

**IMPACT OF EMOTIONAL INTELLIGENCE ON JOB STRESS OF EXECUTIVE LEVEL
EMPLOYEES (AN EMPIRICAL STUDY OF A COMMERCIAL BANK)**

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Abstract

As human beings we all have undergone some sort of stress in our life either positively or negatively. But unpleasant mental uncertainty may be harmful in our life if it happens continuously. Therefore, job stress holds a dominant place among the stress types. Job stress is conceptualized as the mental, emotional, and physical drain brought about by the perceived incongruence between job demands and employees' capabilities and resources. Job stress affects the employees' performance and as a result, employees do not work efficiently and effectively which affect to the performance of the organization at large. Banking sector of Sri Lanka is one of the leading parts of the financial sector and it plays a vital role in the country's development. Like any other organization, employees of banks also suffer from the job stress. The preliminary survey confirmed that there was a high level of job stress in Executive level employees in NDB Banks in western province. Literature shows that employees who are having higher level of emotional intelligence can successfully manage their job stress. Emotional Intelligence is the capacity for recognizing our own feelings and feelings of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships.

Therefore this research aims at investigating the Impact of emotional intelligence on job stress. Reliable and a validated questionnaire was used as the primary data collecting instrument and data were collected from 120 respondents. Simple and multiple regression analysis were used to test the proposed hypotheses. Findings revealed that Emotional Intelligence and dimensions of emotional intelligence: (a) self-awareness, (b) self-management, (c) social awareness, significantly and negatively impact on the level of job stress of executive level employees in the respective bank except the dimension of (d) relationship management since it was positively impact on the level of job stress. Thus it can be concluded Emotional intelligence impact on reducing job stress in banking sector employees and people who are have high emotional intelligence can manage their stress appropriately.

Keywords: Self-awareness, Self-management, Social awareness, Relationship management, Emotional intelligence, Job stress

Introduction

Sri Lanka is a still a developing country for decades. The country needs to have strong entrepreneurship basis to uplift the country's development. There, the banking sector entrepreneurs are encouraged to drive the banking industry as one of the emerging sectors in the economy. Compared to the last few decades, new banks are emerging day by day thereby increasing competition among the banks, leading the existing banks to rethink their existing strategies, policies, systems, structures, resources etc. According to Praveena, (2015), Sri Lankan commercial banks today have become much more demanding

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as well as complex and ambiguous places of work. Gaining sustainable competitive advantage through organizational employees could be considered as the best strategy since one of the most important strategic resources in any organization is the human resource. In this regard, organizations must consider the competent employees in achieving success through the people.

Even though, the banking sector achieves rapid development and growth in respect to advancing technology and human capital development while providing vast opportunities of employment. However, the psychological problems ex: stress, strain, anxiety, etc., may break the growth of the banking sector (Rahim, 2010). Similarly, lower productivity and profitability will ring the red alarm for the smooth run of the banks and the contribution of banking industry for the economic growth and development will be negligent.

Previous findings also assures the impact of job stress in terms of employees’ strange behaviour, such as increasing absenteeism, decrease productivity, incapability of problem solving, less motivation, job quit and turnover, which are driving an institution towards the natural death (Dewe, O’Driscoll, and Cooper, 2010; Avey, Luthans and Jensen, 2009; Obiora&Iwuoha, 2013 as cited in Belias, Koustelios, Koutiva, & Zournatzi, 2013). Stress affects the employees’ performance that indirectly affects the organization survival because if employees reduce their work efficiency and can’t work best for their organizations (Kazmi, 2008 as cited in Rahim, 2010, p.194).

“Ratings convey information about the relative and absolute creditworthiness of the rated entities” (Borio&Drehmann. 2009 as cited in Packer & Tarashev, 2011, p.40). As a reputed local private commercial bank, the profitability indicators (net interest margins, credit, cost, pre-provision operating profit (PPOP) and return on investment- ROA) of the NDB bank are at low level compared to other large scale commercial banks (Fitch ratings; Sri Lankan Banks FY17 Report Card).

Fitch ratings

Table 1: Fitch Ratings of Large local Commercial Banks

Bank Name	General Fitch ratings (Financial year)		
	2016	2015	2014
Commercial bank	AA(lka outlook stable	AA(lka) outlook stable	AA- (lka) Stable
Sampath Bank	A+(lka) Outlook negative	A+ (lka) stable	AA- (lka) Stable
Hatton National Bank	AA- (lka) outlook stable	AA- (lka) outlook stable	AA- (lka) outlook stable
SeylanBank	A- (lka) stable outlook	A- (lka) stable outlook	A- (lka) stable outlook
**NDB bank	A+(lka) Stable outlook	AA-(lka)Stable Outlook	AA-(lka)Stable Outlook
DFCC Bank	AA-(lka) outlook stable	AA-(lka) outlook stable	AA-(lka) outlook stable

Source: Published annual reports (CSE)

The researcher conducted a preliminary survey to identify the level of job stress by distributing 35 questionnaires among all staff level employees in the selected NDB banks in western province. Questionnaire consists with five point Likert scale developed by Parker & Decotils in 1983.

Table 2 Mean value of job stress scale

Dimension	Time stress	Job anxiety	Overall mean value of Job Stress
Mean	3.43	3.57	3.5

Here in this case, the mean value of overall job stress exceeds the average level of job stress (3) and it indicates, all staff level employees in Western Province are suffering from higher level of job stress.

Thus researcher formulated the research question of, Why do all staff level employees in NDB banks in western province face higher level of stress?

Research objectives

Emotional Intelligence significantly contributes to reducing job stress by better identifying feelings of frustration and stress and, consequently, regulating those emotions” (Soran, Balkan, & Serinc, 2014, p.69). From this research finding, it is clear that Emotional intelligence impacts on reducing job stress as emotional intelligence facilitates employees to cope up with the environmental changes.

Therefore, in the light of the literature, researcher developed the objectives of this study as,

To investigate whether Emotional Intelligence impacts on Job stress of executive level employees in NDB Banks in Western Province

To investigate whether self-awareness impacts on Job stress of executive level employees in NDB Banks in Western Province

To investigate whether Self-Management impacts on Job stress of executive level employees in NDB Banks in Western Province

To investigate whether Social awareness impacts on Job stress of executive level employees in NDB Banks in Western Province

To investigate whether Relationship Management impacts on Job stress of executive level employees in NDB Banks in Western Province

Hypotheses of the study

Salovey & Mayer’s (1990, 1997) as cited in Gani (2013) ability based model of emotional intelligence explains that the level of EI will increase individuals competencies and this can increase their ability to decrease stress situations and increase positive individual behaviors. Based on that researcher posits the first hypothesis as follow;

H_{1A}: Emotional Intelligence impacts on Job stress of executive level employees in NDB Banks in Western Province

According to Maheshwari (2013) finds out that self-awareness significantly relates with the job stress. And also self-awareness is one of the major dimension of emotional intelligence which had most contribution of predicting job stress (Bokharaeian, Sataresobh, Rahimi, and Zare, 2014). Because of that researcher posits the second hypothesis as follow;

H_{1B}: Self-awareness impacts on Job stress of executive level employees in NDB Banks in Western Province

There is a significant relationship between self-management and job stress (Habibzadeh & Nia, 2015; Maheshwari, 2013). According to Bokharaeian, SetareSobh, Rashimi and Zare (2014) self-control is one

of the variable which impacts on occupational stress. Therefore the researcher develops next hypothesis as follow;

H_{1C}: Self-Management impacts on Job stress of executive level employees in NDB Banks in Western Province

Social awareness has significant relationship with occupational stress (Maheshwari, 2013). And also there is a significant relationship between occupational stress and understanding others' emotions (Darvish & Nasrollahi, 2011). Consequently following hypothesis is developed;

H_{1D}: Social awareness impacts on Job stress of executive level employees in NDB Banks in Western Province

Relationship management has a significant relationship with occupational stress (Maheshwari, Occupational stress in working women: its relationship with their Level of emotional intelligence and the coping strategies used to deal with stress, 2013). Further, it helps to decide the stress level. Therefore, as a final hypothesis of the current study can be stated as follow;

H_{1E} : Relationship Management impacts on Job stress of executive level employees in NDB Banks in Western Province.

Job stress is measured by five point scale developed by Parker & Decotils in 1983 and emotional intelligence stress is measured by five point scale developed by Goleman, et al,2002.

Significance of the study

To the best of researcher's knowledge of this study, in Sri Lankan Management research context, there is no published complete research relating to the impact of Emotional intelligence on Job stress in banking sector in Western Province. Furthermore, this study would also enrich the literature related to the field and support future researches. In Sri Lankan banking industry is in a declining phase as a result of Central Bank's crisis of treasury bonds. Some banks are struggling to overcome the impact of that crisis. In such a scenario, bankers need to be emotionally intelligent to get out of this predicament.

Literature review

Job stress

Almost all job stress researches have been developed and tested empirically in westernized societies, and researchers argue that this problem of job stress might exist in developing countries as well (Siu, 2003 as cited in Wu & Shih, 2010).

Stress affects the employees' performance, as a result, it generates the survival issue in terms of the organization since employees do not work efficiently and effectively. This hinders the organization's capability to compete in the increasing competitive market as well while alarming the survival of the organization (Kazmi, 2008 as cited in Rahim, 2010). Similarly, Goswami (2015) also states the consequences of stress by the terms of workplace stress, as many researchers found, such as detrimental effect on health condition and well-being of employees and rising negative impact on productivity and profit.

"Job stress as the force, pressure or tension subjected upon an individual who resists these forces and attempt to uphold its true state" (Selye, 1936 as cited in Ahamad & Ramzan, 2013, p.61). Job stress can be conceptualized as the mental and, physical and emotional drain arising due to mismatch between job demands, employees' capabilities and available resources which are utilized to perform the job demand (Akinboye & Adeyemo, 2002).

Time stress

Generally, in a bank (either state or private), the general observation is bankers struggle with the time. They have to be at the bank whenever they finish their work. In today's workplace, time has become a major constraint and seems to be in short supply. Consequently, an employee finds it difficult to perform an increasing number of work items that need to be done daily in a very busy workplace, everybody is full of workload, this can create a very stressful situation. Come what may, if one is good at managing the time at work, he/she may not struggle to perform the tasks supposed to perform (Zaidi, 2015, p.84). It is clear that time management is very much vital in order to overcome stress at work.

Job anxiety

"Job anxiety is the favorable or unfavorable subjective feeling with which employees view their work. It results when there is congruence between job recruitment, demands and expectations of employees" (Mishra & Yadav, 2013, p.146).

Sources of stress

The basic root cause of stress in the organization lies, when employees face difficulties and significant changes in their daily working routine, as a result of avoiding this situation promotes stress, anxiety, fears, worries and tension (Akinboye & Adeyemo, 2002). According to Goswami (2015), some of the reasons of occupational stress could be the inability to meet out the demands of the job, mismatch with job profile, job insecurity, relationship with colleagues and other organizational structural factors (p.51).

Emotional intelligence

The concept of emotional intelligence is firstly defined as a form of social intelligence that involves "the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action" (Salovey & Mayer, 1990 as cited in Gani, 2013, p.114). Similarly, "Emotional Intelligence (EI) is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions effectively in ourselves and in others" (Goleman, Boyatzis, & Mackee, 2002, p.2).

Based on their research findings, Emotional intelligence is a construct. It has four dimensions, such as self-awareness, self-management, social awareness, and relationship management. **Self-awareness** refers to having a deep understanding of one's own emotions as well as strengths, weaknesses, values and motives, **Self-management** represents how well we control or redirect our internal states, impulses and resources, **Social awareness** mainly about empathy, having understanding and sensitivity to the feelings, thoughts and situations of others and **Relationship Management** refers to managing other people's emotions.

Emotional intelligence and its relationship with job stress

According to Pau, Croucher, Sohanpal, Muirhead, & Seymour (2004) Emotional intelligence is an important resource to manage stressful emotions. In addition, there is a significant negative relationship between Emotional Intelligence and job stress (Ayranci, Kalyoncu, Guney, Arslan, & Guney, 2015). That means, when individuals are more emotionally intelligent, they can cope up with stress more effectively or they can manage stress more effectively.

According to the literature different studies were conducted by researchers in different contexts. The researcher identifies as the research gap that there is no overall literature with regard to job stress and emotional intelligence together in a dissertation study. Job stress with the dimension of time stress and job related anxiety has no much literature in respect to emotional intelligence all four dimensions.

Methodology

Conceptual Framework

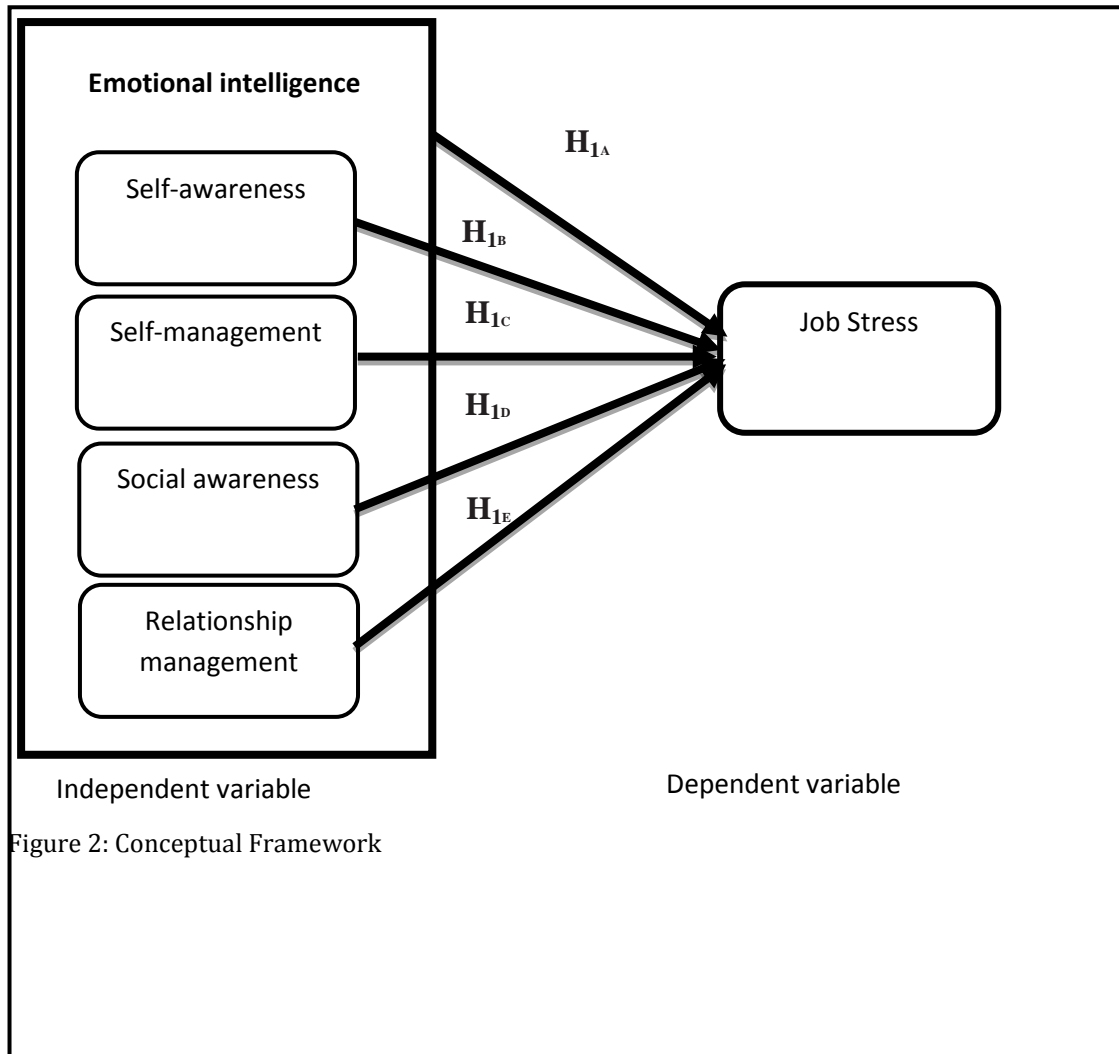


Figure 2: Conceptual Framework

Table 3: Conceptualizing the variables of the study

Variables	Definition	Source
Job stress	Job stress, which is conceptualized as the mental, emotional, and physical drain brought about by the perceived incongruence between job demands and employees' capabilities and resources.	(Akinboye & Adeyemo, 2002)
Emotional Intelligence	Emotional intelligence is the capacity for recognizing our own feelings and feelings of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships.	(Goleman, 1998)

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Self-Awareness	“Self-awareness is the ability to accurately perceive your own emotions as they happen, to be able to give a realistic assessment of your own abilities and to maintain a well-grounded sense of self-confidence	Goleman, Boyatzis, and McKee (2002)
Self-Management	self management as the ability to use awareness of your emotions to stay flexible and positively direct your behaviour.	
Social Awareness	Social awareness covers the ability to accurately pick up on emotions of other people and to “read” situations.	
Relationship Management	Relationship management concerns the ability to use the awareness of one’s own emotions and the emotions of others to manage interactions successfully, help others grow and handle challenging situations	

Table 4: Operationalization of Variables

Variable	Dimension	Indicator
Job Stress (Parker et al., 1983)	Time Stress	Autonomy Perception that there is a limit on the relationship between pay and performance The openness of communication Support from the boss Cohesiveness
	Job Anxiety	Formalization Role conflict

The construct	Dimension	Competency	Indicator
Emotional Intelligence	Self-Awareness (Goleman et al., 2002)	Emotional Awareness	Self-
			Aware of own feelings
			Aware of triggers
			Understands implications of own emotions
		Accurate Awareness	Self-
			Aware of own strengths and limits
			Open to feedback
			Has a sense of humor about oneself
		Self-Confidence	Self-
			Solicits honest critiques
			Confident in job capability
			Believes in oneself
Emotional	Self-	Emotional	Self-
			Shows restraint

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Intelligence	Management (Goleman et al.,2002)	Control	Has patience		
			Responds calmly		
			Stays composed and positive		
		Transparency	Keeps promises		
			Brings up ethical concerns		
			Publicly admits to mistakes		
		Adaptability	Acts on values		
			Open to new ideas		
			Adapts to situations		
		Achievement	Handles unexpected demands		
			Adapts or changes strategy		
			Improves performance		
		Initiative	Sets challenging goals		
			Anticipates obstacles		
			Takes calculated risks		
		Optimism	Addresses current opportunities		
			Seeks information		
			Makes extra efforts		
Emotional Intelligence	Social Awareness (Goleman et al.,2002)	Empathy	Initiates actions for the future		
			Has positive expectations		
			Optimistic about the future		
		Organizational Awareness	Resilient		
			Learns from setbacks		
			Listens		
		Service Orientation	Reads nonverbal cues		
			Open to diversity		
			Sees others' perspectives		
		Emotional Intelligence	Relationship Management (Goleman et al., 2002)	Developing others	Understands informal structure
					Understands climate and culture
					Understands organizational politics
				Inspirational Leadership	Understands underlying issues
					Makes self-available
					Monitors satisfaction
				Change Catalyst	Takes personal responsibility
					Matches customer needs
					Recognizes strengths
Influence	Provides support				
	Gives constructive feedback				
	Acts as a mentor				
Conflict Management	Leads by example				
	Stimulates enthusiasm				
	Inspires others				
	Communicates a compelling vision				
	Defines general need for change				
	Acts to support change				
	Champions change				
	Engages audience				
	Anticipates impacts of actions or words				
	Uses indirect influence				
	Develops behind the scenes support				
	Airs disagreements				
	Maintains objectivity				
	Addresses conflict				

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			Orchestrates win-win solutions
		Teamwork and Collaboration	Cooperates
			Solicits input
			Encourages others
			Builds bonds

Research design

The research is based on deductive approach since the researcher comes to a reasonable conclusion after a study of a certain phenomenon. The Survey strategy has been used as the research strategy and method is mono method, time horizon is cross sectional and unit of analysis is individual level.

Total population is 230 executives in NDB banks in western province and Sample was selected by using convenience sampling since it is really hard to arrange an appointment with executives without a prior permission of the branch manager. Therefore, the branches which are conveniently selected based on the approvals given by the respective branch manager. The existing literature supports, that convenience sampling can be used in quantitative studies.

“Convenience sampling (whereby elements are drawn from a subpopulation according to its accessibility and research interests) is a form of purposive sampling usually used within quantitative research designs” (Gelo, Braakmann, & Benetka, 2008). Sample size is 120 executives according to the sample size table developed by Krejcie et al., (1970). Primary data will be collected by structured questionnaire and collected data will be analyzed by using IBM SPSS 21 and Minitab 17.

Data analysis and presentation

The researcher distributed 150 questionnaires among executive level employees in the NDB bank in western province for the present study. However, only 120 questionnaires were collected and the analysis was done based on that 120 respondents and the response rate was 85%. In order to fulfill the research objectives of the present study, researcher used SPSS 21 with simple & multiple regression analysis, correlation and descriptive statistics. The aim of this study is to determine whether there is an impact of emotional intelligence on job stress of executive level employees in NDB banks in western province. Present study analyzed the impact of the independent variable, emotional intelligence (Marshall & Rossman, 1999) on the dependent variable, job stress.

Descriptive statistics

Table 5: Mean Values of Variables

Variable	Mean value
Job stress	3.7129
Self- awareness	2.6437
Self- management	2.8087
Social- awareness	2.7841
Relationship management	2.7226

According to Table, executive level employees in the NDB bank have high level of occupational stress. The mean value of job stress is 3.7129 and also mean values of all the dimensions of emotional intelligence are less than 3. That means executive level employees in the NDB bank are not much emotionally intelligent.

Validity and Reliability

Validity value of the job stress is 0.855 and emotional intelligence is 0.538, validity measured by KMO and Bartlett's value. The reliability value was 0.856 and 0.87 for Job stress and Emotional intelligence respectively. Reliability of the measurement has been tested by using Cronbach's alpha.

Regression analysis

Researcher applied a multiple regression as the main analytical tool for the present study, since the main objective of the study was to find out the impact of emotional intelligence ability on job stress of ndb bank executive level employees. To get the best model for multiple regression, the researcher has used backward elimination method to determine significant variables and generate fitted model of the study.

Simple regression

Table 6: Coefficient table of simple regression

Model	Variable	Regression Coefficient (β)	P Value	95% Confident Interval	
				Lower	Upper
1	Constant	6.593	0.000	6.200	6.986
	Emotional intelligence	-1.051	0.000	-1.192	-.910

H_{1A} : Emotional intelligence impacts on job stress of the executive level employees in the NDB banks in western province

According to Table 4.3, since p values of variable emotional intelligence is less than critical p value 0.05 ($p < 0.05$), there are enough evidence to reject H_{0A} . It can be concluded with 95% level of confidence that emotional intelligence significantly impact on job stress of executive level employees in NDB banks in western province.

Goodness of fit to the model

Table 7: Coefficient of Determination

Model	R^2
Model 1	0.681

According to the table 7 adjusted R square of the current study is 0.681. It indicates that 68.1% of variability of the dependent variable (job stress) can be explained through the independent variable (Emotional Intelligence) in the fitted model.

Analysis of Variance (ANOVA)

Table 8: ANOVA Output

Model	Sum Squares	of DF	Mean Square	F	P value	
1	Regression	33.534	1	33.574	219.443	0.000

Residual	15.759	103	.153
Total	49.333	104	

According to Table 4.8, it is clear that the output p values of ANOVA output (0.000) is less than critical p value 0.05. Thereby, there are enough evidence to reject H_0 (H_0 : Fitted model is not significant) at 95% confident level.

Fitted regression model

Since the current model fulfills the assumption of the model adequacy fitted regression equation of the study can be shown as follows,

$$E(Y_i/x_{1i}) = \hat{\beta}_0 - \hat{\beta}_1 X_1 + \varepsilon_i$$

Y_i = Job stress

β_0, β_1 = Regression Coefficients

X_1 = Emotional intelligence

ε_i = Random Error term

E (Job stress/emotional intelligence) = 6.593–1.051 (Emotional intelligence)

Interpretation of fitted regression line

According to the derived regression line, it is expected that job stress would be 6.593 while keeping the variations of emotional intelligence constant. It is expected that job stress would decrease -1.051 when one unit of emotional intelligence is increased.

Multiple regression

Table 9: Individual parameter table of multiple regression

Model	Variable	Regression Coefficient (β)	P Value	95% Confident Interval	
				Lower	Upper
2	Constant	6.063	0.000	5.660	6.466
	Self-awareness	-0.399	0.000	-.564	-.235
	Self-management	-0.452	0.000	-0.669	-0.234
	Social awareness	-0.319	0.000	-0.495	-0.144
	Relationship management	0.317	0.003	0.112	0.522

According to the individual parameter table, p values of all the variables are less than 0.05 ($p < 0.05$). It implies all the parameters of the model are significant under 95% level of confidence. And also, zero is not included within the range of lower bound and upper bound of all the parameters. Furthermore, it can be concluded that all the parameters of the model are significant.

Therefore hypotheses testing of the study can be tested as follow,

H_{1B} : Self-awareness impacts on job stress of the executive level employees in the NDB banks in western province

H_{1C}: Self-management impacts on job stress of the executive level employees in the NDB banks in western province

H_{1D}: Social-awareness impacts on job stress of the executive level employees in the NDB banks in western province

H_{1E}: Relationship management impacts on job stress of the executive level employees in the NDB banks in western province

According to the Table 9, the researcher conclude that, since output p value of self-awareness, self-management, social awareness, relationship management variables are less (0.000) than critical p value (0.05), there are enough evidences to reject H_{0B}, H_{0C}, H_{0D}, H_{0E}. It can be concluded with 95% level of confidence that self-awareness, self-management, social awareness, relationship management impact on job stress of executive level employees in the NDB bank.

Goodness of fit to the model

Table 10: Coefficient of Determination

Model	Adjusted R ²
Model 2	0.749

According to the table 4.7 adjusted R square of the current study is 0.749. It indicates that 74.9% of variability of the dependent variable can be explained through the independent variables in the fitted model. (Refer appendix N)

Analysis of Variance (ANOVA)

Table 11: ANOVA output

Model		Sum of Squares	DF	Mean Square	F	P value
2	Regression	37.426	4	9.356	78.580	0.000
	Residual	11.907	100	.119		
	Total	49.333	104			

According to Table 11, it is clear that the output p values of ANOVA output (0.000) is less than critical p value 0.05. Thereby, there are enough evidence to reject H₀ (H₀: Fitted model is not significant) at 95% confident level. (Refer appendix O).

Fitted regression model

Since the current model fulfills the assumption of the model adequacy fitted regression equation of the study can be shown as follows,

$$E(Y_i / x_1, x_2, x_3, x_4) = \hat{\beta}_0 - \hat{\beta}_1 X_1 - \hat{\beta}_2 X_2 - \hat{\beta}_3 X_3 + \hat{\beta}_4 X_4 + \epsilon_i$$

Y_i = Job stress

β₀, β₁, β₂, β₃, β₄, β₅ = Regression Coefficients

X₁ = self-awareness

X₂ = self-management

X₃ = social awareness

X_4 = Relationship management

ε_i = Random Error term

E (Job stress/self-awareness, self-management, social awareness, relationship management) = 6.063 - 0.399 (Self-awareness) - 0.452 (Self-management) - 0.319 (Social awareness) + 0.317 (Relationship management)

The result of the study clearly indicate that most of the dimensions (self-awareness, self-management, social awareness) of emotional intelligence are negatively impact on job stress of the executive level employees in the NDB banks in the western province. On the other hand, relationship management positively impact on job stress of the executive level employees in the NDB banks in the western province.

Discussion

The researcher found that there is a significant effect of emotional intelligence on job stress (emotional intelligence β = -1.051); significant at 95% level of confidence (0.000<0.05). Moreover, correlation analysis technique was tested in order to find out what sort of a relationship exist between emotional intelligence and job stress. Output values of correlation test shows that there is high degree of negative relationship between emotional intelligence and job stress (r =-0.825, P =0.000).

The researcher found that there is a significant negative effect of self-awareness on job stress (self-awareness β = -0.399); significant at 95% level of confidence (0.000<0.05). Empirical research conducted by Yamani et al, (2014) finds out that there is a week negative significant impact of self awareness on job stress among faculty members of Isfahan University of Medical Sciences (self-awareness β = -0.160).

The regression analysis of the present study reveals that there is a negative impact of self-management on job stress (self-management β = -0.452); significant at 95% level of confidence (0.000<0.05). Empirical research conducted by Yamani et al, (2014) finds out that there is a week negative significant impact of self management on job stress among faculty members of Isfahan University of Medical Sciences (self-management).

The regression analysis of the present study reveals that there is a negative impact of social awareness on job stress (social awareness β = - 0. 319); significant at 95% level of confidence (0.000<0.05). Empirical research conducted by Yamani et al, (2014) finds out that there is a week negative significant impact of social awareness on job stress among faculty members of Isfahan University of Medical Sciences (social-awareness β = -0.126).Maheshwari (2013) finds out that social-awareness significantly negatively relates with the job stress.

According to the results of the current study, there is a week positive impact of relationship management on job stress of executive level employees in NDB banks in western province (social awareness β = +0.317); significant at 95% level of confidence (0.003<0.05).

Existing literature indicates the negative relationship or the impact of relationship management on job stress. But, in this present study, relationship management positively impacts on job stress of executive level employees in the respective bank. Even though, relationship management negatively impact on job stress in various research contexts. It is so practical, when it comes to Sri Lankan private banking sector which is very dynamic and complex. There, the extent to which the banker being exposed to official relationships with customers, the banker exposed to job stress since many financial relationships builds upon them. The banker has to carefully address those relationship goals to accomplish the career objectives. The more the relationships more progress. Consequently, a banker automatically begins to suffer from high level of stress.

Conclusion and Recommendations

Conclusion

The overall objective of the current study is to explore the impact of emotional intelligence on job stress of executive level employees in NDB banks in Western Province by testing Mainly simple & multiple regression analysis to come to conclusions with regard the rejection or the acceptance of the developed hypotheses in the study to achieve research objectives. The outputs of the data analysis revealed that there is a significant negative impact of emotional intelligence, self-awareness, self-management, social awareness, relationship management on job stress of executive level employees in NDB banks in western province. It is clear that people who are rich with emotional intelligence competencies and skills can manage stress arising from uncertain circumstances in their job environment.

Even though there are lots of studies that have analyzed the impact of emotional intelligence on job stress, no studies have been conducted so far in the banking sector considering entire population as a whole in the western province in Sri Lankan private commercial banking context along with that all four dimensions of emotional intelligence together been hypothetically tested in respect to job stress.

Suggestions for future researchers

Current study is useful to conduct further research in the area of job stress and emotional intelligence. This study investigated the impact of emotional intelligence on job stress of executive level employees in NDB banks in western province due to time and accessibility to data and other considerable constraints. It is better to expand this study to whole western province banking industry to generalize the findings of the study to the entire banking industry in western province. It is more vital since almost every head office of banking industry located in western province. So, it is worth doing such unique study.

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