

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF COMMERCE  
MASTER OF BANKING AND FINANCE PROGRAMME**

**THE EFFECT OF WORK-RELATED STRESS ON EMPLOYEE  
BURNOUT AT CENTRAL BANK OF MYANMAR**

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A thesis submitted as a partial fulfillment towards the requirement for the degree of  
Master of Banking and Finance (MBF)

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## **ABSTRACT**

The study examines the effect of work-related stress on employee burnout at Central Bank of Myanmar. Both primary and secondary data were collected in this study. Primary data was collected by interviewing with the 110 middle level staffs (55% of total 200 middle-level staffs) at Central Bank of Myanmar (Yangon Branch) by using a simple random sampling method. The survey questionnaire used five points Likert Scale Quantitative research method is used in this study. The study found that the staffs perceive work related stress and they feel the high level of work overload and above the moderate level of personal inadequacy, role ambiguity, work-family conflict and interpersonal relationship at work and role ambiguity is the most influencing factor on work-related stress than other stressors. The study also found that the staffs feel above the moderate level of burnout and suffering from the symptoms of burnout due to the work-related stress. This study points out that most of the CBM staffs perceive work related stress in their daily lives. Because of the stress, the staffs often feel physical and emotional exhaustion but they turned their stress into motivation to work. The study recommends that management level should understand the effects of stress on their staffs and review policies that subject the CBM staffs to stress. Moreover, the study recommends that management level should ensure to set the clear goals with explicit outlines in order to avoid ambiguity and to reduce the work-related stress.

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## **LIST OF ABBREVIATIONS**

AHRD	Administration and Human Resource Development Department
AML/CFT	Anti-Money Laundering and Combating the Financing of Terrorism
ATM	Automated Teller Machine
CBM	Central Bank of Myanmar
e-Banking	Electronic Banking
e-Governance	Electronic Governance
FISD	Financial Institutions Supervision Department
ICT	Information Communication Technology
SWIFT	Society for Worldwide Interbank Financial Telecommunication

# CHAPTER I

## INTRODUCTION

Work stress is described as the adverse physical and emotional reactions that occur when the employee ability, resources, and demands do not match the job requirements (Behr & Glazer, 2001). Workplace stressors such as pressure at work, the work environment and management expectations, can create tension and effect employee health (Behr & Glazer, 2001). Employee counseling is a free, private service to support employees and their families whether personal work-related (Ahmed,2013).

Work plays an integral role in many people's lives. As a result, the impact of workplace stress is an important issue for both individual employees and the organizations they work for. Stress can be defined as busy work or stress can be detailed as the resistance to coming to work and the constant feeling of pressure (Szostek,2017). Therefore, work stress is physical and mental activities that occur when there is a gap between job requirements, capabilities and resources.

Employee performance is an integral part of organizational success. High levels of stress in the work environment can significantly slow down employee performance. Stress is something everyone has to deal with in every area of their lives. Employees working in various organizations are facing stress. Bankers in particular are under severe stress due to the consequences of multiple stressors. Stress can be broadly defined as when people feel pressure in their lives.

Workload stress is reluctance to come to work and the general state of physiological. It can define itself as a persistent feeling of stress associated with emotional and behavioral stress symptoms. Therefore, stress is the most damaging factor physically and mentally. Job requirements include skills, reactions occur when resources or needs are not met (Ali,2013).

Bank employees are usually overworked and this problem has existed for years, so banks are under more pressure than institutions. Bank employees perform their specific functions but are also entrusted with other non-specialized functions. Conversely, burnout occurs when employees lose direction or responsibility for work and their job satisfaction decreases. When job satisfaction decreases, this has a negative

impact on job performance. Stress is a serious problem in the workplace that affects many employees and affects employee productivity. Job stress for one employee can affect others and even all employees in the organization (Bashir,2010).

Burnout is a condition in which an individual feels completely overcome by stress and cannot take any more pressure from their job (Pines and Kafry 1978). There are some physical effects of stress that have been discussed in older literature. Backache and headache were identified as adverse consequences of occupational fatigue by Burke and Mikkelsen (2006).

The organizational pressures on an employee psychologically, physical and emotional demands on the part of the employee, if left unresolved, lead to burnout. An employee who feels tired is disorganized, It can be confusing and have psychological and physiological effects. Burnout adversely affects employee turnover and has adverse effects on organizational effectiveness (Mckee and Massimilian, 2006).

Stress is an unavoidable fact and employees, male Many women experience work stress as a cause of unproductiveness. Bank employees stand in front of huge stress while performing their duties. Individuals cannot ignore their personal and social responsibilities. This profession requires more than the capabilities of the assigned individual. It is often unpredictable changes, physiological and behavioral changes experienced lead to stress, which is an unpleasant emotion.

A stressor acts as an inducer for voltage. Stress affects a person's mood, It plays an important role in well-being and mood. Stressors in the banking sector include inter-role performance, role hesitancy; role expectations; conflict relentless decay, overwork insufficient staff; role complexity; role spacing; adequate resources etc.

## **1.1 Rationale of the Study**

The banking sector is the largest service sector globally and the nature of the banking sector has undergone drastic changes over the past century and has changed rapidly. As banking organizations require more productivity, employees are often overworked with deadlines. A range of individual interrogation of sources of stress for bank employees; role cessation; conflict of role expectations; role destruction; overload insulation, personal inadequacy; complications; due to distance from the role and insufficient resources.

Work stress threatens the physical and mental health of employees and affects the productivity of organizations. Job stress can be a challenge for Myanmar Bank employees. Stress can sometimes be positive and sometimes negative. Positive stress leads to productivity while negative stress leads to losses for the organization.

At this time, banking sectors had experienced rapid changes in technologies, plans, policies, competition, and the value of money. Banking sectors play a major role in boosting the growth rate of the country. Today bank employees are facing many stresses related problems but stress is increasing very fast in public sector banks. Typically, bank employees tend to experience high levels of stress problems that affect employee performance and health. Bank employees typically experience high to moderate levels of stress.

In Myanmar Banking Sector, the Central Bank of Myanmar has taken over the role of the regulator and supervisor with the aim of preserving and maintaining the domestic price stability. In order to realize the objective, the Central Bank of Myanmar needs to implement operations in accordance with the current global financial structure and situation. Thus, CBM employees with diverse qualifications and professional skills are faced with workplace stress to adapt to changing environmental conditions. According to the in-depth interviews with respondents, there are many factors that can cause the job stress and the main stressors for the staffs are work overload, interpersonal relationship, personal inadequacy, work-family conflict and role ambiguity.

Among the Central Bank of Myanmar staffs, the middle level staffs are important role for the Central Bank of Myanmar. Because those levels actually work the main operations and then communicate and negotiate between the upper and lower levels in order to accomplish the Central Bank operations. Therefore, this research paper studies the work-related stress of the middle level staffs and how these stress effect on the burnout at Central Bank of Myanmar (Yangon Branch).

## **1.2 Objectives of the Study**

The objectives of the study are as follows:

1. To examine the work-related stress of employees at the Central Bank of Myanmar
2. To investigate the effect of factors influencing on work-related stress at the Central Bank of Myanmar
3. To analyze the effect of work-related stress on employee burnout at the Central Bank of Myanmar

### **1.3 Scope and Method of the Study**

This study was focused to analyze the effect of work-related stress on employee burnout at Central Bank of Myanmar (Yangon Branch). Quantitative research method was used in this study. Both primary and secondary data was collected in this study. In-depth interview was conducted with responsible persons from Central Bank of Myanmar to get the working environment including job roles, responsibilities and working relationship among bank staff. Primary data was collected 50% of total 200 middle-level staffs at Yangon Branch, Central Bank of Myanmar. The survey conducted on 110 middle-level staffs including Deputy Director, Assistant Director, Staff Officer and Office Superintendent by using a simple random sampling method. Secondary data was obtained from textbooks, previous research papers, journals, articles, and survey reports from internet websites.

### **1.4 Organization of the Study**

The study includes five chapters. Chapter one provides an introduction, rationale of the study, objectives of the study, scope and methods, and organization of the study. Chapter two presents literature review on concept of stress, work-related stress factors such as work overload, interpersonal relationship, personal inadequacy, work-family conflict, role ambiguity and burnout with a conceptual framework of the study. Chapter three describes the background history, role and function, organization and management, work-related stress factors at Central Bank of Myanmar. Chapter four mainly concerns with the analysis of the effect of work-related stress on employee burnout. This chapter includes research design, reliability analysis, characteristics of respondents, analysis on work-related stress factors (stressors), effect of stressors on work-related stress, and the effect of work-related stress on employee burnout. Finally, chapter five presents findings and discussions, suggestions and recommendation, and needs for future research.

## **CHAPTER II**

### **THEORETICAL BACKGROUND**

The chapter describes theoretical background of the study. It consists the concept of stress, work-related stress factors (stressor) of the bank employees, burnout, the job-demands resources model, previous studies and conceptual framework of the study.

#### **2.1 Concept of Stress**

Stress has been defined by various definitions over the years. In 1936, Hans Selye first introduced the concept of stress in life sciences. Stress, as defined by Arnold and Feldman (1986), is a person's response to a new or hostile situation in the work environment.

William and Huber (1986) stated that stress is an individual's over adaptive response to a situation, psychologically and physically, and internal and external factors. Stress is a complex and dynamic concept. Kahn and Quinn (1970) defined stress as an environmental stimulus for a person or defined as a strangeness between the individual and the environment. It shows that stress is also considered as the effect of a lack of fit of a person with his/ her work environment. It indicates that stress is regarded as the effect of a person's lack of fit with the work environment.

According to Kahn and Quinn (1970), Stress is the result of an aspect of the assigned work task that has a harmful effect on the individual. Occupational stress is defined as a risk factor for the work environment. Organizational structure moderates employee stress, which requires more detailed and systematic investigation of the role that organizational structure plays into employee stress (Conner and Douglas, 2005).

#### **2.2 Work-Related Stress Factors (Stressors)**

Stress is an inevitable factor in the banking sector and most of the employees, both male and female, experience occupational stress as a productive factor. Pressures from workload and time constraints are perceived as employee stress (Akersted, Torsvall, and Froe, 1983). Workplace stressors, such as pressure at work, the work

environment and management expectations, can create tension and affect employee health (Behr & Glazer, 2001).

### **2.2.1 Work Overload**

Work overload is one of the most important stressors in the work environment that most employees faced (Abbas & Roger, 2013). People who work over an hour as a coping strategy to complete unfinished tasks may say that overwork and overwork are synonymous with overtime. People who are to face overloading works usually have unreasonable workloads, long working hours, more demanding work schedules, working overtime feel stressful, and receive shorter rest periods (Altaf & Awan, 2011).

Overwork leads to poor employee performance, which indirectly leads to poor job satisfaction (George & Zakkariya, 2015). Overwork not only reduces performance but also creates job stress that negatively affects job satisfaction. Stress is a huge problem in an organization that appears due to the strain on overwork. Overwork leads to fatigue and work stress indirectly affects mental and physical health.

Work overload is a major source of work stress, and if work continues for long periods of time without pauses or breaks, physical, Behavioral and emotional problems can vary and lead to death (Khuong & Yen, 2016). Work overload significantly effect of job stress. Work overload is the result of combining the work requirements necessary to fulfill the activity or tasks defined by the organization. When the workload increases from day to day, stress will be generated, and the morale of employees will decrease, which ultimately reduces the performance of employees.

### **2.2.2 Interpersonal Relationship**

Interpersonal relationships at work can be characterized as positive (high quality) or negative (low quality). A satisfactory working relationship can be established, the psychological well-being of employees is enhanced (Mao, 2006). (Dutton and Heaphy 2003) emphasized the benefits of positive interpersonal relationships in the workplace, but little attention was paid to the impact of negative workplace relationships. In addition, such relationships are fraught with suspicion and become formalized (Carmeli, Brueller, Dutton, 2009).

The quality of interpersonal relationships among employees is a highly complex construct, not only due to various determinants (individual and relational). The absence of negative or positive aspects of an individual relationship does not automatically mean that the relationship as a whole is negative. On the other hand, the positive aspects of an interpersonal relationship or the absence of negative aspects are not sufficient to define the relationship as a whole of high quality.

The quality of interpersonal relationships in the workplace, employees, it is a very important structure for the functioning of the organization and even the environment of the individual. One of the aspects that may help to understand this construct is the evidence of possible differences in the quality of interpersonal relationships in the workplace between the private and public sectors. The differences may appear due to different working conditions in every sector.

### **2.2.3 Personal Inadequacy**

According to Maslach & Leiter (2008), ineffectiveness is the feeling of not being good enough. If one feels inadequate, achievements seem trivial and overwhelming. When supporting others who are exhausted or neglected; Acknowledging success is difficult. In other tasks, inefficiencies develop in parallel with the other two fatigue dimensions rather than sequentially.

The worker uncomfortably evaluates the contributions in the specialized life, grieves, and is disappointed in his work. Inefficiency means hopelessness, low self-confidence and inability to cope with work pressures persist. In addition, exhaustion or depersonalization influences the efficacy of workers. The workers feel helpless which comes about in low self-respect, a sense of helplessness low capacity and low productivity (Maslach, Schaufeli & Leiter, 2001).

### **2.2.4 Work-Family Conflict**

The balance between work and family is one of the important things related to organizations, so each person is expected to have enough time for his work, so that the person does not neglect his personal life and achieve success at work. Additionally, work-family conflict occurs when work and family responsibilities are considered equally important. Work-family conflict can be a major source of stress in a person's life and can take a toll on that person emotionally.



Work-family conflict is a form of inter-role conflict characterized by negative effects from the work-to-family domain (Soomro, Breitenecker, & Shah, 2018). This actually determines the stress level for employees when they work overtime and this leaves less time for families. Conflict between two roles such as work and family. It is inevitable because they both pull in opposite directions and which are completely incompatible with each other because the two fields demand different demands, priorities, norms, expectations and requirements.

Work-family conflict is a form of role conflict that occurs when one role (work/personal life) imposes responsibilities and demands that are incompatible with other roles, or when the stressful demands of work interfere with responsibility for family life functioning (Al Azzam, Abu Al Rub, & Nazzal, 2017). Work-family conflicts reduce family well-being and job satisfaction as construction professionals spend less time with their spouses and children or care for elderly family members.

According to Adams and King (1996), the inability to manage the home creates stress when a person is unable to meet the demands of his family and work. Lack of time off for family and bringing work issues home and vice versa can lead to workplace stress.

### **2.2.5 Role Ambiguity**

Role ambiguity most often occurs in the workplace or other formal organizations. This can occur in situations where it is not clear what role one has and how it should be performed within the family setting (Usita, Hall, and Davis 2004).

Role ambiguity can be understood as both the stress process that occurs when roles are not clearly understood and the outcomes that result from this ambiguity. The degree of stress an actor experiences from role confusion is a measure of their role identity clarity (ie, a role is central to their self-concept) and the degree to which they feel uncertain about accomplishing a role-congruent goal. Nawe (1995) explained that role confusion occurs when individuals are unsure of many issues related to their jobs within the organization. According to Babakus, David, Cravens, and William (1999) employees experience stress from many factors in the working environment especially as a result of role ambiguity, workload and role conflict.

## **2.3 Burnout**

Burnout is a psychological syndrome that develops and progresses due to long-term work-related stress. Maslach and Leiter (2008) define burnout as emotional exhaustion. It has been defined as a sign of individuality and personal success. This is a particular risk for individuals who work with others in some capacity. Burnout is first observed in professions that involve intensive interaction with people. All human service workers can experience burnout.

Burnout is an individual response to interpersonal and psychological stress (Demerouti, Bakker, Nachreine, & Schaufeli, 2001), and has been defined as a syndrome with three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach, Schaufeli, & Leiter, 2001). Emotional exhaustion is characterized by feelings of low energy and emotional exhaustion. Depersonalization refers to negative reactions to people encountered at work. Diminished personal accomplishment is seen as negative self-evaluations and a feeling of failed performance at work (Maslach, 1993).

### **2.3.1 Emotional Exhaustion**

The first dimension in burnout is emotional exhaustion. There is a sense that the employee has nothing left to give and is emotionally unable to work (Maslach and Leiter 2008). Emotional exhaustion is considered the most important of the three components. It is characterized by a lack of energy and depletion of one's emotional resources (Bakker and Heuven, 2006).

Emotional exhaustion is an exploratory factor of burnout. It is the most important dimension of burnout and has been widely reported and analyzed (Halbesleben, and Bowler, 2007). Demerouti, Mostert, and Bakker, (2010) defined emotional exhaustion as a consequence of a strong physical, affective and cognitive strain such as a long-term consequence of prolonged exposure to certain job demands. Anbar and Eker, (2007) explained that emotional exhaustion refers to the depletion of mental energy or mental resources. Maslach, Schaufeli and Leiter (2001) found that overexertion and exhaustion were key symptoms of emotional exhaustion.

Emotional exhaustion refers to feeling overwhelmed and exhausted by the emotional demands of one's job (Demerouti, Bakker, Nachreiner and Schaufeli, 2001). Emotional exhaustion frequently occurs with physical exhaustion and its symptoms include lack of energy, less sleeping, family problems and increase in drinking. When an employee is emotionally exhausted, they no longer stay in that personal or professional position (Khan, Yusoff, and Khan, 2014).

Almost half of workers have high level of emotional exhaustion due to main factors of stress such as heavy workloads, low supportive relations, personal engagement, fewer employees, professional development and understanding burnout (Maslach and Goldberg, 1998). Although emotional exhaustion plays a mediating role between the other two measures of exhaustion and performance and is positively related to stress outcomes, some researchers argue that stress and exhaustion are two different entities (Pines and Keinan, 2005). In this case, higher levels of support from colleagues were associated with lower levels of emotional exhaustion.

### **2.3.2 Personal Accomplishment**

It is defined as the negative self-evaluation of the individuals' work, in other words, feeling inadequacy and failure regarding the work performance (Maslach and Jackson, 1981). An employee with low personal achievement perceives that he or she cannot perform at work as well as he or she once could (Halbesleben & Buckley, 2004). This component represents the self-evaluative dimension of burnout and refers to feelings of incompetence and lack of achievement and productivity at work (Maslach & Leiter, 2008).

In addition, feelings of failure in interpersonal relationships in the workplace can reduce employee motivation and hinder success (Kayabaşı, 2008). Individuals tend to evaluate themselves negatively, feel dissatisfied with their achievements at work (Maslach & Jackson, 1981).

In burnout, when people are tired, they feel less personal accomplishment, such as the perception that they are not good enough at work. Low performance in human service work is attributed to emotional exhaustion and personal accomplishment (Maslach and Leiter 2008). Reduced personal achievement lowers a person's professional performance.

A lack of personal fulfillment seems to emerge more clearly from a lack of relevant resources, and from burnout and skepticism from overwork and the presence of social tension (Maslach, & Leiter, 2008). Diminished personal accomplishment is a component of self-evaluation and indicates a level of adequacy in relation to individual job performance (Thoresen, Kaplan, Barsky, Warren & Chermont, 2003).

### **2.3.3 Depersonalization**

According to the American Psychiatric Association (1994), depersonalization is characterized by a persistent or recurring feeling of detachment from mental processes or the body. In medical approach, it is a common clinical syndrome associated with disembodiment, strangeness of the surrounding world and emotional lethargy (Graux, Lemoine, El Hage, & Camus, 2012). This component represents the interpersonal dimension of burnout and is negative for various aspects of work. Refers to a violent or overly detached response (Maslach & Leiter, 2008).

Depersonalization can initially develop in a number of ways. It may be associated with some external psychological stressors, such as low mood; It may be the consequence of a change in mood, such as anxiety or substance abuse (Medford, Sierra, Baker, & David, 2005). Depersonalization disorder has a high risk of misdiagnosis (Sugiura, Hirose, Tanaka, Nishi, Yamada and Mizuno, 2009). Therefore, the development of new scales that accurately predict depersonalization is important. According to the theory, Totawar & Nambudiri (2012) reported that depersonalization has a negative effect on job satisfaction and organizational commitment.

## **2.4 The Job Demands-Resources Model**

At the heart of the Job Demands-Resources (JD-R) model (Demerouti, Bakker, Nachreiner, and Schaufeli, 2001) lies the assumption that every job may have its own risk factors associated with job stress. These factors can be divided into two general categories such as job requirements and job resources. Therefore, it constitutes a broad model that can be applied to a variety of work settings without specific demands and resource involvement.

Job demands are physical, mental social or refers to organizational aspects that require sustained physical and/or mental (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs. Examples are a high work pressure, an uncomfortable physical environment, and

emotionally demanding interactions with customers. Although job demands are unnecessarily negative, when meeting these demands, the employee does not recover sufficiently and requires high effort (Meijman and Mulder, 1998).

Job resources are the physical, mental Social or organizational aspects refer to: (a) meeting work objectives; (b) reduce the physiological and psychological costs associated with job demands and (c) stimulate personal growth and learning. , and development. Thus, resources are not only necessary to address employment needs, but are also important in their own right.

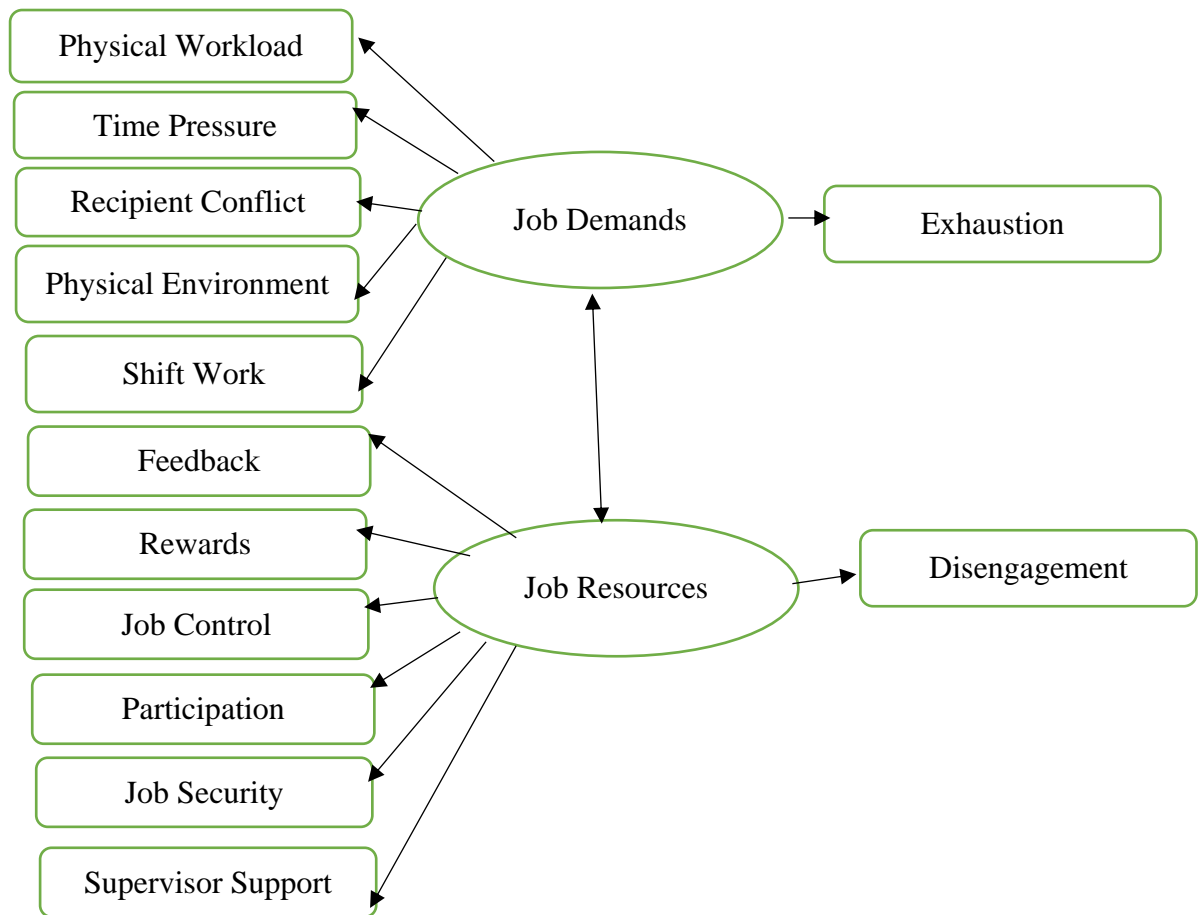
Accordingly, resources are valued in their own right or because they are means to the achievement or protection of other valued resources. Job resources may be located at the level of the organization at large (pay, career opportunities, job security), the interpersonal and social relations (supervisor and co-worker support, team climate), the organization of work (role clarity, participation in decision making), and at the level of the task (skill variety, task identity, task significance, autonomy, performance feedback).

A second premise of the Job Demands-Resources model is that two different basic psychological processes play a role in the development of job strain and motivation. In the first, the process of health impairment, poorly designed jobs or chronic job demands (work overload, emotional demands) drain employees' mental and physical resources and therefore lead to the energy depletion (a state of exhaustion) and health problems (Demerouti, Bakker, Nachreiner, and Schaufeli, 2001).

The second process proposed by the Job Demands-Resources model is the nature of motivation and where job resources are promising and have high job engagement. It is thought to lead to less rudeness and better performance. Job resources include employee growth. They can play the role of intrinsic motivation as they lead to learning and development because they may play a key extrinsic motivational role in achieving work goals.

In addition to the main effects of job demands and resources, the Job Demands-Resources model proposes that the interaction between job demands and job resources is also important for job and motivation development. More specifically, it is proposed that job resources mediate the effect of job demands, including burnout (Bakker, Demerouti, Taris, Schaufeli, and Schreurs, 2003) as shown in Figure (2.1).

**Figure (2.1) The Job Demands-Resources Model of Burnout**



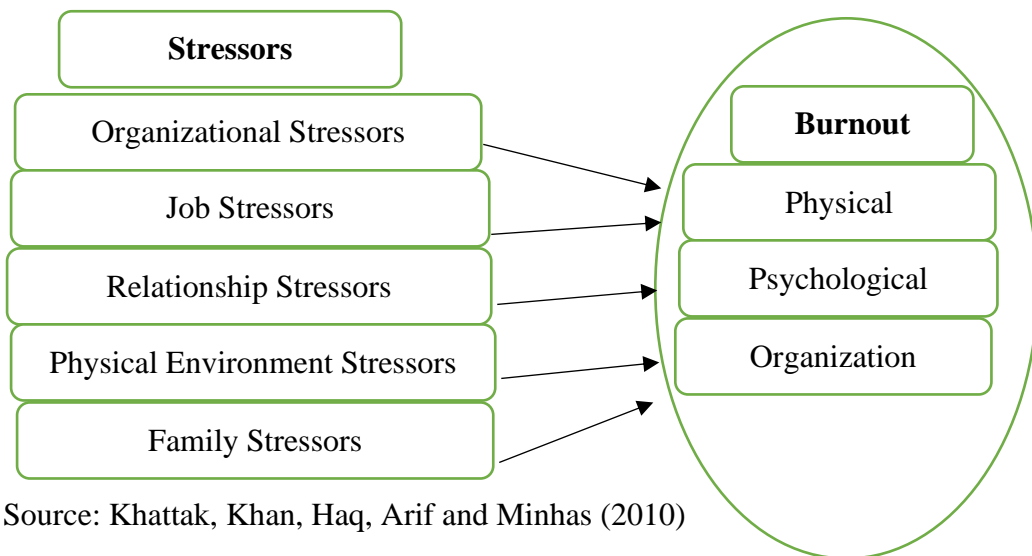
Source: Demerouti, Bakker, Nachreiner, and Schaufeli (2001)

## 2.5 Previous Studies

Khattak, Khan, Haq, Arif and Minhas (2010) examined the occupational stress and professional burnout in the banking sector of Pakistan. In the 21st century, the banking sector in Pakistan is globalized. It is witnessing major changes due to liberalization and other international events. The results identified that workload, working hours, technological problem at work, insufficient salary, time for family and not being busy at home were significant major sources of stress in the banking sector. The significant symptoms of burnout as revealed by the results are back pain, extreme fatigue, headache and sleep disturbance.

All stressors (organizational, job, work relationships, work environment, and family work interfaces) were significantly associated with all burnout (physical, psychological, and organizational). All the stress components significantly predicted burnout in the banking sector of Pakistan. The changing work style creates stress for bank employees and this stress leads to burnout. The conceptual framework of this previous study is shown in Figure (2.2).

**Figure (2.2) Occupational Stress and Professional Burnout**

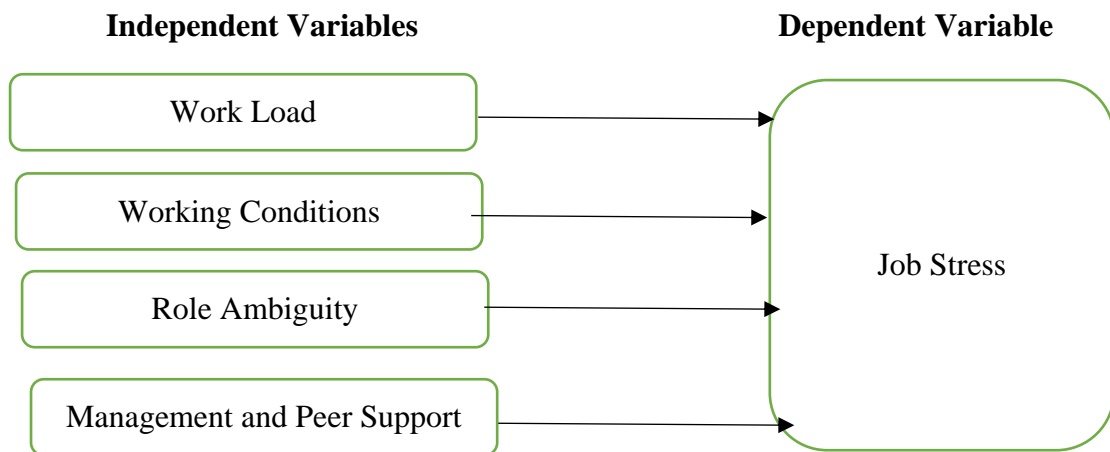


Source: Khattak, Khan, Haq, Arif and Minhas (2010)

Hansima and Gamage (2020), studied the factors affecting job stress of public sector banking officers. The main objective of this study was to identify the relationship between job stress and work load, working conditions, role ambiguity, management and peer support and the nature of the impact.

Job stress has been found to be one of the most important aspects that determine the success of bank officers in their work and non-work lives. The job pressure of bank officers will be affected by many factors. This study examines work pressure, working conditions; Provides evidence to identify lack of role clarity and job stress as a significant predictor of banking officers' managerial and peer support. The conceptual framework of this previous study is shown in Figure (2.3).

**Figure (2.3) Factors Affecting Job Stress of Public Sector Banking**



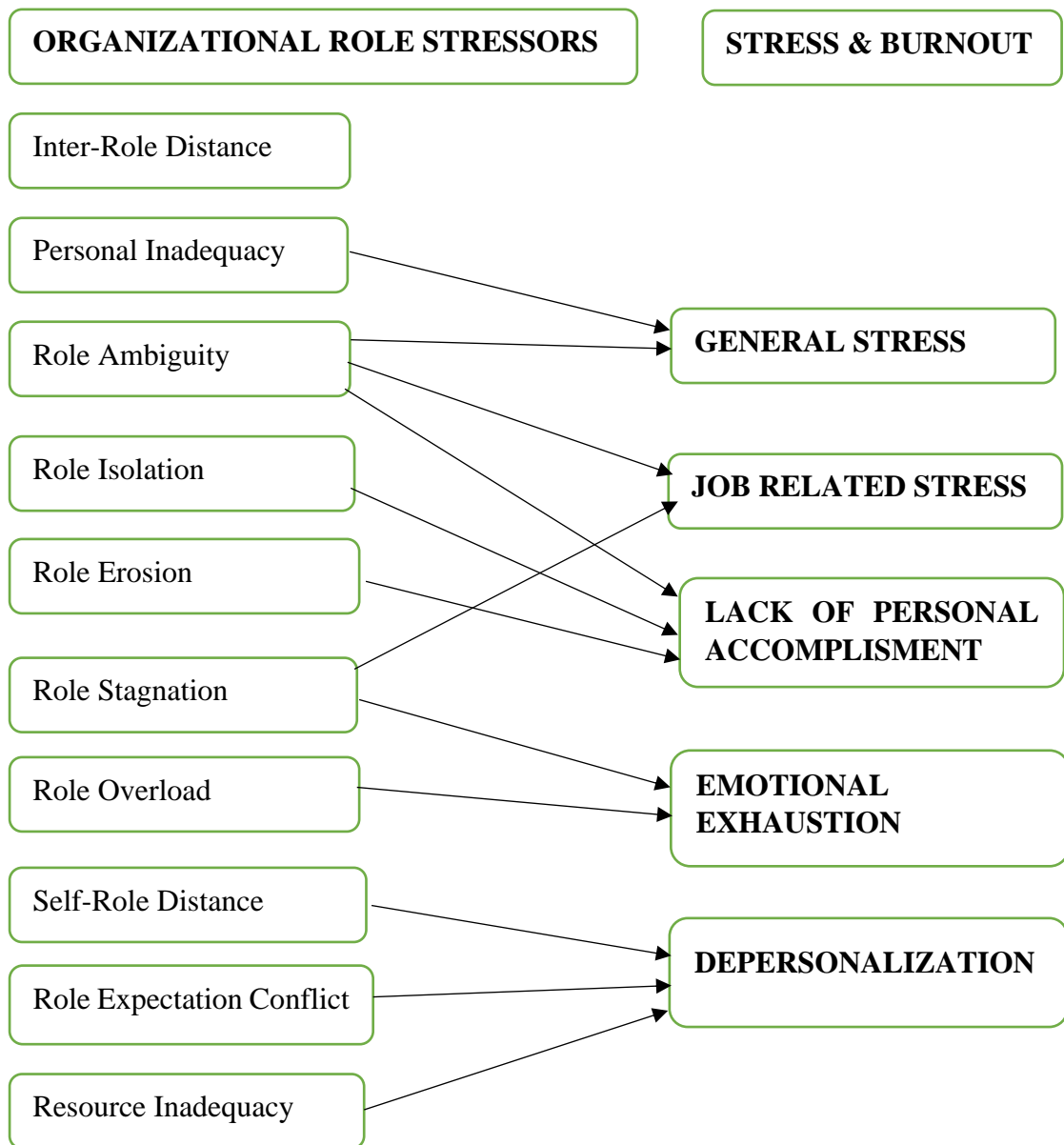
Source: Hansima and Gamage (2020)

Gohar and Ali (2020), investigated the contribution of various role stressors to stress and burnout in a public sector university of Pakistan. The research showed that the role stressors can influence different dimensions of stress and burnout. Role ambiguity is one of the most significant organizational role stress is one of the most prominent factors because it influences three different dimensions, including work-related stress and lack of personal accomplishment. Role stagnation influences two aspects of job-related stress and emotional exhaustion. All the other stressors are specific to a measure of stress and burnout.

The other significant organizational role stressors include role stagnation, inter-role distance, self-role distance, resource inadequacy, role conflict and role overload. Although this research study confirmed the relationship between some dimensions of stress and burnout, lack of personal accomplishment among faculty members was not significantly related to any dimension of stress. The conceptual framework of this previous study is shown in Figure (2.4).



**Figure (2.4) Organizational Role Stressors and Burnout**



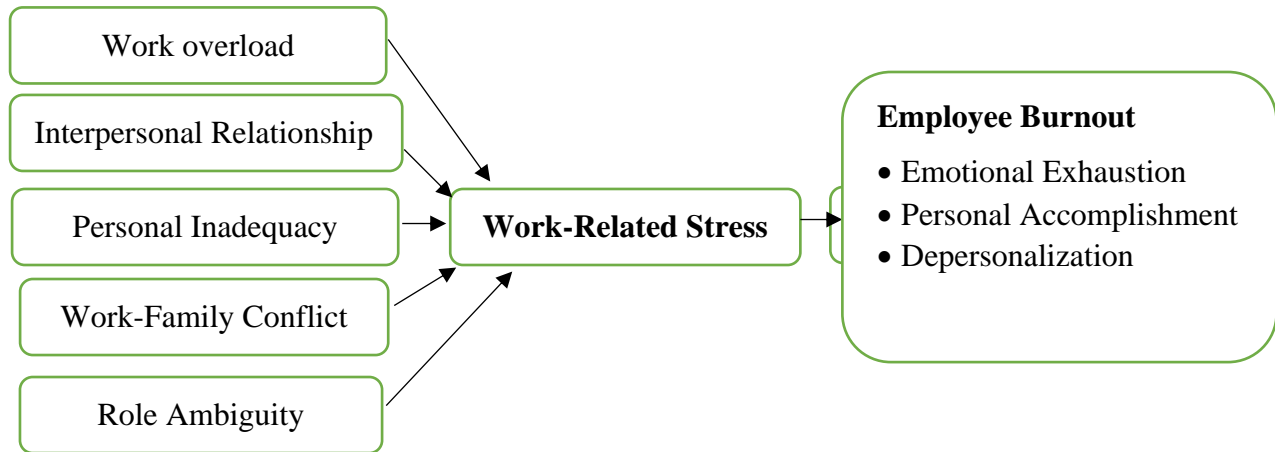
Source: Gohar, Roger and Ali (2012)

## 2.6 Conceptual Framework of the Study

This study is to analyze the effect of work-related stress on employee burnout at Central Bank of Myanmar (Yangon Branch). The conceptual framework of the study is the combination of the Job Demands-Resources Model and the previous studies that have been observed. According to the previous studies, there are many work-related stress factors in the workplace. Among them, this study focuses on analyzing the effect of most common stressors which are selected in order to relevant with the working

environment of the middle level staffs in Central Bank. The conceptual framework of this study is described in the following Figure (2.5).

**Figure (2.5) Conceptual Framework of the Study**



Source: Own Complication (2022)

Figure (2.5) illustrates the conceptual framework of the study. The independent variables of the study are workload, interpersonal relationship, personal inadequacy, work-family conflict and role ambiguity. Work-related stress and employee burnout are the dependent variables. It reveals how these factors effect on the work-related stress and the impacts of the work- related stress upon the employee in terms of burnout.

## **CHAPTER III**

### **PROFILE AND WORK-RELATED STRESS FACTORS AT CENTRAL BANK OF MYANMAR**

This chapter presents the background history, role and function, organization and management of the Central Bank of Myanmar. The information about the workplace is presented based on the in-depth interviews conducted with the responsible middle level staffs at Central Bank of Myanmar (Yangon Branch).

#### **3.1 Background History of Central Bank of Myanmar**

The Union Bank of Burma was established on April 3, 1948 by the Union Bank of Burma Act 1947 and took over the functions of the Rangoon branches of the Reserve Bank of India. The central bank did not have the full power. In July 1, 1952, the Union Bank of Burma Act was enacted. Pursuant to this Act Burma Currency Board was abolished and all the regular functions of the Union Bank of Burma were vested in the Union Bank of Burma Act, 1952

The Union Bank of Burma was opened at the corner of Merchant Road and Sule Pagoda Road and had the sole right of currency issue. From July 1, 1952, it was transferred from the Burma Currency Board to the newly created Currency Department of the Union Bank of Burma.

The Union Bank of Burma was established by the government with an authorized capital of 40 million Kyats and a paid-up capital of 10 million Kyats. The People's Bank of the Union of Burma Act was enacted in 1967 and a single bank known as the People's Bank of the Union of Burma was established in 1969 with a capital of 200 million Kyats that was fully contributed by the State.

On April 1, 1976, the Union of Burma Bank had a total staff 930 with 85 officials and 845 staff. On April 9, 1981, the State Council allowed the expansion the Central Bank's staffs to 1333 with 100 officials and 1233 staff. Due to the increase in banking activities, on December 28, 1989, the State Law and Restoration Council permitted the expansion the Central Bank of Myanmar organization structure with a staff strength 1656 staff with 151 officials and 1505 staff.

On December 23, 1992, the Ministry of Planning and Finance authorized the Central Bank of Myanmar to establish a foreign exchange management department and took over foreign exchange management operations from the Myanmar Foreign Trade Bank.

On March 27, 1996, the Central Bank of Myanmar, No. 26, Motor Road Yanking Township Moved to Yangon. With the approval of the Ministry of Finance and Revenue. The Central Bank of Myanmar was established on January 1, 2001 to review various directives and guidelines to review bank compliance with AML/CFT requirements as in other market-oriented economies.

The headquarters of the Central Bank of Myanmar was temporarily moved to Building No. 26 in Nay Pyi Taw on (26-1-2006) and the organizational structure was expanded. It has a head office in Nay Pyi Taw and a branch office each in Yangon and Mandalay. On October 1, 2010, the headquarters of the Central Bank of Myanmar was moved again to Building No. 55 in Nay Pyi Taw.

### **3.2 Roles and Functions of Central Bank of Myanmar**

The Central Bank of Myanmar became an independent organization like the Ministry. The Central Bank of Myanmar needs to independently enact monetary policy to control price stability in the domestic market and maintain the domestic and international value of the Myanmar Kyat (Kyat). The Central Bank of Myanmar Law was approved by the Pyidaungsu Hluttaw on July 11, 2013. The Constitution of the Central Bank of Myanmar was redrafted to be an independent department at the Union level.

The aim of the Central Bank of Myanmar is to control the price stabilities in domestic market and maintain the value of the Myanmar currency. In accordance with its aim, the Central Bank shall ensure efficient payment mechanisms and liquidity; to promote the good functioning of the payment and sound basic financial system and money; to make efforts to improve credit and financial conditions; orderly balanced and sustainable economic development..

The main responsibilities of the Central Bank of Myanmar are: as the issuer of local currency; to act as a banker to the government. acting as an advisor to the

government in relation to business matters; to supervise financial institutions and act as a banker for financial institutions.

The Central Bank of Myanmar formulates and implements a monetary policy that is consistent with economic and production growth. Currently, the Central Bank of Myanmar has the reserve requirements to achieve the stability of the financial sector consistent with the transition market-oriented economic system, monetary policy instruments are mainly used as interest rate policy and limited open market operations.

The functions and powers of the Central Bank of Myanmar include: (a) formulation and implementation of monetary policy; (b) determining and implementing exchange rate policy; (c) advising the Government in relation to the exchange rate system; (d) maintaining and managing international reserves of the state; (e) acting as sole issuer of domestic currency; (f) supervising the financial system to maintain its stability; (g) regulating and supervising financial institutions; (h) supervising the money market and foreign exchange market to ensure orderly operation of such markets; (i) safe; promoting and overseeing a sound and efficient payment system; (j) lender of last resort for banks; (k) act as banker to the Government by maintaining the accounts of the Government; (l) acting as a financial advisor and financial representative of the government; (m) acting as a banker for financial institutions and foreign governments and international agencies; (n) opening and accepting accounts with deposits from financial institutions; (o) performing transactions resulting from the State participation in international financial institutions in the banking, credit and monetary sphere and undertaking all the responsibilities in the name of the Government dealing with the aforementioned organizations on behalf of the Government; and (p) to carry out such activities as may be consequential or incidental to the exercise of its powers and the performance of its duties under this Law.

### **3.3 Organization and Management at Central Bank of Myanmar**

The Central Bank is governed by a Board of Directors. The Board is constituted with nine members appointed by the President with the consent of Pyidaungsu Hluttaw as follow: (1) the Governor of the Central Bank, (2) three Deputy Governors of the Central Bank Member (3) five other persons of recognized professional appointed by the Government

The Central Bank of Myanmar and Myanma Foreign Trade Bank, Myanma Investment and Commercial Bank, Myanma Economic Bank which authorized to deal in foreign banking, with Foreign Banks have installed the Society for Worldwide Interbank Financial Telecommunication (SWIFT) system in order to transfer the foreign exchange accounts since March, 2004.

Under the threat of COVID-19, CBM, domestic & international banks, and JICA have made a joint effort to realize the successful launch of Central Bank of Myanmar Financial Network System 2 (CBM-NET2) on November 16, 2020 as an advanced and upgraded version of original CBM-NET. Japan International Cooperation Agency (JICA) supported to implement CBM-NET, a secure and efficient payment and settlement infrastructure, in January 2016, and contributed to the development and computerization of the financial and banking sector. The launch of CBM-NET2 will enable 24/7 domestic Kyat remittance with different banks, bulk payments such payroll transfer and automatic withdrawal of taxes and utilities bills. It will make formal remittance services more accessible to those who have previously relied on cash payments and high-risk informal remittances, which will eventually contribute to the promotion of the financial inclusion in Myanmar.

The Central Bank is continuously strengthening the supervisory the private banks in order to preserve the soundness of financial situation and analyze their activities to comply with the existing law, rules, regulations and instructions. Domestic private banks are required to submit their daily transactions and statements to the Central Bank of Myanmar. The Central Bank of Myanmar monitors the financial stability of domestic banks, uses Electronic Fund Transfers for transaction accounts among banks and automatic clearing accounts through the network.

The Central Bank of Myanmar has granted licenses to open domestic private banks since 1992. In 2004, there were 23 domestic private banks. As of November 30, 2010, the CBM has granted licenses to open 19 domestic private banks and these banks provide domestic commercial banking services. At present, there were 27 domestic private banks granted license by the Central Bank.

The Central Bank of Myanmar has issued licenses to foreign banks to open their representative offices in Myanmar. There are 50 representative offices during 1993 to 2000. At now, the Central Bank has issued license to 20 foreign bank branches

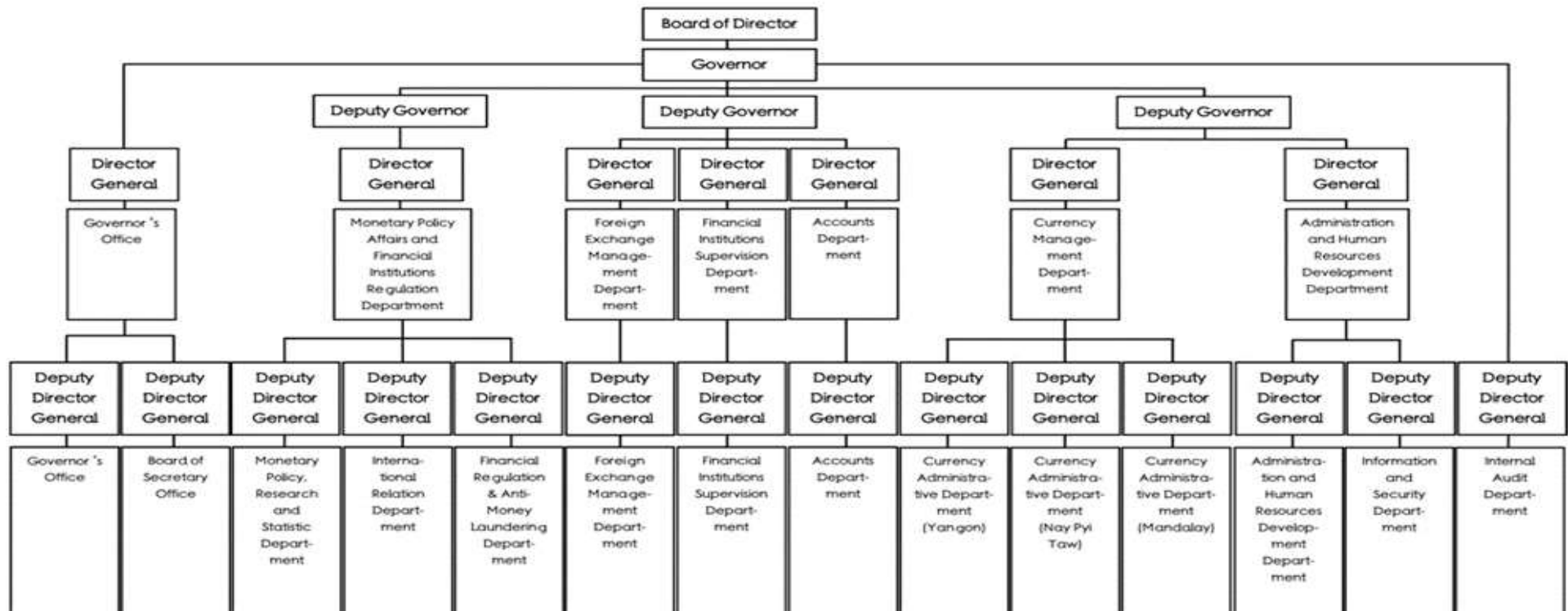
including 3 subsidiary, 35 representative office of foreign banks and 44 representative office of foreign finance companies.

The following 7 departments have carried out the duties and responsibilities of the Central Bank of Myanmar:

- (1) Governor's Office,
- (2) Administration and Human Resources Development Department,
- (3) Monetary Policy Affairs and Financial Institutions Regulation Department,
- (4) Financial Institutions Supervision Department,
- (5) Accounts Department,
- (6) Foreign Exchange Management Department and
- (7) Currency Management Department

Figure (3.1) presents the organization structure of the Central Bank of Myanmar.

Figure (3.1) Organization Structure of Central Bank of Myanmar



Source: <https://www.cbm.gov.mm/content/central-bank-myanmar-ornization-chart>



### **3.4 Work-Related Stress Factors at Central Bank of Myanmar**

The banking sector plays an important role for the economic development of the country and it has been going through enormous changes in organization and structure. Therefore, banks need to build strong capabilities, development and competencies across various sectors.

In Myanmar Banking Sector, Central Bank of Myanmar (CBM) has taken over the role as the regulator and supervisor with the aim to preserve and maintain the domestic price stability. Upon the guidance of the Ministry of Finance & Revenue, the CBM is responsible for financial stability and supervision of the financial sector in Myanmar. According to the nature of work, CBM staffs have to work under the unrealistic deadlines in order to complete the operations and implement the various tasks with less human resources as the staffs are operating with about two-thirds of their previous workforce after the changes in 2021. Therefore, the workload of the staffs increased day by day and they often work overtime.

In Central Bank, most of the staffs have to spend most of their time in workplace rather than their home. Therefore, they need to have good relationship with their colleagues because happy working environment can support staffs to perform their duties more effectively. If the working environment is uncomfortable, the staffs can become stressed. Most of the CBM staffs rarely share the ideas and information among them and that can disturb the relationship among them. The staffs who are in difficult relationships with colleagues at the same level, senior officers and junior officers can become a source of pressure at work they can feel isolated at workplace. Lack of fair personnel evaluation by Senior Officers in assigning tasks, in choosing for foreign trips and seminars, lack of mutual respect among the colleagues, lack of cooperation and communication can disturb the interpersonal relationship of the staffs in their workplace.

Due to the changes of trends and working style of banking industry in Myanmar, the staffs at the Central Bank of Myanmar (CBM) need to be skillful in Information Technology and try to adapt the other dynamic changes happening in their professions. The Central Bank of Myanmar (CBM) is working on the implementation of the online payment platform; CBM Net System, SWIFT System, Oracle Accounting System and using various tools such as Thomson Reuters Software, ERS Software, Bloomberg Terminal software. Therefore, CBM staffs need the skills to participate in various bank

operations and activities by using such electronic platforms and software. CBM often provide on job trainings and other oversea trainings held by the International Organizations to improve the proficiency skill, ability and knowledge of the staffs. But, some of the staffs still need to acquire the sufficient knowledge in order to adapt the new technologies and they feel lack of confidence to perform the bank operations.

In order to implement the various banking activities and operations, the staffs have to work overtime and difficult to spend time with the family members. Thus, they cannot participate the family activities, cannot care for elderly family members, their kids and partners and fail to solve family problems in time. Too much work and family duties are affecting the family cohesion of the staffs because most of the staffs always come to their home late and they hardly have time for the family. Therefore, the staffs blessed to have the supportive family member who help their career development and daily activities at home. Among the staffs, female staffs experience more work-family conflict than male staffs as they are shouldering the responsibilities not only at the workplace but also in their home.

In order to adapt the rapidly changing business environment in banking sector, the Central Bank of Myanmar have to issue various instructions, directives, urgently establish the government policies and implement the Central Bank operations. Thus, CBM staffs are performing various roles with various obligations urgently. Urgent work can improve the motivation of the staff, but it is more challenging for the staffs. But, there is no clear outlines and goals, staffs did not know what procedures to use to accomplish the work and what responsibilities are in performing their tasks. In this situation, staffs perceive work-related stress and this can have physical and psychological effects on the staffs.

## **CHAPTER IV**

### **ANALYSIS ON THE EFFECT OF WORK-RELATED STRESS ON EMPLOYEE BURNOUT**

This chapter discusses the survey analysis and findings from the middle level 110 staffs of Yangon Branch, Central Bank of Myanmar. This chapter divided by five parts. First part is research design. Second part presents the reliability analysis. Third part shows the characteristics of respondents. Fourth part is analysis on work-related stress factors (stressor). Fifth part is the effect of stressors on work-related stress by using the correlation analysis and regression analysis. Last part is the effect of work-related stress on employee burnout by using the correlation analysis and regression analysis.

#### **4.1 Research Design**

A research design also called a research strategy and it is a plan to answer a set of questions. Quantitative research method was used in this study. Both primary and secondary data was collected in this study. Primary data was collected 50% of total 200 middle-level staffs at Yangon Branch, Central Bank of Myanmar. The survey conducted on 110 middle-level staffs including Deputy Director, Assistant Director, Staff Officer and Office Superintendent by using a simple random sampling method. Secondary data was obtained from textbooks, previous research papers, journals, articles, and survey reports from internet websites.

The survey questionnaire was divided into three sections: Section (A) characteristics of respondent with 6 questions whereas gender, age level, marital status, educational qualification, position and working experience. Section (B) work-related stress factors includes work overload, interpersonal relationship, personal inadequacy, work-family conflict and role ambiguity with 30 questions and Section (C) burnout includes emotional exhaustion, personal accomplishment and depersonalization with

12 questions. The survey questionnaire used five points 'Likert Scale' (Strongly disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, and Strongly agree = 5).

The results of the survey were collected in excel sheets and analyzed using Statistical Package for the Social Sciences (SPSS) software to identify the key factors. The questionnaire was first written in English and then translated into Myanmar had attached in Appendix.

This research is applied on the descriptive statistics, reliability analysis, correlation analysis and multiple regression analysis on the effect of work-related stress on employee burnout at Central Bank of Myanmar (Yangon Branch).

#### **4.2 Reliability Analysis**

Reliability analysis calculated and described as shown in following Table (4.1). In the study of work-related stress factors include work overload measured with five items, interpersonal relationship measured with five items, personal inadequacy measured with five items, work-family conflict measured with five items, role ambiguity measured with five items and work-related stress measured with five items. In the study of burnout includes emotional exhaustion measured with four items, personal accomplishment measured with four items and depersonalization measured with four items.

The reliability scale is assessed by Cronbach's Alpha, the most commonly used mean of estimating reliability. The Cronbach's Alpha values are less than 0.5 is not acceptable, between 0.5 and 0.6 is bad level, between 0.6 and 0.7 is doubtful, between 0.7 and 0.8 is accepted, between 0.8 and 0.9 is good level and more than 0.9 is very good level (Taber, 2017). The following table shows the Cronbach's Alpha for each item of work-related stress factor.

**Table (4.1) Reliability Analysis**

<b>Variables</b>	<b>Items</b>	<b>Cronbach's Alpha</b>
Work Overload	5	0.863
Interpersonal Relationship	5	0.721
Personal Inadequacy	5	0.846
Work-Family Conflict	5	0.719
Role Ambiguity	5	0.851
Work-Related Stress	5	0.783
Emotional Exhaustion	4	0.761
Personal Accomplishment	4	0.749
Depersonalization	4	0.827

Source: SPSS Output, 2022

According to result of Table (4.1), the Cronbach's Alpha value of work overload, personal inadequacy and role ambiguity are between 0.8 and 0.9 reported that good level. The Cronbach's Alpha value of interpersonal relationship, work-family conflict and work-related stress are between 0.7 and 0.8 reported that accepted level.

The Cronbach's Alpha values of emotional exhaustion are between 0.7 and 0.8 reported that acceptable level. And depersonalization is between 0.8 and 0.9 mentioned that good level. Therefore, the results of reliability analysis are suitable for the study.

### 4.3 Characteristics of Respondents

Table (4.2) presents the characteristics of 110 respondents in the survey area.

**Table (4.2) Characteristics of Respondents**

<b>Particular</b>	<b>No. of Respondents</b>	<b>Percentage</b>
<b>Gender</b>		
Male	22	20
Female	88	80
<b>Total</b>	<b>110</b>	<b>100</b>

<b>Particular</b>	<b>No. of Respondents</b>	<b>Percentage</b>
<b>Age Group (Years)</b>		
≤ 25	5	5
Between 25 to 35	22	20
Between 36 to 45	32	29
Between 46 to 55	39	36
More than 55	12	10
<b>Total</b>	<b>110</b>	<b>100</b>
<b>Marital Status</b>		
Single	46	42
Married	62	56
Others	2	2
<b>Total</b>	<b>110</b>	<b>100</b>
<b>Educational Qualification</b>		
Bachelor's Degree	73	66
Post Graduate Diploma	4	4
Master's Degree	27	25
Others	6	5
<b>Total</b>	<b>110</b>	<b>100</b>
<b>Position</b>		
Deputy Director	9	8
Assistant Director	18	16
Staff Officer	30	27
Office Superintendent	53	49
<b>Total</b>	<b>110</b>	<b>100</b>
<b>Working Experience (Years)</b>		
Less than 5	2	2
Between 5 to 10	18	16
Between 10 to 15	21	19
Between 15 to 20	50	46
More than 20 Years	19	17
<b>Total</b>	<b>110</b>	<b>100</b>

Source: Survey data, 2022

From Table (4.2), the majority of respondents were female and the married person. Mostly respondents have between 46 years to 55 years. As indicated that the educational qualification of respondents, 73 respondents (66%) got bachelor degree, 27 respondents (24%) were master level and remaining respondent were post graduate diploma and other educational qualification. Within 110 respondents, 9 respondents (8 %) were Deputy Director position at Central Bank of Myanmar, 18 respondents (16%) were Assistant Director position, 30 respondents (27%) were Staff Officer and 53 respondents (49%) were Office Superintendent in Central Bank of Myanmar. The majority of respondents have working experience between 15 years to 20 years at Central Bank of Myanmar.

#### 4.4 Analysis on Work-Related Stress Factors (Stressors)

This section presents the objective of the study to analyze the work-related stress factors (stressors) at the Central Bank of Myanmar. The work-related stress factors (stressors) include five independent variables such as work overload, interpersonal relationship, personal inadequacy, work-family conflict and role ambiguity.

The overall mean score interpretation used by Landell (1997). The mean score interpretation consists of low level is between 1.00 to 2.33, moderate level is between 2.34 to 3.67 and high level is between 3.68 – 5.00.

##### 4.4.1 Work Overload

The following Table (4.3) shows the descriptive statistics data of 110 answers to the work overload questions.

**Table (4.3) Employee Perception of Work Overload**

No.	Description	Mean	Std. Dev
1.	Often work overtime in the work.	3.76	1.004
2.	Workload is heavy at work.	3.56	0.924
3.	Current workload has been increased than last year.	3.81	0.943
4.	Have to work very hard in the work.	3.75	0.950
5.	Have to give continuous attention to the work.	3.71	0.839
<b>Overall Mean Value</b>		<b>3.72</b>	

Source: SPSS Output, 2022

From (Table 4.3), the mean value 3.76 showed that most of the respondents have to work overtime in their department. The mean value 3.56 mentioned that they were overworked at Central Bank of Myanmar. The mean value 3.81 mentioned that current workload increased from last year. The mean value 3.75 mentioned that the respondents have to work very hard in Central Bank of Myanmar. The mean value 3.71 mentioned that the respondents have to give continuous attention to the work. The overall mean value 3.72 indicates the staffs perceive that they have high level of work overload.

#### 4.4.2 Interpersonal Relationship

Table (4.4) shows 110 respondents answers to the interpersonal relationship questions.

**Table (4.4) Employee Perception of Interpersonal Relationship**

No.	Description	Mean	Std. Dev
1.	Having conflicts or unhappiness with colleagues.	3.21	0.874
2.	Isolated at the work.	2.72	0.907
3.	Difficulty in dealing with colleagues.	2.71	0.939
4.	Work does not have the fair personnel evaluation.	3.17	1.071
5.	Rarely share interesting idea with colleagues.	3.34	1.169
<b>Overall Mean Value</b>		<b>3.03</b>	

Source: SPSS Output, 2022

According to result of Table (4.4), the mean value 3.21 mentioned that most of the respondents have conflicts and unhappiness issues with their colleagues. The mean value 2.72 showed that mostly respondents are disagreed to the feeling of lonely at work. The mean value 2.71 indicates that there are no difficult relationships with colleagues. The mean value 3.17 mentioned the respondents agreed to this question. The mean value 3.34 reported that the respondents were not sharing an interesting idea with their colleagues. The overall mean value 3.03 indicates staffs feel above the moderate level of burnout by decreasing the interpersonal relationship at work.



#### 4.4.3 Personal Inadequacy

The following Table (4.5) presents the descriptive statistics of personal inadequacy.

**Table (4.5) Employee Perception of Personal Inadequacy**

No.	Description	Mean	Std. Dev
1.	Worried about the future career development	3.42	1.095
2.	Not ready to open to new ideas.	3.83	1.012
3.	Lack of skills to perform the work.	3.57	1.053
4.	Lack of focus on new innovations and technologies.	3.73	1.013
5.	Lack of confident in ability to solve problems.	3.16	1.177
<b>Overall Mean Value</b>		<b>3.54</b>	

Source: SPSS Output, 2022

According to result of Table (4.5), the mean value 3.42 mentioned that most of the respondents have worried about their future career development in Central Bank of Myanmar. The mean value 3.83 showed that most of the respondents have agreed to feel that they are not ready to open to new ideas. The mean value 3.57 indicates that there is lack of skills to perform the work. The mean value 3.73 mentioned the respondents agreed that they are lack of focus on new innovations and technologies. The mean value 3.16 reported that the respondents are not confident to solve the problems they may encounter in life. The overall mean value 3.54 indicates they feel above the moderate level of personal inadequacy at workplace.

#### 4.4.4 Work-Family Conflict

The following Table (4.6) is descriptive statistics of work-family conflict.

**Table (4.6) Employee Perception of Work-Family Conflict**

No.	Description	Mean	Std. Dev
1.	The feeling of a heavy financial burden on family.	2.82	1.060
2.	Because of the long working hours, cannot spend time with family members.	3.86	0.981
3.	Family problems cannot solve in time.	3.38	1.109
4.	The demand of family life interferes with achieving success in the career.	2.93	1.038
5.	Family members do not have enough understanding and support for the work.	2.47	1.020
<b>Overall Mean Value</b>		<b>3.09</b>	

Source: SPSS Output, 2022

Above from Table (4.6), the mean value 2.82 mentioned that most of the respondents were not feeling to have a heavy financial burden on their family. The mean value 3.86 showed that most of the respondents have agreed they have not spent time with family members due to their long working hours. The mean value 3.38 indicates that the respondents have not easy to solve family problem in time. The mean value 2.93 mentioned the respondents answer neutral to this question. The mean value 2.47 mentioned that the family members cannot understand and support for the work. The overall mean value 3.09 showed the staffs perceive that they have above the moderate level of work-family conflict.

#### **4.4.5 Role Ambiguity**

Table (4.7) presents the descriptive statistics of role ambiguity.

**Table (4.7) Employee Perception of Role Ambiguity**

No.	Description	Mean	Std. Dev
1.	Do not know what procedures to use to get the work done.	3.65	1.044
2.	Do not know exactly what is expected of me in work.	3.50	1.056
3.	Do not know what my responsibilities are in performing the work.	3.48	1.081
4.	Have to work under vague directives.	3.54	1.072
5.	The goals and objectives at work are quite unclear or not well-planned.	3.32	1.004
<b>Overall Mean Value</b>		<b>3.50</b>	

Source: SPSS Output, 2022

According to result of Table (4.7), the mean value 3.65 indicates most of the respondents are not clear the procedures for work done. The mean value 3.50 showed that the respondents are not sure what is expected of their work and the mean value 3.48 indicates the respondents have not known what responsibilities are in performing their work. The mean value 3.54 mentioned the respondents agreed that they are working under vague directives. The mean value 3.32 reported that the respondents agreed to this question. The overall mean value 3.50 indicates the staffs feel above the moderate level of role ambiguity at Central bank of Myanmar.

The following Table (4.8) presents the overall mean value of work-related stress factors. It includes work overload, interpersonal relationship, personal inadequacy, work-family conflict and role ambiguity.

**Table (4.8) Summary Mean Value of Work-Related Stress Factors**

Description	Mean
Work Overload	3.72
Interpersonal Relationship	3.03
Personal Inadequacy	3.54
Work-Family Conflict	3.09
Role Ambiguity	3.50

Source: SPSS Output, 2022

From the finding of the Table (4.8), it can be suggested that the respondents feel that they perceive work related stress in their workplace. In the comparison of mean scores in independent variables from table (4.9), it is pointed out that the staffs feel they have high level of work overload and above the moderate level of personal inadequacy, role ambiguity, work-family conflict and interpersonal relationship at the workplace.

#### 4.5 Effect of Stressors on Work-Related Stress

This section tries to find out the objective two of the study, to analyze the effect of factors influencing on work-related stress at Central Bank of Myanmar. This section analyzes the employee perception of work-related stress, relationship between stressors and work-related stress and the effect of stressors on work-related stress.

##### 4.5.1 Work-Related Stress

Table (4.9) presents the descriptive statistics of work-related stress.

**Table (4.9) Employee Perception of Work-Related Stress**

No.	Description	Mean	Std. Dev
1.	Working conditions are not appealing.	3.63	1.030
2.	There is no time for many interests/hobbies outside of work.	3.75	1.009
3.	Self-esteem is lower than I would like it to be.	3.23	1.046
4.	Having to work intensively.	3.54	1.073
5.	No confident in my ability to carry out work.	3.38	1.109
<b>Overall Mean Value</b>		<b>3.51</b>	

Source: SPSS Output, 2022

Above from Table (4.9), the mean value 3.63 indicates the most of respondents answered that their working conditions are not appealing. The mean 3.75 mentioned that mostly respondents have not spare time for their hobbies. The mean value 3.23 reported that they have agreed to the question. The mean value 3.54 indicates they have to work intensively. The mean value 3.38 mentioned that the majority of respondents have not confident in their ability to carry out their work. The overall mean value 3.51

reported that the staff perceive above moderate level of work-related stress due to the nature of work, work overload and insufficient staff.

#### 4.5.2 Relationship between Stressors and Work-Related Stress

This section of the analysis presents correlation statistical technique that can show whether and how strongly pairs of variables are related. The correlation coefficient ranges from -1.0 to +1.0. If the value is positive, it means that as one variable gets larger, the other gets larger. If the value is negative, it means that as one variable gets larger, the other gets smaller.

Table (4.10) shows the result of correlation analysis between independent variables (stressors) and dependent variable (work-related stress).

**Table (4.10) Correlation Analysis between Stressors and Work-Related Stress**

Stressors	Work-Related Stress
Work Overload	0.849** .000
Interpersonal Relationship	0.384** .000
Personal Inadequacy	0.735** .000
Work-Family Conflict	0.207** .000
Role Ambiguity	0.769** .000

Source: SPSS Output, 2022

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

According to result of Table (4.10), the correlation value 0.849 mentioned that there is positive strongly relationship between work overload and work-related stress. The correlation value 0.384 indicated that there is positive weakly relationship between interpersonal relationship and work-related stress. The correlation value 0.735 indicated that there is positive strongly relationship between personal inadequacy and

work-related stress. The correlation value 0.207 indicated that there is positive weakly relationship between work-family conflict and work-related stress. The correlation value 0.769 indicated that there is positive strongly relationship between role ambiguity and work-related stress.

#### 4.5.3 Analysis the Influencing Factors of Stressors on Work-Related Stress

Table (4.11) shows the regression analysis of stressors and work-related stress.

**Table (4.11) Regression Analysis of Stressors on Work-Related Stress**

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.035	.276		3.746	.000
Work Overload	.693***	.074	.669	1.234	.000
Interpersonal Relationship	.014	.109	.048	1.870	.021
Personal Inadequacy	.601**	.072	.628	1.379	.001
Work-Family Conflict	.003	.097	.481	2.486	.042
Role Ambiguity	.783***	.052	.821	4.735	.000
N	110				
Adjusted R <sup>2</sup>	0.729				
F value	2.520				

Source: SPSS Output, 2022

According to SPSS Output, the Beta value of work overload is 0.669 at 0.000 significant level. The Beta value of interpersonal relationship is 0.048 at 0.021 significant level. The Beta value of personal inadequacy is 0.628 at 0.001 significant level. The Beta value of work-family conflict is 0.481 at 0.042 significant level. The Beta value of personal inadequacy is 0.628 at 0.001 significant level. The Beta value of role ambiguity is 0.821 at 0.000 significant level. Therefore, the work-related stress factors (stressors) are positively significant on the work-related stress.

Regarding the result of significant value, the work-overload, personal inadequacy, role ambiguity, interpersonal relationship and work-family conflict are considered to be the influencing factors on the work-related stress because their significant value was less than p-value 0.05. Among these factors, role ambiguity is the most significant factor to the work-related stress (B = 0.783).

R-Squared is a measure of statistical fit that indicates how much of the variance in the variable is explained by the independent variables in the regression model. According to the result, adjusted R square 0.729 explained that this model can explain about 72.9% of the variation of stressors on work-related stress.

#### 4.6 Effect of Work-Related Stress on Employee Burnout

This section tries to find out the objective three of the study, to analyze the effect of work-related stress on employee burnout at Central Bank of Myanmar. This section interprets the employee perception of burnout, relationship between work-related stress and burnout and the effect of work-related stress on burnout.

##### 4.6.1 Burnout

The employee burnout can be measured by three dimensions; the emotional exhaustion, personal accomplishment and depersonalization.

Emotional exhaustion is the feeling of emotional fatigue and exhaustion due to accumulated stress from personal or work life, or a combination of both. Emotional exhaustion is one of the symptoms of burnout. Table (4.12) presents the descriptive statistics of emotional exhaustion.

**Table (4.12) Employee Perception of Emotional Exhaustion**

No.	Description	Mean	Std. Dev
1.	At the end of the working day, feeling exhausted.	3.84	1.000
2.	Feeling emotionally drained from the work.	3.46	0.974
3.	Having great concerns to some of my colleagues.	3.23	0.962
4.	Working with people all day is really great stress.	3.24	1.108
<b>Overall Mean Value</b>		<b>3.44</b>	

Source: SPSS Output, 2022

From Table (4.13), the mean value 3.84 showed that staffs are tired at the end of the working day. And also, the mean value 3.46 indicates the respondents feel emotionally drained from their work. The mean value 3.23 reported that the respondents answered they have great concerns to some colleagues. And the mean value 3.24 mentioned that the respondents agreed working with people all day is really great stress for them. The overall mean value 3.44 reported that the staff feel above the moderate level of emotional exhaustion.

Table (4.13) presents the descriptive statistics of personal accomplishment.

**Table (4.13) Employee Perception of Personal Accomplishment**

No.	Description	Mean	Std. Dev
1.	Many meaningful things cannot accomplish in this work.	2.78	0.961
2.	At work, emotional problems are not solved very calmly.	2.88	1.011
3.	Rarely feel energized at work.	3.35	0.963
4.	Not easy to create a relaxed atmosphere with colleagues.	3.14	1.00
<b>Overall Mean Value</b>		<b>3.04</b>	

Source: SPSS Output, 2022

Above from Table (4.13), the mean value 2.78 indicates the respondents answered neutral to the question. The mean value 2.88 mentioned that mostly respondents answered neutral to the question. And also, the mean value 3.35 reported that the respondents rarely feel energized in their work. The mean value 3.14 mentioned that the respondents answered they cannot easily create a relaxed atmosphere with their colleagues. The overall mean value 3.04 reported that the staff feel above the moderate level of personal accomplishment.

The following Table (4.14) presents the descriptive statistics of depersonalization.



**Table (4.14) Employee Perception of Depersonalization**

No.	Description	Mean	Std. Dev
1.	Feeling I treat some colleagues as if they were impersonal objects.	3.25	0.913
2.	Not care what happens to some colleagues.	3.19	1.009
3.	Becoming more insensitive toward people since I took this work.	3.25	1.018
4.	Hardening emotionally by this work.	3.42	0.952
<b>Overall Mean Value</b>		<b>3.23</b>	

Source: SPSS Output, 2022

Above from Table (4.14), the mean value 3.25 showed that most of respondents agreed to the question. The mean value 3.19 reported that the respondents agreed that they do not really care what happens to some colleagues. The mean value 3.25 reported that the respondents agreed that they have become more insensitive toward people since starting this work. The mean value 3.42 mentioned that mostly respondents worried about the mental stress because of the work. The overall mean value 3.23 reported that the staffs feel above the moderate level of depersonalization.

**Table (4.15) Summary Mean Value of Burnout**

Description	Mean
Emotional Exhaustion	3.44
Personal Accomplishment	3.04
Depersonalization	3.23
<b>Overall Mean Value of Burnout</b>	<b>3.24</b>

Source: SPSS Output, 2022

From Table (4.15), The overall mean value 3.44 reported that the respondents feel above the moderate level of emotional exhaustion. The overall mean value 3.04 reported that the respondents feel above the moderate level of personal accomplishment. The overall mean value 3.23 reported that the respondents answered they feel above the moderate level of depersonalization. Overall mean score 3.24 indicates CBM staffs feel above the moderate level of burnout at the workplace. It seems to be happened because bank staff as service providers, might be patient in nature

and they are accustomed to their work environment. Particularly in Myanmar culture, people used to be patient and kind to others, and this can also be another reason.

#### 4.6.2 Relationship between Work-Related Stress and Burnout

This section of the analysis presents correlation statistical technique that can show whether and how strongly pairs of variables are related. The correlation coefficient ranges from -1.0 to +1.0. If the value is positive, it means that as one variable gets larger, the other gets larger. If the value is negative, it means that as one variable gets larger, the other gets smaller.

Table (4.16) shows the result of correlation analysis between burnout and work-related stress.

**Table (4.16) Correlation Analysis between Work-Related Stress and Burnout**

Work-Related Stress	Burnout
Work-Related Stress	0.726** .000

Source: SPSS Output, 2022

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

According to result of Table (4.16), the correlation 0.726 mentioned that there is positive strongly relationship between work-related stress and burnout. The result showed that the employee burnout related with work-related stress of staffs at Central Bank of Myanmar.

#### 4.6.3 Analyzing the Effect of Work-Related Stress on Burnout

The following Table (4.17) shows the linear regression analysis of work-related stress on burnout

**Table (4.17) Regression Analysis of Work-Related Stress on Burnout**

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.355	.245		9.617	.000
Work-Related Stress	.642***	.079	.385	4.335	.000
N	110				
R <sup>2</sup>	0.915				
F value	18.796				

Source: SPSS Output, 2022

According to Table (4.17), p-value of work-related stress is 0.000 and it can consider to be significant at 1% level. The result shows that work-related stress has a positive influence on the employee burnout of the Central Bank. Regarding the result of significant value, the staffs are suffering from the symptoms of burnout due to the work-related stress because their significant value was less than p-value 0.05.

According to the SPSS Output, R-Squared value of 0.915 means that 91.5% of the total variance in burnout is accounted by work-related stress. This study points out that work-related stress and employee burnout are positive relationship at their work place. Therefore, if the level of the work-related stress of the staffs increased, the level of the burnout will increase at the Central Bank of Myanmar.

## **CHAPTER V**

### **CONCLUSION**

This chapter is composed with three parts; findings and discussion, suggestions and recommendations, and need for further study. The study analyzed the effect of work-related stress and employee burnout at the Central Bank of Myanmar. The study shed light on some interesting findings regarding stress factors.

#### **5.1 Findings and Discussions**

Regarding the first objective of the study, examining the work-related stress of employees at the Central Bank of Myanmar. According to the result of overall mean value of work-related stress factors, the mean value of work overload indicates that staffs perceive that they have a high level of work overload as their current workload has been increased than last year. The mean value of interpersonal relationship indicates that staffs feel above the moderate level of interpersonal relationship and they rarely share interesting ideas with colleagues at work. The mean value of personal inadequacy of bank staff indicates they feel above the moderate level of personal inadequacy and staffs are not ready to open to new ideas. The mean value of work-family conflict showed that staffs perceive that they have above the moderate level of work-family conflict. Because they have to work all the time and they cannot spend time with family members. The mean value of role ambiguity indicates that staffs feel above the moderate level of role ambiguity and they do not know what procedures to use to get the work done.

Regarding the second objective of the study, analyzing the effect of factors (stressors) influencing on work-related stress. The study found that work overload, personal inadequacy, role ambiguity, interpersonal relationship and work-family

conflict are considered to be the influencing factors of the work-related stress and role ambiguity is the most influencing factor of the work-related stress at CBM.

The study revealed that work overload is directly effect on work related stress as the more workload at work, the stress level of CBM staffs will increase. Central Bank of Myanmar is also a government organization in which staffs have to work extra hard toward implementing government policies in time. Staffs may be pressured by deadlines they have to meet and how to balance well for effective working which may cause the work-related stress and affect their work ability.

Moreover, the study revealed that personal inadequacy is directly effect on work related stress. In general, feelings of inadequacy are caused by a lack of self-esteem. Globalization and the new economy have determined significant changes in the banking sector and such changes effect on bank staffs, not just in the workplace but also in their daily lives. Therefore, CBM staffs have to try to adapt the new technologies, new ideas and concepts in order to perform their daily tasks and it was a challenge for the new staffs, older staffs and some of the staffs who are not match their degree and their current career. In this situation, the staffs have lack of confident to perform the work with new policies and new technologies, personal inadequacy occurs and the staffs feel work related stress.

The study pointed out that role ambiguity is directly effect on the work related stress of the CBM staffs. Most of the staffs are always stressed when their Senior Officers give them the task without explicit instruction and goals to be met. Due to the lack of clear outlines for the tasks, roles and responsibilities, the staffs do not know what procedures they have to use and what responsibilities they have to perform at work. In this situation, role ambiguity occurs and this may cause the staffs to feel work related stress.

According to the result, work family conflict is the influencing factor of the work-related stress of CBM staffs. In accordance with the nature of work, staffs have to spend additional time for an explicit project or bank operations. This situation prevents them from having the sufficient time to spend with the family members and there is no spare time left to do something interesting. Therefore, staffs are facing conflicts among their career and family life and they may feel the stress. Work-Family conflict is a problematic matter for both employee and the organization as some staffs are trying for premature retirement to solve this problem.

The study found that interpersonal relationship is considered to be the influencing factor of the work-related stress at CBM. Interpersonal relationship plays a key role for the outcome of activities in the workplace. Therefore, staffs have to try to create the proper relationship between co-workers, Senior Officers and Junior Officers as staffs have to spend most of their time in workplace rather than their home. To be a happy working environment, staffs need to share the information and ideas among them. Lack of mutual respect between colleagues, lack of the fair personnel evaluation by Senior Officers, the feeling of isolated at workplace cause the work – related stress and affect the mental health of the staffs.

Regarding the third objective of the study, analyzing the effect of work-related stress on employee burnout at the Central Bank of Myanmar. The study found that work related stress is positive strongly relationship with the employee burnout. Regarding the result of significant value, if the staffs perceived work-related stress, they would suffer from the symptoms of burnout at Central Bank of Myanmar.

According to the findings of the mean value results, CBM staffs perceive that they have above the moderate level of burnout and therefore they experience the job burnout of emotional exhaustion and the depersonalization than personal accomplishment. The staffs feel exhausted and emotionally drained from the work due to the burnout of emotional exhaustion. The depersonalization causes the staffs significant distress or impairments in social and occupational.

In conclusion, all staffs have their own responsibilities at work and work-related stress. This study points out that the middle level staffs at the Central Bank of Myanmar perceive work related stress in their daily lives. Because of the stress, the staffs often feel physical and emotional exhaustion but they turned their stress into motivation to work.

## **5.2 Suggestions and Recommendations**

In Myanmar Banking Sector, Central Bank of Myanmar (CBM) has taken over the role as the regulator with the aim to preserve and maintain the domestic price stability. In order to attain such aims and adapt the current economic situations, CBM staffs have to perform with extra workload to meet deadlines and face high level of stressful issues.

Work-related stress is one of the most significant problems for both employees and organizations. Stress can take place when there is a gap between job requirements, capabilities and resources. Therefore, Senior Officers at management level of the Central Bank should monitor and examine the working environment for stress-related factors besides creating a healthy working environment for all staffs.

The stressors identified in the study are over workload with long working hours, interpersonal relationship at working environment, technical problems at work, not having enough time for family, and not clear about the role and responsibilities at work.

The study shows that these pressures lead to physical and emotional exhaustion of the staffs. Therefore, this study recommends that human resource practitioners at management level should plan stress management strategies for CBM staff to apply the solutions because it is vital to ensure their wellbeing towards sustaining their performance.

The pandemic (Covid-19) has led to several changes in the workplace in both government institutions and non-governmental organizations. As a result, CBM staffs have to work extra hard in order to implement their tasks with very short deadlines causes the work-related stress. Therefore, the management level should encourage the open communications towards ensuring a positive working relationship with the staffs. Because open communication is one of the best ways to encourage communication between staffs and making them to speak out is one of the excellent solutions to reducing stress.

This study recommends that tasks should be prioritized in order to increase the level of time management skill of the staff as proper time management is crucial in meeting deadlines. Moreover, CBM need to recruit the human resources with the right job description in order to reduce the workload and personal inadequacy of the staff.

Some of the CBM staffs do not match their current job with their degree and far from IT Technology. New technologies always come with a lot of pressure, and causing stress on staffs who have to adapt to them. Staffs feel that they are lack of skills to perform the banking operations and personal inadequacy occurs at work. The study recommends that the management level should encourage the training programs, the information sharing and knowledge sharing programs among the staffs to improve the skills and knowledge related with the job responsibilities.

Currently, there was training programs at CBM but it does not cover for all the staffs due to the time and population limits. Therefore, the study recommends that the management level should improve the adoption of training programs on issues such as implementing regulations, conflict management, IFRS and Accounting Training, Computer Training and English Proficiency Training. Such training programs encourage communication among employees and also assist in improving their proficiency skills. Moreover, management level should regularly check if the staff assigned to a particular job have relevant training and experience.

Most of the staffs are always stressed when their Senior Officers give them the task without explicit instruction and goals to be met. Therefore, the study recommends that the management level should ensure to set the clear goals as setting clear goals will assist the staffs in avoiding ambiguity and effectively performing their duties. By setting clear goals and instructions for such staffs, their stress levels will significantly be reduced, and their work performance will increase.

As the committed and satisfied human resources are the supreme asset of the organization, management level should introduce the flexible working schedules and family friendly policies in order to maintain the work life balance and to avoid work family conflict of the staffs.

The study recommends that management level should understand interpersonal relationship is an important aspect in every organization and the effects of stress on their employees and review policies that subject the CBM staffs to stress. Moreover, the study suggests that management level should recognize the effort and success of the staffs in order to increase their job morale and motivation while reducing stress levels. Recognizing the staffs through various techniques such as offering rewards, offering promotion, choosing for abroad training and scholarship makes them more comfortable, and happier, decreasing their stress levels.

This study implies that management level should be aware of the workforce of the staff regarding the diversity of skills, experience, and present work culture to deal effectively with work stress. Moreover, the study indicates that workloads be reduced, implementing a rewards system, and setting clear job roles to reduce work stress.



### **5.3 Needs for Further Study**

The study analyzes the effect of work-related stress on the burnout of middle level staffs at the Central Bank of Myanmar (Yangon Branch). If the analysis can be conducted to all the positions in Naypyitaw Headquarter, Yangon Branch and Mandalay Branch, the next study will be more complete because the stress level can change according to the position.

The study only focuses to analyze the stressors; work overload, interpersonal relationship, role ambiguity, work-family conflict and personal inadequacy and therefore, this study does not cover all the factors that can influence on the work-related stress of the organization. Therefore, future researchers in the banking industry should analyze other work-related stressors that can effect on the burnout of the bank employees not only at the Central Bank but also at the private banks and government organizations.

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## APPENDIX

### SURVEY QUESTIONNAIRE

I am studying Master of Banking and Finance at Yangon University of Economics. I have designed the following questionnaire for “**The Effect of Work-Related Stress on Employee Burnout at Central Bank of Myanmar**” which requires for my thesis work as an integral part of the study to complete the Master Degree.

All information will be treated as confidential and the researcher undertakes not to reveal any individual information that appears in this questionnaire. You will require approximately 20 minutes completing these questionnaires. Read the questions and mark your response off with a tick in the box provided. Thank you for your participation.

#### Section (A) Characteristics of Respondent

##### 1. Gender

(a) Male

(b) Female

##### 2. Completed Age (Years)

(a) less than equal 25

(b) 26 ~ 35

(c) 36 ~ 45

(d) 46 ~ 55

(e) More than 55

##### 3. Marital Status

(a) Single

(b) Married

(c) Others



#### **4. Educational Qualification**

- (a) Bachelor's Degree
- (b) Post Graduate Diploma
- (c) Master's Degree
- (d) Doctorate
- (e) Others

#### **5. Position in Central Bank of Myanmar**

- (a) Deputy Director
- (b) Assistant Director
- (c) Staff Officer
- (d) Office Superintendent

#### **6. Working Experience in Central Bank of Myanmar**

- (a) Less than equal 5 Years
- (b) 5 ~ 10
- (c) 10 ~ 15
- (d) 15 ~ 20
- (e) More than 20 years

## Section (B) Work-Related Stress Factors

Please tick one answer for the following questions.

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

### 1. Work Overload

Description	1	2	3	4	5
I often work overtime in my work.					
I have a heavy workload at work.					
My current workload has been increased than last year.					
I have to work very hard in my work.					
I have to give continuous attention to my work.					

### 2. Interpersonal Relationship

Description	1	2	3	4	5
I have conflicts or unhappiness with colleagues.					
I feel isolated at the work.					
I have difficulty in dealing with my colleagues.					
My work does not have the fair personnel evaluation.					
I rarely share interesting idea with colleagues.					

### 3. Personal Inadequacy

Description	1	2	3	4	5
I am worried about my future career development					
I feel that I am not be ready to open to new ideas.					
I have lack of skills to perform the work.					
I have a lack of focus on new innovations and technologies.					
I do not have confident in my ability to solve problems that I might face in life.					

#### 4. Work-Family Conflict

Description	1	2	3	4	5
I feel that I have a heavy financial burden on my family.					
Because of the long working hours, I cannot spend time with family members.					
I cannot solve family problems in time.					
The demand of family life interferes with achieving success in my carrier.					
Family members do not have enough understanding and support for the work.					

#### 5. Role Ambiguity

Description	1	2	3	4	5
I do not know what procedures to use to get my work done.					
I do not know exactly what is expected of me in my work.					
I do not know what my responsibilities are in performing my work.					
I have to work under vague directives.					
The goals and objectives at work are quite unclear or not well-planned.					

#### 6. Work-Related Stress

Description	1	2	3	4	5
Working conditions are not appealing.					
I find that I don't have time for many interests/hobbies outside of work.					
My self-esteem is lower than I would like it to be.					
I have to work intensively.					
I am not confident in my ability to carry out my work.					

## Section (C) Burnout

Please tick one answer for the following questions.

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

### 1. Emotional Exhaustion

Description	1	2	3	4	5
At the end of the working day, I feel exhausted.					
I feel emotionally drained from my work.					
I have great concerns to some of my colleagues.					
Working with people all day is really great stress for me.					

### 2. Personal Accomplishment

Description	1	2	3	4	5
I feel I cannot accomplish many meaningful things in this work.					
In my work, I cannot deal with emotional problems very calmly.					
When I work, I rarely feel energized.					
I cannot easily create a relaxed atmosphere with my colleagues.					

### 3. Depersonalization

Description	1	2	3	4	5
I feel I treat some colleagues as if they were impersonal objects.					
I don't really care what happens to some colleagues.					
I've become more insensitive toward people since I took this work.					
I worry this work is hardening me emotionally.					

**Thanks for your time.**