

**INFLUENCE OF INSTITUTIONAL FACTORS ON THE  
EMPLOYEES' FRUSTRATION IN PRIVATE SECTOR BANKS  
AND THE MODERATING EFFECT OF GENDER  
(A STUDY IN BATTICALOA DISTRICT OF SRI LANKA)**



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**By:**

**JUNAID MOHAMED AROOS**

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**DEPARTMENT OF MANAGEMENT  
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## ABSTRACT

This study examines the influence of institutional factors on employee frustration in private sector banks within the Batticaloa District of Sri Lanka, with a particular focus on the moderating effect of gender. Utilizing primary data collected from 159 employees across eight private banks, the research aims to understand how various institutional factors such as communication, unclear authority, resource constraints, promotion and reward systems, and salary structure impact employee frustration. Additionally, it explores how gender moderates these relationships.

The study employs quantitative methods to analyze the data, using Pearson correlation and regression analysis to assess the significance and strength of the relationships between institutional factors and employee frustration. Key findings reveal that communication salary structure and promotion and reward systems are negatively correlated with employee frustration, suggesting that improvements in these areas can reduce frustration. Conversely, unclear authority and resource constraints are positively correlated with frustration, indicating that these issues exacerbate employee dissatisfaction. The analysis also finds that gender does not moderate the relationship between institutional factors and employee frustration, though its effect varies across different factors.

The study provides practical recommendations for private sector banks, including enhancing communication practices, clarifying authority structures, addressing resource limitations, and refining promotion and reward systems. It also emphasizes the need for gender-sensitive policies to accommodate the distinct experiences of male and female employees.

In conclusion, this research contributes to a deeper understanding of how institutional factors and gender dynamics influence employee frustration in the banking sector. It offers valuable insights into bank management and suggests avenues for future research to further explore these relationships and their implications.

***Key Words: Communication, Unclear Authority, Resource Constraint, Salary Structure, Promotion and Reward, Employees' Frustration, Private Sector Banks, Batticaloa, Sri Lanka***

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