

**THE IMPACT OF EMOTIONAL INTELLIGENCE ON
JOB STRESS OF EXECUTIVE LEVEL EMPLOYEES IN
BANKING SECTOR IN SRI LANKA**

Vijendra Waduge Don Lahiru Sandaruwan

(198578A)

MSc/PG Diploma in Occupational Safety and Health Management

Department of Building Economics

University of Moratuwa

Sri Lanka

February 2024

**THE IMPACT OF EMOTIONAL INTELLIGENCE ON
JOB STRESS OF EXECUTIVE LEVEL EMPLOYEES IN
BANKING SECTOR IN SRI LANKA**

Vijendra Waduge Don Lahiru Sandaruwan

(198578A)

Dissertation submitted in partial fulfilment of the requirements for the
MSc/PG Diploma in Occupational Safety and Health Management

Department of Building Economics

University of Moratuwa

Sri Lanka

February 2024

DECLARATION

To the best of my understanding and belief, this dissertation contains entirely original content that has not been previously published or authored by another individual, except where explicitly acknowledged within the text. I affirm that this work is the product of my independent effort and that no materials previously submitted for a degree or diploma at any other university or institution of higher learning have been incorporated into this dissertation without my explicit consent.

I also grant the University of Moratuwa the non-exclusive permission to publish my thesis or dissertation in its entirety or in part, utilizing various mediums such as print, electronic formats, or any other suitable method. I retain the right to employ all or segments of this content in my future publications, including but not limited to books or articles authored by me.

Signature of Student:

Date:

.....

.....

The above candidate has carried out research for the Master's Dissertation under my supervision. I confirm that the declaration made above by the student is true and correct.

Name of Supervisor: Pro (Mrs.) Udayangani Kulatunga

.....

.....

Signature

Date

ABSTRACT

In general, as humans, we have all experienced stress of some kind. Either positively or negatively is possible. However, prolonged unpleasant mental doubt may have negative effects on our lives. Job stress is the most prevalent type of stress. Job stress impairs employees' performance, which creates a survival problem for the business because people do not work productively and efficiently. Consequently, job stress hinders the performance of the organization paving the way to a natural death. Job stress is inheriting many negative consequences to the organization where job stress exists. This study investigates the relationship between emotional intelligence and job stress level in executives working for reputable regional commercial and public banks in western province. In the current study, questionnaires were the major data collection tool and the main data source. IBM SPSS statistics 21 was used to analyze data to come to conclusions with regard to the developed hypotheses based on existing literature. Except for the emotional intelligence component of relationship management, the researcher finds that the majority of emotional intelligence dimensions (self-awareness, self-management, and social awareness) had a significant negative impact on the job stress of executive-level employees at the different banks.

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

ACKNOWLEDGEMENT

I wish to take this moment to express my heartfelt appreciation to several individuals and entities who have played pivotal roles in the successful completion of my thesis.

First and foremost, I am profoundly grateful to Professor Udayangani Kulatunga from the Department of Building Economics at Moratuwa University of Sri Lanka. Her unwavering encouragement and invaluable support have been instrumental throughout the research process, and I owe a significant part of my thesis's success to her guidance.

I extend my gratitude to all the lecturers in the Department of Building Economics for their support during this challenging journey.

I would also like to acknowledge and thank Mr. Janaka Senarathne, the Manager at Sampath Bank Nawam Mawatha, for his invaluable guidance and support, which have significantly contributed to the success of this endeavor. Additionally, I appreciate the entire dedicated staff at the various branches of both private and public banking sectors in the western province for their multifaceted support.

A special note of gratitude goes to all the respondents who actively participated in the data collection process, as their contributions were indispensable to the study's success.

Lastly, I cannot forget to express my deep appreciation, respect, and love to my friends, as well as to my beloved parents and my wife, whose unwavering support and encouragement have been my pillars of strength throughout this journey.

TABLE OF CONTENTS

DECLARATION	i
ABSTRACT.....	ii
ACKNOWLEDGEMENT	iii
LIST OF TABLES	vii
LIST OF FIGURS.....	viii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the study	1
1.2 Problem statement.....	2
1.3 Aim of the Research.....	4
1.4 Research objectives	4
1.5 Methodology	4
1.5.1 Step 1 – Primary survey.....	4
1.5.1 Step 2 – Questionnaire survey	5
1.6 Scope and Limitations of the study	5
1.7 Chapter Summary.....	5
CHAPTER TWO	6
LITERATURE REVIEW	6
2.1 Introduction	6
2.2 Job stress	6
2.2.1 Job stress : Time stress	7
2.2.2 Job stress : Job anxiety	8
2.3 Consequences of job stress.....	9
2.4 Sources of stress	10
2.5 Emotional intelligence.....	11
2.6 Models of Emotional Intelligence	12
2.7 Dimensions of Emotional Intelligence.....	15
2.7.1 Personal competence	16
2.7.2 Social competence	17
2.8 Stress and Emotional Intelligence	18
2.9 Emotional Intelligence and its relationship with job stress.....	19
2.10 Conceptualization and Operationalization	20

2.11 Strategies to reduce Job Stress in Banking Sector	20
2.11 Chapter Summary	21
CHAPTER THREE	22
3.0 RESEARCH METHODOLOGY.....	22
3.1 Introduction	22
3.2 Research approach.....	22
3.3 Research design.....	22
3.3.1 The purpose	22
3.3.2 Research strategy	23
3.3.3 The research method.....	24
3.3.4 Individual level analysis	24
3.4 Sample design	24
3.4.1 Population.....	24
3.4.2 The sampling methods.....	24
3.4.3 Sample size	25
3.6 Hypothesis Development	25
3.6.1 Defining key variables of the study.....	25
3.6.2 Theoretical rational for hypotheses development.....	27
3.6.3 Operationalization	28
3.6.4 Preliminary survey.....	30
3.7 Detailed survey.....	31
3.7.1 Primary Data and Secondary Data.....	31
3.8 Data Presentation and Data Analysis Techniques.....	31
3.8.1 Data presentation tools	31
3.8.2 Data analysis.....	32
3.9 Chapter Summary.....	32
4.0 RESEARCH FINDINGS AND DISCUSSION.....	33
4.1 Introduction	33
4.3 Demographic Nature of the Sample	34
4.3.1 Gender composition of the sample	34
4.3.2 Education levels of the sample	34
4.3.3 Tenure levels of the sample	35
4.4. Test of Normality	35

4.5. Validity test	35
4.6 Reliability analysis	36
4.7 Impact of jobs stress and emotional intelligence	37
4.8 Identify the relationship between job stress and variables related to emotional intelligence	38
4.9 Identify the strength of relationship among independent variables	39
4.10 Multiple regression.....	39
4.11 Goodness of fit to the Variables	41
4.12 Analysis of Variance (ANOVA)	42
4.13 Multicollinearity effect.....	42
4.14 Model Adequacy	43
4.14.1 Test of Randomness of Errors	43
4.15 Fitted regression model	44
4.15.1 Interpretation of fitted regression line	44
4.16 Discussion	45
4.16.1 Impact of Self-awareness on job stress.....	45
4.16.2 Impact of Self-management on job stress.....	46
4.16.3 Impact of Social awareness on job stress	46
4.16.4 Impact of Relationship Management on job stress.....	47
4.17 Summary of hypothesis test	48
4.18 Chapter Summary	49
CHAPTER FIVE	50
5.0 CONCLUSIONS AND RECOMMENDATIONS	50
5.1 Conclusion.....	50
5.2 Recommendation.....	52
5.3 Contribution to knowledge and practice	53
6.0 REFERENCES	55

LIST OF TABLES

Table 2.1 Mayer and Salovey's (1997) model of Emotional Intelligence	22
Table 2.2 Goleman's (2001) model of Emotional Intelligence	23
Table 3.1 Conceptualizing the variables of the study	33
Table 3.2 Operationalization of Measures	35
Table 3.3 Operationalization of Variables job stress	36
Table 3.4 Operationalization of Variable Emotional intelligence	36
Table 4.1 Mean value of job stress scale	40
Table 4.2 Mean value of job stress scale	40
Table 4.3 Test of Validity	43
Table 4.4 Reliability of variables	43
Table 4.5 Mean Values of Variables	44
Table 4.6 Correlation analysis	45
Table 4.7 Individual parameter table of multiple regression	46
Table 4.8 Coefficient of Determination	48
Table 4.9 ANOVA output	48
Table 4.10 Multicollinearity Test	49
Table 4.11 Durbin-Watson Statistic	50

LIST OF FIGURS

Figure 2.1 Emotional intelligence as personal and social competence	27
Figure 2.2 Conceptual Framework	29
Figure 3.1 Research process design	31
Figure 4.1 Gender composition of the sample	41
Figure 4.2 Education levels of the sample	41
Figure 4.3 Tenure of the sample	42