

# STRESS MANAGEMENT PRACTICES IN BANKING SECTOR-A COMPARATIVE STUDY OF SELECTED BANKS IN NELLORE,S.P.S.R.NELLORE DISTRICT-ANDHRA PRADESH

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## **Abstract**

The study of HRM is one of the major criteria in the corporate sector. This paper focuses on Stress Management practices in banking sector in Nellore Corporation AP, and also to know what factors cause stress and the probable techniques used to manage stress and so forth of the employees working in the banks, for enhancing the productivity and well-being of the employees. Stress has become part and parcel of human life and is more pronounced in corporate life. Globalization and liberalization has made a rapid change in the banking sector and as a result of it, the employees in this sector have been facing many challenges due to sizeable increase in the volume of banking business.

**Key Words:** Stress-Bank employees – Stress causes-Stress reduction techniques

## **INTRODUCTION**

The study of HRM is one of the major criteria in the corporate sector. Stress has become part and parcel of human life and is more pronounced in corporate life. Globalization and liberalization has brought a rapid change in the banking sector and as a result of it, the employees in this sector have been facing many challenges due to sizeable increase in the volume of banking business.

### **Need for the study**

Since the employees have to work under strict time deadlines, it is essential that physical and mental comfort at work is ensured. Nobody can deny that employee's attitude and performance have an immense bearing on productivity, hence the banking sector should pay attention to the physical and mental well-being of their employees by providing a stress –free-work environment.

### **Objectives of the study**

Banking employees face many challenges because of ever increasing workload and deadlines. This research mainly deals with bank employees that how the management practices, maintain and the main purpose is to conclude the stress management practices effectively for stress free environment

### **Primary objective**

To study the stress management practices in banking sector in Nellore Town-AP

### **Secondary objective**

To analyze the factors that causes stress in employees and suggest possible remedies.

### **Research methodology**

The different aspects of research methodology are highlighted as follows.

### **Data collection**

The analysis of project was done based on the available information gathered basically from the primary source as well as secondary sources

### **Primary data**

The primary data was collected through mutual discussion with the employees and also through formal talk with the concerned officials of the bank.

### **Secondary data**

The secondary data was collected from existing data through sources like text books, periodicals, newspapers.

### **Geographical area**

The geographical area Selected for this study is Nellore corporation,A.P., where the survey was conducted on 18 banks pertaining to both public and private sectors banks such as SBI-Andhra bank-IDBI Bank-HDFC Bank-Karur vysya Bank-Karnataka Bank-Vijaya Bank- Dhana-Llakshmi bank-Corporation Bank-union Bank-Punjab National Bank-United Bank of India - Indian bank -SBH-CATHOLIC SYRWAN Bank-Syndicate Bank –Axis Bank and Andhra Pragathi Gramina Bank.

### **Sampling type**

The sampling method used was simple random, technique that includes each and every item combination has an equal and independent chance and eliminating personal factors. The sample Population belongs to 23-60 years age distribution.

### **Statistical tools**

Chi-square test' and 'percentage method' were the main tools used for data -analysis, represented by bar charts and pie diagrams.

### **Limitation of the study**

- The survey was limited to the public and private sector banks in Nellore corporation only
- Personnel policies may be varied in nature
- The information provided may be biased to some extent.

### **Review of literature**

Research on job stress has long emphasized the importance of recognizing the performance implications of decision under stress. Job stress has fuelled a significant, multifaceted literature.

Beehr and Newman (1978) defined occupational stress as 'a condition arising from the interaction of people and their jobs/work and characterized by changes within people that force them to deviate from their normal functioning'.

Cobb (1975) believes that 'the responsibility load creates severe stress among workers and managers.' If the individual cannot cope with the increased level of responsibilities, it may lead to several psychological and physical disorders among them. Mules and Perrault (1970) identified four types of roles conflict-inter sender RC, Intra sender RC, Role

over load and person-role conflicts .the use of role stress is associated with interpersonal, individual and structural variables.

Katz and khan (1978) there is evidence that role incumbents with high levels of role ambiguity also respond to their situation with anxiety, depression and physical symptoms, a sense of futility or lower self esteem, lower level of job involvement and organizational commitment and perceptions of lower performance on the part of organization, of supervisor and of themselves.

Ivancevich (1980) signify that, lack of group cohesiveness explain various behavioral and psychological outcomes in an employee desiring such together". Israel (1989), Snap (1992) lack of participation in work activity is associated with negative behavioral responses and psychological mood including Escapist drinking and heavy smoking.

Quick Murpy,Hurrel and Orman (1992) signifies that occupational stress is increasingly significant source of economic loss and an occupational health problem leading to physiological disabilities. Stephen Robbins (1999) stated stress as 'dynamic condition in which an individual is confronted with an opportunity constraint or demand related to, what he desired and for which the outcome is perceived to be both in certain and important.

Stress is derived from the Latin word 'stringere'. which means to be drawn tight? . It is the way we react physically mentally and emotionally to the various conditions, changes and demands of life.The events or conditions in our environment that trigger stress are called 'stressor'. Stressors are of two types namely – proactive stressors and systematic stressors. Proactive stressors represent immediate reactions to sudden threat, challenge or fear. In such situations,

### **The main factors of stress of bank employees**

#### **Role overload**

Challenge of high workload is beyond expertise limit it creates stress.

#### **Role conflict**

A mismatch between nature of work and competency of employees.

#### **Role ambiguity**

higher the inadequate work information, higher is the level of stress.

**Lack of support**

if there is lower level of support from other employees

**New technology**

like computerization, telephone banking online banking, mobile banking, have affected low skilled workers has raised the stress level.

**Effects of stress on organization**

Increased absenteeism/staff turnover/unsafe working practices/complaints from clients and Decreased commitment to work, Unrelated performance and work, adverse affects on staff recruitment. Damaged workers image both among their co workers and on others.

**Effects of stress on the individual**

**Physical effects**

headache, backache, loss of appetite, restlessness, nausea, diabetes etc.

**Psychological effects**

tension, anxiety, fear, forgetfulness, anger, loss of concentration.

**Behavioral effects**

arguing-crying-exhaustion-over eating carelessness-frequent mistakes.

**Stress management**

Stress has to be managed by both individual and organizational strategies. They are:

- Be organized, focused and manage your time
- Accept personal limitations and avoid temptation for temporary gains
- Manage your anger but avoid suppressing your feelings
- Control your diet, eat healthy and drink sufficient water
- Get adequate and natural sleep,do regular exercise and walking
- Practice laughter and remain positive

**Data analysis and interpretation**

**Employee experience in the bank**

Duration	No of respondent	% of respondents
Less than a year	17	12.14
Between one and four years	49	35.00
Between four and ten years	19	13.57
More than ten years	55	39.28
Total	140	100.00

**Interpretation**

from the above table it is evident that 39.28% of the employees have more than ten years work experience, followed by 35% for one and four year, the remaining are 13.57% for four and ten years and 12.14% for less than a year.

**Employee general feeling about opportunities for career growth**

Opinion	No of respondent	% of respondents
st opportunity	94	67.14
Normal opportunity	43	30.70
Least opportunity	03	02.16
total	140	100.00

**Interpretation**

67.14% of the employees feel ,there is Highest opportunity for growth, followed by 30.7% for normal opportunity and 2.16% fro least opportunity for career growth.

**Employee general feeling about work freedom and flexibility in their institution**

opinion	No of respondent	% of respondents
Highest freedom and flexibility	82	58.57
Normal freedom and flexibility	54	38.57
Least freedom and flexibility	04	2.85
Total	140	100.00

**Interpretation**

58% of the employees feel that there is highest freedom and flexibility in their institution, followed by 38.57 % for normal and 2.85 % for least freedom and flexibility

**Ranking of factors which are likely to cause stress on employees at their work place**

factors	Rankings assigned by the employees									
	1	2	3	4	5	6	7	8	9	10
a	09	17	14	10	16	15	18	18	20	03
b	13	22	27	20	18	15	09	12	04	00
c	11	07	09	16	18	16	31	13	17	02
d	05	08	11	11	21	20	14	32	16	02
e	05	06	08	11	08	20	17	26	38	01
f	42	22	12	15	21	08	10	07	03	00
g	36	27	18	16	12	07	11	03	10	00
h	15	22	29	17	13	17	10	13	04	00
i	08	10	19	22	24	18	13	11	09	01
j	01	00	00	02	01	03	02	00	01	02

**Interpretation**

From the ranking given in the table, it is evident that factors are ranked in the following manner

Rank	factor
01	Level of targets to be achieved
02	Excessive work load
03	No quality time for entertainment/family
04	No quality time to attend domestic/personal problems
05	Incomplete information about job performance
06	Lack of unity of command
07	Unclear job role and responsibilities
08	Performance at official meetings and presentations
09	Intensity of work pressures & dead lines
10	Any other factor

**Symptoms of stress experienced**

S.no.	Stress symptoms	No of respondents	% of respondents
01	Hypertension	53	37.85
02	Anxiety	48	34.28
03	Irritable behavior	45	32.14
04	Fatigue	44	31.4
05	Muscle ache	40	28.57
06	Fear of performance quality	34	24.28
07	Eating disorders	32	22.85
08	Suffering from depression	28	20
09	Feeling of poor results	27	19.28
10	Change of job feeling	23	16.42
11	Compulsive eating	21	15
12	heartache	20	14.28
13	Inability to work well	19	13.57
14	More than necessary work	18	12.84
15	Additive behavior	17	12.14
16	Loneliness feeling	15	10.71
17	Dry mouth	14	10.12
18	Absenteeism	13	9.28
19	Negative ness about the job	10	7.14
20	Working in wrong organization	03	2.14

**Interpretation**

from the above table it is evident that ,hyper-tension ,anxiety ,irritable behavior, fatigue, muscle ache fear of performance quality are the highest rated symptoms

**Stress reduction ways followed by the employees**

S.no	Stress reduction ways	No of respondents	% of respondents
01	Music/games/cinema	76	54.28
02	Talking with friends	70	50
03	Yoga/meditation	62	44.28
04	Effective work planning	54	38.57
05	Spending more time with loved ones	52	37.14
06	Going on holidays	47	33.57
07	Shopping	33	23.57
08	Laughing therapy	30	21.43
09	Regular short breaks	29	20.71
10	Taking leave from work	28	20.00
11	Pursuing hobbies	27	19.28
12	Stress handling sessions	27	19.28

**Interpretation**

the above table shows that the top rated stress – reduction ways followed by employees are

music/games/cinema, Talking with friends, Yoga/meditation and the least rated are Stress handling sessions- Pursuing hobbies- Taking leave from work.

**Employee rating to the following factors**

factors	points					
	1-10	10-20	20-30	30-40	40-50	50-60
Salary and benefits	11	31	25	29	25	07
Work place culture	16	86	21	04	01	01
Working conditions	45	67	17	05	01	00
Work place relations	32	73	14	03	02	00
Performance appraisal & feedback	60	53	04	04	00	

**Interpretation**

the table shows that 31 respondents have given 10-20 points for salary benefits,86 respondents 10-20 point for work place culture,73 respondents 10-20 points for work place relations and 60 respondents for performance appraisal & feedback 01-10.

**Measures to be taken in the organization to manage work –stress effectively**

	Respondents	Non respondents	total
No. of members	105	35	140
% of members	75	25	100

**Interpretation**

The table shows that 75% of the respondents expressed about the stress management techniques. as follows: Providing stress handling sessions training sessions, going to tours-effective distribution of work load –maintaining good communications- proper guidance from superiors maintaining effective work plannina etc.

**Suggestions through opinions shared by employees**

	Respondents	Non respondents	total
No. of members	78	62	140
% of members	55.7	44.3	100

**Interpretation**

The table shows that only 62 % of the respondents expressed opinion, shared thoughts and gave suggestions. Share the problems with colleagues to reduce stress Proper session/orientation about behavioral science Superiors should be alert about recruitment policies proper work planning & time management helps in reducing stress Practice yoga/meditation and listen to good music.

**Satisfaction toward organizational policies & procedures**

H<sub>0</sub> =There is no association between employee qualification & satisfaction towards organizational

policies & procedures.

H<sub>1</sub> = There is assn between between employee qualification & satisfaction towards organizational policies & procedures

Qualification	Satisfaction level					Total
	5	4	3	2	1	
Degree	14	21	15	4	4	58
PG	12	17	5	3	0	37
Diploma	16	19	1	4	5	45
	42	57	21	11	09	140

$$X^2 = \sum_{i=1}^N \frac{(O_i - E_i)^2}{E_i}$$

Degree of freedom = (3-1) (5-1) = 8

Cal val = 15.68

Chi sq tab val

Tab val > cal val

Hence there is no assn between qualification and satisfaction towards organizational policies and procedures

### Employee reward schemes

H<sub>0</sub> = There is no association between employee qualification & satisfaction towards employee reward schemes

H<sub>1</sub> = There is association between employee qualification & satisfaction towards employee reward schemes

Qualification	Satisfaction level					Total
	5	4	3	2	1	
Degree	7	17	23	8	3	58
PG	7	17	8	4	1	37
Diploma	5	19	15	2	4	45
	19	53	46	14	8	140

Cal val = 9.57 < Tab val = 15.50

There is no assn between employee qualification & satisfaction towards employee reward schemes

### Employee skills recognition system

H<sub>0</sub> = There is no association between employee qualification & satisfaction towards employee skill recognition system

H<sub>1</sub> = There is association between employee qualification & satisfaction towards employee skill recognition system

Qualification	Satisfaction level					Total
	5	4	3	2	1	
Degree	7	17	21	8	5	58
PG	7	17	8	4	1	37
Diploma	5	18	15	3	4	45
	19	52	44	15	10	140

Cal val = 10.23 < Tab val = 15.50

Hence there is no association between employee qualification and employee skill recognition

### Employee reward schemes

H<sub>0</sub> = There is association between employee designation & satisfaction towards employee reward schemes

H<sub>1</sub> = There is no association between employee qualification & satisfaction towards employee reward schemes

Designation	Satisfaction level					Total
	5	4	3	2	1	
Managerial	03	23	22	02	02	52
Supervisory	01	16	20	03	01	41
Clerical	03	14	07	04	06	34
Operational	01	03	03	04	02	13
Total	08	56	52	13	11	140

Cal val = 21.05 < Tab val = 24.05

There is assn between employee designation & satisfaction towards employee reward schemes

### Findings

Following are the various findings based on the study of stress management in banking sector in Nellore corporation-AP.

- Majority of the employees feel more stress due to intensity of work pressure and deadlines, levels of targets to be achieved and excessive work load.
- 62% of the employees experienced the symptoms of stress as anxiety – hypertension – irritable behavior – muscle ache etc.
- 70 % of employees follow stress –reduction ways such as music/games/cinema, talking with a friend, yoga or meditation etc .
- Improper maintenance of manpower may lead to excessive work load

### Suggestions

- Maintain employee skills recognition, welfare, reward systems properly
- Effective maintenance of dispute settlement and grievances handling.
- Effective communication system should be maintained
- Provide healthy organizational culture to retain talented employees
- Conduct stress –awareness programs on a regular basis
- Provide effective performance appraisal and feedback
- Conduct regular training programs to create confidence

## CONCLUSION

The research on 'stress management techniques in banking sector in Nellore Corporation –AP' reveals the factors that cause stress on both the individual and the organizational and the probable measures to handle stress, vital for the well being of productive employees.

### *Scope of the further research*

The research can be extended to employees of other sectors different jobs and industries as well researchers may explore other organizational – industrial –occupational- non –work factors that might cause stress apart from what is mentioned. Usefulness of the recommendations may also be explored.

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