



Inerlinking eustress and organizational well-being: An empirical analysis

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Abstract

The research on conceptualization of stress or rather ‘distress’ and coping mechanism is extensive, but there are very limited studies on its counterpart ‘eustress’ which has largely been ignored. The current research explores a more positive perception of stress (eustress) and its impact on the organizational well-being in terms of organizational performance, job satisfaction and organizational commitment. The study views stress from a more comprehensive outlook emphasizing on eustress—good stress—as a positive individual and organizational outcome. The concept draws from the literature of positive organizational behavior and positive psychology and provides a means to improve performance. The aim is on the positive potential of eustress generation in organizations rather than the avoidance of employee distress. The area is still in its infancy and the studies linking the two variables especially in the Indian context are rather rare.

The results from a total of 314 executives from top and middle level management serving in public and private sector banks across Delhi and NCR were analyzed using descriptive corelational research design. Results indicated high significant positive correlation between eustress and all components of organizational well-being. The research acknowledges the existence of eustress as the positive perception of stress in the challenging and dynamic environment of the banking sector.

Keywords: eustress, positive psychology, organizational well-being, Job satisfaction, organizational performance, organizational commitment

Introduction

Organizational stress is a major problem throughout the developed world. The pervasiveness of work-related stress is escalating and so are the detrimental impacts of stress for individual and organizational well-being. Over the years the research on stress and organizational stress in particular has been one sided, emphasizing only on the dysfunctional aspects while ignoring the other functional aspect. “The occupational stress literature has not focused on how executives & organizations can cause stress to work for them rather against them. Researchers in multiple disciplines are calling for a more positive approach- one that emphasizes and lifts up human strengths and defines organizational potential in a more holistic manner”.

“The advent of hi-tech and mechanization along with globalization, liberalization and privatization policies has considerably changed the conventional methods in all sectors”. Among them the immediate affected is the Indian banking sector due to demonetization. “Otherwise also, in the past decade, the banking sector has undergone swift and major changes like policy decisions, increased private sector competition due, downsizing & restructuring, economic risk-taking to reduce costs, introduction of new products and technologies, etc.”

Objectives of the Study and the Conceptual Model

The main purpose of this research is to investigate the interlinkage between positive perception of stress (Eustress) and organizational welfare in terms of job satisfaction, organizational performance and commitment among public and private sector bank executives.

1. To understand eustress vs. distress.

2. To identify the eustress signals for executives serving under different ownerships of public and private sector.
3. To identify and assess the pattern of organizational well-being in terms of - organizational performance, job satisfaction and organizational commitment among the two banking sectors.
4. To study the relationship between eustress and organizational well-being.

The following conceptual model is proposed for the study:

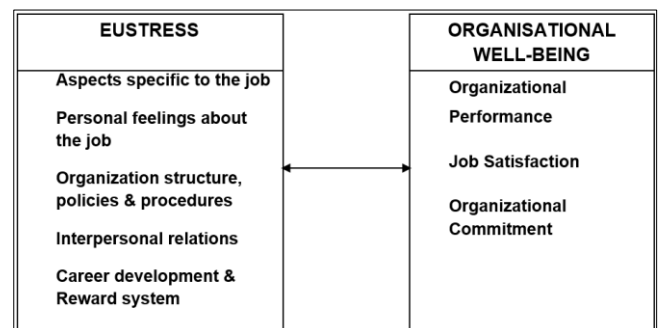


Fig 1: Conceptual Model of Eustress and Organizational Well being

Review of Literature

Transitions in stress research

The literature review on stress and organizational stress in particular can be analyzed through the ‘Transitions in Stress

Research'. Since stress evolved as a multidisciplinary concept thus the earlier researchers focused primarily on understanding its theoretical perspective. Different perspective emerged from different disciplines.

Physical sciences regard "stress as external force which acting on a body produces strain or deformation". Physiology emphasizes "stress as response or change wherein stress is considered as a response to a situation, which demands that the individual adapt to change physically or psychologically". Psychology viewed it as "person-environment balance, which focuses on the imbalance between the demands of the environment and the ability of the individual to adapt, resulting into stress". In psycho-physiology, "stress is a stimulus which imposes detectable strain that cannot be easily accommodated by the body and so presents itself as impaired health or behavior".

The next phase of stress research emphasized on the diverse stressors (organizational and extra-organizational), stress manifestations, moderators of stress-strain relationship and stress experienced by different diverse groups. "A useful model developed by Marshall and Cooper (1979) lists workplace stressors under six broad categories comprising: Factors intrinsic to the job (physical demands of work and the distress caused by environmental factors, such as, noise, vibration, extremes of temperature and exposure to risks and hazards, workload, work hours, the effects of technological changes, job design, information overload, work over and under load, time pressures, boredom etc); Role in the organization (role conflict, role ambiguity, responsibility, role stagnation); Relationships at work; Career development and achievement (under promotion, over promotion, job insecurity); Organizational structure and climate (lack of participation, organizational politics, lack of responsiveness, communication pattern, management style); and the Home-Work interface". (Murphy,1995; Roberts *et al*,1997; Foot & Venne,1990; Muller & Elis,1990). Extra-organizational factors included personality, traumatizing events, dual career (Schnurman, Abrina, 2001; Elloy,D.F, 2001), work-family interface (Madhavi,C. & Vimla, B., 2011) Comparative analysis were made for job stress for employees working in public and private sector organizations, another group of studies were conducted in relation to particular job categories like medical professions, academicians, bank executives, software engineers, etc. Numerous studies have been conducted worldwide giving occupational stress literature a strong foundation to be carried forward.

In the Indian Banking scenario also various studies have been conducted listing the major organizational stressors. In a study identifying work stressors among managers in the bank listed "job conflict, blocked career, alienation, work overload and unfavorable work environment" (Mohd. Nasurdin, & T. Ramayah, 2001). In another study on public sector banks (Jayshree, 2008), work load, work pressures, technology and lack of senior support emerged as another set of stressors. "Organizational role stress (role conflict, role erosion, inadequacy of role authority, role stagnation) emerged as the most important stressor" (F. A. Shah,2003; Prateek, 2003; Sankalp Shilpa *et al*, 2010; Bushara Bano & R. K. Jha, 2012; Suparna Sharma *et al* 2012)

Once it was established that stress is indispensable to individual and organizational existence, management of stress and coping techniques to reduce its impact emerged as the next phase of

research. Several conceptions of coping were identified. Newman & Beehr, 1979; De Frank & Cooper, 1987; Van Der Hek & Plomp, 1997 classified workplace intervention strategies into three groups: "primary, secondary and tertiary. Primary management or stress reduction strategies aimed to prevent work-related stress from arising in the first place by altering the source of stress (simple & effective planning, delegation of authority, social network support, altering the work environment), Secondary approaches or stress resilience strategies attempt to increase the ability to endure stressors and not feel the dysfunctional effects (such as: Employee assistance guidance, education about exercise and nutrition, and training in developing coping skills). Tertiary stress management or stress recuperation strategies involve identifying and treating the ill effects of stress once they have occurred, and rehabilitating the individual to enable them to return to work as swiftly as possible (behavioral modifications, meditation, relaxation guidance- biofeedback, yoga, antigenic training etc)".

"Hans Selye's unique discussion of stress accepted both a negative (distress) and a positive (eustress) constituent to the concept. However, in the subsequent 50 years of research, attention has predominantly focused on distress". "Infact, this negative component has become synonymous with stress" (Le Fevre *et al*. 2003). The new age stress researchers (Luthans, 2002^[32]; Folkman & Moskowitz, 2004; Briner *et al*. 2004; Nelson & Cooper 2005^[39]; Johnson *et al*. 2005) are advocating "a more holistic approach to studying workplace stress. There is a growing interest in positive aspects of stress process, including positive outcomes and circumstances that dispose individuals to appraise stressful situation more as a challenge than as a threat". "The start of positive movement can be directed as far back to Aristotle who defined 'eudemonia' (Greek word meaning happiness or wellbeing) as the realization of an individual's true potential (Rothman,1993). Philosophy's focus on the positive aspect began with eudemonia, as researchers began to explore human thriving and strengths. Ryff & Singer (1998,2002), extended this philosophical analysis into the realm of health research".

"21st century saw a major shift in psychological research. In the 2000, issue of American Psychologist, two psychologists, Martin Seligman and Mihaly Csik-szentmihalyi, proposed a new concept of 'positive psychology'. "They argued that "psychology as a discipline earlier had too much focus on the negative, pathological aspects of human functioning and behaving, whereas a normal human being observes things and events not negatively but positively". "This basic assumption led them to expand a new school of thought called 'positive psychology' that aims to use scientific methodology to ascertain and support the factors that allows individuals, groups, organizations and communities to prosper positively".

The positive psychology movement, headed by Seligman & Csikszentmihalyi (2000) is identified as the turning point in stress literature, often described as "approach to work stress from the positive psychology perspective'. The aim of positive psychology is to shift emphasis away from what is wrong with people to what is right with people i.e to focus on strengths. Research into concepts from the field of positive psychology such as work engagement, sense of coherence, self-efficacy, flow and resilience has begun to provide detailed understanding of workers' happiness, health and betterment".

On this structure of positive psychology framework, Fred Luthans (2002) ^[32] built the positive organizational behavior (POB) wherein the focus was on “identifying and developing human strengths at work”. Thus this shift will enable understanding stress in a more comprehensive and a holistic manner. Studies in positive stress will facilitate a balance between research / literature and practice due to decades of nearly exclusive concern with the negative stress.

Eustress

“The Greek word ‘Eu’ means ‘Good’ or ‘Well,’ implying that certain stress is beneficial to our health. It is a psychological response to a stressor that is viewed as having beneficial effects on one’s well-being” (Selye, 1983). It is a kind of pressure that gets a person motivated to accomplish something or that leads to an act of fulfillment. “It exhibits characteristics like- motivates, focuses energy, is short-term, perceived as within our abilities, feels exciting and improves performance. In contrast distress is the negative psychological response and causes anxiety, can be short or long term, perceived as outside our coping abilities, feels unpleasant, decreases performance and can cause physical & mental problems”.

“Initially, both distress and eustress were recognized as part of a larger concept of stress, but they were characterized as separate and distinct from one another.” “Distress is a type of stress that is both negative and destructive. It is dysfunctional stress that causes fear and worry, as well as an overuse of coping mechanisms.” In stress literature the broader concept of stress is synonym to distress. It adversely affects employee’s mental and physical health and in turns their performance. “The long term exposure to high levels of stress (distress) may result in the condition known as ‘burnout’ comprising emotional exhaustion, depersonalization and reduced personal accomplishments” (Maslach, 1982). “Eustress and distress are different and independent elements of the overall stress response,” according to Nelson and Simmons (2003). An important concern which these authors hold in common and forms the basis of our present study, is that eustress is considered both a process and a product. “Process in terms of ‘the positive perception of the stressor’ and product in terms of ‘the quality of the end product’. In contrast distress is a result of negative perception to the stressor”. “Also apart from the individual perception of whether particular stressor represents eustress or distress, also depends upon the cause, time factor and the extent to which they have a control over it and the degree to which they consider it as desirable”.

The deliberation of eustress, in addition to distress, in organizational stress literature offers a more inclusive outlook of employee welfare and motivation. “Organizations no longer limit their focus to reducing negative stressors in the workplace, but they are also identifying ways of creating eustress to enhance workforce fulfillment and motivation. With respect to the effect of eustress, both job and life satisfaction along with employee welfare has been advanced as positive individual-level outcomes. In essence, it is believed that positive framing work situations have favorable effects on job satisfaction, wellbeing, and performance”.

Studies on Positive Stress

Positive stress or ‘Eustress’ occupies very diminutive identity in the stress literature. “As Mesler, (1996) stated that there are

relatively few studies, and no adequate models, proposing the concept of Eustress and its associated regenerative qualities”.

“In their study on conceptualizing eustress and distress and their identity in the major models and theories of occupational literature, Fevre, Mathney, and Kolt (2003) ^[20] found that none of the theories, such as the P-E fit theory, cybernetic theory, and control theory, provide explicit treatment of the separate entities- stress, eustress, or distress”. Furthermore, none of them identify differentiating features of stressors other than the stress they cause. They provide a “updated model based on Spector’s (1998) control theory” to give the stress literature a new and fresh perspective. The model stresses the relationship between environmental stimuli and individual perceptions of those stimuli as distress or eustress.”

Satish Pandey and Rutwik Gandhe (2005) in their study on ‘Exploring meaning of positive stress through qualitative analysis’ in the Indian context also underline that eustress has not received adequate attention in the behavioural sciences and is thus subject to a variety of interpretations. It is necessary to understand the full process of stress causing, experiencing, and results in order to grasp the notion and meaning of positive stress in a holistic manner.

“However, in recent years, there has been a growing interest in the good components of stress, as well as positive consequences such as ‘personal transformation or growth,’ and educating people to view situations as a challenge rather than a threat.” Writers and researchers of the current decade suggest that “stress is not inherently maladaptive (Tedeschi & Calhoun, 2004; Hart, 2003 ^[22]; Hart & Cotton, 2002; Lazarus & Folkman, 2000). In the context of the workplace, stressful events can lead to perceptions of positive benefits (Campbell & Quick, 2000; Cooper & Nelson, 1999; Quick & Gavin, 2003 ^[42]; Nelson & Simmon, 2003) ^[42]”.

Simmons, Bret L.; Nelson L. (2001) conducted a study to examine the relationship between eustress- the positive response to work demands and health in 158 hospital nurses. They found eustress and distress to be distinguishable by affective states. “The positive psychological states- hope, positive affect and meaningfulness were used as indicators of eustress and the negative psychological states: such as negative affect, anger, job alienation and frustration were used as indicators of distress. Hope is the belief that one has both the will and the way to succeed. Positive affect reflects a condition of pleasurable engagement, energy and enthusiasm and Meaningfulness is the extent to which work appears to make sense emotionally and to be worth investing effort in. It was found that there is a positive relationship with hope, health and eustress. It was also observed that the nurses with positive stress in America showed better job productivity and affirmative perceptions of health than the nurses with negative stress”.

Though eustress is still an evolving concept but there is no denial that it is fast emerging and accepting in occupational research with its far reaching benefits.

Hypothesis of the Study

1. Eustress perception of the executives in public and private sector do not differ significantly.
2. There is no significant difference in the organizational well being outcomes across the two sectors.
3. There is a significant positive relationship between eustress perception and organizational performance.

4. There is a significant positive relationship between eustress perception and Job satisfaction.
5. There is a significant positive relationship between eustress perception and organizational commitment.

Research Design and Methodology

The present study adopts a descriptive correlational survey research design that seeks to explore the relationship between eustress levels and the likely impact on the organizational well-being components. 350 questionnaires were distributed to collect data from the respondents of the public and private sector banks on the variables of the study. Out of them 314 were found to be complete and suitable. The respondents comprised middle & top level executives serving in the banking sectors in Delhi & NCR, two from public and two from private banks.

A structured questionnaire was designed to solicit information about three aspects from the respondent’s i.e. demographic aspects, stress perception and organizational well-being. Total number of items in the questionnaire are 36 (7 demographic + 20 stress perception + 9 organizational well-being) and are measured using a 4-point Likert scale indicating 1= strongly disagree, 2= disagree, 3= agree and 4= strongly agree. High score indicates a favorable perception of the variable. The reliability of the questionnaire was verified using Cronbach’s alpha and it ranged between 0.70 - 0.81.

The questionnaire determining the perception of stress as eustress/distress was developed using the literature from “Occupational stress indicator (OSI, Cooper *et al.*,1988) and Positive and negative occupational stress inventory (PNOSI, Barbier & Haneez, 2008)”. The scale comprises of 5 content dimensions comprising of four descriptive statements each. These dimensions relate to: Aspects specific to job (AS), Personal Feelings about the job (PF), Organization structure, Policies and Procedures (OSP), Interpersonal Relations (IR) & Career Development & Reward system (CD)

Thus the section administered a total of 20 items on a 4-point response scale ranging from 1 (strongly disagree) to 4 (strongly agree). Eustress for the study is defined as the positive perception to the stressor and distress is the negative perception to the stressor. The score on the scale may range from 20-80. A high score, 60 and above (third quartile) indicates eustress and a low score indicates distress. The following table presents the number of respondent’s perception of stress in the public and private sector banks.

Table 1: Perception of stress in Public and Private sector banks

Stress perception	Public sector		Private sector		Overall	
	N	%	N	%	N	%
Eustress Perception	99	64%	54	34%	153	49%
Distress Perception	56	36%	105	66%	151	51%
Total	155	100	159	100	314	100

The stress perception of the respondents from the Public sector bank is more positive (64 %) than the Private sector bank (34 %) which is as expected. The overall eustress response is 49 %. Organizational well-being was measured as work-related outcome and included three dimensions- job satisfaction, organizational performance, and organizational commitment. The collected data was analyzed using SPSS 20. The analysis was done stage wise in the following order:

- Demographic analysis involved the study of the composition of the sample.
- Descriptive analysis using mean and standard deviation for describing the characteristics and the perception towards the variables.
- Inferential analysis using T-test to compare the differences among the two sectors
- Correlational Analysis to investigate the relationships and to determine the strength of the linear relationships among them.

Interpretation of the data was done within the framework of reference of the research problem.

Results and Analysis

In order to test the hypothesis and reach the conclusion of the study, results were analyzed using descriptive and correlation analysis.

Table 2: Demographic Characteristics of the Sample

		Public sector (N=155)		Private Sector (N=159)		Total (N=314)	
		No.	%	No.	%	No.	%
Gender	Males	130	84%	115	72%	245	78%
	Females	25	16%	44	28%	69	22%
Age	Below 30 yrs	9	6%	66	42%	75	24%
	30-40 yrs.	27	17%	90	57%	117	37%
	Above 40 yrs.	119	77%	3	1%	122	39%
Edu. Qualifications	Graduation	14	9%	22	14%	36	11%
	Grad. + Prof.	25	16%	48	30%	73	23%
	PG	41	27%	56	35%	97	31%
Hierarchy	PG+ Prof.	75	48%	33	21%	108	35%
	MLM	121	78%	159	100%	280	89%
Funct. Area	TLM	34	22%	0	-	34	11%
	Off. Adm.	19	12%	25	16%	44	14%
	Personnel	12	8%	13	8%	25	8%
	IT	19	12%	36	23%	55	18%
	Deposits & Adv.	21	14%	19	12%	40	13%
	Insurance	2	1%	12	8%	14	4%
	MIS	6	4%	26	16%	32	10%
	Others	76	49%	28	17%	104	33%
Work Exp	1-5 yrs	12	8%	67	42%	79	25%
	6-10 yrs	4	3%	51	32%	55	17%
	11-15 yrs	28	18%	38	25%	66	21%
	Above 15 yrs	111	71%	3	1%	114	37%
Salary (Gross)	Below 30 K pm	15	10%	33	20%	48	15%
	30K- 60 K pm	64	41%	90	57%	154	49%
	Above 60 K pm	76	49%	36	23%	112	36%

314 respondents were drawn from two public sector and two private sector banks. Out of them 155 belonged to former and 159 belonged to the later comprising a mix from middle and top level management. The demographic details of the executives reveal that the male concentration is much higher at 78 % with females’ representation only at 22 %. The respondents in the public sector belong to a higher age group of ‘Above 40’ (77 %) and in the private sector it is the middle age group ‘below 40 yrs’ which is highly concentrated (99 %). The qualification among the respondents from both the sectors is quite high and represent from wide functional areas of the banking industry. Despite the age differentials in the two sectors, the salary of 85% of the employees is above 30,000 PM.

Demographic Analysis

Table 3: Comparative Means and SD scores of Stress Perception (dimension –wise) in public and private sector banks

Stress dimensions	Public (N=155)		Private (N=159)		Total (N=314)	
	Mean	SD	Mean	SD	Mean	SD
Aspects specific to the job (AS)	3.39	.311	3.22	.350	3.30	.448
Personal feelings about the job (PF)	3.10	.464	2.78	.375	3.01	.448
Organization structure, policies & procedures (OSP)	3.13	.442	3.24	.383	3.17	.404
Interpersonal-relations (IR)	3.08	.328	3.01	.338	3.03	.367
Career development & advancement (CD)	2.99	.505	2.92	.334	2.90	.316
Overall	3.28	.177	3.13	.178	3.18	.193

Table 4: Comparative Means and SD scores of Eustress and Distress Perception in public and private sector banks

Stress perception	Public sector		Private sector	
	Mean	S D	Mean	S D
Eustress Perception	3.42(n=99)	.345	3.33(n=54)	.234
Distress Perception	2.77(n= 56)	.231	2.98(n=105)	.335

Table 5: Comparative Means and SD scores of Organizational Health in public and private sector banks

Organizational health	Public bank(N=155)		Private bank (N=159)		Overall (N=314)	
	Mean	S.D	Mean	S.D	Mean	S.D
Job satisfaction	3.42	.412	3.25	.568	3.32	.512
Orgl performance	3.47	.343	3.43	.382	3.44	.358
Orgl commitment	3.62	.374	3.26	.466	3.45	.450
	3.35	.309	3.29	.295	3.41	.307

Among the 3 identified dimensions of organizational health, public sector employees display better health than the employees of the private sector.

They tend to be more satisfied, perform better and also more committed to their organizations. This was also reflected in the demographic profile wherein 71% of the employees have a work

As can be inferred from table 4 where the overall stress perception of the two sectors is compared w.r.t the mean scores, the results indicate that positive feelings of stress are very much existence in both the sectors. The mean score of the eustress perception in the public sector banks is high at 3.42 and for the private sector banks is at 3.33. The negative perception of stress (Distress) in the private sector is at 2.98 indicating that they experience more distress than their counterparts which is as expected.

From table 1 it is inferred that the component of ‘Aspects specific to the job’ (relates to work pressures, work-life balance and job security) is perceived to be providing the maximum positive feeling in the public sector, (mean= 3.39, SD=.311) and ‘career development & advancement’ the lowest. In the private sector it is the component of ‘Organization structure, policies & procedures’ (comprising of physical work environment, standards & procedures, structure and democratization) mean= 3.24, SD=.383 that provides the eustress feeling and ‘personal feelings about the job’ which is perceived as the distressing component.

experience in the same organization in comparison to only 1% in the private sector. The overall organizational health score (mean= 3.35, SD=.309) in public sector is higher than in the private sector (mean= 3.29, SD=.295).

The descriptive statistics of organizational health for the two sectors is graphically represented in the figure below:

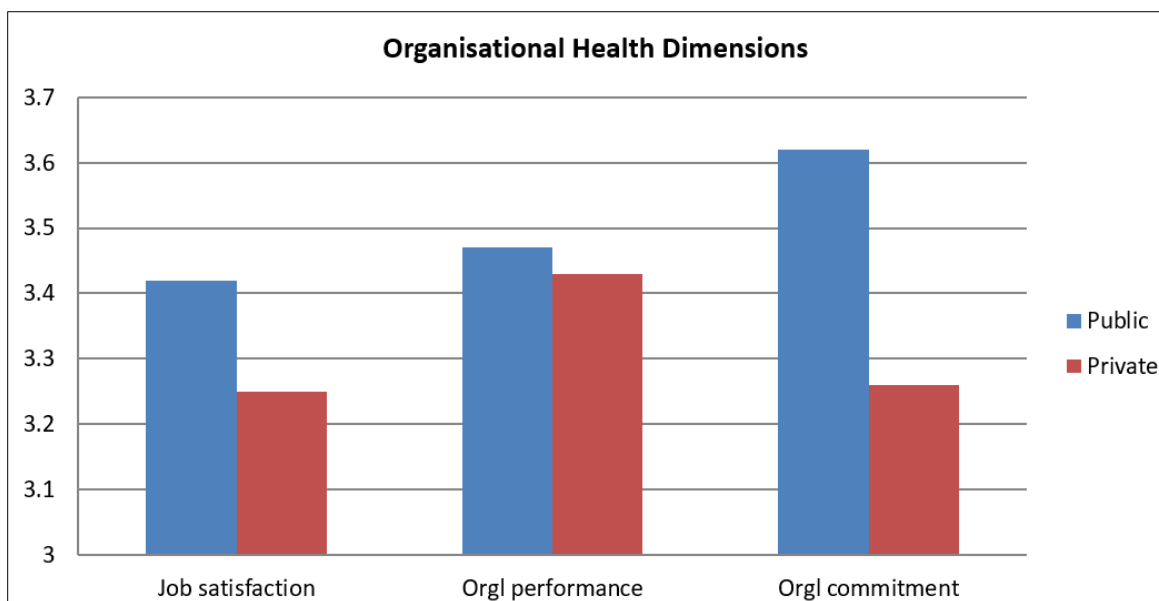


Fig 2: Bar Chart: Organizational Well-Being Components

Inferential Analysis

Table 6: Independent sample t-test of Stress perception for public and private sector bank executives

Stress Perception	Public (N= 155)		Private (N=159)		t score	Sig (2-tailed)	Result
	Mean	SD	Mean	SD			
Eustress	3.92	.227	3.63	.234	1.03	.113	NS
Distress	2.77	.231	2.98	.335	3.64**	.000	S

** Significant at.01 level

Table 7: Independent sample t-test of organizational health dimensions for public and private sector bank executives

Organizational Health Dimensions	Public (N= 155)		Private (N=159)		t score	Sig (2-Tailed)	Result
	Mean	SD	Mean	SD			
Job Satisfaction	3.42	.412	3.25	.568	2.30**	.022	S
Organizational Performance	3.47	.343	3.43	.382	.261	.794	NS
Organizational Commitment	3.62	.364	3.26	.466	5.06**	.000	S
Overall Orgl. Health	3.52	.271	3.29	.299	7.343**	.000	S

** Significant at.01 level

In terms of organizational health among the two sectors, significant differences are observed from the table above in respect of job satisfaction and organizational commitment. The job satisfaction score for public sector is higher at 3.42 while for the private sector it is 3.25 suggesting that the employees derive better contentment working in the public sector than their counterparts, also their level of commitment is much higher at 3.62 which is statistically very significant (p=.000). This is also reflected in the work experience demographics for the sectors where 71% of the employees have been working for the organization for more than 15 years in comparison to only 1 % in the private sector. With respect to the overall organizational health the differences in the mean scores of the two groups was found to be statistically significant. Hypothesis second of the study “there is no significant difference in the organizational well-being outcomes of the two sectors is partially accepted. The results reflect that the employees of the government banks evaluate their jobs more favorably displaying higher levels of satisfaction and organizational commitment.

Correlation Analysis

Table 8: Coefficient of Correlation between dimensions of organizational health and dimensions of stress perception in public sector.

Organizational Health Dimensions	AS	PF	OSP	IR	CD	Stress Perception
Job Satisfaction	.327**	.338**	.436**	.170	.491**	.399**
Organizational Performance	.438**	.358**	.427**	.326**	.426**	.433**
Organizational Commitment	.232*	.274*	.383**	.304**	.141	.352**
Overall Orgl. Health	.388**	.456**	.498**	.332**	.492**	.477**

** Correlation is significant at.01 level (2-tailed)

The results of the above table reveals that there is statistically significant difference in the mean score of distress perception between the public and the private sector respondents (t= 3.64, p =.000). The employees of the private sector employees are more stressed (mean = 2.98, SD=.335) than the public sector employees and also the factors affecting the stress response are varied. In contrast, the perception of eustress does not differ across the two sectors. Thus our first hypothesis “there is no difference in the eustress perception of the executives serving in the public and the private sector” stands approved.

Table 9: Coefficient of correlation between dimensions of organizational health and dimensions of stress perception in private sector

Organizational health dimensions	AS	PF	OSP	IR	CD	Stress perception
Job Satisfaction	.248*	.310**	.277**	.171*	-.035	.279**
Organizational Performance	.202*	.366**	.203*	.225*	-.084	.252*
Organizational Commitment	.141	.148	-.102	.103	-.127	.157
Overall Orgl. Health	.169*	.357**	.243*	.142*	-.118	.341**

The correlation between organizational health dimensions as from above and stress perception indicate significantly positive results in both the public and the private sector banks. The overall correlation in the public sector is r=.477, p<.01 and in the private sector r=.341, p<.01 indicates as the stress perception becomes positive (experienced eustress) organizational health improves. Although, the association between the two constructs emerged stronger in the public sector than the private sector.

Table 10: Correlation among outcome variables and Stress Perception in the public and Private sector

Organizational health components	Stress perception			
	Public Sector Banks		Private sector banks	
	R	Sig.	R	Sig.
Job Satisfaction	.677**	.000	.541**	.000
Organizational Performance	.713**	.000	.624**	.000
Organizational commitment	.756**	.000	.580**	.000
Overall	.711**	.000	.618**	.000

The summarized results of stress perfection and the organizational health of the two sectors reflect strong associations among them,.618 in private and.711 in public banks which indicates high significance of relations. Further, individual components to eustress also suggest that as the perception of the

employees becomes more positive the organizational health improves irrespective of the sectoral differences. Thus the results accept our hypotheses on significant positive correlations between eustress and job satisfaction, organizational performance and organizational commitment.

Discussion and Conclusion

The study explored the positive perception stress and its affective responses to the organizational well being for the Indian Banking industry which has predominantly been studied for its distress perspectives. The stress perception in any organization is affected by numerous factors. However, the research focuses on positive perception on stress dimensions related to Aspects specific to job, Personal feelings about the job, Organization structure, policies and procedures, Interpersonal relations and Career development and reward system and makes an attempt to identify their relation with organizational well being measured by three components- job satisfaction, organizational performance an organizational commitment. The detailed research exploration revealed that the perception of stress emanating from the organizational dimensions can be inferred either positively (eustress) or negatively (distress). In context of eustress perception, "organizational stress occurs when employees' knowledge, skills, abilities and attitudes can cope with or match to their work demands and pressures in the organization". Conversely, in a "distress perspective, occupational stress presents when employees' knowledge, skills, abilities and attitudes cannot cope with or do not match to their work demand and pressures". The results of our study substantiate for the same. The respondents of the public sector banks expressed more of (eu) stress (64%) than (dis)stress (36%). This was just the opposite with the employees of the private sector banks where distress experience was (66%) as against the eustress experience (34%). In general it is consistent with Indian banking scenario where private sector employees experience high stress than their counterparts in the government sector.

The results of correlation analysis highlights that there is significant positive correlation between eustress and organizational well being in the public ($r=.711$, $p<.01$) and private sector banks ($r=.618$, $p<.01$). The research unfolds stress from an entirely new and emerging perspective of positive psychology identifying strengths and its potential for likely organizational health benefits. "Organizational health researchers such as Simmon, L, 2001; Fredricson, 2002; Hart & cotton, 2003; Macil-Frey, Quick & Nelson, 2007; Gibbons *et al*, 2008 associate eustress with healthy positive work related outcomes such as job satisfaction, organizational performance, organizational commitment, enhanced productivity, positive workplace, cordial relations, goodwill and individual health". Positive employee attitude and behavior has been theoretically and empirically tied to a diverse organizational benefit (Duleborn, Murray & sun, 2000). The results confirm the new age researchers on the same.

Based on the research, some important conclusions drawn are:

1. Even in challenging and dynamic environment, as those faced by banking professionals, employees can have positive response (eustress) to work, which in turn is related to health.
2. The stress perception as distress or eustress is purely individualistic and thus it is the individual's preference to reflect and mange their interpretation of stressors to endeavor constructive or destructive stress.

3. In acknowledgment of the strong positive associations found between the variables studied, it is necessary for organizations and employees to work to promote eustress.
4. Just like stress (distress) management techniques to eliminate the associated dysfunctionalities, savoring eustress is the most proactive approach to accentuate the positive at work.
5. Eustress identifications must start with identifying and investigating aspects of work that encourage and fulfill employees. Eustress is a behavioral reaction and can be learnt and developed, thus it is imperative to help employees find optimism, meaning & hope at work.

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