



# A STUDY ON STRESS AMONG EMPLOYEES OF SELECT PUBLIC SECTOR BANKS IN COIMBATORE CITY

## KEYWORDS

**S.Srihari**

Research Scholar, SNR Institute of Management Sciences, SNR Sons College

**Dr.A.Ramachandran**

Director, SNR Institute of Management Sciences, SNR Sons College

## 1. INTRODUCTION

Stress is the “wear and tear” of our bodies experience as we adjust to our continually changing environment; it has physical and emotional effects on us and can create positive or negative feelings. As positive influences, stress can help compel us to action; it can result in a new awareness and an exciting new perspective. As a negative influence it can result in feelings of destruct, rejection, anger and depression, which in turn can lead to health problem such as headache, upset stomach, rashes, insomnia, ulcers, high blood pressure, heart diseases and stroke. The study is conducted to assess the level of stress among the select public sector banks (PSBs) namely, **State Bank of India (SBI) Canara Bank, Indian Overseas Bank and Syndicate Bank.**

**Cary Copper, et.al (2005)**<sup>1</sup> conducted a study on the “Experience of work-related stress across occupations”. The aim of the study was to compare the experience of occupational stress across a large and diverse set of occupations. Three stress related variables (psychological well being, physical health and job satisfaction) are discussed and comparisons are made between 26 different occupations on each of the measures. The result obtained was that the relationship between physical and psychological stress and job satisfaction is present at an occupational level, propositions are presented that are aimed at clarifying the dynamics of burnout, including determinants of and interrelationships among the three burnout components.

**Amat Taap Manshor, et.al. (1994)**<sup>2</sup> in their study on “Occupational Stress among Managers” found that workloads, working conditions and relationship at work were the main concern of the managers that lead to stress at the work place. The results also indicated that certain demographic variables do influence the level of stress among managers.

Banking System in India is dominated by nationalized banks. The nationalization of banks in India took place in 1969 by Mrs. Indira Gandhi the then Prime Minister of India. The major objective behind nationalization was to spread banking infrastructure in rural areas and make available cheap finance to Indian farmers. Fourteen banks were nationalized in 1969 each having deposits of more than Rs.50 crore. The fourteen banks are Central Bank of India, Bank of India, Punjab National Bank, Bank of Baroda, United Commercial Bank, Canara Bank, United Bank of India, Dena Bank, Syndicate Bank, Union Bank of India, Allahabad Bank, Indian Bank, Bank of Maharashtra, Indian Overseas Bank. Before 1969, State Bank of India (SBI) was

the only public sector bank in India. SBI was nationalized in 1955 under the SBI Act of 1955. The second phase of nationalization of Indian banks took place in the year 1980. Six more banks were nationalized viz., Andhra Bank, Punjab and Sind Bank, New Bank of India, Vijaya Bank, Corporation Bank, Oriental Bank of Commerce with deposits over 200 crores.

## 2. STATEMENT OF THE Problem

Job stress is a real phenomenon and it is associated with job satisfaction level of employees in any place. In this case the employees of public sector banks in Coimbatore are taken as samples and there are many factors taken into consideration leading them to stressful situations. Some important factors associated with their stress are over work load, working condition, role conflict, role ambiguity, relationship between superiors and colleagues, relationship with family members, lack of experience in understanding and executing procedures, lack of sense of belonging in the Bank.

To find lack of availability and associability in their respective department and lack of objectivity, multiple roles, lack of space and time for personal growth were also considered as important factors. From this point of view, it is intended to find the level of stress among who were facing stress in their work. Hence, the results revealed that whether all these factors affect their physical, mental and social circumstances that made to opt the study and an attempt to highlight the stress faced by the bank employees in the select public sector banks.

## 3. Framework of Hypothesis

There is no significant relationship between demographics of the respondents and the Factors leading to Stress

## 4. OBJECTIVES OF THE STUDY

The following are the objectives of the study

- To analyse the demographic variables of the bank employees working in select public sector banks.
- To determine the employees level of stress in their job.
- To study the relationship between the personal determinants of the employees with the factors leading to stress.

## 5. Methodology

The most common assessment of assessing perception of stress is evaluated using questionnaire survey in the present research. The focuses of the level of stress among the employees working in select public sector banks with the determinants such as health, relationship, emotional exhaustion, vulnerability, physical fitness and finally, organi-

zational commitment. The research is used to measure the level of perception of the Bank Employees intends to understand the opinion of the employees regarding the contributing factors. With the help of five point Likert Scale, descriptive research design has been adopted. The public sector banks (PSBs) selected for the study are **State Bank of India (SBI) Canara Bank, Indian Overseas Bank and Syndicate Bank**. The researcher conducted the study with prior discussion with the manager of the branch of select public sector banks and based on the information gathered about the working staff members the sample size was restricted to 192 employees who are working in different cadres and having different designations viz. Clerical cadre to Managerial cadre. Hence, the research technique was found to be Stratified Random Sampling Technique.

**6. SCOPE OF THE STUDY**

The study enables to arrive at the factors responsible for job stress among employees working in select public sector banks. This study provides valid suggestions and measures to be taken to improve Job stress of the employees and the study is also useful in the area where the employees face job stress can be ascertained.

**7. Limitations of the study**

The research conducted is subject to certain limitations the research was conducted within a limited duration, therefore a detailed study could not be made. The data collected is based on a structured questionnaire. The findings and conclusions are based on the knowledge and experience of the respondents and sometimes it is subject to bias.

**8. ANALYSIS AND RESULTS**

The study analyzed the demographics of the respondents, analyzing the reasons for their stress such as health, relationship, emotional exhaustion, vulnerability, physical fitness and finally, organizational commitment. For the purpose of hypothesis testing Chi-square test is used to find the relationships between demographics of the bank employees compared to find the factors leading to stress.

**9. Demographics**

It is observed from the table that the respondents categorized based on their demographics such as age, gender, marital status, educational qualification, designation, experience, and monthly income of the employees of the select PSBs.

**Table 1 : Demographics of the Respondents working in select Public Sector Banks in Coimbatore**

Sl. No.	Demographics	Respondents (212 Nos.)	Percentage (100%)
01.	Age		
	25 to 40	105	49.53
	40 to 55	66	31.13
	Above 55	41	19.34
02.	Gender		
	Male	160	75.47
	Female	52	24.53
03.	Marital Status		
	Married	155	73.11
	Unmarried	57	26.89
04.	Educational Qualification		
	UG / PG	41	19.34
	M.Phil. etc.	89	41.98
	Professional (ACS, ICWAI, CA)	82	38.68
05.	Designation		

	Clerical / Sub-Staff	66	31.13
	Officer	122	57.55
	Asst. Manager / Manager	24	11.32
06.	Experience		
	Below 5 years	98	46.23
	5 to 10 years	59	27.83
	Above 10 years	55	25.94
07.	Monthly Income		
	Below Rs.20000	56	26.42
	Rs.20000 to 30000	129	60.85
	Above Rs.30000	27	12.74

**Source : Primary Data**

It is clear that out of 212 respondents, 49.53 percent belong to the age group of 25 to 40 years. Further 66 respondents accounting for 31.13 per cent fall in the category of 40 to 55 years. Remaining 41 (19.34 percent) are above 55 years old. It is clear from the table that majority of the respondents are male (75.47 per cent) employees working in the select public sector banks and 52 (24.53 percent) employees are female. Marital Status of the respondents shows that out of 212 employees majority (73.11 percent) of the employees are Married and the remaining 26.89 per cent of the employees are unmarried. It is evident that 41.98 per cent of the employees are qualified with M.Phil. / Ph.D. / Professional course (Inter/Final), 38.68 per cent are Professionals (ACS / ICWAI / CA), and the remaining 19.34 per cent of the employees are qualified with Under Graduation / Post Graduation. It is observed that majority (57.55 per cent) of the employees working in select PSBs are designated as officers, while 31.13 per cent of the employees are designated as clerical / sub-staff. Finally, least (11.32 per cent) of the employees are designated as Assistant Manager / Manager Cadre. It is observed that less than half (43.87 per cent) of the respondents have experience below 5 years, 30.66 per cent of the respondents are having experience between 5 and 10 years and the remaining 25.47 percent of the respondents are having experience above 10 years. It is clear that most (60.85 percent) of the respondents monthly income is between Rs.20,000 and 30,000, while 26.42 percent of the respondents monthly income is Below Rs.20,000 and the remaining 12.74 percent of the respondents monthly income is above Rs.30,000.

**10.PERCPTION RANKING**

**Table 2 : Perception rank measuring stress among the bank employees**

Stress Factors	Mean	Std. Deviation	Perception Rank
Health	3.140	0.878	5
Relationship	3.906	0.867	1
Emotional Exhaustion	3.910	0.892	2
Vulnerability	3.668	0.469	4
Physical Fitness	2.840	0.854	6
Organisational Commitment	3.731	0.700	3

**Source : Primary Data**

The above table shows that the bank employees perception towards level of stress based on the various factors are measured using overall perception mean. According to the mean value of the six factors, it is evident that emotional exhaustion (3.910) was rated 1<sup>st</sup> by the employees of select public sector banks, followed by Relationship (3.906) obtained 2<sup>nd</sup> position, Organisational Commitment has achieved 3<sup>rd</sup> position (3.703), 4<sup>th</sup> position was rated towards vulnerability (3.668), 5<sup>th</sup> position towards Health (3.140) and finally, the sixth position was achieved by physical fitness (2.840).

**11. CORRELATION**

**Table 3 : Inter-Correlations Factors leading to Stress among Bank Employees of select PSBs**

	Health	Relationship	Emotional	Vulnerability	Physical Fitness	Commitment
Health	1					
Relationship	.095	1				
Emotional	.091	<b>.951(**)</b>	1			
Vulnerability	-.092	<b>.212(**)</b>	<b>.192(**)</b>	1		
Physical Fitness	.115	.005	-.026	<b>.210(**)</b>	1	
Commitment	.138(*)	.003	-.014	<b>.277(**)</b>	.112	1

\* Correlation is significant at the 0.05 level (2-tailed).

\*\* Correlation is significant at the 0.01 level (2-tailed).

The above table shows that there is a significant positive correlation between factors measuring level of Stress among select public sector bank employees shows Emotional Exhaustion and Relationship  $r=0.951(**)$ , Vulnerability and Relationship  $r=0.212(**)$ , Vulnerability and Emotional Exhaustion  $r=0.192(**)$ , Physical Fitness and Vulnerability  $r=0.210(**)$  and finally, Organisational Commitment and Vulnerability  $r=0.277(**)$  is found to be significant at 1% level. Whereas, Commitment and Health  $r=0.277(*)$  have significant correlation @ 5% level.

**12. GARRETT RANKING**

**Table 4 : Garrett Ranking showing major contributing factors leading to Stress among Bank Employees of select PSBs**

Factors	Rank						Garrett Sum	Garrett Mean	Rank
	R-1	R-2	R-3	R-4	R-5	R-6			
Feeling emotionally drained	92	65	26	3	18	8	13571	64.01	1
Feeling heavily loaded with too many jobs.	26	38	86	11	15	36	10929	51.55	3
Have frequent head ache while doing a job.	57	53	12	8	46	36	11274	53.18	2
Feel to move from the bank because of various reasons.	23	28	27	27	43	64	9298	43.86	5
Often thinking self as failure	1	22	44	56	40	49	9022	42.56	6
Suffer from depression such as sadness or loss of motivation.	13	6	17	107	50	19	9506	44.84	4

Source : Primary Data

The garrett ranking shows that the factors contributing towards stress among the employees working in select public sector banks are analyzed and the results reveals that the high level of stress was experienced by the employees towards Feeling emotionally drained (M=64.01) achieved the 1<sup>st</sup> position, followed by 2<sup>nd</sup> rank was perceived towards frequently having head ache while doing their jobs (53.18), 3<sup>rd</sup> rank (M=51.55) towards feeling heavily loaded with too many jobs, 4<sup>th</sup> rank (M=44.84) was towards suffering from depression such as sadness or loss of motivation, 5<sup>th</sup> rank (M=43.86) was towards feeling to move from the bank because of various reasons and finally, the sixth rank (M=42.56) was towards often thinking self as failure.

**13. CHI-SQUARE TEST**

Null Hypothesis : There is no significant relationship between demographics of the respondents and the Factors leading to Stress

**Table 5 : Relationship between Demographics of the respondents and the Factors leading to Stress**

Demographics	Value	df	Table Value	Sig. @ 5% Level	Result
Age	9.606	4	9.488	.048	Significant
Gender	7.949	2	5.991	.019	Significant
Marital Status	2.699	2	5.991	.259	Not Significant
Educational Qualification	4.259	4	9.488	.372	Not Significant
Designation	10.129	4	9.488	.038	Significant
Experience	9.865	4	9.488	.043	Significant
Monthly Income	3.381	4	9.488	.496	Not Significant

Source : Computed from Primary Data

The results of chi-square test taken to verify the hypothesis between demographics of the bank employees working in select PSBs based on their Age, Gender, Marital Status, Educational Qualification, Designation, Experience and Monthly Income are compared with the factors leading to stress among the employees. It is clear that there is no significant relationship between the demographics such as Marital Status, Educational Qualification and Monthly Income of the employees and the factors leading to stress. The results between the factors are not significant @ 5% level, therefore, the null hypothesis is accepted. Whereas, there is significant relationship between age, gender, designation and monthly income of the employees and the factors leading to stress. It is evident that the results between the factors holds good and found to have significant relationship at 5% level, hence, the null hypothesis is rejected.

#### 14. SUMMARY OF RESULTS

- Majority of the bank employees are in the age between 25 and 40 years.
- Majority of the respondents are male employees working in the select public sector banks.
- Marital Status of the respondents shows that out of 212 employees majority (73.11 percent) of the employees are Married
- It is evident that 41.98 per cent of the employees are qualified with M.Phil. / Ph.D. / Professional course (Inter/Final)
- Majority of the employees working in select PSBs are designated as officers
- Less than half (43.87 per cent) of the respondents having experience below 5 years
- Most (60.85 percent) of the respondents monthly income is between Rs.20,000 and 30,000.
- It is observed that the bank employees perception towards level of stress based on the various factors are measured using overall perception mean shows that emotional exhaustion achieved the 1<sup>st</sup> position and the least ranking was towards physical fitness which achieved the sixth position.
- It is evident that there is high level of correlation existing between Emotional Exhaustion and Relationship that leads to stress.
- It is clear that the factors contributing towards stress among the employees working in select public sector banks are analyzed and the results reveals that the high level of stress was experienced by the employees towards Feeling emotionally drained achieved the 1<sup>st</sup> position, and finally, the sixth rank was towards often thinking self as failure.
- It is inferred that Marital Status, Educational Qualification and Monthly Income of the employees and the factors leading to stress is not significant. Whereas, relationship between age, gender, designation and monthly income of the employees and the factors leading to stress is significant.

#### 15. RECOMMENDATIONS / SUGGESTIONS

- The perception ranking reveals that the level of stress highly found among the employees of select public sector banks towards emotional exhaustion, relationship in the organisation and organizational commitment which shall be immediately addressed to reduce the level of stress of the employees.
- It is evident that there is significant positive correlation found between emotional exhaustion and relationship, vulnerability and emotional exhaustion and organisational commitment and vulnerability and less stress towards health and commitment. The PSBs shall take necessary initiative to reduce the emotional exhaustion and improve the relationship among the employees that will reduce their stress considerably.
- It is understood that there is very little stress with regards to thinking self as failure, moving from the bank and suffering from depression. Whereas, there is high level of stress with the factors such as feeling emotionally drained, having frequent head ache while doing job and feeling heavily loaded with too many jobs. It is recommended that the jobs shall be split among the employees to reduce the work load that will automatically take care of stress that will reduce their head ache and the employees will not get emotionally drained.
- The hypothesis reveals that the designation, age, gender and experience are significantly contributing towards stress among the employees of the select PSBs. It is evident that the working in higher cadre and having more experience leading to more stress. Whereas the Age and gender are also found to be the contributing factors leading to stress. This shall be addressed immediately by conducting regular stress relieving programmes and make them feel that their job is very important and not a burden.

#### 16. CONCLUSION

It is concluded that the level of stress among the select public sector banks are found to be limited and if the recommendations / suggestions are considered and necessary action taken by the management that will help to relieve the stress of the employees and also help to impact more productive employees that will help the banks to achieve greater heights.