

**IMPACT OF ROLE STRESS ON PERFORMANCE OF EMPLOYEES IN SELECTED PRIVATE BANKING SECTORS**

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**Abstract**

Stress is becoming a critical problem for both employers and employees in particular and society at large. Induced stress, on employees owing to job pressure, is becoming a critical organizational stressor. People may experience everyday workplace stress, a psychological construct, which cannot be avoided. Stress has been recognized as an inevitable part of life, every person must manage stress if not it leads to many changes in lives. But stress can also be beneficial, it helps create opportunities, new challenges etc. Undoubtedly, employee stress is a growing concern for most organizations today worldwide. Therefore, the decision to meet the challenge of escalating costs is making employers in realizing the advantage of reducing their employees' demand for healthcare.

The objective of this present research has binary folds: first to determine the various dimension organizational role stress. Second to establish the role stress on the performance of employees selected private banks. The sample of 253 respondents working in Karnataka Bank Ltd, Kotak Mahindra, HDFC, ICICI and AXIS Bank for the present research. The investigation is focused on elicitation of critical factors which influences performance of selected PBS. The result of the study reveals that key factors that influence the performance of private banking sector are Role Overload, Role Isolation, Personal Inadequacy, Role Ambiguity and Resource Inadequacy creates Distress, on the other hand, Inter-Role Distance, Role Stagnation; Role Erosion creates Neustress among the bank employees at the workplace. The relevant hypothesis was formulated to know the inter relationship between various factors that influences performance of the PBS. The outcome of present research helps to understand the administrators of PBS to know the factors that are to be nurtured in order to strengthen the performance of employees which shall help to gain competitive advantage and to achieve operational excellence.

**Key Words:** Private Banking Sector, Role Stress, Employees Performance, Factors, Operational Excellence.

**1. Introduction**

"Stress is an everyday part of our lives and can be motivating as well as debilitating". Psychologically, healthy people feel free to make choices and they have many options open to them. "The person who struggles with stress, however, feels limited in his or her ability to grow and develops; often restricted by individual and environmental stressors". According to Richmond et al. (1994:77), Yandrick (1996:54) stated that "Stress management is, therefore, the framework for re-engineering what until recently has been the forgotten piece of workplace transformation, prevention of loss and management of people issues. People are the most important resource in the workplace and are therefore entitled to a safe and healthful place in which to work. Institutions' principal responsibility is the safety and health of their employees. Kinnam (1998:15) stated that this revolution and the implementation of new technologies virtually across every sector of economies have contributed significantly to occupational stress and other health issues. The financial sector today is experiencing a more complex working environment than it was a few decades ago. The working environment is changing; adopting modern technology it affects the workforce in many ways. It poses a great challenge as well as a threat in terms of efficiency and health. Though technology seemed to have taken the work of man in the financial sector, the effects of the use of technology as a way of ensuring efficiency and creating an easy working environment, and as a result of population growth, it has come with its consequences of producing stress. The demanding situations within the financial institutions exert heavily on the performance and health of workers and customers. An employee's inability to cope with the aspirations and expectations of the employer creates further stress, thus placing the employee in a further precarious mental and

physiological disadvantage. Stress reduces an employee's effectiveness and therefore organizational performance.

## **2. Performance of Employees in PBS**

To gain competitive advantage and operational excellence, there is a need for PBS to know the role stress and its influence of employee's performance. They do provide for prioritizing the allocation of resources. Rashid Saeed et al.(2013)<sup>1</sup>This study revealed that the performance of is affected by various dimension of stress and investigated that all the factors have a positive influence on the performance of the employees. Mohsin, Syed et al (2013)<sup>2</sup> Surveyed with the aim of secondary data from the various previous studies; their results indicated that various stress problem-solving techniques can reduce stress. The study is dependent on secondary data from previous studies. The results indicated that yoga, relaxing exercises, problem-solving techniques, listening to good music, spending time with kids and pets, going for a long walk, reading good books, having a conversation with friends are popular methods to reduce the stress. Enekwe, Chinedu Innocent (2014)<sup>3</sup>This study explained about stress can be termed as a twentieth-century syndrome, provides means of expressing talents and mainly focused on relationship male and female coping mechanisms techniques. Muhammad Rizwan et al (2014)<sup>4</sup>Have carried out a study on stress as a dependent variable and its related factors as independent variables and found that stress has a positive relationship with its factors by using various statistical tools. Warraich Usman Ali et al (2014)<sup>5</sup> Have studied the effect of stress on job performance based on empirical research.

Close-ended questionnaires were used; the hypothesis tested using regression techniques. The results were revealed that stress-causing factors reduce the efficiency of the employees. Adetayo Joshua Olusegun (2014)<sup>6</sup>This research is carried out an appraisal of stress management on employee performance, attention is focused on that performance can be viewed as an activity in which employee can accomplish the assigned task. Found that stress has a significant impact on the performance of the employees. Essien, Blessing Stephen (2014)<sup>7</sup>This study was conducted in commercial bank special focusing on female employees. The survey was adopted various coping mechanism and come out with the results that management should provide various facilities to cope with occupational stress. Hayford Adjei and Amos Kwasi Amofa (2014)<sup>8</sup>The study adopted different strategies for managing work- related stress. It also revealed that employees stressed to cope with stress. Matin, Hassan (2014)<sup>9</sup>Examined the relationship between stress management and workforce productivity. The research was carried out in Amol Industrial Park of Mazandaran province. The population of the study included 250 respondents covering top managers, middle-level managers and supervisors. This research investigated that there is a positive and significant correlation between stress management and workforce productivity and no significant difference in the opinions of male and female managers. Oladinrin and Adeniyi (2014)<sup>10</sup>This research focused on identifying the influence of stress on the productivity of construction. The study recommended various self-control techniques to help reduce stress. Non-adherence to schedule for job completion, lack of ability to organize and plan, the error of manipulation during a cognitive task, depression, lack of sensitivity are some of the major stress factors for the construction professionals. The study also recommended that self-control, self-esteem, professional development, and a delegation of assignment help to cope up with stress. Vishal Samartha et al (2014)<sup>11</sup>This study demonstrated that Indian banking system has undergone tremendous changes with increased competition, increased levels of deregulation, stress has become an inevitable part of human life in recent times, With the opening of the banking sector, nationalized banks had to face fierce competition from private and foreign banks. Shavita Dhankar (2015)<sup>12</sup>The authors expressed that no such place where stress-free job. Every sector is exposed to tension and anxiety that the banking sector is not an exceptional one and found that there is a high degree of a significant relationship between public and private- sector banks. Tulsee Giri Goswami (2015)<sup>13</sup>This study compiled that there is a detrimental effect on the health and wellbeing of employees, due to the negative impact on productivity and profits of the organization. A.Xavior Selvakumar et el (2015)<sup>14</sup> This study perceived that both internal and external environment leads to physical and emotional pressure. In the fast living world, no workplace was

stress-free and found that private banks employee experience stress due to no control over the job, unsupported supervisors and strict organizations structure. Bindu Jain and Deepika Agarwal (2015)<sup>15</sup> This study aims at examining the various dimensions of stress which influence employee performance, found that many factors which affect the quality of the work-life. Kavita Gujral (2015)<sup>16</sup> This study focused on selected private-sector banks. The survey was conducted among employees of & its consequences on their personal & professional life. Found that a majority of employee suffers from a high level of mental & physical stress due to job security & work overload. Ranjit Paul and Horen Goowalla (2015)<sup>17</sup> Have carried out the study is to examine the relationship between stress and performance of the employee and were used different statistical tool to test the hypotheses. P.Kannan and Suma.U (2015)<sup>18</sup> This study was conducted with the focus on identifying the cause of stress among the banking employees with the use of Causal effect of one variable over other. K. Suresh\* & Dr. M. Hema Nalini (2016)<sup>19</sup> The authors have stated globalization of the markets had led to compelling the banking sector to compete in the global market, due to high competition in the business private banking sector experiences a high level of stress and found that there is a significant difference between the source of stress and socio-economic profile. Ridhi J. Shah and Pranav Saraswat (2016)<sup>20</sup> Infer that due to increased competition, the banking sector has undergone a tremendous change. This study aims at examining the various types of stressors and its effects among banking sector employees.

### **3. Methodology**

#### **3.1 Sampling Procedure and Questionnaire Design**

The Primary data is collected through field survey, by administering a questionnaire to the respondents (Employees). Survey is conducted, using self structured questionnaire. Five- point Likert scale was used to elicit information from the respondents (Employees) on their perception in relation to role stress, thus establishing employee's performance of PBS.

The sample size was determined using statistical method and in total, 280 questionnaires were distributed, 253 valid responses were obtained from employees belongs to selected PBS. The Stratified Sampling Procedure was adopted with Proportionate allocation for banking sector. Data collection period was during the months of August 2019 to January 2020.

In total 253 valid responses were received and considered for data analysis. From the extensive literature review, role stress dimensions which are considered for the questionnaires design are Inter-Role Distance (IRD), Role Stagnation (RS), Role Expectation Conflict(REC), Role Erosion(RE), Role Overload(RO), Role Isolation(RI), Personal

Inadequacy(PI), Self Role Distance(SRD), Role Ambiguity(RA), Resource Inadequacy(RI ) and performance factors which are considered for the questionnaires design are, Organization Structure(OS), Work Environment(WE), Attitude(AT), Rewards(RW), Knowledge(KW), Skills(SK)and Job Satisfaction(JS).

Employees Performance = f (IRD, RS, REC, RE, RO, RI, PI, SRD, RA, RIn)

A pilot survey comprising 50 items with a Five Point Likert Scale response format were used to elicit information from employees about role stress and its influence on performance. After completion of the pilot survey, the data were analyzed for reliability test. The efficient of Cronbach's alpha of IRD, RS, REC, RE, RO, RI, PI, SRD, RA&RIn, are 0.700, 0.745, 0.723,

0.724, 0.722, 0.723, 0.734, 0.689, 0.763and 0.693 respectively and

OS,WE,AT,RW,KW,SK&JS are 0.695, 0.717, 0.728, 0.760, 0.696, 0.812 and0.834

respectively and is shown in table The cut of point is generally 0.5 (Nunnally,1978). Since all the value lie between 0.689 and 0.834. The construct of the questionnaires is reliable. In sum, the evidence suggests that the scale thus designed has adequate measurement properties.

### **4 Data Analysis and Discussions**

The below section deals with data analysis, findings and discussions of the present research.

Graph -1 Demographic profile

Table -1 Frequencies of Banks

Banks	Count s	% of Total	Cumulative %
Karnataka Bank	102	40 %	40 %
Kotak Mahindra	55	22 %	62%
HDFC	31	12 %	74 %
ICICI	30	12 %	86 %
AXIS	35	14 %	100 %

Table 2 descriptive Statistics of various dimensions of organizational role stress

		Results of the various dimensions of organizational role stress.											
		KBL (N=102)		KMB (N=55)		HDFC (N=31)		ICICI (N=30)		AXIS (N=35)		Aggregate	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
1	Inter-Role Distance(IRD)	3.5	1.1	3.1	1.3	3.4	1.1	3.2	1.3	3.8	1.1	3.40	1.18
2	Role Stagnation(R S)	3.2	1.0	3.2	1.1	3.1	1.0	3.4	0.9	3.8	0.9	3.34	0.98
3	Role Expectation Conflict(RE C)	3.6	0.9	3.4	1.1	3.5	0.9	3.5	1.0	4.1	0.8	3.62	0.94
4	Role Erosion(RE)	3.5	1.0	3.3	1.2	3.6	0.9	3.3	1.0	3.6	1.0	3.46	1.02
5	Role Overload(R O)	3.6	1.0	3.6	0.9	3.7	0.9	3.7	1.0	3.4	1.1	3.60	0.98
6	Role Isolation(RI)	3.7	0.9	3.6	0.9	3.7	0.9	3.7	0.9	4.0	0.9	3.74	0.90
7	Personal Inadequacy(PI)	3.7	0.9	3.7	0.9	3.6	1.0	3.6	0.9	3.9	0.8	3.70	0.90
8	Self Role Distance(S RD)	3.8	0.9	3.7	0.9	3.5	0.9	3.6	0.9	3.6	0.9	3.64	0.90
9	Role Ambiguity(R A)	3.7	0.9	3.7	0.9	3.4	0.9	3.8	0.8	3.9	0.9	3.70	0.88
10	Resource Inadequacy (RI)	3.7	0.8	3.7	1.0	3.5	0.9	3.6	1.1	4.0	0.9	3.70	0.94

	Aggregate	3.6	0.9	3.5	1.0	3.5	0.9	3.5	1.0	3.8	0.9		
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Table 3	Results of One way ANOVA Inter-Role Distance (IRD)					
	SS	DF	MS	F	P	Result
Between	75.900	4	18.975	13.534	0.000	H:Accepted
Within	1,766.520	1,260	1.402			
Total	1,842.420	1,264				

Table 4	Results of One way ANOVA: Role Stagnation (RS)					
	SS	DF	MS	F	p	Result
Between	78.936	4	19.734	20.429	0.000	H:Accepted
Within	1,217.160	1,260	0.966			
Total	1,296.096	1,264				

Table 5	Results of One way ANOVA: Role Expectation Conflict (REC)					
	SS	DF	MS	F	p	Result
Between	77.924	4	19.481	21.791	0.000	H:Accepted
Within	1,126.440	1,260	0.894			
Total	1,204.364	1,264				

Table 6	Results of One way ANOVA: Role Erosion(RE)					
	SS	DF	MS	F	p	Result
Between	23.276	4	5.819	5.542	0.000	H:Accepted
Within	1,323.000	1,260	1.050			
Total	1,346.276	1,264				

Table 7	Results of One way ANOVA: Role Overload (RO)					
	SS	DF	MS	F	p	Result
Between	15.180	4	3.795	3.929	0.004	H:Accepted
Within	1,217.160	1,260	0.966			
Total	1,232.340	1,264				

Table 8	Results of One way ANOVA: Role Isolation(RI)					
	SS	DF	MS	F	p	Result
Between	23.276	4	5.819	7.184	0.000	H:Accepted
Within	1,020.600	1,260	0.810			
Total	1,043.876	1,264				

Table 9	Results of One way ANOVA: Personal Inadequacy(PI)					
	SS	DF	MS	F	p	Result
Between	15.180	4	3.795			

Within	1,073.520	1,260	0.852	4.454	0.001	H:Accepted
Total	1,088.700	1,264				

Table 10	Results of One way ANOVA: Self Role Distance(SRD)					
	SS	DF	MS	F	p	Result
Between	15.140	4	3.695	3.929	0.000	H:Accepted
Within	1,227.160	1,264	0.966			
Total	1,242.340	1,268				

Table 11	Results of One way ANOVA: Role Ambiguity(RA)					
	SS	DF	MS	F	p	Result
Between	35.420	4	8.855	10.878	0.000	H:Accepted
Within	1,025.640	1,260	0.814			
Total	1,061.060	1,26				

Table 12	Results of One way ANOVA: Resource Inadequacy(RI )					
	SS	DF	MS	F	p	Result
Between	35.420	4	8.855	9.905	0.000	H:Accepted
Within	1,126.440	1,260	0.894			
Total	1,161.860	1,26				

The aggregate of Role of Stress and the subsequent hypothesis testing suggests that among the different roles of stress Role Overload, Role Isolation, Personal Inadequacy, Role Ambiguity and Resource Inadequacy creates Distress, on the other hand, Inter-Role Distance, Role Stagnation; Role Erosion creates Neustress among the bank employees at the workplace.

The complete set of factors as well as dimensions roles of stress is tested by ANOVA technique to verify the significant differences among the role stress and job performance of bank employees. The testing of hypothesis suggests that there is a significant difference of opinions among the employees about job performance and the role of stress H is accepted. Therefore it is found that the job performance is found to be diversely related to that of the different set of roles of stress; either it may produce positive or even adverse influences at the workplace.

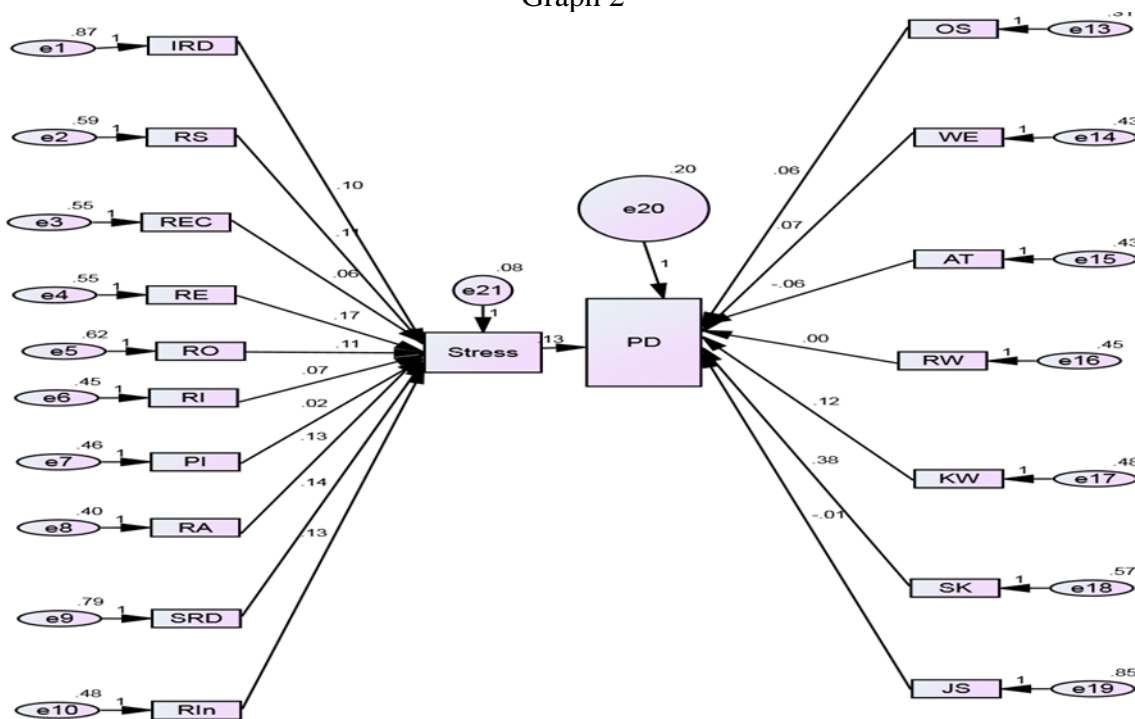
H1: The role of stress in the select bank employees differ significantly

One way ANOVA			
Dimensions	F-Value	P value	Result
IRD	13.534	0.000	Accepted
RS	20.429	0.000	Accepted
REC	21.791	0.000	Accepted
RE	5.542	0.000	Accepted
RO	3.929	0.004	Accepted
RI	7.184	0.000	Accepted
PI	4.454	0.001	Accepted
SRD	3.929	0.000	Accepted
RA	10.878	0.000	Accepted
RI	9.905	0.000	Accepted

Aggregate	6.004	0.000	Accepted
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**Results:** The complete set of factors as well as dimensions roles of stress is tested by employing ANOVA technique to verify the goodness of fit between the set parameter. As the value (P= 0.000) for all the tables are highly significant. Thus **hypothesis (H1) is proved.**

Graph 2



Regression Weights: (Group number 1 - Default model)

Parameters of organizational stress and Performance dimensions			Estimate	S.E.	C.R.	P
Organizational stress	<---	Inter role distance (IRD)	0.096	0.019	5.142	***
Organizational stress	<---	Role Stagnation (RS)	0.107	0.022	4.766	***
Organizational stress	<---	Role Expectation Conflict (REC)	0.065	0.023	2.764	***
Organizational stress	<---	Role Overload(RO)	0.115	0.022	5.217	***
Organizational stress	<---	Role Isolation(RI)	0.073	0.026	2.823	***

Organizational stress	<---	Personal Inadequacy(PI)	0.023	0.026	.892	***
Organizational stress	<---	Role Ambiguity(RA)	0.126	0.028	4.562	***
Organizational stress	<---	Self-Role Distance (SRD)	0.135	0.020	6.923	***
Organizational stress	<---	Resource inadequacy (RIn)	0.128	0.025	5.119	***
Organizational stress	<---	Role Erosion (RE)	.170	0.023	7.244	***
<b>Employee Performance</b>	<---	<b>Organizational stress</b>	<b>0.127</b>	<b>0.073</b>	<b>1.740</b>	***
Employee Performance	<---	Attitude	-0.065	0.043	-1.515	***
Employee Performance	<---	Rewards	0.004	0.042	-.090	***
Employee Performance	<---	Organizational structure	0.058	0.050	1.142	***
Employee Performance	<---	Work environment	0.071	0.042	1.683	***
Employee Performance	<---	Knowledge	0.116	0.040	2.883	***
Employee Performance	<---	Skills	0.383	0.037	10.330	***
Employee Performance	<---	Job Satisfaction	-0.014	0.030	-.471	***

<b>Table 15</b>			
<b>Fit Indices</b>	<b>Results</b>	<b>Suggested values</b>	<b>Remarks</b>
Chi square	1750.149 (P=0.000)	P > 0.05	Model is not a good fit
<b>CFI</b>	<b>0.922</b>	<b>&gt; 0.90</b>	<b>Results are</b>



<b>GFI</b>	<b>0.930</b>	<b>&gt; 0.90</b>	<b>sufficiently adequate to claim the Model as a good fit</b>
<b>AGFI</b>	<b>0.943</b>	<b>&gt; 0.9</b>	<b>Model is a good fit</b>
NFI	0.213	$\geq 0.9$	Results are not adequate to claim the Model as good fit
IFI	0.229	Approaches 1	
TLI	0.131	$\geq 0.9$	Model is not a good fit
RMSEA	0.204	< 0.08	
<b>PGFI</b>	<b>0.314</b>	<b>&lt; 0.5</b>	<b>The proposed model has a good fit</b>

The above objective is designed to study the overall influence of different dimensions of role stress on the performance of private bank employees. The organizational role stress is divided

into variables like IRD, RS, REC, RE, RO, RI, PI, SRD, RA, RIn are analyzed with one to one comparison of employee performance variables said to have a bearing influence on

- Job Satisfaction (JS)
- Employee Performance (EMP)

Are examined for their interdependence and interrelationship, as well as their individual level of beta coefficients (Regression Coefficients) by Structural Equation Modeling (SEM). However, based on the type of the variables that the objective is addressing Path analysis models are developed and examined for their best fit of the relationship.

The proposed model is an extension of factor analysis and is based on the relative importance of factor loadings and Eigen values.

The hypothesis of goodness fit is verified by using different measures of fitness at 95% of the level of confidence so that the association the variables of stress and performance is justified.

H2: There is a good fit of measures of variables between the role stress and employee performance.

The proposed hypothesis is tested and verified for the influence of role stress on employee performance

SPSS-AMOS version 23 is used to develop the proposed path analysis model to study the role of distress on the performance of private bank employees. The proposed model is evaluated based on the regression weights thus generated which is further compared with several of the fit indices to establish goodness of fit.

The path analysis evaluates whether the data as a theoretical model addresses the good fit of measures of variables about the association between role stress and employee performance. The composite variable of role stress is categorized as shown. IRD, RS, REC, RE, RO, RI, PI, SRD, RA, RIn, based on table 5.9.1 and 5.9.2 it is found that the composite variables like Role expectation conflict, Role stagnation, and Inter role distance, Role overload and Role erosion are directly

influencing the performance. The regression weights are found to significant at 95% of the level of significance. To evaluate the hypothesized model emphasis was given to chi-square, CFI, GFI, NFI, AGFI, TLI, IFI, RMSEA and PGFI.

As per the result, chi-square statistics with  $p=0.000$  shows that the proposed model is not a good fit for the data. According to Schumacher and Lomax (1996), a sample size of more than 200 (253 in this research) could affect chi-square statistic to indicate the significant

probability level. Consequently, this model has to be considered for further interpretations in the goodness of fit measures.

According to Gerbing and Anderson (1992) the criteria for an acceptable model are as follows: RMSEA of 0.08 or lower, CFI 0.90 or higher, and NFI 0.90 or higher. The fit between the data and the proposed model can be tested with chi-square goodness to fit test (GFI) where the probability is greater than or equal to 0.9 indicates a good fit (Hu and Bentler, 1999). The GFI, CFI, AGFI of this study is more than 0.90 which is sufficiently adequate to claim that the model is a good fit. According to PGFI (the statistic values satisfy the suggested values); the proposed model may be considered as a good fit to the data.

The fit indices like Normated Fit Index (NFI), Incremental Fit Index (IFI), Tucker Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA) fail to satisfy the suggested values. Therefore proposed model maybe not be considered as a good fit to the data.

In aggregate it is found that organizational stress and employee performance are directly related. The model assists to quantify the influence as one unit of increase in organizational role stress will result in an increase of performance by 0.127 units. The model supports that organizational role stress and employee performance are positively related and proves that higher the stress higher will be the performance but in moderate terms.

H2: There is a good fit of measures of variables between the role stress and employee performance.

Parameters of organizational stress and Performance dimensions			C.R.	P	Result
Organizational stress	<---	Inter role distance (IRD)	5.142	***	Accepted
Organizational stress	<---	Role Stagnation (RS)	4.766	***	Accepted
Organizational stress	<---	Role Expectation Conflict (REC)	2.764	***	Accepted
Organizational stress	<---	Role Overload(RO)	5.217	***	Accepted
Organizational stress	<---	Role Isolation(RI)	2.823	***	Accepted
Organizational stress	<---	Personal Inadequacy(PI)	.892	***	Accepted
Organizational stress	<---	Role Ambiguity(RA)	4.562	***	Accepted
Organizational stress	<---	Self-Role Distance (SRD)	6.923	***	Accepted

Organizational stress	<---	Resource inadequacy (RIn)	5.119	***	Accepted
Organizational stress	<---	Role Erosion (RE)	7.244	***	Accepted
Employee Performance	<---	Organizational stress	1.740	***	Accepted
Employee Performance	<---	Attitude	-1.515	***	Accepted
Employee Performance	<---	Rewards	-.090	***	Accepted
Employee Performance	<---	Organizational structure	1.142	***	Accepted
Employee Performance	<---	Work environment	1.683	***	Accepted
Employee Performance	<---	Knowledge	2.883	***	Accepted
Employee Performance	<---	Skills	10.330	***	Accepted
Employee Performance	<---	Job Satisfaction	-.471	***	Accepted

Table 17

Fit Indices	Results	Suggested values	Remarks
Chi square	1750.149 (P=0.000)	P > 0.05	Model is not a good fit
CFI	0.922	> 0.90	Results are sufficiently adequate to claim the Model as a good fit
GFI	0.930	> 0.90	Results are sufficiently adequate to claim the Model as a good fit
AGFI	0.943	> 0.9	Model is a good fit
NFI	0.213	≥ 0.9	Results are not adequate to claim the Model as good fit
IFI	0.229	Approaches 1	Results are not adequate to claim the Model as good fit
TLI	0.131	≥ 0.9	Model is not a good fit

RMSEA	0.204	< 0.08	Model is not a good fit
PGFI	0.314	< 0.5	The proposed model has a good fit

**Results:** According to Gerbing and Anderson (1992) the criteria for an acceptable model are as follows: RMSEA of 0.08 or lower, CFI 0.90 or higher, and NFI 0.90 or higher. The fit between the data and the proposed model can be tested with chi-square goodness to fit test (GFI) where the probability is greater than or equal to 0.9 indicates a good fit (Hu and Bentler, 1999). The GFI, CFI, AGFI of this study is more than 0.90 which is sufficiently adequate to claim that the model is a good fit. According to PGFI (the statistic values satisfy the suggested values); the proposed model may be considered as a good fit to the data and hence **hypothesis H (2) proved.**

### 5. Conclusion

Stress in the work place has become the black plague of the present century. The performance of the employee is the most important factor as far as the success of the banking industry. This in turn is dependent on the well-being of the employees. Stress can make an individual, productive, constructive and well managed Positive attitude and meditation will be helpful for coping the stress. There are various ways for managing stress, such as Breathing exercises, Progressive relaxation, Stretching exercise, Walking and Sleeping. Hence, it will be successful if it makes distress. It enhances the psychological well-being and health of the employees, the problem of stress is inevitable and unavoidable in the banking sector.

Researcher has taken five leading private sector banks as sample size. The researcher has administered structured questionnaire to a sample of 253 employees out of 627 employees, in these banks. Different strata of bank employees were identified, and proportionate stratified method was employed. The questionnaire covers various parameters pertaining to acquisition, development, utilization, maintenance of human resource along with identifying the stressors and performance factors. The researcher could testify the hypotheses; base on the responses given by the sampling size of the employees. Researcher has also employed descriptive statistics, ANOVA test, Structural Equation Modeling (SEM) to validate the responses. As expected in the pilot study, all the hypotheses have been proved to the fact that, level of stress is extremely high in banking sector and does have repercussions on the performance of employees as all the hypotheses are verified. Stress management must not remain hollow promise. Private Banks which have lost the path, due to uncontrolled stress shall stay in main stream of economics activities by adopting proper stress management practices. This is possible only, when employees of the organization measures to combat distress. Eustress paves the way for prosperity whereas, the distress especially, in long term and employ coping strategies to diminish the distress. The Government of India, the State Government, Technical Institution –Universities, Institutions of Health Science and Institutions of Management Studies, shall join together, to prepare a road map for the stress management in banking sector; in particular, so that the employees will have an opportunity to work to achieve the set targets, The targets set on this basis of Simple, Measurable, Achievable, Reachable and Timely (SMART) will help to eliminate distress.

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