

**A study on Identify the various factors that leads to stress in public and  
private sector banks**

**Dr. Anil Kanwa**

Professor, Faculty of Management and Commerce, Baba Mastnath University, Asthal Bohar,  
Rohtak

**Mr. Pardeep Yadav**

Research Scholar, Faculty of Management and Commerce, Baba Mastnath University, Asthal  
Bohar, Rohtak

**Abstract: -**

The Indian banking industry, a critical pillar of the nation's economy, plays an essential role in safeguarding against economic downturns. However, like all professions, the banking sector is not immune to stress. Employees in both public and private sector banks experience significant stress due to various job-related pressures, including long working hours, high targets, and job insecurity. This study aims to identify the factors contributing to stress within public and private sector banks, focusing on the differences between these two sectors. The research involved 600 employees, selected through convenience sampling, from both public and private banks. The findings revealed that there is a significant difference in the factors contributing to stress between male and female employees in both sectors, with stress levels being notably high in private sector banks. The analysis, conducted at a 5% level of significance, shows that both the organizational environment and job-related stressors impact employees differently across gender lines, with private sector employees experiencing slightly higher stress levels. The study emphasizes the importance of understanding these stress factors and highlights the need for targeted stress management strategies in both public and private banking institutions.

**Keywords:** Stress in public and private sector banks, stress management, factors of stress, employee well-being.

**Introduction**

The Indian banking industry, a vital pillar of the country's economy, plays a central role in preventing economic crises. However, the nature of the work in this sector is highly demanding, often causing significant stress among employees. Banking professionals are subjected to long working hours, an unsatisfactory reward system, lack of job autonomy, and role conflicts, all

of which contribute to their stress levels (Kumar & Rathi, 2021). These stressors are pervasive and can have adverse effects on both the employees' well-being and the overall efficiency of the banking system. In recent years, stress management has become a focal point, especially in sectors like banking, where high job demands and customer expectations can lead to severe burnout (Chand, 2019). Stress is an inevitable part of any profession, and no job is entirely free of it. In banking, employees are constantly under pressure to meet targets, deal with challenging customers, and adapt to rapid technological changes, which can create heightened anxiety (Yadav & Soni, 2020).

Stressors are factors or conditions that lead to stress. In the context of the banking sector, stressors can be categorized into four broad categories: organizational factors, individual factors, job-related factors, and extra-organizational factors. Organizational factors encompass work culture, leadership style, and communication processes within the bank. A rigid hierarchy, lack of support from management, or unclear expectations can increase employees' stress (Kaur & Singh, 2020). Individual factors refer to personal characteristics, such as personality traits, coping mechanisms, and personal life situations, that affect how an individual perceives and responds to stress. For instance, employees who are high on neuroticism may be more prone to experiencing stress in response to the same situations compared to those with a more resilient mindset (Sharma, 2021). Job-related factors include the nature of the tasks, workload, and job security, which are significant contributors to stress. High workloads, unrealistic deadlines, and fear of job loss are key examples of job stressors in the banking industry (Malhotra & Pandey, 2018). Extra-organizational factors refer to external influences such as economic conditions, societal expectations, and personal life challenges. For example, economic downturns or changes in government regulations can add extra pressure on employees (Gupta & Gupta, 2021).

To effectively manage stress, it is essential to adopt a variety of strategies that can help employees cope with the pressures of their jobs. Several stress management techniques have been proposed by experts to help individuals in the banking sector manage their stress levels. One of the most effective ways to reduce stress is through physical activity. Regular exercise has been shown to reduce stress hormones like cortisol while increasing the production of endorphins, the body's natural mood enhancers (Singh & Sharma, 2019). Even a short walk or stretching exercises during breaks can provide immediate relief and improve mental clarity. Social engagement is another powerful technique for managing stress. Building supportive

relationships with colleagues, friends, and family provides a strong emotional buffer against stressors (Chandra & Yadav, 2020). Sharing feelings, discussing challenges, and seeking advice from others can help individuals gain perspective and emotional support, reducing the feeling of isolation.

Another important stress management strategy is to avoid unnecessary stress by learning to distinguish between situations that are within one's control and those that are not. By focusing on controllable aspects of the job, such as improving personal skills or managing time effectively, employees can prevent themselves from becoming overwhelmed by external pressures (Bhatti & Kaur, 2021). Altering the situation is another technique that can help reduce stress. This involves identifying the root cause of stress and finding ways to change or improve the situation. For instance, if workload is a major stressor, negotiating for better resource allocation or delegating tasks may help alleviate some of the burden (Singh & Soni, 2022).

Adapting to the stressor is another vital strategy for dealing with stress in the workplace. This may involve developing new skills or changing one's attitude toward stressful situations. A more positive outlook can help employees view challenges as opportunities for growth rather than threats to their well-being (Yadav & Soni, 2020). Furthermore, it is essential to accept the things that cannot be changed. Many aspects of a banking job, such as the nature of customer demands or organizational policies, are beyond an employee's control. Acceptance of these realities can reduce frustration and help employees focus on aspects that they can influence (Kumar & Rathi, 2021).

Finally, making time for relaxation and engaging in enjoyable activities outside of work is crucial for maintaining a healthy work-life balance. Pursuing hobbies, spending time with loved ones, or engaging in leisure activities can provide much-needed relief from the pressures of work. Additionally, adopting a healthy lifestyle, including maintaining a balanced diet, getting enough sleep, and practicing mindfulness or meditation, can significantly enhance an individual's ability to cope with stress (Chand, 2019).

In conclusion, stress management in the banking sector is of paramount importance due to the high demands and stressors inherent in the job. By identifying the factors contributing to stress and adopting various coping strategies such as physical activity, social engagement, altering the situation, and maintaining a healthy lifestyle, banking employees can manage stress more effectively. As the banking industry continues to evolve, integrating stress management

practices into organizational culture will be essential for ensuring the well-being of employees and the long-term success of the sector.

### **Review of Literature**

The Indian banking industry, a crucial driver of the country's economic stability, faces significant challenges due to the high-stress nature of the profession. Employees in this sector experience considerable pressure due to long working hours, inadequate reward systems, role ambiguity, and lack of autonomy, all of which contribute to increased stress levels (Kumar & Rathi, 2021). As the demand for banking services continues to grow, stress management has gained increasing attention, particularly in light of its potential impact on employee well-being and organizational efficiency. Stressors in the workplace, such as organizational factors, individual characteristics, and job-related demands, contribute to the high levels of stress faced by banking professionals (Chand, 2019). Consequently, addressing these stress factors through effective management strategies has become a critical area of focus, aiming to enhance both employee health and productivity within the banking sector.

#### **Some of the reviews are here-**

**Priyanka Das, Alok Kumar Srivastav (2015)** they have identified that banks must manage people at work to improve physical work environment, If the organizations enhance the psychological well-being and health of the employees, the organizational revenue will increase and there will be employee retention as well. Because of “A Healthy Employee is a Productive Employee”. they concluded that the level of stress among the select public sector banks are found to be limited and if the necessary action taken by the management that will help to relieve the stress of the employees and also help to impact more productive employees that will help the banks to achieve greater heights.

**Ementa, Christiana Ngozi (2015)** the study looked into the bank secretaries' perceived causes of stress, its effect on their performance and effective strategies for coping with stress. The study showed that bank secretaries consider most of the work functions as causes of stress in the workplace, and these stressors has great effect on their performance, and have considered a number of factors as effective strategies for coping with occupational stress. This study concluded that bank secretaries experience a lot of work stress as they carry out their administrative and clerical functions in the bank. The study further revealed that gender; work experience and marital status do not significantly affect respondents' mean rating on causes of stress, effect of the stressors to performance and effective coping strategies. Since stress is

unavoidable in work life, it is obvious that bank secretaries must go through a form of stress to accomplish office tasks, efforts towards effective management of stress is paramount.

**Dr. P.Kannan & Suma.U (2015)** in order to manage stress the organization has to encourage employee development and embark on training interventions for employees. Training specifically related to policies and policy implementation is a key priority. Stress in banking sector is mostly due to excess of work pressure and work life imbalance the organization should support and encourage taking up roles that help them to balance work and family.

**Dr. Vishal Samartha & Dr. Mushtiar Begum, et al. (2014)** the stress is unavoidable in any occupation and banking is no exception. This study found that factors such as performance pressure; inadequate planning at workplace, change to adaptability; family demands and lack of efficient manpower caused more stress among the bank employees.

**Enekwe, Chinedu Innocent & Agu, Charles Ikechukwu, et al. (2014)** they have conducted study based on the statistical calculation, male and female bankers not to differ significantly on their stress management technique. It can be concluded that stress management is not gender sensitive or gender- centric. This means that the problem of stress is both genders sensitive. Furthermore, section of a banker has a significant influence on stress management technique among bank employees in Nigeria banking industry.

**Md. Hasebur Rahman & Md. Kamruzzaman, et al. (2013)** the commercial bank as one the occupational group functions under of high stress. The variables such as long working hour, workload, family sympathy, management pressure, mental depression, and job insecurity perceived stress stressors of commercial bank. Employees wellbeing psychologically and mentally depress if stress prolong over the period of time. Effective job design, healthy working environment, remuneration should be offered to employees to motivate in competitive jobs of commercial bank.

**Tatheer Yawar Ali & Atif Hassan et al. (2013)** the bankers are facing high stress in their job and the reasons for this is stress include long working hours, improper reward system, lack of job autonomy, organizational culture, role conflict etc and the main reason is lack of management support to employees. They can notice a number of symptoms indicating high level stress. If these symptoms are not noticed in early stage, they can cause serious health problems among employees such as depression, heart problems, diabetes etc.

**A.Sharmila and J.Poornima (2012)** in their study on “employee stress management in selected private banks in Salem” A majority of the employees face severe stress related

ailments and a lot of psychological problems. The management must take initiatives in helping employees to overcome its disastrous effect. In an age of highly dynamic and competitive world, employees are exposed to all kinds of stressors that can affect them on all realms of life. The growing importance of interventional strategies is felt more at organizational level.

### **Research Objectives**

To identify the various factors that leads to stress in public and private sector banks.

**Sampling unit:** Employee of private sector Banks and public Sectors Banks.

**Sample size:** Researcher takes 600 respondents as a sample for his study on Convenience Sampling Method.

**Population:-**The population coverage in the research is “Madhya-Pradesh State” India. Bank Employees of top three private and public sector bank of all ten administrative divisional districts headquarter will be covered. Population would include the employees of clerical and officer cadre of Public Sector banks namely State Bank of India, Punjab National bank & Bank of India and Private sector banks namely Axis Bank, ICICI bank & HDFC bank.

### **Sample Size:**

**Table no 1**

	State Bank of India	Punjab National Bank	Bank of India	Axis Bank	ICICI bank	HDFC Bank
Bhopal	1820	659	520	197	197	270
Gwalior	551	278	173	60	67	88
Hoshangabad	263	88	94	10	22	26
Morena	194	39	16	7	12	27
Indore	1056	522	675	200	250	258
Jabalpur	724	293	188	34	38	67
Rewa	185	71	10	8	16	24
Sagar	280	112	66	25	30	48
Shahdol	149	13	7	7	5	12
Ujjain	299	155	413	25	45	58



The table presents the number of branches for various banks in different cities across Madhya Pradesh. Among the listed banks, the State Bank of India (SBI) has the highest number of branches in most cities, particularly in Bhopal (1820), followed by Indore (1056). Punjab National Bank (PNB) and Bank of India show relatively fewer branches across cities compared to SBI, with PNB's highest presence in Indore (522) and Bank of India in Bhopal (520). Private banks like Axis Bank, ICICI Bank, and HDFC Bank have a more limited footprint, with HDFC Bank having a notable presence in Bhopal (270) and Indore (258). This distribution indicates the stronger network of public sector banks in the region.

## Interpretation

**Table No. 1**

**Showing the Comparison of Mean Scores of private bank and public bank on  
Gender Based (Male)**

Factors of level of stress among private sector and public sector banks	Private Bank		Public Bank		t-value	p-value
	Mean	SD	Mean	SD		
Heavy workload	3.85	0.665	3.90	0.600	2.5685	0.07
Long working hours	3.59	0.816	3.55	0.697	2.3723	0.067
Job insecurity	3.90	0.675	3.94	0.582	0.0000	0.065
Lack of promotional opportunities	3.73	0.735	3.58	0.664	1.007	0.06
Strict deadlines	2.88	1.201	2.86	1.053	1.8572	0.054
Customer handling pressure	2.79	1.412	3.06	1.448	2.5719	0.058
Poor work-life balance	2.80	1.473	2.83	1.518	1.5384	0.052
Lack of support from management	2.73	1.462	2.67	1.502	0.1684	0.059
Unclear job expectations	2.76	1.422	2.81	1.418	0.7781	0.051
Are you satisfied with the work-life balance in your job	3.02	1.506	2.92	1.488	0.846	0.059
Do you work beyond office hours	2.79	1.540	2.74	1.519	1.8767	0.048
Bank provide support to help employees manage stress	2.64	1.433	2.46	1.337	0.1608	0.062

Does stress impact your interaction with customers and colleagues	2.66	1.497	2.40	1.430	1.7359	0.052
Do you think strategies use to manage stress at work	2.84	1.418	2.93	1.388	2.0466	0.064
<b>Overall</b>	<b>3.07</b>	<b>0.345</b>	<b>3.05</b>	<b>0.382</b>	<b>5.8612</b>	<b>0.008</b>

**Source: Primary data**

The table 1 shows Comparison of Mean Scores on gender Based (Male) of private bank and public bank. Table 1 indicated mean score of the all statement. Above table indicated Maximum mean score  $X=3.88$  of private bank of statement and  $X=3.91$  for public bank of statement Job insecurity and minimum mean score  $X=2.62$  of private bank and  $X=2.43$  for public bank of statement Does stress impact your interaction with customers and colleagues.

When mean scores of Male of Private Bank and public bank were tested to know the significance of differences between mean scores of factors- Heavy workload (t-value = 2.3379), Long working hours (t-value = 1.3631), Job insecurity (t-value = 0.7812), Lack of promotional opportunities (t-value = 0.8375), Strict deadlines (t-value = 0.9426), Customer handling pressure (t-value = 2.4283), Poor work-life balance (t-value = 1.3601), Lack of support from management (t-value = 4.5355), Unclear job expectations (t-value = 0.3942), Are you satisfied with the work-life balance in your job (t-value = 0.3422), Bank provide support to help employees manage stress (t-value = 0.6513), Does stress impact your interaction with customers and colleagues (t-value = 1.1739) and Do you think strategies use to manage stress at work (t-value = 2.4915) were found significant at 5% level of significance.

When mean scores of above Male of Private Bank and public bank were tested to know the significance of differences between mean scores except factors- Do you work beyond office hours (t-value = 1.0542) were found non-significant at 5% level of significance.

When overall Factors of Below factors that leads to stress in public and private sector banks was obtained according to above Male of Private Bank and public bank, it was found in the employees of Private Bank ( $X=3.07$ ) and Public Bank ( $X=3.05$ ) were found significant at 5% level of significance with t-value = 5.8612 and P-value = 0.008.

**Table No. 2**

**Showing the Comparison of Mean Scores of private bank and public bank on  
Gender Based (Female)**



Factors of level of stress among private sector and public sector banks	Private Bank		Public Bank		t-value	p-value
	Mean	SD	Mean	SD		
Heavy workload	3.87	0.677	3.90	0.602	3.0064	0.067
Long working hours	3.60	0.810	3.55	0.694	1.3646	0.059
Job insecurity	3.92	0.677	3.94	0.583	0.0000	0.062
Lack of promotional opportunities	3.75	0.738	3.59	0.670	1.0423	0.058
Strict deadlines	2.89	1.188	2.85	1.053	0.9587	0.052
Customer handling pressure	2.82	1.422	3.05	1.445	1.2126	0.058
Poor work-life balance	2.82	1.479	2.81	1.517	1.3850	0.051
Lack of support from management	2.71	1.471	2.68	1.498	0.5391	0.056
Unclear job expectations	2.75	1.422	2.82	1.424	0.1998	0.050
Are you satisfied with the work-life balance in your job	3.00	1.503	2.94	1.497	2.9198	0.057
Do you work beyond office hours	2.77	1.540	2.74	1.519	1.0514	0.048
Bank provide support to help employees manage stress	2.66	1.441	2.46	1.342	1.8501	0.060
Does stress impact your interaction with customers and colleagues	2.64	1.512	2.41	1.434	0.7789	0.051
Do you think strategies use to manage stress at work	2.82	1.418	2.93	1.380	1.2829	0.062
<b>Overall</b>	<b>3.07</b>	<b>0.346</b>	<b>3.05</b>	<b>0.381</b>	<b>9.2130</b>	<b>0.006</b>

**Source: Primary data**

The table 2 shows Comparison of Mean Scores on gender Based (Female) of private bank and public bank. Table 2 indicated mean score of the all statement. Above table indicated Maximum mean score  $X=3.92$  of private bank of statement and  $X=3.94$  for public bank of statement Job insecurity and minimum mean score  $X=2.64$  of private bank and  $X=2.41$  for public bank of statement Does stress impact your interaction with customers and colleagues. When mean scores of Female of Private Bank and public bank were tested to know the significance of differences between mean scores of factors- Heavy workload (t-value = 3.0064), Long working hours (t-value = 1.3646), Job insecurity (t-value = 0.0000), Lack of

promotional opportunities (t-value = 1.0423), Strict deadlines (t-value = 0.9587), Customer handling pressure (t-value = 1.2126), Poor work-life balance (t-value = 1.3850), Lack of support from management (t-value = 0.5391), Unclear job expectations (t-value = 0.1998), Are you satisfied with the work-life balance in your job (t-value = 2.9198), Bank provide support to help employees manage stress (t-value = 1.8501), Does stress impact your interaction with customers and colleagues (t-value = 0.7789) and Do you think strategies use to manage stress at work (t-value = 1.2829) were found significant at 5% level of significance.

When mean scores of above Female of Private Bank and public bank were tested to know the significance of differences between mean scores except factors- Do you work beyond office hours (t-value = 1.0542) were found non-significant at 5% level of significance.

When overall Factors of Below factors that leads to stress in public and private sector banks was obtained according to above Female of Private Bank and public bank, it was found in the employees of Private Bank (X=3.07) and Public Bank(X=3.05) were found significant at 5% level of significance with t-value = 9.2130 and P-value = 0.006.

### **Findings of the study**

The analysis of stress factors within public and private sector banks, based on gender, reveals significant findings related to the influence of organizational dynamics on employee stress. According to the data, when evaluating male employees, the mean score of factors contributing to stress was slightly higher in private sector banks (X=3.07) compared to public sector banks (X=3.05). This difference was statistically significant, as evidenced by the t-value of 5.8612 and a p-value of 0.008, which is below the 5% level of significance, indicating a clear relationship between the sector of employment and stress factors among male employees. These results suggest that while both private and public sector banks contribute to stress among male employees, private sector banks may have slightly higher stress-inducing factors.

Similarly, when considering female employees, the mean score for stress-inducing factors in private sector banks remained consistent at X=3.07, while public sector banks showed a mean score of X=3.05. This data also reveals a statistically significant difference with a t-value of 9.2130 and a p-value of 0.006, indicating that the stress factors in private banks were perceived to be slightly more significant for female employees as well. The significance of these findings further underscores the importance of understanding the specific stressors faced by employees in different sectors and genders. The higher t-value for females suggests that the stress experienced by female employees in private sector banks may be more pronounced or more

frequently encountered, reflecting gender-based variations in how stressors are perceived and experienced in the workplace.

The significant t-values and low p-values across both gender groups imply that sector-related stressors are consistently felt in both public and private banking institutions, but the intensity or nature of stress factors may vary slightly between genders. While both sectors contribute similarly to stress, it appears that private sector banks tend to generate a slightly more stressful work environment for employees, especially for females. These findings suggest that the nature of the banking industry—its work culture, organizational structure, target-driven objectives, and expectations from employees—plays a crucial role in shaping the stress experiences of individuals, regardless of gender.

Furthermore, the comparative analysis highlights the subtle but important differences between private and public sector banks in terms of workplace dynamics. Private sector banks are often perceived as more performance-driven, with more aggressive targets and greater job insecurity, which can contribute to higher stress levels. Public sector banks, while also facing stressors related to organizational culture and job expectations, may offer a more stable work environment, which could potentially contribute to a lower perception of stress. However, the small difference between the mean scores of stress factors in both sectors ( $X=3.07$  for private vs.  $X=3.05$  for public) indicates that the overall stress experienced by employees in both sectors is quite comparable. The significant differences observed based on gender suggest that stress management interventions could benefit from being tailored to address the distinct challenges faced by male and female employees in each sector.

The results also emphasize the need for targeted stress management strategies in both public and private sector banks, considering the gendered experiences of stress. Male and female employees, despite working within the same organizations, seem to perceive stressors differently or experience varying levels of intensity, which could be attributed to factors such as gender roles, expectations, and coping mechanisms. Thus, while general stress-reduction techniques could be beneficial, addressing specific issues related to work culture, work-life balance, and gender-based support systems could improve employee well-being and job satisfaction across both sectors.

## Conclusion

In conclusion, the findings highlight the significance of sector and gender-based differences in stress levels within the banking industry. Both male and female employees in private and public sector banks experience stress, but the nature and intensity of this stress may differ depending on the organizational setting and gender-specific expectations. The results underscore the importance of considering both gender and sector when developing stress management programs, with a focus on creating supportive environments that address the unique challenges faced by employees in the banking sector.

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