

# Factors Affecting Job Stress of Managerial Employees in Private Commercial Banks

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## Abstract

*The concept of job stress highly contributes to manage the organizational functions efficiently and effectively. According to various research findings, empirical knowledge gap was identified regarding the factors affecting job stress on managerial employees in private Commercial Bank in Batticaloa. In order to fill this empirical knowledge gap, this study was conducted three research objectives such as to find out demographic factors affect to job stress on managerial Employees in private Commercial Banks at Batticaloa, to find out factors those are significantly affect to job stress on Managerial Employees in private Commercial Banks at Batticaloa, and to find out the most dominant stress factor among managerial employees in private Commercial Banks at Batticaloa.*

*In order to achieve those objectives, primary data were collected from 27 managerial employees of eight private Commercial Bank by using structured questionnaires. The data were analyzed using descriptive statistics. Based on the findings of this study, managerial employees at private Commercial Banks in Batticaloa were distress about role conflict and role conflict and role ambiguity. Managerial employees were moderately stressed about work load. According to that, role conflict and role ambiguity were not significantly affect to job stress. Among the three variables work load was moderately affect to the job stress.*

*According to that, work load was the most dominant factor among those three variables.*

**Keywords:** *Work Load, Role Conflict, Role Ambiguity, Job Stress, managerial Employees*

## 1. Introduction

Job stress can be defined as Workers feel pressures of their life. Higher stress many employee is directly affect the year and ..... According to the literature, there is significant negative relationship between job stress and job satisfaction (Ahsan, Abdullah, Fie & Alam, 2009). Negative relationship between job stress and employee's job performance and job stress significantly reduces the employee's job performance (Dar, Akmal, Naseem, Khan, & 2011). Job stress significant effect on physical and mental health (Mojoyinola, 2008). Labour turnover was significantly influenced by job and job stress variables with strong positive correlation in relationship (Babulola, Gbadegesin, & Patience, 2013).

Due to above reasons organizations always try to reduce higher stress. Some stress is needed to motivate a person to do his work effectively but, high level of stress is not good for the employees to work effectively. According to it is necessary to reduce higher stress level of employee within the organization but, it is not an easy task. For do that it is necessary to identify factors affect to job stress.

According to findings of past researches job stress, there were various kind of factors affect to job stress. Few of them are, Work load pressure, understaffing, work relationship, working conditions, job insecurity, supervisory influence, role ambiguity, working environment, organization culture, work norms, rules and regulations, job timing, less tools and equipment, employer attitude, pay, bonus, holidays.

During the past decade, there was as rapid changing in Banking sector like, globalization, increase competition, changing technologies. Due to these reason employees of the banking sector is experiencing high level of stress. Private Commercial Banking sector in Sri Lanka plays a crucial role development of the Country. As a result of that it is necessary to factors affecting to job stress of employees who are working at private banks. Lots of job opportunities to employees and it provide various kinds of service to customers. Managerial employees of private Commercial Banks play a crucial role in success of this sector. They are people who take decisions for the success of private banking sector. According to that it is necessary to identify factors which are affected to job stress on managerial employees of private Commercial Banks.

For doing this research has selected three factors affecting to the job stress. Those are Work load, Role Conflict and Ambiguity. Therefore, in this research give basic attention to factors affecting to job stress on managerial employees in private Commercial Banks in Batticaloa. This research try to identify the factors (role conflict, role ambiguity and work load affecting to job stress of managerial employees in private Commercial Banks in Batticaloa.

## **2. Research Problem**

Past researches has done for identify the relationship between stress factors and stress, and what are the impacts for various sides. There is significant negative relationship between job stress and job satisfaction (Ahsan, Absullah, Fie, Alam, 2009). Stress is negatively related to employee's job satisfaction (Mansoor, Fida, Nasir, & Ahmad, 2011). Negative relationship between job stress and employee's job performance and job stress significantly reduces the employee's job performance (Dar, Akmal, Naseem, & Khan, 2011). There is a positive and highly significant relationship between stress and job performance (Ali, Faroogui, Amin, Yahaya, Idress, Amjad, Ikhlal, Noreen, & Irfan, 2011). Individuals reporting to experience at least some stress in their current position are 10 – 14% more likely to hold intentions to quit or be absent from work than those without any job stress, with the probability of intending to quit or being absent increasing with successively higher work related stress levels (Leontaridi & Ward, 2002).

According to these, the empirical studies suggest that factors affecting on job stress of managerial employees in private Commercial Banks. However, there is little empirical studies on factors affecting on job stress of managerial employees in private Commercial Banks conducted in a Sri Lankan organizational context especially Batticaloa town area. It has been generally observed that there is an empirical gap relating to factors affecting on job stress of managerial employees in private Commercial Banks in Batticaloa area. Thus, there exists a clear empirical gap in the study context. Researcher examines this problem in this study and attempts to fulfill this empirical gap through

this study. Therefore, the following research problem is advanced in this study.

**“What are the factors affecting on job stress?”**

## **2.1 Research Question**

1. Are the demographic factors affected job stress of managerial employees at private Commercial Banks in Batticaloa area?
2. Are the selected factors significantly affected on job stress of managerial employees at private Commercial banks in Batticaloa area?
3. What is the most dominant factor affect to job stress of managerial employees at private Commercial Banks in Batticaloa area?

## **2.2 Research Objectives**

1. To find out demographic factors affect to job stress on Managerial Employees in private Commercial Banks at Batticaloa area.
2. To find out factors those are significantly affect to job stress on Managerial Employees in private Commercial Banks at Batticaloa area.
3. To find out the most dominant stress factor among managerial employees in private Commercial banks at Batticaloa area.

## **3. Literature Review**

### **3.1 Stress**

Stress can be defined as a stress of psychological and, or physiological imbalance resulting from the disparity between situational demand and the individual's ability and, or motivation to meet

those demands. Stress can be positive or negative. Stress can be positive when the situation offers an opportunity for a person to gain something. It acts as a motivator factor of the work performance. Stress can be negative when a person faces social, physical, organizational and emotional problems. Can be identified the two types of stressors. They are, organizational and non-organizational. Organizational stress include follows, career concern, role ambiguity, rotating shifts, role conflict, Occupational demand, lack of participation in decision making, work overload, work under load, working conditions, lack of group cohesiveness, interpersonal and inter group conflicts, organizational changes, lack of social support. Non-organizational stressors include follows, civil amenities, life changes, frustration, cast and region conflicts, personality, technological changes, career changes. There are four approaches can identified. They were, the homeostatic / medical approach, the cognitive appraisal approach, the person-environment fit approach, and the psychoanalytic approach.

The homeostatic approach discovered by the Walter B. Cannon. Walter called this as the emergency response or the militaristic response and showed the stress as a result of a person-environment interaction. The cognitive appraisal approach was defined by Richard Lazarus. This also said the stress as a result of a person-environment interaction. The person-environment approach was defined by Robert Kahn concerned with social psychology of stress. This approach emphasized how confusing and conflicting expectations of a person. The psychoanalytic approach was defined by Harry Levinson. Harry said there were two factors affecting to the stress (Nelson & Campel, 1997).

### **3.2 Work Load**

Workload for many people, having too much work to do and indicate enough time or resources to do it can be stressful. Role overload exists when demands exceed the capacity of an employees to meet all of them adequately. Surveys commonly identified work overload or “working too hard” as a major source of stress (Heilriegel, Slocum, Woodman, 2007). Work over load can be defined as having too much to do and inadequate time and reasons to do the job.

### **3.3 Role conflict and ambiguity**

Deferring expectations or demands on a persona’s role at work, produce role conflict. Describe the situation in which the employee is uncertain about assign job duties and responsibilities. Role conflict and role ambiguity are particularly significant sources of job related tress. Many employees suffer from role conflict and ambiguity but conflicting expectations and uncertainty particular affect employees (Heeilriegel, Slocum, Woodman, 2007).

### **3.4 Previous Empirical Study**

Oke and Dawson (2008) in their paper titled “Contextualizing workplace stress: the experience of Bank employees in Nigeria”, has selected fifty-one Commercial Banks headquarters located in the state of Lagos as population and ten Banks was selected and two sets of questioners has administered to 5000 individuals in these ten Banks. Further has concluded that, socio-political countries, as well

as workplace culture and employer expectations, influence work place stress among employees.

Idris (2011) conducted a study titled “Over Time Effects of Role Stress on Psychological Strain among Malaysian Public University Academics” with the Principle objective of test the overtime effects of three stressors on psychological strain among Malaysian Public University academics. Role overload, role ambiguity and role conflict has selected variables, sample were 310 academics from five public Universities in Malaysia. Further has concluded that role overload and role ambiguity predict strain over time but not role conflict.

Gani (2012) produced an article entitled “job stress among Bank employees: a case study of selected Banks” examined that to analysis the level of occupational stress among the managerial and non-managerial Banks employees for selected Banks, employees of selected Banks in Jammu and Kashmir as the sample. Role conflict, role overload, job burnout, job satisfaction selected variables, has found that occupational stress has a significant difference in the levels of stress between manager Bank employees and non-manager Bank employees, Manager Bank employees occupational stress is found higher compared to those of non-manager Bank employees, among other variables of occupational stress: role overload, role conflict, job burnout and job satisfaction contributes more towards the occupational stress among manager Bank employees compared to non-manager Bank employees. Further, has concluded that the new century stress prevalent in the Banking organizations. It brings out the factors/agents causing stress at the place of work, what individuals do to reduce/ease it and suggestions

that may improve the levels of performance at the same time. It is imperative that the subject/issue of stress in the workplace are addressed.

Abbas, Roger and Asadullah (2012) in their study on “Impact of organizational role stressors on faculty stress and burnout”. Variable were inter role distance, role expectation conflict, role erosion, role overload, role isolation, personal inadequacy, self- role distance, role ambiguity and resource inadequacy. Further, concluded that role ambiguity is one of the organizational role stressors having the biggest impact on two dimensions off stress and one dimension of burnout among the Faculty. Other significant stressors include role stagnation, inter – role distance, self-role distance, resource inadequacy, role conflict and role overload and demographic factors as gender, martial statue and experience little impact on the stress.

Lawrence and Kacmar (2012) in their study titled “leader – member exchange and stress: the mediating role of job involvement and role conflict”. Variables were leader member exchange, jo involvement, role conflict, stress. Further, concluded that sample indicates that role conflict and job involvement partially mediate relationship between leader –member exchange and stress.

Ahmed and Qaisy (2012) conducted a study titled: assessing stress among University students”, with the principal objective of to assess the stress level experienced by students at Tafila technical University and the factors most associated with this stress, more precise, aimed to answer the following questions. What is the stress level that the University students have,

what are the factors associated with students stress, are there any statistically significant differences in the stress level qualified to gender, college, student cumulative average, income and students study level, has Concluded that, the University students experienced a moderate social, academic and physical stress level.

Mufti, Zaheer, Parvaiz, and Khan (2012) I their study titled “Occupational stress: a comprehensive analysis of higher education Universities of Khyber Paktunkhawa, Pakistan”. Population were public and private sector 18 Universities in Khyber Paktunkhawa. Sample were 398 selected used simple random sampling with 32% of the population, has selected variables were work load, reward, student/Faculty interaction, college/social interaction, self-efficiency, procedural justice, distributive justice, leadership style and organizational politics. Further, has concluded that work load, reward, student/Faculty interaction, collegial/social interaction, self-efficiency, procedural justice, distributive justice, leadership style and organizational politics significant and important in causing stress.

Beh and loo (2012) conducted a study titled “job stress and coping mechanisms among nursing staff in public health service”, examined that to investigate the prominent caused and effects of job stress and coping mechanism among nurses in public health service. Sample were 25 respondents 18 variables were included in to major five categories. They categories were, job itself, role-based, changing nature of relationship with other people, organization structure and climate, home and work interface variables were, repetitive work, inconsiderate or inequitable supervisor/matron, working

condition, conflict within and between groups, excessive specialization and formulation, work over load responsibility, lack of recognition or acceptance, frequent relocation unit work, obsolescence, role conflict, job insecurity, rotating work shift, lack of trust, mid-career crisis, centralization, low participation in decision making. Further, has concluded that the major contributor to the job stress among nurses is work itself. Heavy workload, repetitive work and poor working environment were included the category of job itself.

Rajan (2012) produced an article entitled “stress impact among radiographers”, sample were 50 radiographers from 20 leading private hospitals and 5 diagnostic Centre’s at Tirunelveli city. Examined that to rank the organization related and radiographers” specific stressors, to examine the impact of stress on general health

radiographers” specific stressors, to examine the impact of stress on general health radiographer, to evaluate the coping strategy being followed by radiographers. Further has concluded that there is a significant relationship between marital status and radiographer’s specific stressors.

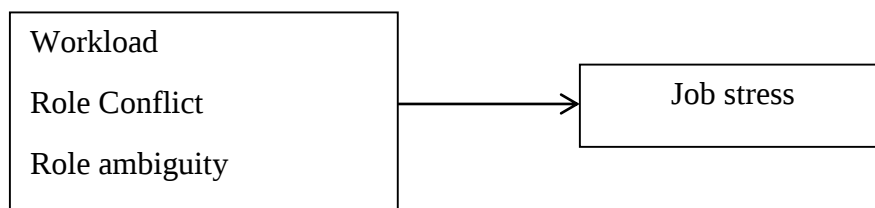
Rajan and Joseph (2012), in their paper titled “work stress among medical records technicians”, with the objectives of to analyze the impact of stress o job performance, to examine the relationship between demographic variables (age and marital status) and sources of stress, to study the coping strategies being followed, has concluded that there is significant relationship between age and organization related stressors and marital status and medical records technicians” specific stressors.

#### 4. Conceptual Frame Work

Figure 1: Conceptual Framework

Independent variable

Dependent Variable



(Source: Heilriegel, Slocum, woodman, 2007)

## **5. Methodology**

### **5.1 Study Design**

The purpose of this study was to address the research question and the supporting hypotheses about the selected variables affect to job stress and identify most dominant factor. This was a qualitative research because, this research because, this research based on the human behavior. Stress is a one of human behavior. Data were collected in time through questionnaires that was handed over to the managerial employees at private Commercial banks in Batticaloa area. In this research used majorly closed end questions and questioners contained one open-end question. Closed ended questions were may easily fill than open end questionnaires. According to that research was selected closed end questionnaires.

### **5.2 Population**

Population of this research selected managerial employees in private Commercial Banks at Batticaloa area. Managerial employees are the people who get the important decision to the organization. As a result of that managerial employees were selected for doing this research.

### **5.3 Sample**

In this research population were managerial employees in private Commercial Banks at Batticaloa area. There were eight private Commercial banks located at Batticaloa area. So, for doing this research whole population become the sample. Sample shown in below:

### **5.4 Date Collection Instrument**

Primary date: In this research used questionnaires for get information from the

managerial employees at private Commercial Banks in Batticaloa area. Twenty-four closed end questions and only one open end question included in the questionnaires. In this research used mostly closed end questions, because no need much time to fill the questionnaire.

Normally, managerial employees are busy employees. They do not have more time to spend to other tasks during the working hours. As a result of that in this research used closed end questions. Then, it helped to increase the responds for the questions and get more information.

Questionnaire included twenty-five questions and categorized in to four parts. First section included demographic questions, like age, gender, second section included workload questions. Third section included role conflict and forth section included role ambiguity questions. Workload, role conflict and role ambiguity questions have five selections. They are strongly agree, agree, moderate agree disagree, strongly disagree and have given values for each like 1,2,3,4,5.

Secondary data: Used internet and books to get the theory, definitions, symptoms and get more information about the job stress as well as the selected variables of work overload, role conflict and role ambiguity.

Data Analysis Techniques: The data gathered from the questionnaire. Questionnaire had four parts. First part was demographic factors. Graphs used to analyze demographic factors. Other three parts were selected variables. Those variables analyzed using descriptive statistics. Descriptive statistics used to identify the mean, standard deviation of the variables.

## Operationalization

**Table 2: Operationalization**

| Variable       | Variable Indicators                       |
|----------------|-------------------------------------------|
| Work overload  | Controllable task                         |
|                | Physical drain                            |
|                | Mental drain                              |
|                | Complete task within office hours         |
|                | Task match with skills and abilities      |
|                | Time to spend with family                 |
|                | Working with stress                       |
| Role conflict  | Uncertain about the authority             |
|                | Unclear job scope                         |
|                | No enough resources                       |
|                | Insufficient information                  |
| Role ambiguity | Uncertain about the employee contribution |
|                | Dissatisfaction of Supervisor             |
|                | Uncertain about responsibilities          |
|                | Change task regularly                     |

(Source: Survey data)

## Data Preparation

**Objective 1: To find out demographic factors affect to job stress on Managerial Employees in private Commercial Banks at Batticaloa area.**

To do the research of factors affecting to job stress of managerial employees in private Commercial Banks at Batticaloa area, used age, gender, marital status, experience level, education level as demographic factors. To present the data used pie charts.

**Table 3: Age Group**

|              | Frequency | Percent      | Valid Percent | Cumulative Percent |
|--------------|-----------|--------------|---------------|--------------------|
| 18-25        | 1         | 3.7          | 3.7           | 3.7                |
| 26-35        | 15        | 55.6         | 55.6          | 59.3               |
| 36-45        | 11        | 40.7         | 40.7          | 100.0              |
| <b>Total</b> | <b>27</b> | <b>100.0</b> | <b>100.0</b>  |                    |

(Source: Survey data)

Table 3 indicates the age group composition of the sample of the private Commercial Banks at Batticaloa area as can be seen from the figure the majority of the sample, 15 managerial employees (55.6%) were between age group 26 – 35, 11 were from age group 36 – 45 (40.74%). Other one was in 18.25 age group (3.70).

**Table 4: Age group and job stress**

| Age group | Number and percentage of Stress Employees |                |                     |                |                     |                |
|-----------|-------------------------------------------|----------------|---------------------|----------------|---------------------|----------------|
|           | Work Load                                 |                | Role Conflict       |                | Role Ambiguity      |                |
|           | Number of employees                       | % of Employees | Number of employees | % of employees | Number of employees | % of employees |
| 18 – 25   | 0                                         | 0              | 0                   | 0              | 0                   | 0              |
| 26 – 35   | 4                                         | 26.67          | 1                   | 6.67           | 1                   | 6.67           |
| 36 - 45   | 2                                         | 18.18          | 1                   | 9.09           | 1                   | 9.09           |

(Source: Survey data)

There is no any managerial employee in age group of 18-25 stress about three variables. Between age group of 26 – 35, stress about work load (26.67%) than the other two variables. Age group of 36 – 45, stress about the work load (18.18%) than the order two variables.

**Table 5 : Gender**

|        | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|-----------|---------|---------------|--------------------|
| Male   | 24        | 88.9    | 88.9          | 88.9               |
| Female | 3         | 11.1    | 11.1          | 100.0              |
| Total  | 27        | 100.0   | 100.0         |                    |

(Source: Survey data)

Table 5 indicates gender allocation of the sample of respondents. Majority of the sample, 24 managerial employees were male (88.9%) and 3 female managerial employees (11.1%).

**Table 6: Gender and job stress**

| Gender | Number and percentage of Stress Employees |                |                     |                |                     |                |
|--------|-------------------------------------------|----------------|---------------------|----------------|---------------------|----------------|
|        | Work Load                                 |                | Role Conflict       |                | Role Ambiguity      |                |
|        | Number of employees                       | % of Employees | Number of employees | % of employees | Number of employees | % of employees |

|        |   |    |   |      |   |      |
|--------|---|----|---|------|---|------|
| Male   | 6 | 25 | 2 | 8.33 | 2 | 8.33 |
| Female | 0 | 0  | 0 | 0    | 0 | 0    |

(Source: Survey data)

Male managerial employees stress about the three variables but there were no any stress female managerial employees. Male managerial employees stress about the work load (25%) than other two variables.

**Table 7: Religion and Job stress**

| Religion  | Number and percentage of Stress Employees |                |                     |                |                     |                |
|-----------|-------------------------------------------|----------------|---------------------|----------------|---------------------|----------------|
|           | Work Load                                 |                | Role Conflict       |                | Role Ambiguity      |                |
|           | Number of employees                       | % of Employees | Number of employees | % of employees | Number of employees | % of employees |
| Buddhist  | 3                                         | 15             | 1                   | 5              | 1                   | 5              |
| Christian | 1                                         | 33.33          | 0                   | 0              | 0                   | 0              |
| Hindu     | 1                                         | 100            | 0                   | 0              | 0                   | 0              |
| Islam     | 1                                         | 33.33          | 1                   | 33.33          | 1                   | 33.33          |

(Source: Survey data)

Buddhist managerial employees were with the work load (15%) than the other two variables and Christians and Hindu also with the work load (33.33%), (100%) than the other variables, Islam managerial employees stress about all variables in same percentage (33.33%).

**Table 8: Marital Status**

|           | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Married   | 19        | 70.4    | 70.4          | 70.4               |
| Unmarried | 8         | 29.6    | 29.6          | 100.0              |
| Total     | 27        | 100.0   | 100.0         |                    |

(Source: Survey data)

**Table 9: Marital Status and Job stress**

| Marital Status | Number and percentage of Stress Employees |      |               |      |                |      |
|----------------|-------------------------------------------|------|---------------|------|----------------|------|
|                | Work Load                                 |      | Role Conflict |      | Role Ambiguity |      |
|                | Number of                                 | % of | Number of     | % of | Number of      | % of |

|           | employees | Employees | employees | employees | employees | employees |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Married   | 3         | 17.5      | 1         | 5.88      | 1         | 5.88      |
| Unmarried | 3         | 37.5      | 1         | 12.5      | 1         | 12.5      |

(Source: Survey data)

Unmarried employees were stress about three variables than the married managerial employees. Unmarried managerial employees were stress about the work load (37.5%) than the other two variables.

**Table 10: Experience**

|              | Frequency | Percent      | Valid Percent | Cumulative Percent |
|--------------|-----------|--------------|---------------|--------------------|
| 1 – 3        | 3         | 11.1         | 11.1          | 11.1               |
| 4 – 6        | 7         | 25.9         | 25.9          | 37.0               |
| 7 – 10       | 10        | 37.0         | 37.0          | 74.1               |
| 11 – 20      | 6         | 22.2         | 22.2          | 96.3               |
| 20+          | 1         | 3.7          | 3.7           | 100.0              |
| <b>Total</b> | <b>27</b> | <b>100.0</b> | <b>100.0</b>  |                    |

(Source: Survey data)

Frequency distribution of the respondents' experience level is shown in table 11, it can be seen that most of the respondents, 10 managerial employees were in experience level 7 -10-year category (37.04%). 7 managerial employees were in 4 – 6-year category (25.9%) and 6 were in 11 – 20 category (22.2%). Other one was 20+ year category (3.75).

**Table 11: Experience and job stress**

| Marital Status | Number and percentage of Stress Employees |                |                     |                |                     |                |
|----------------|-------------------------------------------|----------------|---------------------|----------------|---------------------|----------------|
|                | Work Load                                 |                | Role Conflict       |                | Role Ambiguity      |                |
|                | Number of employees                       | % of Employees | Number of employees | % of employees | Number of employees | % of employees |
| 1 – 3          | 1                                         | 33.33          | 0                   | 0              | 0                   | 0              |
| 4 – 6          | 1                                         | 14.29          | 1                   | 14.29          | 1                   | 14.29          |
| 7 – 10         | 1                                         | 10             | 0                   | 0              | 0                   | 0              |
| 11 – 20        | 1                                         | 0              | 1                   | 16.67          | 1                   | 16.67          |
| 20+            | 1                                         | 0              | 0                   | 0              | 0                   | 0              |

(Source: Survey data)

Managerial employees in experience years 1 – 3 stressed about the workload (33.33%) than the other two variables. Experience ear of 4 – 6 managerial employees stressed about the all variables in same number and percentage (14.29%). Experience period of 7 – 10 and 20+ managerial employees not stressed about any variables. Managerial employees in experience years of 11-20 stressed about the role conflict (16.67%) and role ambiguity (16.67%) than the workload.

**Table 12: Education Level**

|              | Frequency | Percent      | Valid Percent | Cumulative Percent |
|--------------|-----------|--------------|---------------|--------------------|
| A/L          | 4         | 14.8         | 14.8          | 14.8               |
| Degree       | 13        | 48.1         | 48.1          | 63.0               |
| Other        | 10        | 37.0         | 37.0          | 100.0              |
| <b>Total</b> | <b>27</b> | <b>100.0</b> | <b>100.0</b>  |                    |

(Source: Survey data)

According to table 13 the respondents' education qualification were categorized in to five groups. The majority of 13 managerial employees were degree holders (48.1%). 10 managerial employees were in other education category (37%). They were post graduates or followed chartered accountancy, CIMA, etc. there were 4 people in A/L qualifications (14.8%). There were no any managerial employees in other two education category (diploma, O/L).

**Table 13: Education level and job stress**

| Education Level | Number and percentage of Stress Employees |                |                     |                |                     |                |
|-----------------|-------------------------------------------|----------------|---------------------|----------------|---------------------|----------------|
|                 | Work Load                                 |                | Role Conflict       |                | Role Ambiguity      |                |
|                 | Number of employees                       | % of Employees | Number of employees | % of employees | Number of employees | % of employees |
| A/L             | 1                                         | 25             | 1                   | 25             | 1                   | 25             |
| Degree          | 2                                         | 15.38          | 0                   | 0              | 0                   | 0              |
| Other           | 0                                         | 0              | 1                   | 10             | 1                   | 10             |

(Source: Survey data)

Managerial employees in A/L education group stressed about the three variables (25%). Degree holders only stressed about the workload (15.38%). Managerial employees were stress about role conflict (10%) and role ambiguity (10%).

### Post of Managerial Employees

In this research selected managerial employees at private Commercial Banks in Batticaloa area. There were Assistant Managers, Assistant Relationship Managers, Cash Officers, Executive Grade 1s,

Executive Officers, junior Executive Grade IIs, Managers, Project Executive Officers, and Senior Executives in the private Commercial Banks in Batticaloa area.

**Table 14: Post of Managerial Employees**

|                                | Frequency | Percent      | Valid Percent | Cumulative Percent |
|--------------------------------|-----------|--------------|---------------|--------------------|
| Assistant Managers             | 8         | 29.6         | 29.6          | 29.6               |
| Assistant Relationship Manager | 3         | 11.1         | 11.1          | 40.7               |
| Cash Officer                   | 1         | 3.7          | 3.7           | 44.4               |
| Executive Grade I              | 1         | 3.7          | 3.7           | 48.1               |
| Executive Officer              | 12        | 7.4          | 7.4           | 55.6               |
| Junior Executive Grade II      | 1         | 3.7          | 3.7           | 59.3               |
| Manager                        | 8         | 29.6         | 29.6          | 88.9               |
| Project Executive Officer      | 1         | 3.7          | 3.7           | 92.6               |
| Senior Executive               | 2         | 7.4          | 7.4           | 100.0              |
| <b>Total</b>                   | <b>27</b> | <b>100.0</b> | <b>100.0</b>  |                    |

(Source: Survey data)

Frequency distribution of the respondents' post is shown in table 4.3.1. It can be seen there were 8 Managers and 8 Assistant Managers in 8 private Commercial Banks at Batticaloa area. There were 3 Assistant Relationship Managers and 3 Senior Executives. Others were cash Officer, Executive Officer, Junior Executive Officer and Project Executive Officer.

**Objective 2: To find out factors those are significantly affect to job stress on Managerial Employees in Private Commercial banks at Batticaloa area.**

Conducted the research of factors affecting to job stress of managerial employees of private Commercial Banks at Batticaloa area was chosen three variables which are work load, role conflict and role ambiguity. Descriptive statistic used to analyze data. Mean values analyzed as follows: If the mean is 1 to 2.49. it indicates stress, if the mean is 2.5 to 3.49, it indicates moderate stress, if the mean is 3.5 to 5, and it indicates distress (Kessuwan & Muenjohn, 2002)

## Work Load

**Table 15: Work Load**

|                                                                   | N  | Mean | Std. Deviation |
|-------------------------------------------------------------------|----|------|----------------|
| I cannot control task easily that are assign to me                | 27 | 3.74 | .984           |
| I feel physically drained when I get home from work               | 27 | 3.19 | 1.001          |
| I feel emotionally drain when I get home from work                | 27 | 3.11 | 1.013          |
| I cannot complete task within office time                         | 27 | 3.26 | 1.023          |
| Task that are assign to me not match with my skills and abilities | 27 | 3.93 | 1.072          |
| I do not have more time to be with my family                      | 27 | 2.33 | .961           |
| I am working with higher stress                                   | 27 | 3.48 | 1.014          |
| Total                                                             | 27 |      |                |

(Source: Survey data)

Table 15 shows that means of eight statements of work load. Employees were only stress about the one statement within the work load statement within the work load statements. That is, they do not have more time to be with their families. The Mean value of that statement is 2.33. Managerial employees were moderately stressed about other four statements. Those were, they feel physically drained when they get home from

work (3.19), they feel emotionally drain when they get home from work (3.11), they cannot complete task within office time (3.26), they are working with higher stress (3.48). Managerial employees distress about two statements. Those were, they cannot control task easily that are assign to them (3.74). Task that are assign to them not match with their skills and abilities (3.93).

## Role Conflict

**Table 16: Role Conflict**

|                                                          | N  | Mean | Std. Deviation |
|----------------------------------------------------------|----|------|----------------|
| I am uncertain about the authority that I have           | 27 | 3.85 | .818           |
| My tasks are not clearly defined                         | 27 | 3.70 | 1.031          |
| There are no enough resources to complete my tasks       | 27 | 3.70 | 1.031          |
| I receive conflicting orders from more people            | 27 | 3.22 | 1.050          |
| I receive insufficient information to do my job properly | 27 | 3.89 | 1.013          |

|       |    |  |  |
|-------|----|--|--|
| Total | 27 |  |  |
|-------|----|--|--|

(Source: Survey data)

Table 16 includes six statements about the role conflict. Managerial employees only moderately stress about receive conflicting orders from more people from the six statements (3.22). Managerial employees were distress about the other five statements. Those were, they are uncertain about the authority that they have (3.85), their tasks are not clearly defined (3.70), there are no enough resources to complete their tasks (3.70), they receive insufficient information to do their job properly (3.89).

### Role Ambiguity

**Table 17: Role Ambiguity**

|                                                                                 | N  | Mean | Std. Deviation |
|---------------------------------------------------------------------------------|----|------|----------------|
| I do not have clear understanding about my contribution toward the organization | 27 | 4.26 | .944           |
| Supervisor is not satisfy with my work                                          | 27 | 3.74 | .764           |
| I do not have correct understanding about my responsibility                     | 27 | 4.04 | .940           |
| Often change my tasks that are assign to me                                     | 27 | 3.59 | .844           |
| Total                                                                           | 27 |      |                |

(Source: Survey data)

Table 17 indicates the five statements of role ambiguity. Two statements among the five statements show high distress. Those were, they do not have clear understanding about their contribution toward the organization (4.26), they do not have correct understanding about their responsibility (4.04), and other two also indicate the distress level of managerial. Those were, Supervisor is not satisfy with their work (3.74), often change their tasks that are assign to them (3.59).

**Objective 3: To find out the most dominant stress factor among managerial employees in private Commercial Banks at Batticaloa area.**

**Table 18: Most Dominant Factor**

|               | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------|-----------|---------|---------------|--------------------|
| Work load     | 17        | 63.0    | 63.0          | 63.0               |
| Role Conflict | 4         | 14.8    | 14.8          | 77.8               |

|                |           |              |              |       |
|----------------|-----------|--------------|--------------|-------|
| Role Ambiguity | 6         | 22.2         | 22.2         | 100.0 |
| <b>Total</b>   | <b>27</b> | <b>100.0</b> | <b>100.0</b> |       |

(Source: Survey data)

According to table 18, the high priority factor affects to job stress among the three variables were work load. Frequency of that were 17 managerial employees (62.96%). Six managerial employees indicated that high priority factor was role ambiguity (22.22%), and four indicted role conflict (14.81%) was the high priority factor.

### Other Factors

Research findings showed that business environment, inability to take independent decision, competition in every field, customer complaints, economics conditions of the country, gap between auditing needs and employments needs, immense pressure to complete tasks, nature of the customer, balance between family and job, no correct appreciate from managers, risk.

### Conclusion

The purpose of this study was to determine the factors affecting to job stress on managerial employees at private Commercial Banks in Kadurwela area. According to the research findings demographic factors affect to the job stress. Youngest managerial employees (18 – 25) were not stress with the variables (work load, role conflict and role ambiguity), and other age group employees were stress about the work load than the other variables. Male managerial employees were stress about all variables and female was not stress. Buddhist and Islam employees were stress with all variables and Christians and Hindus only stress with work

load, Unmarried managerial employees were stress that the married employees with all variables. Most experienced managerial employees were not stress, and less experienced were stress with the work load and managerial employees who had middle level experienced were stress with role conflict and role ambiguity. Managerial employees who had lower education qualifications were with all variables, degree holders were stress with work load and others were with role conflict and role ambiguity.

Research finding showed that managerial employees at private Commercial Banks in Batticaloa area were distress about role conflict and role ambiguity. Managerial employees were moderately stressed about work load. According to that work load, role conflict and role ambiguity were not significantly affect to job stress. Among the three variables work load was moderately affect to the job stress. According to that work load was the most dominant factor among those three variables.

### 5.2 Recommendations

According to the research findings can give recommendations. For reduce the physical drain of managerial employees should allocate their tasks to non-managerial employees as they can bear. To reduce the mental drain be should develop the environment that can reduce the mental drain (Play attractive music, space and keep the fish tank and trees). Should release them from work week end and should give leave

facilities to necessary situation to be with their family. They should accountable and get orders from specific person.

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