

# A Comparative Study of Job Stress of Nationalized and Private Bank Employees

## Abstract

Today workplace stress is becoming a major issue and a matter of concern for the employees and organization. It has become a part of life of employees. Selye(1936)

Defines, "Stress as a force, pressure or strain exerted upon person who persists these forces and attempts to maintain its original state". Stress is a condition of strain that has a direct bearing on emotions, thought process and physical condition of a person. Occupational stress arises due to the lack of fitness in person's environment.

**Keywords:** Nationalized and Private Bank Employees, Job Stress.

## Introduction

Steers (1981) indicate that, "occupational stress" has become an important topic for study for several reasons-

1. Stress has harmful psychological and physiological effect on employees.
2. Stress is a major cause of employee's turnover and absenteeism.
3. Stress experienced by one employee can affect the safety of other employee.
4. By controlling dysfunctional stress individual and organization can be managed more effectively.

During the past decade, the banking sector has undergone rapid change due to globalization, increased competition, the entrance of private banks and introduction of new technology. Due to these changes, the employee in the banking sector is experiencing a high level of stress. Globalization and privatization led policies compel the banking sector to reform and adjust to have a competitive edge to cope with multinational led environment. The advent of technological changes, especially extensive use of computers in the sector has made it inevitable to downsize the workforce in the sector. These changes affected the social, economic and psychological domain of bank employees and their relations. Along the other sector, the banking sector is leaning towards the policy of opportunity; contrast labours while various compulsive as well as rewarding options such as VRS etc. All the factors attribute to cause occupational stress among the employees. There are only very few studies in banking sector have been done while it is drastically influenced by new policies. In this juncture, the present study is undertaken to address specific problems of bank employees related to occupational stress.

## Review of Literature

According to Douglas (1980) stress is an action or situation that place special physical or psychological demand upon a person. Van Fleet (1988) stress is caused when a person is subjected to unusual situations, demands, extreme expectation for pressures that are difficult to handle. Behr & Newman (1978) defines occupational stress as a condition arising from the interaction of the people and their jobs and characterise by changes within people that force them to deviate from their normal functioning.

Occupational stress is an increasingly important occupational health problem and significant cause of economic loss. Occupational stress may produce both psychological and physiological disabilities. It can affect personal wellbeing and productivity (Quick, Murphy, Hurrell and Orman 1992). A job stressed individual is likely to have greater job dissatisfactions, increase absenteeism and reduce separations and self-esteem ( Jeck & Payne, 1980). Studies burn out found that it is related to exhaustion and work overload factors in various organisations (Green & Walkey, 1988). Stress on job is costly for employers reflected in lower productivity, reduce motivation and job skills.



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Stress is associated with impaired individual functioning in the workplace. A number of aspects of working life have been linked to stress and that may leads to ill health, anxiety, dissatisfaction, irritation and depression amongst employee. (Sparks et. Al. 2001) Organizational stress has been found to be negatively correlated to managerial effectiveness (Srivatava 2009) understanding the causes of role stress among Bank professionals is of paramount importance for their well-being and formulation of stress management programme. The banking sector is one of the emerging areas of service which are expanding very rapidly. Associated chamber of commerce and Industry of India(ASSOCHAM) in a study conducted in 2007,has also reported that those working in the Banking sector both Nationalized and Private tend to get stresses as they have to attract a large pool of customers for various scheme besides ensuring timely recovery of loans.

The present study is an attempt to investigate and to compare the level of stress experienced by the employees of Nationalized and Private Banks in Kanpur district. The study aims to ascertain the level of stress and analyse the various attributes which influence organizational stress of bank employees.

**Sampling**

The sample consists of 100 subjects out of which 50 subjects are of nationalized and 50 of private banks. The population belongs to age group of 30-40. Only male population considered in this research.

**Tools Used for Data Collection**

The Occupational Stress Index (Srivastava, A.K. and Singh A.P.; 1981) was used for data collection. The scale consists of 46 items in which 28 are true keyed and last 18 are false keyed. The items related to almost all relevant components of the job which cause stress in some way or others, such as role overload, role ambiguity, role conflict, unreasonable group and political pressure, responsibility for person under participation, powerlessness, poor peer relations. Intrinsic impoverishments, low status, strenuous working conditions and unprofitability.

**Aim of the Study**

To analyse the level of occupational stress among nationalized and private banks.

**Hypothesis**

Stress will be higher among Private Bank employees as compared to Nationalized Bank employees.

**Analysis and Results**

Mean, S. D. and t value of stress scores of respondents with respect to their organization.

Variable	N	Nationalise Bank		Private Bank		t	df
Total Score	100	75.84	10-11	86.97	15.76	5.96**	99

\*\* Indicate Significant at .01 level.

Table-1 indicates the significant difference between the Nationalized and Private Bank employees. Private Bank employees high Mean scores (86.97) in relation to occupational stress

compared to Nationalized Bank employees (75.84). This shows that Private Bank employees high level of stress compared to nationalized bank.

Variables	Nationalized Bank		Private Bank		t	df	P
	M	S. D.	M	S.D.			
Role Overload	12.3	3.76	16.15	5.16	6.00	98	.01
Role Ambiguity	9.03	2.46	10.41	2.60	5.82	98	.01
Role Conflict	10.27	3.6	11.56	3.56	4.96	98	.01
Unreasonable group & Political Pressure	4.21	1.74	3.21	1.88	1.92	98	
Responsibility of Persons	3.21	1.4	2.68	1.86	1.25	98	
Under Participation	8.38	2.8	10.66	2.62	3.99	98	.01
Powerlessness	5.47	1.99	6.39	2.33	2.99	98	.01
Poor Peer Relations	2.83	1.58	2.82	1.26	.44	98	
Intrinsic Impoverishment	6.44	2.72	3.00	2.50	2.64	98	.01
Low status	2.85	1.87	5.96	2.80	1.02	98	
Strenuous Working Conditions	6.51	5.1	5.74	1.61	2.45	98	.01
Unprofitability	4.32	1.89	5.74	1.96	2.03	98	.01

The above table indicates that among the selected occupational stress variables role overload has the highest Mean value (12.3 & 16.15) followed by role conflict (10.27 & 11.56) and role ambiguity (9.03 & 10.41). The variable like under participation, powerlessness, intrinsic impoverishment, strenuous working condition and unprofitability are also forced to be significant at .01 and .05 level. Factors such as unreasonable group and political pressure, responsibility of persons, poor peer relations and low status are insignificant.

**Major Findings**

1. There is a significant difference in the level of occupational stress between Nationalized and PRIVATE bank employees.
2. Occupational stress is found higher among Private bank employees compared to Nationalized Bank.
3. Among different occupational stress role overload, role ambiguity, role conflict, under participation, powerlessness, intrinsic impoverishment and strenuous working condition are the major stressors.
4. The study indicates that Private Bank employees have high workload compared to nationalized bank employees. The members feel that the work allotted is taxing to the employees and is beyond their expertise and limit. Cobb (1975) has rightly pointed out that the responsibility load creates stress among workers.

The study indicates that Private Bank employees' role conflict compared to nationalized

bank because high certainty about the nature of work develop high job stress among members. Cooper and Marshall (1976) rightly indicate in this context that the role conflict exists when an individual in a particular work role is turn by conflicting demands. Members have to work under pressure to compare with the other Private Banks. Members having different work skilled work skilled and expertise also have time to their work in accordance with the demands. There the changes of role conflict and its impact will be higher.

The study indicates the Private Bank employees have high ambiguity compared to nationalized bank employees. Higher the ambiguity related to work scheduled higher the occupational stress. The role ambiguity results when is low congruity between the expectations of work behaviour and scheduled task. There is lack of reality about what to do, when to do, where to do and how to do. Role ambiguity except when an individual has inadequate information about the work role. Higher the level of ambiguity higher the level of stress experienced by members at work.

Under participation, powerlessness, intrinsic impoverishment, and strenuous working conditions shows significant difference between Nationalized and Private Banks. Private bank employees have to participate more working hours in banks and they feel powerlessness as their suggestions are not accepting by others. Private Bank employees have no internal motivation and the working conditions are strenuous.

Unreasonable group and political pressure is not a healthy way in an organization. Responsibility in personal dimension shows no significant difference between Private and Nationalized Banks. It seems that the sample have high responsibility for persons. Organizations boost their members to share common goals. Thus the employees take responsibility for the task performance of others is likely because some degree of stress.

Poor relations and low status are also found to be insignificant factors. It leads to poor team work and this make conflicts among individuals.

From the above discussion it can be concluded that stress occurs in Private Bank

employees. It is concluded that the problem of stress is inevitable and unavoidable in banking sector. Majority of employee's faces severe stress related ailments and lot of psychological problems. Hence the management must take several initiatives in helping their employees to overcome its disastrous effect. The productivity of a work place is the most decisive factor as far as the success of organization is concerned. The productivity in turn is dependent on the psychological wellbeing of the employees. In the age of highly dynamic and competitive world, man is exposed to all types of stressors that can affect them in all realms of life. The growing importance of interventional strategies is felt more at organizational level. This research was intended to study the impact of occupational stress on Nationalized and Private Bank employees.

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