) Scale. The ERS is a 27 item Scale is designed to measure 4 general role stresses and ORS, is a 50 item Scale for assessing 10 organizational role stresses. In addition A.K. Srivastava and A.P. Singh (1981) have standardized the occupational Stress Index (OSI) which assesses the extent of employees, stress in relation to 12 dimensions of their job life.

After identifying eight styles of coping with stress (Four functional and four dysfunctional) Pareek (1982 b) also standardized a semi projective instrument for assessing styles or strategies used by a respondent to cope with role stress. This instrument, known as ‘Role Pices’ has several from, and Role Pices (O) is one of the from to be used to assesses coping styles in relation to organizational role stress. Singhvi and Pareek (1982) have recommended that criteria of
significance of trends (Positive or negative) must be developed epically and should be based on the distribution pattern of Role Pics (O) responses of a large sample.

- **Stressors In organizations**

  Some attempts have been made to analyze the nature of organizational stressors analyze the nature of organizational stressors. M.V. Deshpande (1978) has provided an in-depth analysis senior executive in item of management policies, manpower planning, appraisal system, promotions, work routine, interpersonal relations, lack of a coordination and perception that their abilities remain unutilized. In addition, divergent objectives of Individuals and organization. Lack of communication, general socio-political and economic environment poor interpersonal relationship have been highlighted as organizational stressors by A.K. Singh (1978-1980 and Kumar 1981). In fact Kumar (1981) While empassing the harmful consequences of such stressors for the individual and organization, has pleaded for serious research in the virgin field of Industrial psychiatry.

  Role stress have also been studied in relation to job level, Length of service, and different occupational groups. Mathle (1980) shoved that scale role conflict is experienced more frequently at the
middle management rather than at the lower management level; supervisors manifest relatively higher role conflict then workers. This stiffly also demonstrated that role conflict decreases with an increase in job drop tenure in an organization. Surti (1983) observed that

vries and bank employees experience minimum role stress, while university and college teachers experience maximum role stress. The addition, social workers and gazelled officers fed more efficacious in their roles, while researchers and bank employees fact less efficacious.

- **Correlates of organization Role Stress**

  While Harippal (1979) showed that job tension and job satisfaction have a significant inverse relationship across different job levels, Mehle (1978) concluded that life satisfaction promotes a positive response to the work situation Marayanen and V Yenkatachalam (1979) found organization stress and motivation and be negatively related. In two well designed studies by Harigopal and Ravikumar (1978-79) It was observed that, Role ambiguity is positively related to perceived deficiency of social and self actualization needs , but it is negatively related to job involvement and intrinsic motivation.
There is a negative relationship between company satisfactions role ambiguity and role conflict. In another study, Madhu and Harigopal (1980) showed that in the case of non-technical supervisors a negative relationship exists between role ambiguity and job involvement and performance.

Recently, S. Sharma and V. Sharma (1983) found that in the case of gazette officers only, role efficacy has a positive relationship with job satisfaction and this relationship is stronger in the case of on the job factor of job satisfaction, this job level appears to be a moderate of the role stress job activities relationship. B. Singh, Agrawarl, and Malhan (1981) reported that general role conflict is negatively related to job satisfaction and satisfaction with working life. In a study of officers of a private sector organization, Pestonjee and V.B. Singh (1982) found that the overall indices of role stress are negatively associated with all the dimensions of job satisfaction with the exception of the social relations aspect of job satisfaction, self role distance has a significant negative correlation with all the dimension of job satisfaction, inter role distance, role stagnations, role ambiguity, and role inadequacy are negatively related to job satisfaction, except in the case of social relations, Surit (1983) also found that role stress and job satisfaction are negatively related. In
addition it was noted that fear of success is participative and consultative organization climate has a negative relation with role stress. Earlier Sen (1982) has studied that personal and organizational correlates of role stress. Further, DAS (1982) has reported that work group climate is an important cause of managerial stress, and perceived power is an important cause of managerial stress, and perceived power is the second most potent cause of managerial stress. Contrary so other findings, role ambiguity did not emerge to be a significant cause of stress. Thus a negative group climate and powerlessness may be dominant causes of stress experienced by Indian managers.

In another group of studies, the relationship of organizational role stress, with adjustment and health related variables had been considered. A.K. Srivastav and A. Krishna (1981) have demonstrated that high job related anxiety is associated with lower satisfactory social relations and adjustment with lower satisfactory social relations and adjustment. With lower satisfactory social relations and adjustment. Sever physiological psychological and behavioral consequences of managerial stress have been highlighted by A. Shah (1978) General role conflict has been shown to be positively associated with job related tension and work
alienation B. Singh et. Al (1981) Recently S. Sharna and V. Sharma (1983) have reported that role efficacy has a negative relationship with general and job anxiety measures, and that the role efficacy job anxiety relationship is stronger than the role efficacy–general anxiety relationship. A Singh, Krishna and N. Singh (1972) studied the effect of occupational stress on the cardiogram of rickshaw pullers, and Barnes (1983) highlighted the negative consequences of occupational hazards on merchant marine officers, Recently, Srivastava (1983) Studied a group of white collars employees and concluded that the high stress group and significantly higher free-floating anxiety, obsessive neurosis, phobic anxiety and hysterical symptoms further, patients with psychosomatic complaints described their job as overtaxing, demanding and marked by a series of disagreements with their authorities (Chaturevedi 1983)

Nothing significant has been brought out on the moderators of organizational stress well being connection. Harigopal (1980) Showed studied personality factors (Ego-strength, dominance–submissiveness) as mediate of role stress company satisfaction relationship. He concluded that (a) high and low ego-strength supervisors differ significantly of role ambiguity and role conflicts; (b) Ego strength moderates the relationship between role ambiguity
and job involvement. (c)Submissive supervisors experience mere role ambiguity than their dominated counterparts, and dominance vs submissiveness dimension of personality moderates the relationship between role conflicts and job involvements. B Singh, V.N.Agawal and Malhan (1981) studying a sample of supervisors, demonstrated that moderating effects of individual differences (Locus of control and work values) and situational variables (group cohesiveness and supervisory support) on the relationship of role conflict with different indices of well being. The moderating effect of supervisory support was pervasive and profound. In some studies, job managerial level has also emerged as a moderator of the stress well being relationship (Hargopal and Ravikumar, 1978, 1990; S Sharma and V. Sharma 1983) In another study, Das (1982) concluded that higher feelings of power, stronger perceived group support, more open communication, more knowledge based risk taking acts as a buffer against managerial stress, of these, work group climate emerged to be a major moderator of the managerial stress well being relationship.

1.6.3 Anxiety

Anxiety is the least understood and most extensively studied of all the emotions. The twentieth century has been called the age of anxiety but the concern with anxiety phenomenon has been as old as
the history of humanity Spielberger and Vagg, (1995). It is both an emotional state and a personality trait or quality. The concept of anxiety is very important for understanding the emotional life of a person even though there is much diversity in the definition of anxiety, its origin and its role.

According to the dictionary definition, anxiety is a painful uneasiness of mind concerning some impending or anticipated ill. An anxiety reaction is a state of apprehension without an apparent object, in which attempts are made to discharge internally generated tension and to reduce anxiety through increased bodily activity. The essential aspect of anxiety is that, it brings on an internal or subjective condition. It represents a danger or threat within the person himself rather than solely on external danger.

Anxiety may be termed as an affective Freud, (1924), stressful Stratton and Hayes, (1993), transitory Spielberger, (1968) and highly emotional state, English and English, (1958); Wolpe, (1966) or highly unpleasant condition Freud, (1926) Jacobson, (1953), English and English, (1958) that signals a danger to the ego, Freud, (1960) Stratton and Hayes, (1993) and is characterized by a word nervousness (Freud, 1924); painful or uneasy state of mind Webster, (1956); feelings of tension, apprehension and heightened arousal of
autonomic nervous system Spielberger (1968), which may also be deemed as learned phenomenon Mowrer, (1954) Dollard and Miller, (1950). The reactions of anxiety may be viewed as complex neurophysiological responses Martin (1961) as more complex emotional reactions Drever (1958), Izard and Tomkins (1966), or catastrophic reactions that obstruct the process of self-actualization Goldstein, (1963). A few components of anxiety are physiological the alarm reaction or fight or flight reaction; cognitive aspects particularly in narrowing attention and subjective experience of discomfort Spielberger et.al., (1968). Each of these components may help the person to deal effectively with clearly recognized, real and immediate dangers. But these may be damaging both physiologically and psychologically. When the anxiety persists as in occupational stress, or unresolved unconscious conflicts, Stratton and Hayes, (1993) and as continuing drive seems likely to miss its goal English and English, (1958) and creates a state of uncertainty and helplessness May, (1950), Epstein, (1973).

Thus, anxiety as an affective, stressful, palpable but transitory emotional state, it happens to be a highly unpleasant condition that signals a danger to the ego and is characterized by nervousness, painful uneasiness of mind with feelings of tension, apprehension and
heightened arousal of autonomic nervous system. The physiological, cognitive and subjective component help the person to deal effectively with clearly recognized, real and immediate dangers but may be damaging for present or unresolved unconscious conflicts and may affect both somatic and physiological participation and threatens the integrity of the organism with acts of different discharged phenomenon along a particular path.

There is no single definition of abnormal levels of anxiety. People may be considered to have abnormal anxiety if their anxiety falls into one or more of the four groups, being unusual, either higher or lower than the normal, socially unacceptable, a medical diagnosis and being so personally distressing that it interferes with the sufferer's daily living (Adams and Bromley, 1998) and anxiety is a disorder within the person arising when there is a clash between conflicting tendencies such as impulse to love or hate and in which abnormal or chronic anxiety interferes with daily living. There are three main diagnostic categories in common usage: panic attacks, phobias and obsessive-compulsive disorder. DSM-IV American Psychiatric Association, (1994) classified anxiety into sub-groups namely panic disorder, phobic disorder, generalized anxiety disorder, obsessive-compulsive disorder and post-traumatic stress disorder
Davison and Neale, (1998). The words fear and anxiety are often used interchangeably. However it is sometimes useful to make a distinction. The word fear is used when the object of emotion is known and anxiety when the object is unknown or completely or partially hidden, unrecognized or unconscious in the sense that the anxious person is not clearly aware of the nature of conflicting conditions which make him uneasy. He does not realize that anxiety comes from feelings of insecurity within oneself and not from external situation to which he projects fear.

In the course of the development of anxiety, Freud (1966) identifies two stages: primary anxiety as a traumatic state and subsequent anxiety as a reaction of the ego to threat from outer world. In a situation where self-esteem or security is threatened, unconscious anxiety may rise. According to ego-psychologist, Jacobson (1964) anxiety develops in the ego arising from inter-systematic tension between the ego and the id. Dollard and Miller (1950) regarded anxiety as secondary or learned drive, a result of neurotic conflict. Eysenck (1947, 1957, 1960) gave importance to personality factor in the development of anxiety and considered neuroticism and excitation-inhibition balance as main source of anxiety. Lazarus and Averill (1972) viewed anxiety as an emotion based on the appraisal of
threat, an appraisal which entails symbolic anticipatory and uncertain elements ….anxiety results when cognitive system no longer able to relate meaningfully to the world around. Cattell (1966) during factor analysis found a relatively broad second order factor, named anxiety as a function of the magnitude of all unfulfilled needs and the degree of uncertainty that they will be fulfilled and also stated that anxiety is specific to the fear urge and result from the threat occurs when there is anticipation of deprivation of any single or all the urges. Cattell has also identifies two types of anxiety: trait and state anxiety. A few factors namely ergic tensions ego-weakness, guilt-proneness, suspiciousness and tendency to embarrassment were included in the trait anxiety factor while the state anxiety factor has a very slight loading of physiological variables like respiration rate and systolic blood pressure Cattell and Schierer, (1961). Free-floating anxiety, a term has been also used for trait anxiety, where a person has a tendency to be anxious all the time about many things that are not related to specific situations. Physiological psychologists also came forward to give an explanation of anxiety. Cannon (1932) proposed that the concurrent process of affective experience and autonomic reactivity is mediated by lower brain centers, the hypothalamus and thalamus. The lymphic system is integral to the experience of pains
and pleasure Brady, (1958) Health, (1964), the reticular formation Lindsley, (1951) related to the cortical functioning and regulates the state of emotional arousal Malmo, (1957) were held responsible in the occurrence of anxiety while the feeling of it is determined by hypothalamus-hypophysial control of endocrine function which consequently affects the changes in ANS.

Anxiety is likely to be more diffuse and vague Epstien, (1972) and of lower intensity than fear. It is commonly aroused by situations which are ambiguous or whose meaning is not clear and so it is difficult for a person to know exactly how to react to the situation.

A certain level of anxiety is said to be normal when its intensity and character are appropriate and may help to prepare physiologically for coping with the demands. In addition to it, the effects of normal anxiety are not disorganizing and maladaptive. Normal anxiety has useful functions as it increases the person's readiness for prompt and vigorous actions, it adds to pleasurable anticipation and is often the tool of laughter and enjoyment and does not interfere unduly with daily living.

The moderately anxious person is more apt to be vigilant, cautious and reaction sensitive to slight stimulation. Moderate anxiety can actually increase endurance during an emergency and can give
time a person for defensive preparation. Therefore a person, who completely lacks any anxiety, may be as badly off as a person who is too anxious.

The genetic causes of anxiety are generally not inherited but a general sensitivity may be inherited by the person which may lead to an increased tendency to worry for most of the things happening in the man's life. High intakes of caffeine, nicotine, and use of stimulant drugs have been reported to increase anxiety in a person who has a predisposition to it. Deficiencies of certain vitamins such as calcium, Vitamin B6, and magnesium and people withdrawing from using benzodiazepines, alcohol and barbiturate drugs may result in increase of anxiety level. A few environmental situation may also precipitate high level of anxiety namely experience of childhood as being criticized, put down regularly, being overprotected, lack of nurturing, affection, support, encouragement of assertive behaviour and independence; cumulative stress; adverse life events and major loss such as threats to security, the death of a loved one, break up of a marriage relationship, financial hardship, loss of a job; major life changes such as a frequent change in jobs, having no children or children living at home or in a hostel for their schooling etc (Brourne, 1995). Negative, unrealistic and irrational thought patterns, unhealthy
beliefs, suppressed emotions, lack of self-esteem, self-worth, assertiveness and meaning of life have been also reported as precipitating factors behind high level of anxiety David (1980).

Anxiety may have consequences for health status and precipitate conditions such as migraine, angina; aggravation of psoriasis, asthma, eczema and other disorders; disturbance of bowel movement resulting in constipation, diarrhea or irritable bowel syndrome, unstable maintenance of diabetes; vulnerability to hospital-acquired infections; cognitive impairment which has implication for patient teacher and self-care, altered appetite and eating habits, which affect nutritional state, insomnia and restlessness, perhaps leading to reduced healing, lethargy, which may lead to low motivation and rejection of help and a lowered pain threshold Adams and Bromley, (1998). It has also been regarded as a casual factor in the development of neurosis and other behavioral disorders Horney, (1937) Freud, (1950) Lazarus, (1965) Davison and Neale, (1998). Anger seems to be playing a more crucial role in the causation of chronic disease than anxiety Sehgal,( 2000).

1.7 SIGNIFICANCE OF THE STUDY:

World over, the technology driven channels such as, ATM, net banking and mobile banking have reduced walk-in-customers at the
bank branches. However, in India, it is observed that the customers still find it difficult to use these technology based channels and they are more comfortable in traditional banking over the counter personally to ensure error-free and risk-free banking service. While struggling to provide better and efficient service at the counters, the staff is also confronted with various regulatory norms to mitigate risks in operations. This clearly establishes that employees of Nationalized and cooperative banks play a vital role in managing not only the ‘transaction’ of a customer but also future long-term relationship with them.

The present study is limited to Aurangabad Region only because Aurangabad has been a tourist attraction since a very long time. Tourism traditionally has been the boost to the local economy. As early as the 1970's Aurangabad hosted of an airport and also a Luxury hotel. The Influence of Tourists gave the local handicraft and handloom industries have flourished. Due to the tourists, Aurangabad has been put on the Map of India with an asterisk, which has attracted many a industrialists.

Since the reformation era which began in the 1990's under the Leadership of P.V. Narsimha Rao Aurangabad has been the epicenter of New Investments and at one point of time it was rated as the
Fastest developing city in Asia. Increasing population being brought in by the major investments in the region needed to services of banking and related Services. And Banking related service sector has news looked back. Aurangabad has 25 No. of Banks with 100 +no. of branches and 200 + No. of ATM's. Investment banking has large and with bolts at every book and corner.

All the above mentioned information shed light on the reason why this study was conducted only in Aurangabad is because Aurangabad has a robust banking setup with almost all the big player having a presence in the city. The total work force of 1,40,000 gives an opportunity to have a great study and understand the behavior and job satisfaction in a more emphatic way.

The second major important reason for conducting such a comprehensive study was that no other study of banking sector was conducted in Aurangabad before, and this would be the first novel study for Aurangabad. It will be shared with the top-bass of the various banks to improve the policies if required to insure job satisfaction and employee well-being with the immense development in the banking sector.

The total employee strength has increased it 70% from 1991 to 2011. The employer strength of the banking sector gives a great
opportunity to understand the dynamics of the study employees’ anxiety, employee stress level and job satisfaction at all levels of operation and across the spectrum of nationalized private and co-operative banks.

With the initial interactions and the general perceptions the hypothesis that can be generated is that the employees of nationalized banks have lower stress and anxiety of these leads to high job satisfaction and compared to cooperative and private Bank employees.

- **Summary**

Thus, the present study is a humble try to focus on human behavioral aspect of banking. Each and every organization has a definite goal. Banking institutes plays a major role in the economic and social development of the people. If these workers or taskforce are happy, then they will use their maximum potentials. If they satisfied in their job they will produce more. This is a natural phenomenon. Through this study, researcher has try to focus on it scientifically.