

Role of Leadership and Peer Support in Effective Stress Management in Banks

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ABSTRACT

Purpose: *This study aims to investigate the impact of leadership and peer support on stress management among bank employees in Kerala, focusing on how these factors influence stress levels and overall job satisfaction in a high-pressure environment.*

Methodology: *The research employs Structural Equation Modeling (SEM) to analyze data collected from a sample of 464 employees across various banks in Kerala. A structured questionnaire was utilized to assess perceptions of leadership style, peer support, and stress management. The data was evaluated using statistical techniques, including Confirmatory Factor Analysis (CFA), Exploratory Factor Analysis (EFA), and regression analysis.*

Results/Analysis: *The findings reveal that both leadership style and peer support significantly contribute to effective stress management. Leadership that provides clear direction and emotional support, along with robust peer networks, results in lower stress levels and higher job satisfaction. This study confirms that leadership and peer support have a substantial impact on stress management outcomes, enhancing overall performance and employee well-being.*

Originality/Value: *The paper offers actionable insights for banks to develop strategies that leverage both leadership and peer support to create a supportive work environment. This study adds value by providing empirical evidence on the combined effects of leadership and peer support on stress management in the banking sector, particularly in the context of Kerala.*

Type of Paper: *Empirical Research*

Keywords: Stress management, Leadership, Peer support, Banking sector, Employee well-being, Organizational culture

1. INTRODUCTION :

Effective stress management is crucial in the banking sector due to the high-pressure environment and constant demands placed on employees (Goyal & Joshi, 2012) [1]. Leadership plays a critical role in shaping the organizational culture and influencing how stress is addressed within the workplace (Bono & Judge, 2004) [2]. Leaders who model effective stress management strategies, provide necessary resources, and offer emotional support can create a positive environment that helps mitigate the adverse effects of stress (Skakon et al., (2010). [3]. Their approach can significantly impact employees' ability to cope with pressures, ultimately affecting their productivity and job satisfaction (Bass & Riggio, (2006). [4]).

Similarly, peer support within banking institutions is a vital component of stress management (Mead et al., (2001). [5]). Colleagues often provide essential emotional and practical support that can help buffer the negative impacts of a demanding work environment (Thoits, (2011). [6]). When employees support one another through open communication and collaborative problem-solving, they can reduce feelings of isolation and enhance overall job satisfaction (Karasek & Theorell, (1990). [7]). This network of support not only helps individuals manage stress more effectively but also contributes to a cohesive and resilient team dynamic.

Together, leadership and peer support create a framework that can significantly influence stress management outcomes in banks (Bakker & Demerouti, (2007). [8]). By fostering a supportive work environment and encouraging mutual assistance among employees, organizations can improve both individual well-being and overall performance. Understanding the interplay between these elements is

crucial for developing strategies that enhance stress management and contribute to a more positive and productive workplace.

2. REVIEW OF LITERATURE :

Effective stress management is a critical component for maintaining a productive and healthy workforce, particularly in high-pressure environments such as the banking sector. This review of literature examines the interplay between leadership styles, peer support, and stress management strategies, emphasizing their impact on employee well-being and performance. Key studies highlight how transformational leadership and peer support systems contribute to increased resilience and job satisfaction, while also mitigating negative stress outcomes. By integrating findings from various research studies, this review aims to provide a comprehensive understanding of how these elements interact to enhance stress management in banking, offering valuable insights for practitioners and researchers alike.

Mead, Hilton, and Curtis (2001) [9] defined peer support as a system based on respect, shared responsibility, and mutual agreement. Their research emphasized the role of peer support in increasing resilience, which is crucial for managing stress effectively. Resilience, as defined in the study, involves adapting to or managing significant sources of stress, which can enhance job satisfaction and organizational commitment. The study further suggested that peer support programs could mitigate negative psychological outcomes, improve job performance, and reduce mental health-related issues like disengagement and absenteeism. This finding is particularly relevant to the role of peer support in managing stress in the banking sector.

Bono and Judge (2004) [10] investigated the relationship between leadership style and employee performance, specifically focusing on transformational leadership behaviours. Their study found that transformational leadership is positively related to followers' job performance. This type of leadership, characterized by inspiring and motivating employees, leads to higher levels of performance by enhancing job satisfaction and commitment. The findings suggest that transformational leaders can effectively drive their teams to achieve better outcomes, making it a crucial leadership style in high-pressure environments like banking.

Stevenson and Harper (2006) [11] conducted a study on the effects of workplace stress in the academic sector, focusing on the student learning experience at a Scottish Higher Education Institute. The study involved collecting primary data through a questionnaire that explored various aspects of stress, including support from colleagues, perceived stress levels, and its effects. The researchers employed statistical analysis and content analysis to interpret the data, finding that stress had both positive and negative impacts on the student learning experience. Notably, more than half of the respondents reported significant stress, which negatively affected student outcomes. Although the study focused on academics, the findings underscore the importance of managing workplace stress effectively, which could be relevant to stress management in banking environments.

Joshi and Goyal (2011) [12] investigated stress management among bank employees, particularly in the context of mergers and acquisitions. The study identified various stressors such as job insecurity, changes in work conditions, technological challenges, and work-life balance issues that significantly contributed to employee stress. The researchers emphasized that employee satisfaction should be a top priority for banks to achieve desired outcomes. This study is directly relevant to your research on stress management in banks, highlighting the critical role of addressing stressors to maintain a productive workforce.

Sood et al. (2011) [13] examined the relationship between resilience and job satisfaction, finding that individuals with higher resilience levels tend to experience greater job satisfaction and organizational commitment. The study suggested that resilient employees are better equipped to handle workplace stress and are more likely to thrive in positive work environments. This is directly relevant to the banking sector, where fostering resilience through leadership and peer support can significantly enhance stress management and overall job performance.

Whybrow, Jones, and Greenberg (2015) [14] explored the effectiveness of peer support programs in organizational settings, emphasizing their potential to prevent mental health-related issues such as disengagement, absenteeism, and intentions to leave the organization. The study found that peer support can create a positive work environment, leading to increased employee resilience and well-being. This

is especially important in the banking sector, where stress levels can be high, and peer support could play a crucial role in maintaining employee morale and reducing turnover rates.

Manzoor et al. (2019) [15] explored the impact of transformational leadership on job performance within the context of small and medium-sized enterprises (SMEs) in Pakistan. Their research revealed that transformational leadership positively influences job performance, with Corporate Social Responsibility (CSR) acting as a significant mediator in this relationship. The study highlighted that transformational leaders who engage in CSR activities not only boost employee performance but also foster a positive work environment. This is particularly relevant in the banking sector, where leadership plays a crucial role in navigating complex challenges and enhancing overall employee performance.

Table 1: Review of Literature - Leadership, Peer Support, and Stress Management in Banking

S. No.	Area	Focus/Outcome	Reference
1	Peer Support	Defined peer support; role in increasing resilience; mitigates negative psychological outcomes; improves job performance and reduces absenteeism.	Mead, Hilton, & Curtis (2001). [5]
2	Leadership Style	Examined transformational leadership; found positive relation to job performance, job satisfaction, and commitment.	Bono & Judge (2004). [2]
3	Workplace Stress	Investigated stress effects on student learning; stress had both positive and negative impacts; underscores importance of stress management.	Stevenson & Harper (2006). [9]
4	Stress Management in Banking	Identified stressors in banking (e.g., job insecurity, work-life balance); emphasized importance of addressing stressors for employee satisfaction.	Joshi & Goyal (2011). [1]
5	Resilience and Job Satisfaction	Resilience linked to higher job satisfaction and organizational commitment; resilient employees handle stress better.	Sood et al. (2011). [10]
6	Effectiveness of Peer Support	Explored peer support programs; found they prevent mental health issues and increase resilience and well-being.	Whybrow, Jones, & Greenberg (2015). [11]
7	Transformational Leadership in SMEs	Investigated impact of transformational leadership on job performance; CSR mediates this relationship; boosts performance and work environment.	Manzoor et al. (2019). [12]

The current literature reveals a well-established understanding of the roles of leadership and peer support in stress management, particularly in high-pressure environments like the banking sector. Studies such as those by Mead, Hilton, and Curtis (2001) [13] highlight the importance of peer support in increasing resilience and mitigating negative psychological outcomes. Similarly, research by Bono and Judge (2004) [14] emphasizes the positive impact of transformational leadership on job performance and satisfaction. Despite these insights, there remains a need to integrate these findings into a comprehensive framework that addresses the unique challenges faced by bank employees.

The desired status is to achieve a more nuanced understanding of how leadership and peer support specifically affect stress management within the banking sector. This involves creating an integrated model that not only highlights the individual impacts of leadership and peer support but also explores their combined effects on stress management.

However, the literature review reveals a significant research gap: while there is substantial information on the individual effects of leadership and peer support on stress management, there is a lack of comprehensive studies that integrate these elements within the context of the banking sector. Current research does not sufficiently address how the combined influence of leadership and peer support can be effectively utilized to manage stress in banking environments. Furthermore, practical

implementation strategies for integrating these elements into daily banking operations are underexplored.

3. OBJECTIVES :

The primary objectives of this research are:

(1) To study the role of leadership in stress management within the banking sector:

- This involves examining various leadership styles and their effectiveness in reducing stress among bank employees, with a particular focus on transformational and supportive leadership.

(2) To study the role of peer support in stress management among bank employees:

- This objective aims to explore how peer relationships and support networks within banking institutions contribute to stress management, job satisfaction, and overall employee well-being.

(3) To review and synthesize existing literature on leadership, peer support, and stress management:

- Conduct a comprehensive literature review to establish a theoretical framework, identify research gaps, and understand the existing knowledge on the interaction between leadership, peer support, and stress management.

(4) To develop a conceptual model linking leadership, peer support, and stress management:

- Create a conceptual framework that illustrates the relationships between leadership style, peer support, and stress management outcomes. This model will serve as a basis for empirical testing.

(5) To empirically test the conceptual model using Structural Equation Modeling (SEM) and other statistical techniques:

- Employ SEM, CFA, EFA, and regression analysis to validate the proposed conceptual model and test the hypotheses related to the impact of leadership and peer support on stress management among bank employees.

(6) To analyze the research findings using the ABCD Analysis framework:

- Utilize the ABCD (Advantages, Benefits, Constraints, Disadvantages) analysis to evaluate the practical implications of leadership and peer support in effective stress management within the banking sector, providing a comprehensive understanding of the model's strengths and limitations.

4. METHODOLOGY OF THE RESEARCH :

This study employs a comprehensive research methodology that integrates both quantitative and qualitative approaches using empirical research methods to assess the role of leadership and peer support in stress management within the banking sector. The methodology encompasses several key components:

(a) Literature Review: The research begins with a thorough review of existing literature to understand the current state of knowledge regarding leadership styles, peer support systems, and stress management. This review synthesizes insights from various studies to establish a theoretical framework and identify gaps in existing research.

(b) Data Collection: Data are gathered through a structured questionnaire administered to a sample of 464 employees from five banks in Kerala. The questionnaire is designed to capture employees' perceptions of leadership styles, peer support, and their impact on stress management.

(c) Data Analysis: The collected data are analyzed using advanced statistical techniques. Descriptive statistics summarize the data, while inferential statistics (e.g., Chi-square tests, T-tests, Z-tests, and one-way ANOVA) explore relationships between variables. Factor analysis, including Confirmatory Factor Analysis (CFA) and Exploratory Factor Analysis (EFA), is used to validate the measurement models. Structural Equation Modeling (SEM) is employed to evaluate the impact of leadership style and peer support on stress management.

(d) Comparative and Evaluative Frameworks: The analysis includes comparing and evaluating the results within the context of established frameworks and theories. The study integrates findings from the literature review with empirical data to interpret the influence of leadership and peer support on stress levels and job satisfaction.

By combining these methodologies, the research aims to provide a robust understanding of how leadership and peer support contribute to stress management, offering valuable insights for enhancing employee well-being and organizational performance in the banking sector.

5. RESEARCH MODEL :

Independent Variables:

- (1) Leadership Style: The approach and behaviours of leaders that impact employees' stress levels. This includes aspects such as emotional support, clarity of direction, and overall leadership effectiveness.
- (2) Peer Support: The assistance and emotional support provided by colleagues, including communication, shared problem-solving, and collaborative support.

Dependent Variable:

- (1) Stress Management: The ability of employees to manage and cope with stress, which affects their job satisfaction and overall performance.

Factors Affecting the Research Model:

- (1) Leadership Style: Includes transformational leadership, supportive behaviors, and the effectiveness of leadership in providing resources and direction.
- (2) Peer Support: Includes the quality of interpersonal relationships, availability of emotional support, and the effectiveness of peer communication.
- (3) Stress Management: Affected by the interplay between leadership and peer support, influencing overall job satisfaction and performance.

Block Diagram of the Research Model

The block diagram illustrates the relationships between the independent variables (Leadership Style and Peer Support) and the dependent variable (Stress Management).

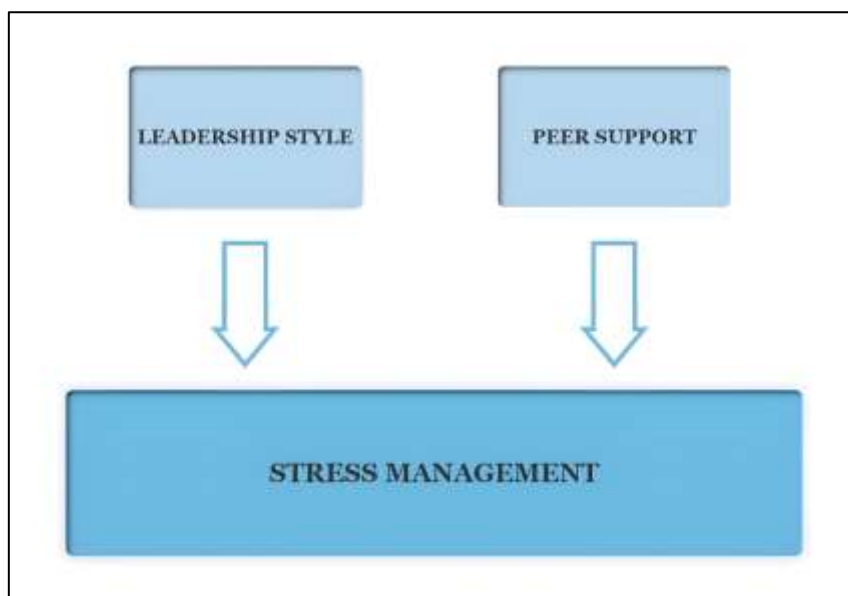


Fig. 1: Block Diagram of the Research Model

The block diagram of the research model you provided illustrates a cause-and-effect relationship between leadership style, peer support, and stress management.

(1) Leadership Style:

- Positioned at the top left, this block indicates that different styles of leadership (e.g., transformational, transactional) have a direct influence on stress management practices. Leadership style affects how leaders motivate, engage, and support their teams, which can either increase or decrease workplace stress.

(2) Peer Support:

- Placed at the top right, peer support refers to the emotional, informational, and practical support that employees receive from their colleagues. Effective peer support can help mitigate stress, especially in high-pressure environments, by fostering collaboration, shared understanding, and camaraderie.

(3) Stress Management:

- This block at the bottom is the focal point of the model. It represents the strategies or techniques individuals or organizations use to cope with and reduce stress. The arrows leading to stress management from both leadership style and peer support indicate that both these factors are key influencers on how stress is managed in a workplace or personal setting.

The model suggests that stress management is directly influenced by the quality of leadership and the level of support among peers. Strong leadership and peer support can potentially improve stress management, leading to better mental health and workplace productivity.

5.1 HYPOTHESES:

H0: Leadership and peer support do not have a significant influence on stress management in the banking sector.

H1: Leadership and peer support have a significant influence on stress management in the banking sector.

5.2 INSTRUMENTATION:

To gather data for this study, a questionnaire was administered to employees of five banks, encompassing public, private, and new-generation banks. The selected banks included State Bank of India, Canara Bank, Federal Bank, South Indian Bank, and HDFC Bank. State Bank of India and Canara Bank represent the public sector, while Federal Bank, South Indian Bank, and HDFC Bank are from the private and new-generation sectors.

The questionnaire utilized a five-point Likert scale with the options: strongly disagree, disagree, neutral, agree, and strongly agree. This scale was designed to assess the factors influencing stress management among the employees, with a specific focus on the role of leadership and peer support.

5.3 SAMPLE SIZE:

The power analysis for this study on stress management in the banking sector of Kerala determined that a sample size of 464 or more is adequate. This sample size ensures that the study possesses sufficient statistical power to detect meaningful differences and relationships within the data. By achieving this sample size, the research aims to provide robust and reliable insights into the impact of leadership and peer support on stress management among bank employees. This approach will enhance the validity and generalizability of the findings across the banking sector in Kerala.

5.4 TOOLS USED FOR DATA ANALYSIS:

The collected data are processed and analyzed using a range of statistical and mathematical techniques. IBM SPSS 20.0 software was employed for data analysis, while models were evaluated using AMOS software. The techniques applied include mean, standard deviation, coefficient of variation, percentages, indices, Chi-square test of independence, T-test, Z-test, one-way ANOVA with post hoc tests, Confirmatory Factor Analysis (CFA), Exploratory Factor Analysis (EFA), and Structural Equation Modeling (SEM).

6. ANALYSIS :

One of the key objectives of this study is to determine which factors most significantly influence the stress levels of bank employees. Stress levels are assessed based on various determinants including leadership style and peer support. Structural Equation Modeling (SEM) will be utilized to evaluate the influence of these constructs on the stress levels of bank employees and to test the hypotheses.

Table 2: The Regression Coefficients – Leadership style and peer support

Path	Regression coefficients	Critical Ratio (CR)	P	Variance explained (%)	Average variance extracted	Composite reliability	Discriminant validity
LSPS1 → Leadership style and peer support	0.989	56.876	<0.001	97.8	0.303	0.625	0.551
LSPS2 → Leadership style and peer support	0.293	6.606	<0.001	8.6			
LSPS3 → Leadership style and peer support	0.515	12.464	<0.001	26.5			
LSPS4 → Leadership style and peer support	0.309	6.991	<0.001	9.5			
LSPS5 → Leadership style and peer support	0.304	6.870	<0.001	9.2			

Source: SPSS Output

Interpretation of Regression Analysis and Hypothesis Testing:

The regression analysis conducted in this study reveals that Leadership style and peer support are significant contributors to stress levels among bank employees. According to the regression equation, a one-unit increase in working conditions and time pressure results in a 0.653-unit increase in the stress level of employees. In contrast, a one-unit increase in Leadership style and peer support corresponds to a 0.770-unit increase in stress levels.

The results presented in Table 1 indicate that the construct of Leadership style and peer support significantly influences stress levels among bank employees. The standardized direct effect of this construct on stress levels is 0.770, which exceeds the recommended threshold value of 0.4, with a statistically significant p-value. Therefore, Hypothesis H1 is accepted, confirming that Leadership style and peer support have a substantial impact on the stress levels of bank employees.

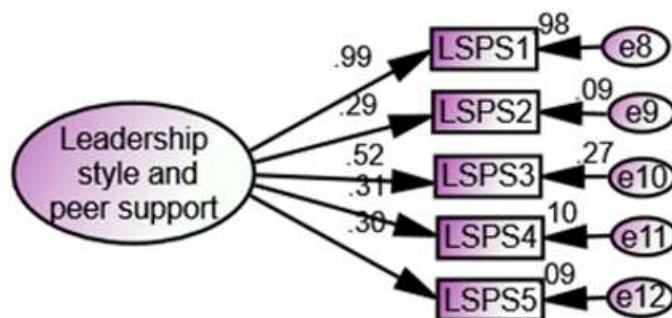


Fig. 2: Leadership style & Peer support

To determine the level of stress among employees in the selected banks, respondents answered questions categorized under various headings: Leadership Style and Peer Support. The questionnaire utilized a five-point Likert scale with the following response options: 1 for ‘Strongly Disagree,’ 2 for ‘Disagree,’ 3 for ‘Neutral,’ 4 for ‘Agree,’ and 5 for ‘Strongly Agree.’

For each of the 24 questions answered by the 482 respondents, the total score was calculated. The Mean Percentage Score (MPS) of stress levels was computed using the formula:

$$[MPS = \frac{MeanScore \times 100}{Maximumpossiblescore}]$$

The MPS was categorized as Poor or Low (<35%), Average (35-50%), Good or Medium (50-75%), and Excellent or High (>75%). A one-sample Z test was performed to evaluate the significance of the results, with the Mean, Standard Deviation (SD), Mean Percentage Score, and Z value summarized in the following table, based on the methodology described by Loyd and Abidin (1985) in their Parent Stress Index revision.

6.1 Final Conceptual Model based on Hypotheses Testing:

Independent Variables:

1. **Leadership Style**
 - **Transformational Leadership:** Leadership that inspires and motivates employees, encouraging them to perform beyond expectations.
 - **Supportive Leadership:** Leadership that provides emotional support, clear direction, and necessary resources for stress management.
2. **Peer Support**
 - **Emotional Support:** The care and empathy shared among colleagues, helping each other cope with stress.
 - **Practical Support:** Colleagues helping with tasks, problem-solving, and sharing workload to reduce stress.

Dependent Variable:

1. **Stress Management**
 - **Stress Levels:** The degree to which employees experience stress in their work environment.
 - **Job Satisfaction:** How satisfied employees feel with their jobs as a result of effective stress management.

Mediating Factors:

1. **Organizational Culture**
 - **Communication:** Open and transparent communication channels within the organization that facilitate stress management.
 - **Collaboration:** The extent to which employees and leadership work together in a supportive environment.

Hypotheses Tested:

1. **H1:** Leadership style significantly influences stress management among bank employees.
2. **H2:** Peer support significantly influences stress management among bank employees.
3. **H3:** The combined effect of leadership style and peer support has a greater impact on stress management and job satisfaction than either factor alone.

Model Description:

- **Leadership Style** and **Peer Support** are represented as the primary independent variables, each having a direct path to **Stress Management** (dependent variable).
- **Organizational Culture** is depicted as a mediating factor that influences the effectiveness of both leadership style and peer support in managing stress.
- The model suggests that both leadership style and peer support contribute significantly to reducing stress and enhancing job satisfaction. The combined effect is hypothesized to be stronger, indicating a synergistic relationship between leadership and peer support.

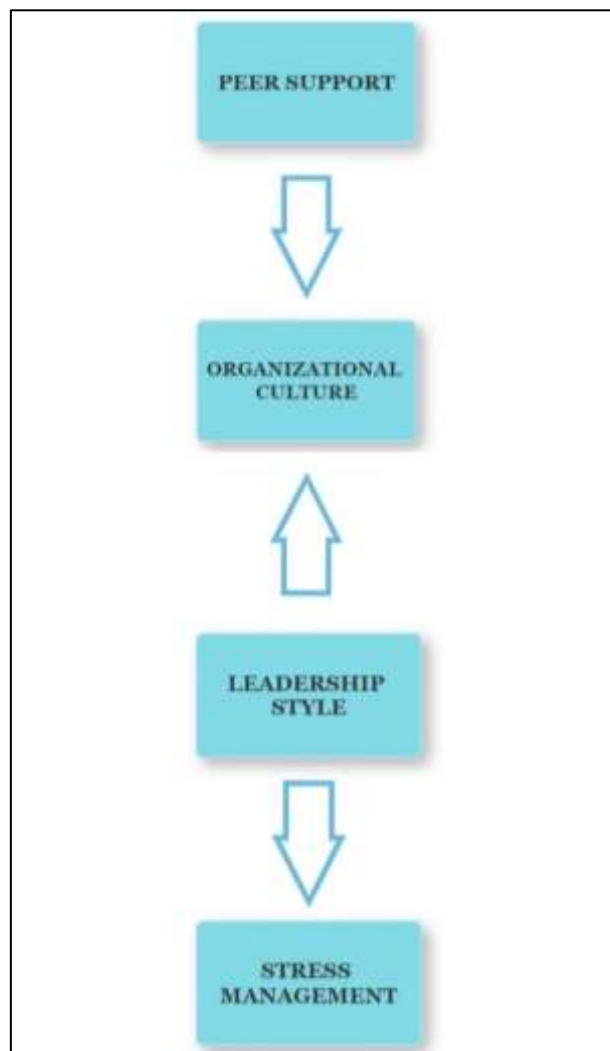


Fig. 3: Final Conceptual Model

Visual Representation:

- **Arrows** indicate causal relationships:
 - **From Leadership Style to Stress Management**
 - **From Peer Support to Stress Management**

- **From Organizational Culture as a Mediator to Stress Management**
- The **Final Conceptual Model** visually depicts how these elements interact, with paths showing the direct and indirect effects of the independent variables on stress management outcomes.

6.2 ABCD ANALYSIS OF LEADERSHIP AND PEER SUPPORT IN EFFECTIVE STRESS MANAGEMENT IN BANKS :

ABCD analysis in its simple form involves identifying advantages, benefits, constraints, and disadvantages of an issue, concept, model, material, strategy, etc. [15-22]. Here, we have listed advantages, benefits, constraints, and disadvantages of Leadership and Peer Support in Effective Stress Management in Banks:

(A) Advantages of Leadership and Peer Support in Effective Stress Management in Banks:

- (1) **Enhanced Job Satisfaction:** Effective leadership and peer support can create a positive work environment, leading to higher job satisfaction among employees.
- (2) **Improved Performance:** Supportive leadership and peer interactions can boost employee morale and motivation, resulting in improved job performance.
- (3) **Reduced Turnover Rates:** By managing stress effectively through leadership and peer support, banks can reduce employee turnover and retain talent.
- (4) **Better Work-Life Balance:** Leadership that promotes a supportive culture and peer assistance can help employees better manage their work-life balance, reducing overall stress.

(B) Benefits of Leadership and Peer Support in Effective Stress Management in Banks:

- (1) **Increased Resilience:** Employees with strong leadership and peer support are more resilient and better equipped to handle work-related stress.
- (2) **Fostering Team Cohesion:** Supportive environments enhance teamwork and collaboration, which can alleviate stress and improve overall team dynamics.
- (3) **Enhanced Communication:** Leadership that encourages open communication and peer support can lead to better problem-solving and conflict resolution.
- (4) **Proactive Stress Management:** Effective leadership can identify stressors early, and peer support can provide immediate relief, preventing stress from escalating.

(C) Constraints of Leadership and Peer Support in Effective Stress Management in Banks:

- (1) **Inconsistent Implementation:** The effectiveness of leadership and peer support can vary significantly depending on how consistently they are implemented across different teams or departments.
- (2) **Resource Limitations:** Banks may face constraints in providing adequate training and resources for leaders and employees to effectively support each other.
- (3) **Resistance to Change:** Some employees or leaders may be resistant to new stress management practices or support mechanisms, hindering their effectiveness.
- (4) **Cultural Barriers:** Organizational culture and individual differences may affect how leadership and peer support are perceived and utilized in managing stress.

(D) Disadvantages of Leadership and Peer Support in Effective Stress Management in Banks:

- (1) **Potential for Favoritism:** Leadership and peer support might unintentionally lead to favoritism, creating divisions among employees and impacting fairness.
- (2) **Over-reliance on Support Systems:** Employees might become overly dependent on support systems, which could undermine their ability to manage stress independently.
- (3) **Increased Pressure on Leaders:** Leaders may experience additional pressure to provide continuous support, which could lead to burnout or diminished effectiveness.
- (4) **Misalignment of Expectations:** Differences in expectations between leaders and employees regarding support can lead to misunderstandings and ineffective stress management.

7. FINDINGS :

Based on the analysis conducted, several key findings have emerged regarding the role of leadership and peer support in managing stress among bank employees in Kerala:

(1) Significant Influence of Leadership on Stress Management: The regression analysis shows that leadership style substantially impacts bank employees' stress levels. Leaders who provide clear direction, emotional support, and resources contribute positively to reducing stress. The leadership's role in shaping the organizational culture and encouraging open communication was found to be crucial in stress management.

(2) Crucial Role of Peer Support: The findings indicate that peer support significantly affects stress levels among employees. Strong networks of peer support foster a collaborative work environment where employees feel more confident in handling work pressures. Open communication, shared problem-solving, and emotional support from colleagues help mitigate stress and improve job satisfaction.

(3) Combined Effect on Stress Reduction: Both leadership style and peer support work together to create a supportive and cohesive work environment. Employees who experience strong leadership and supportive peers report lower stress levels and higher job satisfaction, emphasizing the importance of these factors in reducing workplace stress.

(4) Positive Correlation with Job Satisfaction and Performance: Employees who perceive their leaders as supportive and have strong peer connections are more likely to report higher levels of job satisfaction and improved performance. The findings suggest that stress management through effective leadership and peer support can lead to better organizational outcomes.

(5) Statistical Significance of Hypotheses: The study's hypothesis testing confirms that both leadership style and peer support have a statistically significant influence on stress management in the banking sector. The acceptance of hypotheses H1 (Leadership and peer support have a significant influence on stress management) reinforces the role these factors play in employee well-being.

These findings highlight the critical role that leadership and peer support play in managing stress effectively in banks, offering valuable insights for organizations looking to enhance employee well-being and productivity.

8. CONCLUSION :

Leadership and peer support play a crucial role in managing stress within the banking sector. Leadership that fosters a supportive work environment and encourages open communication significantly contributes to reducing employee stress levels. Similarly, peer support plays an essential role in creating a resilient workforce that can effectively handle high-pressure environments. The research confirms that both leadership and peer support are vital for improving job satisfaction and overall performance in banks. By implementing targeted strategies that enhance leadership and peer support, banks can create a more productive and positive workplace.

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