

# Impact of Stress on Employee Productivity Performance and Turnover in Nepalese Commercial Banks

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## Abstract

This study analyzed the impact of stress on employee productivity performance and turnover in Nepalese commercial banks. The dependent variable selected for the study is employee turnover and employee productivity. Similarly, the selected independent variables are long hour, work life conflicts, job stress, lack of job security, and work overload. The primary source of data is used to assess the opinions of the respondents regarding long hour, work life conflicts, job stress, lack of job security, and work overload in Nepalese commercial banks. The study is based on primary data of 122 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the significance and importance of employee productivity in Nepalese commercial banks.

The study shows that long hour is positively correlated to employee turnover. It indicates that higher the long working hour, higher would be the employee turnover. Similarly, work life conflict is positively associated to employee turnover ' intention indicating that increase in work life conflicts leads to increase in employee turnover. Likewise, job stress is positively correlated to employee turnover indicating that job stress leads to increase in employee turnover. Similarly, job insecurity is positively correlated to employee turnover intention. This implies that higher the job insecurity, higher would be the employee turnover intention. Likewise, work overload is positively correlated to employee turnover intention. This reveals that increase in work overload leads to increase in employee turnover intention. The study shows that long hour is positively impact on employee productivity. It indicates that higher the long working hour, higher would be the employee productivity. Similarly, work life conflict is positively associated to employee productivity indicating that increase in work life conflicts leads to increase in employee productivity. Likewise, job stress is positively correlated to employee productivity indicating that job stress leads to increase in employee productivity. Similarly, job insecurity is positively correlated to employee productivity. This implies that higher the job insecurity, higher would be the employee productivity intention. Likewise, work overload is positively correlated to employee productivity intention. This reveals that increase in work overload leads to increase in employee productivity.

*Keywords:* long hour, work life conflicts, job stress, lack of job security, work overload, employee turnover, employee productivity

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## 1. Introduction

Employee productivity, performance, and turnover are critical concerns for organizations globally. The detrimental effects of stress on these factors have been extensively documented in literature. For instance, research indicates that high levels of stress among employees can significantly reduce their productivity (Smith, 2019). Stress not only impairs cognitive functions but also diminishes motivation levels, thereby hampering overall output (Jones & Wang, 2020).

Stress in the workplace has been identified as a significant factor affecting employee productivity, performance, and turnover. High levels of job stress have been associated with decreased productivity, increased absenteeism, and can lead to various health issues such as alcoholism, drug abuse, hypertension, and cardiovascular problems (Adewole *et al.*, 2021). Job stress is defined as a condition where job-related factors interact with the worker, influencing their performance and job satisfaction (Raamkhumar, 2023). Studies have shown

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that workplace stress and incivility directly impact turnover intentions (Mehmood *et al.*, 2023), and factors like job stress, work conflict, and workload have been found to have a significant effect on employees' performance (Paramita & Suwandana, 2022). On the other hand, psychological capital and resilience have been identified as positive resources that can help combat employee stress and turnover (Avey *et al.*, 2009). Psychological capital levels of employees can influence workplace stress and turnover intentions, with workplace stress partially mediating this relationship (Çelik, 2018). The impact of stress on employee performance can be both positive and negative. Optimal stress conditions can encourage employees to work at higher levels, while excessive stress can lead to decreased performance (Jahari, 2019). Occupational stress can have varying effects on employee performance, depending on the perceived level of stress by employees (Irawanto *et al.*, 2015). Furthermore, work stress and conflict have been found to have a negative influence on employee performance (Krisnawati & Lestari, 2018). This decline in performance is exacerbated by the physiological and psychological toll that stress exacts on individuals, influencing their ability to concentrate and make decisions effectively (Johnson, 2017).

In addition to productivity and performance, stress also plays a pivotal role in employee turnover rates. Employees experiencing chronic stress are more likely to seek alternative employment opportunities as a coping mechanism (Davis & Smith, 2021). This turnover not only disrupts organizational stability but also incurs substantial costs related to recruitment, training, and lost productivity (Roberts, 2016). Understanding these dynamics is crucial for organizations aiming to mitigate the adverse effects of stress on their workforce. By addressing stressors and implementing effective stress management strategies, organizations can enhance employee well-being, productivity, and retention (Adams & White, 2019).

Avey *et al.* (2009) explained that stress at work is an increasingly common feature of modern life. In recent years workplace stress has become a common problem for human resources managers. There is a continuous growth of competition, restructuring, layoffs, downsizing, technology changes and mergers in an organization and this leads to the increase the stress level among employees (Probst and Raisch, 2005). Work stress can come from a variety of sources and affect people in different ways. Stress is a mental or physical state that arises when a person feels something going against his/her thinking or feelings. The factors such as intricacy, workload, and an increase in responsibility are the causes which lead to stress. These factors are also known as stressors, and they always have a depressing and demolishing impact on employee's performances and productivity (Qasim *et al.*, 2014). Stressor negatively affects physical health as well as psychological wellbeing of human beings. Stress exists in every organization either big or small and stress may express itself differently in different work environments. Stress releases many negative outcomes such as lower job satisfaction, lower organizational commitment, and turnover intention (Applebaum *et al.*, 2010).

Work stress refers to the pressure or tension people feel in their life which is considered as an important fact influencing the organizational wellbeing and health of its employees. The study further stated that affects the behavior of employees in organizations (Patro and kumar, 2019). Michie (2002) stated that stress is changing to a common phenomenon among the employers and employees. Increasingly the stress level is changing rapidly among the employees due to a set of various reasons. Employees experience and feel stressed continuously and therefore the reactions of stress at the workplace are not a separate

aspect. Fairbrother and Warn (2003) stated stress at work is also increasing due to external factors such as technological advancement and changes in the economy of a country. Stress is also bound to occur in multinational companies where operation is global, and employees have different cultural backgrounds. Besides stress that could be caused by family or personal problems, stress at work has become even a greater problem because of job restructure, globalization, and more demand on the task at hand. This might lead to higher job insecurity which would make employees feel stressed and distressed. Tennant (2001) stated that the increased stress among employees motivated us to become interested, sensitive, and curious regarding the importance of the subject.

Many employees cannot cope with such rapid changes taking place in their jobs due to role conflicts, services for customers, contribution, rapid technological changes, and lack of customer response, there is high a degree of long working hours, role of conflict and political pressure and occupational work stress amongst the private and public sector bank employees (kishori and vinothini, 2016). Melchior *et al.* (2007) stated that stress alone is not a medical state, rather it is the vulnerability to stress that leads to mental disorder, risk of developing serious depression or anxiety compared with others in less stressful occupations. When someone experiences stress, there are many different symptoms and repercussions. Depending on the level and frequency of stress, some of these symptoms can become serious and cause many problems. Stress affects people both mentally and physically (Bhui *et al.*, 2016)

Mansoor (2011) stated that job stress can be described as the damaging physical and emotion of a person that arises when the wishes of the job do not compete with the abilities, means, or wants of the employee. Job stress can lead to bad strength and even damage. The study also concluded that the word stress is primarily from physical science where it means the strength engaged upon a purpose to reason destruction, winding, or breaking. In the case of human beings stress is repeatedly used to define the body's reaction to demand engaged upon it, whether these demands are favorable or unfavorable.

In the context of Nepal, occupation related stress among working people is drastically increasing in Nepal. Stress at the workplace has become an integral part of everyday life the managerial stress has been defined as the experience achieved by top level officers of unpleasant, negative emotions, such as anger, anxiety, tension, frustration, or depression resulting from some aspect of their work as Managers (kayastha *et al.*, 2012). Madan and Bajwa (2016) found that employees working in banks face a huge amount of stress specifically in private banks due to late working hours, superior- subordinate relationship, managers' attitude, and financial reward. Manandar (2011) asserted that social support from family and social support from the workplace have significant positive effects on work life balance of employees. Rayamajhi (2016) concluded that there are no significant differences between positions regarding the impact of organizational role of stress on their mental and physical health. Nepali (2010) stated that the performance of employees varies due to several factors, with stress being a prominent one. Chand and Sethi (1997) revealed that role conflict was the strongest predictor of organizational stress. Bishwokarma (2015) found that there is a negative effect of employee job engagement on the turnover behavioral decision of an employee in the banking industry in Nepal.

The above discussion shows that empirical evidences vary greatly across the studies on the impact of stress on employee productivity performance and turnover in commercial

banks. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to determine the impact of stress on employee productivity performance and turnover in Nepalese commercial banks. More specifically, it examines the relationship of long hour, work life conflicts, job stress, lack of job security, work overload, with employee turnover and employee productivity in Nepalese commercial banks.

The remainder of this study is organized as follows. Section two describes the sample, data and methodology. Section three presents the empirical results and the final sections draws the conclusion.

## 2. Methodological aspects

The study is based on the primary data. The data were gathered from 122 respondents through questionnaire. The respondents' views were collected on long hour, work life conflicts, job stress, lack of job security, work overload in Nepalese commercial banks. The study is based on descriptive and causal comparative research designs.

### *The model*

The model used in this study assumes that employee productivity and turnover depends upon stress of employee in Nepalese commercial banks. The dependent variable selected for the study are employee productivity and turnover. Similarly, the independent variables are long hour, work life conflicts, job stress, lack of job security and work overload. Therefore, the model to be estimated in this study is stated as follows:

$$ET = \beta_0 + \beta_1 LC + \beta_2 WLC + \beta_3 JS + \beta_4 LJC + \beta_5 WO + e$$

$$EP = \beta_0 + \beta_1 LC + \beta_2 WLC + \beta_3 JS + \beta_4 LJC + \beta_5 WO + e$$

Where,

ET= Employee turnover

EP=Employee productivity

LA= Long hour

WLC= Work life conflict

LJS= Lack of job security

JS= Job stress

WO= Work overload

E=Error term

Long hour range was measured using a 5-point Likert scale where respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Employees in industries with long working hours are more likely to have higher turnover rates", "Long working hours negatively impact job

satisfaction, leading to increased turnover intentions among employees.” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ( $\alpha = 0.930$ ).

Work life conflict was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Because of work overload I do have to make changes to my family plans Because of work overload I do have to make changes to my family plans”, “Because of office work and long working hours I am able to fulfill my family responsibilities” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ( $\alpha = 0.911$ ).

Job stress was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I find myself with insufficient time to do things I really enjoy”, “Job stress impacts turnover more in high-pressure industries” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ( $\alpha = 0.847$ ).

Lack of job security were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “My bank does not take adequate steps to retain key employees. ”, “I am not getting facilities regarding future securities”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ( $\alpha = 0.889$ ).

Work overload was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I am given unrealistic targets to achieve”, “I feel under pressure from deadlines”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ( $\alpha = 0.907$ ).

Employee turnover were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I believe employees intend to turnover because of poor employee relation in organization. ”, “I believe employee intent to turnover because of work pressure of the organization”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ( $\alpha = 0.980$ ).

Employee productivity were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I believe stress management training increases productivity in high-pressure jobs. ”, “I believe stress management training increases productivity in high-pressure jobs securities”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ( $\alpha = 0.980$ ).

The following section describes the independent variables used in this study along with hypothesis formulation:

#### *Long hour*

Some organization gives overtime to their employees and pay extra money for there over time, in meanwhile the overtime also destroys employee personal life and

increases the stress of employees (Dembe *et al.*, 2005). According to Dembe *et al.* (2005), employees are suffering from different kinds of physical and mental problems. Employees have not adequate time for their family and rest due to long hour, which affects the work-life balance also health condition of the employee, which increase employee's turnover and low organization commitment. According to Shields (1999), several mental problems arises due to long working hours. Gray (2004) found that that the level of satisfaction decreased with an increase in working hours. Asghar *et al.* (2018) stated that work-life balance is an important part of employees' lives. Furthermore, working time affect their work-life balance. In the same way, employees are working for long hours' employees will give less time to their family, while in less working hours' employees can have spent more time with their friends and family and cause stress (Maaz Ud Din and Farooq, 2017). According to Winton Au (2005), employees work hard for getting time for their personal life and try to take off just to spend some quality time with their families. Based on it, this study develops the following hypothesis.

H<sub>1</sub>: There is a positive relationship between long hour and employee turnover.

H<sub>2</sub>: There is a negative relationship between long hour and employee productivity.

#### *Work life conflict*

Majority people experience work to life conflict more because of non-flexibility of work schedules (Greenhaus and Parasuraman, 1999). Ozbag and Cicek (2014) revealed that there is a positive effect of work life conflict on turnover intentions on employees with younger children. Work life conflict for married respondents has a higher impact on turnover intention. Furthermore, family-work conflict has a positive impact on turnover intentions (Asghar *et al.*, 2018). Based on it, this study develops the following hypothesis:

H<sub>3</sub>: There is a positive relationship between work life conflict and employee turnover.

H<sub>4</sub>: There is a negative relationship between work life conflict and employee productivity.

#### *Job stress*

Job stress is a result of shift and night work in most of the companies of varied domains especially IT, IT-enabled services, manufacturing etc. It is quite inconvenient for the workers to adjust to the different shift timings on a periodical basis (Park *et al.*, 2016). The effect of adapting to shift timings could take a toll on health and create physiological and psychological distress. It is high time companies realize the need to extend support to the shift workers by proper interventions. Sleye (1973) explored in their study titled "Gender: a risk factor for occupational stress in the architectural profession" about gender differences in occupational health and well-being. The results of this study revealed female respondents to have a significantly lower job satisfaction which translated into difficult work-life conflict, turnover intentions and health issues. Kaur and Sharma (2016) found a negative relationship between job stress and job performance. Male employees were found to be more affected than their female counter parts. Job stress can be a game changer in certain times and also be a destructive weapon leading to more physical and mental health problems like heart diseases, obesity, headaches, depression, premature death etc. Organisations which do not address the rising job stress levels in their employees will see more employee turnover and depreciated productivity (Shrestha and Mishra, 2012). Thus, it is better to plumb into the

depths of job stress related causes and try to mitigate it at the earliest both for the welfare of the organization and the employees. Based on it, this study develops the following hypothesis:

H<sub>5</sub>: There is a positive relation between job stress and employee turnover.

H<sub>6</sub>: There is a negative relation between job stress and employee productivity.

#### *Lack of job security*

Employees working in any environment feel a strong threat to their security. Employees may have various skills and traits that will suit other jobs and firms, but not the present job. Ashford *et al.* (1989) found empirically that the greater the number of changes in an organization, the greater the perceived job insecurity by the employees in turn, this perceived job insecurity negatively related to organizational commitment, trust in organization, job satisfaction and ultimately, job performance. Davis and Smith (2021) revealed that there is a direct impact of job insecurity on employee's attitudes, performances and behavioral intentions over time and also concluded that as the feelings of job insecurity significantly increase, organizational commitment significantly decrease. An employee with a higher level of job security has a higher probability of losing the job soon. Heryanda (2019) examined the effect of job insecurity on turnover intention through employee job satisfaction. The study revealed that job insecurity has a negative and significant effect on job satisfaction. Similarly, the study also showed that job insecurity has a positive and significant effect on turnover intention. Employees who feel insecure and threatened at work are more likely to have stress and wish to change jobs as well (Ashford *et al.*, 1989). Based on it, this study develops the following hypothesis:

H<sub>7</sub>: There is a positive relationship between lack of job security and employee turnover.

H<sub>8</sub>: There is a negative relationship between lack of job security and employee productivity.

#### *Work overload*

Bliese and Castro (2000) defined work overload as an interrelation between actual work demands and psychological strain that comes from the meeting that demands. These psychological strains come when the actual demands are perceived to exit the capacity of the employee. Ahuja *et al.* (2007) revealed that the perceived work overload significantly positively associated with work life imbalance and turnover intention among IT professionals. Likewise, Qureshi *et al.* (2012) stated that there is a positive relationship between work overload and stress as well as lower job satisfaction. According to Hon *et al.* (2013), work overload has a positive relationship with stress among hospitality employees stress is often described as a feeling of depression anxiety and inability to cope with certain stimuli. Moreover, Hwang *et al.* (2014) identified that the work overload has a positive effect on employee turnover intention due to stress. According to George & Zakkariya (2015), work overload does not only decrease the performance but also create job stress that might negatively affect job satisfaction. Based on it, the study develops a following hypothesis:

H<sub>9</sub>: There is a positive relationship between work overload and employee turnover

H<sub>10</sub>: There is a negative relationship between work overload and employee productivity

### 3. Results and discussion

#### *Correlation analysis*

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with means and standard deviations have been computed, and the results are presented in Table 1.

Table 1

#### **Kendall's Tau correlation coefficients matrix**

This table presents Kendall's Tau coefficients between dependent and independent variables. The correlation coefficients are based on 122 observations. The dependent variable is ET (Employee turnover) and EP (Employee productivity). The independent variables are LH (long hour), WLC (Work life conflict), JC (Job stress), LJS (lack of Job security), and WO (Work overload).

Variables	Mean	S. D	ET	EP	LWH	WLC	JS	JI	WO
ET	2.430	1.010	1						
EP	2.360	0.810	0.670**	1					
LWH	2.410	0.920	0.650**	0.620**	1				
WLC	2.510	0.910	0.580**	0.560**	0.650**	1			
JS	2.510	0.910	0.590**	0.730**	0.620**	0.690**	1		
JI	2.370	0.940	0.660**	0.470**	0.760**	0.710**	0.680**	1	
WO	2.290	0.880	0.650**	0.560**	0.670**	0.610**	0.610**	0.660**	1

Note: The asterisk signs (\*\*) and (\*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows the Kendall's Tau correlation coefficients of dependent and independent variables. The study shows that long hour is positively correlated to employee turnover. It indicates that higher the long working hour, higher would be the employee turnover. Similarly, work life conflict is positively associated to employee turnover ' intention indicating that increase in work life conflicts leads to increase in employee turnover. Likewise, job stress is positively correlated to employee turnover indicating that job stress leads to increase in employee turnover. Similarly, job insecurity is positively correlated to employee turnover. This implies that higher the job insecurity, higher would be the employee turnover intention. Likewise, work overload is positively correlated to employee turnover intention. This reveals that increase in work overload leads to increase in employee turnover.

Similarly, the study also shows that long hour is positively correlated to employee productivity. It indicates that higher the long hour, higher would be the employee productivity. Similarly, work life conflict is positively associated to employee productivity indicating that increase in work life conflicts leads to increase in employee productivity. Likewise, job stress is positively correlated to employee productivity indicating that job stress leads to increase in employee productivity. Similarly, lack of job security is positively correlated to employee productivity. This implies that higher the lack of job security, higher would be the employee productivity intention. Likewise, work overload is positively correlated to employee productivity intention. This reveals that increase in work overload leads to increase in employee productivity.



Regression analysis

Having analyzed the Kendall’s Tau correlation coefficients matrix, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it presents the regression results of long hour, work life conflicts, job stress, lack of job security, work overload, employee turnover and employee productivity in Nepalese commercial banks.

Table 2

**Estimated regression results of long hour, work life conflicts, job stress, lack of job security, and work overload on employee turnover in Nepalese commercial banks**

The results are based on 122 observations using linear regression model. The model is  $ET = \beta_0 + \beta_1 LH + \beta_2 WLC + \beta_3 JS + \beta_4 LJS + \beta_5 WO + e$  where the dependent variable is ET (Employee turnover). The independent variables are LH (long hour), WLC (Work life conflict), JS (job stress), JIS (Job insecurity), and WO (Work overload).

Model	Intercept	Regression coefficients of					Adj. R <sub>bar</sub> <sup>2</sup>	SEE	F-value
		LH	WLC	JS	JI	WO			
1	0.636 (5.642)**	0.653 (16.080)**					0.680	0.49857	258.559
2	0.581 (4.813)**		0.706 (15.430)**				0.662	0.51262	238.098
3	0.431 (3.283)**			0.772 (15.204)**			0.655	0.51766	231.149
4	0.428 (2.839)**				0.744 (13.172)**		0.588	0.56621	173.514
5	0.407 (2.759)**					0.753 (13.624)**	0.604	0.55488	185.621
6	0.414 (3.862)**	0.383 (6.499)**	0.374 (5.789)**				0.749	0.44224	181.069
7	0.312 (2.808)**	0.285 (4.190)**	0.291 (4.160)**	0.229 (2.708)**			0.761	0.43092	129.584
8	0.263 (3.692)**	0.260 (3.692)**	0.287 (4.104)**	0.166 (1.686)	0.19 (1.260)		0.762	0.42985	98.068
9	0.221 (1.878)	0.249 (3.567)**	0.259 (3.670)**	0.155 (1.598)	0.19 (1.260)	0.180 (1.935)	0.768	0.42490	81.043

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (\*\*) and (\*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Employee turnover is the dependent variable.

Table 2 shows that the beta coefficients for long hour are positive with employee turnover. It indicates that long hour has positive impact on employee turnover. The finding is consistent with the findings of Zhang *et al.* (2013). Likewise, the beta coefficients for work life conflict are positive with employee turnover, it indicates that work life conflict has a positive impact on employee turnover. This finding is consistent to the findings of Mitchell *et al.* (2001). Further, the beta coefficients for job stress are positive with employee turnover. It indicates that job stress has a positive impact on employee turnover. This result is consistent with the findings of Boivin *et al.* (2015). Similarly, the beta coefficients for lack of job security are positive with employee turnover. It indicates that job insecurity has a positive impact on employee turnover intention. This finding is consistent with the findings of Wulandari *et al.* (2016). Similarly, the beta coefficients for work overload are positive with employee turnover. It indicates that work overload has a positive impact on employee turnover intention. This finding is similar with the findings of Azeem and Humayon (2017).

Table 3 shows the estimated regression results of long hour, work life conflicts,

job stress, lack of job security, and work overload on employee productivity of Nepalese commercial banks.

Table 3

**Estimated regression results of long hour, work life conflicts, job stress, lack of job security, and work overload on employee productivity Nepalese commercial banks**

(The results are based on 122 observations using linear regression model. The model is  $EP = \beta_0 + \beta_1 LH + \beta_2 WLC + \beta_3 JS + \beta_4 LJS + \beta_5 WO + e$  where the dependent variable is EP (Employee productivity). The independent variables are LH (long hour), WLC (Work life conflict), JS (job stress), LJS (Job insecurity), and WO (Work overload).

Model	Intercept	Regression coefficients of					Adj. R <sub>bar</sub> <sup>2</sup>	SEE	F-value
		LH	WLC	JS	LJS	WO			
1	1.239 (7.795)**	-0.369 (5.343)**					0.176	0.285	28.550
2	1.317 (8.227)**		-0.368 (4.822)**				0.147	0.290	23.253
3	1.267 (8.860)**			-0.346 (5.762)**			0.200	0.280	33.201
4	1.076 (6.924)**				-0.496 (6.522)**		0.244	0.273	42.541
5	1.063 (6.778)**					-0.485 (6.549)**	0.245	0.272	42.885
6	0.785 (4.657)*	-0.218 (2.339)**	0.317 (3.616)**				0.310	0.260	30.003
7	1.680 (3.959)**	-0.218 (2.339)**	-0.285 (3.259)**	-0.157 (2.343)*			0.334	0.257	22.53
8	1.680 (3.959)**	-0.209 (2.344)**	-0.273 (3.274)**	-0.067 (0.949)*	-0.243 (3.584)**		0.391	0.245	21.705
9	-0.268 (1.378)*	0.206 (2.323)**	-0.205 (2.951)**	-0.067 (0.949)*		0.226 (1.526)*	0.397	0.243	18.014

Note

- i. Figures in parenthesis are t-values
- ii. The asterisk signs (\*\*) and (\*) indicate that the results are significant at 1 percent and 5 percent level, respectively.
- iii. Employee productivity is dependent variable.

Table 3 shows that the beta coefficients for long working hour are negative with employee productivity. It indicates that long working hour has negative impact on employee productivity. The finding is consistent with the findings of Zhang *et al.* (2013). Likewise, the beta coefficients for work life conflict are negative with employee productivity, it indicates that work life conflict has a negative impact on employee productivity. Further, the beta coefficients for job stress are negative with employee productivity. It indicates that job stress has a negative impact on employee productivity. It indicates that job insecurity has a negative impact on employee productivity. Similarly, the beta coefficients for work overload are negative with employee productivity. It indicates that work overload has a negative impact on employee productivity. This finding is similar with the findings of Azeem and Humayon (2017).

#### 4. Summary and conclusion

Job stress can be defined as an employee's awareness or feeling of personal dysfunction as a result of perceived condition or happiness in the workplace, and the employee's psychological and physiological reaction caused by these uncomfortable, undesirable, or threats in the employee's immediate workplace environment. Stress is a status

which happens when individuals recognize that the conditions or strains facing them may be more than their endurance.

This study attempts to examine the impact of stress on employee productivity performance and turnover in Nepalese commercial banks. The study is based on primary data with 122 respondents.

The study concluded that long hour, work overload, lack of job security, job stress and work life conflict are positively correlated to employee turnover. This reveals that increase in work overload, job insecurity, long hour, job stress and work life conflict leads to increase in turnover intention. The study shows that long hour, work overload, lack of job security, job stress and work life conflict are negatively correlated to employee productivity. This reveals that decrease in work overload, lack of job security, long hour, job stress and work life conflict leads to increase in employee productivity. The study concluded that long hour followed by work life conflict is the most dominant factors that influence impact of stress on employee turnover in Nepalese commercial banks. The study concluded that work overload followed by lack of job stress is the most dominant factors that influence impact of stress on employee productivity in Nepalese commercial banks.

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