

# COMPARATIVE STUDY ON PRIVATE & PUBLIC SECTOR BANK'S EMPLOYEES OF DELHI -NCR WITH RESPECT TO EUSTRESS MANAGEMENT

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## Abstract

Usually, the stress symbolises the negative meaning as it is that mental pressure & emotional instability which overpower an individual's intellectual ability & critical thinking. This impacts their physical & mental health which in turn leads to inefficiency in accomplishment of organisational goals. Here, there is a need to shift in a perception from a negative stress to positive stress. The concept of Eustress becomes important in the present competitive era. It acts as a force that drives & stimulates the employees to fulfil the organisational goals along with their own holistic growth.

This is an exploratory study which aims to determine that how public sector & private sector bank employees perceives the circumstances that causes stress and to identify the effect of eustress on job satisfaction & organisational commitment. In this study, the primary data have been collected by using questionnaire method which had given to the employees of four banks in Delhi-NCR named as: State Bank of India (SBI), Punjab National Bank (PNB), Kotak Mahindra Bank, Housing Development Finance Corporation Limited (HDFC) Bank i. e. two each from public sector and private sector banks. In this study, a total of 250 bank employees are as respondents, both from public & private sector banks. The various statistical tools have been used to test the hypothesis. The study concludes that pressure to complete task on time, increase in competence along with conscious efforts to reduce costs; job insecurity and internal competition will encourage the employees to enhance their capabilities & develop necessary skills for promotion & various other incentives.

**Keywords:** Eustress, Good Stress, Drive, Job Satisfaction, Holistic Growth, Increases Efficiency, Organisational Goals.

## INTRODUCTION

Stress, the most common word in today's competitive era with which all of us can relate with. It doesn't matter whether you are rich or poor, which type of job you are pursuing or you are belonging to which age category – Stress is faced by everyone irrespective of gender composition.

Even it affects our physical as well as mental health i.e. loss of appetite, experiencing depression & anxiety, insomnia, etc. In our daily conversation, we always heard about negative aspect of stress i.e. distress & it has been extensively studied by various researchers as well but only few have touched the concept & impact of positive stress i.e. eustress. The concept of eustress becomes important which consists of two words: **eu-** meaning "good" & **stress** i.e. "**eustress**" means "**Good Stress**". This is considered to be positive cognitive response to stress which is healthy & results in job satisfaction. For example – stress arises due to lockdown during Covid-19 situations, but a shift of perception from distress to eustress was done with the change in perspective from aloofness to spending quality time with family. Similarly, in organisation, to face a problematic situation & find out the solution within a specific time frame might create distress but the pleasure of job satisfaction by doing challenging task can't be taken away & this is what positive stress.

Banking sector in any economy plays a crucial & insignificant role. Banking activities performed by managers & various bank employees faced stress on daily basis because of work pressure, long queues of customers, long working hours, frequent changes in policies, etc. The reality is that the human resources are the most important resources among all other factors of production. It is so because; they use their intellect & expertise which further leads to the use of technology & various other resources. Various employees creates an insight that all

the policies & programs framed by top management have to be effectively implemented by them for the success of the organisation – thus, the positive thinking regarding their responsibility role creates a positive stress among them.

Various researches have been done on eustress in different fields but there is a need for research on the positive stress which is experienced by employees in public & private sector banks. With help of this study, we try to bridge the gap by exploring the bank employees' descriptions of positive stress & its impact on their job satisfaction & organisational obligations.

## STATEMENT OF THE PROBLEM

Our research questions are as follows:

- a) How do bank employees' of both public & private sector banks responding towards the importance of eustress?
- b) How does eustress leads to satisfaction of job among employees & organisational goals?

## RESEARCH METHODOLOGY

The study mainly uses primary source for data collection by using questionnaire as a tool. This questionnaire has been distributed to the bank employees of four banks in Delhi – NCR namely SBI, PNB, HDFC, & Kotak Bank. This is an exploratory study used to explore the perception of bank employees' regarding stressors.

### Objective of the Study

The purpose of the present study is to focus on the eustress & on contemplative practices among bank employees. The objective of the study is to perform the comparative study between public & private sector bank employees to explore their perception towards the stressors, to identify the factor that persuades the bank employees to promote the positive stress in their lives & to find out the effect of eustress on job satisfaction & organisational commitment.

This paper is focused on the following objectives:

- a) To determine the positive aspects of stressors on bank employees of both public & private bank.
- b) To find out the effect of eustress on job satisfaction & organisational commitment.
- c) To ascertain the relations between the behavioural factors of employees & eustress.
- d) To obtain the opinions of bank employees on eustress.

### Research Design

Research Design implies as designing of inclusive strategies which would be pursued by researchers during their research work. It is a logical & systematic plan right from the research problem formulation to the methodology uses, data collection, its analysis & interpretation of data. This study is exploratory in nature to explore more about the Eustress in banking sector. Also, in this study total 250 banks employees are taken as respondents out of which 125 each are from public & private sector banks.

### Hypothesis of the study

**H1:** Eustress doesn't distinguish between the Job Satisfaction of Private & Public Sector Bank Employees.

**H1a:** Eustress distinguishes between the Job Satisfaction of Private & Public Sector Bank Employees.

**H2:** Eustress doesn't distinguish between the Organisational Commitment of Private & Public Sector Bank Employees.

**H2a:** Eustress distinguishes between the Organisational Commitment of Private & Public Sector Bank Employees.

### Limitations of the Study

- a) Lack of time due to which study was conducted only on four banks.
- b) The responses of bank employees are limited to only Delhi – NCR.
- c) There is no difference between male & female employees' opinions related to eustress.
- d) Due to work load, employees are unable to respond to the questionnaire effectively.

## LITERATURE REVIEW

The concept "Stress" was propounded by Selye and referred as "**the non-specific responses of the body to any demand for change**" (Selye, 1965). He was recognised as the father of stress management. Stress is inescapable in the present competitive era, especially, occupational stress is too difficult to handle. After that, Selye expanded the concept of eustress, pronounced Eustress in 1974. Eustress is a positive & encouraging result of all stressful situations. Eustress is similar to morale which is "the energy, enthusiasm, team spirit and pride that employees experience as a result of their work" (Mc Gowen, Gardner, & Fletcher, 2006; Hart, 2002).

Researchers also identify eustress as “a positive discrepancy between perceptions and desires, provided that the discrepancy is salient to the individual”, (Edwards & L., 1988). There are only few theories and researches that emphasised the aspect of positive stress i.e. eustress. (Simmons and Nelson’s, 2007) defined eustress as “holistic model of stress, which can be seen as an example of positive psychology (‘a science of positive subjective experience’). (Seligman & Csikszentmihalyi, 2000) explained the eustress as “questioning the focus on disease and emphasizing human strengths and health as the presence of positive states”. The comprehensive model of stress is based on both distress (negative) and eustress (positive), characterising these as separate and distinct opinions.

Eustress is basically associated with enthusiasm that generates a force to face any challenge by strengthening the internal motivation & fulfil the self - actualisation needs. The various researchers has mentioned eustress in almost every field i.e. academia, corporate, medicine, entrepreneurship, and even in banking sector. The outcome of the study shows that “challenging employees, open and free communication, trust worthiness, and good listening skills are the important variables in enhancing eustress in the workplace through the supervisor”, (Sreeleakha P & Sugam Bordoloi, 2014). The concept of eustress is broadly accepted as “psychological phenomenon should receive more interest from the academia”, (Chun-Tung Li, Jiannong Cao & Tim M. H. Li, 2016). In another study (by Simmons, 2000) on hospital nurses, it was found that eustress was significantly and positively correlated to an individual's trust for his or her supervisor.

The study is focused on the facts to identify the effect of eustress together on public & private sector bank employees with reference to job satisfaction and organisational commitment. Here both job satisfaction and organisational commitment are inter-dependent on each other. It is so because if an employee is not satisfied from their jobs then he/she will not able to meet the targets and organisational commitments on time while on the other hand, if employees succeed in fulfilling the organisational commitment both effectively & efficiently then this will induce him/her to achieve the self-esteem needs which in turn leads to job satisfaction. Thus, to identify that how eustress results in enhancement of job satisfaction and effectively accomplishment of organisational tasks among bank employees is the focal area for this study.

## RESULTS, INTERPRETATION AND DISCUSSION

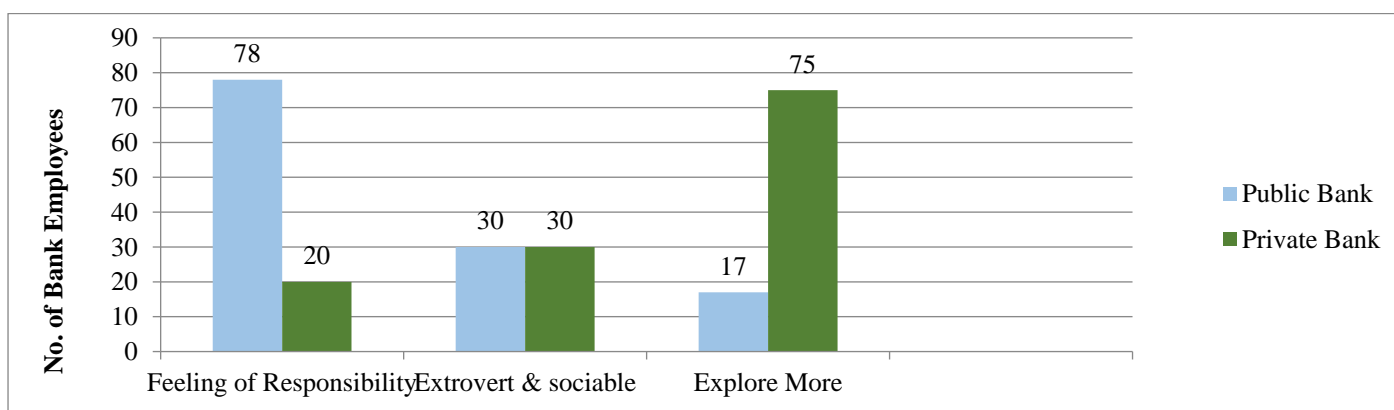
### Personality Traits of an individual that impact their performance:

Personality refers to the characteristic traits of an individual, inter - personal relationships between the superior & subordinate and the way in which person responds to the situations. There are number of factors that determine the individual’s personality such as biological factor, family factor & environmental factors. These factors in turn help to find out the personality traits & types of an individual i.e. whether an individual is extrovert or introvert, likes to explore or happy to do task ordered by superior, etc. which affect the individual’s performance. Following are some of those traits that might affect the working of banking sector employees.

**Table 1: Personality Traits of an individual that impact their performance (%age).**

Personality Traits	Public bank employees	Private bank employees
Feeling of responsibility	72.4%	16%
Extrovert & sociable	24%	24%
Explore more	13.6%	60%
Total	100%	100%

**Figure 1.1: Representing the Personality Traits of an individual that impact their performance (in terms of no. of employees)**

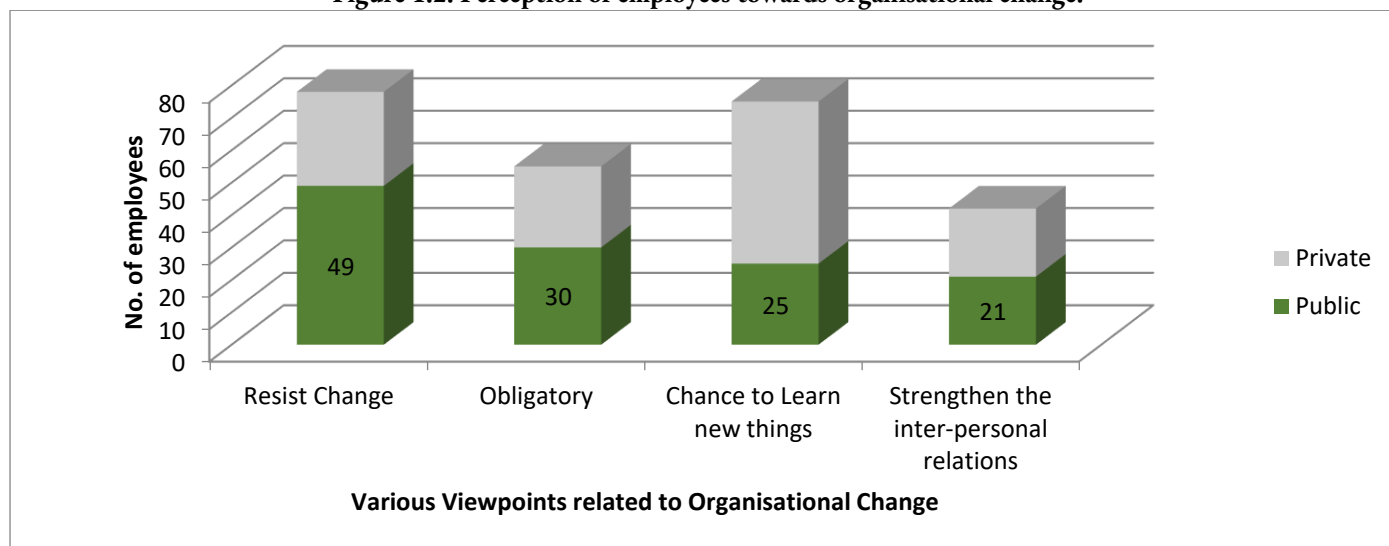


The above stated table & graph depicts the Personality Traits of an individual. Considering personality aspect is important here because various organisational decisions are based on how person behave & perceives the situation. Thus, here 72.4% public bank employees are having a persona that they contribute in organisation as a feeling of responsibility i.e. view the task as a burden & not as an interest, while, this factor is only contributing 16% among private bank employees. Whereas 60% of private sector bank employees exploring new avenues while performing their job & increases their potential & can reach before time at the self – actualisation stage in comparison to public sector bank employees who are contributing to only 13.6% in exploring new opportunities.

#### Perception of employees towards organisational change:

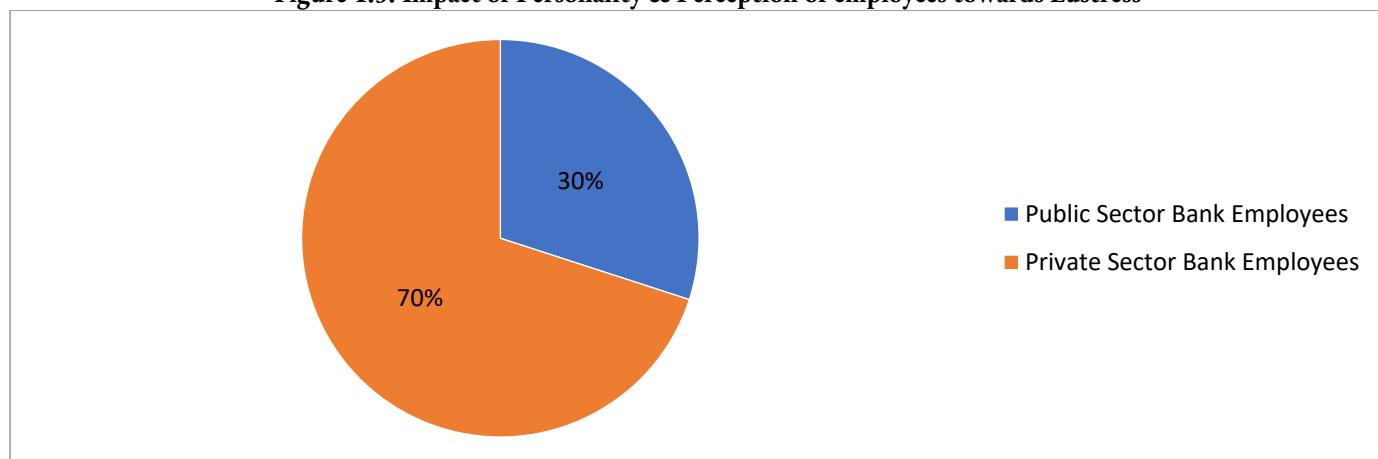
Perception refers to the process by which individual organises & interpret their sensory impressions in order to give meaning to their environment. There are various viewpoints when it comes to the organisational change. Some perceives it as a positive change while some take it as a burden. While study the Eustress, it is necessary to determine whether the bank employees of public & private sector take it as an opportunity or as a threat.

**Figure 1.2: Perception of employees towards organisational change.**



The above graph reflects the perception of bank employees towards the organisational change. Approximately, 79 employees in public sector banks belongs to those category who resist change or even if they start adapting themselves as per the change, then it's just because that they have to comply to the management orders While, in private sector banks, approximately 71 employees responded positively towards change. They perceive change as an opportunity to gain knowledge and enhance their self-worth.

**Figure 1.3: Impact of Personality & Perception of employees towards Eustress**



Based personality & perception towards organisational change - eustress among public & private sector bank employees

The above pie chart depicts that people responded to any situation with respect to their own personality & perception. Thus, analysing that whether a situation, for instance, organisational change will be a negative stress or positive stress is purely dependent on how an employee perceives it. Based on the primary data collected from bank employees, only 30% of public sector employees are motivated by the organisational change. While, in private sector banks, organisational changes motivates 70% employees & help them to achieve their self – esteem & self – actualisation needs.

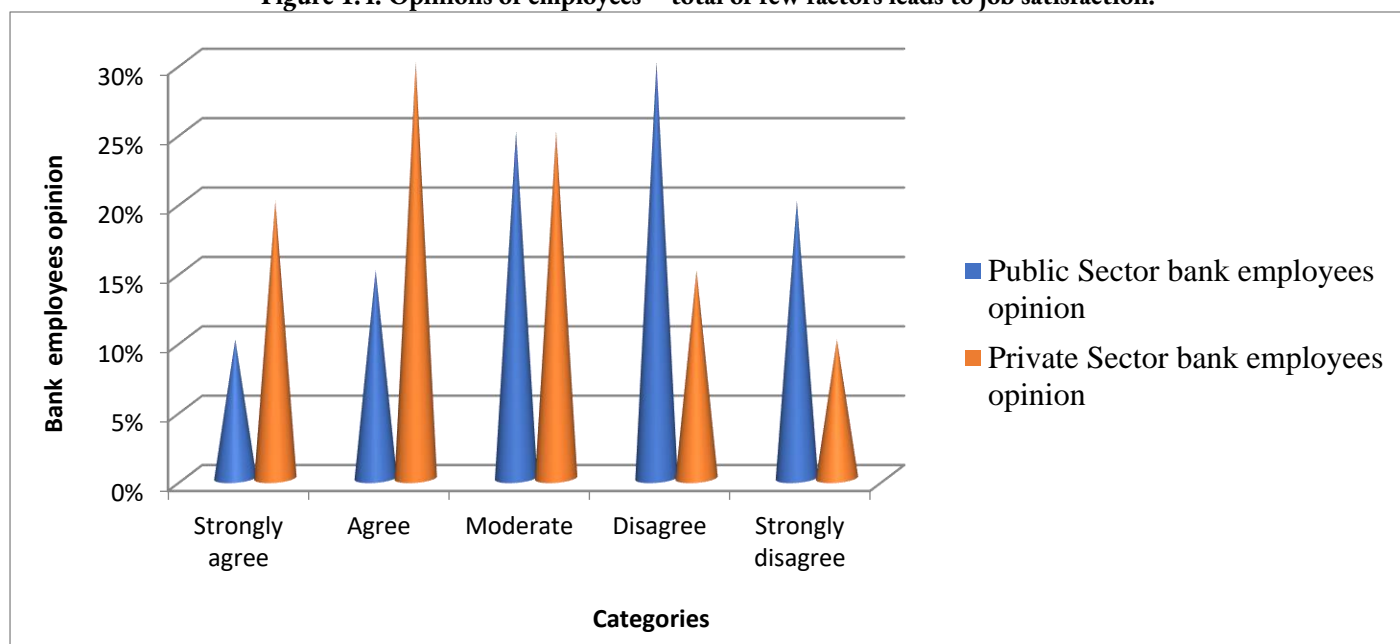
#### Factors that leads to job satisfaction:

Job satisfaction is psychological aspect as it is an inner feeling that one can experience while performing their tasks in an organisation. There are various determinants of job satisfaction such as wages, working conditions, job content, organising various developmental programs, opportunities for promotion, etc. To determine that whether or not the total of all these factors results in job satisfaction among bank employees', we had collected the following data.

**Table 2: This table shows that how strongly employees of both public & private sector banks believes that the working conditions, training & development programs and group cohesiveness together leads to job satisfaction –**

Categories	Public Bank Employees' opinion	Private Bank Employees' opinion
Strongly agree	10%	20%
Agree	15%	30%
Moderate	25%	25%
Disagree	30%	15%
Strongly Disagree	20%	10%

**Figure 1.4: Opinions of employees – total of few factors leads to job satisfaction.**

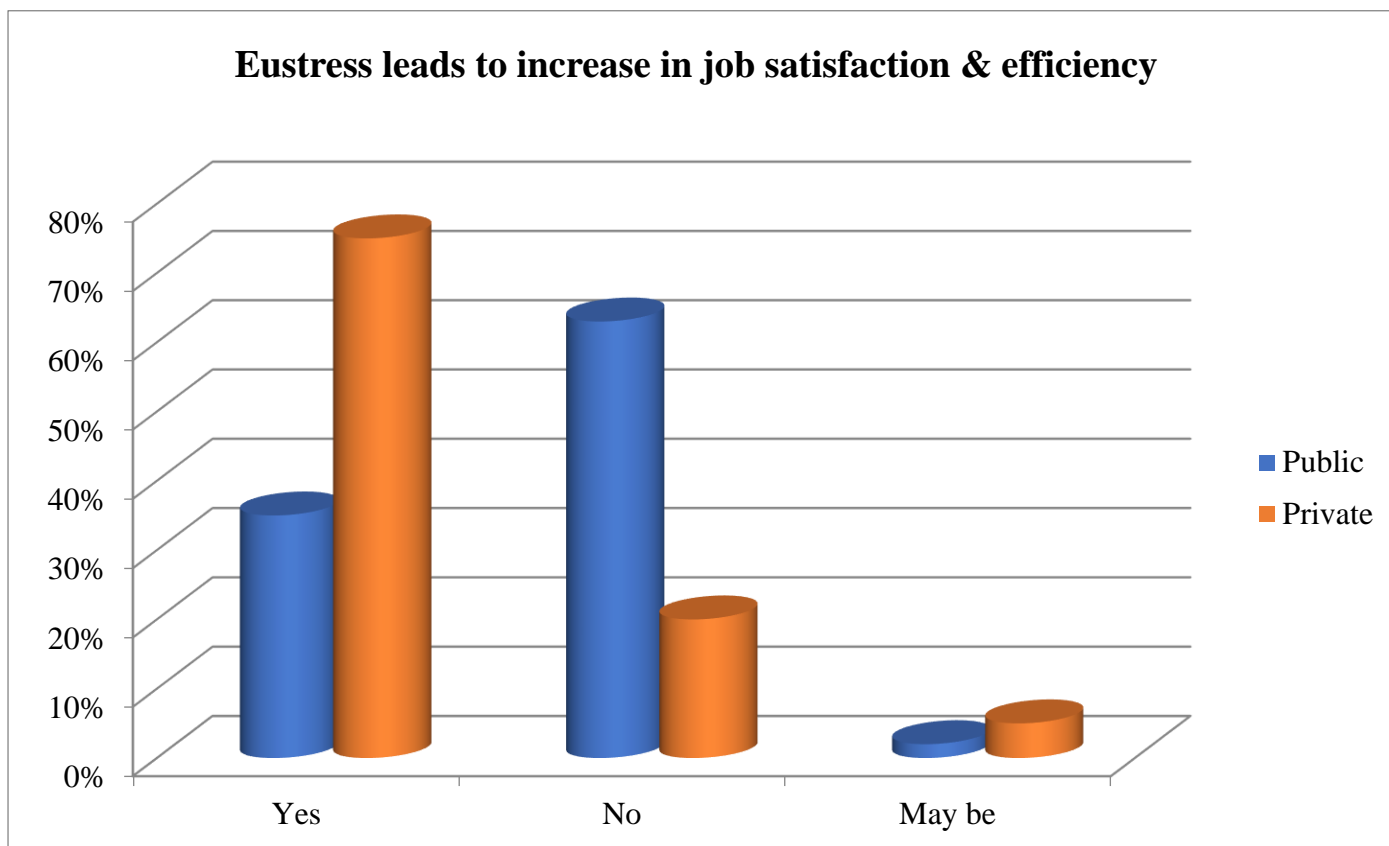


As per the above Table B & clustered cone graph shows the respondent's opinion related to whether the total of factors (like working conditions, training & development programs and group cohesiveness) might results in job satisfaction or not. Here, on this statement, 30% of total bank employees are coming under the category of "strongly agree" (i.e. 10% from public bank employees while 20% from private bank employees). 45% lie under the category of "agree" (i.e. 15% from public bank employees while 30% from private bank employees). 50% employees are having a moderate opinion on the statement (i.e. 25% each from public & private bank). While, 45% employees are comes under "disagree" category (i.e. 30% from public & 15% from private bank employees). And at last, 30% are lie under the category of "strongly disagree" (i.e. 20% & 10% from public and private sector bank).

### Eustress facilitates enhancement in job satisfaction & efficiency or not:

When employees perceive every challenge and complicated task as an opportunity, then this results in positive stress which drives a force to complete the task efficiently & effectively. It further facilitates the enhancement in job satisfaction. To identify the point of views of bank employees' in this context we had collected the data and acquired following responses:

**Figure 1.5: Bank Employees' Responses - Eustress facilitates enhancement in job satisfaction & efficiency or not.**



The above graph reflects that how many employees (in %) believe eustress leads to increase in job satisfaction & efficiency. Here, only 35% of public bank employees are agree with this statement while it was responded double i.e. 70% by private bank employees. On other hand, 63% of public bank employees are disagree with this i.e. according to them, eustress doesn't results in increase in job satisfaction & efficiency and 20% of private bank employees are disagreed to this. At last, there were only 2% of public bank employees & 5% of private bank employees who are not sure about this statement. Thus, it can easily be concluded that private sector bank employees believed that eustress leads to increase in job satisfaction than that of public sector bank employees.

### Eustress, Customer Satisfaction & Organisational Commitment:

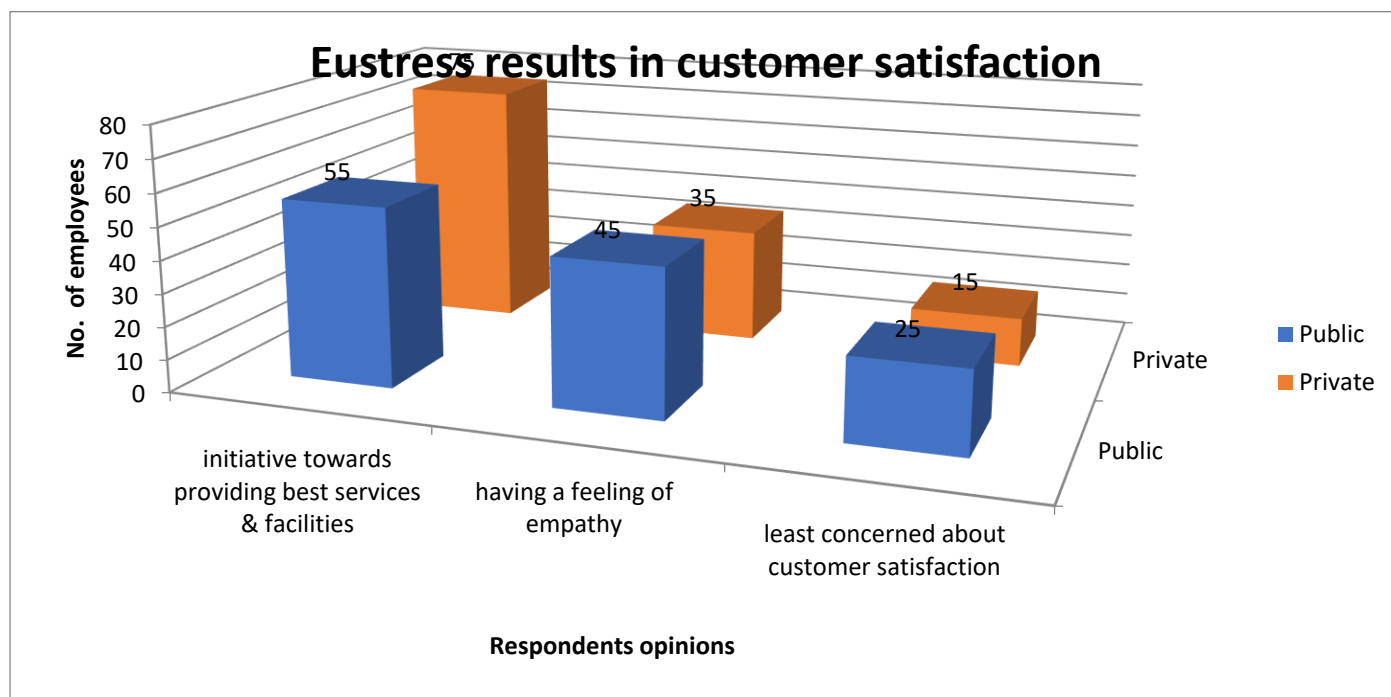
To satisfy the customers is the main aspect that each & every organisation must be taken into consideration. Likely, banking sector employee's essential priority is to handle customers & their problems and try to empathetically understand their situations. When they start managing customers positively then they can achieve the organisational commitment effectively & efficiently.

**Table 3: Represents the possibilities of eustress that could be resulted in customer satisfaction –**

Opinions	Public	Private
Initiative towards providing best services & facilities	65	75
Having a feeling of empathy	40	35
Least concerned about customer satisfaction	20	15



Figure 1.6: Eustress results in customer satisfaction



The above graph shows that the number of respondents who are having different point of views that how eustress results in customer satisfaction. Customer satisfaction in turn results in accomplishment of organisational commitment. Here, 130 employees (i.e. 55 & 75 each from public & private sector bank respectively) having an opinion that positive stress results in an initiative towards rendering the best services & facilities to their customers. While, approximately 80 employees (i.e. 45 & 35 each from public & private sector bank respectively) having an opinion that eustress has an outcome that there is an emergence of a feeling of empathy towards the customer's situation. Also, 40 employees (i.e. 25 & 15 both from public & private sector bank respectively) are there who are least concerned about the customer satisfaction.

## DISCUSSION ON HYPOTHESIS

**There were two hypothesis made for the study. Out that, first is as follows:**

**H1:** Eustress doesn't distinguish between the Job Satisfaction of Private & Public Sector Bank Employees.

**H1a:** Eustress distinguishes between the Job Satisfaction of Private & Public Sector Bank Employees.

As per the data collected & inference made, **H1a is accepted** i.e. Eustress will surely distinguishes between the job satisfaction of public & private sector bank employees. This is because the personality, perception & priorities of public & private sector employees are different. Due to this difference, the factor that leads to job satisfaction among employees also varies. Here, because of lack of interest & monotonous work environment, 63% of public bank employees denied the fact that eustress results in increase in job satisfaction among employees, rather they take any challenge as a fear & pressure. On the other hand, 70% of private sector employees are in favour of the statement that eustress outcome as an increase in job satisfaction because they foresee all challenges as a holistic growth of their own. Thus, on this basis, **Hypothesis H1a is accepted.**

**The second hypothesis made for this study is as follows:**

**H2:** Eustress doesn't distinguish between the Organisational Commitments of Private & Public Sector Bank Employees.

**H2a:** Eustress distinguishes between the Organisational Commitments of Private & Public Sector Bank Employees.

Here, also our alternate hypothesis i.e. **H2a is accepted as per the primary source of data collected & inferences made.** The reason being, customer satisfaction is the principle motto of banking industry. Thus, by providing quality services to customers, empathetically considered their circumstances, and performing as per the values & ethics of organisation will results in accomplishment of organisational commitments. Here, only 55 employees of public sector bank, believed that eustress enhances the resourcefulness among employees, thus, they act as an initiative taker, with the cooperation of management, towards the benefit of customers. While this number increases to 75 employees of private sector bank are interested to take a step ahead for their customers' benefits. **Thus, on this basis, Hypothesis H2a is accepted.**

## CONCLUSION

On the basis of the above discussed facts & figures, it can be concluded that positive stress related to the internal competition, inter- personal relationships & organisational change; motivates the private sector bank employees and enhances the job satisfaction among them, on the other hand, financial motivators, job security & working conditions are those factors that increases job satisfaction among public sector bank employees. As per the Herzberg two factor theory, we can draw the inference that public sector bank employees are more influenced by hygiene factor than that of the motivational factors. In contrary, motivational factors are more prioritised by employees of the private sector banks than the employees of public sector banks, this simply because they need to satisfy their self – esteem & self – actualisation needs.

Accordingly, it can be said that as per the McClelland theory, the Need for Achievement component can be easily pursued by private sector bank employees as they are satisfied when they have to perform the challenging jobs rather than performing similar monotonous jobs. The outcome of this mind set is that they need more autonomy while taking decisions & thus, they are more prone to eustress & customer satisfaction than that of the public sector bank employees. It is because that employees have to deal with variety of customers on the daily basis, who differ in terms of their behaviour, perceptions & attitude, so while handling them with a positivity, employees develops a critical thinking which drive them to accomplish organisational commitments along with job satisfaction.

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