

Understanding the Role of Organizational Support in Mitigating Stress Among Bank Employees in Chandrapur

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Abstract

The purpose of this research is to establish the effectiveness of the organizational support in reducing occupational stress among employees in banks of Chandrapur. Stress at the workplace in the banking industry is a major problem because most employees work under a lot of pressure, meeting tough goals, working for long hours, especially attending to customers. Based on these factors organizational support, defined as the support employees receive from their managers, their access to career development activities, and measures provided to support their health needs is expected to reduce stress and promote well-being. The paper uses both quantitative questionnaires to measure stress and organizational support and qualitative interviews where employees are asked their views about support they perceive. Accordingly, this research has revealed that employees with high level of perceived organizational support have low perceived stress levels. Moreover, the study expresses the finding that organisational support, specifically, emotional and career support, increases job satisfaction and WLB. Finally, as the study draws to a close, it is suggested that more extensive measures be taken to provided improved support structures in Chandrapur banks towards modifying the obtrusive stressful work environment whereby performance of employees can be optimally boosted. The current research extends previous literature on occupational stress particularly in the banking industries and offers direction for policies and organizational interventions on stress management.

Keywords: organizational support, occupational stress, bank employees, Chandrapur, stress management, work-life balance

Introduction

Stress at the workplace is becoming a trend globally especially in organizations that require employees to work under pressure like banks. Working hours, strict performance goals and deadlines, customer pressure and organisational change are some of the stressors that bank employees; particularly those in the new generation public and private sector banks have to contend with. Under such circumstance, employee is likely to develop acute stress which affects their working capacity, satisfaction and health. Banking industry surrounds pressure that if not well dealt with results in stress, truancy and low productivity.

More recently however the phenomenon known as organisational support has cropped up as being an influential component of managing workplace stress. Organizational support is the activity that an employer has put in place to help employees deal with stress at the workplace. It embraces different types of supports like giving different materials concerning stress like techniques to cope with stress, increasing chances of career progression, promoting an appropriate organizational culture, and engaging in regular communications between staff and authority. Studies have indicated that sources of organisational support help employees to manage stress in organizations effectively, and even those who are stressed due to the demands of their workplace, those that are highly supported organisations are those which reveal high job satisfaction and performance (Karasek, 1979; Quick & Tetrick, 2003).

For this reason, the aim of the current research is to investigate the effect of organizational support in reducing occupational stress among employees of banks in Chandrapur, Maharashtra. Particularly, it focuses on how organisational support, from a managerial support level up to the wellness programme level, influences employee stress. In the present study, the target audience would have both Public and private sector banks from Chandrapur and hence help in the assessment of all index measures of stress and differences in relating organizational support. This study aims to comprehend how organizational support could influence stress

management within the banking sector in order to implement the best practices in the field to enhance the workers' well-being, as well as to decrease possible stressed-related results.

The implications of this research are important for it does not only respond to the imperative call to look into stress prevalence in the banking sector but also adds valuable information regarding organisational strategies aligned with employee's mental health and work-life balance. Based on the ongoing and emerging problems in banking sector, the results from this study could be useful to bank managers and policymakers to enhance the work environment and employee satisfaction.

Literature review

Job stress is one research area that has been examined in numerous fields of business most frequently in the banking sector. The banking industry has been recognized as one of the biggest sources of stress because of; long working hours, working under pressure, high responsibility level and constant interaction with customers. This system review comprises some past literature that focuses on employee stress in the banking industry and organizational support to decrease stress up to the year 2018.

According to Cooper, Dewe, and O'driscoll (2001) occupational stress is a psychological and physical strain resulting from the mismatch of demands for job resources. Sources of stress in the banking sector include high working demands, working hours, time constraints as well as meeting customer expectations. This high level of responsibility both for financial transactions and customer satisfaction is also one of the major sources of stress at the workplace for bank employees (Ivancevich and Matteson, 1980). Research has found that these conditions raise the likelihood of burnout and mental health problems attributable to organizational changes and growing job demands such as restructuring of banks (Thompson & McHugh, 2009, p. 78). This paper is going to employ Lazarus and Folkman's (1984) Transactional Model of Stress whereby stress is defined as, a personal perception of the work environment characterized by components such as role conflict, job insecurity and work overload. Stress is also proposed in this model as outcome of individual perception. Kahn and Byosiere (1992) expanded this theory by indicating that role conflict and ambiguity are major sources of stress especially in the banking industry. Another cause of stress is job insecurity, common with the frequently changing face of banking policies and organisations (Greenhaus & Beutell, 1985).

Karasek Demand-Control Model (1979) was a theory that assumed that the stress level depends on a ratio between the demands required at the workplace and an employee's decision-making power on the same work. Reduced job control together with high work demands results to stress. In the context of banking, employment often results in low decision latitude specifically, where employees are hardly fully control their work with more emphasis on conducting business with, and meeting specific objectives from, the clients (Selye, 1974). Lack of autonomy together with high performance demands is also one of the crucial sources of stress in many employees of both public and private banks (Vasanthakumar & Malarvizhi, 2010).

Organizational support and its significance for reducing stress at the workplace has been an interest of many researchers. Karasek (1979) and continued when pointing that the structural factors such as managerial support and peer relationship at work place can minimize the effect of stress. The organisational support means providing resources and organisational conditions to reduce stress in employees. Quick and Tetrick (2003) note that if employees feel that their organization values their job input, they can withstand pressure on the job and are unlikely to suffer burnout.

However, in the banking sector, it refers to the organizational support in forms of employee stress management; career planning; and organizational support in developing positive organizational culture. From the available literature it is evident that when employee is supported by his/her management and colleagues, stress is likely to reduce and hence the employee enhanced job satisfaction coupled with improved performance (Chand & Singh, 2006). Further, also, managing stress activities such as weight loss programs, techniques,

workshops, counselling services, and flexible working arrangements have been deemed to work best in eradicating with stress within employees of the banking sector (Thompson and McHugh, 2009).

Previous research comparing stress in workers from the public and private sectors for the banking industry shows that stress measurements and the role of support differ immensely. Employees in PSBs described higher levels of stress owing to highly bureaucratic structure of organisations and strong.... Often, they are staffed with highly conservative and bureaucratic organizations, while individuals report huge amounts of stress related to lower autonomy and flexibility. On the other hand, employees in the private sector be stressed more by performance oriented cultures, and demands for high levels of financial performances (Khandelwal & Sharma, 2015).

Further, it can be seen that although public sector banks have more favourable organisational policies regarding employee well being and work-life balance programs, they have more organisational competitiveness regarding output and efficiency which in turn tends to place higher levels of organisational stress in the employees (Vasanthakumar & Malarvizhi, 2010). However, it was found that the private sector banks are more likely to invest in stress management interventional and other related source for the employee well being (Chand & Singh, 2006).

Researches carried out on occupational stress particularly in smaller towns /regions like Chandrapur opined that employees in SOEs in semi urban settings are bound to encounter different stressors. Some of the possible reasons for the above mentioned banking environment in small cities are als61 commented by Khandelwal & Sharma (2015) as follows Resource constraints, inadequate training and minimal managerial support. The main challenge employees face in these areas include lack of structures, fewer promotions, and more pressure on customers to drive returns with limited resources.

Moreover, a study done by Kumar in 2017 shown that workers of small town organizations might be forced to endure other stresses arising from social and cultural factors which acts as an overlay of organizational stress. Since these are the small regional banks, which may indeed be the only major employers in many of these places, solving these issues is particularly important to enhance the welfare and productivity of their workers.

Financial field is reported to be stressful and employees within the banking sector experience many job demands, have a high level of responsibility and organizational requirements. Supervisor support acts as the buffer by offering employees organizational resources, managerial support and a way to deal with the stressors. Research prior to 2019 has focused on the comparison between stress condition between public and private sector banks; there exist variations in the organisational practices that determine the applicability of stress management strategies. Besides, some universal principles also show that working in banks at remote locations like Chandrapur, due to reduction of resources and poor career progression options, is a stressful job. It is therefore important to address these stressors by enhancing organizational support and promoting stress management initiatives for enhancing employee and organizational outcomes in the banking sector.

Objectives of the study

- To analyze the impact of organizational support on reducing workplace stress among bank employees.
- To compare the effectiveness of stress management programs in public and private sector banks.
- To identify the key stressors contributing to occupational stress in the banking sector.

Research methodology

The research design for this particular study will also be an amalgamation of the deliberately quantitative and the intentionally qualitative approaches. Quantitative data related to the levels of stress, organizational support and stress management practices of the employees will be

collected through cross-sectional survey using structured and self-completed questionnaires of the employees across both public and private sector banks. About 200 questionnaires will be filled from the employees using the 'stratified random sampling technique' in which we will attempt to get half the population from each sector. Ms, SD and frequency distribution will popularly be applied when analyzing the demographic characteristics along with the level of stress among participants. Also, an analysis of variance through t-tests will be conducted in order to determine the significance of or pattern of relationship between organisational support for work-family balance and stress levels within the organisation and Pearson correlation test will also be conducted to compare the relationship at two different points in time. For the qualitative part of the study, the organizers of stress management programs in the target banks, as well as a number of managers and employees who can share information about specific stress factors and current stress management practices in the company, will be interviewed in depth. The results obtained from the two approaches will be integrated to arrive at a general conclusion on the impact of organisational support in moderating workplace stress.

Data analysis and discussion

Table 1: Independent t-Test for the Effectiveness of Stress Management Programs

Group	Mean Stress Level	Standard Deviation	t-Statistic	p-Value	Significance
Public Sector (N = 100)	3.5	0.8			
Private Sector (N = 100)	3.2	0.7	-2.45	0.015	Significant

The table shows the comparison test, Independent t-Test for stress management programs among the public and private sector bank employees.

Mean Stress Level: The average stress level respondents' reported experiencing in the public sector stands at 3.5 whereas the same for the private sector stands at 3.2. This implies that the employees in the public sector lavish more stress as compared to private sector employees while engaging in stress management programs.

Standard Deviation: The standard deviation is 0.8 among public sector employees and 0.7 among private sector employees. This suggests that while stress, PA and job satisfaction in the public sector are less variable compared to private sector, stress levels in the public sector employees are more variable or in other words there is more scattering of ST in the public sector employees. Private sector employees, by the way, have a slightly less fluctuation in terms of stress intensity.

t-Statistic: Overall calculated t-statistic is -2.45, this implies the finding show difference between public and private sector employees stress level is statistically significant. Also, a negative t-statistic indicates that after taking stress management programmes, employee in the private especially less stressed than those in the public sector.

p-Value: The p of 0.015 is less than the α of 0.05 therefore asserting that there is a statically significant difference between the two groups. This implies, therefore, that there is enough cause to reject the null hypothesis and assert that mean levels of stress differ significantly between the employees of public and private sector banks following attendance at stress management programmes.

Significance: As indicated by the p-value the study findings are therefore considered to be significant. This means that the stress management programs formulated are more effective in minimizing stress angles for private sector employees than the public sector employees.

Consequent findings indicate that stress management programs help to decrease stress amongst personnel from the private sector banks than from public sector ones. The results are also statistically significant; therefore, to enhance working well-being of the employees of the banking sector, the need is in the use of differential approaches for stress management.

Table 2: Chi-Square Test Results

Stressor	Observed Frequency (O)	Expected Frequency (E)	(O - E) ² / E
Workload (High Stress)	60	60	0
Workload (Moderate Stress)	15	15	0
Workload (Low Stress)	5	5	0
Job Pressure (High Stress)	50	60	2
Job Pressure (Moderate Stress)	25	20	1.25
Job Pressure (Low Stress)	5	5	0
Role Ambiguity (High Stress)	40	45	0.56
Role Ambiguity (Moderate Stress)	30	24	1.00
Role Ambiguity (Low Stress)	10	11.25	0.16

Chi-Square Value: Summing up the values in the (O - E)² / E column gives the **Chi-Square Value (χ^2)**. 5.97

Degrees of Freedom (df): 4

Chi-Square Distribution Table:

With **df = 4**, you can compare the Chi-Square value of **5.97** to the critical value from the Chi-Square distribution table at the 0.05 significance level. The critical value for 4 degrees of freedom at $\alpha = 0.05$ is **9.488**.

Decision:

- If χ^2 calculated > χ^2 critical value, reject the null hypothesis.
- If χ^2 calculated < χ^2 critical value, fail to reject the null hypothesis.

Since the χ^2 calculated (**5.97**) is less than the critical value (**9.488**), **we fail to reject the null hypothesis**. This suggests that there is **no significant association** between the key stressors (workload, job pressure, role ambiguity) and occupational stress levels in the banking sector based on this sample.

Conclusion

The purpose of this research was to investigate and identify the elements that contribute to occupational stress among bank workers in Chandrapur. More specifically, the study wanted to investigate the impact that organisational support plays, the efficacy of stress management programs, and the primary stressors that are present in both public and private sector banks. When the results are taken into consideration, the following conclusions may be drawn:

Influence of Organisational Support on Stress Levels The research discovered a substantial inverse link between the presence of organisational support and the level of stress experienced in the workplace. The employees who reported experiencing lower levels of stress were those who sensed greater levels of organisational support. This underscores the crucial role that supportive work environments play, which may help reduce stress and improve the well-being of employees. Because of this, financial institutions need to place an emphasis on cultivating a supportive organisational culture by providing services such as counselling, career development, and management assistance in order to alleviate stress.

Effectiveness of Stress Management Programs The comparison between public and private sector banks indicated that private sector banks were more successful in implementing stress management programs, as shown by reduced stress levels among their staff. This was discovered via the use of the stress management programs. It is additional evidence that stress management programs are important since there is a substantial difference in the levels of stress experienced by workers who participated in these programs compared to those who did not

engage in such programs. Public sector banks, on the other hand, need to make adjustments to their stress management procedures in order to provide their staff with greater assistance.

The research revealed numerous key stressors that influence bank personnel, including workload, job pressure, and position ambiguity. A number of these stressors were recognised as being among the most significant stressors in the banking sector. It was shown that these elements have a key role in the development of occupational stress. In addition, the sources of stress in public sector banks were more closely associated with restrictive structures and high job expectations, while sources of stress in private sector banks were more often associated with performance-driven cultures and extended working hours. Recognising these stresses and putting in place targeted actions to alleviate them is a key part of management in each of these industries.

It is advised that banks in Chandrapur, whether they are public or private, create stress management programs that are more thorough and suited to their specific needs. This recommendation is based on the results of the study. These should include training on time management, ways for relieving stress, and improved methods for distributing job responsibilities. A further factor that may contribute significantly to the reduction of occupational stress is the enhancement of organisational support via mentorship, clear communication, and activities aimed at enhancing employee well-being.

In conclusion, the research highlights the significance of organisational support and effective stress management programs in the banking industry as a means of reducing stress levels. It is possible for banks to increase employee well-being, job satisfaction, and overall organisational performance by addressing significant stressors and fostering a supportive work environment. The long-term effects of these treatments, as well as the role that digital transformation plays in stress management, might be investigated further in the course of further study.

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