

STRESS MANAGEMENT AT WORK PLACE: A STUDY OF BANKING SECTOR IN JAMMU (J&K)

Ms Neha Jamwal

Research Scholar, USMS, Rayat Bahra University, Mohali

Prof. (CDR) Dr. Avkshit

Dean, USMS Rayat Bahra University, Mohali

ABSTRACT

Stress is damaging the workplace by physically and emotionally. It occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker. Stress affects the quality of Performance, employee satisfaction which creates the job dissatisfaction among the employees in bank. Now a day's bankers are under a great deal of stress due to many antecedents of stress such as Overload, Role ambiguity, Role conflict, Responsibility for people, lack of support from the organization, work overload & time pressures, Lack of motivation & creativity. The Aim of this research is to notice that how work stress being managed by the employees to achieve the objective of an organization. So, the present study examines the "STRESS MANAGEMENT AT WORK PLACE: A STUDY OF BANKING SECTOR IN JAMMU (J&K)". This research paper presents a summary of the literature of stress management. where primary data is composed through self-structured questionnaire. Data was collected from 100 employees working in various banks. The results revealed the most of the employees feels satisfied while working in banks and rarely feel stress at working hours.

Keywords: stress management, banking, workplace, organisational stress

INTRODUCTION

STRESS

Stress can also make an individual productive and constructive, when it is recognized and well managed. (Quitting the practice, leaving the hospital, or changing the job). Stress is many times misjudged and misinterpreted resulting into unnecessary trouble. I therefore it is important to know the stress earlier thinking of handling it. The description of stress has changed over the years. Firstly, it was considered as environmental pressure, then stress within the person. Stress is a psychological and physical state that results when the resources of the individual are not enough to handle with the demands and burdens of the situation. Thus, stress is additional likely in some circumstances than others and in some persons than others (Michi, 2002).

Mc Shane & Hurrell (2001) defined stress as "an individual's adaptive response to a condition that is supposed as challenging or aggressive to the person's comfort". Also, Colo (2002) stated that pressure comes in all individuals but the ability to deal with it is what manifests as stress. Stress is, therefore, a reaction to a situation that can have a positive or negative effect. It is the

individual's perception of the situation that determines whether the pressure is a challenge or threat.

According to Usman & Ismail (2010) "One of the affected outcomes of stress is on employee satisfaction. So, it needs to be studied. Stress is a condition of tension that has a direct bearing on emotions, thought process and physical states of an individual. So, the current study explores implication drawn for understanding stress in the workplace. First, in the literature review that follows, the notions of job stress, reasons of job stress like role conflict, role ambiguity, overload of work, family and work conflict and their upshot will be surveyed. Thus, employees must deal with the stress of job while they are working in different sectors and with different organizations. So, it impacts on the employee, "employee satisfaction and productivity of business". If employees having higher job stress in their respective streams, it shows lower satisfaction of job. In the present era, banking sector, having high competition with their respective competitors for attracting, retaining the new and existing customers.

STRESS – MANAGEMENT

Stress Management is more important in now-a-days in the service, financial and banking. There is nothing like stress free job. Every person in their work is bare to pressure and nervousness as they get through the responsibilities given to them. Banking industry plays important role in developing the country's economy is not an exceptional one. The job nature of banking teams is very dull as it includes the direct client contact in all levels.

In the phase we living in, irrespective of the job they do, persons endure to live most of their lives by forcing their abilities and limits. While people are trying to keep up with dynamic and fast changes in working experience, at the same time, they are trying to meet administrative needs. Several factors, such as interactions, behaviors, relationship and to understand the quality of management, experienced in the internal and external environment of the organization can lead employees, who perform specific roles and tasks within the organization, to face organizational stress. Although organizational stress is a situation caused by employees' jobs and interaction with other individuals/groups, it forces them to differentiate from their normal functions. Due to stresses experienced in organizations, results such as the decrease in employee satisfaction the loss of motivation, slowing down the work, the decrease in production and creativity, leave of employment, and even the reduction in the act of the organization can be observed. The key purposes of organizations are to endure their lives, to growth, to developed, to increase their profits and productivity. These situations that are desired to be reached can be closely related to the improvement of worker act by classifying the stress reasons encountered by workers and falling the negative significances began by stress.

In relation to this scenario, answers to the following questions are sought;

1. Job stress management affect and change the level of work in an organization?
2. If it has an impact on banking performance, does this have a negative impact on banking processes?

BANKING SECTOR IN INDIA

The banking sector is the fastest growing sector in India compared to the other service sectors. The first bank in India was started in 1786. Allahabad Bank was the first completely Indian owned Bank, which started in 1865. Later privately owned came into existence. India Reserve Bank was established in April 1935. In 1969, 14 commercial and privately-owned banks were

nationalized. In 1980, six more banks were nationalized for controlling the credit delivery in India. Ever since the nationalization of banks in 1969, banking has been primarily in the Central Government's domain. In the starting of 1990s, the government's liberalization policy, a few private banks are called as (NPSBs) New Private Sector Banks. which identified as New Generation tech-savvy banks were suitable to set up.

Banks play a crucial role in developing the economy of a country. During the past few decades banking sector of India has undergone a swift variation due to liberalization, privatization, globalization, change in policy, changes in technology and intensive competition. The conservative approach in all the sectors of banks have changed. Now banks focus more on customers, providing them convenience, quality of service, innovation and the speed of the services. Bank employees play a crucial role in the service quality and service delivery of customers. Due to these changes, the staffs in the banking sector are undergoing a high level of stress. Studies also revealed that employees are facing problems like lack of satisfaction, tension and burnout etc. in the banking sector (Chen and Lien, 2008; Bajpai and Srivastava, 2004) because of these changes. So, it is essential that some measures are to be taken by the management to retain the employees and to improve the customer services.

During the past decade, the banking sector had undergone rapid and striking changes like policy changes due to globalization and liberalization, enlarged competition due to the entering of more private (corporate) sector banks, downsizing, introducing of new technologies, etc. Due to this kind of changes, the workers in the banking sector are facing high level of stress. The advent of technological revolution in all walks of life, coupled with globalization, privatization policies has drastically changed conventional patterns in all section. The banking sector has no indemnity. The 1990s saw radical policy changes with regard to fiscal deficit and structural changes in India so as to prepare her to cope with the new economic world order. Globalization and privatization led policies obligated the sector of banking to upgrading and adjust to have a modest edge to manage with multinationals led environment.

The consequences change the social, economic and psychological domains of the bank workers and their relations. Evidence from existing literature states that more than 60% of the bank employees have one or other problem directly or indirectly related to these drastic changes. All the issues discussed above remain prospective attributes to cause occupational stress and related disorders among the employees. Even though a lot of studies have been showed on the psychosocial side of the new plan rule in many sectors, there are only rare studies, as far as the banking sector is concerned, while the same sector has been drastically influenced by the new scheme.

Bankers are under a boundless deal of stress and due to many antecedents of stress such as work Overload, ambiguity, conflict, people responsibility, Participation, lack of feedback, technology changes rapidly, Being in an innovative role, Career development, Organizational structure and climate, and recent episodic events. One of the affected outcomes of stress is on employee satisfaction. The degree of stress an individual experience is, to an extent, dependent upon his/her own appraisal of the demands of their work. Such a subjective appraisal will in turn be exaggerated by a range of socio-economic factors, many of which may not be directly work-related. For example, gender, race and age all play a part as demo geographic location, housing, health, number of children, family activities and public networks. In addition, more

specific psychological factors must be examined, including past experiences and personality traits. Finally, stress levels seem to depend on what a person interprets as threatening or challenging, whether that individual believes him or herself able to cope with it. All of these social and psychological variables deeply affect individual experiences of stress so much which leads to appearance of stress, ultimately, to be 'in the eye of the beholder'.

REVIEW OF LITERATURE

Lots of research has already been done across the world to analyze the stress management of banking sector but there are very few studies which really explore the factor affecting to the banks of employee, their satisfaction, their performance etc. Brief review of related literature on the present study is given in this research paper.

Baum et al. (2021) examined the direct and moderating effects of resources (e.g., emotional stability, social and instrumental social support) in this process. By using Structural Equation Models, the study found that job demands (such as overtime and emotional demands) and a scarcity of resources (such as emotional stability) increased strain, consequently directly and indirectly increasing the willingness to usage prescription drugs for cognitive improvement. Moreover, emotional stability reduced the effect of certain demands on strain. These results delivered new insights into mechanisms behind nonmedical prescription drug use that can be used to prevent such behavior and potential negative health consequences.

Dartey-Baah et al. (2020) in his study revealed that tellers are more likely to exhibit counterproductive behaviors such as job dissatisfaction due to work-related stress. The results further showed that gender is not a strong determinant of employee satisfaction and occupational stress among the bank tellers. Thus, both female and male tellers can have similar stress experiences and perceptions. Also, both female and male tellers can be satisfied with their jobs.

Moreno et al. (2020) examined the relationship between occupational stress and complete mental health among employees in Cabo Verde and China, and also explored the mediation and moderation roles of burnout and optimism in accounting for the empirical relationship. Mental health was defined as comprised of two distinguishable factors: positive and negative mental health, The Person correlation test, structural equation modelling (SEM) analysis, boot strap analysis, hierarchical moderated regression and an independent t-test were used to analyze the reality. The results specified that, in both countries, occupational stress reveal a negative relation to positive mental health and lower psychopathology symptoms—and job burnout mediated the relation between mental health and occupational stress. Optimism moderated the relation between burnout and occupational stress but not the relation between complete mental health and occupational stress.

Dr.J.MohamedAli, Mrs.N.Thahira (2017) analyzed the stress level among the private banks employees and examined the causes of stress. Stress is an insidious and slow malady which is an unavoidable one and a common problem in the workplace. The level of stress and its amount of consequences vary within and between hospitals based on the nature and type of work practices. This study suggested that banking must begin to manage people at work differently,

treating them with respect and valuing their contribution. Participation and recognition, continuous training of employees is required to retain the skilled employees.

Dilruba (2016) find out in that research papers the impact of job stress on employee satisfaction among the employees of banking sector of Raj Shahi city. The sample of the study included of respondents selected purposively. Employee satisfaction Scale and Profession Stress Index were used for data gathering. Results shown that two-third of the contributors are satisfied with their jobs and almost one-third of the bank employees have low job stress. The results are significant that there is no link between job stress and employee satisfaction

Ainas Eltarhuni (2016) explored the sources of job stress and to know the general level of job stress in emergency departments and to investigated the relation between demographic factors and job stress sources. Job stress was recommended that working conditions should be promoted; improved training programs to deal with stressful conditions. Lack of training with scare of technical facilities and improper work environment were some of the factors that causes stress among the health workers in public hospitals.

Amir Mohammad Shahsavarani et. Al (2015) studied the theoretical literature of stress. Three main explanation models of stress, occupational stress, job burnout, biological and neuropsychological bases of stress, related constructs (anxiety, homeostasis, & allostasis), religious and spiritual approaches to stress, stress outcomes, and mutual relations between stress and culture were discussed. These results revealed that one-dimensional perspectives can neither represent the factual reality of stress nor providing with suitable solutions to the stressful circumstances.

Luthens (2002). “Employee satisfaction is a result of employees’ perception of how well their job provides those things that are viewed as important.” Employee satisfaction is a feeling that is a function of the perceived relationship between all that one wants from one’s job – life and that entire one perceives as being offered by the job”. Employee satisfaction thus refers to a positive that motivates an employee to work with enthusiasm. It is a combined outcome of varied facets of a job-and job-related elements. When an employee has employee satisfaction it only indicates that he has as much liking for the job as he would have while enjoying his leisure.

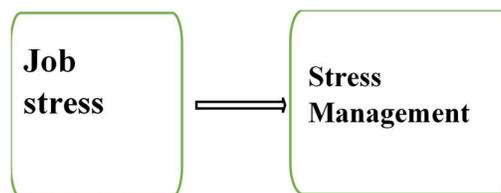


Fig 1: Conceptual Framework

STATEMENT OF THE PROBLEM

In banking organization productivity depends on employees, time management skill and ability to focus on task. But unfortunately, when job stress comes into play, employees find it difficult

to concentrate, meet deadlines and utilize their creativity. Job stress makes employee more prone to error, poor work performance, mental health issues, burn out and conflict in the work place. If job stress goes unaddressed, organizations pay the price in higher rates of turnover, disengagement and absenteeism. One of the leading reasons, employee choose to quit their jobs is burnout from chronic stress, Burnout also puts employees at higher risk of developing clinical depression, profoundly impacting one's job and quality of life.

OBJECTIVES

The purpose of the current study is to accomplish the following objectives:

1. To identify the reason of job stress among the employees of banking sector
2. To suggest measures, how to give satisfaction to employees in the bank.

SCOPE OF THE STUDY

1. The scope of the current study is limited to the employees banking sector in the state of Jammu region. This paper is mostly useful to the organizational management (employees, workers etc.)
2. The study analysis the stress management of employees, so that organization further improve themselves with more benefits and facilities to overcome the drawback and improve the performance level of an employee.

RESEARCH METHODOLOGY

Research Design:

The present study is exploratory in nature and the sample size is 100. The facts were collected by the employees of several public and private sector) banks from Jammu.

Sources of data:

- a. Primary Data - Data is composed through self-structured questionnaire.
- b. Secondary Data -Books, e-books, Google, web sites, journals, Newspapers, Magazines etc. were used.

MS-Excel is also used to list and for storing the data.

Research Instrument:

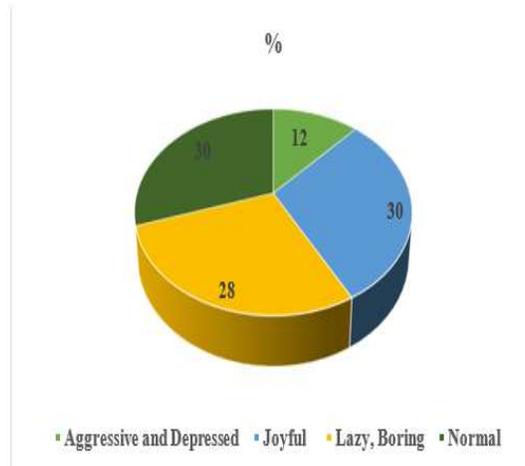
Here Percentage Analysis method is used to examine and interpret results to achieve research objective.

DATA ANALYSIS AND DISCUSSION

Q1. Are you satisfied with your designation in your job profile as per as your qualification?

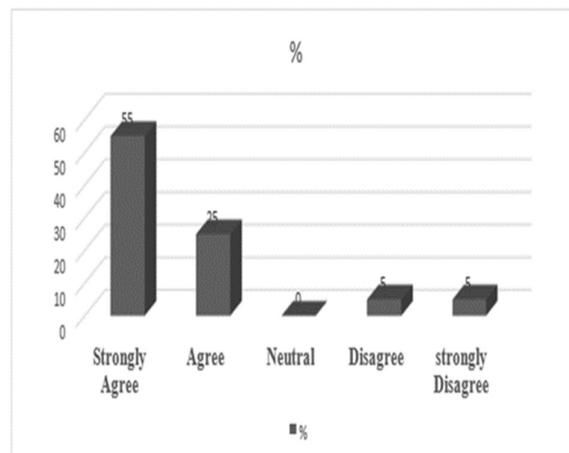
In this data, we can observe that more than 50% of the employee are strongly agree that the designation in their job profile is as per as their qualification, but remaining 12% employees are dis agree.

Q2. In a typical week, how do you feel when you are at Bank?



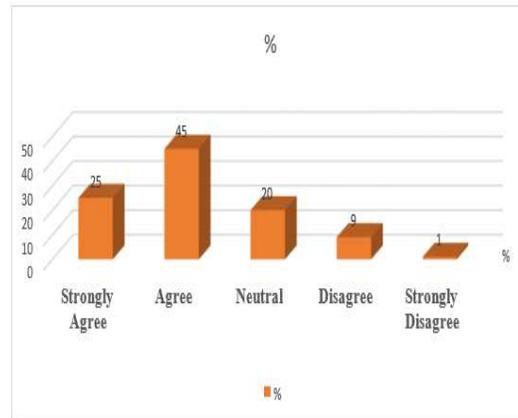
In this bar graph, there was so many responses from respondents where 30% employee believes that they feel joy full and happy at their work place. whereas 28% worker feel lazy & boring. However, 12% feel aggressive and depressed due to too much of workloads while remaining 30% employees feel normal, stay calm and relaxed in their daily routine.

Q3 Do you feel, not connected with your co-worker in your work place causes increase in stress level?



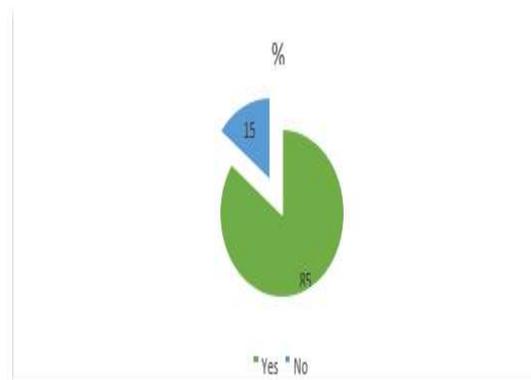
From this figure we can say that more than 55% of employees were strongly agree with this, Not connected with their co-workers in workplace leads to lack of support, interpersonal - relationship, no motivation factor, no enjoyment which cause increase in stress level. Whereas up to 5% employees feel they don't bother.

Q4 You think work life balance turning out to be difficult due to overtime working?



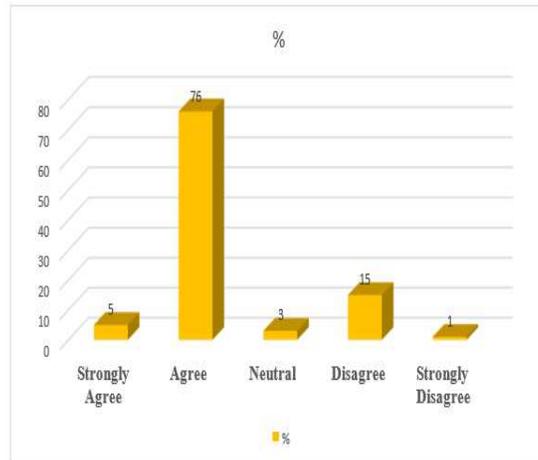
Approximately, 45% of employees agree to the statement that work-life balance is turning out to be difficult due to overtime working because it affects the employee's performance level, moreover, lack of free time causes irritation, not paying attention in work, mood swings, stress etc. Due to this, it creates disturbance between professional life and personal life.

Q5 Are you feel stressed with the culture at your workplace?



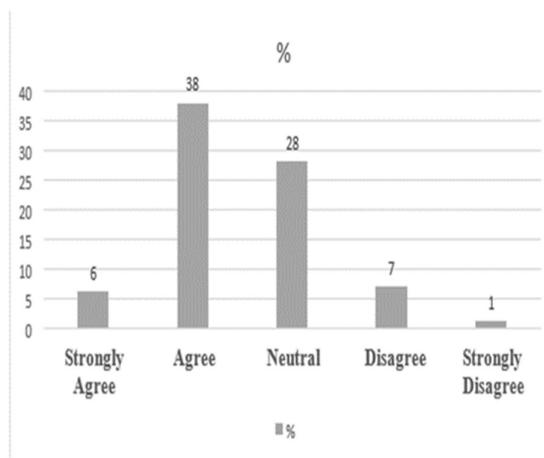
From this question, 85% of respondents say 'yes' to the statement that they are not stressed with the culture at workplace. And the remaining 15% said they are having stress for that they have their own reason to justify like; leaders have created an environment where conversation is poor and many more.

Q6 You think the target has given are easily achievable within the time?



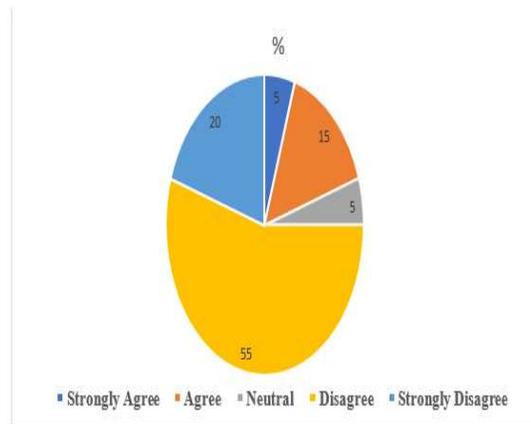
It is Clearly seen that more than 75% employees easily achieved their target with in the time. However, we cannot ignore the fact that 15% of employees believes that sometimes employees did not get task properly that's why it take more time to complete which leads to job stress.

Q7 You think that your skill, knowledge and experience use in your role profile?



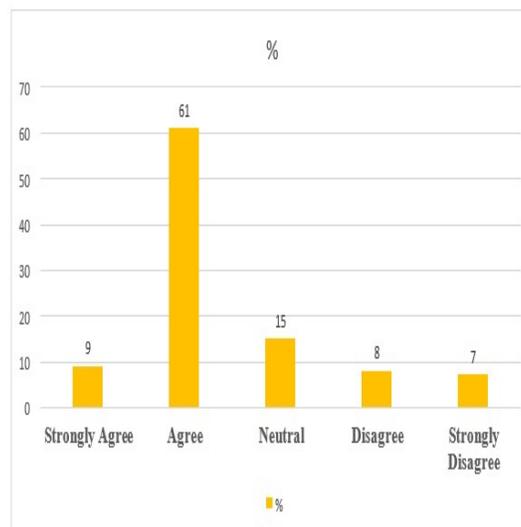
38% of employee states that they are able to use their skill, knowledge and experiences so they don't face such stressful situation in bank, but if we considered 7% employee from various banks are not been able to use due to different mindset which leads to their poor performance. However, 28% employee remain quiet.

Q8 How likely you want to shift from this job to other bank or organization?



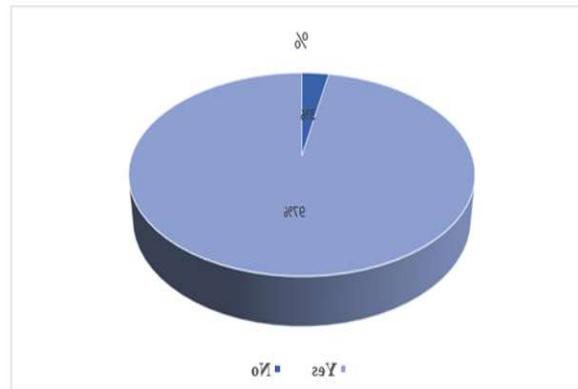
Here 55% of employees disagree to the statement of switching job even after facing such stress but somewhere they know the importance of work and workplace too, which keep motivated them for stay strong. Yet there are 5% who wish to switch their job.

Q9 You think that your work is appreciated and seen as valuable?



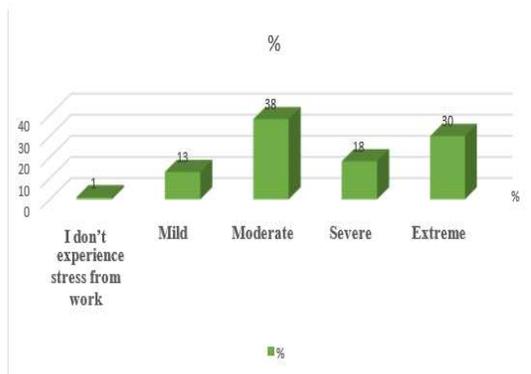
We analyze that 61% of employees feel appreciated as they given mid-year raise to the best member of the squad and bonus every year to every member in order to help employees feel appreciation, so that they stay long and work hard. But remaining 8% disagree to this while giving this information.

Q10 You and your colleague’s assist and support one another?



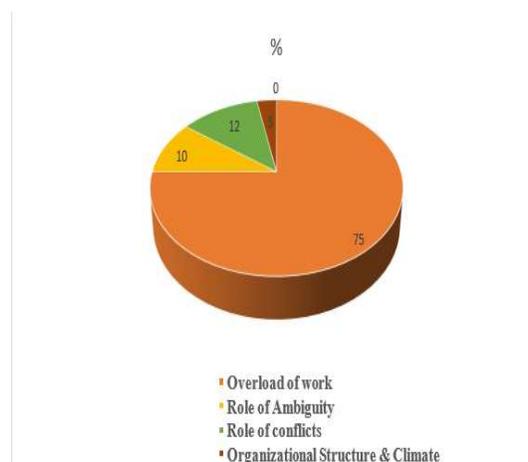
Here 97% colleagues do support each other's. Tenured people, Mentor, New people help each other through out their journey of learning. If someone struck in their work, they do assist each other, this will help them to get relief from the stress.

Q11. Overall, how would you part the level of your job stress in your organization?



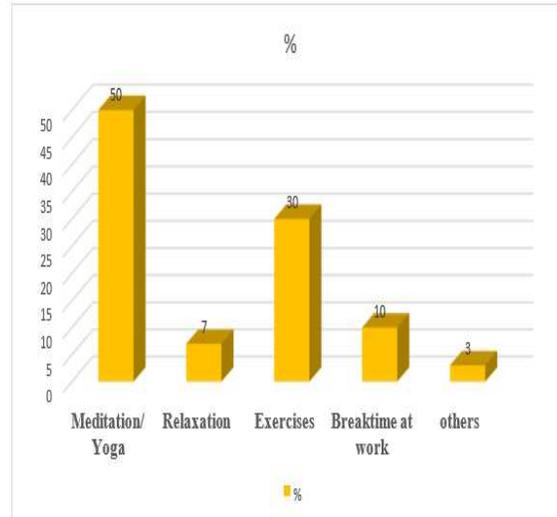
Overall, 38% of bankers neither totally agree nor disagree that their job is stress full. Hence, they are able to cope up with this and yet want to continue in the same field.

Q12. Which factors create stress in the banking?



Well here bankers have their extreme opinion regarding stress factor. But 75% employees feel overload of work became one of the key causes of stress which employees now days sense the most.

Q13. What types of measures you used to tackle your stress?



Meditation / yoga are the measures used by bankers to tackle their stress. Others purpose are too but 50% believe that meditation/ yoga plays an important part in their life to manage stress and work.

SUGGESTION AND RECOMMENDATION

1. The Purposes of this study is to know the factors creating stress and what types of measures is used by the bankers to tackle their stress in work place.
2. As per as hypothesis, job stress had a negative effect in banking employees because when stress occurs it effects the performance of employees when the stress is lower it increases the performance so both are inversely proportional to each other.
3. Well there is no doubt that stress is necessary, for increasing performance of employee at certain level.
4. Increasing level of stress in employees decrease the tendency of work which sometime affects the personal and professional life too.
5. Bank employees should be free from any fear of quality of their performance, about their targets and main important getting fired from job.
6. Good supervision, Guidance, Awareness programme, Counselling sessions, Good ambiances and motivational support are there for employees.
7. Weekly 5 days' working can be implemented so that workers manage both their work and life easily.
8. Work is divided equally in every department so that no body get effected by workloads and gave their best in every field.
9. working hours should not be long and proper relaxation time included in the working hours
10. The administration must have effective strategies to tackle stress and

LIMITATIONS

The present study is limited to banking sector of Jammu city only. The existing study took into consideration the overall banking sector, in future the comparison between the public bank and private bank should be made to assess the stress level of bank employees. In this paper, only 100 respondents are contacted, in future more employees can be included in the study and its relationship with other variables like employee satisfaction, job performance, etc. can be studied.

CONCLUSION

Stress is a condition of strain that has a direct bearing on emotions, thought process and physical conditions of a person. So, the current study explores implication drawn for understanding stress in the workplace This research shows that a large number of bankers are facing high level of stress because of their job and the reasons behind this stress include long working hours, heavy work load and many more. But as far as is seen, that they cannot leave their job because of stress so due to this they learnt how to tackle stress in day to day life. More over administration implement the tactics for maintaining good physical and mental condition which help employees to improve productivity level of the bank.

REFERENCES:

1. Baum, M., Sattler, S. & Reimann, M. (2021) Towards an understanding of how stress and resources affect the nonmedical use of prescription drugs for satisfaction enhancement among employees. *Curr Psychol*. <https://doi.org/10.1007/s12144-021-01873-7>.
2. Joy, Harry. (2020). Stress Management And Employee Satisfaction. *European Journal of Human Resource Management Studies*, [S.l.], ISSN 26011972.
3. Rasool SF, Wang M, Zhang Y, Samma M. (2020). Sustainable Work Satisfaction: The Roles of Workplace Violence and Occupational Stress. *International Journal of Environmental Research and Public Health*.17(3):912.
4. Dartey-Baah, K., Quartey, S.H. and Osafo, G.A. (2020), "Examining occupational stress, job satisfaction and gender difference among bank tellers: evidence from Ghana", *International Journal of Productivity and Satisfaction Management*, Vol. 69 No. 7, pp. 1437-1454. <https://doi.org/10.1108/IJPPM-07-2019-0323>
5. Moreno Fortes A, Tian L, Huebner ES. (2020) Occupational Stress and Employees Complete Mental Health: A Cross-Cultural Empirical Study. *International Journal of Environmental Research and Public Health*.17(10), 3629. <https://doi.org/10.3390/ijerph17103629>
6. Ozden Altinda (2020) relationship between stress management and job performance in organizations
7. Bronwyn, C., (2018). Work environment, job satisfaction, stress and burnout among haemodialysisnurses. *ournal of nursing management*,23(5), 588-598.
8. R. Mariappan (2017) A study on the impact of stress on the performance of employee working in public and private banks.

9. George, E., & K.A., Z. (2015). Job related stress and job satisfaction: a comparative study among bank employees. *Journal of Management Development*, 34(3), 316–329. doi:10.1108/jmd-07-2013-0097
10. Ogboso B.J & Amah, R.F, (2014). Management controls, role stress, and retail store manager satisfaction. *Journal of Retailing*,67(4), 397.
11. Meyer, J.P Stanley, E.R & Parfyonova, S. (2012). Employee commitment and well-being. *Contemporary occupational health psychology: Global perspectives on research and practice*,2, 19-35.