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STRESS MANAGEMENT OF BANK EMPLOYEES WITH SPECIAL REFERENCE TO STATE BANK OF INDIA

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ABSTRACT

Stress Management is more important in now-a-days in the service, financial and banking. There is no such thing like stress free job. Everyone in their work is exposed to tension and anxiety as they gets through the duties assigned to them. Banking industry plays important role in the developing the country's economy is not an exceptional one. The job nature of banking employees is very tedious as it involves the direct customer interaction in all levels. This research focus on 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, improper reward system, lack of job autonomy, organizational culture, role conflict, lack of management support to employees, etc.

KEY WORDS: *Stress Management, Banking Employees, Risk, Work Load, Job Nature*

INTRODUCTION

Stress, an integral part of the human existence has an immense influence over the lives of individuals and the organization. In the present era, the nature and intensity of stress is too turbulent that the present age has been Age of Anxiety Stress and Depression. As individuals spend most of their time at work, the work place has been conceived to be a potent contributor and influencer of stress. At the work place, various roles are performed which have to be in synchronization with the roles at home and other places. The stress induced due to roles performed by individuals as employees at work place, has been one of the most persuasive organizational stressors, the outcomes of which have been found to be costly to the organization. Work plays a critical role in the lives of individuals which has contributed to the phenomenon of stress for both employees and the organizations. Stress, at work, is one of the traits in providing a healthy platform of work to employees. The highly competitive banking industry has levied varied role requirements on employees resulting in stress.

The origin of the State bank of india goes back to the first decade of the nineteenth century with the establishment of the bank of Culcutta in Culcutta on 2nd June 1806 . Three years later the bank received its charter and was redesigned as the Bank of Bengal on 2nd January 1809. The bank of Bombay on the 15th April 1840 and the bank of madras on 1st July 1843 followed the bank of Bengal. These three banks were governed by royal charter, which were revised from time to time. These three banks received the exclusive right to issue paper currency in 1861 with the paper currency act, a right they retained until the formation of the Reserve Bank of India.

STATEMENT OF THE PROBLEM

Stress affects the employee's performance that indirectly affects the organization survival because if employees reduce their work efficiency and can't work best for their organizational performance but also lost healthy shares in an increasingly competitive market. It is therefore, an essentials task for management to deal effectively and prevents this suffering. It is the responsibility of

management to fight against the stress at work, to identify the suitable course of action and solve them. Improving stress prevention is a positive action that contributes to a better health of employees and generates great organization efficiency and performance. Organizational Stress is receiving increasing attention in the academic literature and has become a salient issue for the organizations. Job life is one of the important parts of our daily lives which cause a great deal of stress. This study is an initiative to explore how does stress stressors influences on work life of employees

OBJECTIVES OF THE STUDY

1. To examine the types and causes of job stress in commercial banking sector.
2. To study the Impact of Stress on different factors on employee.
3. To study the Strategies adopted by the bank to reduce stress level of employees.

REVIEW OF LITERATURE

Shukla & Garg (2013) The author has discussed that most of the employees fear with the fact that lack quality in their work puts stress on them. It is found that maximum number of employees in banks remains in stress. 50% employees feel that they are overloaded with work. 44% employees feel tensed due to their non-achievement of their target of work. 38% employees accepted that they will obey the order of their boss by sacrificing their important domestic function. It indicates fear and stress among employees. 24% employees feel stress due to their family related problems.

S Uma Mageswari (2014) The author had made attempt to identify the stress factors (stressors) and to examine the coping strategies among bank employees of different sectors. From the forgoing chapters, the researchers consolidate the important observations recorded in the study in the form of major findings and draws conclusions that would enable one to make valid suggestions for toning the stress management strategies in the banking sector. A certain amount of stress is a positive and pleasurable thing. It leads to productivity in the human race. Hence, effective stress management does not always mean minimizing or eliminating stress. It is to keep the stress at the optimal level.

Dhankar (2015) The author had investigated the occupational stress level among employees of banking sector. There is not a single factor which determines the stress in banking employees'. Factors like work overload, ambiguity, pressure, confliction etc. are responsible for stress. Occupational stress has become leading feature of modern life. It has wide-ranging effects on employees' behavior and adjustments as well as off the job. A substantial portion of organization research involves the study of stress among employees. A large number of problem related to employee health, declining levels of productivity and competence is related to occupational stress. Minimizing occupational stress in the coming time would be part of company policy

of the organizations and be seen as an imperative strategy to target better employee satisfaction.

D. Chitra and V. Mahalakshmi (2015) - 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. This research has conducted to know the reasons of stress among the bank employees and the ways used by employees to cope with the stress generated at workplace. It is found that maximum number of employees in bank's remains in stress. Majority of employees try to find solution to relieve them from stress.

RESEARCH METHOD

Descriptive and analytical type of research is undertaken in the study. Descriptive research fact finding investigation which is aimed at describing the characteristics of population or phenomenon that is being studied. Analytical research is a specific type of research that involves critical thinking skill and evaluation of fact and information relating to the research being conducted. Sampling technique used for the research is convenient sampling. Convenient sampling is a process of selecting subject or unit for examination and analysis, which is based accessibility, easiness, speed and low cost. It is a non probability sampling technique. For analysing data statistical tools used were Percentage analysis, Charts and graphs, Ranking method, Chi square test

DATA COLLECTION AND ANALYSIS

Types of Stress:

There are three types of stress as follows:

Physical Stress: It is the stress that occurs due to the ergonomics in any organization. The physical conditions i.e. the space given to an employee to sit, the equipment provided to him and the space requirement for its handling, the comfort level of the furniture at his disposal, the placement of telephones, the system of cross ventilation in the room/ work station, the placements of lights etc. come in this head and play a vital role in providing ease to the employee. If employees do not have comfort while working, they would be stress and these strains would result in extremely terrible results.

Emotional/Mental Stress:

Emotional/mental stress has become a very vast study as every individual has his own distinct personality, attitude, likings, dis-likings, perceptions, opinions and mind-set and therefore all this makes the study of emotional / mental stress a very diverse, dynamic, complicated and even confusing at times.

Behavioral Stress: Behavioral stress is the stress that results due to the behavior of

self or others. Any employee entering the organization in an un-usual state of mind would definitely unexpected to others and when they would greet that employee in the same old manner, the reaction would not be the same as it used to be. This situation might cause behavioral stress.

Causes of Stress:

Most people are affected by stress due to current lifestyles. People today are more active in many fields than in the past and therefore they also suffer from stress which is a biological term, that refers to the consequences of the failure of the human body to respond appropriately to mental or physical threats, whether actual or imagined. Common stress symptoms include irritability, muscular tension, inability to concentrate and variety of physical reactions, such as headaches and accelerated heart rate. By adopting healthy habits one can avoid stress. Stress depends on person capability and it varies from person to person. These causes are given below.

Environmental Causes: Environmental factors are dynamic and changeable from time to time. Management does not control them. Environmental factors not only affect the functional growth and development of the organization but also responsible for causing stress among individuals who work in various organizations. There are so many factors that increase stress in the minds of employees who work in organizations like economic uncertainty, technology changes, social cultural changes, etc.

Organizational Causes: People work in organizations, perform the various types of job, and play a variety of roles for achieving the organization goals.

Characteristics of the job: These potential sources of stress relate to the vital nature of the job itself such as the working conditions and type of tasks. This is related to work performance closely monitored, organizational changes for change's sake, dull and repetitive work, dealing with difficult customers and clients and lack of enjoyment of job.

Work-overload: This is the point to which individuals feel that the demands of their workload and the allied time pressures are a source of pressure such as unrealistic deadlines and expectations, technology overload and under recruitment of staff for work already timetabled

Role in organization: If the employee role within the organization is unclear it may be source of stress. Role conflict occurs when an individual is expected to play two contradictory roles. Role ambiguity arises if the role is not well defined and it involves uncertainty

regarding job expectations and job description.

Relationship at Work: Employees in working in organizations develop personal relationship. These relations may be with supervisor and colleagues. Poor or unsupportive relationships with colleagues and supervisors can be a potential source of pressure. Failure to establish friendly relationship can be a result of aggressive management style, absence of support from others, isolation at work, avoiding behaviour, bullying and irritation, lack of understanding and leadership, manager always finding faults in your work.

Organizational structure: Organizational structure defines the level of differentiation, task allocation, supervision and coordination in the organization. Extreme rules and lack of participation in decisions might be potential sources of stress.

Reimbursements and benefits: The financial rewards consociates with a job are important in terms of lifestyle. They are also often perceived to be an indication of an individual's worth and value to the organization.

Career development and Job security: If there is lack of career opportunity in the organization and lack of job security it may be source of stress. Job changes are a source of pressure, for example job insecurity, lack of job stability, temporary or fixed term contracts, future job change and fear of skill redundancy.

Work and home interface: The demands of work have affected personal and home life and so put a strain on relationships outside work. For example, working people fail in maintaining a proper balance between personal and professional life.

Personal Causes: Many events related to the individual that are taking place outside the organization may also become the source of stress at work for employees. Some past incidences like traumas and unhappy events may contribute stress in life. For example, events of personal life like divorce, death of loved one, financial difficulties, personal health problem have been considered as personal causes of stress.

1. Impact of Stress on different factors on employee.

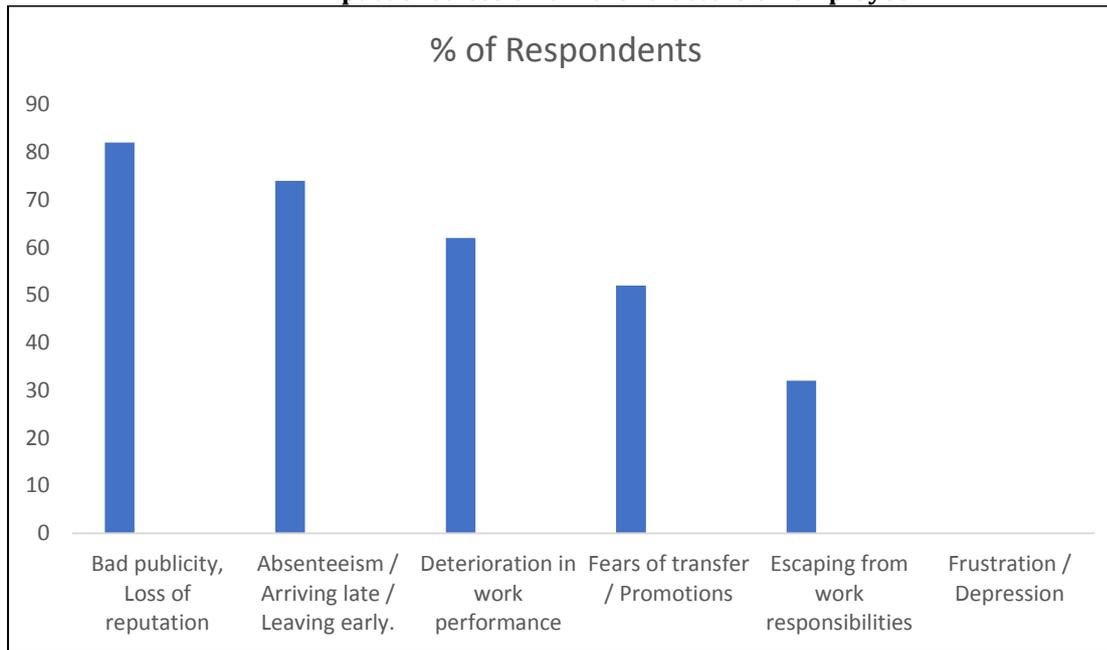
Table 1

| Sr. | Sources / Causes of Individual Stress. | No. Of Respondents | % | Rank |
|-----|--|--------------------|----|------|
| A | Bad publicity, Loss of reputation, | 41 | 82 | 1 |
| B | Absenteeism / Arriving late / Leaving early. | 37 | 74 | 2 |
| C | Deterioration in work performance. | 31 | 62 | 3 |
| D | Fears of transfer / Promotions. | 26 | 52 | 4 |
| E | Escaping from work responsibilities. | 16 | 32 | 5 |
| F | Frustration / Depression. | 9 | 18 | 6 |

Source : Primary Data

Graph 1

Impact of Stress on different factors on employee.



Interpretation

To know that how work stress impact on SBI bank employee; the question in this regards with options put to them and asked for ranking. The data collected through questionnaire and analyzed in Table No. 1. It is concluded from the above table that- 41 (82%) respondents told that due to high

stress they were facing bad publicity or loss of reputation in the bank branch. 37 (74%) respondents expressed that the work stress impacted them by absenteeism in the bank; arriving late or leaving early the branch. 31 (62%) respondents feels that the work stresses deteriorate their work performance.

2. Strategies adopted by the bank to reduce stress level of employees

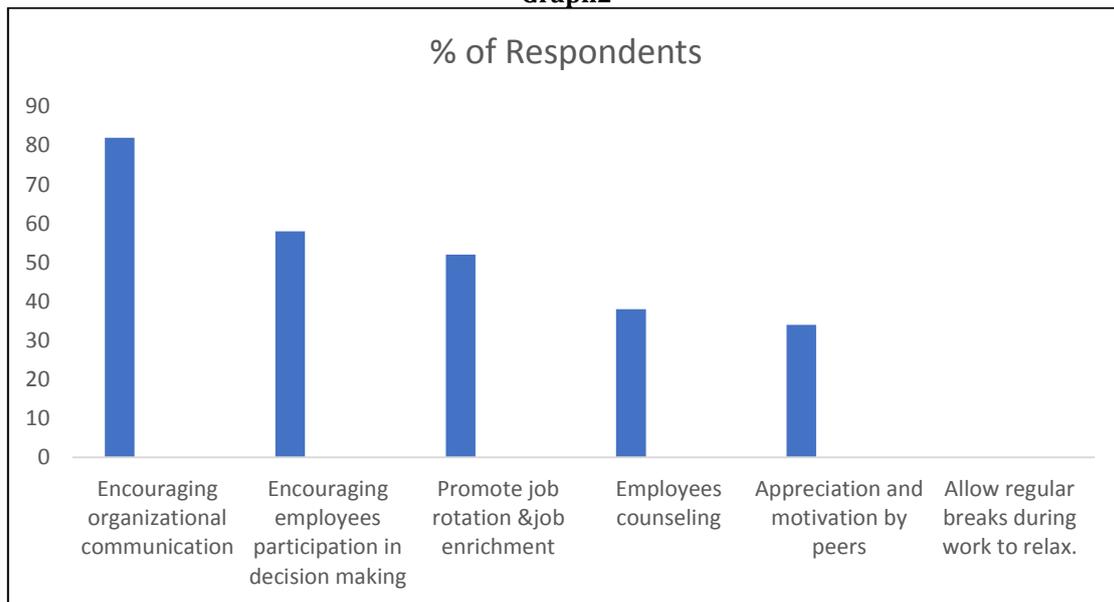
Table 2

| Sr. | Strategies | No. Of Respondents | % | Rank |
|-----|--|--------------------|----|------|
| A | Encouraging organizational communication. | 41 | 82 | 1 |
| B | Encouraging employees participation in decision making | 29 | 58 | 2 |
| C | Promote job rotation & job enrichment | 26 | 52 | 3 |
| D | Employees counseling | 19 | 38 | 4 |
| E | Appreciation and motivation by peers | 17 | 34 | 5 |
| F | Allow regular breaks during work to relax. | 11 | 22 | 6 |

Source: Primary Data

Strategies adopted by the bank to reduce stress level of employees

Graph2



Interpretation

The above table shows the 1st rank is given to reduce stress level of employees is encouraging organizational communication. The 2nd rank is given to encouraging employees participation is decision making. 3rd rank is given to job rotation and job enrichment. The last rank is given to reduce stress level of employees is allow regular breaks during work to relax.

FINDINGS

Majority of the respondents have emotional stress. 82% of respondents says that bad publicity and loss of reputation are the most important factors that affect the stress management. 2% of respondents have routine impact of work stress in their family. 36% of respondents told that to a certain extent the management is effective in handling their stressful situation. The major strategy adopted by the bank to reduce stress level of employee is encouraging organizational stress. 76% of respondents told that they doing yoga, pranayama, massage to cope with stress. 92% of respondents not yet attent any stress management programe organized by bank. 46% of respondents say that stress management is excellent. The stress management programs organized by SBI is effective employees.

CONCLUSION

It is further concluded that increased level of stress leads to decrease in motivation level of employees. Lesser scope for personal growth, underutilization of abilities, uncongenial working environment, ambiguous organizational policies are other findings leading to stress and lesser motivation of employees. Therefore, in order to increase the motivation level of employees and to decrease the level of stress the origination.

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