CHAPTER - 6

CONCLUSION AND SCOPE FOR FUTURE WORK

The reason behind taking the present study into consideration was to find out the stress-related problems and difficulties faced by bankers, the ways and methods adopted by banking professionals at their personal level and organizational level to cope and overcome the problem of stress. The study with the stated objectives is undertaken to analyze the stress management at both the public banking sector and private banking sector in NCR. The survey was carried out on some of the vital banking organizations of public and private institutions operating in selected places of NCR. The importance of the review is limited for the employees working in the NCR region. It is not applicable to the employees working in other banks or regions. This study is also extended only to the professionals working at different profiles like managers, probationary officer’s and clerical level employees. An attempt has been made to adopt the survey method to analyze the current phenomenon and has temporary validity. The present chapter discusses the major findings, practical implications, suggestions and recommendations, limitation and future scope.

Hypothesis 1: There is no significant difference in the perceived stress among public and private sector bank employees.

The t-test results revealed that banking professionals working in the public banking sector perceive extra stress if compared to professionals working in the private banking sector.

Hypothesis 2: There is no significant difference in the perceived stress among different demographic and socio-economic variables.
1) The results revealed that no significant variance exists in the mean values of stress between males and females as the p-value is less than 0.05.

2) The results of the independent sample t-test show that no significant variance is found in the mean value of stress between males and females in private as well as in the public sector as in both the cases the p-value > 0.05.

3) The results show that there is no significant difference in the mean values of employees belong to different age groups in terms of Cohen’s stress score.

4) It was found that the stress score is highest between the age group of >=40 to <50 years and lowest in case an employee is less than 20 years of age.

5) It was revealed that employees of different age groups functioning in the public banking sector are experiencing extra stress as compared to employees working in private banking sectors.

6) In the case of private banking sector employees, the highest mean value of Cohen’s stress score was for employees belonging to the age category of 50 years and above and the least value is for employees whose age is less than 20 years.

7) It was found that the banking professionals who work in the public banking sector, the highest mean value of Cohen’s stress score was for employees belonging to the age category of >=40 to <50 years and the least value is for employees whose age is less than 20 years.

8) It was found that the stress score is highest for employees who have intermediate as their highest qualification whereas the lowest score was for employees who have passed post-graduation or other professional degrees.

9) In the case of private-sector employees, the highest mean value of Cohen’s stress score was for employees who have passed the intermediate examination as their highest qualification and the least value is for employees who have passed any other professional degree.
10) It was found that for the professionals who work in the public banking sector, the highest mean value of Cohen’s stress score was for employees who have passed post-graduation as their highest qualification and the least value is for employees who have passed any other qualification.

11) The results of a one-way ANOVA test revealed that no variation exists in the mean score of the employee for perceived stress based on a different educational level for both public sector bank employees and private sector bank employees.

12) It was found that the stress score is highest for the employees whose per month income is < Rs. 20,000 followed by employees whose monthly income is in the range of >=Rs.20,000 to < 50,000, >=Rs50,000 to <1,00,000 and the least score was for employees whose monthly income is 1,00,000 per month or above.

13) The results of the ANOVA test show that a significant difference exists in the mean values of stress levels for employees whose per month income is < Rs 20,000 and between >=Rs50,000 to <RS100000, where the stress was more in case of employees whose per month income is < Rs.20,000.

14) The employees whose monthly income is between the ranges of >=Rs20,000 to <Rs 50,000 and >=Rs 50,000 to <Rs 100,000, it was found that no significant difference exists in the mean values of stress level.

15) It was found that for the employees whose per month income is in the ranges of >=Rs 20,000 to Rs 50,000 and Rs 100,000 or above, a significant difference can be seen in the mean values of their stress levels.

16) The results showed that employees whose per month income is in the ranges of >=Rs20,000 to <Rs 50,000 is more stress as compared to the employee whose monthly income is Rs 100,000 or above.

17) The results revealed that employees of different income groups employed in the public banking sector are experiencing more stress as compared to employees
working in the private banking sector as the mean value of private banking sector
bank employees is less as compare to the public banking sector.

18) The employees of the private banking sector, the highest mean value of Cohen’s stress score was for employees belonging to the income category of less than Rs.20,000 and the least value is for employees whose income ranges between >=Rs 20,000 to <Rs 50,000.

19) It was found that the professionals who work in the public banking sector, the highest mean value of Cohen’s stress score was for employees belonging to the income category of >=Rs.20,000 to <Rs 50,000 and the least value is for employees whose income ranges between >=Rs 50,000 to <100,000.

20) The outcome from the post-hoc analysis of private bank employees shows that a significant difference exists in the mean values of stress levels for employees whose per month income is < Rs 20,000 and between the ranges of >=Rs.20,000 to <Rs 50,000, where the stress was more in case of the employees whose per month income is < Rs 20,000.

21) The analysis revealed that there is a significant difference in the mean values of stress levels for employees whose per month income is < Rs 20,000 and between the ranges of >=Rs.50,000 to <100000, where the stress was more in case of employees whose per month income is < Rs 20,000.

22) The employees whose monthly income is between the ranges of >=Rs 20,000 to <Rs 50,000 and Rs 100,000 or above, no significant difference exists in the mean score of stress level.

23) It was found that the stress score is highest for the employees who are married or engaged as compared to employees who were single or Divorced/Widowed.

24) The results of the analysis showed that the stress was more in the case of employees who are single as compare to the employee who was either divorced or widowed.
25) It was further found that no significant difference can be seen in the intensity of employee stress for employees who are single and married/engaged.

26) The results showed that employees who are either married or engaged and employees who are either separated or widowed, the mean values of the stress for the employees have a significant difference.

27) The results show that a significant difference exists in the mean score of stress levels for professionals working in the private banking sector who are married/engaged and divorced/widowed. Where the stress was more in case of employees who are married/engaged as compared to the employee who was either divorced or widowed.

28) It was further found that no significant difference exists in the level of employee stress for employees who are single and separated/widowed.

29) The employee working in public sector banks, the results showed that employees who are either married or engaged and employees who are either separated or widowed, there a significant difference in the mean score of stress for employees.

30) The results showed that married or engaged employee has more levels of stress as compared to the employee who was either separated or widowed.

**Hypothesis 3: There is no significant difference in the role stress among public and private sector bank employees.**

The results showed that the role stress scores were high for public sector bank employees as compare to the employee who is working in private sector banks.

**Hypothesis 4: There is no significant difference in the role stress among different demographic and socio-economic variables.**

1) Results of the independent sample t-test showed that males were more stressed as compared to females.

2) The results of the analysis revealed that males have higher stress among both private and public banks.
3) The results of the independent sample t-test show that there is no significant variance in the mean scores of stress between males and females for private-sector employees.

4) However, for public sector employees, there is a significant difference in the mean scores of role stress between males and females.

5) It was found that the role stress score is highest for the employees whose age falls under the category of 50 years or above and lowest in case an employee is in the age group of >=30 to <40 years of age.

6) Results show that there is a significant difference in the mean score of role stress for the employee whose age is less than 20 years and between the categories of >=30 to <40 years, where employees whose age is less than 20 years is more stressed.

7) Further, results showed that there is a significant difference in the mean score of role stress for the employee whose age is less than 20 years and 50 years or above, where employees whose age is 50 years or more than 50 years is more stressed.

8) There is a significant difference in the mean score of role stress for the employee whose age is in the ranges of >=20 to <30 years and between the categories of >=40 to <50 years, where employees whose age is in the ranges of >=40 to <50 years is more stressed.

9) In addition to this, results showed that there is significant difference in the mean score of role stress for employee whose age is in the ranges of >=30 to <40 years and between the categories of >=40 to <50 years, where employees whose age is in the ranges of >=40 to <50 years is more stressed.

10) The results of the post-hoc test revealed that there is a significant difference in the mean score of role stress for the employee whose age is in the ranges of >=30 to <40 years and 50 years of age or above, where employees whose age is 50 years or above is more stressed.

11) Results revealed that employees of different age groups working in the public sector
are experiencing more stress as compared to employees working in private sector banks.

12) In the case of private-sector employees, the highest mean value of role stress score was for employees belonging to the age category of 50 years or above and the least value is for employees whose age is in the range of >=30 to <40 years.

13) However, for employees who are working in the public sector, the highest mean value of role stress score was for employees belonging to the age category of 50 years or above and the least value is for employees whose age is in the range of >=20 to <30 years.

14) Results show that for both public sector and private sector employees the significant value is less than 0.05 which means there is significant variation in the role stress scores of employees of different age groups in different sectors.

15) It was found that the role stress score is highest for employees who have intermediate as their highest qualification whereas the lowest score was for employees who have passed post-graduation or other professional degrees.

16) Results also showed that there is significant variation in the mean score of role stress for employees who have passed intermediate and post-graduation.

17) In addition to this, the results of the post-hoc analysis showed that there is a significant variation in the mean score of role stress for employees who have passed intermediate and other professional degrees.

18) Results revealed that employees of different educational levels working in the public sector are experiencing more stress as compared to employees working in the private sector.

19) In the case of private-sector employees, the highest mean value of role stress score was for employees who have passed the intermediate examination as their highest qualification and the least value is for employees who have passed any graduation
degree.

20) However, for employees who are working in the public sector, the highest mean value of role stress score was for employees who have passed the intermediate exam as their highest qualification and the least value is for employees who have passed post-graduation as their highest qualification.

21) Results showed that there is no significant variation in the mean score of the employee for perceived stress based on a different educational level for public sector bank employees.

22) However, there is a significant variation in the mean score of the employee for perceived stress based on a different educational level for private sector bank employees.

23) Results of the analysis showed that the role stress score is highest for the employees whose monthly income is in the ranges of $\geq$Rs 50,000 to $<1,00,000$ followed by employees whose monthly income is less than Rs20,000, Rs1,00,000 or more and the least score was for employees whose monthly income is in the ranges of $\geq$Rs 1,00,000 per month.

24) Results show that there is a significant difference in the mean values of employees belong to different income groups in terms of role stress score.

25) Results of the post-hoc test shows that there is significant difference in the mean score of role stress levels for employees whose monthly income is less than Rs 20,000 and between the income categories of $\geq$Rs 20,000 to $<Rs 50000$, where the role stress was more in case of employees whose monthly income is less than Rs 20,000.

26) The stress level was more for employees whose monthly income is less than Rs 20,000 as compared to the employee whose monthly income is Rs 1 lakh or more.

27) However, there was no significant difference in the level of employee’s role stress levels for employees whose income is less than Rs 20,000 and between the ranges of
28) Employees whose monthly income is between the ranges of $\geq$Rs20,000 to <Rs50,000 and $\geq$Rs 50,000 to <Rs 100,000, there is significant difference in the mean score of stress level, where the role stress was more in case of employees whose monthly income is in the ranges of $\geq$Rs50,000 to <Rs 100,000.

29) However, for employees whose monthly income is in the ranges of $\geq$Rs 20,000 to <Rs 50,000 and Rs one lakh or more, there is no significant difference in the mean scores of their role stress levels.

30) Finally, there is a significant difference in the mean score of stress for employees whose monthly income is in the ranges of $\geq$Rs50,000 to <Rs100,000 and Rs 100,000 or more as the p-value is less than 0.05.

31) Results showed that employees whose monthly income is in the ranges of $\geq$Rs50,000 to <Rs100,000 perceive more role stress as compared to employees whose monthly income is Rs 100,000 or more.

32) Employees of different income groups working in the public sector are experiencing more stress as compared to employees working in the private sector as the mean value of private sector bank employees.

33) In the case of private-sector employees, the highest mean value of role stress score was for employees belonging to the income category of $\geq$Rs50,000 to <Rs 100,000 and the least value is for employees whose income ranges less than Rs 20,000 per month.

34) However, for employees who are working in the public sector, the highest mean value of role stress score was for employees belonging to the income category of less than Rs.20,000 and the least value is for employees whose income ranges Rs 100,000 per month or above.

35) Results of the post-hoc test show that there is a significant difference in the mean
score of role stress levels for employees whose monthly income is less than Rs 20,000 and between the ranges of $>=Rs.20,000$ to $<Rs 50,000$, where the stress was more in case of employees whose monthly income is less than Rs 20,000.

36) Further, results showed that there is a significant difference in the mean score of stress levels for employees whose monthly income is less than Rs 20,000 and Rs 100,000 per month or above, where the stress was more in case of employees whose monthly income is less than Rs 20,000.

37) There was no significant difference in the level of employee stress for employees whose income is in the ranges of $>=Rs 20,000$ to $<Rs 50,000$ and between the ranges of $>=Rs 50,000$ to $<Rs 100,000$.

38) Employees whose monthly income is between the ranges of $>=Rs 20,000$ to $<Rs 50,000$ and Rs 100,000 or above, there is no significant difference in the mean score of stress level.

39) However, for employees whose monthly income is in the ranges of $>=Rs 50,000$ to $<Rs 100,000$ and Rs 100,000 or above, there is a significant difference in the mean scores of their stress levels.

40) It was found that the role stress score is highest for the employees who are Divorced/Widowed as compare to employees who were Married/Engaged or Single.

41) Results show that there is a significant difference in the mean values of employees belong to different marital statuses in terms of role stress.

42) Results of the post-hoc analysis showed that there is a significant difference in the level of employee stress for employees who are single and divorced/widowed.

43) In addition to this, results showed that employees who are either married or engaged and employees who are either separated or widowed, there is no significant difference in the mean score of stress for employees.

44) The results revealed that employees of different marital status working in the public
sector are experiencing more stress as compared to employees working in the private sector.

45) In the case of private sector bank employees, the highest mean value of role stress score was for employees who were either separated or widowed and the least value is for employees who were Single.

46) However, for employees who are working in public sector banks, the highest mean value of role stress score was for employees who were either separated or widowed and the least value is for employees who were single.

47) The organizational role stress scores are significantly different between different marital statuses of employees working in public sector banks and employees working in private sector banks.

48) The organizational role stress was more in the case of employees who are married/engaged as compared to the employee who was single.

49) Further, the results of the post-hoc analysis showed that there is a significant difference in the mean score of role stress levels for employees working in private sector banks who are single and divorced/widowed.

50) Where the stress was more in case of employees who are divorced/widowed as compared to the employee who was single.

51) Further, results showed that there is a significant difference in the mean score of role stress levels for employees working in public sector banks who are single and married/engaged.

52) Further, the results of the post-hoc analysis showed that there is a significant difference in the mean score of role stress levels for employees working in public sector banks who are single and divorced/widowed.

53) However, there was no significant difference in the level of employee’s role stress for employees who are divorced/widowed and married/engaged.
**Hypothesis 5:** There is no significant difference among the stress coping strategies adopted by banking professionals.

1) Results of the ANOVA analysis showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of active coping.

2) Results showed that the mean score of a private bank employee was more as compared to public sector bank employees.

3) Further, the results of the independent sample t-test showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of planning strategy.

4) Results showed that the mean score of a public bank employee was more as compared to private sector bank employees.

5) It means that public sector bank employees were better able to cope with the stress as compared to their counterparts.

6) Results of the independent sample t-test showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of seeking social support for instrumental reasons strategy.

7) Results showed that the mean score of a public bank employee was more as compared to private sector bank employees.

8) Results of the independent sample t-test showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of seeking social support for emotional reasons strategy.

9) Results showed that the mean score of a public bank employee was more as compared to private sector bank employees.

10) Results of the independent sample t-test showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees.
in terms of suppression of competing activities strategy.

11) Results showed that the mean score of a public bank employee was more as compared to private sector bank employees.

12) In addition to this, the results of the analysis showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of turning to religion strategy.

13) Results showed that the mean score of a private bank employee was more as compared to public sector bank employees.

14) The results showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of positive reinterpretation strategy.

15) Results showed that the mean score of a private bank employee was more as compared to public sector bank employees.

16) Results of the independent sample t-test showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of restraint coping strategy.

17) Results showed that the mean score of a private bank employee was more as compared to public sector bank employees.

18) Results of the independent sample t-test showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of acceptance strategy.

19) Results showed that the mean score of a private bank employee was more as compared to public sector bank employees.

20) Further, results showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of focus on emotions strategy.
21) Results showed that the mean score of a private bank employee was more as compared to public sector bank employees.

22) The results also showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of denial coping strategy.

23) Results showed that the mean score of a private bank employee was more as compared to public sector bank employees.

24) Results of the independent sample t-test showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of mental disengagement coping strategy.

25) Results showed that the mean score of a private bank employee was more as compared to public sector bank employees.

26) Results of the independent sample t-test showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of behavioural disengagement coping strategy.

27) Results showed that the mean score of a private bank employee was more as compared to public sector bank employees.

28) In addition to this, results showed that there is no significant difference in the mean score of public sector bank employees and private sector bank employees in terms of alcohol-drug disengagement coping strategy.

29) Results showed that the mean score of a private bank employee was more as compared to public sector bank employees. However, this means the difference was not statistically significant.

30) Finally, the results of the independent sample t-test showed that there is a significant difference in the mean score of public sector bank employees and private sector bank employees in terms of the sense of humour coping strategy.
31) Results showed that the mean score of a private bank employee was more as compared to public sector bank employees.

**Hypothesis 6: There is no significant impact of perceived stress on stress coping strategies adopted by banking professionals.**

1) Results of the structural equation modeling showed that there is a significant impact of Cohen’s perceived stress score on active coping strategy.

2) Results of the structural equation modeling showed that there is a significant impact of Cohen’s perceived stress score on planning coping strategy.

3) In addition to this, the results of the structural equation modeling showed that there is a significant impact of Cohen’s perceived stress score on seeking social support for instrumental reasons coping strategy.

4) Results of the structural equation modeling showed that there is a significant impact of Cohen’s perceived stress score on seeking social support for emotional reasons coping strategy.

5) Further, the results of the structural equation modeling showed that there is no significant impact of Cohen’s perceived stress score on suppression of competing activities coping strategy.

6) Results showed that there is no significant impact of Cohen’s perceived stress score on positive reinterpretation coping strategy.

7) However, the results of the structural equation modeling showed that there is a significant impact of Cohen’s perceived stress score on restraint coping strategy.

8) Nevertheless, the results of the structural equation modeling showed that there is no significant impact of Cohen’s perceived stress score on a focus on emotions coping strategy.

9) A similar type of results was observed in the case of the relationship between Cohen’s perceived stress score and denial coping strategy. Results showed that there is no
significant impact on Cohen’s perceived stress score on denial coping strategy.

10) Conversely, the results of the structural equation modeling showed that there is a significant impact of Cohen’s perceived stress score on mental disengagement coping strategy.

11) Similarly, the results of the structural equation modeling showed that there is a significant impact of Cohen’s perceived stress score on the sense of humour coping strategy.

12) Nonetheless, the results of the structural equation modeling showed that there is no significant impact of Cohen’s perceived stress score on alcohol-drug disengagement coping strategy.

13) Conversely, the results of the structural equation modeling showed that there is a significant impact of Cohen’s perceived stress score on behavioural disengagement coping strategy.

14) Similarly, the results of the structural equation modeling showed that there is a significant impact of Cohen’s perceived stress score on acceptance coping strategy.

15) Finally, the results of the structural equation modeling showed that there is a significant impact of Cohen’s perceived stress score on turning to religion coping strategy.

Hypothesis 7: There is no significant impact of perceived stress and role stress on various stress coping strategies adopted by banking professionals

1) The results of the analysis showed that there is a significant impact of organizational role stress score on active coping strategy.

2) Further, the results of the structural equation modeling showed that there is a significant impact of organizational role stress score on planning coping strategy.

3) In addition to this, the results of the structural equation modeling showed that there is a significant impact of organizational role stress score on seeking social support for
instrumental reasons coping strategy.

4) The results of the analysis showed that there is a significant impact of organizational role stress score on seeking social support for emotional reasons coping strategy.

5) Further, the results of the structural equation modeling showed that there is a significant impact of organizational role stress score on suppression of competing activities coping strategy.

6) A similar type of results was observed in the case of the relationship between organizational role stress score and positive reinterpretation coping strategy. Results showed that there is a significant impact of organizational role stress score on positive reinterpretation coping strategy.

7) In addition to this, the results of the structural equation modeling showed that there is a significant impact of organizational role stress score on restraint coping strategy.

8) Nevertheless, the results of the structural equation modeling showed that there is no significant impact of organizational role stress score on focus on emotions coping strategy.

9) A similar type of results was observed in the case of the relationship between organizational role stress score and denial coping strategy. Results showed that there is no significant impact of organizational role stress score on denial coping strategy.

10) Conversely, the results of the structural equation modeling showed that there is a significant impact of organizational role stress score on mental disengagement coping strategy.

11) Similarly, the results of the structural equation modeling showed that there is a significant impact of organizational role stress score on the sense of humor coping strategy.

12) Nonetheless, the results of the structural equation modeling showed that there is no significant impact of organizational role stress score on alcohol-drug disengagement
coping strategy.

13) Conversely, the results of the structural equation modeling showed that there is a significant impact of organizational role stress score on behavioral disengagement coping strategy.

14) Similarly, the results of the structural equation modeling showed that there is a significant impact of organizational role stress score on acceptance coping strategy.

15) Finally, the results of the structural equation modeling showed that there is a significant impact of organizational role stress score on turning to religion coping strategy.

**Implications of the Study**

The present study examines the stress management at both public sector and private banks in NCR. The survey performed on one of the vital banking organizations of public and private institutions operating in selected places of NCR. The reach of the review is limited only to the banking professionals working in the NCR region. The analysis and the results are applicable only to the professionals working in banks other than banks considered in this study. The results of the present study will be beneficial for the bank policymaker that how they can reduce the level of stress among bank employees and how they can effectively cope with the existing stress. Apart from this, the results of the present study will help the HR managers to plan their HR activities in such a way that it can help the employees in dealing with work-related stress. In addition to this, it helps the HR managers to develop their HR interventions such as training and development in such a way that can measure the existing level of stress among the employees and accordingly they can prepare their intervention programs. Further, the analysis of the study revealed that the demographic profile of the respondents also plays a very important function in affecting the role of stress among employees. Further, it affects the way they cope up
with the stress. Therefore, managers must also concentrate on the demographic profile of the respondents while framing any HR intervention. As the HR intervention can vary for the different demographic profile.

**Limitations of the Study**

The present study has a few limitations. The following are some of them.

1. The results of this study can only be applicable to only those institutions which have a similar hierarchical structure and where the roles and responsibilities of the employee are similar to the respective profile of the employee working in the bank. The future researcher could include a sample in which there is no similarity in the hierarchical structure.

2. The findings of the study may not be held good forever as the findings of the study area on the basis of responses received in a particular time period. Therefore, future researchers could have a longitudinal study to have more insight on the topic.

3. The banking sector belongs to the service sector, but finding obtained from the banking professionals may not be exactly applicable to employees working in all groups of service sectors like hotels and restaurants, hospitals, IT/ITeS, etc. Therefore, future researchers could have a sample from different service sectors so that results can be generalized to a broader perspective.

4. For the study purpose, five banks were considered from two groups (public and private banking sectors). The psychological empowerment and its effects on the employees of the other banks may be different, maybe because of a different culture. Therefore, future researchers could more banks to avoid this limitation.