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A Study on the Impact of Occupational Stress on Job Satisfaction and Subjective well-being of Employees in Selected Karur Vysya Bank Branches

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Abstract: *During the past decade, the banking industry had undergone rapid and striking changes like policy changes due to globalization and liberalization, increased competition due to the mushrooming of more private sector banks and the introduction of new technologies. Owing to these changes, the employees in the banking industry, particularly Karur vysya bank employees are experiencing a high level stress. The advent of technological revolution in all occupations coupled with globalization, privatization policies has drastically changed conventional patterns in all sectors. The banking industry is no exception to this changing phenomenon. The elevated stress levels of employees in banking industry are associated with increased absenteeism, sickness, reduced productivity, job dissatisfaction and low morale. In such circumstances, efforts to sustain a high level of work performance over time can be a tedious task for organizations as well as for employees. Hence, this study throws light on the pathogenesis of various problems related to occupational stress experienced by the Karur vysya bank employees. The study is helpful in assessing the extent of stress experienced and its effect on the job satisfaction of the employees in the Karur vysya bank.*

Keywords: *Employees occupational stress, Job satisfaction, Employee wellbeing, Job stress, Bank employees.*

I. INTRODUCTION

Stress is a common problem and a burning issue in modern society. The effect of stress is a deviation from the existing physical and psychological condition of human life. Stress is regarded as an inevitable consequence of employee functionality. Hans Selye first introduced the concept of stress in the field of life science in 1936. He defined stress as "the force, pressure, or strain exerted upon a material, object or person which resists, these forces and attempt to maintain its original state". Occupational 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.

The workplace is an important source of both demands and pressures causing stress and structural and social resources to counteract stress. The workplace factors that have been found to be associated with stress and health risks can be categorized as those to do with the content of work and those to do with the social and organizational context of work. These factors that are intrinsic to job include long hours, work overload, time pressure, difficult or complex tasks, lack of breaks, lack of variety and poor work conditions (for example, space, temperature, light). Under work or conflicting roles and boundaries can cause stress. The possibilities for job development are important buffers against current stress, with under promotion, lack of promotion, lack of training and job insecurity being stressful. There are two other sources of stress or buffers against stress, relationship at work and the organizational culture.

II. STATEMENT OF THE PROBLEM

During the past decade, the banking industry had undergone rapid and striking changes like policy changes due to globalization and liberalization, increased competition due to the mushrooming of more private sector banks and the introduction of new technologies. Owing to these changes, the employees in the banking industry, particularly Karur vysya bank employees are experiencing a high level stress. The advent of technological revolution in all occupations coupled with globalization, privatization policies has drastically changed conventional patterns in all sectors. The banking industry is no exception to this changing phenomenon. The elevated stress levels of employees in banking industry are associated with increased absenteeism, sickness, reduced productivity, job dissatisfaction and low morale. In such circumstances, efforts to sustain a high level of work performance over time can be a tedious task for organizations as well as for employees.

III. OBJECTIVE OF THE STUDY

The present research work is intended:

1. To find out the factors that act as stressors to the employees of Karur vysya bank in the study area.
2. To know the level of stress of Karur vysya bank.
3. To analyze the coping strategies practised by the study units.
4. To offer some viable and practical suggestions on the basis of the findings of study.

IV. SCOPE OF THE STUDY

In general, occupational stress determines the level of job satisfaction, which in turn affects the wellbeing of employees. Hence, this study throws light on the pathogenesis of various problems related to occupational stress experienced by the Karur vysya bank employees. The study is helpful in assessing the extent of stress experienced and its effect on the job satisfaction of the employees in the Karur vysya bank.

V. RESEARCH DESIGN

The present study is exploratory as well as descriptive in nature in context of Karur vysya bank.

Population

The population of the study constitutes Karur vysya bank employees in the Tiruchirappalli district of Tamilnadu. The population includes officers, clerks and sub staff working in the selected Karur vysya bank.

Sample size

For the purpose of the analysis, the employees are classified as officers, clerical staff and sub staff. The branch managers and field officers and cash officers are considered officers, clerks and recovery marketing officers are considered clerks and messengers, sweepers and watchmen are viewed as sub staff. The total sampling 50 respondents were selected from the above categories. The convenience sampling is used for this study.

Analysis and Interpretations Demographic profile of the respondents

Designation	No. of Respondents	Percent
Manager	13	26.0%
Clerk	24	48.0%
Office assistant	13	26.0%
Total	50	100.0%
Gender		
Male	21	42.0%
Female	29	58.0%

Total	50	100.0%
Educational background		
Up to Hr.sec School	13	26.0%
Graduate	15	30.0%
Post graduate	14	28.0%
BE/ professional	8	16.0%
Total	50	100.0%
Experience		
Less than 2 years	12	24.0%
2-5 years	14	28.0%
5-10	15	30.0%
More than 10 years	9	18.0%
Total	50	100.0%

Source: Primary Data

The above table reveals demographic profile of the respondents. 48% of the respondents are clerk and 26% of the respondents are managerial level executives. Most of the (29%) respondents are female. Maximum (30%) of the respondents are graduates and 28% of the respondents are post graduates. Most of the (30%) of the respondents are having 5-10 years of experience in their work.

Causes of Stress

Perception of work load	No. of Respondents	Percentage
Extremely severe	9	18.0%
Severe	13	26.0%
Moderate	10	20.0%
Mild	7	14.0%
Normal	11	22.0%
Total	50	100.0%
Mean: 2.96 / Median: 3.00 / Standard Deviation: 1.428		
Perception of poor equipment's		
Extremely severe	12	24.0%
Severe	12	24.0%
Moderate	7	14.0%
Mild	9	18.0%
Normal	10	20.0%
Total	50	100.0%
Mean: 2.86 / Median: 3.00 / Standard Deviation: 1.425		
Perception of irritating customers		
Extremely severe	18	36.0%
Severe	10	20.0%
Moderate	7	14.0%
Mild	7	14.0%
Normal	8	16.0%
Total	50	100.0%
Mean: 2.54 / Median: 2.00 / Standard Deviation: 1.501		
Perception of Lack of support		
Extremely severe	15	30.0%
Severe	16	32.0%
Moderate	5	10.0%
Mild	8	16.0%
Normal	6	12.0%
Total	50	100.0%

Mean: 2.48 / Median: 2.00 / Standard Deviation: 1.389
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Source: Primary Data

The above table reveals that 40% of the respondents opined that they have extreme level stress. 48% of the respondents opined that they have extremely poor equipment's creates occupational stress in the work place. 56% of the respondents felt that work stress is created by irritating customers. 52% of the respondents opined that metal work stress is created through lack of support.

Chi-square Test

There is a significant association between educational background and overall opinion of stress level of the respondents.

	Educational background										Statistical Inference
	Up to Hr.sec School		graduate		Post graduate		BE/ professional		Total		
Office workload											$X^2 = 36.472$ $0.11 < 0.05$ significant
Low	13	26%	5	10%	0	0.0%	0	0.0%	18	36%	
High	0	0.0%	10	20%	14	28%	8	16%	32	64%	
Poor equipment's											$X^2 = 35.043$ $0.000 < 0.05$ significant
Low	13	26%	7	14%	0	0.0%	0	0.0%	20	40%	
High	0	0.0%	8	16%	14	28%	8	16%	30	60%	
Irritating customers											$X^2 = 0.127$ $0.988 < 0.05$ Not significant
Low	6	12%	5	10%	4	8%	3	6%	18	36%	
High	7	14%	10	20%	10	20%	5	10%	32	64%	
Lack of support											$X^2 = 2.425$ $0.419 < 0.05$ Not significant
Low	6	12%	5	10%	1	2%	3	6%	15	30%	
High	7	14%	10	20%	13	26%	5	10%	35	70%	
Overall stress											$X^2 = 0.997$ $0.842 < 0.05$ Not significant
Low	6	12%	4	8%	2	4%	3	6%	15	30%	
High	7	14%	11	22%	12	24%	5	10%	35	70%	

Research hypothesis

There is a significant association between educational background and overall opinion of stress level of the respondents.

Null hypothesis

There is no significant association between educational background and overall opinion of stress level of the respondents.

Statistical tool

Chi-square test was used in the hypothetical analysis.

Findings

The above table reveals that there is no significant association between educational background and overall opinion of stress level of the respondents. The calculated value is greater than table value ($p > 0.05$). So research hypothesis is rejected and null hypothesis is accepted.

One-way ANOVA

There is a difference between Institutions of the respondents and their overall perception of emotional intelligence.

	Mean	Standard deviation	SS	Df	MS	Statistical inference
Good night's sleep						
Between Groups			21.070	3	7.023	F = 3.616 0.20<0.05 significant
Less than 2 years	1.92	.900				
2-5 years	3.50	1.698				
5-10	2.07	1.100				
More than 10 years	2.67	1.803				
Within Groups			89.350	46	1.942	
Prayer and yoga						
Between Groups			5.734	3	1.911	F = .991 0.406>0.05 Not significant
Less than 2 years	2.50	1.168				
2-5 years	2.71	1.684				
5-10	2.00	.845				
More than 10 years	2.89	1.833				
Within Groups			88.746	46	1.929	
Healthy food habits						
Between Groups			21.070	3	7.023	F = 3.234 0.29<0.05 significant
Less than 2 years	1.92	.900				
2-5 years	3.50	1.698				
5-10	2.07	1.100				
More than 10 years	2.67	1.803				
Within Groups			89.350	46	1.942	
Reading						
Between Groups			5.734	3	1.911	F = 116 0.423<0.05 Not significant
Less than 2 years	2.50	1.168				
2-5 years	2.71	1.684				
5-10	2.00	.845				
More than 10 years	2.89	1.833				
Within Groups			88.746	46	1.929	
Music						
Between Groups			21.070	3	7.023	F = 3.616 0.410<0.05 significant
Less than 2 years	1.92	.900				
2-5 years	3.50	1.698				
5-10	2.07	1.100				
More than 10 years	2.67	1.803				
Within Groups			89.350	46	1.942	
Physical exercise						
Between Groups			5.734	3	1.911	F = 2.016 0.01<0.05 significant
Less than 2 years	2.50	1.168				
2-5 years	2.71	1.684				
5-10	2.00	.845				
More than 10 years	2.89	1.833				
Within Groups			88.746	46	1.929	
Humor						
Between Groups			16.483	3	5.494	F = 1.708 0.179>0.05 Not significant
Less than 2 years	3.50	1.698				
2-5 years	2.60	2.324				
5-10	2.67	1.803				
More than 10 years	2.70	1.832				
Within Groups			148.017	46	3.218	

Overall stress level						
Between Groups			1115.832	3	371.944	F = 3.164 0.33<0.05 significant
Less than 2 years	15.00	7.652				
2-5 years	16.86	9.172				
5-10	26.67	13.064				
More than 10 years	18.67	12.649				
Within Groups			5407.048	46	117.545	

Research hypothesis

There is a difference between Institutions of the respondents and their overall perception of emotional intelligence.

Null hypothesis

There is no difference between Institutions of the respondents and their overall perception of emotional intelligence.

Statistical tool

One-way ANOVA f-test was used in the above table.

Findings

The above table shows that there is a difference between stress management of the respondents and their overall perception of stress level. The calculated value is less than the table value ($p < 0.05$). so research hypothesis is accepted and null hypothesis is rejected.

VI. FINDING OF THE STUDY

- 48% of the respondents are clerk and 26% of the respondents are managerial level executives. Most of the (29%) respondents are female.
- Maximum (30%) of the respondents are graduates and 28% of the respondents are post graduates.
- Most of the (30%) of the respondents are having 5-10 years of experience in their work.
- 40% of the respondents are opined that they have extreme level stress.
- 48% of the respondents are opined that they have extremely poor equipment's creates occupational stress in the work place.
- 56% of the respondents felt that work stress is created by irritating customers.
- 52% of the respondents opined that metal work stress is created through lack of support.

VII. RECOMMENDATIONS

- Based on the findings of this study it is recommended that Karur vysya bank should organize stress management training programmes to reduce occupational stress. The Stress Management training programmes should focus on different categories of employees' at all hierarchical level with specific human resource development goals in consultation with Senior Management.
- Successful Stress Management training programmes' of the banks should involve and support the top officials and the co-operation of the employees. It should be clear plan, ongoing evaluations of progress, and clear goals for measuring success.
- In order to reduce the impact of stress on service delivery and staff motivation, it is recommended that stress management programmes should include the proactive identification of stress as well as the evaluation of these stressors in terms of severity and impact. Standardized and validated measuring instruments should be used and the exercise should be performed at least once in every two years.

- To cope with stress employee and the organization should adopt appropriate strategy to, harmonizing the organizational and personal needs.
- The banks should receive consultation from professionals and carry out their experiments in health system to improve the physical and psychological health of the employees.
- The banks should encourage the cross-functional and interdepartmental work arrangements to reduce work related stress among low performers and low achievers. The banks should ensure adequate role clarification to be made whenever necessary to eliminate role ambiguity.

VIII. CONCLUSION

Stress is a common problem in modern life that affects the health and performance of the employees. Nowadays globalization, resulting in competitive pressures, alterations in work organization, and the constant need to adjust to ever changing technological progress in banking industry, creates greater demands for highly skilled and adaptable workers. Nevertheless, employees cannot expect to have a life without stress, as Selye states, complete freedom from stress is death. Consequently, what is necessary is to give employees opportunities to learn the strategies required to manage stressful situations in order to improve their performance and enhance their wellbeing. In general, the productivity of the work force is the most decisive factor as far as the success of an Indian banking sector is concerned. The productivity in turn is dependent on the subjective wellbeing of the employees. The subjective wellbeing is influenced by occupational stress and job satisfaction. In an age of highly dynamic and competitive world, employees are exposed to all kinds of stressors that can affect them on all realms of life. The growing importance of interventional strategies is felt more at organizational level.

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