

**TACKLING AND MANAGING STRESS IN THE BANKING COMPANIES-
EMPIRICAL STUDY****¹Prof. Craig Williams (PhD) & ² Kevin Barboza (MBA & Research Scholar)**
MARYLAND, UNITED STATES**ABSTRACT**

The performance concerns between and amongst the employees and employers have been the subject matter of the people management across the globe. This study focuses on the stress particularly in the banking companies. The factors influencing the quantum of the stress in both the private as well as government banks are studied and analysed. Also, the methods and suggestions to tackle and manage the stress in the banks are provided by the study.

Keywords: *Banking Companies, Stress, Management, Managing stress.*

INTRODUCTION

This article is aimed to address the one among the major issues of banking sector, that is, the influencers of stress of banking employees. As stated earlier, the banking sector of a nation must be given due to importance and care to ensure their better performance. To ensure the better performance of the banking sector, their all sorts of issues need to be properly addressed in right perspective. Among the major issues of the banking sector, the stress of the banking employees is standing on the first row because; they are influenced by many colorful problems and challenges from all possible corners. The banking employees are having more awareness for getting stressed and as a social researcher is need to identified their sources of stress, then the banking employee's will be keeping away from the unwanted stress. Here this article has been investigated the all

possible sources of stress. Certainly the outcomes of this research are going to help the bankers to identify / locate their major root cause of stress. Moreover this article took a meaningful initiative to address the key issue of the banking employee's and certainly the outcomes of this research is going to stimulate the performance of the banking employee's by off-load their unwanted stress. First this article reviews the relevant literature and subsequently presents sampling framework and adopted research methodology. The analysed results are presented and discussed at the end of the article.

Statement of the Problem

The term stress is a universal problem which is prevailing among irrespective of individual, group, professional and sector. In the same line of understanding and concept in the globe the banking sector is playing an important role for the economical upliftment of the respective nation. Moreover, there is a close association and interlink between economy of a nation and the role of the banking sector in the every country. So, whenever the economy of a nation is put under changes, then we can notice the changes on the banking activities. Above all, we can perceive the fluctuations ups and downs in the economical status of a nation like, economical slowdown and economical boom / prosperity and these two statuses are creating a kind of pressure / stress on the banking sector. Further, as soon as the implementation of privatization in to banking sector, both private as well as public sector

banks were started to feel the competition in all dimensions. Then the competition pumping the stress among the employees of banking be one and the same but the degree of influences of those factors must be changed between the private and public sector employee's and the researcher is wanted to see the difference by way of competition.

Research Methodology

The study has been descriptive in nature. The study is based on both primary and secondary data. There are 10 public sector banks and 9 private sector banks in Perambalur district. The researcher has focused on all public sector banks and private sector banks of Perambalur district for the purpose of the study. A sample size of 400 respondents was randomly taken for this study. 5 point Likert scale was used for the collection of data. Statistical Package for Social Sciences (SPSS) was used to analyze and interpret the data. Independent T-test test was used on stress influencers of eight variables of the employees in public and private sector banks.

Review of Literature

Nadeem Malik (2011) has stated in his article "a study on occupational stress exercised by private and public bank employees in Quetta city" and identified four study variables as role overload, role authority, role conflict and lack of senior level support. From the analysis he found that, there is a significant difference in the level of occupational stress between the employees of both types of banks. He also found that the occupational stress is looking higher among the private banking employees compared to public banking employees. **Shilpa Sankpal, et al (2010)** examined the organizational role stress of employees of public and private banks. It was found that the private bank employees experienced higher organizational role stress than their public bank counterparts. Looking at the various aspects of components of organizational role stress, it was found that there was no difference between the Public and Private Sector bank employees in certain aspects like role expectation conflict, role isolation and personal inadequacy and role ambiguity. **Christo Fernandez, et al (2009)** has investigated that, the differences of Organizational Role Stress (ORS) among men and women bank officers of private and public sectors. Results indicate that women experience more stress than men on most of the stress parameters. Moreover, women in private

sector. Though the factors influencing the stress among both private as well as public sector banking employees can sector banks experience more stress than women in public sector banks.

Katyal, et al (2011) has found that employees working in Government banks were found to fare better than those working in private sector. The possible reason for the article finding could be that, the employees working in non-nationalized banks have longer working hours as compared to their counterparts working in nationalized banks. **Ajay solkhe (2011)** concluded that employees of the selected banks in Nigeria are experiencing high degree of stress with respect to the dimension of poor peer relations, responsibility of persons, strenuous working conditions, powerlessness and unprofitability. **Khalid and Irshad (2010)** have considered and analysed five components of job satisfaction; work pay, promotion, salary and recognition, were examined besides overall job satisfaction. The result of the study revealed that employees of private banks were more satisfied with pay, recognition, and working hours as compared to public sector bank employees. Whereas, the employees of public sector were satisfied with job security as compared to private sector bank employees.

Anjani and Dhanapal (2012) have reported that, that the banking sector must take measure to conduct lot of training programs to improve the commitment among the employees especially in the public sector banks to get ready for change and enjoy the benefits emerging out of these changes. **Bhattacharya and Guha (2006)** conducted a study on stress and coping: A study on lady criminal lawyers of Kolkata city. A group of 34 lady criminal lawyers were selected for the study. The significant factors which are generating stress are busy schedule of work, odd duty hours, poor interaction, leading tendency of superiors, and poor interpersonal relationship among the colleagues in the work environment. **Harish Shukla and Rachita (2013)** opined that, 42 percentages of employees feel stress due to their family related problems. If the family problems are interfering into the professional life lot of unwanted problems will be created and it will lead to stress.

Comparative study of Stress Influencers of employees in Public and Private Sector Banks

1. Comparing the stress influencer "Job Specification" in public and private Sector banks.

The job specification with fourteen variables and their average mean score is compared and presented in the table below;

Table 1

	Type of employment	N	Mean	Std. Deviation	Std. Error Mean	T-value	Sig.
J S	Public Sector	200	3.1870	.40726	.02880	-15.337	.000
	Private sector	200	3.9095	.52721	.03728		

From the above table, it is found that the t-value value for job specification is -15.337, $p = .000$ are statistically significant at 5 percent level. Therefore, it can be concluded that there is a significant difference between public and private sector banking employees with respect

to job specification. In fact, the private sector bank employees (mean = 3.91) are more stressed by the job specification assigned by the management than the public sector bank employees (mean = 3.19).

2. Comparing the stress influencer “Management Behaviour” in public and private sector banks.

The management behaviour with ten variables and their average mean score is compared and presented in the table below.

Table 2

	Type of employment	N	Mean	Std. Deviation	Std. Error Mean	T-value	Sig
MB	Public Sector	200	3.1870	.40726	.02880	-15.337	0.000
	Private sector	200	3.9095	.52721	.03728		

From the above table, it is found that the t-value value for management behaviour is -15.337, $p = .000$ are statistically significant at 5 percent level. Therefore, it can be concluded that there is a significant difference between public and private sector banking employees

with respect to management behaviour. Further, it is analysed from the above table that the private sector bank employees (mean = 3.90) are more stressed by the management behaviour than the public sector bank employees (mean = 3.18).

3. Comparing the influence of “Work Environment” stress in public and private sector banks.

The work environment stress factors consisting of seven variables and their average mean score is compared and presented in the table below;

Table 3

	Type of employment	N	Mean	Std. Deviation	Std. Error Mean	T-value	Sig
WE	Public Sector	200	3.7350	.61322	.04336	.137	.891
	Private sector	200	3.7271	.53302	.03769		

From the above table, it is found that the t-value value for work environment is .137, $p = .891$ are statistically insignificant at 5 percent level. Therefore, it can be concluded that there is a no significant difference between public and private sector banking employees with respect to work environment. In fact, both the public and private sector bank

employees have the same opinion about the stress created in work environment. Further, it is found from the above table that the public sector bank employees (mean = 3.73) are more concerned about the environment they work compared to private sector bank employees (mean = 3.72)

4. Comparing the stress influencer “Compensation and Other Benefits” in public and private Sector banks.

The compensation and other benefits with eight variables and their average mean score is compared and presented in the table below;

Table 4

	Type of employment	N	Mean	Std. Deviation	Std. Error Mean	T-value	Sig
COB	Public Sector	200	2.4675	.54034	.03821	-18.161	395.01
	Private sector	200	3.4088	.49522	.03502		

From the above table, it is found that the t-value value for influence of stress on compensation and other benefits is -18.161, $p = 395.01$ are statistically insignificant at 5 percent level. Therefore, it can be concluded that there is a no significant difference between public and private sector banking

employees with respect to compensation and other benefits. It is further found that, the private sector bank employees (mean = 3.40) are more concerned about the compensation and other benefits received from their banks compared to public sector bank employees (mean = 2.46).

5. Comparing the influence of stress on “Training and Development Opportunity” in public and private Sector banks.

The training and development with two variables and their average mean score is compared and presented in the table below;

Table 5

	Type of employment	N	Mean	Std. Deviation	Std. Error Mean	T-value	Sig
T & D	Public Sector	200	2.7575	.92831	.06564	-14.118	397.59
	Private sector	200	4.0475	.89891	.06356		

From the above table, it is found that the t-value value for training and development is -14.118, $p = 397.59$ are statistically insignificant at 5 percent level. Therefore, it can be concluded that there is a no significant difference between public and private sector banking employees with respect to training

and developments. Further, the above table also revealed that the private sector bank employees (mean = 4.04) experience more stress during their training and development process compared to public sector bank employees (mean = 2.75).

6. Comparing the stress on interpersonal relationship (IR) among the employees working in public and private Sector banks.

The interpersonal relationship with nine variables and their average mean score is compared and presented in the table below;

Table 6

	Type of employment	N	Mean	Std. Deviation	Std. Error Mean	T-value	Sig
IR	Public Sector	200	3.6533	.66102	.04674	-2.238	.026
	Private sector	200	3.7961	.61404	.04342		

From the above table, it is found that the t-value value for inter personal relationship is -2.238, $p = .026$ are statistically significant at 5 percent level. Therefore, it can be concluded that there is a significant difference between public and private sector banking employees with respect to interpersonal relationship as

both the types of banks face similar problem. Further, it is also found that the private sector bank employees (mean = 3.79) experience more stress in interpersonal relationship compared to public sector bank employees (mean = 3.65).

7. Comparing the stress influencer “Personal Problems” among the employees of public and private Sector banks.

The personal problems of the employees with eight variables and their average mean score is compared and presented in the table below;

Table 7

	Type of employment	N	Mean	Std. Deviation	Std. Error Mean	T-value	Sig
PP	Public Sector	200	3.7406	.60773	.04297	1.273	390.99
	Private sector	200	3.6575	.69538	.04917		

From the above table, it is found that the t-value value for personal problems is 1.273, $p = 390.39$ are statistically insignificant at 5 percent level. Therefore, it can be concluded

that there is no significant difference between public and private sector banking employees with respect to personal problems, as both the bank employees face similar problems. In fact,

the public sector bank employees (mean = 3.74) have more stress in their personal

problems compared to private sector bank employees (mean = 3.65).

8. Comparing the stress influencer “Customer Relationship” in public and private Sector banks.

The customer relationships with five variables and their average mean score is compared and presented in the table below;

Table 8

	Type of employment	N	Mean	Std. Deviation	Std. Error Mean	T-value	Sig
CR	Public Sector	200	3.9940	.69829	.04938	6.119	0.000
	Private sector	200	3.5380	.78948	.05582		

From the above table, it is found that the t-value value for customer relationships is 6.119, $p = 0.000$ are statistically significant at 5 percent level. Therefore, it can be concluded that there is significant difference between public and private sector banking employees with respect to customer relationships as both the banks face similar problems in their banks. In fact, the public sector bank employees (mean = 3.99) have more stress in customer relationships compared to private sector bank employees (mean = 3.53).

Findings

➤ The employees working in private sector bank are more stressed by the job specification, management behaviour, training and development process and interpersonal relationships compared to public sector bank employees.

➤ It is found that both the public and private sector bank employees have the same opinion about the stress created in work environment whereas the private sector bank employees are more concerned about the compensation and other benefits received from their banks compared to public sector bank employees.

➤ It is found that both public and private sector bank employees experience similar stress concerned to personal problems and customer relationships management. In fact, the public sector bank employees have more stress in their personal problems compared to private sector bank employees.

CONCLUSION AND SUGGESTIONS

➤ It is important that in both public sector and private sector banks, friendly organizational climate must be encouraged such as participatory model being followed; executives must be informed about standards and policies in normal routine activity. The clarity of roles and responsibilities assigned to executives and overall physical working condition in the organizational set up must be improved. The employees must not be stress with over work load. They should have sufficient time to solve domestic and personal problem and sufficient time must be given to the employees so that they can spend time with their families.

➤ The organisation can arrange for tours, trips and family picnics and also dedicated training institutes to be provided by the authorities to relieve stress among

the employees. Different programs such as exercise, meditation, adoption of relaxation technique to relieve stress is to be practices in the banks for the benefit of its employees.

References :-

- I. Geete, V. (2011). A Study on Impact of Merger of State Bank of India with its Associate Banks and Bankers View towards Merger of Indore City. Retrieved from SSRN: <http://ssrn.com/abstract=1879726> on December 12, 2011.
- II. Kahr, A. (2011). Profitability Comes Down to Staff Cuts. *American Banker*, 176(127), 8. Downloaded on December 09, 2011, from Corporate Resource Net, Pacific Institute of Management.
- III. Mylonakis, J. (2006). The Impact of Banks' Mergers & Acquisitions on their Staff Employment & Effectiveness. *International Research Journal of Finance and Economics*, (3), 121-137.
- IV. Schraeder, M., Swamidass, P. M. and Morrison, R. (2006). Employee Involvement, Attitudes and Reactions to Technology Changes. *Journal of Leadership & Organizational Studies*, 12(3), 85- 100.
- V. Weber, Y. (1996). Corporate Culture Fit and Performance in Mergers and Acquisitions. *Human Relations*, 49(9), 1181-1202.
- VI. Ugoji, E., & Isele, G. (2009). Stress management and corporate governance in Nigerian organisations. *European Journal of Scientific Research*, 27 (3), 472-478