



Impact of Workplace Violence on Organizational Productivity in Nepalese Commercial Banks

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Abstract

This study examines the impact of workplace violence on organizational productivity in Nepalese commercial banks. The dependent variable of the study is organizational productivity. Similarly, the selected independent variables are work-related harassment, customer frustration, long hours and over works, stress and high pressure, and employee conflicts. The primary source of data is used to assess the opinions of the respondents regarding work-related harassment, customer frustration, long hours and over works, stress and high pressure, employee conflicts, and organizational productivity. The study is based on primary data of 140 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 workplace violence on organizational productivity in Nepalese commercial banks.

The study showed that work-related harassment has a negative impact on organizational productivity. It indicates that harassment in working environment leads to decrease in organizational productivity. Similarly, customer frustration has a negative impact on organizational productivity. It indicates that increase in frustration among the employees leads to decrease in organizational productivity. However, long hours and over works have a positive impact on organizational productivity. It indicates that long working hours and overwork leads to increase in organizational productivity. In addition, stress and high pressure has a negative impact on organizational productivity. It indicates that higher the stress and pressure, lower would be the organizational productivity. Further, employee conflicts has a negative impact on organizational productivity. It indicates that increase in employee conflict leads to decrease in the level of organizational productivity.

Keywords: work-related harassment, customer frustration, long hours and over works, stress and high pressure, employee conflicts, organizational productivity

1. Introduction

Workplace violence is a pervasive issue that can have severe consequences for employees and organizations alike. Workplace violence

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encompasses a broad spectrum of behaviors, ranging from verbal abuse and harassment to physical assault and even homicide. It poses significant challenges for organizations, impacting employee morale, productivity, and overall safety. Understanding the root causes and dynamics of workplace violence is crucial for developing effective prevention and intervention strategies. Workplace violence can manifest in various forms, including criminal intent, such as robberies or burglaries targeting the workplace, violence perpetrated by customers and clients, conflict between coworkers, often stemming from disputes or personal animosities and violence originating from personal relationships, which spills over into the workplace (Aquino and Thau, 2009). Human resources professionals, along with other leaders within the workforce, face many challenges, with one major issue being workplace violence. Workplace violence is any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site. It ranges from threats and verbal abuse to physical assaults and even homicide. It can affect and involve employees, clients, customers and visitors. Employees/workers are the backbone of any organization, but they are ignored in many sectors. A supportive environment for workers can improve their work performance, whereas workplace violence (harassment, mobbing, ostracism, and stalking) can deteriorate sustainable work performance. Not only does workplace violence cause stress and hassle among employees, but it also provokes distress in organizational managers in measuring workers' efficiency and organizational gains (Scott, 2018). To visualize the determinants of workplace violence, organizational managers put effort into re-examining their human resources (HR) practices to regain a healthy working environment and sustainable work performance. In recent years, employee turnover due to workplace violence has gained a great deal of attention among practitioners and academicians. Workplace violence presents a significant challenge for modern organizations, posing a threat not only to the physical safety and well-being of employees but also to the overall productivity and performance of the organization. Despite increasing awareness and preventive measures, incidents of workplace violence continue to occur, ranging from verbal abuse and harassment to physical assaults and even fatalities. Workplace violence is a pervasive issue confronting contemporary organizations, posing multifaceted threats to both employees' physical safety and organizational productivity (Chang *et al.*, 2018). In recent years, despite heightened awareness and implementation of preventive measures, incidents of workplace violence persist, manifesting in various forms such as verbal abuse, harassment, physical assaults, and

tragically, fatalities.

Ng *et al.* (2023) investigated the combined relationship between abusive supervision (i.e., vertical mistreatment) and workplace bullying (i.e., horizontal mistreatment) on job satisfaction and public service motivation among nurses. The study indicated that abusive supervision has an indirect negative association with public service motivation, via job satisfaction. Workplace bullying moderated the indirect relationship at high and low levels, though the indirect relationship was stronger at low levels. In addition, Anasori *et al.* (2023) explored the direct effect of workplace bullying on employee creativity and performance. The study revealed that psychological distress has a negative effect on employee creativity, the latter exerts a significantly positive effect on job performance. Resilience moderates the relationships between workplace bullying and employee creativity, and psychological distress and employee creativity. Moreover, Milon *et al.* (2022) investigated the relationship between workplace bullying, sexual harassment, discrimination and the female employees' career failure in the field of private banking sector of Bangladesh. The study concluded that the minimum level of workplace bullying is still prevailing in the banking industry which has been considered as a strong cause of career failure among female employees.

Ercan *et al.* (2021) determined the frequency of exposure to violence and the effect of violence on the quality of life, job satisfaction, life satisfaction, depression, and anxiety levels of mental healthcare professionals. The study revealed that working conditions and workplace violence against mental health professionals in Konya city center negatively affect the life satisfaction, job satisfaction and mental health of mental health professionals. Likewise, Aqeel *et al.* (2021) explored the linkage between social support, sexual harassment, job stress, and job turnover intention amid COVID-19 crisis. The study concluded that social support moderates the association between sexual harassment, job stress, and teachers' job turnover intention. In addition, Conway *et al.* (2021) examined the long-term association of job demands and job resources with self-reported exposure to workplace bullying in a representative sample of employees in Germany. The study showed that employees reporting higher demands and lower resources, as well as organizational factors such as restructuring, are at a higher long-term risk of being targets of workplace bullying. Moreover, Anwar *et al.* (2021) analyzed the impact of workplace harassment on the job satisfaction of female workers. The study found that workplace harassment affects the level of satisfaction of women at the workplace. Harassment affects their mental and physical

health and workplace performance. Working women turnover their jobs due to workplace bullying.

Workplace violence (WPV) is a widespread occupational hazard affecting the health, safety, job attitude and productivity of the nursing workforce. Ope-babadele *et al.* (2019) found that there is significant portion of the nurses exposed to physical and verbal violence and the main instigators were patient relatives. Internal violence is also found to be resident among nurses. Similarly, Jayasinghe (2017) analyzed the impact of stress and job performance on banking sector of Northern region of Sri Lanka with the primary objective of understanding the effect of stress of bank employees and its impact over performance. The study showed that the relationship between stress and performance is negative and the stress is impacting over the performance of the employees of bank industry. Further, Nadeem and Ahmad (2017) investigated the impact of work environment factors on employee performance and job satisfaction from manufacturing industry of Lahore. The study stated that work environment factors such as supervisor support, physical work environment, employee willingness and job aid have positive impact on the level of the performance. Moreover, Lin *et al.* (2015) explored the impact of workplace violence on job performance and quality of life of community healthcare workers in China, especially the relationship of these three variables. The study found that both job performance and quality of life have a negative correlation with workplace violence.

Sattar and Ali (2014) assessed the level of job satisfaction among employees of banking industries at Bahawalpur. The study found that promotion and leadership behavior was largely correlated with employee satisfaction. However, work environment and job stress have less influence on employee's job satisfaction. Similarly, Trivellas *et al.* (2013) investigated the impact of job-related stress on job satisfaction of nursing staff working in hospitals. The study revealed that conflict, heavy workload and lack of job autonomy are negatively associated with all job satisfaction dimensions, while shortage in information access and feedback are positively related to employees' satisfaction. Likewise, Ahsan *et al.* (2009) investigated the relationship between job stress and job satisfaction. The study stated that there is a significant negative relationship between job stress and job satisfaction. In addition, Einarsen *et al.* (1994) explored the relationships between organizational and social work conditions and the occurrence of bullying and harassment at work. The study concluded that different work conditions are related to bullying in different organizational settings. Only role conflict

shows a partial correlation with bullying in all subsamples.

In the context of Nepal, Paudel (2023) explored workplace violence among nurses of a teaching hospital. The study showed that prevalence of workplace violence is high. Verbal abuse is the dominant type of violence, followed by physical violence and sexual harassment. The main perpetrators of workplace violence were patients' relatives. Further, Bhusal *et al.* (2023) assessed workplace violence and its associated factors among healthcare workers at a tertiary hospital in Kathmandu, Nepal. The study showed that patients and relatives of patient were major perpetrator for physical and verbal violence while management and staff members were major perpetrators for bullying/mobbing. In addition, Adhikari *et al.* (2022) assessed the prevalence, associated factors, and implications of workplace violence on Nepalese physicians. The study found a significant association between workplace violence and hours worked each week. The study also found an association between workplace violence and years of experience. The study found a significant increase in stress/ depression/anxiety/idea of persecution, sense of defeat, job turnover, and loss of productivity/income with the increase in severity of workplace violence. Workplace violence is largely prevalent among Nepalese physicians.

The above discussion shows that empirical evidences vary greatly across the studies on the impact of workplace violence on organizational productivity 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 examine the impact of workplace violence on organizational productivity in Nepalese commercial banks. Specifically, it examines the relationship of work-related harassment, customer frustration, long hours and over works, stress and high pressure, and employee conflicts with organizational productivity of 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 section draws the conclusion.

2. Methodological aspects

The study is based on the primary data. The data were gathered from

140 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on work-related harassment, customer frustration, long hours and over works, stress and high pressure, employee conflicts and organizational productivity. The study is based on descriptive and causal comparative research designs.

The model

The model estimated in this study assumes that organizational productivity depends on work-related harassment, customer frustration, long hours and over works, stress and high pressure, and employee conflicts. Therefore, the model takes the following form:

$$OP = \beta_0 + \beta_1 WRH + \beta_2 CF + \beta_3 LHO + \beta_4 ST + \beta_5 EC + e_{it}$$

Where,

OP = Organizational productivity

WRH = Work-related harassment

CF = Customer frustration

LHO = Long hours and overwork

ST = Stress and high pressure

EC = Employee conflicts

Organizational 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 were 5 items and sample items include "Organizational productivity determines the efficiency of work", "The organization has clear and well defined goals and objectives, which contribute to overall productivity" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.816$).

Work-related harassment 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 were 5 items and sample items include "I would feel comfortable reporting workplace harassment to my supervisor or HR department", "I have personally experienced workplace harassment in my current job" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.869$).

Customer frustration 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 were 5 items and sample items include “Our customer feels frustrated during interaction with the company”, “Our customer support teams delay for resolving the issues” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.704$).

Long hours and overwork 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 were 5 items and sample items include “To reduce overwork, I tried to complete one task at a time and setting the priorities of task with their nature”, “I have developed effective strategies to manage long hours and overwork personally” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.792$).

Stress and high pressure 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 were 5 items and sample items include “I frequently experienced high levels of stress in my job”, “I am pressured to work long hours” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.771$).

Employee conflicts 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 were 5 items and sample items include “The employee conflict usually resolved effectively in my organization”, “I am comfortable discussing conflicts with coworkers openly and honestly” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.715$).

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

Work-related harassment

Work-related harassment, whether it’s verbal, physical, or psychological, can lead to increased stress, anxiety, and even mental health issues among employees. When employees are subjected to harassment, they may experience decreased job satisfaction and engagement, which can ultimately affect their productivity. Einarsen *et al.* (1994) assessed the relationships between organizational and social work conditions and the occurrence of bullying and harassment at work. The results showed that the occurrence of bullying and

harassment is significantly correlated to low satisfaction with leadership, work control, social climate. The results showed that both the victims of bullying and the observers of bullying report a low-quality work environment. Anjum *et al.* (2018) determined the effects of a toxic workplace environment, which can negatively impact the job productivity of an employee. The study showed that work related harassment, ostracism, incivility, harassment, and bullying have direct negative significant effects on job productivity, while job burnout was shown to be a statistically significant mediator between the dimensions of a toxic workplace environment and job productivity. Finally, the study concluded that organizations need to eradicate the factors of toxic workplace environments to ensure their prosperity and success. According to Bowling and Beehr (2006), harassment in the workplace can create a hostile and tense environment. Employees who are victims of harassment may find it difficult to focus on their tasks, leading to decreased efficiency and effectiveness in their work. Based on it, this study develops the following hypothesis:

H₁: There is a negative relationship between work related harassment and organizational productivity.

Customer frustration

Customer frustration can have a detrimental impact on organizational productivity by reducing efficiency, consuming resources, lowering employee morale, affecting the quality of work, damaging reputation, decreasing repeat business, and hindering innovation efforts. Groth and Grandey (2012) showed a negative relationship between customer frustration and productivity. When customers encounter frustrations such as long wait times, inefficient processes, or unclear communication, it can lead to delays in service delivery. Employees may need to spend more time addressing customer complaints or resolving issues, reducing their overall efficiency and productivity. Dealing with frustrated customers often requires allocating additional resources, such as manpower and time, to address their concerns. This allocation of resources away from core tasks and projects can lead to a decrease in overall productivity within the organization (Levesque and McDougall, 1996). Constantly dealing with frustrated customers can take a toll on employee morale. Employees may feel stressed, demotivated, or even burned out, which can impact their productivity levels and overall job satisfaction. Low morale can also lead to higher rates of absenteeism and turnover, further disrupting productivity. Ferguson and Johnston (2011) revealed a negative association between frustrated customers behavior and productivity. Frustrated customers are more likely to share their negative experiences with others, whether through word-

of-mouth, social media, or online reviews. This can damage the organization's reputation and deter potential customers from doing business with them in the future, ultimately affecting revenue and productivity. Customer frustration can lead to a decline in customer loyalty and repeat business. When customers have negative experiences, they are less likely to return to the organization for future purchases or services. Acquiring new customers to replace those lost due to frustration can be costly and time-consuming, further impacting productivity (Sliter *et al.*, 2010). Based on it, this study develops the following hypothesis:

H₂: There is a negative relationship between customer frustration and organizational productivity.

Long hours and overwork

Liu *et al.* (2019) stated that long hours are linked to increased risks of physical and mental health issues, leading to more sick days and decreased overall well-being. Overworked employees have less mental bandwidth for creative thinking and problem-solving. This can stifle innovation and hinder the organization's ability to adapt and grow. According to Shafer *et al.* (2018), working long hours can disrupt employees' work-life balance, leading to dissatisfaction and stress outside of work. Employees who feel overworked may experience strain in personal relationships, reduced time for self-care and leisure activities, and overall decreased well-being. Poor work-life balance contributes to burnout and turnover, further diminishing productivity. Working long hours can lead to fatigue and decreased cognitive function, resulting in diminished efficiency and productivity (Ng and Feldman, 2008). Employees may take longer to complete tasks, make more errors, and require additional time for corrections, ultimately reducing overall productivity. Overwork can contribute to burnout, a state of physical, emotional, and mental exhaustion. Burnout diminishes employees' motivation, engagement, and satisfaction with their work, leading to decreased productivity levels. Burnout can also increase absenteeism and turnover rates, further impacting productivity (Peiperl and Jones, 2001). Based on it, this study develops the following hypothesis:

H₃: There is a negative relationship between long hours and overwork and organizational productivity.

Stress and high pressure

Imtiaz and Ahmad (2009) assessed the impact of stress on employee

productivity, performance and turnover. The study showed that high levels of stress can inhibit creativity and innovation among employees. When individuals are overwhelmed by pressure, their ability to think creatively and generate new ideas may be stifled. This can impede problem-solving efforts and limit the organization's ability to adapt and innovate, ultimately affecting productivity. Chronic stress and high pressure can have significant negative effects on employees' physical and mental health. El Shikieri and Musa (2012) analyzed the factors associated with occupational stress and their effects on organizational performance in a Sudanese University. The study showed that stress-related health issues such as fatigue, burnout, anxiety, and depression can lead to increased absenteeism, decreased morale, and reduced productivity in the long term. According to Ongori and Agolla (2008), employees who experience stress and pressure may become disengaged and demotivated in their work. When individuals feel overwhelmed or unsupported, they may lose interest in their tasks and become less committed to achieving organizational goals, resulting in decreased productivity levels. Stress and pressure can contribute to interpersonal conflict in the workplace. Tensions may arise between colleagues or between employees and managers, leading to communication breakdowns, misunderstandings, and disruptions in teamwork. Interpersonal conflict further exacerbates stress levels and can hinder productivity (Ekienabor, 2016). Based on it, this study develops the following hypothesis:

H₄: There is a negative relationship between stress and high pressure and organizational productivity.

Employee conflicts

Low morale and disengagement can lead to decreased motivation and productivity levels (Isa, 2015). Jiang and Probst (2015) assessed the relationship between safety–production conflict and employee safety outcomes testing the impact of multiple organizational climates. The result showed that there is a significant effect of safety–production conflict on organizational climates. When employees are engaged in conflicts with their colleagues or within teams, their focus and energy are diverted away from productive work tasks. Instead of collaborating and working towards common goals, employees may spend time and effort on resolving conflicts or dealing with interpersonal issues. Coggburn et al. (2014) revealed that conflict management have positive effect on employee job satisfaction and organizational performance. Conflict can erode trust and relationships among employees, managers, and teams. When trust is compromised, communication breaks down, collaboration

suffers, and productivity declines. Employees may be less likely to seek help or support from their colleagues, further exacerbating the negative impact on productivity (Adeyemi, 2022). Based on it, this study develops the following hypothesis:

H₅: There is a negative relationship between employee conflicts and organizational 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 coefficient matrix

This table presents Kendall's Tau coefficients between dependent and independent variables. The correlation coefficients are based on 140 observations. The dependent variable is OP (Organizational productivity). The independent variables are WRH (Work related harassment), CF (Customer frustration), LHO (Long hours and overwork), ST (Stress and high pressure) and EC (Employee conflicts).

Variables	Mean	SD	OP	WRH	CF	LHO	ST	EC
OP	2.877	1.042	1					
WRH	3.717	0.722	-0.096	1				
CF	3.962	0.795	-0.141*	-0.142*	1			
LHO	2.871	0.883	0.232**	0.084	-0.157*	1		
ST	4.091	0.551	-0.044	0.182**	0.461**	-0.133*	1	
EC	4.494	0.558	-0.161*	-0.250**	0.466**	-0.146*	-0.308**	1

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

Table 1 shows that work related harassment is negatively correlated to organizational productivity. It indicates that harassment in working environment leads to decrease in organizational productivity. Similarly, customer frustration has a negative relationship with organizational productivity. It indicates that increase in frustration among the employees leads to decrease in organizational productivity. However, long hours and overwork has a positive relationship with organizational productivity. It indicates that long working hours and overwork leads to increase in organizational productivity. Further, stress and high pressure is negatively

correlated to organizational productivity. It indicates that higher the stress and pressure, lower would be the organizational productivity. In addition, employee conflict is negatively correlated to organizational productivity. It indicates that increase in employee conflict leads to decrease in the level of organizational 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 work-related harassment, customer frustration, long hours and over works, stress and high pressure, and employee conflicts on organizational productivity.

Table 2

Estimated regression results of work-related harassment, customer frustration, long hours and over works, stress and high pressure, and employee conflicts on organizational productivity

The results are based on 140 observations using linear regression model. The model is $OP = \beta_0 + \beta_1 WRH + \beta_2 CF + \beta_3 LHO + \beta_4 ST + \beta_5 EC + e_{it}$ where the dependent variable is OP (Organizational productivity). The independent variables are WRH (Work related harassment), CF (Customer frustration), LHO (Long hours and overwork), ST (Stress and high pressure) and EC (Employee conflicts).

Model	Intercept	Regression coefficients of					Adj. R ²	SEE	F-value
		WRH	CF	LHO	ST	EC			
1	4.851 (35.732)**	-0.124 (2.794)**					0.047	0.545	7.809
2	3.636 (15.276)**		-0.231 (0.298)				0.082	0.535	13.487
3	2.968 (14.679)**			0.385 (7.698)**			0.295	0.469	59.267
4	4.686 (29.156)**				-0.067 (1.250)**		0.004	0.557	1.563
5	2.513 (8.044)**					-0.484 (6.402)**	0.223	0.492	40.980
6	3.966 (15.876)**	-0.142 (3.359)**	-0.252 (4.130)**				0.146	0.516	12.888
7	2.568 (8.633)**	-0.65 (1.709)	-0.203 (3.816)**	0.343 (6.847)**			0.374	0.446	27.095
8	2.597 (8.333)**	-0.61 (1.514)	-0.205 (3.815)**	0.342 (6.776)**	-0.015 (0.323)		0.356	0.448	20.214
9	2.128 (5.978)**	-0.079 (1.961)	-0.192 (3.628)**	0.243 (3.871)**	-0.001 (0.019)	-0.225 (2.566)**	0.382	0.439	18.156

Notes:

- Figures in parenthesis are t-values.
- The asterisk signs (**) and (*) indicate that the results are significant at one per-cent and five percent level respectively.
- Organizational productivity is the dependent variable.

Table 2 shows that the beta coefficients for work related harassment are negative with organizational productivity. It indicates that work related harassment has a negative impact on organizational productivity. This finding is consistent with the findings of Anjum *et al.* (2018). Similarly, the beta coefficients for customer frustration are negative with organizational productivity. It indicates that customer frustration has a negative impact on organizational productivity. This finding is consistent with the findings of Groth and Grandey (2012). Likewise, the beta coefficients for long hours and overwork are positive with organizational productivity. It indicates that long hours and overwork has a positive impact on organizational productivity. This finding is consistent with the findings of Liu *et al.* (2019). Further, the beta coefficients for stress and high pressure are negative with organizational productivity. It indicates that stress and high pressure has a negative impact on organizational productivity. This finding is similar to the findings of Ongori and Agolla (2008). In addition, the beta coefficients for employee conflict are negative with organizational productivity. It indicates that employee conflict has a negative impact on organizational productivity. This finding is not similar to the findings of Jiang and Probst (2015).

4. Summary and conclusion

Workplace violence is a pervasive issue that can have severe consequences for employees and organizations alike. Workplace violence encompasses a broad spectrum of behaviors, ranging from verbal abuse and harassment to physical assault and even homicide. It poses significant challenges for organizations, impacting employee morale, productivity, and overall safety. Understanding the root causes and dynamics of workplace violence is crucial for developing effective prevention and intervention strategies. Workplace violence can manifest in various forms, including criminal intent, such as robberies or burglaries targeting the workplace, violence perpetrated by customers and clients, conflict between coworkers, often stemming from disputes or personal animosities and violence originating from personal relationships, which spills over into the workplace.

This study attempts to analyze the impact of workplace violence on organizational productivity in Nepalese commercial banks. The study is based on primary data with 140 observations.

The major conclusion of this study is that work-related harassment, customer frustration, stress and high pressure, and employee conflicts have negative impact on organizational productivity. It indicates that higher the

work-related harassment, customer frustration, stress and high pressure, and employee conflicts, lower would be the organizational productivity. However, long hours and over works has a positive impact on organizational productivity. Stress can have a debilitating effect on employees' physical and mental health. It can impair concentration, decision-making, and overall well-being, leading to decreased productivity and increased absenteeism. Work-related harassment and employee conflicts create a hostile work environment where employees feel unsafe, undervalued, and unable to focus on their tasks. Likewise, the study also concluded that long hours and overwork followed by employee conflict is the most influencing factor that explains the changes in the organizational productivity of Nepalese commercial banks.

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