



# STRESS MANAGEMENT & JOB SATISFACTION AMONG THE EMPLOYEES OF PRIVATE SECTOR BANKS IN AMRAVATI CITY

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## ABSTRACT

The purpose of this paper is to study the level of stress in selected private banks in Amravati city. Moreover, the research is focused on to examine the causes of occupational stress, signs of stress and interventions that can be applied by management and employees of private banks in Amravati city, in order to manage stress effectively in organizations. Job satisfaction is the positive feeling that employees have towards their job.

When the level of job satisfaction among employees is higher the commitment towards their job will also increase. The main focus of this study is to identify the level of frequency of the job stressors for bank employees and trace out the distressing factor that affects most individuals. This paper investigates the level of job satisfaction among the private sector bank employees and the influence of various factors like salary, co-worker relationship, career planning, work environment, rewards on job satisfaction.

The paper also throws light onto the areas explored where changes can be made by the employees, managers, and the Human Resources (HR) department so as to reduce the stress factors by making a change. The data was collected by surveying bank employees of private banks in Amravati city, through a structured questionnaire.

The sample size was 50. Both primary and secondary sources of data were extensively used for analysing this study. Majority of the respondents felt stressed due to work related issues and felt flexible working hours relieves tension.

Key words: Stress Management, Job Satisfaction, Human Resource Management

## 1. INTRODUCTION

Employees have been important resources to any organization. Based on their critical character, they can be termed the life-blood of an organization. Advancement in technology has caused most organizations to be more and more technology driven. However, this situation does not reduce the value of employees in an organization because technology requires human resources to operate. With issues such as globalization, competition is becoming keener and keener in most industries. This situation also affects the job market in the sense that organization demand in human resources to remain competition in their respective industries is higher. To remain more competitive, organizations need therefore not to only attract the best talents but also to retain them on the job for a long term. The toughest challenge that organizations encounter nowadays is not only how to manage the people but also how to keep them on the job as long as possible and how to maintain them vigorous and ambitious by managing the stress of employee and improving their job satisfaction. This study focuses on stress management and job satisfaction of employee in private bank.

‘Work is Worship’ seems to be gone now a day because of the reason of stress. Stress is a crucial word in organizations in the present scenario. Without knowing the mental status and physical capacity and caliber, organizations are just assigning work to the employees. This is causing stress. Stress at times can be taken as a positive word also but maximum times it is taken in a negative sense. The workplace of the 21st century is a fastpaced, dynamic, highly stimulating environment which brings a large number of benefits and opportunities to those who work within it. The ever- changing demands of the working world can increase levels of stress, especially for those who are consistently working under pressure such as bank workers. Whilst pressure has its positive side in raising performance, if such pressure becomes excessive it can lead to stress which has negative consequences. Stress is a universal phenomenon and now- a-days no organisation can claim to be stressfree.

Every job is challenging and more demanding. It requires high standard of performance, high quality in work and getting aspirations and expectation fulfilled. Every employee is forced to have a stressful and hectic lifestyle. If he fails to meet, he faces stress and other psychological problems. It effects on human body, which gives rise to tension, anxiety, depression and anger. The united-nations international labour organisation (ILO) has defined occupational stress as Global Epidemic.

The job stress is an increasing problem in present day organizations; it does not affect the employees work life only, but has far reaching impact on employees’ family life as well. Stress refers to the pressure or tension people feel in life.

Schular R. S. (1980) defines ‘Stress as a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important’. The Modern world, which is said to be a world of achievements, is also a world of stress. We find stress everywhere, whether it be within the family, business organization or any other social or economic activity. Right from the time of birth till the last breath draws, an individual is invariably exposed to various stressful situations. Stress is experienced by every person of any age and gender. The interest in the issue has been rising especially in the present century which is been called as the ‘Age of Anxiety and Stress’. High Levels of stress experienced by individuals could result in high blood pressure, accident proneness, irritability and difficulty in making decisions. The differences among the

various employees based on different demography's including sector, gender, qualification, industry and experience has been analyzed. The correlations among various factors causing stress including demand, control, management support, peer support, relation, role and change factors are explored.

Job satisfaction is a subjective indicator that indicates how contented an individual feels while performing his/her duties. It is subjective in the sense that it cannot be defined by a single measurement alone. It is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job- satisfaction. If you dislike your job intensely, you will experience job dissatisfaction. Job satisfaction is an individual's emotional reaction to the job itself. It is his attitude towards his job.

Human resource is an important asset of any organization. In this era of competitive world, success of any organization depends on its human resource. Banks are no exception to this. The employees of the Bank are valuable assets to the organization. If they are highly satisfied with the job they produce more which is profitable for the organization. So in this competitive environment, the essential thing is to know the views of employees toward their job and to measure the level of satisfaction with various aspects of job satisfaction. Efficient human resource management and maintaining higher job satisfaction level in Banks determine not only the performance of the Bank but affect the growth and performance of the entire economy. So, for the success of banking, to manage human resource effectively and to find whether its employees are satisfied or not is very important, only if they are satisfied, they will work with commitment and project a positive image of the organization. Job satisfaction is an integral component for the environment of organization and an important element for the relationship between management and employees. The term 'job satisfaction' means individuals emotional reaction to job. It is a positive emotional state that occurs when a person's job seem to fulfill important job values provided

"Stress is a reaction to a situation – it isn't about the actual situation. We usually feel stressed when we think that the demands of the situation are greater than our resources to deal with that situation. For example, someone who feels comfortable speaking in public may not worry about giving a presentation, while someone who isn't confident in their skills may feel a lot of stress about an upcoming presentation Stress has been defined as imbalance between demand and response. Stress is a psychological reaction to the demand innate in a stressor that has the potency to make a person feels restless or distressed because the person feels that he is not capable of coping with these demands. Hans Selye (Medical Researcher) defines stress as a non-specific response of the body to the demand.

**WORK STRESS** Work stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stress can lead to poor health and even injury.

Workplace stress is a mounting problem in the organisations as it not only affects the employees work life but also impact on employees' family life as well. Work stress refers to the pressure or tension people feel in their life. It is considered as an important fact influencing the organisational wellbeing and health of its employees. It affects the behaviour of employees in organisations. It has a far-reaching impact on the motivation and satisfaction of employees. The productivity of employees and the overall productivity of the organisation is affected by levels of stress and motivation. Work stress causes various psychological problems like anger, depression, anxiety, irritability and tension. These reasons influence on motivating the employees to a significant degree. Stress at the workplace is considered as one of the main factors affecting employees' performance and commitment (Paul, Elam, & Verhaut, 2007). It is a mental and physical condition that influences an individual's effectiveness, personal health and quality of work (Holmlund-Rytkönen & Strandvik, 2005). Work-related stress creates an imbalance between environmental demands and individual capabilities (Rees & Redfern, 2003). Stress is referred to as a state of tension experienced by individuals facing extraordinary strains, constraints, or opportunities (Erkutlu & Chafra, 2006).The gradual increase in occupational stress related problems among employees which have led to declining interest in

their jobs, less commitment and growing impatience among the top managers (Pflanz & Ogle, 2006). This is mainly due to the competitive nature of the job environment, the shift in work demands and economic hardship owing to the economic recession. This is perhaps the general trend which indicates decreasing performance and efficiency

## 2. LITERATURE REVIEW

**1. Dileep Kumar M. (2008)**- The productivity of the work force is the most decisive factor as far as the success of an organization is concerned. The productivity in turn is dependent on the psychosocial wellbeing of the employees. In an age of highly dynamic and competitive world, man is exposed to all kinds of stressors that can affect him on all realms of life. The growing importance of interventional strategies is felt more at organizational level. This research was study the impact of occupational stress on Nationalized and Non-Nationalized Bank employees. The author draws the attention from policy makers and men of eminence in the related fields to resume further research.

**2. R. Gomathi and R. Deepika (2013)** -Stress has become a major concern of the modern times as it can cause harm to employee's health and performance. Work related stress costs organization billions of dollars each year through sickness, turnover and absenteeism. So it becomes necessary for every organization to know the factor causing stress among the employees as well as how they cope up with stress to make the employee more participative and productive. This research study was conducted to find out the factor causing stress among employees and to know how they cope up with stress.

**3. Vijay Joshi & K.A. Goyal (2013)** - In this study the authors found that cultural fit and HR policy framework are two prominent factors for high level of stress and dissatisfaction among bank employees. This study is a small contribution for the

betterment of the bank employees and provides guidelines for bank policy makers, strategists, scholars and researchers.

**4. RoliPradhan and Praveen Tomar (2013)** -This study follows a line of investigation about the existing knowledge of stress management strategies among the employees in Indian commercial banks. The study reviewed number of different issues related to occupational stress and explored the factors causing stress. To understand the factors leading to stress, the study was conducted from the employees of three different banks. The study argues that stress can be managed effectively and inexpensively, if the employees learn what stress is, what are the consequences of stressors and how to control it effectively. Recognizing the implications of stress in an organization will increase employee satisfaction and performance. **5. Harish Shukla and Rachita Garg (2013)**-Banking, like other services, has become one of the highly competitive sectors in India. The banking organizations, since the beginning of this decade, have been facing greater challenges in terms of technological revolution, service diversification and global banking. Stress is unavoidable on the part of the employees as the systems, procedures; techniques are getting complicated with the use of advance technology. Every employee cannot cope with such rapid changes taking place in the jobs. This will lead to arising of stress among employees. It is found that maximum number of employees in banks remains in stress. Majority of the employees try to find solution to relieve them from stress. Also the measures are also suggested in the paper to overcome stress that affects their physical and mental health.

**6. Tilottama Azad (2014)** - This research shows that a large number of bankers are facing high stress because of their job and the reasons behind this stress include long working hours, improper reward system, lack of job autonomy, organizational culture, role conflict etc. and the main reason is lack of management support to employees. The employees can notice a number of symptoms indicating high level stress among them. However if these symptoms are not noticed in early stage, they can cause serious health problems among employees such as depression, heart problems, diabetes etc. Not only health but personal lives of bankers are also being affected because of high job stress, most employees are unable to spend time at home or with



family. However, with the help of proper management techniques by management, the bankers stress level can be reduced to great extent.

**7. S. Ganesh Kumar and N. DeivanaiSundaram (2014)**-A cross-sectional study was conducted among 192 bank employees in urban Pondicherry. Stress level was assessed by Cohen's Perceived Stress scale and classified into low (0-11), average (12-15), high (16-20), and very high (21 and above) based on the stress scores. Majority of them had high and very high level of stress. The variables that include age group, gender, and category of work, smoking and alcohol use were not found to be significantly associated with the stress level ( $P > 0.05$ ). With respect to question items, handling personal problems and things were going their way were answered as fairly often and very often by the majority of the subjects. Stress level among bank employees is high, which necessitates intervention measures for this vulnerable group.

**8.SunitaRao, Sandhya Mohan and BhawanaPandey (2014)** - In the modern world of 21st century stress is termed as disease of century as it is believed to cause more ailments than anything known to modern medicine. Stress in occupation is a condition or a feeling experienced when an employee perceives that demands placed on him exceed the personal and social resources he is able to mobilize. He has a feeling of losing control over events, which is stressful. In the study analysis of the level of occupational stress and performance level among Public and Private sector bank employees. Conclusion of the research was that, while Private sector bank employees expressed inter-role distance, role expectation conflict and role overload as factors causing stress, Public sector bank employees showed disagreement towards almost all the factors causing stress.

**9. A. Mahalakshmi and P. Jeyasri (2015)**<sup>40</sup> -Stress will be in every aspect either personal or official. The stress can be avoided only by handling the situation in the right direction. The management should take initiative to engage the employees with the training on motivational factors. Identification and controlling of negative feelings with a realistic approach of perceiving life and replacing the negative and rigid thoughts with

### 3. RESEARCH METHODOLOGY

Research Methodology is a way to systematically solve the research problem. Research is an art of scientific investigation. The advanced learner's dictionaries of current English lay down the meaning of research as, "a careful investigation (or) inquiry, especially through the search for new facts in any branch of knowledge".

#### 3.1 Research Problem Definition

Research is an original contribution to the existing stock of knowledge making for its advancement. It is the pursuit of truth with the help of study, observation, comparison and experiment. In short, search for the knowledge through objectives and systematic method of finding solution to a problem. When a company loses a skilled, talented employee, due work stress and job dissatisfaction there happens to be an adverse impact on company operations with major delays and disruptions at work. This will result with unsatisfied customers which will affect the company's profits. "What are the causes behind employee's work stress & how we can improve their job satisfaction so as to retain the key talent?"

#### 3.2 Research Objective

1. To study the concepts of stress management & job satisfaction
2. To identify the stressors for the employees working in private sector in Banks.
3. To analyze the factors responsible for the job satisfaction of the employees working in private sector banks.

4. To study the techniques used by employee and employer to manage the stress in private bank in Amravati city.

5. To measure the job satisfaction of private sector bank employees.

### 3.3 Research Design

The research design used for this study is of the descriptive type. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or a group.

### 3.4 Data Sources & Methods

In dealing with any real life problem, it is often found that data at hand are inadequate, and hence, it becomes necessary to collect data that are appropriate. I have chosen following methods:

a) Primary data: All the data will be collected from various private banks employees through the personal visit and interview. They are the source of primary data. The method of collection of primary data will direct personal meet through structured questionnaire.

b) Secondary data: It will be collected from internal sources like magazines, books, websites etc.

### 3.5 Sampling Procedure

Since it is not possible to study whole universe, it becomes necessary to take sample from the universe to know about its characteristics.

#### 3.5.1 Universe:

The universe consists of all survey elements. Universe includes all elements from which we get the information for research. For this research population of Amravati is universe. It is the finite Universe.

#### 3.5.2 Population of study:

The total element of the universe from which sample is selected for the purpose of study is known as population. Employees of private sector bank in Amravati city.

#### 3.5.3 Sampling Method:

Convenient sampling technique is used in this research project.

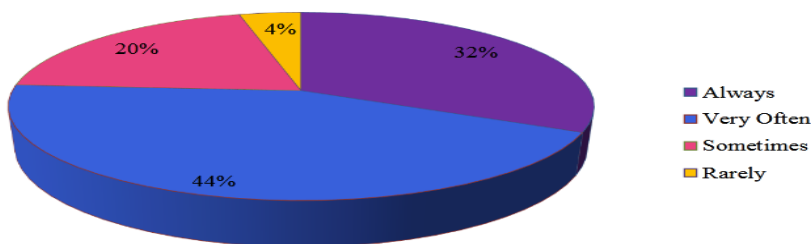
#### 3.5.4 Sampling size: 50

### 3.6 Tools used for research

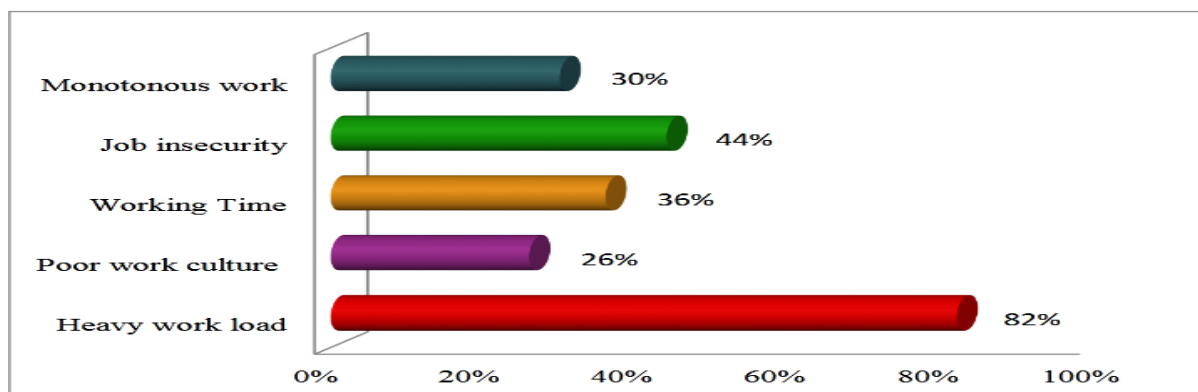
As the research is descriptive so the tool used are structured questionnaire & Interview techniques.

### 4. DATA ANALYSIS

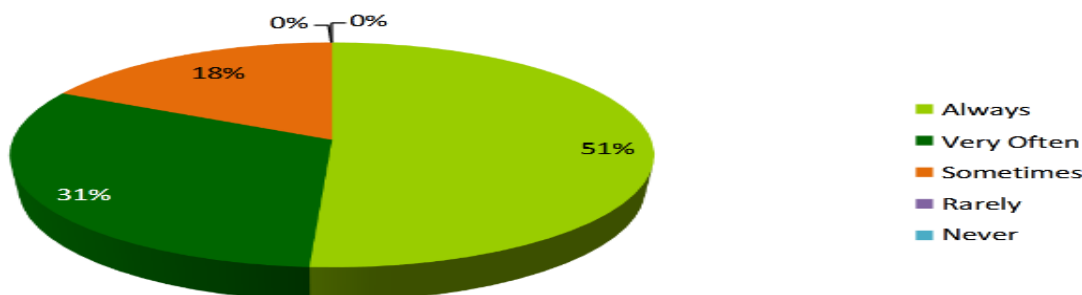
#### A) Analysis of employees experiencing stress on job



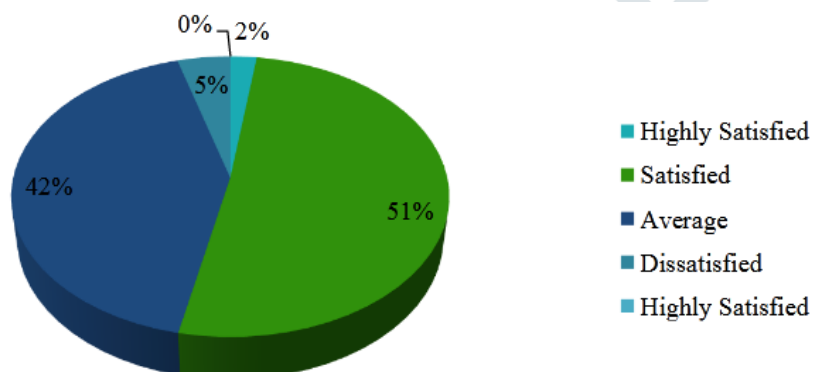
#### B) Reasons for feeling stressed at workplace



#### C) Analysis of respondent about overstaying at work



#### D) Analysis of “Welfare facilities” provided to the employees by the organization



### 5. SUGGESTIONS

- ✓ The workload of employees in the organisation can be reduced and management can take efforts to delegate the work efficiently. Employees can be allocated alternate shift timings which may lead to a healthy work-life balance. A job stress audit can be initiated at periodic basis in order to ascertain the

job stress area and mitigate the same. Seminars and workshops for a holistic work-life balance can be organised by the Banks

- ✓ Professional help and effective stress management programmes if implemented carefully can help in minimizing workplace stress and overcoming all the obstacles in the growth of banking industry.

## 6. CONCLUSION

The result of the study indicates that less welfare schemes, and less scope for vertical growth increase job dissatisfaction. On the other hand, secure job environment, welfare policies, and job stability increase the degree of job satisfaction. 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.

The research paper focused on the impact of job stress on employee's job performance. Among the major factors considered in this study, workload impacts job performance in more significant way. It is the utmost responsibility of the management to create a conducive organisational climate to work stress-free on a day-to-day basis. The management can take proper steps to control the job stress levels of employees leading to high morale and productivity among them. As a measure of job stress mitigation, counselling, meditation programmes, and more incentives can be provided which will improve the performance of the employees.

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