



ISSN Print: 2394-7500
ISSN Online: 2394-5869
Impact Factor: 5.2
IJAR 2016; 2(3): 473-477
www.allresearchjournal.com
Received: 21-01-2016
Accepted: 23-02-2016

Dr. M Dhanabhakayam
Department of Commerce
Bharatiar University
Coimbatore – 641046,
Tamil Nadu, India

Ravi Shetty
Associate Professor,
St. Aloysius Evening College,
Research Scholar,
Bharatiar University,
Coimbatore-641046
Tamil Nadu, India

Managing employees work related stress through employee empowerment

Dr. M Dhanabhakayam, Ravi Shetty

Abstract

Co-operative Banks play a very important role in the modern world. The Cooperative exhibits strong local linkage in rural areas which can be utilized in rural development and cooperatives have played a key role in the economy of the country and are considered as integral part of our national economy. Employee empowerment is the process of delegation or shifting authority and responsibilities to the employees at the lower level of the organization. It is a transfer of power from manager to subordinates. It is an expectation of most of the workers that they should have power, authority, recognition, status, good training and development and dignity for human labour. When they get all these, they utilize their full potential, energy, abilities and competencies to excel in their performance. The most of work related stress can be managed by adopting different empowering strategies.

Keywords: Stress, Empowerment, Delegation, Authority

Introduction

Banking industry has changed from 'Conventional Banking' to 'Convenience Banking' and from 'Class Banking' to a 'Mass Banking', which has resulted in accessibility to a common man who can now have a variety of banking services at his door steps.

The growth of Co-operative Banks has created new window of opportunities for employment. Modern Co-operative Banks have undergone tremendous changes and has imposed the employees some challenges like computerizations, e-banks, core-banking, mobile banking etc. Now these opportunities are motivating the workers to take visible roles in the management sphere. Every human activity in one or the other way depends on the banking activities. There is no business activity without the financial assistance given by the banks. Today there are different categories of banks. Among them co-operative banks play a very vital role in the economic development of the country. Sometimes, these co-operative banks have to face stiff competitions from other financial institutions, as a result the total administration system of the banks has undergone many changes. Highly qualified and efficient employees are the urgent need of the co-operative banks. Because of different work pressure, the employees of the bank face with different types of work related stress.

The word "Stress" derived from the Latin word 'Stringer' meaning to 'draw tight'. A Stressor is any psychological or physical factor which places excessive demand upon the individual. Hence stress results from the difference between the demands placed upon the individual's ability to cope with this. Stress is an unavoidable aspect of everyday life. The word stress is often associated with bad feelings, depression, and fatigue.

Definition

According to "The National Job Safety and Health Institution" job stress is an annoying excitement which occurs when there is no proportion between person's wants, job requirements, and person's talents, or worker's resources and needs. Researchers believe that mostly, job stress and challenge is regarded as synonym, while these two words are different. Challenge will give mental and physical energy to person and stimulate him to learn new skills in his job field. Therefore, a challenge in a workplace is a constructive and an important factor for health and productivity

Employee empowerment is the process of shifting authority and responsibilities to the employees at the lower level of the organization. It is a transfer of power from manager to subordinates. It is an expectation of most of the workers that they should have power, authority, recognition, status, good training and development and dignity for human labour.

Correspondence

Dr. M. Dhanabhakayam
Department of Commerce
Bharatiar University
Coimbatore – 641046,
Tamil Nadu, India

When they get all these, they utilize their full potential, energy, abilities and competencies to excel in their performance. The most of work related stress can be managed by adopting different empowering strategies.

Review of Literature

The earlier studies made on stress among the employees are briefly reviewed here. The research study of Jamal M, finds that job stressors come significantly related to employee job satisfaction, unproductive time at the job and absenteeism. Amir Shani and Abraham Pizam in their article “Work-Related Depression among Hotel Employees” conducted a study on the depression of work among hotel employees in Central Florida. They have confirmed the incidence of depression among workers in the hospitality industry by evaluating the relationship between the occupational stress and work characteristics. Viljoen, J.P., and Rothmann, aimed at studying and investigating the relationship between “occupational stress, ill health and organizational commitment” (2009). The results were that organizational stressors contributed significantly to ill health and low organizational commitment. Stress about job security contributed to both physical and psychological ill health. Low individual commitment to the organization was predicted by five stressors, namely work-life balance, overload, control, job aspects and pay. Nagesh. P. and Murthy, M. S. Narasimha in their study titled “Stress Management at IT Call Centres” (2008) has identified that the six factors contribute to workplace stress: demands of the job, control over work, support from colleagues and management, working, clarity of role, and organizational change. This paper also suggested measures in the form of training to enable organizations and individuals to manage stress at workplaces in general and IT call centres in particular. Stetz, Thomas A.; Stetz, Melba C.; Bliese, Paul In their article titled “The importance of self-efficacy in the moderating effects of social support on stressor–strain relationships” (2005) has explained that organizational constraints, co-workers support and self-efficiency had significant interaction for predicting the job satisfaction and psychological wellbeing. Coetzer, and W.J.; Rothmann, in their article titled “Occupational stress of employees in an insurance company”, (2006) they identified occupational stressors for employees in an insurance company. The results showed that job insecurity as well as pay and benefits were the highest stressors in the insurance industry. They also assessed the relationships between occupational stress, ill health and organisational commitment.

Objectives

1. To examine the role of Employee Empowerment in the management of work related stress of the employees.
2. To study the factors influencing employees’ work related stress.
3. To study the socio-economic profile of the employees of respondent banks.

Hypothesis

H0 (Null Hypothesis) - Employee Empowerment strategies significantly influence the management of Employees’ work related stress of the employees.

In order to fulfil the objectives of the study, different hypothesis were created based on the factors which will enhance empowerment of the employees and which will also help them in the reduction of work related stress and questions were asked to test the Goodness of Fit.

Research Methodology

In this study, employee empowerment strategies on the management of employees’ work related stress of employees of cooperative banks in Dakshina Kannada have been studied by looking at the different strategies which employed by the banks in order to manage the work related stress experienced by workers.

Data Collection

The data collection method used in this research is questionnaire method. The data are systematically recovered from the respondents. A structured questionnaire has been prepared to get the relevant information from the respondents. The questionnaire consists of a variety of questions presented to the respondents for their response. The various types of questions used in this survey are opened ended, closed ended and multiple choice questions. The employees of co-operative banks are the sample units in this survey. The sample size chosen for this study is 50.

Statistical methods and tools used

Percentage analysis, bar diagrams, graphs, charts, pie diagrams and chi square are used for analysing employees work related stress.

Sources of Data

Primary data was collected from the cooperative banks of Dakshina Kannada District of Karnataka state by administering Questionnaire schedule. The collected data has been coded to SPSS code sheet. The information on the employees’ work related stress at macro level was gathered from various secondary sources like, earlier studies conducted, research articles published in various journals and magazines and internet articles.

Inference

To study the characteristics of managing employee work related stress through employee empowerment of co-operative bank employee, 50 employees from the co-operative banks of Dakshina Kannada were selected. Among 50 employees selected, 64% are male employees and 36% are female employees. (Table 1).

Table 1: Gender wise classification of employees

Category	Number	Percentage
Male	32	64
Female	18	36
Total	50	100

Source: Survey Data.



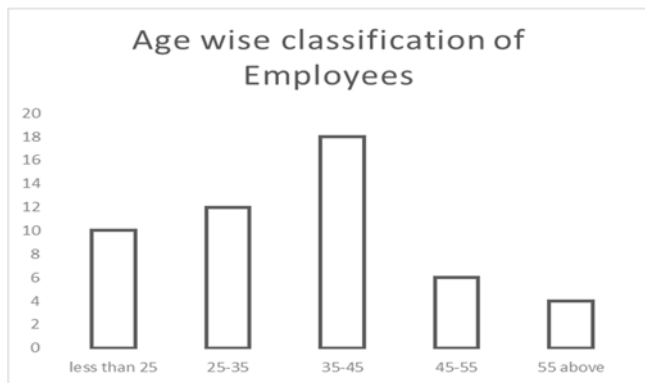
Inference

It is observed from the survey that 24% of the respondents are between 25-35 years, 36% of the respondents are between 35-45 years, 12% are between 45-55 years, 8% above the age of 55 years and 20% of the respondents are less than 25 years of age.

Table 2: Age wise classification of Employees

Age in years	Number of respondent	Percentage
less than 25	10	20
25-35	12	24
35-45	18	36
45-55	6	12
55 above	4	8
Total	50	100

Source: Survey Data



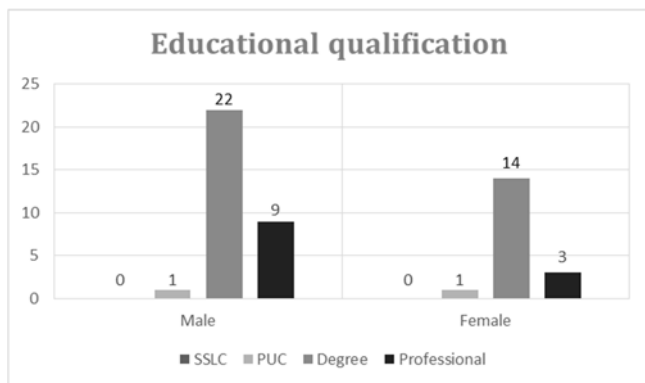
Inference

It is evident from the survey that 24% of the respondents are professionally qualified, 72% of the respondents have graduation, N 4% of the respondents have PUC qualifications. Hence it clearly indicates that the majority of the respondents are well qualified. (Table 3)

Table 3: Classification on the basis of educational qualifications.

Qualifications	Male	Female	Total	Percentage
SSLC	Nil	Nil	Nil	0
PUC	1	1	2	4
Degree	22	14	36	72
Professional	9	3	12	24
Total	32	18	50	100

Source: Survey Data



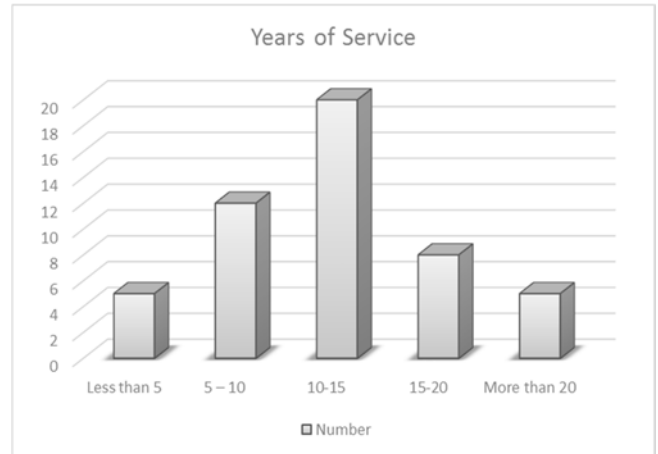
Inference

It is found from the survey that, 10% of the respondents have more than 20 years of service, 16% have 15-20 years of service, 40% have 10-15 years of service, 24% of the respondents have 5-10 years of service and only 10% of the respondents have less than 5 years of service. (Table 4)

Table 4: Classification on the basis of number of years of service.

Year of Service	Number	Percentage
Less than 5	5	10
5 – 10	12	24
10-15	20	40
15-20	8	16
More than 20	5	10
Total	50	100

Source: Survey Data



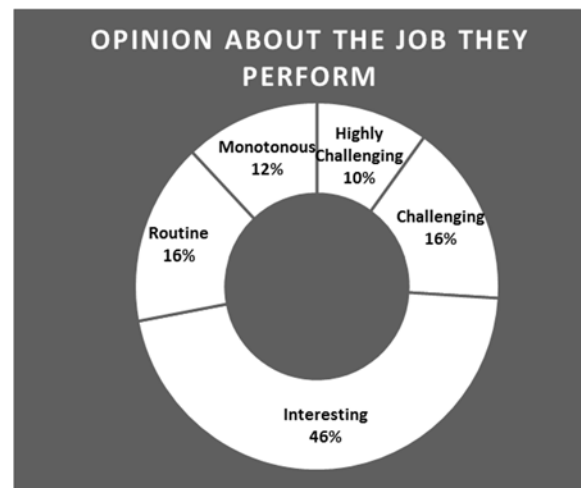
Inference

It is observed from the survey that, 46% of the employees feel that the job they perform is Interesting, 26% of the respondents feel that, it is Challenging, (out of them, 10% feel their job is Highly Challenging), 16% of the respondent opine that their work is routine in nature and 12% of the respondents consider their work to be monotonous. Hence it clearly indicates that, 72% of the employees felt that their job is challenging and interesting in nature. (Table 5)

Table 5: Opinion about the job they perform

Particulars	Numbers	Percentage
Highly Challenging	5	10
Challenging	8	16
Interesting	23	46
Routine	8	16
Monotonous	6	12
Total	50	100

Source: Survey Data



Inference - Table 6

It is found that, 32% of the employees suffer work related stress, and 68% of the respondents do not. (Table 6)

Table 6: Employee Opinion about Stress in the Job they perform

Opinion	Numbers	Percentage
Stressful	16	32
Not Stressful	34	68
Total	50	100

Source: Survey Data

Analysis H0: Good Physical working conditions prevailing in the organization will help in the management of work related stress.

Table 7: Good Physical conditions prevailing in the organizations

Sex	Male	Female	Total
Agree	25	10	35
Disagree	7	8	15
Total	32	18	50

Source: Survey Data

Chi-Square Value 2.79

Table Value at 1% Significance level 6.63

Therefore, H0 is accepted. (Since, Table Value > Chi-square Value)

Inference - Table 7

Table 7 reflects that majority of the respondents (nearly 70%) are of the opinion that good physical working conditions will reduce the workers work related stress prevailing in the organization.

Analysis H0: Scope for Career growth assurance existing in the organization will assist in the management of work related stress

Table 8: Scope for Career growth assurance

Sex	Male	Female	Total
Agree	23	10	33
Disagree	9	8	17
Total	32	18	50

Source: Survey Data

Chi-Square Value 1.367

Table Value at 1% Significance level 6.63

Therefore, H0 is accepted. (Since, Table Value > Chi-square Value)

Inference - Table 8

The Table show that majority of the respondents (nearly 66%) are of the opinion that Career growth assurance with reasonable job security will be effective in reducing the work related stress prevailing in the organization.

Analysis H0: Retirement benefits and promotions existing in the organization will aid in the management of work related stress

Table 9: Retirement benefits and promotions

Sex	Male	Female	Total
Agree	23	9	32
Disagree	9	9	18
Total	32	18	50

Source: Survey Data

Chi-Square Value 2.393

Table Value at 1% Significance level 6.63

Therefore, H0 is accepted. (Since, Table Value > Chi-square Value)

Inference – Table 9

It is evident from the survey that, 64% of the employees are of the opinion that good retirement benefits and promotions will reduce work related stress.

Analysis H0: Delegation of power and collective decision making existing in the organization will support in the management of work related stress

Table 10: Delegation of power and collective decision making

Sex	Male	Female	Total
Agree	28	12	40
Disagree	4	6	10
Total	32	18	50

Source: Survey Data

Chi-Square Value 3.125

Table Value at 1% Significance level 6.63

Therefore, H0 is accepted. (Since, Table Value > Chi-square Value)

Inference – Table 10

The table shows that 80% of the respondents are of the view that Delegation of Power and Collective Decision making and sharing of responsibilities at all levels in the organizations in very much required in the management of work related stress.

Analysis H0: Job Re-structuring and Job-Redesigning existing in the organization will support in the management of work related stress

Table 11: Job Re-structuring and Job-Redesigning.

Sex	Male	Female	Total
Agree	24	9	33
Disagree	8	9	17
Total	32	18	50

Source: Survey Data

Chi-Square Value 3.201

Table Value at 1% Significance level 6.63

Therefore, H0 is accepted. (Since, Table Value > Chi-square Value)

Inference – Table 11

The table reveals that, as high as 66% of the respondents agree that Job Re-structuring and Job-Redesigning existing in the organization will support in the management of work related stress. Therefore that Bank has to manage and sustain by engineering and re-designing of jobs according to the new challenges and requirements. At the same time the manager should customize job responsibilities so that they can be effectively matched with the workers skill and talents and the job requirements.

Analysis H0: Support of Immediate Superiors and Higher Management existing in the organization will support in the management of work related stress

Table 12: Support of Immediate Superiors and Higher Management

Sex	Male	Female	Total
Agree	25	12	37
Disagree	7	6	13
Total	32	18	50

Source: Survey Data

Chi-Square Value 0.786

Table Value at 1% Significance level 6.63

Therefore, H₀ is accepted. (Since, Table Value > Chi-square Value)

Inference – Table 12

It is evident from the table that 74% of the respondents have expressed their view that Support of Immediate Superiors and Involvement of Higher Management will act as an effective tool in the reduction of work related stress experienced by them in the Banks.

Interpretation of the overall study conducted

More than 72% of employees of cooperative banks of Dakshina Kannada have expressed that the work they perform is challenging and interesting. And 68% have felt that the work they perform is not stressful. Hence, we may conclude that the different employee empowerment strategies implemented in the cooperative banks have a significant influence on the management and reduction of the employees' work related stress.

Conclusion

Stress management is the most important subject of contemporary competitive world wherein every individual, irrespective of gender, race, religion, caste, class etc. is undergoing stress and strain due to a multiplicity of factors- specially ever growing cut throat competition in today's achieving society in which sky is not the limit of success. Varied kinds of artificial needs have been created in the quest of leading a luxurious life and tendency of showing of material possessions. It is high time when social scientists must seriously come out with certain well tested strategies of preventing and coping stress.

This paper provides some implications for the practitioners. It suggests the various empowerment factors which help in the management of employees' work related stress. Therefore it has been observed that if the managers do not pay attention to these empowerment factors, it is likely to result in demoralization and ultimately may result in increasing employees' work related stress. To conclude employees empowerment makes employees feel at the centre and these factors are vital to the success of co-operative banks.

References

1. Bogg, Janet, Cooper. Cary Job Satisfaction, Mental Health, and Occupational Stress among Senior Civil Servants, *Human Relations* 1995; 48(3):327-341.
2. Geeta Kumari, Pandey KM. *International Journal of Innovation Management and Technology*, 2011; 2:5.
3. Andrew Leigh, *20 ways to manage Better*, Hyderabad University press (India) Limited, 1995.
4. Compiled and edited by Vijay Kumar: *Evaluate yourself- Self Improvement*; New Delhi: Sterling Publishers Pvt. Ltd, 2004.
5. Dr. Sudha Linaikar. *Life Style Management – Health Living in a Fast Paced World*, New Delhi: UBS Publishers' Distributors Ltd, 2002.