

# A Study of Influence of Job Satisfaction on Stress in Banking Sector Employees in India

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**Abstract:** Everyone feels strain either at home or in the office and a result feel pressurized. The aim for conducting this research was to study impact of stress over job and its connection with job satisfaction among the employees in banking sector including public as well as private in Delhi and NCR. Efforts are made to find out the type of relation between job satisfaction and stress with an endeavor to suggest a course of action to the management with a view of maintaining having higher level of first parameter and least or no presence of stress in the organisation. Suggestions are given to up bring excellence and to lower down the level of burnout among the employees. SPSS is used to test hypotheses. The data was analyzed to study relation between satisfaction and stress. It is good to reveal that all stress is not always negative in nature and full satisfaction doesn't always mean positive attitude towards the organizational goals. High level of job satisfaction and lower level of stress are required to have a good environment in the organisation. build competencies and as a result this duo may lead to more innovations as desired for societal demand.

**Keywords:** Banking sector, Job satisfaction, Stress, Role and Impact.

## 1. Introduction

The linkages between job stress and job satisfaction in the workplace can be noticed clearly. However, the extent of association is not clear, especially in regard to banking sector. The banking employees in all levels interact directly with customers, so their job is very challenging. An important role is being played by banking sector in the development of country's economy. Job satisfaction has evolved as a considerable aspect of management strategies because of the present era of contemporary technology and increasing transformation in ethnicity of organisations. In any organisation set-up, psychological well-being of an employee plays a crucial role. Success of any organisation relies on its effective human resources strategies and their implementation. Banking sector is more stressful and difficult to manage as compared to other sectors because the banking sector setting is occupied with the growing and customized demands of its customers, the multifaceted social system, and the regulatory. For a better integration between the management and employees, a perfect assessment of employee's feelings about their job and its contents which may lead to stress is required.

The study between job satisfaction and job stress is getting more attention since, the position of banking sector in India are going for a fling, causing job dissatisfaction among employees serving in banking sector which may be due to high workload, problems with colleagues, stress, less number of employees,

unhealthy working conditions and poor administration. Though, several studies have been done in foreign countries but very less in India especially in the Delhi-NCR to study out the level of job satisfaction and its relevance with stress among bank employees. This research study is an attempt to understand the relationship between level of job stress and level of job satisfaction among managers working in public and private banks selected for the study.

The personal and professional life of employees is adversely affected because of stress and low level of job satisfaction. The reason for this may be that the employees face lack of time, lack of interest in doing work etc. But every problem has number of solutions, only the need is to find them. So, the management should evolve proper management techniques to overcome job stress and dissatisfaction. The research is empirical and causal in nature and is aimed to explore the concept of stress and to understand the relationship between stress level and level of job satisfaction.

## 2. Stress and job satisfaction

Stress is considered as a multidimensional concept and can be defined on the basis of two different perspectives namely, language and organizational. The word stress has been derived from Greek word, "stringere" which means to draw stiff or to expalin agony (Cartwright & Cooper, 1997). It is felt when there is a mismatch felt by an individual about his physical and touching demands with job, limitations, and/or good happenings (Leka et al., 2004; Ugoji & Isele, 2009) which further leads to

either positive stress or negative stress (Fevre et al., 2003).

In terms of organisation, stress related to occupation is also called as stress related to job or stress related to work and these two terms are often used interchangeably in an organisation which indicates that both terms have same meaning (Larson, 2004). Stress at work place can lead to the non achievement of goals, both individuals as well as organizational. Physiological stress (body reaction) and psychological stress (emotional reaction) are the two dimensions of organizational stress. Fear from being in public, lack of confidence, headache, migraine, lethargic nature, chest pain, fatigue, heart palpitation, sleep disturbance and muscle ache, as well as changes in eating, drinking, sleeping and smoking habits are some of the symptoms of physiological stress (Antoniou et al., 1998; Beehr et al., 2001; Critchley et al., 2004; Mansor et al., 2003) while psychological stress can be recognized in terms of anxiety and depression burnout, job alienation, hostility, depression, tension, anger, anxiety, nervousness, irritability and frustration as a result of the stimuli at the workplace (Antoniou et al., 1998).

From a long period of time, job satisfaction has been an area of interest among many researchers because it seems have a crucial role in the effectiveness of a firm (Maslow, 1954). Job Satisfaction can be described in terms of a person's response to understanding of his job. A blend of psychological, physiological and environmental factors which makes a person to accept honestly that "I am satisfied with my job" (Hoppock, 1935). He explained that a combination of these three circumstances helps a person to convey his feeling of pleasure with job. According to Locke (1976), job satisfaction is a "pleasant or affirmative emotional state which results from the assessment of one's job or job experiences". He suggested that a positive or pleasurable response towards one's job appraisal, job attainment, or experiences with job is indication of job satisfaction.

### 3. Research Methodology

The nature of the research is exploratory. The research study includes two parameters- stress and job satisfaction.

#### 3.1 Purpose of Study

The objectives for the study are stated below:

- (a) To survey the stress related problems of bankers.
- (b) To survey the job satisfaction related problems of bankers.
- (c) To study the relationship of stress level and level of job satisfaction.

- (d) To propose the measures for lowering down stress level and to enhance the level of job satisfaction.

#### 3.2 Hypothesis

H<sub>0</sub>: There is no significant relationship between stress and job satisfaction.

H<sub>a</sub>: There is significant relationship between stress and job satisfaction.

#### 3.3 Sampling

A sample of 500 employees was taken from public and private banks in Delhi-NCR region. Convenience sampling was used.

Based on the type of bank (Public Sector vs. Private), the response rate is dominated by managers from Public Sector Banks with the percentage of 60.0 or as many as 300 managers and participation response from private banks was less with the percentage of 40% or as many as 200 managers at different levels.

#### 3.4 Data Collection

The primary data is collected through well structured questionnaire on job satisfaction and stress from bank managers in Delhi-NCR region. A five point Likert scale was used. Questionnaire was divided into two parts and both parameters had 14 general statements each.

#### 3.5 Tools of data analysis

Analysis was done with the help of latest version of SPSS.

Regression and correlation tests were applied to get the results.

### 4. Findings, Conclusion and Suggestion

In order to analyse the relationship between stress levels of managers with their job satisfaction score, the Pearson correlation analysis is applied on the calculated score of job satisfaction and stress of the managers. The result of correlation analysis is shown in the table 1.1 below:

Table 1.1: Correlation between stress level and job satisfaction

		JS Job Satisfaction	S Stress
JS Job Satisfaction	Pearson Correlation	1	-.225**
	Sig. (2-tailed)		.000
	N	500	500
S Stress	Pearson Correlation	-.225**	1
	Sig. (2-tailed)	.000	
	N	500	500

\*\* Correlation is significant at the 0.01 level (2-tailed). The results of table 1.1 indicate that the coefficient of Pearson correlation is -0.225. This indicates that a negative correlation exist between calculated score of job satisfaction score and stress of the managers. The result also indicates that the p value of the coefficient of correlation is less than 5 percent level of significance, hence with 95 percent confidence level it can be concluded that there exist significant negative correlation between calculated score of job satisfaction and stress level of the managers. If the level of stress of the managers is high the level of job satisfaction is less.

#### 4.1 Impact of Job satisfaction on Stress

In the present study the regression model is used to study the impact of job satisfaction of the managers on the stress level of the managers. The high stress level is found to have significant relationship with job satisfaction. Hence, the bivariate regression analysis is applied on the variables in order to test the cause and effect relationship between the variables. The dependent variable in the regression analysis is job satisfaction and the independent variable is the stress level. The regression model can be expressed as:

$$\text{Stress} = a + \beta_1 \times (\text{Job Satisfaction level})$$

The result of the regression analysis is shown below in table 1.2.

Table 1.2: Impact of job satisfaction on stress

Dependent variable	Independent variable	Regression Coefficient	T-Stats (P-Value)	F-Stats (P-Value)	R <sup>2</sup>	
Stress	Job Satisfaction	Intercept	77.279	43.299 (0.000)	557.215 (0.000)	52.8%
		Slope Coefficient	-0.819	-23.605 (0.000)		

The result indicates that p value (0.000) of the slope coefficients of t statistics (-23.605) is found to be less than five percent level of significance. Hence with ninety five percent confidence level the null hypothesis of no significant impact of stress on job satisfaction cannot be accepted. The results indicate that the slope coefficients of the independent variable job satisfaction level are -0.819. This means there exist significant negative impact of job satisfaction level on stress. If the stress level is

low, it leads to high job satisfaction. The F-statistic of 577.215.825 with p value of 0.000 indicates that the model is statistically significant. The R square of 45.9 percent indicates that 45.9 percent of variance of job satisfaction in bank managers can be explained with the help of stress level. The possible reason for this is that satisfaction with policy, administration and procedures, work, salary, level of supervision, level of recognition, level of achievement and advancement and contribution to organisation, gives a sense of low stress. Hence it is found that there is a relation between these two variables and that job satisfaction is an important factor which contributes directly to the stress level in bank managers. On the basis of results obtained in the study it is suggested that some policies should be reframed as per the requirement of the employees. Work environment should be made stress by providing better salary and remuneration, and support from supervisors and seniors. Employees must be given recognition for their work as well as advancement in career. It will boost up their morale and result in high level of job satisfaction and high level of job satisfaction helps in bringing down the stress level among the employee.

#### 4.2 Conclusion

A high level of stress always leads to deterioration of quality of work life. Employees need to give best work output and satisfied with the organisation. Only happy, satisfied and motivated employees can contribute the best to the organisation. Stress has become part of banking sector because of its growing demand. Organisations need to be careful in handling the employees. Organisations should take steps to lower down stress level and enhance level of job satisfaction. A good working environment can work as key element to overcome these problems.

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