



A STUDY ON STRESS CAUSED BY ROLE CONFLICT WITH WORK PLACE DEVIANT BEHAVIOURS IN SELECTED BANKS OF CHENNAI

G.VENKATESHWARAN, Ph.D Research Scholar (Part time), Department of Commerce, Vels Institute of Science, Technology and Advanced Studies, Chennai-117.

Dr.R.V.SUGANYA, Research Supervisor and Assistant Professor, Department of Commerce, Vels Institute of Science, Technology and Advanced Studies, Chennai – 117.

ABSTRACT- There is a consistent change in work methodologies and approaches in recent years which in turn lead to a stress and pressure on employees in general. As the private banks are recognized for the most perceived competitive area particularly because of stipulated targets and antagonistic in comparison with other jobs, absence of occupation security, with a persistent crisscrossed work nature, by and by working for extra hours without earlier data and proceeded with change causes high work pressure. For the most part banking industry have flimsy labour because of work pressure instigated by role conflict and frequent change in organisation behaviour further banks attempt to keep up their business with understaffed conditions to have a high benefit, during occupied hours, this prompts the sensations of nervousness, left unchecked, postponed workload and the low quality of work. Thus this made challenging to bank employees for maintaining their regular schedule, which is a fundamental issue for them on perplexing to have success and satisfaction of necessities, due to the work environment and nature of private banks prompts a lower level of life style with hierarchical conduct. The goal of this investigation is to distinguish the factors that lead to stress among employees of private banks.

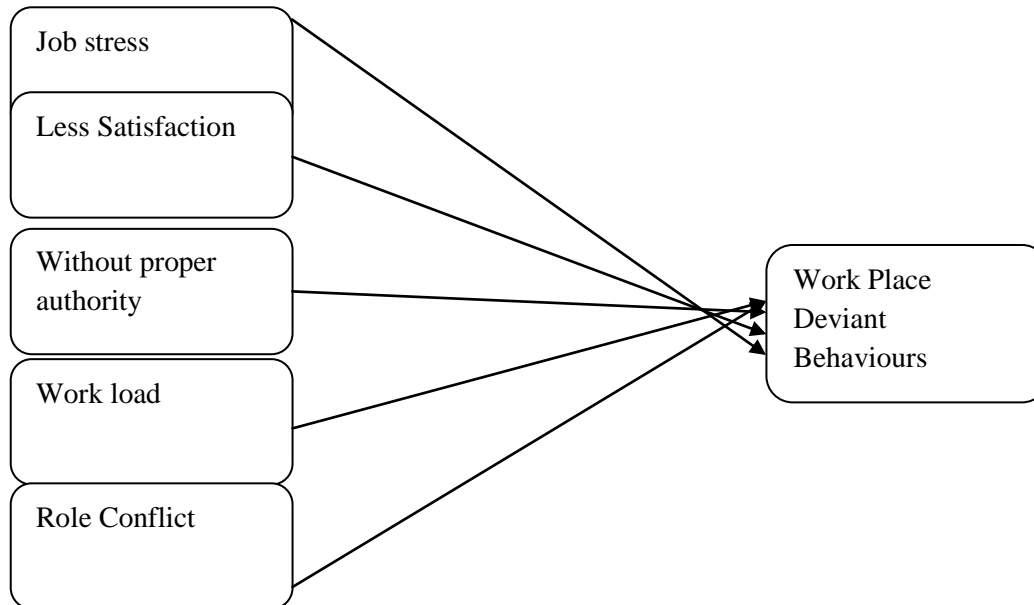
Keywords: Stress, Role Conflict, Workload, Workplace Deviant Behaviour.

I. INTRODUCTION

In this era, the word productivity has gotten conspicuousness in the business world and it isn't; now of time, the proficiency of the worker is unequivocally associated with the role played in an organization with situation of the concerned associate. Private banking industry is depicted by set of rules constantly followed with government aided banks. Likewise, in view of the normal thought of competition with other banks there are many changes were applicable according to situations that influence the dissatisfaction of employees [1]. While there is no job security and change in roles may lead to role conflict constantly initiate termination, thus bank face the deficiency of labour. The present condition controls the agents to take up the extra stack by working for expanded timeframes and occasionally their commitments are stretched out with more expectation. This factor has a staggering unfriendly impact on the employee condition, since they don't get satisfactory time for their own and social duties. They are as needs be trapped in arranging conflicts and feel the heaviness of different positions [2]. The Work life balance (WLB) of an individual depends on the idea of work, particularly in banking industry it is went with extraordinary concerns for present and expected labourers, as banks work consistently with various roles, Workplace Deviant Behaviours (WDB) of workers has become a vital issue [3]. This implies dishonest conduct which is unsatisfactory by the general public. WDB likewise implies an action that disregards the guidelines, procedures and norms of a specific association has worked out to improve in open area, yet degenerate conduct actually keeps on happening in the work environment. Freak conduct of representatives has been given high need in numerous associations these days, numerous investigations have been led to inspect the components that add to degenerate conduct. Be that as it may, hardly any examinations have been directed to test the undertakings factors, for example, outstanding burden and occupation struggle with respect to work Environment Deviant Behaviour (EDB). In light of the varied tax structures fixed by government, a change in schemes announced by bank with their roles will lead to the instances of degenerate conduct in the work environment incorporate the utilization of discourteous language, interruption, and threaten to different associates on achieving targets to save their jobs [5]. This challenge should be tended to in light of the fact that it will negatively affect the association. Likewise expressed that it influences workers' confidence and their clash to determine the

issue. There are an assortment of types of behaviours showed by the employees in the financial area. Thus to concentrates on work environment deviant behaviour is observed through work load, role conflict between banking employees, which instigate stress and a drift in quality of work [6].

II. CONCEPTUAL FRAMEWORK



JOB STRESS WITH WDB

In general stress has these days become an overall problem, which is negatively influencing the individuals work in pretty much every area of the organization. It not just influences physical and psychological well-being of workers by means of WDB, yet additionally decreases the seriousness and profitability of the association. Banking Industry is quite possibly the most distressing areas as considered [8]. The degree of stress exists among the workers of banking sector is through various reasons every administration must define pressure adapting systems through which they can resolve the issue, increase productivity and also for the goodness of the employees. Banking is the one of the fundamental backbone of Indian economy. It takes into account the monetary requirements of all the segments of the country. It likewise gives the government an ideal stage to reveal the social advantage plans for the account holders. A significant segment of the banking Industry in India is possessed and run by the government, which chiefly incorporates. In the most recent couple of years, because of different factors, for example, expanding outstanding burden through transformation of process with the interest rates and tax system, government systematic arrangements on serious difficulties and so forth, the degree of stress among the bank employees has been growing and expanded quickly to the level of dissatisfaction with heavy workload due to a huge change in procedures with government and technology, this leads them to have no association between them and cause low confidence, feel of helpless, taking leaves without prior information in turn it will influence the clashes, simultaneously the private banks may face low profitability and low effectiveness among employees [9]. As stress can influence all parts of a person's life, an utmost care to be taken to balance by knowing WDB.

DISSATISFACTION OR LESS SATISFACTION BY WDB

The WDB are becoming predominant issue in work environment. WDB practices are by employees through new schemes and government rules and regulation makes them less satisfied by job and become more expensive to associate confidence or satisfaction with banks as WDB hurtful to worker's development. Many studies have indicated a negative view on behaviours of bank employees. The heavy work load and deviant behaviours lead to counterproductive work practices or forestall it event. The researchers and expert presently acknowledged significance of WDB as indicator of authoritative responsibility and worker's presentation [10]. Thus this is thought to be at singular level. It doesn't consider working environment itself in its space.

WDB WITHOUT AUTHORITY

Bank employees who are abused through the supervisors would be forced to engage in degenerate work atmosphere activities, but moreover not all employees battle back in splitting freak

work practises into property and creating abnormality perceived differentiations between the attack on hierarchical cycles and against the association's material assets, but did not perceive regular differentiations between the attack on hierarchical cycles and against the association's material assets. Relational aberrance may occur when, for example, the offence goal of explicit partners, the action of associates falling within this subgroup of worker abnormality involves tattling colleagues and allocating blame to them. Due to lack of authority [11], these minor and unacceptable practises can be coordinated, which are accepted to occur as certain workers see a feeling of privilege often associated with abuse. As such, they want to create challenges in ways that would help them.

WORKLOAD AT PRIVATE BANKS

In recent years there are many private banks have come in to the Indian market, were the employees have heavy work load due to lack of manpower with plenty on new scheme to attract the account holders in order to compete in banking sector, thus the process and procedures become more complex. There are a target which has to be completed in a given specific time with their regular workload, during such conditions employees may fall in WDB on comparing with other associates for leaves and their workload. This may lead to psychological impact on employee in turn it will also influence negative opinion on their organization especially with the management leadership style produce or perish. This may increase the stress further it will cause illness like headache, anxiety and related side effects.

ROLE CONFLICT BY WDB

The main root of role conflict occurs when there are differences between different roles that a person, especially with private banks, takes on or plays in their normal daily life. Often deviant actions will produce a dispute as a result of conflicting obligations that establish an irreconcilable situation, in other words, when a person has jobs of different status can impact the WDB, and it often happens when people disagree on what the duties for a particular job should be, regardless of whether they are abstract or explicit. Since the private bank employees are assigned to do a role and further when they find another role which is totally varied from the previous role will also cause role conflict thus the may become a primary source for WDB [13]. To genuinely comprehend job struggle, however, one should initially have a strong handle of their role.

III. REVIEW OF LITERATURE

The WDB is a paraplegic term which, somewhat or totally, consolidates comparative ideas identifying with destructive practices at work. Any activity like hostility, harassing, aberrance, impact and retaliation of a person that hurt a worker or association are included in the counter productive work behaviour by continuous mismatched work with extended shifts [14]. It is an employee conduct that is in opposition to an association's genuine advantages. Indeed, many exploration considers have demonstrated this to be one of the most noticeably awful issues in numerous nations confronted in front line workers [15]. Because of WDB a huge number of funds are squandered every year as burglary, misfortune in profitability, bargaining the quality, harming hierarchical picture and property and consequently lessen productivity of employee through WDB as a freak conduct which not just influence individual in the type of boisterous attack, work environment robbery, dangers to partners and badgering yet additionally influencing associations like leaving early, talking excessively leads to role conflicts, working purposely gradually and squandering assets while the more genuine practices are harm of gear, payoff, lying about working hours and stealing are the causes of WDB [16]. This typology shows proof that, notwithstanding influencing individuals, associations are additionally culprits of counterproductive practices in the working environment and accordingly maltreatment in the working environment of private banks. Consequently it harms the hierarchical environment from one perspective, and lessens the representatives' assurance then again, the guideline of social trade can be utilized to represent the connection between worker dedications [17]. The correspondence expresses that one's discussion may lead positive activity prompts another gathering's positive reaction and the other way around. This give conceivable clarification that worker who have low unwaveringness may charm in deviant behaviours as such sort of job stress may minimal over losing their positions and subsequently seek after exercises that may imperil their business. Along these lines, based on deviant behaviours, banking area is the quickest developing area, yet there are presently numerous variables influencing banking execution that expect banks to build their proficiency in an always evolving atmosphere [18]. Numerous banks keep on centring predominantly on diminishing the underlying employees by lack of interest. HR are regularly seen as an essential component in the appraisal of the association's execution or disappointment. Each bank is searching for best practice to support the exhibition of its employees and to decrease unfortunate practices that may fall apart the association over the long haul. Commitment is one of the key factors that

supervisors are endeavouring to add to operational proficiency and execution [19]. Dedication as an overall term implies a connection or a sensation of commitment to a specific task that might have been an ideal, an obligation or a reason for someone else or association. Dependability implies the dedication or feeling of connection of an individual to a given article and is the commitment of workers to the association's prosperity what's more, feels that working with this association is their most ideal decision, studies recommends that more steadfast workers are more spurred to take an interest in the association and frequently try to achieve more hierarchical goals than different representatives [20]. The employees who are faithful to the association will in general show a lower level of withdrawal from work and non-attendance [21]. This work adds to the idea tended to by an assortment of creators that the reliability of representatives in assistance associations can beneficially affect the authoritative productivity. To test this effect of determination to authoritative effectiveness, we explore the relationship among representative steadfastness and WDB [22]. Faithful workers are committed to the association and give a valiant effort in offering support, which straightforwardly and altogether influences the presentation of administration association [23]. As banks are administrations which focused in knowing the connection between worker's dedication and WDB Conduct is of specific significance for expanding feasible proficiency and decreasing misuse of immaterial assets [24].

HYPOTHESIS OF THE STUDY

- Workload has positive association deviant behaviours in the workplace
- Job stress has a positive association with deviant behaviour in the workplace.
- Role conflict has a positive association with deviant behaviour in the workplace.

IV. RESEARCH METHODOLOGY

This research is done to investigate the workplace deviance in private banks of Chennai. Therefore a quantitative questionnaire is prepared with the questions related to job stress, work load; role conflict in regard with deviant behaviour, Cronbach's Alpha approach is utilized to know the internal consistency on reliability along with standard deviation. The correlation and regression is done to know the association between the variables.

V. ANALYSIS AND DISCUSSION

Reliability of construct measures

Measures	Alpha Value	No. Of. items
Deviant work place behaviours	.978	24
Job Stress	.921	12
Work role overload	.932	4
Less Satisfaction	.708	4
Without Proper Authority	.841	7

Table 1

Profile of Bank Employees

Demographic	Classification	Frequency	Percentage
Gender	Male	112	75
	Female	38	25
Age	18-28	75	50
	29-39	57	38
	40-50	13	9
	>50	5	10
Experience	<1 year	55	37
	1-3 Yrs	63	42
	4-6 Yrs	18	12
	>6 Yrs	14	9

Table 2

Descriptive Statistics

Behaviours	N	Mean	Std.Deviation
Work place Deviant Behaviours	150	3.93	0.61

Work Overload	150	3.99	0.64
Stress	150	3.96	0.67
Role Conflict	150	3.89	0.66

The reliability values of variables were in the range of 0.6 to 0.9 who were considered adequate as the minimum criterion of the Cronbach's Alpha value is 0.50.

Correlation analysis

The finding indicate that there is an optimism and significant association between heavy workload and deviant work behavior patterns ($r = 0.568, p < 0.01$). The findings of job stress shows that a significant and optimistic association between job stress and deviant behaviour ($r = .441, p < 0.01$). There is a significant positive relationship between role conflict and place of work deviant behaviour with a correlation coefficient ($r = 0.601, p < 0.01$). The detail is shown in table 3 below

Table 3
Correlation

	1	2	3	4
Work place deviant behaviour	1			
Work Overload	.568**	1		
Job Stress	.441**	.531**	1	
Role Conflict	.601**	.325**	.468**	1

Multiple Regression Analysis

Regression analysis was used to examine the impact of workload, job stress, and conflict of responsibility on deviant behaviour in the workplace. Table 4 reveals that the R² value is 0.507, showing that 50.7 percent of the workplace deviant activity variance was accounted for by three prophet variables. The F statistic ($F = 41.162$) is very large and at 1 percent level, the p-values were highly important. The findings of Table 5 explain that if a unit work overload increases the degree of deviant activity in the workplace, it also increases by 0.217. Single unit work stress also raised the degree of deviant activity by 0.269. Finally, one unit position conflict of obligation grows the degree of deviant activity in the workplace also increased by 0.331. H₁ has strong association between job overload and work deviant actions in the work place. H₂ and H₃ is also supported which found an important positive association between role conflict and work deviant behaviour in the work place. Conflict of position obligation among these variables is the largest contributor to deviant behaviour in the work place conflict indicates as the largest contributor to the workplace deviant behaviour.

Table 4
Model Summary

Model	R ²	Adjusted R ²	F	Sig
1	0.507	0.529	41.162	.000

Table 5
Coefficients of Regression

Independent Variables	Unstandardised Coefficients	Standardised Coefficient Beta	T	Sig.
Work place deviant behaviours	1.214		.827	.419
Work Load	0.219	0.204	2.459	.014
Job Stress	0.261	0.301	5.102	.000
Role Conflict	0.331	0.427	6.145	.000

VI. LIMITATIONS OF THIS STUDY

This analysis has few boundaries, as these results are obtained and summed up from urban areas of Chennai, in light of the fact that the examination was directed as it were with the employees of private banks. It was likewise hard to separate data from the Chennai bankers concerning their degree of commitment in work environment degenerate practices. Notwithstanding all the endeavours, it is likely that a couple of measures taken were effective to a degree. The equivalent applies to the online overview that was led contrasted with the eye to eye survey dissemination, as online studies have their own various weaknesses. Subsequently, respondents may have been out of line in reacting to the polls because of their comprehension of the reason for the present study. Besides, another limitation in the present examination was that great deals of the respondents were hesitant to give their email addresses to oversee the online results, which therefore restricted the quantity of reactions also,

substantial outcome that were recovered. In addition, none of the segment factors were included as likely intermediaries that impact work environment deviant practices of private banks in Chennai. Another limitation is that only a quantitative approach was obtained from the examination, and not a mixed strategy approach that could have produced results through information triangulation, and which could also have revealed more insight into the marvel under investigation.

VII. CONCLUSION

The purpose of this study was to focus on staff working at selected private banks in Chennai City. The result of this study shows that WDB has a stronger relationship with role conflict, workload and stress at work [25]. This research only examines the relationship between work overload, work stress, role conflict, and deviant behaviour in the workplace. The results of this study are applicable only to the accessible population of selected employees in the selected banking sector and could not, therefore, be generalised to other Chennai City organisations.

REFERENCES

1. Mohd Nazri Baharom, Mohd Dino Khairi Bin Sharfuddin, Dr. Javed Iqbal, A Systematic Review on the Deviant Workplace Behavior, Volume 5, Issue 3, Review of Public Administration and Management, (2017) pp 1-8.
2. Eric M. Anicich and Jacob B. Hirsh, The Psychology of Middle Power: Vertical Code-Switching, Role Conflict, and Behavioral Inhibition, Academy of Management Review, Volume 42, Issue 4, (2017).
3. Chiu, S.-F., Yeh, S.-P. and Huang, T.C. "Role stressors and employee deviance: the moderating effect of social support", Personnel Review, Vol. 44 No. 2,(2015), pp. 308-324.
4. Appelbaum, S.H., Deguire, K.J. and Lay, M. "The relationship of ethical climate to deviant workplace behaviour", Corporate Governance, Vol. 5 No. 4,(2005), pp. 43-55.
5. Alias, M., Mohd Rasdi, R., Ismail, M. and Abu Samah, B. "Predictors of workplace deviant behaviour: HRD agenda for Malaysian support personnel",European Journal of Training and Development, Vol. 37 No. 2, (2013), pp. 161-182.
6. Uchenna Paschal Anosike & Riyad Eid Integrating internal customer orientation, internal service quality, and customer orientation in the banking sector: an empirical study, The Service Industries Journal, 31:14, (2011), 2487-2505.
7. H. M. S. V. Silva, R. M. I. D. Ranasinghe, The Impact of Job Stress on Deviant Workplace Behaviour: A Study of Operational Level Employees of Comfort Apparel Solutions Company in Sri Lanka, International Journal of Human Resource Studies, Vol. 7, No. 1 (2017), pp 74 -85.
8. Shoaib Raza, Muhammad Sajjad Hussain, Muhammad Azeem, Noor ul ain Ansari, Khurram Aziz, Workload, Work Stress, Role Conflict, and Workplace Deviant Behaviour in Banks: an Empirical Analysis, European Online Journal of Natural and Social Sciences, Vol 6, No 4 (2017), pp. 701 -707.
9. Foluso Philip Adekanmbi and Wilfred I. Ukpere, The Relationship between Work Stress and Workplace Deviant Behaviours in the Nigerian Banking Industry, Journal of Reviews on Global Economics, Volume 8, 2019, pp. 1190-1202.
10. Sehrish Malik, Norhani Bakri, Muhammad Ajmal, Beenish Malik, Impact of Breach of Psychological Contract on Workplace Deviant Behavior Moderating Role of Procedural Justice Among Employees of Pakistan. International Journal of Academic Research in Business and Social Sciences, Volume 9, Issue 2, (2019), pp. 721-733.
11. Peter Leasure & Gary Zhang "THAT'S HOW THEY TAUGHT US TO DO IT": Learned Deviance and Inadequate Deterrents in Retail Banking, Deviant Behavior, 39:5,(2018) pp. 603-616, DOI: 10.1080/01639625.2017.1286179.
12. Rana, Shikha and Anchal Pathak. "Coping With Deviant Workplace Behavior Through Employee Participation: An Exploratory Study." Analyzing Workplace Deviance in Modern Organizations, edited by Naman Sharma, IGI Global, 2020, pp. 270-283.
13. Inam Ul Haq, The Impact of Interpersonal Conflict on Job Outcomes: Mediating Role of Perception of Organizational Politics, International Conference on Asia Pacific Business Innovation & Technology Management, Procedia - Social and Behavioral Sciences, Volume 25 (2011), pp. 287 - 310.
14. H.M. Moyeenudin* and R. Anandan, Work Life Balance to Overcome Stress in Hospitality Sector, International Journal of Psychosocial Rehabilitation, Volume 24 - Issue 5, (2020) pp. 5686-5692.

15. Browning, Victoria. An exploratory study into deviant behaviour in the service encounter: How and why front-line employees engage in deviant behaviour, *Journal of Management and Organization*; Lyndfield, Vol. 14, Iss. 4, (2008): pp. 451-471.
16. PeterLugosi, Deviance, deviant behaviour and hospitality management: Sources, forms and drivers, *Tourism Management*, Volume 74, October 2019, Pages 81-98.
17. Eze, I., Omeje, O., Okonkwo, E., Ike, O., & Ugwu, L.). Job Insecurity, Employment Status and Perceived Organisational Support as Predictors of Workplace Deviance Behaviour Among Bankers. *Practicum Psychologia*, 9(2). (2020), pp. 264-287.
18. Joseph Mpeera Ntayi, Sarah Eyaa, Muhammed Ngoma, Moral Disengagement and the Social Construction of Procurement Officers' Deviant Behaviours, *Journal of Management Policy and Practice* vol. 11(4) 2010, pp. 95-110.