



## RESEARCH ARTICLE

# Assessing the impact of stress on the health and job performance of employees in Indian banks

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## Abstract

**Purpose:** This study examined the impact of stress on the well-being and performance at work of the individuals employed at Indian public and private sector banks in the selected districts of Haryana and explored whether the effects of stress between these two sectors are significant.

**Design/Methodology/Approach:** Data were gathered from 300 bank employees, with 150 each from selected public and private sector banks. A pre-validated structured questionnaire using a Likert scale was employed to measure stress-related health issues and job performance. Statistical analysis of data was done using descriptive statistics and to ensure the validity of the study's findings, an independent sample t-test was employed.

**Findings:** The research reveals that employees in both sectors experience stress-related health issues, including headaches, back pain, sleep disturbances, and anxiety. However, employees in public sector banks reported higher levels of back pain, fatigue and anxiety in comparison to those in private sector banks. While the impact on job performance on all the employees is reduced job satisfaction, decreased productivity and increased absenteeism. Notably, employees in public sector banks reported a higher likelihood of decreased productivity and premature retirement plans due to stress.

**Practical Implications:** Elevated levels of stress have the potential to exert adverse consequences on the productivity and performance of employees. By acknowledging stress as a plausible determinant affecting performance, banks can prioritize the establishment of a work environment that fosters productivity and efficiency, potentially resulting in enhanced employees' performance.

**Originality/Value:** The research conducted is original and based on empirical data and contributes to the understanding of how stress affects bank employees in a specific regional context, shedding light on differences between public and private sector banks.

**Keywords:** Stress, Health, Anxiety, Depression, Job performance, Productivity.

## Introduction

Stress is an unavoidable aspect of everyday life, and its presence in the work environment impedes many employees' ability to fulfil their duties (Amankwah, 2023). According to the data revealed in the Gallup State of the Global Workplace 2023 study, a significant proportion of employees globally, specifically 59%, are engaging in a

phenomenon referred to as "quiet quitting". The term refers to the inadequate level of commitment demonstrated by employees in carrying out their designated responsibilities and abstaining from participating in any supplementary tasks that fall beyond the parameters of their job description (Formica & Sfodera, 2022). Stress can lead to a range of health issues for a person, including physiological, psychological and behavioural issues like heart disease and stroke, digestive issues, respiratory issues and emotional challenges like family conflicts, sleep disruptions, depression and burnout (Danielsson *et al.*, 2012). It can also lead to drug and alcohol misuse, smoking, accident proneness, violence and eating disorders (Salim *et al.*, 2019). Stressed employees are more likely to be ill, unmotivated, unproductive and insecure on the job. In a highly competitive industry, such businesses have a lower likelihood of profitability (Goyal, 2013). Employees, who were stressed, reported being absent from their jobs repeatedly owing to illness (Ray *et al.*, 2017). Employees, who exhibit higher degrees of affective commitment and possess greater job experience,

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demonstrate a greater ability to efficiently channel their experienced stress into improved sales performance (Hunter & Thatcher, 2007). Mental health disorders, including burnout, fatigue, and other psychological disorders are significant determinants leading to extended periods of absenteeism (Duijts *et al.*, 2007).

According to Luthans (1995), the presence of ongoing pressure at work has been found to have an adverse impact on productivity. Additionally, elevated levels of perceived stress can lead to physiological issues and contribute to disengagement, absenteeism and turnover (Hunter & Thatcher, 2007). Stress is widely acknowledged as a prevalent phenomenon that is often encountered by employees worldwide. The phenomenon being referred to is a highly lethal yet inconspicuous threat to the well-being of workers, particularly in periods marked by low mood or depression (Schwartz, 1975; Syed *et al.*, 2012). Stress can manifest itself in humans mainly through behavioural changes (Michie, 2002). An individual may exhibit severe signs of stress in their emotions, behaviour, thinking or body (Cooper & Marshall, 1976). In addition to causing headaches, eating disorders, insomnia, fatigue, *etc.* (Kirkcaldy *et al.*, 2002), stress can also contribute to drug and alcohol abuse, smoking, an increased risk of accidents and violence (Salim *et al.*, 2019). Job stress occurs “when job-related elements interact with a worker to change (i.e., disrupt or enhance) his or her psychological and/or physiological condition, forcing the mind-body to diverge from normal functioning” (Beehr & Newmann, 1978). The workforce within the banking industry comprises a distinct cohort of individuals, who encounter varying degrees of psychological stress within their work environment (Chaudhary & Lodhwal, 2017; Ravesangar & Fauzi, 2022). Several factors like a lack of understanding of technical improvements, managing customer complaints, pressure to meet sales targets, and competing in dynamic markets, are linked to the experience of encountering structural adjustments and job redesign (Lau *et al.*, 2018). The extant literature suggests a notable occurrence of occupational stress among bank personnel on a global scale (Khalid *et al.*, 2020; Mannocci *et al.*, 2018). Furthermore, it is worth noting that the COVID-19 pandemic has had a negative influence on bank personnel, leading to an increase in their psychological discomfort (Chudzicka-Czupala *et al.*, 2023; Elsafty & Shafik, 2022; Rozman & Tominc, 2021; Yasmin *et al.*, 2021). The significance of employee well-being within an organization’s culture and values is of utmost importance, as a strong correlation has been shown between employee performance and productivity and their health and well-being (Haddon, 2018).

### **Review of Literature**

Mosadeghrad (2014) found that fatigue, headaches, sleep difficulties, non-specific pain, decreased attention span, sense of worthlessness, a lack of empathy, elevated blood

pressure, chest pains and gastrointestinal disorders are among the physical impacts of stress on health. Whereas, depressed mood states, anxiety, anger, low confidence, tension or melancholy are all emotional signs of occupational burnout. Behavioural signs of stress may include disrupted sleep habits, slower reaction times, decreased job capacity and decreased work motivation. Malamardi *et al.* (2015) found that bank officers at the middle level observe a significantly elevated stress level than bank managers at the top level and employees at the clerical grade. Individuals experiencing mild stress had better physical and mental quality of life in comparison to those encountering moderate and severe stress levels. Lopes & Kachalia (2016) investigated that the presence of stress impacts the productivity of employees adversely. Conversely, when stress levels are lowered, there is an observed improvement in performance. Kan & Yu (2016) observed a notable correlation between job-related stress, work-life conflict and signs of depression within a sample of bank employees. Also, the inclusion of incentives can help alleviate the impact of depressive symptoms. However, it has also been demonstrated that certain circumstances, such as external exertion, over-commitment and an imbalance between job and domestic responsibilities, can intensify the symptoms of depression. Vijayan (2017) conducted a study in which job performance was assessed through the examination of three key factors, *i.e.*, job security, workload and shift work. In the context of job performance, workload exerted a significantly more pronounced influence when compared with shift work and job security. Garg & Yajurvedi (2017) conducted an assessment and observed a notable inverse association between measures of general stress and job performance. This relationship has been associated with adverse consequences like poor performance, overall unhappiness and career change. The researchers concluded that the well-being and inner tranquillity of employees significantly influence workforce productivity. Consequently, it is imperative for management to develop proactive tactics aimed at mitigating stress among employees, enabling them to perform optimally and proficiently. Manjunatha & Renukamurthy (2017) analysed that a significant proportion of employees faced challenges in adapting to the rapid transformations taking place within their respective professional domains. The presence of negative stress was found to be associated with decreased profitability, whereas positive stress was observed to enhance productivity among banking personnel. Ehsan & Ali (2019) demonstrated that several elements associated with stress exert an adverse impact on the work environment, ultimately leading to a decline in employee productivity. In their study, Rozman *et al.* (2019) found an important association between work satisfaction and various factors, including occupational stress, indications of behavioural changes, emotional burnout and age of employees. Sari *et al.* (2021) investigated

how employee performance in Indonesia's industrial sector is affected by job stress. The survey's findings indicate that irregular work schedules and strained relationships with supervisors and coworkers cause job stress, which affects performance. Giorgi *et al.* (2019) found that it is crucial for banks to prioritise the management of stress factors, including work overload, organisational role, working conditions, personal preferences & demands and relationships among individuals in the workplace. Neglecting these factors can cause a gradual deterioration, which, if left unaddressed, can have detrimental consequences for both employees and the organisation.

### Research Objectives

- To examine the influence of stress on the health of employees of selected banks.
- To look into the effects of stress on the job performance of employees of the selected banks.

### Research Hypotheses

**H<sub>01</sub>:** There is no significant difference in the impact of stress on the health of employees among public sector and private sector banks.

**H<sub>02</sub>:** There is no significant difference in the effect of stress on job performance among employees of public sector and private sector banks.

### Research Design

#### Sample profile

The research encompassed the workforce of both public and private banks in the selected districts of Haryana including Karnal, Kurukshetra, Ambala and Sonapat. A total of 300 personnel were included in the data collection process, with an equal distribution of individuals employed in public and private banks. Among a total of 300 employees, 167 individuals are male and the remaining 133 individuals are female, whereas 205 employees are in a marital union, while 95 employees are unmarried. However, 129 individuals possess a graduate degree, and 164 individuals have completed post-graduate studies. There are 124 individuals who have work experience ranging from 0 to 5 years, 95 employees with work experience ranging from 6 to 10 years, 38 having work experience ranging from 11 to 15 years and 43 employees who have work experience exceeding 15 years. A total of 95 employees are designated at managerial positions, 55 individuals hold the position of deputy manager, 73 employees are designated as officers, and 53 employees are working at clerical positions.

#### Data collection

The data were collected using a pre-tested questionnaire. The assessment of every variable in this research was carried out with a five-point Likert scale. The scale ranged from 1 to 5, allowing participants to express their level of

disagreement to agreement with the given statements. This research study extensively used secondary sources including books, research papers, journals and theses, which pertain to the domains of stress, stress management and other stress-related attributes.

#### Data analysis tools

The data were subjected to analysis using mean ( $\bar{X}$ ) and standard deviation (SD) through the utilisation of IBM SPSS software (version 26). Furthermore, an independent sample t-test was employed to verify the outcomes of the investigation.

#### Reliability of questionnaire

The assessment of the questionnaire's reliability was conducted using Cronbach's alpha. As illustrated in Table 1 the alpha value for the impact of stress on health according to Cronbach is 0.934, while that on job performance is 0.924. However, the Cronbach's alpha value for the cumulative impact of stress on employees' health and job performance is 0.945, suggesting an excellent coefficient value for the data (George & Mallery, 2003).

## Results and Interpretation

### Analysis of the Impact of Stress on Health of Employees

Table 2 presents the analysis of the effects of stress on the health of employees of public and private sector banks. In the case of public sector banks, the impacts of stress on employees are back pain ( $\bar{X} = 3.45$ ,  $S = 1.29$ ), followed by headache ( $\bar{X} = 3.39$ ,  $S = 1.28$ ), sleep disturbances ( $\bar{X} = 3.16$ ,  $S = 1.31$ ), anxiety ( $\bar{X} = 3.13$ ,  $S = 1.27$ ), fatigue ( $\bar{X} = 2.94$ ,  $S = 1.38$ ), blood pressure ( $\bar{X} = 2.93$ ,  $S = 1.20$ ), depression ( $\bar{X} = 2.80$ ,  $S = 1.27$ ), stomach disorder and ulcer ( $\bar{X} = 2.73$ ,  $S = 1.27$ ), tendency to remain alone ( $\bar{X} = 2.55$ ,  $S = 1.08$ ), poor concentration ( $\bar{X} = 2.55$ ,  $S = 1.13$ ), skin irritation and allergies ( $\bar{X} = 2.54$ ,  $S = 1.21$ ), chest pain ( $\bar{X} = 2.43$ ,  $S = 1.08$ ), asthma ( $\bar{X} = 2.19$ ,  $S = 1.01$ ) and diabetes ( $\bar{X} = 2.18$ ,  $S = 1.15$ ). On the other hand, the influence of stress on the well-being of employees in private sector banks are headache ( $\bar{X} = 3.33$ ,  $S = 1.35$ ), sleep disturbances ( $\bar{X} = 2.85$ ,  $S = 1.51$ ), back pain ( $\bar{X} = 2.78$ ,  $S = 1.40$ ), blood pressure ( $\bar{X} = 2.74$ ,  $S = 1.32$ ), anxiety ( $\bar{X} = 2.63$ ,  $S = 1.35$ ), tendency to remain alone ( $\bar{X} = 2.57$ ,  $S = 1.41$ ), depression ( $\bar{X} = 2.55$ ,  $S = 1.40$ ), poor concentration ( $\bar{X} = 2.48$ ,  $S = 1.25$ ), stomach disorder and ulcer ( $\bar{X} = 2.44$ ,  $S = 1.29$ ),

Table 1: Reliability of questionnaire

S. No.	Statements	Variables	Cronbach-alpha	Remarks
1.	Impact of stress on health	14	0.934	Excellent
2.	Effect of stress on job performance	8	0.924	Excellent
3.	Total	22	0.945	Excellent

Source: Compiled from primary survey.

**Table 2:** Impact of stress on the health of employees of selected banks

S. No.	Statements	Type of bank	N	Mean	S.D.	T-statistics	
						T-value	Sig. value
1.	Headache	Public	150	3.39	1.28	0.39	0.694
		Private	150	3.33	1.35		
		Total	300	3.36	1.32		
2.	Blood pressure	Public	150	2.93	1.20	1.32	0.185
		Private	150	2.74	1.32		
		Total	300	2.84	1.26		
3.	Stomach disorder and ulcer	Public	150	2.73	1.27	1.94	0.054
		Private	150	2.44	1.29		
		Total	300	2.58	1.29		
4.	Chest pain	Public	150	2.43	1.08	1.06	0.288
		Private	150	2.29	1.20		
		Total	300	2.36	1.14		
5.	Back pain	Public	150	3.45	1.29	4.29	0.000*
		Private	150	2.78	1.40		
		Total	300	3.11	1.38		
6.	Skin irritation and allergies	Public	150	2.54	1.21	0.91	0.363
		Private	150	2.41	1.33		
		Total	300	2.47	1.27		
7.	Asthma	Public	150	2.19	1.01	0.94	0.346
		Private	150	2.07	1.19		
		Total	300	2.13	1.10		
8.	Fatigue	Public	150	2.94	1.38	3.99	0.000*
		Private	150	2.33	1.28		
		Total	300	2.63	1.36		
9.	Diabetes	Public	150	2.18	1.15	1.56	0.119
		Private	150	1.97	1.13		
		Total	300	2.08	1.15		
10.	Sleep disturbances	Public	150	3.16	1.31	1.92	0.056
		Private	150	2.85	1.51		
		Total	300	3.00	1.42		
11.	Anxiety	Public	150	3.13	1.27	3.30	0.001*
		Private	150	2.63	1.35		
		Total	300	2.88	1.33		
12.	Depression	Public	150	2.80	1.27	1.59	0.112
		Private	150	2.55	1.40		
		Total	300	2.68	1.34		
13.	Tendency to remain alone	Public	150	2.55	1.08	0.14	0.890
		Private	150	2.57	1.41		
		Total	300	2.56	1.25		
14.	Poor concentration	Public	150	2.55	1.13	0.49	0.627
		Private	150	2.48	1.25		
		Total	300	2.51	1.19		

Source: Authors' compilation from primary source, \* = significant at 5 percent level.

skin irritation and allergies ( $\bar{X} = 2.41, S = 1.33$ ), fatigue ( $\bar{X} = 2.33, S = 1.28$ ), chest pain ( $\bar{X} = 2.29, S = 1.20$ ), asthma ( $\bar{X} = 2.07, S = 1.19$ ) and diabetes ( $\bar{X} = 2.02, S = 1.19$ ). As a whole, the influence of stress on the overall well-being of employees includes headache ( $\bar{X} = 3.36, S = 1.32$ ), back pain ( $\bar{X} = 3.11, S = 1.38$ ), sleep disturbances ( $\bar{X} = 3.00, S = 1.42$ ), anxiety ( $\bar{X} = 2.88, S = 1.33$ ), blood pressure ( $\bar{X} = 2.84, S = 1.26$ ), depression ( $\bar{X} = 2.68, S = 1.34$ ), fatigue ( $\bar{X} = 2.63, S = 1.36$ ), stomach disorder and ulcer ( $\bar{X} = 2.58, S = 1.29$ ), the tendency to remain alone ( $\bar{X} = 2.56, S = 1.25$ ), poor concentration ( $\bar{X} = 2.51, S = 1.19$ ), skin irritation & allergies ( $\bar{X} = 2.47, S = 1.27$ ), chest pain ( $\bar{X} = 2.36, S = 1.14$ ), asthma ( $\bar{X} = 2.13, S = 1.10$ ) and diabetes ( $\bar{X} = 2.08, S = 1.15$ ). According to statistical analysis, there exists a significant distinction in the viewpoints of employees about back pain ( $p = 0.000$ ), fatigue ( $p = 0.000$ ) and anxiety ( $p = 0.001$ ). Therefore, the null hypothesis, which states that there is no significant difference in the impact of stress on health between the employees of both sectors ( $H_{01}$ ), is rejected.

**Analysis of the Effect of Stress on Job Performance**

Table 3 illustrates the analysis of the impact of stress on job performance within a sample of employees from both public and private sector banks. In the case of public banks, the effects of stress on job performance among the employees are reduced job satisfaction ( $\bar{X} = 3.11, S = 1.27$ ), wastage of potential skills ( $\bar{X} = 2.93, S = 1.34$ ), premature retirement ( $\bar{X} = 2.91, S = 1.31$ ), low morale ( $\bar{X} = 2.85, S = 1.20$ ), decreased productivity ( $\bar{X} = 2.81, S = 1.15$ ), reduced work effectiveness ( $\bar{X} = 2.75, S = 1.19$ ), increased absenteeism ( $\bar{X} = 2.63, S = 1.16$ ) and loss of goodwill ( $\bar{X} = 2.59, S = 1.05$ ). On the other hand, the effect of stress on the job performance of private sector bank employees are reduced job satisfaction ( $\bar{X} = 2.82, S = 1.30$ ), wastage of potential skills ( $\bar{X} = 2.69, S = 1.32$ ), low morale ( $\bar{X} = 2.60, S = 1.26$ ), premature retirement plan ( $\bar{X} = 2.57, S = 1.30$ ), reduced work effectiveness ( $\bar{X} = 2.57, S = 1.26$ ), loss of goodwill ( $\bar{X} = 2.55, S = 1.18$ ), decreased productivity ( $\bar{X} = 2.50, S = 1.07$ ) and increased absenteeism ( $\bar{X} = 2.44, S = 1.22$ ). As a whole, the impact of stress on job performance on all employees are reduced job satisfaction ( $\bar{X} = 2.96, S = 1.29$ ), wastage of potential skills ( $\bar{X} = 2.81, S = 1.33$ ), premature retirement plan ( $\bar{X} = 2.74, S = 1.32$ ), low morale ( $\bar{X} = 2.72, S = 1.23$ ), reduced work effectiveness ( $\bar{X} = 2.66, S = 1.23$ ), decreased productivity ( $\bar{X} = 2.65, S = 1.12$ ), loss of goodwill ( $\bar{X} = 2.57, S = 1.11$ ) and increased absenteeism ( $\bar{X} = 2.53, S = 1.19$ ). Statistically, there is a significant difference in decreased productivity ( $p = 0.017$ ) and premature retirement plans ( $p = 0.025$ ). Therefore, the null hypothesis, which states that there is no significant difference among the effects of stress on the job performance of the employees of public sector and private sector banks ( $H_{02}$ ), is rejected.

**Discussion**

The primary objective of this study was to examine the influence of stress on the health as well as the job

**Table 3:** Effects of stress on job performance of employees of selected banks

S. No.	Statements	Type of bank	N	Mean	S.D.	t-statistics	
						t-value	Sig. value
1.	Increased absenteeism	Public	150	2.63	1.16	1.36	0.175
		Private	150	2.44	1.22		
		Total	300	2.53	1.19		
2.	Decreased productivity	Public	150	2.81	1.15	2.40	0.017*
		Private	150	2.50	1.07		
		Total	300	2.65	1.12		
3.	Wastage of potential skills	Public	150	2.93	1.34	1.56	0.119
		Private	150	2.69	1.32		
		Total	300	2.81	1.33		
4.	Loss of goodwill	Public	150	2.59	1.05	0.36	0.718
		Private	150	2.55	1.18		
		Total	300	2.57	1.11		
5.	Reduced work effectiveness	Public	150	2.75	1.19	1.27	0.205
		Private	150	2.57	1.26		
		Total	300	2.66	1.23		
6.	Low morale	Public	150	2.85	1.20	1.74	0.084
		Private	150	2.60	1.26		
		Total	300	2.72	1.23		
7.	Premature retirement plan	Public	150	2.91	1.31	2.25	0.025*
		Private	150	2.57	1.30		
		Total	300	2.74	1.32		
8.	Reduced job satisfaction	Public	150	3.11	1.27	1.93	0.054
		Private	150	2.82	1.30		
		Total	300	2.96	1.29		

Source: Author's compilation from primary source, \* = significant at 5 percent level.

performance of employees working in both public and private sector banks in the selected districts of Haryana, India. The research hypotheses were designed to explore whether there are significant differences in the impact of stress on health and job performance between employees in these two sectors. The analysis revealed several interesting findings regarding the impact of stress on the health of bank employees. Overall, the employees in both public and private sector banks reported experiencing stress-related health issues, including headaches, back pain, sleep disturbances and anxiety (Mosadeghrad, 2014; Danielsson *et al.*, 2012). However, there were significant differences in employees' perspectives on certain health issues. Notably, employees in public sector banks reported higher levels of back pain, fatigue and anxiety compared to their counterparts in private sector banks. This suggests that the nature of work and workplace conditions in public sector banks may be contributing to higher stress levels among these employees. It is essential to address these health issues that are

associated with stress because they can have a substantial impact on the well-being of employees. Chronic stress can lead to more severe health problems. If left unaddressed, it affects not only the individual employees but also the overall performance and productivity of the banks.

The study further examined the impact of stress on the job performance of bank employees. The results indicated that stress negatively impacts job performance in different ways, including reduced job satisfaction (Rozman *et al.*, 2019), decreased productivity (Lopes & Kachalia, 2016) and increased absenteeism (Garg & Yajurvedi, 2017; Hunter & Thatcher, 2007). Interestingly, there existed notable disparities between the public and private sector banks in terms of the effects of stress on job performance. Employees in public sector banks reported a higher likelihood of decreased productivity and premature retirement plans due to stress compared to those in private sector banks. These findings suggest that public sector banks need to implement specific strategies to manage and reduce stress levels among their employees to improve job performance and employee retention. This might include initiatives such as stress management programs, employee support services and a more conducive work environment.

## Conclusion

This study highlights the significant influence of stress on the health and job performance of bank employees in both sectors. In accordance with the employees' responses and research findings, it is found that the impact of stress on the health of employees is headache, back pain, sleep disturbances, anxiety, blood pressure, depression, fatigue and stomach disorders. Whereas, the impact on job performance on all the employees is reduced job satisfaction, wastage of potential skills, premature retirement plan, low morale and reduced work effectiveness. It is evident that stress-related health issues and reduced job performance are prevalent in the banking industry. While the nature of stressors may vary between public and private sector banks, addressing these issues is crucial for the overall well-being of employees and the success of the banking institutions. It is advisable to implement a range of stress management and coping techniques, including but not limited to yoga, meditation and counselling, to effectively address employees' stress. The implementation of a stress management course and engagement in both physical and mental activities has the potential to mitigate stress levels. Banks should ensure that employees are well-informed about the signs and symptoms of stress and have access to resources that enable them to recognize and manage stress effectively. Other strategies such as establishing encouraging work-life balance, providing leadership training, offering wellness programmes, advocating for regular health checkups, creating crisis response plans, adjusting performance management practices, fostering

open communication, providing mental health resources and training, and promoting a positive organizational culture. These measures are intended to address stress-related issues, improve employee health and cultivate a more productive and resilient workforce.

### **Implications of the study**

The practical implications of this study hold significant value for public and private sector banks, as well as organizations across different industries, aiming to effectively manage stress among their employees and cultivate a healthier work environment. The banking industry plays a key role in the functioning of an economy, the presence of stress in this particular industry might have significant economic consequences, such as the possibility of financial instability. Conducting a study on the impact of stress on bank employees in India can provide valuable insights into the overall welfare of a substantial segment of the workforce. Also, gaining insight into the relationship between stress and job performance might assist financial institutions and regulators in formulating initiatives aimed at enhancing productivity. It is imperative for banks seeking to retain high-performing employees to ascertain the elements that contribute to stress and evaluate its influence on employee retention. The impact of stress on an employee's capacity to comply with regulatory obligations can result in significant legal and financial consequences for banking institutions. This study has the potential to make a valuable contribution to the growing global discourse on mental health concerns at the workplace, hence enhancing awareness on this subject matter. Emphasizing the mental health difficulties encountered by the bank employees has the potential to foster a work atmosphere that is more conducive to providing support. The results obtained from this study have the potential to provide valuable insights for policymakers in making informed decisions on managing workplace stress and the enhancement of employee well-being within the banking industry. Financial institutions, that successfully implement strategies to properly address and mitigate employee stress and promote overall well-being, may potentially get a competitive edge by cultivating a workforce that is more motivated and actively engaged in their roles. This can lead to enhanced customer service, heightened consumer trust and ultimately enhanced profitability.

### **Limitations and Directions for Future Research**

The study focused mainly on four districts of Haryana, India, perhaps constraining the applicability of the results to other geographical areas or nations. The data collection process utilized self-reported responses from employees, which introduces the possibility of bias or social desirability effects. The study employed a cross-sectional design, which presents difficulties in establishing causal relationships between stress and health or job performance. For future

studies, it is recommended to examine the long-term effects of stress on the health and job performance of bank employees through longitudinal studies. The research can be extended to include a broader geographical and cultural context in order to evaluate the effects of stress on bank employees in various regions and countries. The most beneficial strategies shall be determined for employees by evaluating the efficacy of specific stress reduction interventions within the banking industry.

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### **Ethical Compliance**

The methods employed in the study with human participants adhered to the ethical norms set forth by the institution.

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