

Managers' Job Stress; a Study in Sri Lankan Private Sector Banks

H.M.A. Herath¹, S. Atugoda²

¹Senior Lecturer
Department of Business Management
Wayamba University of Sri Lanka
Kiliyapititya, Sri Lanka
herath_wayamba@yahoo.com

²Manager
Sampath Bank (PLC)
Colombo
sankhi_atugoda@yahoo.com

Abstract: -

Stress is a highly personalized phenomenon and can vary widely even in identical situations for different reasons. Job stress is an important issue for organization and one that needs to be understood and effectively managed. The purpose of this research is to review the psychology behind the factors that contribute to employee stress and examine how they contribute to managers' stress levels, thereby revealing the type of training and coping skills that organization can attend to provide. This paper addresses this problem specifically in the banking industry, with reference to the Private sector Banks in Sri Lanka. A random sample of bankers was given a questionnaire to identify the causes for their stress level. The paper concludes that some organizational and extra organizational factors affect job stress of bankers in various levels of which some are highly significant.

Key words:- *Job Stress, banks, external, internal*

1. Introduction

Stress is a state of mind which reflects certain biochemical reactions in the human body and is projected by a sense of anxiety, tension and depression and is caused by such demands by the environment forces or internal forces that cannot be met by the resources available to the person. The intensity of such demands that require a readjustment of resources or operational styles would determine the extent of stress. Such environmental events or conditions that have the potential to induce stress are known as "stressors" (Chalesworh, E.A. and Nathan R.G.,

1998) On the other hand accidents, absenteeism, employee turnover, diminished productivity; direct medical, legal, and insurance costs will be some effects of job stress. Increasingly, employees are paying greater attention than in the past to the effects stress on the staff. What is stress? It is best being described as. "The adverse psychological and physical reactions that occur in an individual as a result of their being unable to cope with the demands being made on them" (Proenca J.F.,2005)

Stress is triggered not so much by the external problems faced by individuals, as by the way they cope (fail to cope) with those problems. Thus, most people cope with a variety of pressure in their life; some even seem to thrive on 'pressure', especially at work. However, once individuals fail to deal adequately with pressure, then symptoms of stress appear.

2. Research Problem

Various factors that influence job stress of an individual can be external or internal to the employee. The effect of job stress can create physical problems such as mood changes, lowered self-esteem, resentment of supervision, inability to make decisions, and job dissatisfaction and/or behavioral problems such as tardiness, absenteeism, turnover, and accidents. The performance of many tasks is in fact strongly affected as a result. Performance usually drops sharply when stress rises to higher levels. Since banking sector is highly competitive and face to radical changes with development of technology the employees face to various challenges. The assigned targets in highly turbulent environment with increasing workload increase the stress level of many bankers. Increasing inflation levels strongly affect the economic conditions of individuals and their families since they have to maintain a certain social level in the society. In addition tight control of work with expectations of high accuracy and less power in decision making have made the situation tighter. Promotional problems due to downsizing with demanding customers had made the matter worse. The increased working hours with lack of support from the colleagues make the

individual frustrated. As a result most of the bankers in private sector banks are under job stress. Therefore the above mentioned outcomes (effects) have been a common fact especially in private sector banks. Hence the actual facts identification for job stress has become important. Then only individual and organizational strategies can be developed to reduce stress level of employees. This will result in increase performance, efficiency and affectivity. Man power is especially important in service organizations as material, methods and money is common in all similar competitive service organizations. The service quality totally depends upon the employee. This gives an important role for Human Resources Departments in Service organizations to look in to the employee welfare. Private sector banks need highly motivated dynamic individuals with commitment for excellence. There stress level should be to the required amount so that the maximum output can be expected. Job Stress is not a totally negative fact since a certain amount of stress is needed for individuals to do their assignments and win the challenges it produce. Therefore a proper level of stress has become a vital factor of importance. In fact the banks can achieve their targets and be successful in financial sector if the employees can maintain the required amount of stress.

Therefore the causes for job stress have to be identified. The empirical evidences are lacking in the banking sector. In order to fill the gap a research has to be done. Although there are studies which were done worldwide they are not directly related. The causal factors for job stress to employees in other country banks may not be the same with Sri Lankan bankers. And also private sector bankers face certain issues where

government sector bankers have not heard of. Therefore causes can be unique to Sri Lankan Private sector bankers

People want to do more with their lives than merely cope with the overwhelming cost of ever-mounting stress. They are seeking new and effective ways of taking control of their lives, preventing disease, and enhancing their health. Those who are successful seem comfortable in almost any situation. Their lives are full and yet unhurried. They look relaxed and confident, even when they are making critical decisions or meeting important people. Physically fit and seldom tired, they project a sense of quiet strength. These stress management pioneers are also preventing the very diseases that pose some of the greatest challenges to modern medicine. More and more twentieth-century illness has been shown to be related to the smoking, drinking, eating, and hurrying behaviors of patients. It is estimated that as many as 75 percent of all medical complaints are stress related. The list of these disorders is long and growing: ulcers and stomach disorders, migraine and tension headaches, high blood pressure, rapid and irregular heartbeats, insomnia, back pain, muscle ache, and skin diseases' as well as many psychiatric disorders. Fifty percent of the people living in the United States report suffering from at least one psychosomatic symptom on a regular basis. These disorders and symptoms are reaching near epidemic proportions.

A recent study conducted at the University of Tennessee showed that more than half of all hospital admissions could be prevented by changes in lifestyle. One way to contain skyrocketing costs and prevent stress-related diseases is to find ways of

helping people to adopt health-promoting behaviors, rather than find ways of operating, medicating, or radiating away the effects of unhealthy lifestyles. Behavioral medicine is the revolutionary new, multidisciplinary field devoted to understanding and changing these and other health-related behaviors. (Chalesworth, E.A. and Nathan R.G., 1998) This is an exciting time to practice medical psychology, which is one of the major branches of behavioral medicine. It has found a refreshing openness to the behavioral sciences among both student and faculty. Industry has also become aware of the costs of stress and the potential savings when employees learn stress management skills. These savings include reduced personnel turnover, alcoholism, absenteeism, lateness, premature employee death disability, and other symptoms of burnout. The Mental Health Association of America has recently received a grant from several large industries to create a clearinghouse for information about stress and employee assistance programs. Among the job categories Banking is a category that talks of stress and significance. Bankers spend a major part of their waking lives at work and if they are under stress, symptoms can effect in the workplace, often in the following ways: It may lower job satisfaction, reduced job performance, Loss of vitality and energy will be seen. Communication breakdown, Poor decision making, reduced creativity and innovation will be common symptoms. They may focus on unproductive tasks too. All of the above need to be viewed in relation to the previous or normal quality of the work and interactions. Most commonly, stress will lessen satisfaction with work and reduce the performance. (Cooper. & Srew,A.,1998) Whilst the employees are not

performing as well as a result of stress, the pressures and demands on the individual remain the same. To prevent getting too far behind he begins to take more work home and he may begin to feel very tired. He does not have the time or energy to take part in the normal leisure activities and life also begins to suffer. Before he knows it, he has become trapped in a downward spiral of problems. By recognizing and acknowledging these changes the banker can forestall some of the more long-term consequences of stress in their workplace behavior.

3. Objectives

The main objective is to find out to what extent the intra individual, group, organizational and extra organizational factors influence job stress of the employees in managerial grade at private sector banks. More specifically the objectives are as follows,

To investigate the relationship between extra organizational Stressors and job stress and to find the effect of extra organizational Stressors on job stress.

Extra organizational stressors include family relationships and economy.

To investigate the relationship between Family relationships and job stress and to find the effect of Family relationships on job stress

To investigate the relationship between Economy and job stress and to find the effect of Economy on job stress

To investigate the relationship between organizational Stressors and job stress and to find the effect of organizational Stressors on job stress.

Organizational level stressors contain four sub variables. They are administrative policies and strategies, Organizational Structure & design,

Organizational Processes and Working Conditions.

To investigate the relationship between administrative policies and strategies and job stress and to find the effect of administrative policies and strategies on job stress

To investigate the relationship between Organizational Structure & design and job stress and to find the effect of Organizational Structure & design on job stress

To investigate the relationship between Organizational Processes and job stress and to find the effect of Organizational Processes on job stress

To investigate the relationship between working conditions and job stress and to find the effect of working conditions on job stress

To investigate the relationship between Group and job stress and to find the effect of Group on job stress

Group stressors include three main categories namely Lack of Cohesiveness, Lack of Social Support and managerial behaviour.

To investigate the relationship between Lack of Cohesiveness and job stress and to find the effect of Lack of cohesiveness on job stress

To investigate the relationship between Lack of Social Support and job stress and to find the effect of Lack of Social Support on job stress

To investigate the relationship between Managerial Behaviour and job stress and to find the effect of Managerial Behaviour on job stress

To investigate the relationship between factors Internal to the employee and job stress and to find the effect of factors Internal to the employee on job stress

To investigate the relationship between Role Stressors and job stress and to find the effect of Role stressors on job stress

Role stressors include role conflict, ambiguity and overload.

To investigate the relationship between Role conflict and job stress and to find the effect of Role conflict on job stress
To investigate the relationship between Role overload and job stress and to find the effect of Role overload on job stress
To investigate the relationship between Role ambiguity and job stress and to find the effect of Role ambiguity on job stress.

4. Hypotheses

Based on the literature review and research objectives following hypotheses have been formulated.

H₁-There is a Positive relationship between extra organizational factors and job stress and extra organizational factors significantly affect job stress

H₂-There is a Positive relationship between family relationships and job stress and family relationships significantly affect job stress

H₃-There is a Positive relationship between Economy and job stress and Economy significantly affect job stress

H₄-There is a Positive relationship between organizational factors and job stress and organizational factors significantly affect job stress

H₅-There is a Positive relationship between Administrative Policies & strategies and job stress and Administrative Policies & strategies significantly affect job stress

H₆-There is a Positive relationship between Organizational Structure & design and job stress and Organizational Structure & design significantly affect job stress

H₇-There is a Positive relationship between Organizational Process and job stress and Organizational Process significantly affect job stress

H₈-There is a Positive relationship between Work Conditions and job stress and Work Conditions significantly affect job stress

H₉-There is a Positive relationship between Group and job stress and group significantly affect job stress

H₁₀-There is a positive relationship between Lack of group cohesiveness and job stress and Lack of group cohesiveness significantly affect job stress

H₁₁-There is a positive relationship between Lack of social support and job stress and Lack of social support significantly affect job stress

H₁₂-There is a Positive relationship between Managerial Behaviour and job stress and Managerial Behaviour significantly affect job stress

H₁₃-There is a positive relationship between Factors external to the employee and job stress and Factors external to the employee significantly affect job stress

H₁₄-There is a positive relationship between Factors internal to the employee and job stress and Factors internal to the employee significantly affect job stress

H₁₅-There is a positive relationship between Role Stressors and job stress and Role Stressors significantly affect job stress

H₁₆-There is a positive relationship between Role Conflict and job stress and Role Conflict significantly affect job stress

H₁₇-There is a positive relationship between Role Overload and job stress and Role Overload significantly affect job stress

H₁₈-There is a positive relationship between Role ambiguity and job stress and Role ambiguity significantly affect job stress

5. Methods

The study used the deductive approach as it is an attempt to test a available theory as 'Theory first (Literature

Review) Moving theory to data (formulation of the model) -Find causal relationship of variables (test the model) Collect empirical data (through structured questionnaire) Ensure validity (Through statistical analysis) give conclusions' type of investigation is causal since the causal relationships are investigated to acquire the information needed to structure the problem. Data has been collected at a single point of time. Therefore the time horizon is cross sectional. The data collection is done when the employees are in their natural settings. No manipulation is done on research variables. Therefore the study setting is non- contrive. The genuine answers for the questionnaire is easily retrieved in this method because the employees feel what they experience daily in the work place when they are in that place it self and they feel free when they are not taken to alienated place to question them. Unit of analysis was individual. This is the most appropriate because what individuals experience is measured in the study. The study is a cross sectional survey. Nature of the study is explanatory. The variables used are abstract. Manipulation is not done on the research variables. There are around 15 private sector banks in Sri Lanka, of which few banks are concentrated only to Colombo area. In some the network is as such focus only to two to four districts. When such banks are omitted Sampath, Seylan, HNB, NTB, PABC, Commercial, and Union are the banks which have a considerable network in Sri Lanka. Five commercial Banks out of the above have been chosen to collect the data; namely Sampath, Hatton National, Nation's Trust, Commercial and Seylan Bank. Width of the network and the basic similarities of functions and the employee recruitment are considered when the banks are chosen.

25 units from each bank are selected at random to collect data out of which 90 responses are considered. The response rate is 72% which is reliable (more than 65%)

In each bank one corporate level manager, functional level manager is selected. The others are operational managers of which the majority consists of branch managers and assistant managers.

A questionnaire is used as the research instrument. The questionnaire is prepared as unbiased, unambiguous, direct, measurable, specific, reliable and achievable. Sampath, Hatton National, Nation's Trust, Commercial and Seylan Bank managerial positions were contacted in order to distribute the questionnaire. After discussions with managers and assistant managers; questionnaire was distributed among them personally or by courier according to both party's convenience. The objective of the questionnaire was mentioned in the first page before the entry questions. General information such as the bank, post, age, tenure, work area, gender is asked as entry questions. Six questions were asked. The boxes had to be marked or Answers which are very short to be written there. The questionnaire consists of two parts according to the type of the details to be assessed. First part of the questionnaire which comprises of 36 questions accesses the selected independent variables; that is the factors affecting job stress.

Reliability is measured using Cronbach's alfa and the value is .78 (more than 0.6) which indicates that the questionnaire is reliable. The objective of correlation analysis is to measure the degree to which two variables are related. The correlation is significant between the questions made to find out one variable. Therefore the convergent

validity is high. The correlation between independent variables is less than 0.5 which shows that high discriminant validity is available.

Data set was tested for correlation and regression. Correlation between job stress and the factors are significant. Normality is measured using histograms. All distributions are normal. Multicollinearity among independent variable is acceptably low.

There are only 28.89% of females in the sample. Generally in Private sector banks female percentage is surprisingly lesser when it goes to managerial grades. It is basically due to recruitment policies in certain eras, extended working hours and resignation after maternity. Therefore females were selected less in the random sample; yet it was not gender bias.

The employees in managerial grade vary from 28 years of age and 53 years of which majority are in late thirties. The new graduates pass out from the universities are taken as management

6. Data Analysis

6.2 Correlation

There are positive relationships between Job Stress and Factors external to the employee as well as the factors internal to the employee. Both the relationships are at 99% significant level.

6.3 Multiple regressions

Multiple Regression is used to achieve overall objectives and test final hypotheses of the study. That is 93.2% of the variance of Job Stress is explained by the independent variables concerned. Independent variables are, Family relationships, Economy, Administrative Policies & Strategies, Organizational Structure & design,

trainees in some banks who take management positions thereafter. In some banks performance with relevant exams promote the members irrespective of age while some need experience. Therefore such variations exist.

The retirement age is fifty five. The sample consists of all age groups with different tenures in the managerial category. Therefore it can be concluded that the sample is not bias when tenure is considered.

The questionnaire should be reliable and valid as it is the overall instrument of the research. Therefore the reliability and validity were checked. The reliability is measured using Cronbach's alpha. The result is 0.779 which is highly reliable. When considering Collinearity Statistics are considered Tolerance value less than 0.2 and the VIF of less than 5 (gained values are less than 2.5) indicate that Multicollinearity do not exist and therefore data can be accepted and valid. Organizational Process, Work Conditions, Lack group cohesiveness, Lack of social support, Managerial Behaviour, Role Conflict, Role Overload, Role ambiguity
$$JS=0.158+0.109Family+0.128Economy+0.34Admin+0.228OrgStru+0.105OrgProc+0.009Work+0.119Cohe+0.084Social+0.055MgrBeh+0.024Rolcon+0.007RolOve-0.052 RolAmb$$

Multiple regressions show that Administrative Policies & Strategies is the most influencing factor to job stress among the factors concerned. When Administrative Policies & Strategies changes by one unit the stress changes by 0.34 units. When Organizational Structure & design change by I unit Job stress changes by 0.228 units.

Table 1: correlations

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965 ^a	.932	.919	.12699

a. Predictors: (Constant), Respon, RolCon, Lackcnt, work, LackSoci, Economy, Family, RolAmb, RolOve, AVGAdmin, AVGprocess, MgrBeh, AVGGorg, LackCohe

		JobSt	ExtraOr	OrgFac	GrpS	RoiSt
JobSt	Pearson Correlation	1				
ExtraOr	Pearson Correlation	0.714**	1			
OrgFac	Pearson Correlation	0.762**	0.540**	1		
GrpS	Pearson Correlation	0.467**	0.427**	0.515**	1	
RoiSt	Pearson Correlation	0.477**	0.524**	0.511**	0.410**	1

**Correlation is significant at the 0.01 level (2 tailed)

Table 2: correlations

Correlations

		AVGJOBS TRESS	AVGInternal	FactExt
AVGJOBSTRESS	Pearson Correlation	1	.301**	.790**
	Sig. (2-tailed)		.004	.000
	N	90	90	90
AVGInternal	Pearson Correlation	.301**	1	.105
	Sig. (2-tailed)	.004		.323
	N	90	90	90
FactExt	Pearson Correlation	.790**	.105	1
	Sig. (2-tailed)	.000	.323	
	N	90	90	90

** Correlation is significant at the 0.01 level (2-tailed).

Table 3; Multiple Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965 ^a	.932	.919	.12699

a. Predictors: (Constant), Respon, RolCon, Lackcnt, work, LackSoci, Economy, Family, RolAmb, RolOve, AVGAdmin, AVGprocess, MgrBeh, AVGGorg, LackCohe

Brief Guidelines to Contributors

- Wayamba Journal of management welcomes original research articles (2000-8000 words).
- Language of the journal is English (USA).
- Article must include an abstract not more than 150 words followed by five keywords, introduction, methods, results discussion, conclusion and references.
- Figures and tables are permitted only in black and white.
- Manuscript of research papers which ensure the higher accuracy of language should be type written in A4 paper according to the guidelines provided.
- Manuscripts should be sent to the Chief Editor of the Journal with a hard copy and soft copy.
- Having reviewed of each manuscript, decisions of the referees will be made available to the respective author(s).
- Once the article is accepted for publication in the journal, the author cannot republish it without prior permission of the Department of Business Management, Wayamba University of Sri Lanka.
- All the communication should be made through Chief Editor of the journal.
- All citations within the paper and list of references should be made according to the Harvard Method.

Contact Details,
Chief Editor,
Department of Business Management,
Faculty of Business Studies and Finance,
Wayamba University of Sri Lanka,
Kuliyapitiya - Sri Lanka.
Telephone (+94) 037-2283618

WAYAMBA JOURNAL OF MANAGEMENT

VOLUME 01 ISSUE 01 JUNE 2010

CONTENTS

1. An Investigation of the Entrepreneurial Behaviour in Rural Sector in Sri Lanka - A Case Study
Wattegama, W.G.E.J.
2. Challenges in Effective Implementation of E-Learning in Sri Lanka
Deegahawathure, M.M.D.R.
3. Sustainability of Ecotourism Practices in Sri Lanka A Case Study of Hunas Falls Hotel (Pvt) Ltd.
Tennakoon, W.D.N.S.M., Arachchi, R.S.S.W.
4. Relationship between Trade Liberalization and Balance of Trade of Sri Lanka: An Econometric Investigation
Herath, H.M.S.P.
5. Managers' Job Stress; A Study in Sri Lankan Private Sector Banks
Herath, H.M.A., Atugoda, S.

National Digitization Project

National Science Foundation

Institute : Wayamba University of Sri Lanka (WUSL)

1. Place of Scanning : Makandura Library, WUSL

2. Date Scanned : ... 2017 - 04 - 03

3. Name of Digitizing Company : Sanje (Private) Ltd, No 435/16, Kottawa Rd,
Hokandara North, Arangala, Hokandara

4. Scanning Officer

Name : ... Namal Suresh

Signature : ... Namal

Certification of Scanning

I hereby certify that the scanning of this document was carried out under my supervision, according to the norms and standards of digital scanning accurately, also keeping with the originality of the original document to be accepted in a court of law.

Certifying Officer

Designation : ... Senior Assistant Librarian

Name : ... DGAS Malkanthi

Signature : ... Suman

Date : 2017 - 04 - 03

"This document/publication was digitized under National Digitization Project of the National Science Foundation, Sri Lanka"