

A Comparative Study on The Effect of HR Interventions on Occupational Stress Among Employees of Public and Private Sector Banks (With special Reference to Ratlam City)

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Abstract: *Banking industry is one of the most important service industries which touches the lives of millions of people. The services provided by its employees are unique both in terms of social and economic point of view. Occupational stress has become a significant issue among employees in both public and private sector banks. This comparative study aims to investigate the effectiveness of human resources (HR) interventions in reducing occupational stress among employees in these two sectors.*

The study involved a sample of 206 bank employees, with 10 from public sector banks and 4 from private sector banks. A standardized questionnaire was used to collect data on various aspects of occupational stress, including job demands, job control, social support, and job satisfaction. The results of the study showed that both public and private sector bank employees experienced similar levels of occupational stress. However, the HR interventions were found to be more effective in reducing stress levels among private sector bank employees than among their public sector counterparts. The study found that private sector banks provided more support and training opportunities to their employees, which contributed to their reduced stress levels. In contrast, public sector banks were found to have more bureaucratic processes, which increased employees' stress levels. The study recommends that public sector banks adopt HR interventions that are more employee-oriented, such as providing more training opportunities and support, to reduce employees' stress levels. It also suggests that private sector banks continue to invest in HR interventions to maintain their lower levels of occupational stress. In conclusion, this study highlights the importance of HR interventions in reducing occupational stress among bank employees, and the need for public and private sector banks to adopt employee-oriented strategies to improve the well-being of their employees.

Keywords: Public Sector Bank, Private Sector Banks, Occupational Stress, Human Resource Intervention.

Introduction:

Day by day the stress level of humans is tolling to the heights where it is getting so difficult to understand how it can be managed and survived. Corporates are searching new theories and definitions to define it. Off late the buzz word which is over heard related to occupational stress is Occupational stress, a very up market terminology, which can be read in popular journals or magazine. When we start looking for the in-depth meaning of Occupational stress, it refers to a situation where occupation related factors interact with employee to change, disrupts psychological and physiological conditions such that the person is forced to deviate from normal functioning.

Occupational stress is generally defined in terms of relationship between a person and his environment. There is potential for stress when an environmental situation is perceived as presenting demand where Human Resource to exceed the person's capabilities and resources for meeting it. Every occupation has some stress, which may differ in its degree. My research focuses on bank employees of private and public sector with special reference to Ratlam city, and how the changing trend in banking sector is demanding high degree of proficiency which is letting their employees to occupational stress and what human resource intervention have been adopted by banking sector to actually help them to reduce the work pressure these employees going through.

Bank :

Bank is a financial institution. It provides finance which is highly valuable and a bare necessary in any economy. Banking industry is like a blood to every form of activities. Banks are the core of socio-economic growth trajectory for our society. Banks collect money from those who have spare money or who are saving it out of their income and lend this money out to those who require it. The role of bank has been transformed as prime mover of economic change, particularly in developing countries.

For the past decades, India's banking system has several outstanding achievements to its credit. The Banks are the main participants of the financial system in India. The Banking sector offers several facilities and opportunities to their customers. All the banks safeguard the money and valuables and provide loans, credit, and payment services, such as checking accounts, money orders, and cashier's cheques. The banks also offer investment and insurance products.

As a variety of models for cooperation and integration among finance industries have emerged, some of the traditional distinctions between banks, insurance companies, and securities firms have diminished. In spite of these changes, banks continue to maintain and perform their primary role—accepting deposits and lending funds from these deposits.

Occupational stress:

Occupational stress arises due to lack of person-environment fit. When occupational stress is mismanaged, it affects the human potential in the organization. It further leads to reduced quality, productivity, health as well as Wellbeing and morale of a person. Occupational stress is considered as harmful factor of the work environment.”

It also has unpleasant effects on health of an individual as David (1998) contributed “it can also be labelled as the harmful physical and emotional responses that occur when the requirements of the occupational do not match the capabilities, resources, or needs of the workers. Occupational stress can lead to poor health and even injury.”

Human Resource Intervention:

Human resource Intervention (HRI) is the design and implementation of interventions in social settings where adults are confronted with the need to change their perspectives, attitudes, and actions. Depending on the philosophical and theoretical orientation of the intervener, the process can be approached as a planned, systematic, and collaborative activity.

The field of HRI is based on social science research that seeks to understand social change and to improve the effectiveness of intervening in a diverse range of social systems. Researchers and practitioners who work in this area view human collectives (small groups, teams, community groups, public and private sector organizations, etc.) as systems that behave in ways generally consistent with general, open, or complex adaptive systems theory. They see social change as a process of adaptation and learning that can be studied and supported at individual, group, and larger social system (organizational or network) levels. The field views human systems as dynamic and changing, and as existing within a wider social context with which it has a mutually influential relationship. Some practitioners design and deliver OD Interventions that rely on action research and action learning approaches.

Review of Literature

Workplace Stress”, 2015 : Stress is a phenomenon which differs from person to person. People have different level of stress even in similar situations because of the various reasons. The intensity of occupational stress relies on the degree of the occupational demands and the ability of the individual to control these occupational demands or freedom to make decisions at the occupational).

Niharika, U.V.Kiran-Occupational Stress among Bank Employees EUROPEAN ACADEMIC RESEARCH - Vol. II, Issue 4 / July 2014: employee’s better cope with stress. When Human Resource strategies are implemented, the organization will more likely experience long term success. Employees must carefully select candidates for all positions within the organization (Bernardi, 1997). The experience of workplace stress also depends on the way the person makes sense and perceives of their work

environment .The occupation stress can eventually affect both physical and emotional wellbeing if not managed effectively.

Harish Shukla., Ms. Rachita Garg., (2013), The banking sectors are facing greater challenges in the form of technical, service and global banking. Stress is unavoidable on the part of the employees in the modern universe on account of new innovation, easy process and premium access.

P.S. Swaminathan, & Rajkumar S. in their work on —Stress levels in Organizations and their Impact on Employees' Behavior (2013). They have conducted a study that focused on the levels of stress among the age group, profession, different varieties of occupational s, hours of work and the influence of work environment on the degree of stress faced by employees. Stress in an employees' individual in nature. This study indicates that, an optimum level in which every individual can perform with his full capacity and identified three conditions responsible for work stress they are 1) Role overload 2) Role self-distance 3) Role stagnation.

Khalid A. in his research titled —Role of Supportive Leadership as a Moderator between Occupational Stress and Occupational Performance (2012), have found that, there is a direct relationship between stress and occupational performance in any organization. To improve the performance of an individual in an organization an employee should receive good support from their leaders. Therefore, a supportive leader can improve the performance of an employee even at unfavorable situations.

Objective of the Study

1. To find out the stress degree among banking employees in Ratlam City.
2. To understand what all factor play crucial role for creating stress among the employees of private and public sector banks in Ratlam City.
3. To make a comparative study among the employees of Private and Public Sector bank and to identify the relationship between demographic variables and Occupational stressors.
4. To identify and to examine the variables causing occupational stress among bank employees.
5. To study the role of human resource interventions in reducing the occupational stress with effective performance among public and private sector banks employees in Ratlam City

Hypothesis:

H₀: there is no significant relationship between Training & Development and occupational stress in Public & Private sector bank

- Ha₁: there is significant relationship between Training & Development and occupational stress in Public & Private sector bank
- Hb₀: there is no significant relationship between Intergroup relationship and occupational stress in Public & Private sector bank
- Hc₁: there is significant relationship between Intergroup relationship and occupational stress in Public & Private sector bank
- Hc₀: there is no significant relationship between Goal Setting and occupational stress in Public & Private sector bank
- Hd₀: there is no significant relationship between Performance Appraisal and occupational stress in Public & Private sector bank
- Hd₁: there is significant relationship between Performance Appraisal and occupational stress in Public & Private sector bank
- He₀: there is no significant relationship between Reward System and occupational stress in Public & Private sector bank
- He₁: there is significant relationship between Reward System and occupational stress in Public & Private sector bank

Methodology

There are 27 public sector and private sector bank presently functioning in India. The study consists of 14 banks and 206 employees working in these 14 banks.

The independent sample Percentage Analysis, Likert Scale, Chi square test, Independent is used to compare score of opinion of the bank employees to prove our hypothesis.

The data collected for present study is primary in nature. For analyzing and compiling the data the following sophisticated statistical tools are used apart from the use of the sampling technique like average and percentage analysis, Likert Scale, Chi square test.

The study has been confined to the employees of 14 public and private sector bank in Ratlam city. In the second stage the research focuses on the total no of branches of public sector and private sector branches of Ratlam city.

The total no of bank employee in the Ratlam stood to 206 as on 31st march 2015. The details of bank taken for sampling have been presented in the following table:

Public Sector Bank	Private Sector Bank
<ol style="list-style-type: none"> 1. State Bank of India 2. State Bank of Bikaner & Jaipur 3. Central Bank of India 4. Indian Overseas Bank 5. Union Bank 6. Punjab National Bank 7. Bank of India 8. Bank of Baroda 9. Dena Bank 10. Vijaya Bank 	<ol style="list-style-type: none"> 1. ICICI Bank 2. Axis Bank 3. Indusland Bank 4. HDFC Bank Ltd.

Analysis & Interpretation:

Selection of Bank and Banking Employees

In the research, selected bank employees are classified as public and private sector bank employees from Ratlam city. Table 5.1 exhibits the distribution of the population employees on the basis of the public and private sector bank in which they are working:

Types of Banks	No of Employees	Percent
Public Sector Bank	148	71.8%
Private Sector Bank	58	28.1

The following table shows Total number of working employees and sample respondents in public and private sector bank in Ratlam city.

Types of Banks	No of Working Employees	Sample Respondents	Percentage Working Emp./Sample Respondents
Public Sector Bank	290	148	51%

Private Sector Bank	85	58	68.2%
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impact of training and development in reducing occupational stress among banking employees

	Public Sector		Private Sector	
	No of Employee	(%)	No of Employee	(%)
Highly desirable	34	22.97	19	32.76
Desirable	28	18.92	17	29.31
neutral	27	18.24	10	17.24
Undesirable	30	20.27	5	8.62
highly undesirable	29	19.59	7	12.07
Total	148	100.00	58	100.00
Weighted Score	2.95		2.38	

Chi-Square Test for Impact of Training & Development on Occupational Stress

Observe	Expected	O-E	(O-E) ²	(O-E)/E
34	38.08	-4.08	16.63	0.44
28	32.33	-4.33	18.75	0.58
27	26.58	0.42	0.17	0.01
30	25.15	4.85	23.56	0.94
29	25.86	3.14	9.83	0.38

19	14.92	4.08	16.63	1.11
17	12.67	4.33	18.75	1.48
10	10.42	-0.42	0.17	0.02
5	9.85	-4.85	23.56	2.39
7	10.14	-3.14	9.83	0.97
Total				8.31

Calculated Value	8.31
DF(R-1)(C-1)	4.00
Tabulated Value	9.48
Sig.	0.05

Impact of Intergroup Relationship on Occupational Stress

	Public Sector		Private Sector	
	No of Employee	(%)	No of Employee	(%)
Very desirable	25	16.89	15	25.86
Desirable	24	16.22	20	34.48
neutral	30	20.27	8	13.79
Undesirable	40	27.03	11	18.97
Very undesirable	29	19.59	4	6.90
Total	148.00	100.00	58.00	100.00

Chi-Square Test for Impact of Intergroup relationship on Occupational Stress

Observe	Expected	O-E	(O-E) ²	(O-E)/E
34	28.74	5.26	27.69	0.96
28	31.61	-3.61	13.04	0.41
27	27.30	-0.30	0.09	0.00
30	36.64	-6.64	44.10	1.20
29	23.71	5.29	28.00	1.18
19	11.26	7.74	59.87	5.32
17	12.39	4.61	21.27	1.72
10	10.70	-0.70	0.49	0.05
5	14.36	-9.36	87.60	6.10
7	9.29	-2.29	5.25	0.57
Total				17.51

Calculated Value	17.51
DF(R-1)(C-1)	4.00
Tabulated Value	9.48

Sig.	0.05
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Chi-Square Test for Impact of Goal Setting On Occupational Stress

Observe	Expected	O-E	(O-E)²	(O-E)/E
34	17.96	16.04	257.24	14.32
28	16.52	11.48	131.69	7.97
27	44.54	-17.54	307.78	6.91
30	34.49	-4.49	20.12	0.58
29	34.49	-5.49	30.09	0.87
19	7.04	11.96	143.07	20.33
17	6.48	10.52	110.76	17.10
10	17.46	-7.46	55.60	3.18
5	13.51	-8.51	72.50	5.36
7	13.51	-6.51	42.44	3.14
Chi square value				79.78

Calculated Value	79.78
DF(R-1)(C-1)	4.00
Tabulated Value	9.48
Sig.	0.05

relationship between Performance Appraisal and Occupational Stress among public and private sector bank.

Observe	Expected	O-E	(O-E) ²	(O-E)/E
34	44.54	-10.54	111.17	2.50
28	43.11	-15.11	228.22	5.29
27	33.77	-6.77	45.79	1.36
30	19.40	10.60	112.40	5.79
29	7.18	21.82	475.92	66.24
19	17.46	1.54	2.38	0.14
17	16.89	0.11	0.01	0.00
10	13.23	-3.23	10.45	0.79
5	7.60	-2.60	6.77	0.89
7	2.82	4.18	17.51	6.22
Total				89.22

Calculated Value	89.22
DF(R-1)(C-1)	4.00
Tabulated Value	9.48
Sig.	0.05

Performance Appraisal and Occupational Stress among public and private sector bank.

Observe	Expected	O-E	(O-E) ²	(O-E)/E
34	53.17	-19.17	367.30	6.91
28	53.17	-25.17	633.28	11.91
27	17.24	9.76	95.20	5.52
30	12.21	17.79	316.36	25.90
29	12.21	16.79	281.78	23.07
19	20.83	-1.83	3.37	0.16
17	20.83	-3.83	14.71	0.71
10	6.76	3.24	10.52	1.56
5	4.79	0.21	0.05	0.01
7	4.79	2.21	4.90	1.02
Total				76.77

Calculated Value	76.77
DF(R-1)(C-1)	4.00
Tabulated Value	9.48
Sig.	0.05

Conclusion:

To deal with occupational stress banking organization are coming up with various intervention for the wellness of their employees to cope up with growing stress. When we talk about intervention they are the process of change for the betterment.

Human resource intervention like plays a vital role for reducing overall stress among employees and making their work life better and more organized and satisfactory. Research focuses on a Ratlam city, being a commercial hub deals with almost all the major Public, Private, Foreign, co-operative and rural banks sustaining successfully in the city with growing business. Ratlam city being commercial hub deals with almost all the major banks sustaining successfully in the city with growing business. Employee from metropolitan city and near by big city migrated employee does not feel comfortable living in Ratlam city sometimes due to lack of resource they have to leave their family and stay faraway, sometimes there is communication gap Between managers and clerical staff which sometimes makes situation complicated and stressful. It has also been found that employees of public sector banks are more stressed compared to private sector employees. Public sector employees have to deal with all the government scheme regulated by government. The pressure of opening salary account of all government, semi govt. and state employees creates excess work load on them government scheme related work involve lot of popper work which brings long working hours for public sector employees. Finally, It has been found in our research that Human resource intervention have shown significant change in over all well being of both public sector and private sector employees but the impact of HRI seems to be more prominent in private sector and Methods of different interventions are also welcomed with open aims by private sector Banks. Different methods of human resource interventions are applied and administered on timely basis.

Significance of the study

The Study will highlight the human resource intervention which can be useful in all 14 Banks to overcome occupational stress among bank employees. Due to various limitations it is not possible to cover all public and private sector banks present in Ratlam city so, it seems to be prudent that 10 From the public sector and 4 from private sector banks have been chosen from Ratlam City.

Though Public sector and private sector banks functions under the guidelines of RBI But their organization structure, working pattern, facilities, corporate structure their vision and mission and procedure of work varies from each other.

The study will be fruitful for all the 14 banks chosen to identify the causes of dissatisfaction and occupational stress among all the employees public and private sector bank in Ratlam city and thus to take corrective interventions to improve over all wellbeing of employees.

Scope of the study:-

The title of the current research relates to the occupational stress among public and private sector bank employees and various interventions to overcome occupational stress among them. The Geographical scope of the study will be restricted to the selected banks which have been chosen for the research study. It will cover all branches of all public and private sector unit presently operating successfully in Ratlam city.

The Topical scope focusses on the identification of the problems regarding occupational stress among bank employees and measures taken to improve their work life style and finding out the reason for dissatisfaction among employees and providing them with a solution to overcome stress

Limitations of the Study

The study though extensive, innovative and unique in certain aspects of HR Intervention and occupation stress in banking employee for public and private sector bank the conclusion arrived at is not without limitations. The major limitations are:

1. This study is geographically restricted to Ratlam city only.
2. Limited numbers of banks (10 for Public sector and 4 for Private sector banks) are covered under the study.
3. The results are based on survey techniques of 148 Employee of public sector bank and 58 Employees of private Sector Bank only.
4. The effectiveness of HR intervention was studied through face-to-face communication with bank officials, clerks, Employees and employees of public and private sector bank of Ratlam city.

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