



A Study on Measuring the Level of Stress among Bank Employees in Haryana

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Abstract

Stress is a universal element and people from nearly every walk of life faces stress. Stress can have negative impacts on both the employee and the organization. In this research paper it was checked that what the impact occupational stress produced upon employees. The study describes the occupational stress in public and private banks. Data has been gathered from both the primary and secondary sources by distributing 600 questionnaires across different public and private sector bank of Haryana (SBI, PNB, Bank of Baroda, ICICI, HDFC, Kotak Mahindra Bank) These banks have been selected on the basis of market capitalization rate. Out of which 472 surveys has been returned out of which 458 questionnaires has been verified as usable with respect to deviation in responses. Level of stress has been analysed using Mean, S.D., skewness, and kurtosis on various factors affecting stress. Construct wise comparison has also been made with respect to levels of stress among public and private sector bank employees. No significant difference has been found among level of stress of public and private sector banks.

Keywords: Banking Employees, Banking Industry, Personal Life, Stress, Stress Levels, Stress Management, Work Life.

Introduction:

Banking industry is one of the humongous industries in our economy, which carries burden of the whole economy on its shoulder. With every day new revolutions and changes in banking sector such as digitalisation, mergers and worldwide covid 19 pandemics. It has become very difficult for its workforce to cope up in such a dynamic environment. Which in turn makes its employees more stress full. Which makes it difficult for them to manage their work life and as well as maintaining a harmony between their personal life and work life. Stress also gives rise to so many other situations such as absenteeism, underperformance, unsound mind, usage of alcohol and drugs, being on medication, anxiety etc. which leads to more stress at the end, stress creates an imbalance between expectations and outcomes an individual seeks from himself. It is very important for all the organisations to identify the stress at initial stages, its sources and to use required

interventions so as to reduce it and avoid the situation of burnout. “Hans Selye (1976), stated that Stress is the non-specific response of the body to any demands made upon it. It is an internal response where continued and prolonged stress may result in fatigue and tension leading to depression and anxiety (Selye, 1946)”. This is the reason why stress is one of the most talked about phenomenon these days. Stress is spreading its wings way faster than one can imagine. It is even hard to identify stress at its initial stages. And when an individual recognises that he or she is stressed, it has already started to harm his or her health. Therefore, it is very important to identify stress in an individual at its initial stage while it is easy to manage. It is also very important to recognize the level of stress in an individual so that interventions can be applied with respect to that level of stress an individual is facing. This particular research aims to quantify the stress levels of banking employees in Haryana who work at the middle level. This specific research also aims

to bring out an association of demographic factors with the stress levels of banking employees. Such demographic factors are: gender, education level, matrimonial status and type of bank.

Literature Review:

There are numerous studies which has been conducted regarding the managing stress for employees in banking industry. The number of such studies is growing day by day likewise the phenomenon of stress. Studies are also being conducted with respect to the stress levels among banking employees.

(Robbins, 1986) studied the “Relationship between job satisfaction and occupational stress”. In his study, it was found that the “job satisfaction and occupational stress is affected by a variety of factors such as job performance, loss of control over job etc.” which increases dissatisfaction and increases stress in turn.

(Sumesh and Asha, 2010) conducted a study of 50 employees of Punjab National Bank. The motive of their study was to “find out stress levels and causes of stress among banking employees”. In this research data has been analysed using percentages, graphs and tables. The above study concludes that stress levels of employees working as assistant managers, clerks and cashiers are high due to which employees are facing high level sleeping disorders, nausea and anxiety. (Jamshed *et al.*, 2011) concluded in his study that “The workplace is potentially an important source of stress for bankers because of the amount of time they spent in their respective banks.”

(Malik, 2011) studied “Occupational Stress Faced by Public and Private Banking employees in Quetta city” objective of the study was to analyse the level of occupational stress that is being faced by banking employees. The researcher conducted the study on the sample of 200 employees of public sector banks and private sector banks. Conclusion of the study was that employees of private banking sector faced higher level of stress then those of public sector.

(Kumar and Sundaram, 2014) studied “Prevalence of stress level among Banking employees in urban Puducherry, India”. The study was led to quantify the stress levels and its prevailing causes among banking employees. Study was conducted with the sample of 192 banking employees and data was analysed using cross-tabulations, mean scores, percentages and bar graphs. This

study concluded that majority of banking employees were facing very high stress levels. Demographic variables such as age, gender, usage of alcohol, type of work had no significant association with respect to stress levels.

(Dhankar, 2015) in his study on “Occupational Stress in Banking Sector” objective of which was to identify the degree of stress among banking employees. Study was conducted on the sample of 200 employees from public and private sector banks of Karnal, Kurukshetra, Panipat and Sonipat. Data was analysed using mean score and percentages. The study concluded that there exists a high degree of stress among banking employees of above said cities.

(Yadav, 2017) conducted a study of 200 banking employees of public sector and regional rural banks in NCR. Drive of the study was to get the better understanding regarding the stress levels of banking employees. Data was analysed using bar graphs, percentages and mean scores. Study came to the conclusion by identifying that “the stress levels among banking employees were very high”.

Research objective:

1. To measure the stress levels of banking employees in Haryana.

Research methodology

This study is descriptive as well as exploratory in nature. As exemplified by Creswell (2018) “the concept of descriptive studies; such studies are mostly conducted to explain a phenomenon of interest rather than making interpretations and judgments”. This is what exactly has been explored in this particular study. Methodology which has been used to analyse the data in this study are cross-sectional tabulations, frequency distributions and percentages.

Sample design

This study's demographic comprised Haryana bank employees from both the public and private sectors. Based on their market capitalization rates, the public sector banks "SBI," "PNB," and "Bank of Baroda" and the private sector banks "ICICI," "HDFC," and "Kotak Mahindra Bank" were selected. In the survey, managers, officers, and clerks were all included. Each respondent was assured that their information would be kept private and used solely for the objectives of this study.

Data Collection

The information gathered from both primary and secondary sources. After conducting in-person interviews and discussions with respondents, questionnaires were used to collect primary data. 600 questionnaires were sent out for the accumulation of primary data, with 472 returned. 14 responses were having zero standard deviation from uninterested respondents out of a total of 472 questionnaires. Consequently, 458 of the questionnaires were valid. The response rate for the questionnaires was nearly 78.6 percent. Additional secondary data were mined from journals, literature, and previously published studies.

Tool for data collection

The "Occupational Stress Index" devised by (Srivastava & Singh, 1981) was adopted and revised for this purpose, with input from experts and banking industry professionals taken into account. The survey included twenty statements covering a wide spectrum of occupational stressors. Such as Unreasonable Work Pressure, Role Overload,

Unprofitability, Role Ambiguity and Role Conflict.

Data Analysis

Level of stress was achieved through the application of descriptive statistics (Mean, S.D., skewness, and kurtosis) on the factors affecting stress. Descriptive statistics was used to measure and compare the construct wise levels of stress among public and private sector bank employees.

Demographic of sampled respondents

The (table:1) revealed that 58.5% of the population was male and 41.5% was female. Overall, 25.9% belonged to the '0-30' age bracket, 24.8% to the '31-40' age bracket, 29.1% to the '41-50' age bracket, and 20.3% to the '51 & above' age bracket. 77.1 percent of employees were married, compared to 22.1 percent of unmarried employees. There were 33.4% executives, 38.2% middle managers, and 28.4% entry-level employees. 23.1 percent of employees fell into the '0-5 years' category, 27.3 percent into the '6-10 years' category, 22.5 percent into the '11-15 years' category, 16.6 percent into the '16-20 years' category, and 10.7 percent into the '20 & above' category.

Table :1 (Demographic profile of respondents.)

GENDER	Frequency	Percentage
Male	268	58.5
Female	190	41.5
MARITAL STATUS	Frequency	Percentage
Married	353	77.1
Unmarried	105	22.9
AGE GROUP	Frequency	Percentage
Below 30 yrs.	119	25.9
31-40 yrs.	114	24.8
41-50 yrs.	133	29.0
51 and above	92	20.3
EXPERIENCE	Frequency	Percentage
Less than 5yrs	106	23.1
6-10 yrs.	125	27.3
11-15 yrs.	103	22.5
16-20 yrs.	76	16.6
21 and above	48	10.5
DESIGNATION	Frequency	Percentage

Factor 1: Unreasonable Work Pressure: Stress can also be brought up by unreasonable people in groups and the political climate at work. Within a company, there is often a struggle for supremacy or power, which intensifies rivalries and raises employee stress levels. Politics at work can put pressure on employees, including

coercing them to work against their will and destroying official systems. With organisational roles that include duties for people, activities, and the development, and success of the organisation, personal responsibility can be a big potential stressor. According to (Caplan et al., 2013), high levels of risk factors, including high blood pressure

and cholesterol, were highly connected with 1981).
individual responsibility. (Cooper & Payne,

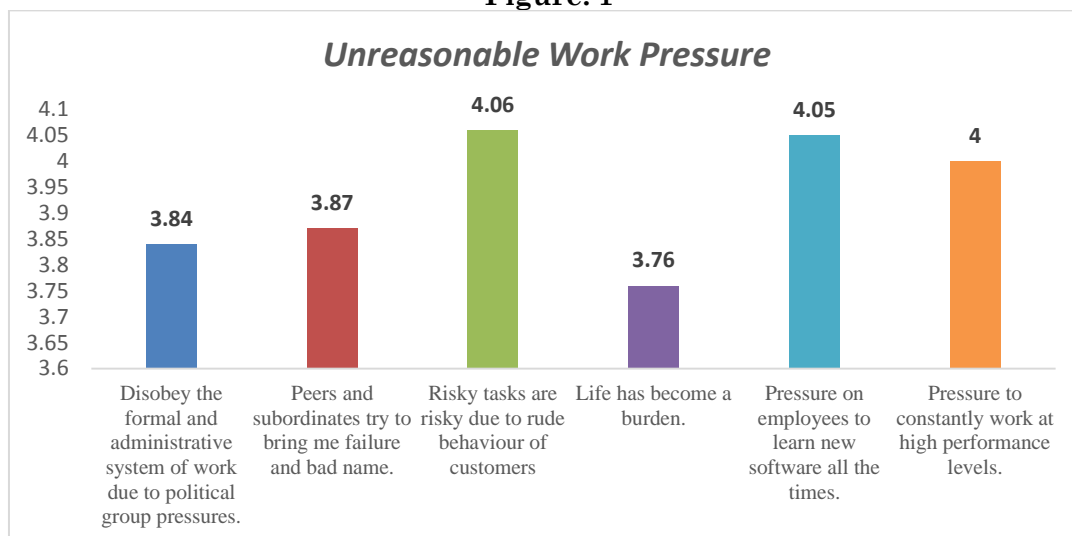
Table: 1 Descriptive analysis: Unreasonable Work Pressure

	Mean	Std. Deviation	Skewness	Kurtosis
UWP1- I usually feels pressed to disobey the formal administrative system of work due to political group pressures.	3.84	1.317	-0.922	-0.384
UWP2- Some of my peers and subordinates try to bring me failure and bad name.	3.87	1.310	-0.897	-0.507
UWP3- Some of my tasks are very risky due to rude behaviour of customers.	4.06	1.200	-1.197	0.383
UWP4- I feel, due to the present job, life has become a burden.	3.76	1.364	-0.824	-0.627
UWP5- There is constant force on employees to learn new software all the time.	4.05	1.203	-1.133	0.245
UWP6- Computers and Internet have resulted in increasing pressure to constantly work at high performance levels.	4.00	1.196	-0.938	-0.327

According to the analysis report, the respondents have expressed their agreement on various factors contributing to unreasonable work pressure. Firstly, they strongly agreed that certain tasks carry a high level of risk due to the rude behaviour exhibited by customers (mean score= 4.06). Secondly, they also agreed that employees face constant pressure to learn new software continuously (mean score= 4.05). Furthermore, the respondents acknowledged that computers and the internet has escalated the expectation to maintain high performance levels consistently (mean score= 4.00). Additionally, the respondents unfortunately agreed that some of their colleagues and subordinates intentionally

attempt to undermine their success and reputation (mean score= 3.87) and that they feel pressed to deviate from the formal administrative system at work due to pressure from political factions (mean score= 3.84). Lastly, the respondents admitted that their current job has become a burden, making their personal life difficult (mean score= 3.76). The skewness and the kurtosis of the responses are found to be less than 1 indicating that the distribution of the responses is normal. The standard deviation in the results indicates the presence of moderate variation in their responses. The mean score of the different statements indicating the unreasonable work pressure is shown in figure 1 below:

Figure: 1



Factor 2: Role overload: Role overload and role underload is an output of role conflict and role ambiguity. An individual must work towards getting a clear picture of his role so he does not have to deal with role overload and role underload. He must always satisfy himself and set priorities of tasks to be done according to his role in the organization. Sometimes it becomes very difficult for an individual to identify his or her role in the organization or to prioritize his tasks

accordingly and that becomes the major cause of stress. Sometimes it becomes very difficult for an employee to complete his task in given time limits which becomes role overload on the hand one may be shunted into a job when he is given more than required time to complete a job which he has done multiple times before which leads to boredom. In this way role load and role underload both can be a major cause of stress for an individual.

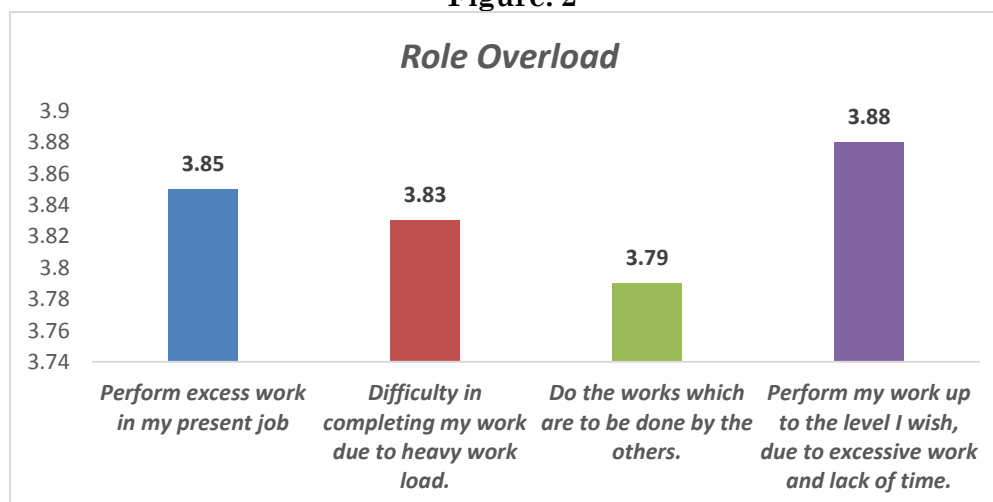
Table: 2 Descriptive analysis- Role Overload

Statements	Mean	Std. Deviation	Skewness	Kurtosis
RO1- I have to perform excess work in my present job.	3.85	1.143	-1.022	0.248
RO2- I feel difficulty in completing my work due to heavy work load.	3.83	1.120	-0.919	0.082
RO3-I have to do the works which are to be done by the others.	3.79	1.118	-0.798	-0.039
RO4- I am not able to perform my work up to the level I wish, due to excessive work and lack of time.	3.88	1.145	-0.849	-0.226

The analysis results indicate that the respondents confirmed their agreement with several aspects regarding the role overload at their respective jobs. Firstly, they agreed that they are unfortunately not able to perform their work up to the level they wish to due to excessive work and lack of time (mean score= 3.88). furthermore, the respondents agreed that they have to perform excess work in their present job (mean score=3.85) and that they face difficulty in completing their own work due to

heavy work load (mean score= 3.83) Lastly, they also agreed that they are sometimes required to do the work which is to be done by others (mean score= 3.79). The skewness and the kurtosis of the responses are found to be less than 1 indicating that the distribution of the responses is normal. The standard deviation in the results indicates the presence of moderate variation in their responses. The mean score of the different statements indicating the work overload is shown in figure 2 below:

Figure: 2



Factor 3: Unprofitability: Unprofitability is a situation where workers or employees of the organization receive unjust unfair and

inadequate compensation with respect to the job done. Unprofitability occurs when there is an absence of rewards or incentive system in

the compensation of employees. When any employee has to perform certain work due to political pressure or group pressure, he or she becomes unprofitable also when the help

and suggestions from the employees are not solicited, then arises the situation of unprofitability.

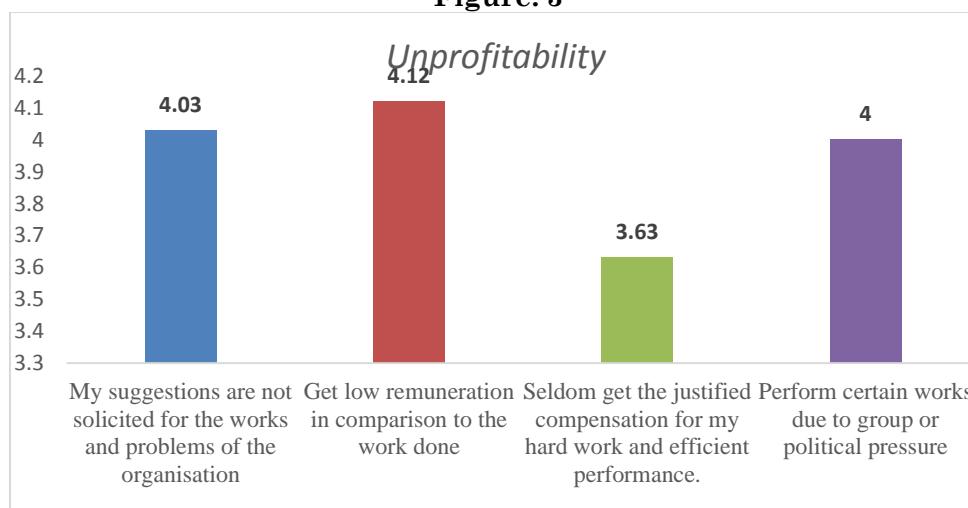
Table: 3 Descriptive analyses: Unprofitability

Unprofitability	Mean	Std. Deviation	Skewness	Kurtosis
UP1- My help or suggestions are not solicited for the works and problems of the organisation; I am capable of.	4.03	1.246	-1.098	0.044
UP2- I get low remuneration in comparison to the work done	4.12	1.196	-1.153	0.207
UP3- I seldom get the justified compensation for my hard work and efficient performance.	3.63	1.140	-0.743	-0.102
UP4- I have to perform certain work due to group or political pressure	4.00	1.261	-1.022	-0.185

According to the report analysis, the respondents agreed with several aspects related to unprofitability. Firstly, they agreed that they get low remuneration in comparison to the work done by them (mean score= 4.12) and that their help and suggestions are not solicited for the work and problems of the organisation they deem capable of (mean score= 4.03). Furthermore, they agreed that they are required to perform certain work due to group or political pressure (mean

score= 4.00). Lastly, some respondents agreed that they seldom get the justified compensation for their hard work and efficient performance (mean score= 3.63). The skewness and the kurtosis of the responses are found to be less than 1 indicating that the distribution of the responses is normal. The standard deviation in the results indicates the presence of moderate variation in their responses. The mean score of the different statements indicating unprofitability is shown in figure below:

Figure: 3



Factor 4: Role ambiguity: Role ambiguity means not having clear information about your role in the organization. When an individual has no clear instructions about his tasks, duties, responsibilities, and expectations. It is a situation where the information about his role leads to more than one interpretation. When an employee is

confused about what is exactly being expected from him. When the individual does not know what results, he should expect from his performance. This kind of situation causes major stress in an individual's work life. Where he does not know where his performance is going.

Table: 4 Descriptive analyses: Role Ambiguity

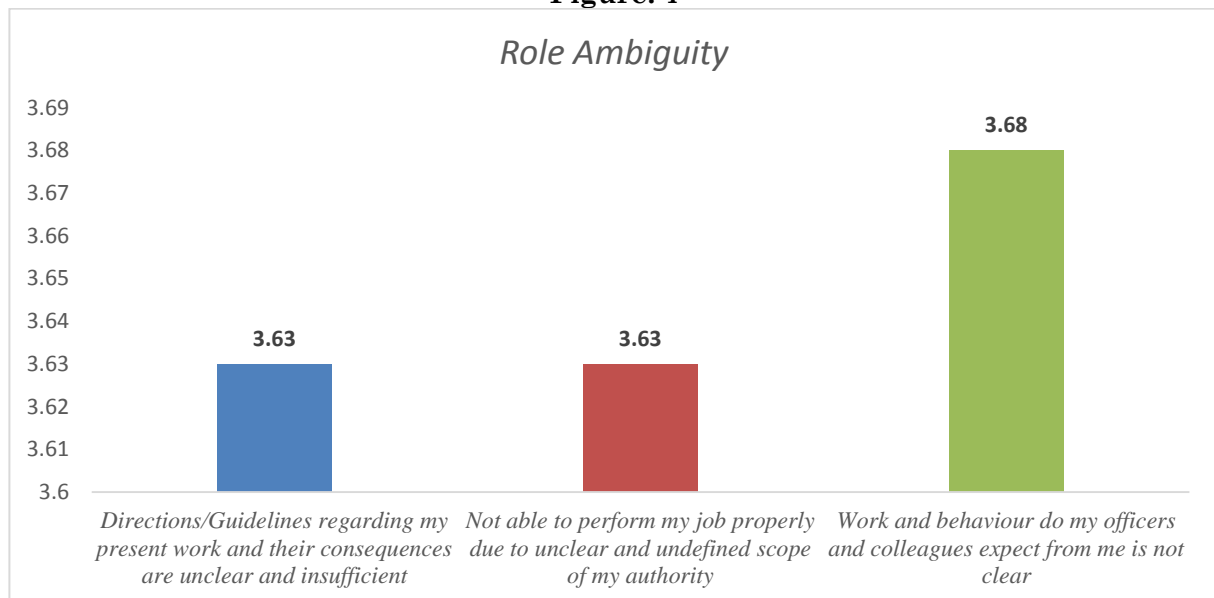
Role Ambiguity	Mean	Std. Deviation	Skewness	Kurtosis
RA1- The directions and guidelines regarding my present work and their consequences are unclear and insufficient.	3.63	1.274	-0.685	-0.587
RA2- I am not able to perform my job properly due to unclear and undefined scope of my authority.	3.63	1.279	-0.681	-0.644
RA3- It is not clear, what type of work and behaviour my officers and colleagues expect from me.	3.68	1.321	-0.769	-0.559

The above report analysis suggests that the respondents have agreed to various aspects regarding role ambiguity. Firstly, they agreed that the directions and guidelines regarding their present work and their consequences are unclear and insufficient (mean score= 3.63).

Secondly, they agreed that they are unable to perform their job due to unclear and undefined scope of their authority (mean score= 3.63). Lastly, the respondents expressed their agreement regarding the

unclearness about the type of work and behaviour their officers and colleagues expect from them (mean score= 3.68). The skewness and the kurtosis of the responses are found to be less than 1 indicating that the distribution of the responses is normal. The standard deviation in the results indicates the presence of moderate variation in their responses. The mean score of the different statements indicating the role ambiguity is shown in figure below:

Figure: 4



Factor 5: Role conflict: employee in any Organisation is accountable to more than one individual. such as his superiors, subordinates, colleagues, customers, contractors etc. all these stakeholders in organisations have different expectations from him. Hence, he has more than one role to perform and each role expected from him is equally important. Therefore, setting the

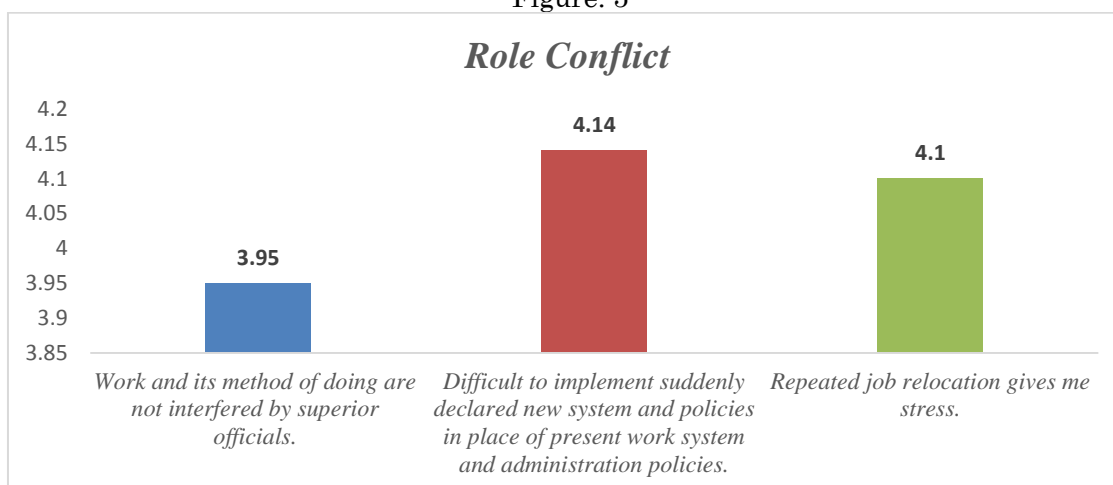
priority is the Key. Hence, prioritizing the tasks and roles about whom to give the foremost priority and whose expectations can be kept on hold for a little time is a state of conflict. As satisfying one's expectations and keeping others on hold would make compliance. Therefore, time management and prioritizing are the most important part, when it comes to role conflict.

Table: 5 Descriptive analyses: Role Conflict

Role conflict	Mean	Std. Deviation	Skewness	Kurtosis
RC1- My domain of work and its method of doing are not interfered by superior officials.	3.95	1.056	-1.070	0.700
RC2- It is very difficult to implement suddenly declared new system and policies in place of present work system and administration policies.	4.14	1.097	-1.176	0.405
RC3- Repeated job relocation gives me stress.	4.10	1.216	-1.220	0.356

According to the report analysis, the respondents agreed with all the situations put forth before them regarding the role conflict at their respective jobs. Firstly, they agreed that it is very difficult for them to implement suddenly declared new system and policies in place of present work system and administration policies (mean score= 4.14). Secondly, they also agreed that repeated job relocations give them stress (mean score= 4.10). lastly, the respondents

agreed that their domain of work and its method of doing are not interfered by superior officials (mean score= 3.95). The skewness and the kurtosis of the responses are found to be less than 1 indicating that the distribution of the responses is normal. The standard deviation in the results indicates the presence of moderate variation in their responses. The mean score of the different statements indicating the role conflict is shown in figure below:

Figure: 5

Factor Wise Levels of Occupational Stress with Respect to Public and Private Sector Banks

Table: 6: Factor Wise Levels of Occupational Stress with Respect to Public and Private Sector Banks

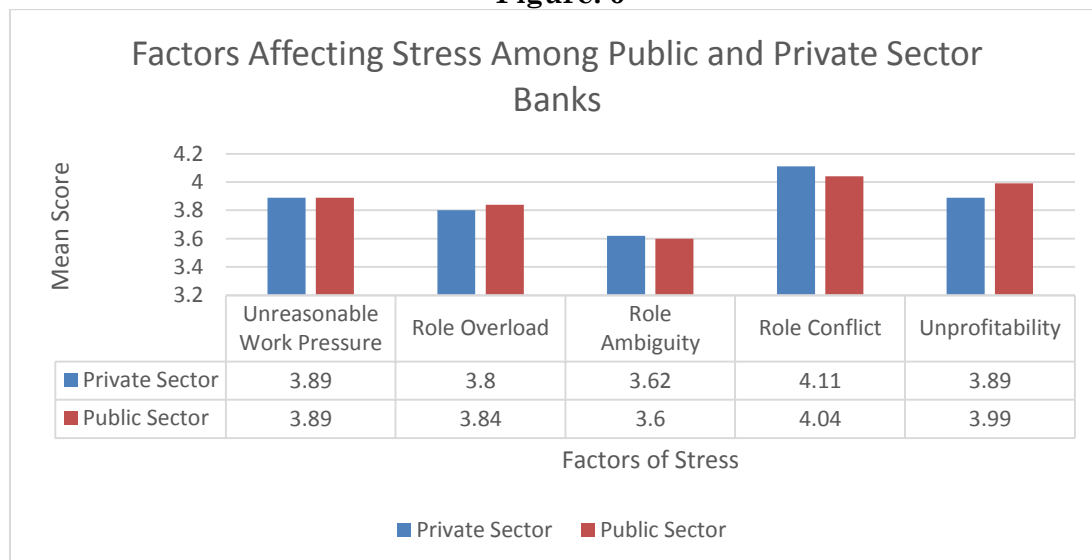
Factors affecting stress	Type of bank									
	Private					Public				
	Mean	N	Std. Deviation	Skewness	Kurtosis	Mean	N	Std. Deviation	Skewness	Kurtosis
Unreasonable Work Pressure	3.89	224	1.050	-.994	-.253	3.89	234	1.005	-.917	-.424
Role Overload	3.80	224	1.018	-.998	-.251	3.84	234	1.006	-1.101	-.013

Role Ambiguity	3.62	224	1.171	-.754	-.611	3.60	234	1.182	-.711	-.758
Role Conflict	4.11	224	.923	-1.297	.813	4.04	234	1.023	-1.210	.356
Unprofitability	3.89	224	1.042	-.906	-.221	3.99	234	.991	-.880	-.282

Table 6 signifies the comparison between the level of stress among public sector and private sector bank employees. Table above clearly indicates that employees in both the banks face high **Unreasonable Work Pressure**, with the mean score of 3.89. Similarly, employees in public sector and private sector banks face high level of stress on the factor **Role Overload** with mean score of 3.80 and 3.84 respectively. Employees also face high level of stress on factor **Role Ambiguity** in both public and private sector banks with mean score of 3.62 and 3.60. employees in both sectors also face a high level of stress on **Role Conflict** with a

mean score of 4.11 in public sector and a mean score of 4.04 in private sector banks. Employees in both public and private sector banks also believed that they face a high level of stress on the factor **Unprofitability** with a mean score of 3.89 and 3.99 respectively. This can be concluded that employees in both public and private sector banks are highly stressed on all the factors affecting stress. The skewness and the kurtosis of the responses are found to be less than 1 indicating that the distribution of the responses is normal. The standard deviation in the results indicates the presence of moderate variation in their responses.

Figure: 6



Conclusion:

Moreover, from the above analysis, this can be concluded that employees in both public and private sector banks are highly stressed on all the factors affecting stress. The skewness and the kurtosis of the responses are found to be less than 1 indicating that the distribution of the responses is normal. The standard deviation in the results indicates the presence of moderate variation in their responses.

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