

Influence of demographic factors on job stress among private sector bank employees in Coimbatore district

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Abstract

Job stress can be defined as the harmful physical and emotional response that occurred when the requirements of the job did not match the capabilities, resources or needs of the worker. Job stress would lead to poor health problems ranging from cardiovascular disease to cancer. At the work unit level, work overload, poor supervision and inadequate training have been the top-ranking stressors. Human Resource Management would lead to high level commitment of workers and high level of job satisfaction. The high level of job satisfaction would drop out the stress and strain among the employees thereby health would become wealth, not only for them but also for the organization to which they belonged to.

Keywords: job stress, quality of service, commitment and job satisfaction

Introduction

Job stress can be defined as the harmful physical and emotional response that occurred when the requirements of the job did not match the capabilities, resources or needs of the worker. Job stress would lead to poor health problems ranging from cardiovascular disease to cancer. Stressful working conditions would also interfere with an employee's ability to work safely, contributing to work injuries and illness. In the workplace of the 1900s, the most highly ranked and frequently reported job stressors were potential job loss, technological advances and ineffective top management. At the work unit level, work overload, poor supervision and inadequate training have been the top-ranking stressors. Relationship demands, physical as well as mental health problems, pressure at work places, traffic snarls, growing-up tensions—all these conditions and situations have been valid causes of stress. To be able to survive and grow in the competitive environment, the private sector banks will have to manage and cope with the changes. These banks will have to consider their employees as human resources important for the sound development.

Objectives of the study

1. To measure the influence of demographic factors on job stress
2. To identify the causes for job stress.

Methodology

Survey Method has been followed for the present study. Both primary and secondary sources of data were used. Well-structured interview schedule was designed and pre-tested to elicit necessary data and details from the Manager, Assistant manager and others which includes assistants and sub staff members.

Sampling Technique

Multi stage random sampling technique has been followed to

select the sample. Coimbatore District has been purposively selected because of its unique characteristics in the first stage. There are 174 private sector bank branches functioning in Coimbatore District, in which 08 of them have above 10 branches within the District constituting 135 branches. 50 percent of these branches have been randomly selected in the second stage (68 branches). By following census sampling method, all the employees have been interviewed with the help of structured interview schedule in the third stage. The range of employees varied from 6 to 8 in each branch. The sample size constituted to 520 employees.

Measurement of Job Stress among the Employees of private sector banks

To find out the level of job stress of the employees, the statements relating to job stress have been quantified, which were to be responded on three-point scale. [Seldom True (1), Sometimes True (2) and Mostly True (3)]. On the basis of the job stress score, the sample respondents were divided into three groups namely Mild, Moderate and Severe. Based on mean score, the employees those who scored upto 19 were identified as having Mild stress (N=68), between 20-26 having Moderate stress, (N=179) and between 27-33 having stress at Severe Level (273).

Influences of Democratic Factors on Job Stress

The demographic variables have to be linked with job stress. An attempt has also been made to highlight the relationship between the level of job stress and demographic factors such as age, cadre, sex and Number of dependents. The Chi-square test was employed to find out the association between job stress and employee demographics. Further, employees' cadre wise significant difference in job stress was found out by using one-way ANOVA and t-test.

Age and Job Stress

There would be no age at which exempt stress. The significant

relationship was found between job stress and chronological age of the employees.

Hypothesis: There is no significant association between age and job stress.

Table 1: Age and Level of Job Stress

Age	Level of Stress			Total
	Mild	Moderate	Severe	
Below 30	10 (12.3)	26 (32.1)	45 (55.6)	81 (100)
31-40	28 (14.7)	63 (33.0)	100 (52.3)	191 (100)
41-50	20 (18.9)	33 (31.1)	53 (50.0)	106 (100)
Above 51	10 (7.0)	57 (40.2)	75 (52.8)	142 (100)
Total	68 (13.1)	179 (34.4)	273 (52.5)	520 (100)
Chi-square Value 9.27		d.f 6	Sig. 0.159	

Source: As in table-4.1

Note: As in table-4.1

It was observed that more than 50 percent of the employees in all the age groups were in the severe level of stress in which highest percent (55.6 percent) of employees in the below 30 years of age group were in severe level of stress.

The results of Chi-square test proved the hypothesis ($\chi^2=9.27$, $P>0.05$). Therefore, the formulated hypothesis was accepted. Thus, there was no significant association found between age of the employees and job stress.

Test of hypothesis

Table 2: Cadre-wise Distribution of Age and variation in Job Stress

Age	Number of Respondents	Mean	Standard Deviation	ANOVA F Value	Sig.
Managers					
Below 30	5	18.20	1.64	2.107	0.110
31-40	17	16.18	1.55		
41-50	22	18.14	3.13		
Above 51	15	17.60	2.69		
Assistant Managers					
Below 30	39	20.38	2.26	1.54	0.206
31-40	57	21.21	1.57		
41-50	13	21.15	1.46		
Above 51	49	21.18	2.42		
Assistants					
Below 30	17	22.65	2.936	1.33	0.264
31-40	80	22.18	2.782		
41-50	43	22.67	1.973		
Above 51	60	21.68	2.926		
Sub Staff					
Below 30	20	19.05	2.78	17.208	<0.001
31-40	37	15.86	2.33		
41-50	28	15.86	1.45		
Above 51	18	18.78	1.35		

Source: As in table-4.1

The ANOVA results revealed that the stress level did not vary significantly among different age group of employees in all cadres of the employees ($P>0.05$) except Sub Staff ($P<0.05$). However, it could be seen from the mean scores that below 30 years of age group employees had more stress than others except Assistant Managers. Assistant Managers falling in the age group of 31 and 40 years had more stress than others.

Sex and Level of Stress

A general tendency existed in the literature according to which female employees experienced higher levels of job stress regarding gender-specific stressors and have different ways of interpreting and dealing with problems related to their work environment.

Table 3

Sex	Level of Stress			Total
	Mild	Moderate	Severe	
Male	65 (12.8)	171 (33.6)	273 (53.6)	509 (100)
Female	3 (27.3)	8 (72.7)	-	11 (100)
Total	68 (13.1)	179 (34.4)	273 (52.5)	520 (100)

Source: As in table-4.1

Note: As in table-4.1

It was portrayed that 53.6 percent of the male employees were in severe level of stress and 27.3 percent of the female employees were in mild level of stress. It was inferred that majority of the male employees were in severe level of stress.

Number of Dependents and Job Stress

There lies a close relationship between the number of dependents and job stress.

Table 4: Number of Dependents and Level of Job Stress

Dependents	Level of Stress			Total
	Mild	Moderate	Severe	
Upto2	25 (12.1)	63 (30.6)	118 (57.3)	206 (100)
3-4	30 (16)	75 (40.1)	82 (43.9)	187 (100)
5-6	12 (15.6)	28 (36.3)	37 (48.1)	77 (100)
Above 7	1 (2.0)	13 (26)	36 (72)	50 (100)
Total	68 (13.1)	179 (34.4)	273 (52.5)	520 (100)

Source: As in table-4.1

Note: As in table-4.1

It was realized that majority (72 percent) of the employees having above 7 dependents were in severe level of stress. Around 40 percent of the employees having dependents 3-6 had moderate level of stress.

Table 5: Cadre-wise Distribution of Number of Dependents and variation in Job Stress

Number of Dependents	Number of Respondents	Mean	Standard Deviation	ANOVA F Value	Sig.
Managers					
Up to 2	24	17.25	2.507	0.116	0.890
3-4	28	17.61	2.897		
5-6	7	17.43	2.070		
Assistant Managers					
Up to 2	95	21.01	2.02	1.064	0.366
3-4	21	21.43	2.83		
5-6	18	20.28	0.82		
Above 7	24	21.08	1.95		
Assistants					
Up to 2	60	23.82	1.91	18.742	<0.001
3-4	89	20.92	3.07		
5-6	31	22.90	1.39		
Above 7	20	21.70	0.98		
Sub Staff					
Up to 2	27	15.89	1.47	3.10	0.030
3-4	49	17.57	2.63		
5-6	21	16.76	3.12		
Above 7	6	18.00	1.67		

Source: As in table-4.1

The cadre wise ANOVA results indicated that the stress and number of dependents had significantly varied in the cadre of Assistants and Sub Staff ($P < 0.05$). But it did not vary significantly among the Assistant Managers and Managers ($P > 0.05$). The mean scores indicated that the Assistants (23.82) having 2 dependents were in more stress than others. The Assistant Managers (21.43) having dependents ranging 3-4 had more stress. Sub Staff employees (18) having above 7

dependents had more stress. Managers (17.61) having 3-4 dependents had more stress.

Employees' Cadre and Level of Stress

The cadres of the employees have been more associated with the job stress because nature of work and responsibility in the organization might induce the stress among the employees

Hypothesis: There is no significant association between employees' cadre and job stress.

Table 6: Employees Cadre and Level of Job Stress

Cadre	Level of Stress			Total
	Mild	Moderate	High	
Managers	20 (33.9)	33 (55.9)	6 (10.2)	59 (100)
Assistant Managers	1 (0.6)	61 (38.6)	96 (60.8)	158 (100)
Assistants	6 (3.0)	30 (15.0)	164 (82.0)	200 (100)
Sub Staff	41 (39.8)	55 (53.4)	7 (6.8)	103(100)
Total	68 (13.1)	179 (34.4)	273 (52.5)	520 (100)
Chi-square Value 247.82		d.f 6	Sig. <0.001	

Source: As in table-4.1

Note: As in table-4.1

Most of the Assistants (82 percent) and Assistant Managers (60.8 percent) had severe level stress whereas more than 50 percent of the Sub Staff and Managers had moderate level stress. More than 30 percent of Sub Staff and Managers had mild stress. Thus, the stress level was high among the Assistants and the Assistant Managers.

Test of hypothesis

The results of Chi-square test disproved the hypothesis ($\chi^2 = 247.82, P < 0.05$). As there was significant association found between employees cadre and job stress, the formulated hypothesis was rejected.

Table 7: Cadre-wise Distribution of Employees and variation in Job Stress

Cadre	Number of Respondents	Mean	Standard Deviation	ANOVA F Value	Sig.
Managers	59	17.44	2.62	129.872	<0.001
Assistant Managers	158	20.99	2.05		
Assistants	200	22.17	2.69		
Sub Staff	103	16.99	2.53		

Source: As in table-4.1

The results of ANOVA indicated that the mean stress level had significantly varied among the various employees' cadre (F=129.87, P<0.05). It was also inferred from the means scores that the Assistants (22.17) and Assistant Managers (20.99) endured more stress than other categories of employees.

Causes for Job Stress

The factors causing stress in a person has been called as stressors. As the social and organizational demands on us tends to increase with complexities, there intensity of stressors for an employee. In the employees' view point, factor which more caused to generate stress during the work was presented in the following table.

Table 8: Causes for Job Stress

Causes	Managers	Assistant Managers	Assistants	Sub Staff	Total
Adherence of strict time schedule	-	61 (38.6)	39 (19.5)	9 (8.73)	109 (20.96)
Frequent work change	-	29 (18.35)	70 (35)	-	99 (19.04)
Dealing heterogeneous people and their attitude	-	112 (70.88)	20 (10)	-	132 (25.38)
Poor condition of the office location	-	29 (18.35)	61 (30.5)	-	90 (17.31)
Treatment of higher officials	5 (8.47)	19 (12.02)	39 (19.5)	33 (32.03)	96 (18.46)
Problems with co-workers	2 (3.38)	-	-	16 (15.53)	18 (3.46)
Heavy work load	8 (13.55)	20 (12.65)	69 (34.5)	31 (30.09)	128 (24.62)
Risky nature of the job	-	-	30 (15)	9 (8.73)	31 (5.96)

Source: As in table-4.1

Note: Multiple Responses

The Assistants expressed that frequent work change, Heavy work load, Poor condition of the office location and were the main causes for stress whereas the Assistant Managers revealed that Dealing with heterogeneous people and adherence to strict time schedule increased their level of stress. Treatment of higher officials, Heavy work load and the problems with the co-workers were the causes for stress

among the managers and Sub Staff.

Methods Followed to Reduce Stress

In the survey schedule, 9 alternatives were given to help the employees to identify the methods followed by them to reduce stress.

Table 9: Methods Followed to Reduce Stress

Methods	Managers	Assistant Managers	Assistants	Sub Staff	Total
Sports/Exercise/Walking/swimming	-	-	10 (5.0)	3 (2.9)	13 (2.5)
Meditation/Yoga/Counseling	-	1 (0.6)	12 (6.0)	2 (1.9)	15 (2.9)
Smoking	-	20 (12.7)	21 (10.5)	9 (8.7)	50 (9.7)
Alcohol	-	14 (8.9)	2 (1.0)	13 (12.6)	29 (5.6)
Taking Tea	3 (5.3)	7 (4.4)	52 (26.0)	2 (1.9)	64 (12.4)
Prayer	7 (12.3)	31 (19.6)	1 (0.5)	1 (1.0)	40 (7.7)
Hearing songs/Reading Books	12 (21.1)	11 (7.0)	28 (14.0)	-	51 (9.8)
Gardening	4 (7.0)	9 (5.7)	22 (11.0)	15 (14.6)	50 (9.7)
Chatting with friends & family	3 (2.9)	50 (31.6)	31 (15.5)	18 (17.5)	102 (19.6)
No methods	30 (52.6)	15 (9.5)	21 (10.5)	40 (38.8)	106 (20.5)
Total	200 (100)	158 (100)	103 (100)	59 (100)	520 (100)

Source: As in table-4.1

Note: Multiple Responses

It was found that irrespective of the various cadres of employees, no particular method was used by most of the employees (106) to reduce their level of stress. Next to this, the employees opined that chatting with friends and their family members, taking tea and hearing songs were the methods followed to relax themselves. Smoking and alcoholism were the dreadful methods followed by them to be free from their stress. Very few of them only engaged themselves in doing exercises or yoga or prayer or in gardening.

Conclusion

The significance of Human Resource Management in private sector banks has been gaining much momentum in recent years due to enhancement in the quality of service, business transactions and number of branches. Procurement, development and maintenance of such employees would necessitate an efficient and capable human resource administration. Better Human Resource Management would lead to high level commitment of workers and high level of job satisfaction. The high level of job satisfaction would drop out the stress and strain among the employees thereby health would become wealth, not only for them but also for the organization to which they belonged to.

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