

Stress Management in Employees of Recently Merged Banks in India

Banoth Sai Kiran Naik and Dr. Rampilla Mahesh

Abstract--- *Stress causes because of numerous factors at work place, which cannot be ignored. Employees try to manage the stress during the course of the work because of severe consequences. Merger is a combination of different businesses in the market, which means different business cultures to be gathered and functioned as a single entity in order to get gains, opportunities and strengthen themselves. In fact different business cultures create inconvenience to the crew of the organization, which leads to stressful environment. Stress decreases the productivity and makes them feel insecure at the workplaces. Research is aimed to study the stress factors post-merger and the techniques used to manage stress of recently merged Banking Companies in India.*

Keywords--- *Banks, Amalgamation, Stress, Employees.*

I. INTRODUCTION

Stress is an inevitable factor of employees in contrast with the past. Banking industry employees are having more stressful work life since the work pressure is heavy. When a merger happens in any sector, it creates tension in the employees. They will be insecure about their job, the designation they hold in the organization and their chance of being retained in the organization. In fact, merger and acquisition aims at the advantages and opportunities that they can tap on and strengthen themselves. On the contrary there are chances that any employee may lose their job, or anyone who had a chance of getting promoted loses it and people may be deteriorated. All these create worry in an employee and causes stress in them.

In the recent past, Dena Bank, Vijaya Bank and Bank of Baroda were amalgamated. The government had declared the blend of these three banks during September 2018. It gives Bank of Baroda an added advantage of becoming a globally competitive financial institution as quoted by the Union minister Ravi Shankar Prasad. The government of India has an excellent vision to strengthen the banking industry. It creates the country's 3rd prevalent lender. As per the Scheme of merger, Vijaya Bank shareholders will get 0.402 ordinary shares of Bank of Baroda for every 1 share; Dena Bank shareholders will get 0.110 shares for every 1 share of Bank of Baroda.

Afterwards all stakeholders associated with Bank of Baroda. Although it was assured that there wouldn't be any insecurity in the jobs of employees, they may find themselves stressed up as the identity were associated with and the management under which they had worked would also change. There are chances of more domination by the management of large bank, here Bank of Baroda. There are chances of transfer of employees in case of surplus in many pockets to far off places. Also banks may be urged to offer VRS to employees over 50 years of age or those with 25 years of experience. There are also chances of losing highly talented and skilled employees.

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All these factors give rise to stress in the employees which directly or indirectly leads to reduced productivity, tension, demotivation, and other pressures. This study aims at understanding the factors that causes stress in employees of banking sector before and after the merging of banks, and the techniques employed to overcome stress.

II. OBJECTIVES

To examine the stress level of employees after the merger in the recently merged banks in India

To identify the technique followed by employees to manage the stress.

III. METHODOLOGY

Research work done with the support of data primary as well as secondary data. A survey conducted in 3 different banks which were recently merged namely, Vijaya bank, Dena bank and Bank of Baroda. Survey conducted in various branches of all the three banks. The sample for the study includes 50 employees of 3 different banks in Mysore which were recently merged.

IV. REVIEW OF LITERATURE

Mrs. Caral Lopes & Ms. DharaKachalia, (2016) have examined the survey on banks and found that there is an acute relationship between the working culture of the banks and demographical factors of employees, in turn, there has been positive impact on occupational stress.

B Kishori& B Vinothini, (2016) have found that productivity of bank employees and related stress associated with professional and personal life factors of employees in a bank. The study has identified that the stress factors can be minimized. All inter-personal factors between professional and personal life can achieve the feasible solution to reduce the work in its official target.

Priyanka Das & AlokKumar Srivastav, (2015) have identified that the improved infrastructure, moral support from the employer side towards the well-being of employees banks must manage level of stress among employees, it's proved in the public sector banks. Although, there has been predominant incentives from the private sector banks compare with public sector, there was high degree stress among employees.

Ementa& Christiana Ngozi, (2015) have observed in their research that there has been high degrees stress among secretarial or clerical based nature employees than office cadre. There has been strong recommendation that to reduce the work load at possible effort from the management side to control their stress, which give the possible solution to reach their good amount revenue growth from this segment.

Dr P Kannan& Suma. U, (2015) has reported that the efficient and effective training programme to bank employees will enhance their productivity in expected rate at reasonable span of time in overcoming the stress level among employees. Dr Vishal Samarth& Dr.Mushtary Begum et al, (2014) in their research found out that the emotional factors are unavoidable in any occupation also does face 'stressful' situations as we find the factors which offer to control stress by friendly approach and effective planning in the situation.

Enekwe, Chinedu Innocent & Agu, Charles Ikechukwu et al, (2014) conducted a study based on the statistical calculation, male and female bankers not to differ significantly on their stress management technique and concluded that stress management is not gender sensitive or gender-sensitive.

Md. Hasebur Rahman & Md. Kamruzzaman, et al (2013) in their study considered the commercial bank as one of the occupational group functions under of high stress and the variables such as long working hour, workload, family sympathy, management pressure and job insecurity perceived stress stressors of commercial bank and their study also tells that these variables psychologically and mentally depress the employees which further keep them in stressed situation.

Tatheer Yawar Ali & Atif Hassan, et al (2013) in their study 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.

A. Sharmila & J. Poornima (2012) in their study on “Employee Stress Management in selected private banks in Salem” found out about the stress faced by the employees and various ways that should initiate by the management to overcome the escalating effect of stress on the employees.

Khurram Zafar Awan and Faisal Jamil (2012) in their research titled “A comparative analysis: Differences in overall job stress level of permanent employees in Private and Public sector banks” identified that the level of stress among bank employees are high in private sector due to its task-oriented assignment.

S. Katyal M. Jain and B. Dhanda (2011) in their article “A Comparative Study of Job Stress and Type of Personality of Employees Working in Nationalized and Non-nationalized Banks” explained about the side effects of facing stress which in return put them in the situation of handling the neural symptoms like emotional instability, nervous breakdown, etc.

Nadeem Malik, (2011) has been empirically proved the stress level of bank employees by comparing a public and private sectors banks. The study recommended that the optimistic approach with employees can give the remedial measure to overcome the biological reason to control the stress factors.

Alina Hy, (2010) has conducted a research survey on ‘stress management’ which shows that there is no correlation between among the profile factors and stress factor of bank employees.

Bashi & Usman, et.al (2010) have analyzed that job stress has high significant with performance, which can be controlled through pessimistic approach with employees in an organization.

V. DATA ANALYSIS

Table 1

| Variable | Category | Percentage |
|----------|----------|------------|
| Gender | Male | 46 |
| | Female | 54 |

Table 2: Variables

| Response | Percentage |
|--|------------|
| Respondents opinion on financial Re-engineering they are aware of | |
| Amalgamation | 32 |
| Merger | 40 |
| Reconstruction | 16 |
| Acquisition | 12 |
| Respondents opinion on work culture support | |
| Mostly supportive | 48 |
| Rarely supportive | 16 |
| Sometimes | 24 |
| Not at all | 12 |
| Respondents opinion on stress situation in the organization | |
| Mostly | 40 |
| Rarely | 16 |
| Sometimes | 28 |
| Not at all | 16 |
| Respondents opinion on stress mostly related to management | |
| Work environment | 32 |
| Supervision | 16 |
| Teamwork | 12 |
| Changes after merger | 40 |
| Respondents opinion on work satisfaction in the organization | |
| Greatly satisfied | 12 |
| Satisfied | 40 |
| Unable to determine | 20 |
| Not at all satisfied | 16 |
| Depressed | 12 |
| | |
| Respondents opinion on leave applied due to stress in last 6 months | |
| Yes | 40 |
| No | 60 |
| Respondents opinion on Total level of work load in past 6 months | |
| Decreased | 16 |
| Remain same | 24 |
| Increased | 40 |
| Haven't noticed | 20 |
| Respondents opinion on cause of stress with respect to work | |
| Dealing with colleagues | 0 |
| Administration | 28 |
| Hitting targets and deadlines | 48 |

| | |
|---|----|
| Long working hours | 8 |
| Job designation | 16 |
| Respondents opinion on Feeling of stress if they | |
| Feel work is not recognised | 32 |
| Lack of management support | 20 |
| Over competitive | 8 |
| Incentive policies not meeting expectations | 40 |
| Respondents opinion on Reporting of problems at work | |
| Superior | 24 |
| Colleagues | 28 |
| Section head | 20 |
| HR manager | 28 |
| Respondents opinion on Handling stress situation | |
| Optimistically | 24 |
| With the help of others | 32 |
| Depends on level of stress | 20 |
| Counseling | 20 |
| Respondents opinion on Effect of management support in handling | |
| Completely | 24 |
| To a certain extent | 30 |
| Satisfactory | 30 |
| Not at all | 16 |
| Respondents opinion on Increase in stress after Merger | |
| Yes | 60 |
| No | 40 |
| Respondents opinion on Strategies adopted to manage stress | |
| Time management | 32 |
| Entertainment measures | 16 |
| Optimistic approach | 8 |
| Division of work | 24 |
| Rest | 20 |
| Respondents opinion on Strategies adopted by top management to overcome stress | |
| Overtime pay | 32 |
| Entertainment measure | 24 |
| Division of work load | 12 |
| Change in incentives | 20 |
| Others | 12 |

VI. FINDINGS

- The personnel experienced stress in the organization and it has increased after the merger has happened.
- The workload of employees increased considerably after the merger.
- Most of the work related stress rises out of hitting targets and deadlines and feel stressed.
- The incentive policies don't meet their expectations.
- The top management pressure is also one of the reasons for stress among employees.
- The employees divide work amongst them and manage their time accordingly to avoid stress arising out of work and top management supports in this respect.
- Also the top management adopted strategies like overtime pay, division of work, entertainment measures, change in incentive policies and other recreational activities like yoga and pranayama.
- It's to be noted that the merger hasn't had a greater effect on employees as the amalgamation was from the beginning of current financial year. The findings are based on the effect of merger decisions and the stress they had started experiencing after the decision was made and the starting stage of amalgamation in the month of April.

VII. SUGGESTIONS

- The stress in employees can be managed by the following means:
- Since the stress has increased after the merger, management can make effective communication regarding the post-merger working and structure and roles & responsibilities of each employees.
- Division of workload that is in excess and time management should be properly executed so that there will not be any excess pressure on employees.
- The management should also pay for overtime work done by employees, and incentive policies should also be reviewed and recognition should be given to the work of employees.
- The top management shouldn't exert more pressure on employees and should focus on delegation of work properly.
- A flexi time system with adequate intervals and work management can be introduced so that it helps in reducing the stress in employees.
- Employee Assistance Programmes, counseling sessions, workshops on stress management, yoga and other such stress management and support activities can be initiated by the management.
- Welfare policies should be formulated with a view of catering to the needs of employees such as allowances, food coupons, good working environment, etc. can be provided so that it motivates the employees, and also helps to reduce their stress to a little extend.
- The management can get help from psychologist to formulate stress management techniques and implement it successfully, or can hire a part time psychologist to work with them.

VIII. CONCLUSION

This study was conducted to find out the stress level of employees after the merger in the recently merged banks

in Mysore and the techniques used by the banks to overcome and manage stress level. This study was conducted among banking employees of various branches of Bank of Baroda, Vijaya bank and Dena bank in Mysore. The results show that the stress in employees has increased after the merger, and the techniques used by banks such as division of work, time management, overtime pay and incentives, and other supportive activities help them in managing stress.

There were many research articles that served as a base for this study. Akankshi Singh and Dr.R.P.Gupta, in their research article titled Stress Management of Banking Sector Employees concludes that management encourage employee development and training interventions for employees. Since 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.

The finding of their study supports my research study as well. It will help the management in developing more effective techniques to manage stress among employees. This would not only be beneficial for the management but also would help individual employees to manage their stress at workplace.

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