



# AN ANALYTICAL STUDY ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND WORK STRESS AMONG BANK EMPLOYEES OF SBI & ICICI BANK IN MEERUT

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## Abstract:

Job satisfaction is a goal that many employees strive for but few achieve. Organizations must understand the factors contributing to employee happiness and how they affect company performance. Work stress and employee job satisfaction are two essential workplace issues for modern organizations. This research study investigated the impact of work stress on bank employees' job satisfaction to identify this scenario in banks. It also looked at the relationship between work stress and job satisfaction among bank employees. In order to analyse data, ANOVA and Correlation analysis were used on a sample of 298 SBI and ICICI bank employees, and the results showed that work stress has an impact on job satisfaction, and both work stress and job satisfaction were negatively correlated.

**Key Words:** Job Satisfaction, Work Stress, Bank Employees.

## Introduction:

Job satisfaction refers to the negative feelings that arise when one perceives one's job as a barrier to fulfilling one's values. Three variables are present in each work appraisal process: a perception of the job's aspect, a value system, and an assessment of the link between the perception and the value system. Job satisfaction is the difference between what they expected and what they received from their job. Indeed, a worker with low expectations may be more satisfied with his or her job than one with high expectations. One is happy and satisfied if the job meets or exceeds one's expectations. Job satisfaction refers to an individual's positive attitude about the work position that he is now occupying, as well as the pleasant feeling state that results from the appraisal of one's job as accomplishing or facilitating one's worth.

Murali, E. Basuki, and S. Dharmono (2009) said that work-related stress is considered harmful when there is a mismatch between job requirements and workers' capabilities, resources, or needs. Job satisfaction is defined as feelings of fulfilment that result from a positive assessment of one's job and the realization that one's job assists one in achieving one's goals. People want to achieve certain goals and values. They are satisfied with their profession if it helps them achieve their goals. Job satisfaction is a collection of emotions associated with one's work. It can also be defined as emotional or affective reactions to different aspects of a situation. These sensations are caused by the disparity between what is expected from the job and what is actually experienced, as well as comparing this disparity to other employment. Workplace stress is a significant factor in job satisfaction. When used as a motivator, work-related stress promotes creativity and satisfaction, thereby eliminating boredom and monotony. When stress has a negative impact, it causes hostility and low job satisfaction. Every job has stressful moments, but disgruntled employees are more likely to experience them on a daily basis. Those who are dissatisfied with their jobs and work environments will become restless. They may express their dissatisfaction with projects, managers, clients, or co-workers more frequently. Every company should strive to eliminate job dissatisfaction among their employees. After all, dissatisfied employees are less productive, which has a negative impact on the organization as a whole. Employees who are dissatisfied with their jobs are less likely to be motivated, have a bad attitude, and perform poorly. Furthermore, a dissatisfied workforce breeds widespread discontent, leading to increased absenteeism and, in the worst-case scenario, higher employee turnover rates. Employees who are unhappy with their jobs are far more likely to experience and report workplace stress. Employees who are content or happy at work are far less likely to report being stressed at work. This is simply human nature: if a person is not doing something he or she enjoys, he or she is likely to be dissatisfied, and even minor events will stress him or her out. Job satisfaction is the pleasant feeling that a person has about their job as a result of an evaluation of its characteristics.

Interacting with co-workers and managers, adhering to organizational rules and regulations, meeting performance criteria, and putting up with difficult working conditions are all part of the job. It has been discovered that a person's level of job satisfaction and the holding of positive thoughts about the same concerned job has a positive association, whereas a person who is dissatisfied with his job has negative feelings about the job and organization. Every company strives to have happy employees. When employees are dissatisfied with their jobs, lack job involvement and lack loyalty to the company, a slew of negative consequences follow. Employees who are dissatisfied with their jobs may withdraw psychologically, physically, or even aggressively in retaliation for perceived wrongdoings. Satisfied employees may go above and beyond the call of duty for customers, keep perfect work records, and strive for excellence in all aspects of their jobs. The long-term consequences of job dissatisfaction are numerous.

Job satisfaction is a feeling that can have a positive or negative impact on one's job functions and responsibilities. It is critical to understand the concept of job satisfaction because there is no single solution that will satisfy all employees. Job satisfaction can also be defined as a positive attitude toward one's job, as well as a set of sentiments and beliefs that span the mental, emotional, and physical realms. Job satisfaction is also defined as an employee's emotional response to a variety of job-related aspects that results in pleasure,

comfort, confidence, rewards, personal advancement, and other opportunities, including upward mobility, recognition, and merit-based assessment with monetary remuneration. Job satisfaction can also be defined as an employee's overall emotional assessment of himself or herself in relation to his or her work. According to the majority of studies, work-related stress can be caused by a variety of factors.

### **Literature Review:**

**Paine, Carroll, and Lecte (1996)**, found in their survey that public managers were much less satisfied with their jobs than the similar group in the commercial and industrial sectors.

**Islam and Saha (2001)**, in their research study, evaluated the job satisfaction of bank officers in Bangladesh. The researcher found that the overall job satisfaction of bank officers was at a positive level and private bank officers have a higher level of job satisfaction than public sector bank officers. The researcher also concluded that gender and age differences have relatively lower level of impact on job satisfaction.

**Sahnawaz & Juyal (2006)**, focused on investigating the impact of job involvement and job satisfaction on organizational commitment. Organizational commitment is considered to be one of the most important and crucial outcomes of human resource strategies. Furthermore, employee commitment is seen as the key factor in achieving competitive performance.

**Green and Heywood (2008)**, performance-based pay allows for worker optimization while not crowding out intrinsic motivation, increasing overall satisfaction, satisfaction with pay, and satisfaction with job security.

**Nahar et.al. (2008)**, founded that the success of any organization greatly depends on its qualified, efficient, and dedicated workforce. This is also important to know how much satisfied the employees are in the organization with its current facilities, rules and regulations and other job-related factors, as their satisfaction level will definitely affect their job performance. The researcher also founded that the employees are moderately satisfied with their job. The most prominent factors are compensation and other benefits provided to them.

**N. Mallika et al. (2010)**, using a sample size of 400 discovered that private-sector bank employees are less satisfied with their job security than public-sector bank employees. The researcher also discovered that having a friendly relationship with coworkers and supervisors makes employees feel better and helps them to increase the organization's productivity.

**K. R. Sowmya et.al. (2011)**, identified the factors influencing job satisfaction of employees in the banking sector in Chennai. The researcher also by using the factor analysis identified that job suitability as well as the working condition and other interpersonal relationships among the workers were able to ascertain their level of satisfaction within the working domain.

**Sehgal (2012)**, conducted a comparative study of job satisfaction in two banks of the public and private sectors in Shimla. In the current research study, the researcher found that there is no significant difference in job satisfaction among employees of both public and private sector banks. The employees of both sector banks were equally satisfied with their job.

**Devi and Suneja (2013)**, the study attempted to determine the difference in job satisfaction between public and private sector bank employees. The results revealed that there is no statistically significant difference in the mean score of various aspects of job satisfaction. It also demonstrated that employees in both public and private sector banks are equally satisfied with their workplace.

**Khan, Ramzan, and Butt (2013)**, conducted a study to find out job satisfaction of Islamic banks' operational staff determined through organizational climate, occupational stress, age and gender. The researcher found that organizational climate and occupational stress have significant impact on the level of job satisfaction, and there is no significant relationship between age and level of job satisfaction under different organizational climates and occupational stressors.

**Aarti Chahal et.al. (2013)**, stated that an increase in level of various factors such as salary, performance appraisal, promotions, employee relationship with management and co – workers, training and development, work burden, and working hours directly increases the level of satisfaction of employees. The researcher also found these factors to be very important for an organization to grow.

**Aziz, Tabassum, and Farooq (2014)**, studied the comparison of job satisfaction of public and private university teachers on selected variables in Khyber Pakhtunkhwa. The study showed no significant difference between the perception of public and private university teachers and both public and private university teachers were same regarding their job satisfaction.

There are ample of studies focusing on job satisfaction and work stress among employees. It was found that there are several factors that may affect the satisfaction level of an employee such as salary, workplace environment, colleagues, age, and gender. Whereas on the contrary some studies indicated that variables like age and gender are not associated with the satisfaction level of the employees.

### **Objectives:**

1. To investigate the impact of work stress on employee job satisfaction at SBI and ICICI banks.
2. To comprehend the relationship between work stress and job satisfaction among employees of SBI and ICICI banks.

### **Hypothesis:**

**H01:** There is no significant impact of work stress on the Job satisfaction of bank employees.

**H01a** - There is no significant impact of Work Stress on the Job Satisfaction of employees of SBI.

**H01b** - There is no significant impact of work stress on the Job Satisfaction of employees of ICICI.

**H02:** There is no correlation between Work Stress and Job Satisfaction of employees in banks.

**H02a** - There is no correlation between Work Stress and Job Satisfaction of bank employees of SBI.

**H02b** - There is no correlation between Work Stress and Job Satisfaction of bank employees of ICICI.

### Research Methodology:

The primary data was collected in Meerut city by using a structured questionnaire consisting of a five-point Likert scale with a sample of 298 from each bank i.e., ICICI & SBI. The quantitative data received from the empirical survey was analysed using SPSS. Secondary data has been collected from published books, journals, websites, and magazines.

### Data Analysis & Interpretation:

The below table provides the frequency and proportion of respondents for each of the descriptive variables such as “Gender, Age, Marital Status, Designation, and Work Experience. This information was used to assess the demographic profile of the respondents.

Demographics		SBI	ICICI
Gender	Male	149	149
	Female	149	149
	<b>Total</b>	<b>298</b>	<b>298</b>
Marital Status	Unmarried	77	161
	Married	221	137
	<b>Total</b>	<b>298</b>	<b>298</b>
Age	Up to 25	89	126
	Up to 35	112	112
	Up to 45	46	38
	Above 45	51	22
	<b>Total</b>	<b>298</b>	<b>298</b>
Designation	Clerical	144	178
	Supervisor	82	77
	Officer	72	43
	<b>Total</b>	<b>298</b>	<b>298</b>
Experience	Less than 5 years	104	175
	5 – 10 years	80	46
	Above 10	114	46
	<b>Total</b>	<b>298</b>	<b>298</b>

The sample is distributed between male and female employees of ICICI & SBI Banks. The majority of respondents in SBI Bank in both the groups i.e., male and female are married. The majority of respondents in ICICI Bank in both the groups i.e., male and female are unmarried. The largest percentage of respondents among SBI employees are in the age group of up to 35, followed by the age group of up to 25, above 45, and up to 45, whereas the majority of respondents among ICICI employees are in the age group of up to 25, followed by up to 35, up to 45, and above 45. In SBI Bank, clerical-level employees made up the majority of

the workforce, followed by supervisor and officer levels. In ICICI Bank, clerical-level employees made up the majority of the workforce, followed by supervisor and official-level employees. Similarly, the majority of SBI employees had experience of above 10 years, followed by employees with an experience of less than 5 years and then followed by employees with an experience of 5 to 10 years, while the majority of ICICI employees had an experience less than five years, followed by employees with an experience of 5 to 10 years and above 10 years.

In order to test the Null Hypothesis H01: There is no significant impact of work stress on the Job satisfaction of bank employees. The Sub Hypothesis H01a - There is no significant impact of Work Stress on the Job Satisfaction of employees of SBI and H01b - There is no significant impact of work stress on the Job Satisfaction of employees of ICICI are done by using ANOVA Technique.

**Table 1: ANNOVA Table of SBI & ICICI Bank Employees**

SBI						ICICI					
ANOVA		Sum of Squares	df	Mean Square	F	Sig.	Sum of Squares	df	Mean Square	F	Sig.
Demand	Between Groups	3630.348	20	181.517	35.872	.000	3630.348	20	181.517	35.872	.000
	Within Groups	1401.656	277	5.060			1401.656	277	5.060		
	Total	5032.004	297				5032.003	297			
Control	Between Groups	8923.139	20	446.157	18.583	.000	8923.139	20	446.157	18.583	.000
	Within Groups	6650.459	277	24.009			6650.459	277	24.009		
	Total	15573.598	297				15573.597	297			
Support	Between Groups	2310.559	20	115.528	25.818	.000	2310.559	20	115.528	25.818	.000
	Within Groups	1239.494	277	4.475			1239.494	277	4.475		
	Total	3550.053	297				3550.054	297			
Role	Between Groups	1006.876	20	50.344	375.499	.000	1006.876	20	50.344	375.499	.000
	Within Groups	37.138	277	.134			37.138	277	.134		
	Total	1044.014	297				1044.013	297			
Relations hips	Between Groups	1566.891	20	78.345	2125.555	.000	1566.891	20	78.345	2125.555	.000
	Within Groups	10.210	277	.037			10.210	277	.037		
	Total	1577.101	297				1577.101	297			

Rewards	Between Groups	6300.949	20	315.047	172.414	.000	6300.949	20	315.047	172.414	.000
	Within Groups	506.155	277	1.827			506.155	277	1.827		
	Total	6807.104	297				6807.104	297			

### Interpretation:

On testing the Null Hypothesis HO1 by using the ANOVA, it was analysed that the p-value of the Work Stress dimensions i.e., demand, control, support, role, relationships, and rewards is fewer than 0.05 for the Hypothesis HO1a and HO1b, thus indicating, that Work Stress has a significant impact on Job Satisfaction among ICICI and SBI bank employees. Therefore, the Null Hypothesis “There is no significant impact of work stress on the Job satisfaction of bank employees.” is rejected.

In order to test the Null Hypothesis H02: There is no correlation between Work Stress and Job Satisfaction of employees in banks. The Sub Hypothesis H02a - There is no correlation between Work Stress and Job Satisfaction of bank employees of SBI and H02b - There is no correlation between Work Stress and Job Satisfaction of bank employees of ICICI is done by using Correlation Analysis.

Table 2\*\*: Correlation is significant at the 0.01 level (2 – tailed).

		SBI		ICICI	
Correlations		Work Stress	Job Satisfaction	Work Stress	Job Satisfaction
Work Stress	Pearson Correlation	1	-.672	1	-.100
	Sig. (2 – tailed)		.000		.084
	N	298	298	298	298
Job Satisfaction	Pearson Correlation	.672	1	-.100	1
	Sig. (2 – tailed)	.000		.084	
	N	298	298	298	

### Interpretation:

Using correlation analysis to test the Null Hypotheses H02, it is discovered that the correlation between work stress and job satisfaction is -.672, indicating that work stress has a significant correlation, i.e., a negative correlation, with job satisfaction of SBI employees. As a result, Hypothesis H02a is rejected. The table also shows that the correlation between work stress and job satisfaction is -.100, indicating that work stress has a significant correlation, i.e., a negative correlation, with ICICI employees' job satisfaction. As a result,

hypothesis H02b i.e., the Null hypothesis "There is no correlation between Work Stress and Employee Job Satisfaction in Banks" is rejected.

### Findings:

Work Stress has a significant impact on the Job satisfaction of SBI employees and ICICI Banks. All dimensions of Work Stress significantly impact the "Job satisfaction" of SBI and ICICI bank employees. The major reasons for workers not being satisfied were Employees having no freedom to work alone at work, employees having no ability to do various tasks from time to time & the way the higher officials treated them.

There is a correlation between Work Stress and Job satisfaction of SBI and ICICI Bank employees, From the results, it is concluded that the negative relationship between Work Stress and Job Satisfaction suggests, an increase in the Work Stress of SBI and ICICI employees decreases the Job Satisfaction of SBI and ICICI bank employees.

### Conclusions:

Job satisfaction is a notion based on the idea that the happiest employee is also the most productive employee, and that people who are pleased with their work don't feel like they are working at all. Many factors influence workers' levels of job satisfaction; some are found inside the company, some within the framework of the job itself, and yet others are inherent in each worker's character and personality.

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