

## **Job Satisfaction and Occupational Stress among Public and Private Bank Employees**

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### **Abstract**

The study discusses the emerging research concerned with the effect job satisfaction on occupational stress experienced among bank employees. The sample of the study comprised of respondents selected purposively. Job Satisfaction Scale (Dr. Amar Singh & Dr. T. R. Sharma) and Occupation Stress Index (Dr. A.K. Srivastava & Dr. A.P. Singh) were used for data collection. Results revealed that two-third of the participants are satisfied with their jobs and almost one-third of the bank employees have low job stress. The results showed that job satisfaction and occupational stress are negatively correlated. Test confirmed that there is no difference in the experience of job satisfaction between public and private banks employees.

**KEYWORDS:** Job Satisfaction, Occupational Stress and Banks employees.

### **Introduction**

Stress may be explained by differently by different people, and it consists of varied causes, symptoms and treatment. Stressors can stimulate from financial issues, work, family, school and major changes in life. The associated health uncertainties can have a great impact on the body's nervous, cardiovascular, digestive and immune system. In addition to this stress paves the way to many diseases comprising of hypertension, obesity and cancer. It can be caused from many origins and can be tackled just in a day or last for several years too.

Job satisfaction is defined as the extent of specific inner state or behaviours that workers show towards their works. When an individual regards that he has great job satisfaction. It is directly linked to his likings of his job.

**In the words of Cranny, Smith and Stone ,1992**, job satisfaction can be defined as is workers' emotional quality with regard to the work, keeping in mind that what they feel and what they really get result out of it. Nevertheless a worker having low expectations can be more satisfied with a specific job compared to one who has high expectations for the same job.

The present paper aims to delve deeper to explore the co-relationship exist between job satisfaction and occupational stress amongst public and private bank employees.

### **Job Satisfaction and Occupational Stress**

According to **Locke (1976)** job satisfaction is a positive attitude resulting from the perception of one's job as fulfilling one's needs. In occupational stress model, it was found that job stress and job satisfaction are distinct, but highly interrelated variables. According to **Seaward's (2005)** findings, the ability of employees to properly control and manage their job stress will lead to have higher job satisfaction.

### **Review of Literature**

This chapter deals with the review of literature, which is an important aspect of any research. It helps to trace out the past trends in any particular branch of knowledge about the subject. The review of literature helps to identify the areas of

research. Several attempts have been made by numerous researchers to demonstrate the relation among variables, job satisfactions and occupational stress. In this chapter, the researcher reviewed existing literature and researches related to job satisfaction and occupational stress. The relevant literature and studies are revised in following two sections.

A. Studies related to Job satisfaction

B. Studies related to Occupational stress

#### **A. Studies related to Job satisfaction**

Shallu Sehgal (2012) carried out a research to find out the influence of socio-economic variables on job satisfaction among 60 private and public sector banks employees in Shimla district of Himachal Pradesh. She concluded that socioeconomic variables including age, sex, and income, are significantly correlated with job satisfaction of employees. It was also found that employees in older age group were more satisfied than the employees in younger age group.

The same results are found in the researchers; Hulin and Smith, 1965; Aldag and Brief, 1975; Ronen, 1978; Staines and Quinn, 1979; Rhodes, 1983; Larwood, (1984); Saal & Knight, (1988); Mc Nelly R.L. (1989) Lee and Wilber, Loscocco, 1990; Billingsley & Cross, 1992; Cramer, 1993; Savery, 1996; Ang et al., Belcastro & Koeske, 1996; Spector, 1997.; Nasser, Jones Johnson & Johnson, (2000); Abdulla, Parasuraman and Uli, 2009; Wangai, 2012 ; Oladipo, Uchenna and Unuoha, 2013; Mukuni, 2013 and Al-Kahtani and Zangul, 2014;

Naik (1992) concluded the impact of gender, education, and marital status on the job satisfaction of teaching assistants of Baroda University in the state of Gujarat. A sample of eighty five teachers of different faculties of Baroda University were selected. The data were collected with the help of self developed Job Satisfaction Questionnaire. Findings of the research were; (1) there is no significant difference in job satisfaction between male and female college teachers, (2) the positive association exists between education and job satisfaction and, (3) unmarried teachers have higher satisfaction than the married teachers.

Al-Ajmi (2006) investigated the consequences of gender disparities on job satisfaction in Kuwait, and concluded that there are no important disparities based on gender.

Similar results were also found in research conducted by many psychologists; Quinn, Staines, & McCullough 1974; Bruning & Snyder, 1983; Tait et al. (1989) Bilgic (1998); ), Linz ( 2003); Oshagbemi (2003); Eskildsen et al. (2004), Garcia-Bernal et al. (2005) Koyuncu et al. (2006 ) Frye and Mount (2007)

A study conducted by study conducted by Sullivan (1981) and Sinatra (1982) Arcom (1983) indicates the association between length of service and job satisfaction by using on 192 teachers. The two-way analysis of variance applied to the data of 192 teachers. It is concluded that faculty members having 10 years of experience were more satisfied than teachers having more than 15 years of experience. It is concluded that younger workers were more satisfied than the older workers. Non- Experienced employees were more satisfied than those with high experience.

Similar results are found in the research of many psychologists; Amirtash (1983); Kaur (1986) and Saveri (2009) Hulin and Smith (1965) Ronen (1978).

## **B. Studies related to Occupational stress**

Kaur in (2006) investigated the —Occupational Stress Amongst Engineers .The study consisted the sample of 525 engineers of junior engineers, assistant engineers, senior executive engineers, superintending engineers and chief engineers. Stress was found highest in the engineers of age below the age of 30 years. Younger employees due to late promotions and under or over utilization of capacity felt more stressed. Similar results are found in the research of many psychologists Vimala and Madhavi, (2009) Jeyaraj (2013) Affum-Osei et al, (2014 )Affum-Osei,( 2016).

Jamal Akhtar & Kushwaha (2015) have studied a study on the level of occupational stress among male and female employees in Public Sector Banks. The research design of this study is exploratory research. The objective of this study is to examine the level of stress among male and female employees working in public sector banks and to investigate their problems relating to working conditions, job role etc. The sample size of the study is 100 public sector bank employees (50 males and 50 females) in the age group of 25-50, clerks and scale 1 and 2 officers of public sector banks. Finding of the study expose that female employees perceive more stress than males. Similar results are also found in research of many psychologists such as , (Hall et al., 2006; Lengua & Stormshak, 2000; Matud, 2004; McDonough & Walters, 2001; Osorio, Cohen, Escobar, Salkowski-Bartlett, & Compton, 2003; Pines & Zaidman, 2003; Ritter, Hobfall, Lavin, Cameron, & Hulsizer, 2000; Roxburgh, 1996; Tytherleigh, Jacobs, Webb, Ricketts, & Cooper, 2007)

Reddy and Ramamurthy (1991) analyzed the influence of age on stress experience of a person. The sample consisted of 200 executives. The results revealed that executives in the age group of 41-50 experienced more stress than the age group of 51-60. Moderating Variables among executives experiencing stress include not only age but also the years of Service in the employment. Similar results are also found in research of many psychologists such as Beena and Poduval (1991) Aminabhavi and Triveni (2000) Vanagas et al (2004) Makhbul and Hasun (2011) Swaminathan P. S and Rajkumar S (2013)

### **Methodology**

The present study would focus on exploring a relationship between various demographics factors of bank employees on occupational stress and job satisfaction.

### **Experimental Design**

As previously mentioned, this study consists of three independent variables namely age, gender and length of service.

The Newman-Kauls test is also applied to find out the significant inter group difference or significant mean groups comparisons.

Thus, the results of this study are categorized into two parts-

- A. Occupational Stress and
- B. Job Satisfaction

## **MAIN EFFECTS-**

### **Occupational Stress**

#### **Age**

In the present investigation first factor was age in which 120 subjects were of about 30 years and 120 subjects were of about 50 years of age. We accept the

hypothesis that there will be no significant difference in the scores of occupational stress of male and female bank employees.

**Table-1**  
**Summary Table of Anova Test**

Source of Variation	SS	DF	MS	F	.05/.01 DF
A (Age)	294.79	1	294.79	1.336	3.86/6.70
B (Gender)	421.35	1	421.35	1.91	3.86/6.70
C (Length of Service)	31773.65	2	15886.82	72.016**	3.024/66
AB	2774.42	1	2774.42	12.58**	3.86/6.70
BC	2169.17	2	1084.58	4.92**	3.02/4.66
AC	1567.84	2	783.92	3.56*	3.02/4.66
ABC	1633.81	2	816.905	3.67*	3.02/4.66
Within Treatment Error	50296.9	228	220.60		
<b>Total</b>	<b>909324</b>	<b>239</b>			

\*\*denotes the significance at .01 levels of confidence

**Age-**

Means were concluded for both type of age (given in table)

**Table No.-2**  
**Inter Group Difference in Age**

A	N	Total	Mean
A <sub>1</sub> about 30 years	120	14265	118.875
A <sub>2</sub> about 50 years	120	14531	121.09

**Gender-**

This non significant result also indicates that gender has no significant impact on occupational stress.

**Table-3**  
**Intergroup difference in Gender**

Gender	Number	Total	Mean
B <sub>1</sub>	120	14239	118.66
B <sub>2</sub>	120	14557	121.31

**3. Length of Service-**

It can be noted that variable is significant factor at both levels.

**Table-4**  
**Inter group of Length of Service**

C	N	Total	Mean
C <sub>1</sub> 5 years	80	10776	134.7
C <sub>2</sub> 10 years	80	9491	118.64
C <sub>3</sub> 15 years	80	8529	106.62

**Interaction Effects-**

In addition to the main effects of the three independent variables, interaction effects among variables are also computed as shown in the summary table to ANOVA.

**Two Way Interactions**

**Age and Gender (A×B)**

the hypothesis that there will be no significant interaction, between age and gender of the subjects is rejected.

**Table No.-5**  
**Mean Occupational Stress Scores for Age and Gender**

A	B <sub>1</sub>			B <sub>2</sub>		
	Number	Total	Mean	Number	Total	Mean
A <sub>1</sub>	6849	60	114.15	7416	60	123.6
A <sub>2</sub>	7390	60	123.17	7141	60	119.01

**Gender and Length of Service B×C Interaction-**

The hypothesis that there will be no significant interaction between gender and length of service of the subjects is rejected.

**Table-6**  
**Mean Occupational Stress Scores for Gender and Los**

C	B <sub>1</sub>			B <sub>2</sub>		
	Number	Total	Mean	Number	Total	Mean
C <sub>1</sub>	5484	40	137.1	40	5292	132.3
C <sub>2</sub>	4689	40	117.23	40	4802	120.05
C <sub>3</sub>	4066	40	101.65	40	4463	111.58

**Age and Length of Service (A×C) Interaction-**

The hypothesis that there will be no significant interaction between age and length of service of the subjects is rejected.

**Table-7**  
**Mean Occupational Stress Scores for Age and Length of Service (A×C)**

C	A <sub>1</sub>			A <sub>2</sub>		
	Number	Total	Mean	Number	Total	Mean
C <sub>1</sub>	40	5486	137.15	40	5290	132.25
C <sub>2</sub>	40	4608	115.2	40	4883	122.07
C <sub>3</sub>	40	4171	104.27	40	4358	108.95

**Three way interaction A×B×C-**

**Age, Gender and Length of Service (A×B×C) Interaction-**

The hypothesis is that there will be no significant interaction among age, gender and length of service, is rejected.

**Table-8**  
**Mean table for A×B×C Interaction**

C	B <sub>1</sub> (Male 30 years)			B <sub>2</sub> (Female 30 years)			B <sub>1</sub> (Male 50 years)			B <sub>2</sub> (Female 50 years)		
	No.	Total	Mean	No.	Total	Mean	No.	Total	Mean	No.	Total	No.
C <sub>1</sub>	20	2709	135.45	20	2777	138.85	20	2775	138.75	20	2515	125.75
C <sub>2</sub>	20	2152	107.06	20	2456	122.8	20	2537	126.85	20	2346	117.3
C <sub>3</sub>	20	1988	99.4	20	2183	109.15	20	2078	103.9	20	2280	114

**Job Satisfaction**

**Age**

In the present investigation first factor was age in which 120 subjects were of about 30 years and 120 subjects were of about 50 years of age. We accept the hypothesis that there will be no significant difference in the scores of Job Satisfaction of male and female bank employees.

**Table-1**  
**Summary Table of Anova Test**

Source of Variation	SS	MS	DF	F	.05/.01 DF
A (Age)	12.15	12.15	1	.488	3.86/6.70
B (Gender)	14.02	14.02	1	.563	3.86/6.70
C (Length of Service)	3019.5	1509.75	2	60.56**	3.02/4.66
AB	48.59	48.59	1	1.950	3.86/6.70
BC	236.27	118.135	2	4.739**	3.02/4.66
AC	148.59	74.295	2	2.980	3.02/4.66
ABC	28.41	14.205	2	.570	3.02/4.66
Within Treatment Error	568.34	24.93	228		
<b>Total</b>	<b>9190.93</b>	<b>239</b>			

\*\*denotes the significance at .01 levels of confidence

It leads us to conclude that age is not an important factor in job satisfaction. In order to know as the ss of job satisfaction has minimum and of which has minimum job satisfaction, means were concluded for both type of age (given in table).

**Table No. 2**  
**Inter Group Difference in Age**

A	N	Total	Mean
A <sub>1</sub> about 30 years	120	11281	94.01
A <sub>2</sub> about 50 years	120	11335	94.46

A glance at table reveals that age score mean for A<sub>1</sub> is 94.01 and the mean for A<sub>2</sub> is 94.46. It clearly indicates that there is no significant difference between mean of about 30 years and of about 50 years of age subjects, which support our hypothesis. A

close look on bar diagram also indicates that the subjects of about 30 years and of 50 years of age have average job satisfaction.

**Gender**

The second independent variable for investigation, i.e. gender of the subjects is also varied at two levels-male and female. This non significant result also indicates that gender has no significant impact on job satisfaction.

**Table-3**  
**Inter-group difference in Gender**

Gender	Number	Total	Mean
B <sub>1</sub>	120	11281	94.23
B <sub>2</sub>	120	11335	94.68

The main effect represents a comparison between the means. The mean for B<sub>1</sub> is 94.23 and the mean for B<sub>2</sub> is 94.68 shows that there is no significant difference in the scores of job satisfaction for male and female.

**3. Length of Service**

This significant result also indicates that length of service has a significant impact on job satisfaction. It may also be noted that job satisfaction was high, moderate and low in the C<sub>1</sub> (5 years), C<sub>2</sub> (10 years), C<sub>3</sub> (15 years) respectively.

**Table-4**  
**Showing the Inter group difference in Length of Service**

C	N	Total	Mean
C <sub>1</sub> 5 years	80	7161	89.51
C <sub>2</sub> 10 years	80	7610	95.13
C <sub>3</sub> 15 years	80	7845	98.06

**Interaction Effects**

In addition to the main effects of the three independent variables, interaction effects among variables are also computed as shown in the summary table of ANOVA.

**Two Way Interaction**

**Age and Gender (A×B)**

The non-significant interaction between age and gender also indicated that the difference between the means of A<sub>1</sub> and A<sub>2</sub> for the first factor of B is not-significantly different from the difference of B.

**Table No. 5**  
**Mean Job Satisfaction Scores for Age and Gender**

A	B <sub>1</sub>			B <sub>2</sub>		
	Number	Total	Mean	Number	Total	Mean
A <sub>1</sub>	5599	60	93.32	5680	60	94.67
A <sub>2</sub>	5682	60	94.7	5655	60	94.25



Thus, the hypothesis that there will be no significant interaction between age and gender is accepted.

**Table No. 5**  
**Ordered Mean**

Group Compared Ordered Mean A <sub>1</sub> B <sub>1</sub>	1	2	3	4	Range
	A <sub>1</sub> B <sub>1</sub>	A <sub>2</sub> B <sub>2</sub>	A <sub>2</sub> B <sub>1</sub>	A <sub>1</sub> B <sub>2</sub>	
	93.32	94.25	94.67	94.7	
A <sub>1</sub> B <sub>1</sub> (93.32)	-	.93	1.35	1.38	4
A <sub>2</sub> B <sub>2</sub> (94.25)	-	-	.42	.45	3
A <sub>2</sub> B <sub>1</sub> (94.67)	-	-	-	0.03	2
A <sub>1</sub> B <sub>2</sub> (94.7)	-	-	-	-	-

\*\*denotes the significance at .01 levels of confidence

**Gender and Length of Service B×C Interaction**

The hypothesis that there will be no significant interaction between gender and length of service of the subjects, is rejected.

**Table- 6**

**Mean Job Satisfaction Scores for  
Gender and Length of Service**

C	B <sub>1</sub>			B <sub>2</sub>		
	Number	Total	Mean	Number	Total	Mean
C <sub>1</sub> (5 years)	40	3517	87.93	40	3644	91.1
C <sub>2</sub> (10 years)	40	3836	95.9	40	3744	93.6
C <sub>3</sub> (15 years)	40	3926	98.15	40	3919	97.98

**Table-7**

Group Compared Ordered Mean	1	2	3	4	5	6	R
	B <sub>1</sub> C <sub>1</sub>	B <sub>2</sub> C <sub>1</sub>	B <sub>2</sub> C <sub>2</sub>	B <sub>1</sub> C <sub>2</sub>	B <sub>3</sub> C <sub>3</sub>	B <sub>1</sub> C <sub>3</sub>	
	87.93	91.1	93.6	95.9	97.98	98.15	
B <sub>1</sub> C <sub>1</sub> (101.65)	-	3.17	5.67**	7.97**	10.05**	10.22**	6
B <sub>2</sub> C <sub>1</sub> (111.58)	-	-	2.5**	4.8**	6.88**	7.05**	5
B <sub>2</sub> C <sub>2</sub> (117.23)	-	-	-	2.3**	4.38**	4.55**	4
B <sub>1</sub> C <sub>2</sub> (120.05)	-	-	-	-	2.08**	2.25**	3
B <sub>3</sub> C <sub>3</sub> (132.3)	-	-	-	-	-	0.17**	2

To find out the significant mean group comparison Newman-Kauls test is applied.

**Age and Length of Service (A×C) Interaction**

The hypothesis that there will be no significant interaction between age and length of service of the subjects, is accepted.

**Table-8**

**Mean Job Satisfaction Scores for Age and Length of Service (A×C)**



C	A <sub>1</sub>			A <sub>2</sub>		
	Number	Total	Mean	Number	Total	Mean
C <sub>1</sub>	40	3616	90.4	40	3545	88.63
C <sub>2</sub>	40	3773	94.33	40	3837	95.93
C <sub>3</sub>	40	3892	97.3	40	3953	98.83

To find out the significant mean group comparison Newman-Kauls test is applied.

**Table-10**  
Mean table for A×B×C Interaction

C	B <sub>1</sub> (Male 30 years)			B <sub>2</sub> (Female 30 years)			B <sub>1</sub> (Male 50 years)			B <sub>2</sub> (Female 50 years)		
	Number	Total	Mean	Number	Total	Mean	Number	Total	Mean	Number	Total	Mean
C <sub>1</sub>	20	1760	88	20	1856	92.8	20	1757	87.85	20	1788	89.4
C <sub>2</sub>	20	1891	94.55	20	1882	94.1	20	1945	97.25	20	1892	94.6
C <sub>3</sub>	20	1948	97.4	20	1944	97.2	20	1978	98.9	20	1975	98.75

**Table-9**  
Ordered Mean

Group Compared Ordered Mean	1	2	3	4	5	6	R
	A <sub>2</sub> C <sub>1</sub>	A <sub>1</sub> C <sub>1</sub>	A <sub>1</sub> C <sub>2</sub>	A <sub>2</sub> C <sub>2</sub>	A <sub>1</sub> C <sub>3</sub>	A <sub>2</sub> C <sub>3</sub>	
	88.63	90.4	94.33	95.93	97.3	98.83	
A <sub>2</sub> C <sub>1</sub> (88.63)	-	1.77**	5.7**	7.3**	8.67**	10.2**	6
A <sub>1</sub> C <sub>1</sub> (90.4)	-	-	3.93**	5.53**	6.9**	8.43**	5
A <sub>1</sub> C <sub>2</sub> (94.33)	-	-	-	1.6**	2.97**	4.5**	4
A <sub>2</sub> C <sub>2</sub> (95.93)	-	-	-	-	1.37**	2.9**	3
A <sub>1</sub> C <sub>3</sub> (97.3)	-	-	-	-	-	1.53**	2

\*\*denotes the significant at .01 level of confidence

**Three way interaction A×B×C**

**Age, Gender and Length of Service (A×B×C) Interaction**

The hypothesis is that there will be not-significant interaction among age, gender and length of service, is accepted.

**Conclusion-**

This chapter is concerned with the results and the descriptions of the results for three factor in terms of significant and non significant effects are yielded by employing analysis of variance.

**Related to Occupational Stress**

1. The effect of age on occupational stress in non significant.
2. The effect of gender on occupational stress in non significant.
3. The effect of length on occupational stress is significant.
4. The interaction between age and gender is significant.
5. The interaction between gender and length of service is significant.
6. The interaction between age and length of service is significant.
7. The last interaction between age, gender and length of service is also found significant in this study.

### **Related to Job Satisfaction**

1. The effect of age on job satisfaction is non-significant.
2. The effect of gender on job satisfaction is non-significant.
3. The effect of length of service on job satisfaction is significant.
4. The interaction between age and gender is non-significant.
5. The interaction between gender and length of service is significant.
6. The interaction between age and length of service is non-significant.
7. The interaction between age, gender and length of service is non-significant in the present context.

### **Suggestions for Further Research**

This research is useful and helpful to understand the nature of occupational stress and job satisfaction of bank employees with special reference to length of service. The investigator has contributed to the industrial/applied psychological researches, in the sense, that this research work, as a whole, will be the source of motivation for students, teachers, industrial professionals and for all those person working in the field of occupational stress and job satisfaction in industrial psychology.

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