



EFFECT OF JOB STRESS ON QWL AND JOB PERFORMANCE - A COMPARATIVE STUDY BETWEEN PUBLIC AND PRIVATE SECTOR BANKS IN BANGALORE

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Abstract

Quality of Work Life (QWL) has become one of the most imperative issues these days in every organization. Now days, employees have become more educated, skilled, affluent and unionized. It is no longer possible to design jobs merely according to the essentials of technology. The jobs need to be excellent both from the point of view of technology and human needs. The traditional job design needs to be replaced by enriched job design. This demand for redesigning of jobs has come to be known as quality of work life. The banking sector has undergone a structural change over the past two decades, which has put new stresses and realities in front of the bank employees. Bank employees are undergoing a maximum work pressure as they have deliver timely service in order to meet the organizational goals and ensure maximum satisfaction to the customers. It is generally presumed that the employees of private sector banks enjoy better compensation packages, sound management policies, more structured job design, and career development prospect compared to the public sector bank. Similarly, employees of public sector banks enjoy a good job security, good monetary and non-monetary benefits, comparatively less working hours etc. The scenario has emerged an important issue, "to compare the QWL among the employees of public sector and private sector banks". For the purpose of the study a linked summated 5 point scale questionnaire was framed and around 300 samples were collected. Statistical evaluation is done to retain the actual trends in the feedback collected from the respondents in the field survey. Statistical Package for Social Science (SPSS) version 21 was used to analyze the data.

INTRODUCTION

The quest for improved productivity through human resources has its beginning in the early 1900s. F.W. Taylor's scientific management principles created a new awareness regarding human resources, who were earlier considered as mere instruments of production, ready to work from dawn to dusk under whatever conditions and being motivated by the lure of money. From then, till today continuous research experiments have been undertaken to understand human beings at work and the ways to improve their job satisfaction, balanced with the aim of the organizations to combine better productivity with job and employee satisfaction. In order to achieve this twin objective, different approaches have been developed and applied. The concept of QWL has originated from this continuous research process.

Quality of Work Life was the term actually introduced in the late 1960's. From that period till now the term is gaining more and more importance at every work place. Initially quality of work life was focusing on the effects of employment on the general well being and the health of the workers, but now its focus has been changed. Every organization needs to give good environment to their workers including all financial and non-financial incentives. So that they can retain their employees for a longer period and can achieve the organizational goals effectively.

QUALITY OF WORK LIFE IN SERVICE SECTOR INDUSTRIES

The Service industries form the backbone of social and economic development of a country. It has emerged as the largest and fastest growing sector in the world economy. The service sector has shown a growth rate higher than that of agriculture and manufacturing sectors. The involvement and role of human resource of service organization is very high as entire process of rendering service is their responsibility. As such improving QWL in service organization is to secure best possible performance from employees has become very important.

QUALITY OF WORK LIFE AMONG BANK EMPLOYEES

The rapid movement of the banking industry towards increased automation in the 1970s created race between institutions. After 1990, because of Liberalization policies so many private sector institutions entered into banking industry. This criterion had created a huge competition among the banking institution. More importance was given to adopt technological advancement rather than human resource. Long working hours, excessive work pressure, handling demands of unique customers in banks has become a regular phenomenon in the banking sector.

Banking industry is one of the important sectors in service organizations. The growth of the banking industry is closely linked with the growth of the overall economy. Commercial banks are an important part of service organizations in countries life India. The commercial banks in India supply credit to the promotional and developmental activities of the society and at



the same time restrict credit for socially undesirable, unwanted and economically less beneficial purposes. Thus commercial banks help the government in implementing the long-term plans and for utilizing the credit according to the planned priorities of the country.

The gamut of commercial bank has grown remarkably especially after nationalization of banks. Commercial banks evolved various modes and instruments of financing moving away from traditional banking by responding to socio- economic needs of the public. The commercial banks had started facing lot of challenges after nationalization period. As such the banking industry needs human resources with intelligent logical sense and quick grasping power. Apart from these aspects, most importantly banking industry needs motivated personnel with entrepreneurial skill, financial expert, technical smartness, administrative efficiency etc. In fact, sound Quality of work life enables the bank management to have such human resources.

The banking sector has undergone a structural change over the past two decades, which has put new stresses and realities in front of the bank employees. Bank employees are undergoing a maximum work pressure as they have deliver timely service in order to meet the organizational goals and ensure maximum satisfaction to the customers. Increased use of technologies and equipment, online bank transactions, increased and banking habits of customers, growth of economic conditions and so on is cause to create more stress and decreased quality on work life.

Now banking industries are offering wide range of financial products and services to corporate entities and retail customers through a multiplicity of delivery channels and through its specialized subsidiaries and affiliates in the areas of investment banking, life and non-life insurance, venture capital and asset management apart from regular banking business.

Employees in the banks are facing plenty of problems in relation with provision of diversity of products and services, it is the cause for poor work life in bank place. Banking hours is now increased in order to cope up the increased expectation of services of customers. The responsibility of the bank employees is somewhat more rather than other corporate workers. The bank employees are dealing money related products and pertaining to more stress and less quality to their working life in the bank. Generally it is accepted that a job has movement of workers from one place to other place in the same organization can lead to avoid unwanted work pressure and ensure better work life and job satisfaction. Banking jobs are designed to provide financial services in an innovative way to its customers, it is commitment oriented and record entry oriented job. Both employers and employees now better appreciate the importance of the Quality of work life in an organization. Quality of work life is important to banking business organizational performance. Quality of work life is an important factor that affects motivation at work and paves the way for poor work life quality. Quality of work life has two objectives to enhance the productivity and the satisfaction of employees. Quality of work life is the quality of the content of relationship between employees and their total working environment with human dimensions added to the provision of services. Bank employees expect several monetary and non-monetary benefits from the bank. Hence this study makes an attempt on the factors influencing on quality of work life of bank employees in the light of current realities.

STATEMENT OF PROBLEM

People experiencing stress behave in a dysfunctional manner, which is detrimental to the organization. This can be more easily identified in the productive industries than in service industries, where the symptoms of stress may take a long time to erupt. Once it erupts it not only affects the concerned individuals but also the co- workers through strained interpersonal relations.

Also the objectives of employees in general have shifted from achievement to self -expression, participation and involvement in decision making. It is believed that service industries may not experience stress in the jobs when compared to other occupation. To test the validity of this belief, the research has taken up a study of stress on bank employee since it can job performance of the employees finally it will affect QWL of employees.

Very few studies had made a comparative analysis on Quality of work life between private sector employees and public sector bank employees. This study is going to take three different aspects into consideration i.e., job stress, job performance and effects of job stress and job performance on quality of work life. All the above said reason, warrant the researcher to take up an in depth study on this topic.

It is generally presumed that the employees of private sector banks enjoy better compensation packages, sound management policies, more structured job design, and career development prospect compared to the public sector bank. Similarly, employees of public sector banks enjoy a good job security, good monetary and non-monetary benefits, comparatively less working hours etc. The scenario has emerged an important issue, "to compare the QWL among the employees of public

sector and private sector banks”. This scenario has created an urge to the banking policy makers to identify the underlying situations with reasons. This situation necessitated evaluating the QWL of the employees in public sector and private sector banks.

OBJECTIVES OF THE STUDY

1. To evaluate and analyze on quality of work life among employees in selected private and public sector banks in Bangalore.
2. To investigate the existence of any association between quality of work life job stress and job performance.
3. To make a comparative study among the employee of private sector banks and public sector banks, to analyze difference if any on basis of above stated stress.

RESEARCH METHODOLOGY

The process of the research methodology used in the present investigations helps in achieving the objectives of the research study and comprises the facts that are already established and the methods used in the analysis. The research strategies have been formulated depending on the assumptions and hypothesis made and the methodology used portrays the research strategy. The primary data has been collected from the respondents through first hand research and the secondary data have been generated from the collection of the data formulated through the primary research. The data collection was done by approaching the QWL of the employees from the banking sector of the private and public sector banks in Bangalore with the help of a questionnaire. Statistical evaluation is done to retain the actual trends in the feedback collected from the respondents in the field survey. Statistical Package for Social Science (SPSS) version 21 was used to analyze the data.

The statistical analysis of the variables in the study has been performed using the following tests:

- Descriptive statistics,
- Regression analysis,

FINDINGS AND DISCUSSION

Comparison of QWL between Public and Private Sectors

The quality of work life on the whole was analyzed between the private bank employees and the public sector bank employees. The results indicated the mean values to be 3.5 for public sector employees and 3.7 for the private sector banks. The mean values indicate that the QWL of the employees is on the higher side and show that the employees are happy with their jobs, are able to manage both the professional as well as in their family life. The two –tailed significant values obtained were 0.001 for both the private and the public sector banks that imply that the results are statistically significant and implies that the QWL of employees is high in both the private as well as the public sector banks.

Table .1. QWL between Public and Private

	N	Mean	Std. Deviation	Std.Error Mean	t	df	Sig. (2-tailed)
Public	178	3.5344	.68587	.05141	-3.429	340	.001
Private	164	3.7694	.57003	.04451	-3.455	336.502	.001

Hypothesis testing

The relationship between QWL and Job stress and Job performance was tested for employees of both private and public sector banks. The hypotheses framed as part of this research were tested using linear regression models. Simple linear regression model helps to predict the value of the dependent variable based on the independent variable.

Hypothesis 1: Job stress has a significant effect on the QWL of the employees of private/public sector banks.

The linear regression model was conducted to test if the Job stress had any influence on the QWL of employees of private and public sector banks. Job stress was found to have more impact on the public sector bank employees than the private sector employees. In the case of public sector employees, 36% of the variation in the QWL could be explained through Job stress while only 27.2% could be explained in private sector employees. This suggest that Job stress in the last few years much higher in the public sectors with all the reforms that are taking place in the nationalized banks. On the other hand, the private sector employees have come to accept stress as part of job hazard and and are able to handle life better.

Using the F value, it can be observed how well the regression model fits the obtained data. The F value indicates whether the regression model results in a statistically significant and better prediction of the dependent variable, i.e., QWL of the employees, than if it was just checked with the mean value.

It is clearly understood that the research model is highly statistically significant at a confidence level of 95% for both public and public sector banks. The p value less than 0.000 prove that the regression model is valid.

Table.2: Model Summary of Job Stress versus QWL of Private and Public Sector Bank Employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
Private Sector Bank	.521 ^a	.272	.267	.46392	.272	60.465	1	162	.000
Public Sector Bank	.600 ^a	.360	.357	.54075	.360	99.202	1	176	.000

Table – 3, Coefficients of Job stress versus QWL of private and public sector bank employees

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
Private	(Constant)	1.731	.256		6.766	.000	1.226	2.236
	JS_Private	.617	.079	.521	7.776	.000	.460	.774
Public	(Constant)	.883	.266		3.316	.001	.357	1.408
	JS_Public	.799	.080	.600	9.960	.000	.640	.957

Hypothesis 2: Job stress and Job performance have significant effect on the QWL of the employees of private/public sector banks.

Multiple linear regression analysis was conducted to find the influence of Job stress and Job performance on QWL of the employees of the Private and Public sector bank employees. Job stress and Job performance were taken as independent variables, while QWL was considered as the dependent variable.

Both Job stress and Job performance were found to have significant influence on the QWL of the employees of Private as well as Public sector banks. The QWL of the Public bank employees was found to be influenced more by the Job stress and Job performance in comparison with the private bank employees. While Job stress and Job performance could explain 38.5% of QWL in the public bank, it was found to be only 27.8% in the private bank.

Table .4: Model Summary of QWL versus Job stress and Job performance in Private and Public sector employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
Private	.527 ^a	.278	.269	.46352	.278	30.926	2	161	.000
Public	.621 ^a	.385	.378	.53165	.385	54.852	2	175	.000

Table .5: Coefficients of QWL versus Job stress and Job performance in Private and Public sector employees

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
Private Bank	(Constant)	1.857	.279		6.664	.000	1.306	2.407
	JS_Private	.622	.079	.525	7.832	.000	.465	.778
	JP_Private	-.051	.045	-.076	-1.132	.259	-.140	.038

Public Bank	(Constant)	1.256	.297		4.229	.000	.670	1.841
	JS_Public	.785	.079	.590	9.927	.000	.629	.940
	JP_Public	-.114	.043	-.158	-2.660	.009	-.199	-.030

FINDINGS

- The mean values indicate that the QWL of the employees is on the higher side and show that the employees are happy with their jobs, are able to manage both the professional as well as in their family life.
- The two –tailed significant values obtained were 0.001 for both the private and the public sector banks that imply that the results are statistically significant and implies that the QWL of employees is high in both the private as well as the public sector banks.
- In the case of public sector employees, 36% of the variation in the QWL could be explained through Job stress while only 27.2% could be explained in private sector employees. This suggest that Job stress in the last few years much higher in the public sectors
- The private sector employees have come to accept stress as part of job hazard and are able to handle life better.
- Both Job stress and Job performance were found to have significant influence on the QWL of the employees of Private as well as Public sector banks.
- The QWL of the Public bank employees was found to be influenced more by the Job stress and Job performance in comparison with the private bank employees.
- The Job stress and Job performance could explain 38.5% of QWL in in the public bank, it was found to be only 27.8% in the private bank.

CONCLUSION

QWL usually stresses on the approaches that have revolutionized the way the organizations view the employee-management relationship to increase the level of satisfaction among the employees. QWL promotes improvement in performance, reduces the rate of absenteeism and motivation to quit job and mitigate the tension between the employees and job and increase the level of productivity. The purpose behind this study is to give evidence base for improving the quality of work life of bank employees through exploring their stress level and its impact on job performance. The current study has found that the Quality of work life among bank employees in Bangalore is high and employees are very much satisfied with their quality of work life. While comparing the stress level of bank employees public sector employees are highly stressed. This study also proved that both job stress and job performance have significant effect on quality of work life. The influence of job stress and job performance is more among public sector banks. This study has clearly established the link between QWL and Job stress and Job performance both in the Private and Public sector bank employees. Public sector banks have to take necessary initiative to reduce the influence of job stress among their employees. Thus, the main goal of increasing QWL is to ensure job satisfaction of employees, reinforce learning and development, enhance the employee productivity, thereby increase individual performance, which in turn increases the performance of the organization.