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## **Job Stress among Managers in Public & Private Sector Banks: A Case Study of SBI and ICICI Bank**

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### **Abstract:**

The banking sector has undergone policy changes in the past decades due to globalization and liberalization, increased competition, entrance of more private (corporate) sector banks, downsizing, introduction of new technologies etc. Due to these changes, the employees in the banking sector are experiencing a high level of stress. Stress is a term that is widely used in everyday life which occurs in situations where there is excessive pressure being placed on someone. Stress is the force, pressure or strain exerted upon a material object or person which opposes these forces and tries to keep up its original state. The present paper investigates the job stress among managers in the banking sector in India. A sample of 100 managers from State Bank of India and ICICI has been selected for the study. Data have been collected through questionnaires designed on a five-point Likert scale. Mean, Standard deviation and independent sample t-test have been used to measure the difference in job stress on the variables role overload, role ambiguity, powerlessness, political pressures and low status. The analysis of the data shows that there is a significant difference in job stress on the variables role overload, role ambiguity and powerlessness among managers in public and private sector banks but there is no significant difference in job stress on the variables political pressures and low status.

**Keywords: Stress, Managers, State Bank of India (SBI), ICICI.**

### **Introduction**

In this competitive world, job stress is not a new phenomenon. Every worker faces job stress in one or another way. There are many working conditions inherently stress-inducing, such as fear of job loss, excessive workload demands, lack of control or clear direction, poor or dangerous physical working conditions, inflexible work hours and conflicting job expectations. Job stress happens when the challenges and demands of work become excessive, the pressures of the workplace surpass workers' abilities to handle them and satisfaction becomes frustration and exhaustion (Mark & Smith, 2008). When stress crosses the boundaries from normal to excessive, it can trigger physical and emotional responses that are harmful to employees and the organization (Schuler, 1980). The present paper concerns itself with the study of stress within organizational boundaries. Stress is a result of misfit between a person's skills and abilities and demands of the job and a misfit in terms of a person's needs supplied by the job environment. Stress is involved in an environmental situation that is perceived as presenting demand which threatens to exceed the person's capabilities and resources for meeting it, under conditions where he or she expects a substantial differential in the rewards and costs from meeting the demand versus not meeting it (Grath, 1976). Stress is the manifestly uncomfortable feeling that an individual experiences when he or she is forced to deviate from normal or desired patterns of functioning (Summers et al., 1994). According to French & Caplan (1973), Pressure of both

qualitative and quantitative overload can result in the need to work excessive hours, which is an additional source of stress. Allen et al., (1982) have defined the occupational stress as a disruption in individual's psychological and physiological homeostasis that forces them to deviate from normal functioning in interaction with their jobs and work environment.

### **Components of Job Stress**

There are several components of job stress but the present study focuses on the following dimensions.

- Role Overload
- Role Ambiguity
- powerlessness
- Political Pressure
- Low status

### **Objectives of the Study**

The main objective of the study is to examine the level of difference in job stress among the managers of public and private sector banks.

Following are the sub-objectives of the study:

- a) To investigate the level of job stress on the variable role overload among the managers of SBI and ICICI.
- b) To analyze the level of job stress on the variable role ambiguity among the managers of SBI and ICICI.
- c) To find out the level of job stress on the variable powerlessness among the managers of SBI and ICICI.
- d) To investigate out the level of job stress on the variable political pressure among the managers of SBI and ICICI.
- e) To analyze out the level of job stress on the variable low status among the managers of SBI and ICICI.

### **Hypotheses of the study**

In view of the objectives set for the study the following null hypothesis has been formulated:

HO1: There is no significant difference in role overload (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

HO2: There is no significant difference in role ambiguity (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

HO3: There is no significant difference in powerlessness (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

HO4: There is no significant difference in low status (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

HO5: There is no significant difference in political pressures (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

**Research Methodology** The target population of this study consists of managers of State Bank of India and ICICI bank. The size of the sample is 100 respondents. A well designed questionnaire has used for collecting data from different branches of SBI and ICICI in Aligarh, Agra, Hathras and Mathura districts. The questionnaire consists of two parts: first part of the

questionnaire was containing information of the respondents their demographic background and second part was containing questions regarding stress. The questionnaire set on a five point Likert-scale (5-highly satisfied to 1-highly dissatisfied).

**Statistical Tools:** Various statistical tools such as mean, standard deviation and independent sample t-test have been used to analyze the results through SPSS 19.

### Demographic Profile of the Respondents

**Table 1: Age of Managers**

Age	SBI	ICICI	Total
Upto 40 years	18	17	35
More than 40	42	23	65
Total	60	40	100

Table1 documents the age of the respondents. 18 and 17 managers from SBI and ICICI respectively were belong to the age group of under 40 years. Moreover, 65 managers were belong to the age group more than 40 years.

**Table 2: Gender of Managers**

	SBI	ICICI	Total
Male	51	28	79
Female	9	12	21
Total	60	40	100

Table 2 documents the gender of the respondents. In SBI, there were 51 males and 9 females whilst 28 males and 21 females were in ICICI.

**Table 3: Religion of Managers**

	SBI	ICICI	Total
Muslim	8	7	15
Hindu	52	33	85
Total	60	40	100

Table 3 shows the religion of the respondents. In SBI, there were 8 Muslims and 52 Hindus whilst 7 Muslims and 33 were Hindus in ICICI.

### Hypothesis Testing

#### Hypothesis 1

**Ho<sub>1</sub>:** There is no significant difference in role overload (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

**Ha<sub>1</sub>:** There is a significant difference in role overload (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

Independent sample t-test has been used as a statistical tool to examine the difference in job stress among managers in State Bank of India and ICICI Bank. The null hypothesis is that there is no significant difference in role overload (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank and the alternative hypothesis states that there is a significant difference in role overload (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

<b>Table 3: Group Statistics</b>			
<b>Role Overload</b>			
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>SBI</b>	<b>60</b>	<b>3.841</b>	<b>0.8741</b>
<b>ICICI</b>	<b>40</b>	<b>3.482</b>	<b>0.7583</b>

The above table 3 shows the descriptive statistics i.e. mean value and standard deviation obtained by SBI and ICICI on role overload. This has been found from the above table that the SBI have the highest mean value of 3.841 on five point scale with standard deviation of 0.8741. Further, the mean score of ICICI is 3.482 with standard deviation of 0.7583.

<b>Table 4: Independent Sample t-test</b>				
<b>Role Overload</b>				
	<b>t-test for Equality of Means</b>			
	<b>t</b>	<b>df</b>	<b>Sig.(2 tailed)</b>	<b>Mean Difference</b>
Equal variances assumed	0.711	98	0.001	0.765
Equal variances not assumed	0.441	91.44	0.000	0.543

Table 4 shows the results of Independent Samples t-test used to find out the differences in role overload (one of the dimensions of job stress) among managers in State Bank of India and ICICI Bank. The value of 't' is 0.711 and significant value is 0.001 which is more than 0.05 at 95 percent confidence interval. Therefore, null hypothesis is rejected and hence it can be said that there is a significant difference in role overload (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

## **Hypothesis 2**

**Ho<sub>2</sub>: There is no significant difference in role ambiguity (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.**

**Ha<sub>2</sub>: There is a significant difference in role ambiguity (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.**

Independent sample t-test has been used as a statistical tool to examine the difference in job stress among managers in State Bank of India and ICICI Bank. The null hypothesis is that there is no significant difference in role ambiguity (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank and the alternative hypothesis states that there is a significant difference in role ambiguity (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

<b>Table 5: Group Statistics</b>			
<b>Role Ambiguity</b>			
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>SBI</b>	<b>60</b>	<b>3.274</b>	<b>0.8331</b>
<b>ICICI</b>	<b>40</b>	<b>3.142</b>	<b>0.5583</b>

The above table 5 shows the descriptive statistics i.e. mean value and standard deviation obtained by SBI and ICICI on role ambiguity. This has been found from the above table that the SBI have

the highest mean value of 3.274 on five point scale with standard deviation of 0.8331. Further, the mean score of ICICI is 3.142 with standard deviation of 0.5583.

<b>Table 6: Independent Sample t-test</b>				
<b>Role Ambiguity</b>				
	<b>t-test for Equality of Means</b>			
	<b>t</b>	<b>df</b>	<b>Sig.(2 tailed)</b>	<b>Mean Difference</b>
Equal variances assumed	2.511	98	0.000	0.585
Equal variances not assumed	1.441	91.44	0.000	0.443

Table 6 shows the results of Independent Samples t-test used to find out the differences in role ambiguity (one of the dimensions of job stress) among managers in State Bank of India and ICICI Bank. The value of 't' is 2.511 and significant value is 0.000 which is more than 0.05 at 95 percent confidence interval. Therefore, null hypothesis is rejected and hence it can be said that there is a significant difference in role ambiguity (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

### Hypothesis 3

**Ho<sub>3</sub>: There is no significant difference in powerlessness (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.**

**Ha<sub>3</sub>: There is a significant difference in powerlessness (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.**

Independent sample t-test has been used as a statistical tool to examine the difference in job stress among managers in State Bank of India and ICICI Bank. The null hypothesis is that there is no significant difference in powerlessness (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank and the alternative hypothesis states that there is a significant difference in powerlessness (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

<b>Table 7: Group Statistics</b>			
<b>Powerlessness</b>			
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>SBI</b>	60	3.417	0.8445
<b>ICICI</b>	40	3.012	0.3378

The above table 7 shows the descriptive statistics i.e. mean value and standard deviation obtained by SBI and ICICI on powerlessness. This has been found from the above table that the SBI have the highest mean value of 3.417 on five point scale with standard deviation of 0.8445. Further, the mean score of ICICI is 3.012 with standard deviation of 0.3378.

<b>Table 8: Independent Sample t-test</b>				
<b>Powerlessness</b>				
	<b>t-test for Equality of Means</b>			
	<b>t</b>	<b>df</b>	<b>Sig.(2 tailed)</b>	<b>Mean Difference</b>
Equal variances assumed	1.411	98	0.000	0.773
Equal variances not assumed	0.258	88.47	0.000	0.212

Table 8 shows the results of Independent Samples t-test used to find out the differences in powerlessness (one of the dimensions of job stress) among managers in State Bank of India and ICICI Bank. The value of 't' is 1.411 and significant value is 0.000 which is more than 0.05 at 95 percent confidence interval. Therefore, null hypothesis is rejected and hence it can be said that there is a significant difference in powerlessness (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

#### Hypothesis 4

**Ho4: There is no significant difference in low status (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.**

**Ha4: There is a significant difference in low status (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.**

Independent sample t-test has been used as a statistical tool to examine the difference in job stress among managers in State Bank of India and ICICI Bank. The null hypothesis is that there is no significant difference in low status (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank and the alternative hypothesis states that there is a significant difference in low status (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

<b>Low status</b>			
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>SBI</b>	<b>60</b>	<b>3.417</b>	<b>0.8771</b>
<b>ICICI</b>	<b>40</b>	<b>2.712</b>	<b>0.7583</b>

The above table 9 shows the descriptive statistics i.e. mean value and standard deviation obtained by SBI and ICICI on variable low status. This has been found from the above table that the SBI have the highest mean value of 3.274 on five point scale with standard deviation of 0.8771. Further, the mean score of ICICI is 2.712 with standard deviation of 0.7583.

<b>Low status</b>				
	<b>t-test for Equality of Means</b>			
	<b>t</b>	<b>df</b>	<b>Sig.(2 tailed)</b>	<b>Mean Difference</b>
Equal variances assumed	17.233	98	0.874	0.775
Equal variances not assumed	15.877	86.33	0.471	0.584

Table 4 shows the results of Independent Samples t-test used to find out the differences in low status (one of the dimensions of job stress) among managers in State Bank of India and ICICI Bank. The value of 't' is 17.233 and significant value is 0.874 which is more than 0.05 at 95 percent confidence interval. Therefore, null hypothesis is accepted and hence it can be said that there is no significant difference in low status (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

#### Hypothesis 5

**Ho5: There is no significant difference in political pressures (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.**

**Ha<sub>5</sub>: There is a significant difference in political pressures (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.**

Independent sample t-test has been used as a statistical tool to examine the difference in political pressures (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank. The null hypothesis is that there is no significant difference in political pressures (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank and the alternative hypothesis states that there is a significant difference in political pressures (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

<b>Table 11: Group Statistics</b>			
<b>Political pressures</b>			
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>SBI</b>	60	3.878	0.7491
<b>ICICI</b>	40	3.242	0.7283

The above table 11 shows the descriptive statistics i.e. mean value and standard deviation obtained by SBI and ICICI on variable political pressures. This has been found from the above table that the SBI have the highest mean value of 3.878 on five point scale with standard deviation of 0.8471. Further, the mean score of ICICI is 3.242 with standard deviation of 0.7283.

<b>Table 12: Independent Sample t-test</b>				
<b>Political pressures</b>				
	<b>t-test for Equality of Means</b>			
	<b>t</b>	<b>df</b>	<b>Sig.(2 tailed)</b>	<b>Mean Difference</b>
Equal variances assumed	24.417	98	0.554	0.775
Equal variances not assumed	21.745	84.41	0.414	0.584

Table 12 shows the results of Independent Samples t-test used to find out the differences in political pressures (one of the dimensions of job stress) among managers in State Bank of India and ICICI Bank. The value of 't' is 24.417 and significant value is 0.554 which is more than 0.05 at 95 percent confidence interval. Therefore, null hypothesis is accepted and hence it can be said that there is no significant difference in political pressures (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.

**Table 13: Summary of Hypothesis Testing**

<b>No</b>	<b>HYPOTHESES</b>	<b>Sig. Value</b>	<b>Results</b>
1	There is no significant difference in role overload (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.	0.001	Rejected
2	There is no significant difference in role ambiguity (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.	0.000	Rejected
3	There is no significant difference in powerlessness (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.	0.000	Rejected

4	There is no significant difference in low status (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.	0.874	Accepted
5	There is no significant difference in political pressures (one of the dimension of job stress) among managers in State Bank of India and ICICI Bank.	0.554	Accepted

Table 13 shows the summary of the entire hypothesis tested to examine the differences in job stress on five variables namely role overload, role ambiguity and powerlessness low status and political pressures among managers in public and private sector banks. The first three hypotheses have been rejected while last two have been accepted.

### **Conclusion**

SBI and ICICI are the two banks that have been selected from public and private sectors respectively. A sample of 100 managers has been taken from four districts of Uttar Pradesh namely Aligarh, Agra, Mathura and Hathras. Independent sample t-test has been applied as the statistical tool to find out whether there is any significant difference in job stress among managers in two banks. The results revealed that there is a significant difference in role overload, role ambiguity and powerlessness but there is no significant difference on variables low status and political pressures.

### **Research limitations**

1. The data is based on individual opinion which may bring in some bias.
2. The survey has been conducted among 60 employees of SBI and 40 employees of ICICI bank and therefore the findings of the study are not applicable to other banks.
3. The sample consisted of managerial personnel only.
4. The findings may be further conducted among other categories of employees like supervisors and workers.

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