OCCUPATIONAL STRESS AND ITS IMPACTS ON EMPLOYEE PERFORMANCE: A STUDY IN IT SECTOR IN KATHMANDU VALLEY

BY

Sabnam Buddhacharya

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RECOMMENDATION

CERTIFICATION

DECLARATION OF AUTHENTICITY

I, Sabnam Buddhacharya, declare that this GRP is my own original work and that it has fully and specifically acknowledged wherever adapted from other sources. I also understand that if at any time it is shown that I have significantly misinterpreted material presented to SOMTU, any credit awarded to me on the basis of that material may be revoked.

Signature: _____

Name: Sabnam Buddhacharya

Date:

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ABBREVIATIONS

AP	Adaptive Performance
ANOVA	Analysis of Variance
CP	Contextual Performance
FO	Fear of Obsolescence
MS Excel	Microsoft Excel
PE	Physical Environment
R	Responsibility
RA	Role Ambiguity
RB	Role Boundary
RI	Role Insufficiency
RO	Role Overload
SPSS	Special Packages for the Social Sciences
TP	Task Performance

EXECUTIVE SUMMARY

Stress has become a common occurrence in everyday life, the manifestation of which can be observed at various job levels among employees. Stress is a psychological term that refers to the sensation of strain and pressure. A healthy level of stress is beneficial and improves performance. Performance can be described as efficient utilization of available resources for achieving optimum results. One of the most rapidly growing business sectors of late, the IT sector, is the workplace where proficiency and aptitude in skill is highly valued and essential. This requires one to be up to date with the new and emerging technological stacks. The jobs in such areas are particularly skill-oriented where employees themselves need to maintain and develop their technical expertise as required and are also bound to timely deliveries. As a result, such conditions further add up and stimulate stress in the mindset of the employees, which ultimately has impact on their behavior, responses, performance and other organizational dimensions.

This study tries to investigate the connection between occupational stress factors and employee performance in the IT sector in the Kathmandu valley. It was observed that there was a moderate level of stress in the IT sector of the Kathmandu valley which has contributed to negative effect on the performance of the employees. Particularly, the various stress factors like Role overload, Role Ambiguity, Role Insufficiency, Role Boundary, Responsibility, and Fear of Obsolescence have a negative and significant impact on employee performance. However, physical environment has a positive impact on the employee job performance. The major factor to influence the employee performance was physical environment. A descriptive and explanatory study design was used for the study's objectives. The research was quantitative in nature and convenience sampling was used as a sampling method. A self-administered closed end questionnaire was used as a data collection tool. A total of 260 employees had participated in the study. The collected data was analyzed and interpreted using the SPSS version 26. Both descriptive as well as inferential analysis methodologies were adapted to meet the research objectives.

Keywords*: Stress, Occupational Stress, Role Overload, Role Insufficiency, Employee Performance*

CHAPTER I
INTRODUCTION

This chapter provides a backdrop to the focal point of this study along with the major objectives, scope and significance. It also illustrates the hypothesis used in this research and points out any limitations where this study might not be applicable. Finally, a brief structure for the remaining sections of the report is presented at the end to highlight major chapters and their contents.

1.1 Background of Study

Stress is a physiological state which has a prevailing effect on how a person reacts, adapts and responses to the circumstances, surroundings and objects by which one is surrounded by. This factor has affected human life, wellbeing, health and behavior, sometimes positively but more often than not, lead to negative consequences.

In recent years, globalization has opened up different means for easy access to capital, people, technology, knowledge and opportunities, thereby resulting in a more diverse and inclusive work environment. The expansion of cross-border trade as well as the proliferation of the digital revolution has resulted in an acceleration of global trade. Companies, nowadays, seem to have diverse environments from where the employees can work – from the convenience of their home environment or from the cubicle of their office. This has led to a distinct separation of the work environments into two main settings – at the home or office. Companies have also enforced different work practices accordingly, and are continuously improving them to improve their overall working culture and environment, which serves as an important factor for retention and acquisition of highly capable workforce. As various companies accommodate and bring in these changes in work schedules and patterns, the conventional idea of "working around the clock" has undergone a paradigm shift. Nowadays, workplace has become more "outcome oriented" than "people orientated". Highly performing workforce has become the main focal point for any organization. Employees are exposed to an increasing level of stress in their job, resulting in various health issues in their effort to present oneself as suitable for the job (Anu Jossy Joy, 2018). As the focus of the company and the nature of the work demands for high-performing and efficient employees, people have been stimulated to work beyond their capabilities

and pay grade. Employees also face tremendous pressure to keep themselves updated to the latest trends and technologies required for their professions. This gap between the requirement for a well performing and efficient workforce and the limited skills and capabilities of the employees has pushed them to put extra efforts on their work, resulting in stress, namely occupational stress.

Occupational Stress or job stress is the stress related to one's occupation. (McGrath, 1987) defined job stress as "a condition within which employees are needed to satisfy the duties that exceed the person's ability, including the resources which are required to perform these duties and under working conditions where there is a huge difference between rewards and demands for fulfilling the duties." (Copper & Catwright, 1994) recognized that stress is a significant issue in many corporations. In many firms today, the cost of workplace stress seems to be on the higher side. According to (Rodrigue, Manshor, & Chong, 2003) , high employee discontent, job mobility, burnout, poor work performance, and less effective interpersonal connections at work are common signs of occupational stress.

Occupational stress in the IT sector is becoming a growing concern, and thus it has become an immense challenge to minimize and deal with stress. Software professionals, generally, are highly adaptable workers and operate in a highly fluctuating and transforming atmosphere where technical advancements happen in an unprecedented rate and manner. Most of their work is project based and time bound. Thus, on average, they spend about 12 hours per day working remotely or from their office to ensure that the project goals are achieved and the requirements are fulfilled. The study conducted by (Latif, Sohail, Ashraf, & Shahid, 1998) emphasizes that The IT industry exposes software developers to a number of stressors due to the extreme difficulty of their line of work and the high level of technical skills required. Workload, time restraints, demands, role ambiguity, skill diversity, role conflict, strained workplace relationships, accountability to the organization, keeping up with new technological advancements, job instability, and an unfair incentive system are some of these stressors.

1.2 Statement of the Problem

According to the World Health Statistics 2022, a study for monitoring health for sustainable development conducted by WHO, 40% of the employees around the globe were affected by the physical and emotional exhaustion which has led to a high level of workforce attrition. Among the workforce who quit their job, majority of them had high stress and burnout (WHO, 2022).

Stress is a physiological and psychological factor perceived from human emotions and responses and reacts to the environmental condition in different ways. It can affect any category workforce at any given period of time. Employees are regarded as one of the most valuable resources in any organization as they provide immense contribution to boost output across the board and help to achieve the goals and objectives of the organization. Occupational stressors create various positive and negative effect on different dimensions of the employee and organization operational factors. This has become a huge concern which needs to be addressed and managed properly in a timely manner.

As a result, effective stress management brought by incorporating proper policies and mechanism that are put into place has become essential in any organization. Highly stressed-out employees cannot perform effectively at work and cannot achieve the organization's goals. This will result in a negative feedback loop, due to which the employees will experience further increase in the levels of stress. There are various factors that causes stress with the positive and negative consequences in the employees and the organization itself. Stress primarily affects the performance factor of the employees. In one of the many studies conducted in the IT sector to research the relationships between stress and employee performance, researchers found that Role Ambiguity, Workload Salary and Rewards Fear of Obsolescence, Role Ambiguity, Role erosion, Role Stagnation, Responsibility, Work relationship, career development had negative impacts on employee performance. (Sunanda, 2018), (Bhatt & Pathak, 2010)

However, on the contrary, in some of the studies that were done to demonstrate the association between the Occupational stress and the employee performance, potrays that the occupational stress and its dimensions does not have significant impact on the

employee performance. Stress, whether positive or negative, nevertheless, has greater impact on the various work dimensions. Therefore, to promote and maintain high-quality work, stress needs to be taken as a primary factor. Thus, it is imperative that different management mechanisms for work induced stress are incorporated in the operational structure of any organization.

In the context of Nepal, there is only a countable number of literatures available for Occupational stress and employee performance in IT sector. To my knowledge, a similar study related to Occupational stress was done for the employees of bank by (Pandey, 2020) to measure the Job stress and its impact on employee job performance. The employee community people (Panthee & Samson, 2021). This study aims to fill the gap of previous studies to some extent by assessing occupational stress and its impact on the performance of employee in the IT sector in the Kathmandu valley.

1.3 Research Question

The following research questions are intended to be answered by this study:

i. What is the current status of employee performance?
ii. What is the current status of occupational stress?
iii. To what extent has occupational stress impact on the employee performance in the IT sector in the Kathmandu valley?
iv. Which occupational stress factor has the greatest impact on employee performance in the IT sector in the Kathmandu valley?

1.4 Research Objectives

The major objective of this research was to measure the impact of occupational stress on employee performance in IT sector in the Kathmandu Valley. The specific objectives are outlined below:

i. To explain the current status of occupational stress in IT sector in the Kathmandu Valley.
ii. To examine the relationship between occupational stress factors and employee performance in IT sector in the Kathmandu Valley.
iii. To identify the major factor influencing employees' performance in IT sector in the Kathmandu Valley.

1.5 Research Hypotheses

The study assumes the following hypotheses regarding the relationships between various occupational stress factors and employee performance:

Hypotheses 1: There is a significant impact of overall occupational stress factor on employee performance in IT sector in Kathmandu Valley.

Hypotheses 2: There is significant impact of role overload on employee performance in IT sector in Kathmandu Valley.

Hypotheses 3: There is significant impact of role insufficiency on employee performance in IT sector in Kathmandu Valley.

Hypotheses 4: There is significant impact of role ambiguity on employee performance in IT sector in Kathmandu Valley.

Hypotheses 5: There is significant impact of role boundary on employee performance in IT sector in Kathmandu Valley.

Hypotheses 6: There is significant impact of responsibility on employee performance in IT sector in Kathmandu Valley.

Hypotheses 7: There is significant impact of physical environment on employee performance in IT sector in Kathmandu Valley.

Hypotheses 8: There is significant impact of fear of obsolescence on employee performance in IT sector in Kathmandu Valley.

1.6 Significance of the Study

For this study, IT sector of the Kathmandu valley is taken as the primary target area of research. In recent times, IT sector has been the most emerging industry in the IT sector. Technology revolution and easy access to the knowledge has drawn many youths to invest themselves to acquire skills required for the job. Thus, many people are currently working in the IT industry in Nepal. In terms of global scale, IT sector is one of the main service industries that provides job to millions of the workforce. Lately, there has been a lot of opportunities and influx of people in the IT sector after the pandemic, as many industries like restaurants, banks, small business, etc. now have the necessity and the ease to operate remotely which requires the assistance and guidance of the IT industry.

This study's primary goal is to address the problems mentioned in the problem statement, which will help to fill some of the gaps in previous researches. After the completion of this study, any new insights and outcomes will definitely help to address the relationship between workplace stress and productivity. The primary goal of the study is to determine how occupational stress, namely role overload, role insufficiency, role ambiguity, role boundary, responsibilities, physical environment, and fear of obsolescence affects employee performance in the IT sector of the Kathmandu valley. From an academic viewpoint, this study will augment existing management and information literature by supplying empirical evidence from the perspective of work environment and culture of Nepal after assessing the impact of occupational stress on employee performance in the IT sector.

This study will also help the managers of different IT companies to understand several factors and effects of stress and consequently its effect on the employee performance. It will help psychologist to better understand the occupational stressors ad its impacts on an individual. Furthermore, it will help to find a proper stress management mechanism that can be incorporated by IT companies for the wellbeing of their employee. The study can also be utilized by other fellow researchers and academicians to supplement their research study.

1.7 Limitations of the Study

- The responses of the sample population to whom the questionnaire was given form the sole basis of the study's conclusions.
- The data was gathered from a single place, Kathmandu valley and it is only based on the IT sector.
- Convenience sampling used for the study limits the representation of the total population.
- The study only examines certain aspects that are creating occupational stress and does not evaluate all the factors that contribute to occupational stress.
- The study only considers employee performance as the major factor affected by employee performance.

1.8 Structure of GRP

The overall report for the study is divided into following sections:

- **Preliminary section**

  This section includes the title for the study, certification and declaration of authenticity, acknowledgement, table of contents, list of tables, list of figures, abbreviations, and executive summary.

- **Major Body**

  This section serves as the key part of the study. It is further divided into five chapters as given below:

  - **First chapter**

    This chapter gives brief introduction about the purpose of the study. It describes the focal point of the project work. It explains the statement of problem which the study is trying to address. It includes other sub-topics -objectives of study, research questions, and hypotheses, limitations and scope and significance.

  - **Second chapter**

    This chapter consists of Literature review and theoretical framework for the study. Literature review summarizes the theoretical review, empirical review, any past studies that supplements the current study and other topics. It represents an overall picture of the study that relates to the objectives of the study.

  - **Third chapter**

    This chapter describes about the research methodology applied in this study along with the discussion of the different variables, statistical tools and techniques that were used and applied to test the hypotheses. It includes research design, population and sampling, instruments, sources and methods of data collection and data analysis.

- **Fourth chapter**

  This chapter explains the overall analysis processes performed on the data and the outcomes of the analysis. It shows the methodologies involved in the analysis of the data gathered from different data sources, tries to define all the relationships between different variables and present the outcomes of the study. The result is then presented in a tabular format. It also evaluates the relationships that were seen between the variables under study. The chapter sums up all the major finding from the analysis.

- **Fifth chapter**

  This chapter outlines the findings of the research and comparison of the results with previously conducted studies. It shows the outcomes in a logical and rational manner with respect to the problem area and also shows practical implications of the study along with areas for further research and improvements.

- **Supplementary section**

  This section includes the references and appendices presented at the end of GRP report.

CHAPTER II
RELATED LITERATURE AND THEORETICAL FRAMEWORK

This chapter includes review of literature on Occupational stress and its influencing factors, Employee performance, Relationship between occupational stress and Employee performance. This literature includes theoretical and empirical data which analyses the impact of dependent variable (Employee performance) and the independent variable (Occupational stress). It also includes research gap and theoretical framework that relates to the study.

2.1 Theoretical Literature Review

The theoretical review for this study is based on multiple theories related to stress, occupational stress and Employee performance.

2.1.1 Selye's Stress Theory: General Adaptation Syndrome (GAS)

Hans Selye, popularly known as "Father of Stress Research" was a first scientist to identify "stress" as a nonspecific sign of illness. He studied the physiological effects of stress, which are the body's rapid responses to demands put of it. He defined 3 stage of stress. Any inducement that causes a stress response is what he meant by a stressor. If the stimulus is not reduced, a stress response is thought to ensue, which includes multiple stages and is known as the general adaption syndrome (Selye, 1956)

Selye defined alarm reaction as- An organism will react by going through a stage that is dominated by an upset response when it is exposed to a stimulus to which it has not yet become accustomed. Finally, stage of exhaustion happens when the stressor has been very severe and prolonged. Stage of resistance is described as an organism that adjusts to the stressor stimuli and any sign has improved at stage two of resistance. Selye defined the concept of stress using the words distress (bad stress) and eustress (good stress). This theory of stress has served as a foundation for the study of and definition of numerous models of stress. (Selye, 1956).

2.1.2 Occupational Stress Inventory – Revised (OSI -R) Model

A stressors, stress, and coping model was created by Osipow and Spokane. It has only 6 dimensions of the updated occupational stress assessment were used in this study

(OSI-R). This model combines sources of workplace stresses, the stress they cause, and coping mechanisms. with a classification system that facilitates it to use as a instrument for research. Three questionnaires make up the tool.

- Occupational role stressors: To measure the stress level in-terms of role, it has six dimensions Role overload, Role insufficiency, Role ambiguity, Role boundary, Responsibility and Physical environment (Dianna, Pamela, & Jenni, 2004)
- Personal strain: To measure the personal strain, Vocational strain, Psychological strain, Interpersonal strain and Physical strain items has been used
- Personal resource: Recreation, Self-care, Social support and Rational /Cognitive dimension to measure the stress level

This study was basically related to the occupational stress so to measure the scale of stress incurred by Occupational stress. This study has adopted the 6 dimensions (Role Overload, Role Insufficiency, Role Ambiguity, Role Boundary, Responsibility, Physical Environment of the Occupational Role Stressor as an independent variable. The dimension of the Occupational Role stressor has been defined using the different individual items (Osipow, Spokane, H., & A., 1987)

Employee Performance

Campbell define – "Performance is what the organizations hires one to do, and do well. "Additionally, only behaviors that can be scaled, or quantified, are thought to be performance. He has also suggested a construct that measure the performance of the individual. As a function of three factors—declarative knowledge, procedural knowledge and skills, and motivation—Campbell characterizes the performance components.

The theory explains the declarative knowledge as- the knowledge that encompasses understanding of facts, rules, objectives, and oneself. It is presummit to be a function of a person's aptitude-treatment interactions, abilities, personality, interests, education, training, and experience. Physical ability, self-management ability, interpersonal ability, cognitive and psychomotor abilities. The procedural knowledge and skills are all included as aptitudes, personality, interests, education, training, experience, and

aptitude-treatment interactions—as well as practice—are predictors of procedural knowledge and skills. And lastly motivation as a choice of action, intensity of effort, and persistence of effort are all parts of motivation. (Campbell, 1990)

2.1.3 TOP (Theory of performance)

Theory of performance was introduced by Don Elger. He developed a six foundational concept that can be used to explain the performance or performance management namely - context, level of knowledge, levels of skills, level of identity, personal factors, and fixed factors. Three axioms are proposed for effective performance improvements, that includes- performer's mindset, immersion in an enriching environment, and engagement in reflective practice.

Author have defined level of identity as people advance in a field, they adopt the collective identity of the profession while enhancing their personal individuality. Similarly, levels of skills ask particular behavior utilized by people, organizations or groups in a variety of performances. The level of knowledge has been mentioned as a person or group has knowledge when they have learned facts, information, theories, or concepts through experience or education. Personal factors majorly include, the personal situation of the individual and fixed factors includes the unique variable associate with the personal situation, additionally, three axioms for performance management was introduced for the performance management technique. This theory helps to measure the performance using the constructs (Elger, 2021).

The Triarchy Model of Employee Performance

This model was derived from an exploratory factor analysis. The main objective of this study was to test and validate a new employee performance tool. To measure a performance, it revealed a three dimension of the performance- 'Task, Adaptive and Contextual performance)' along with 38 dimensions for measurement. A comprehensive awareness of the nature and dynamics of employee performance is provided by the recommended framework. It is suggested that in order to establish and maintain a better work environment, organizational behavior (OB) practitioners and HR managers must make use of the lessons learned from the elements that were investigated. From an applied standpoint, the suggested instrument and its associated

findings are anticipated to offer guidance for creating organization-specific policies to enhance employee performance. (Pradhan & Jena, 2017)

This study helps to improves understanding of the behavioral aspects that affect employee performance. From an applied standpoint, the suggested instrument and its associated findings are anticipated to offer guidance for creating organization-specific policies to enhance employee performance.

2.2 Empirical Studies

2.2.1 Occupational Stress

According to WHO, Work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. Stress occurs in a wide range of work circumstances but is often made worse when employees feel they have little support from supervisors and colleagues, as well as little control over work processes. There is often confusion between pressure or challenge and stress and sometimes it is used to excuse bad management practice.

Occupational stress is becoming a challenging factor to the management in the day-to-day running of business organizations globally. This is so because employees tend to work hard to outstand their competitors for their survival, to be leaders in the market, and to gain large customer share, under tensed or frequently changing environmental conditions which create state of depression, tension and emotional exhaustion (Ahmed, 2011). (Shinde & Anjum, 2014) states that extreme level of stress has an effect on the employee's physical and mental health of the employee, which eventually makes them overwhelmed or unable to cope with the stress a result of which leads to poor employee performance. When demands or output expected from an employee far outweighs the available inputs or resources then stress can be manifested. The negative impact of occupational stress on the organizational performance and productivity is undeniable.

Occupational stressors contribute to organizational inefficiency, ineffectiveness, job dissatisfaction, intentions to quit, turnover, absenteeism, low productivity, huge medical bills on the organization, social vices (alcoholism, and drug abuse) and

health-related sickness such as hypertension and cardiovascular problems (Ahmed, 2011). Stress has the positive and negative impact to the individuals and their working environment. Whether the individual can manage the stress or not depends on their ability. Although some job stress is normal, but when stress exceed the patience limits of the employees it can interfere with your productivity and impact the emotional as well as physical health. The ability to deal with stress can mean the difference between failure and success. Stress can also bring positive effect on employees of any organization but it depends on how the employee can handle the stress faced by them, sometime it crosses the limits and negatively affect the employees.

According to (Bowin & Harvey, 2001), when the individual interacts with the environment and the individual results in stress, this results into emotional discomfort which highly affects the physical and mental condition of the person. This tends to affect the individual and the employees' performance as well. Occupational stress needs much attention from management since it has an untold consequence on employees‟ health mentally and physically. It has become of vital importance to determine the relationship between workplace stress and workers' performance (Rana & Munir, 2011)

2.2.2 Employee performance

(Ehsan & Ali, 2018) defined performance as the ability of the employee to provide work, goods, and services that meet or exceed the expectations established by the employers, or above the minimum requirements. It is also the evaluation of the amount and quality of work completed while considering the resources' cost. From a managerial perspective, it is helpful to consider a number of behaviors that are known to occur when stress is present for an extended period of time. (Bennet, 1994) thinks that contemporary explanations of the stress "process" frequently follow the idea that stress results from a misfit between a person and their environment, where internal or external forces push the person's adaptive capacities to their maximum, notably when it comes to job stress. However, because personal characteristics also affect stress, no two people will necessarily respond to the same work in the same manner. Individuals with certain personality types, such as those who feel pushed to work nonstop, they typically put themselves under more stress than others because they are always on time and meet deadlines.

(Carlson, 1988) Differentiate between task-specific and contextual performance in the workplace. While contextual performance refers to actions that are not directly related to a person's core task but yet influence the organizational, social, and psychological perspective, task performance refers to actions that are directly involved in providing goods or services. Employees are performing contextually, for instance, when they assist one another, collaborate with their superiors, or offer proposals for organizational policy.

2.2.3 Occupational stress and Job performance

When someone realizes their circumstances may be beyond their capacity to handle them, stress sets in. It is the result of an imbalance between supply and demand for resources. Because so many firms now demand a lot of their employees in order to outperform their rivals, job stress has become a widespread issue across all professions and jobs. This has resulted in the accumulation of multiple stresses, which further puts people in difficult and stressful situations.

According to (Selye, 1956) not all stress is harmful to workers. To a certain extent, job stress benefits employees' performance. There is a large body of research that supports the idea of "good stress". As evident by a research by (Weiss, 1983), Occupational stress does not necessarily negatively impact both individual and organizational performance. He claims that while some stress at work is good for performance, excessive stress can occasionally hurt workers' output unless it exceeds their threshold for tolerability. The length of time that the effects of stress last and individuals' capacity for recuperation determine how stressful the workplace environment is. This could be temporary or permanent, short-term or long-term, and mild or severe. (Chappell & Schermerhorn, 2004). (Ashforth, 1996) claimed that there is a negative correlation between two major workplace stressors, namely role ambiguity and role conflict, and organizational outcomes. It was discovered that role ambiguity and conflict could have a significant impact on the unfavorable reactions. There is a negative and significant relation between occupational stress and job satisfaction as well as organizational productivity.

Similar study by (Imtiaz & Ahmad, 2009) It was demonstrated that employees perform worse whenever there is stress at work. He demonstrated it using correlation

analysis and discovered a substantial inverse association between occupational stress and work output. Using stresses like interpersonal conflicts and relationships with supervisors, he demonstrated how an increase in these stressors results in a decline in performance. A similar survey of managers in firms was conducted in Nigeria in 2010 The Z score test was used, and it created a bad association between the managers' performance and it. (Ashfaq & Ramzan, 2013)in their hypothesis work, argued when stress reaches a particular unfavorable point, work-related stress has a detrimental effect on employee performance.

Accordingly, (Fonkeng, 2018)who conducted a research in a microfinance institution in to investigate the impact of job stress on worker performance in Cameroon. The research showed that the individuals experienced significant stress, which had a negative impact on their performance. (Ajayi, 2018) stated that job stress significantly reduced the performance of an individual. The result showed that stress was caused by all the factors of stress in Nigerian bankers and negatively impacts their performance. In addition, (Pandey, 2020)conducted a study on 200 Nepalese employees working in the banking sector and found that all the stress factors significantly but negatively are associated with employees' performance. His result also showed that overall stress level decreased the employees' performance.

(Lavuri, 2018) found a significance impact of Role Ambiguity on Bank employees towards their job performance. According to a Malaysian study (June & Mahmood, 2011), discovered a negative correlation between role ambiguity and employee performance in Malaysian SMEs. However, a study carried out in Pakistan in 2011 discovered an intriguing fact that job uncertainty did not matter in this scenario and rather demonstrated a positive link with employee performance since modern employees are multitasking and more eager to handle one or two tasks at the same time.

Table 2.1 Synthesis on key literature review of Occupational Stress and Employee Performance

Author	Variables	Key Findings
(Ongori & Agolla, 2008)	1. Independent variable , Low/Inadequate salary, unfair treatment by supervisor, work overload, Inadequate resources, Uncertainty about promotion, Independent variable Low/inadequate salary, Unfair treatment by superiors, Work overload, Inadequate resources, Uncertainty about promotion ,Work/family conflict, Lack of superior interest in personal problems, High responsibility, Excessive supervision and criticism, Rigid/authoritative system, Competition with co-workers , Need to make fast decisions, MS implementation 2. Dependent variable: (Organizational performance)	The findings of the study revealed that the outcomes associated with the occupational stress adversely affect the organization, especially in reducing efficiency in organization operations, increasing employee turnover, and the expenditure of health costs of employees, low motivation and accidents.
(Rana, & Munir, 2011)	1. Independent variables (role conflict, relationship with others, workload pressure, homework interface, role ambiguity and performance pressure) 2. Dependent variables (employee motivation and employee performance)	The study showed that the role conflict, role ambiguity, and performance pressure positively affect employee performance whereas the homework interface, relationship with others, and workload pressures have negative impacts on employee performance.
(Sajuyigbe, Madu – Igwe, & Babalola, 2015)	Explanatory variable a. Constraint, Workload, Time pressures, Student indiscipline, Conduct of examination, Compilation of Results, Lack of infrastructure	The results indicated that job-stress dimensions independently and jointly influenced job performance adversely. It also stated that lack of infrastructure has a more decisive influence on an individual's job performance while students' indiscipline has less influence on an individual's job performance.
(Amoako, Gyamfi, Emmanuel, & Batola, 2017)	1.Independentvariables Occupational Stress (poor working conditions, long working hours, risk and danger, new technology, work under-load, role over-load, role in the organization, role ambiguity, role conflict, relationship at work, career development, and physical environment)	The study found that the stress among employees does enhance their job performance in a positive manner. It also indicates that an employee's stress increases and their job performance also tends to increase and vice-versa.

	2. Dependent variables (Job performance of employees)	
(Anu Jossy Joy, 2018)	1.Independent Variable (Job performance) 2. Dependent Variable (Role Ambiguity, Workload, Salary and Rewards, Fear of Obsolescence)	The study revealed that sources of job stress are inversely related to job performance and role ambiguity exerts a great impact on job performance.
(Pandey, 2020)	1. Independent variable (Work Stress, Work type, Salary pay scale, Job insecurity, Poor communication, Work overload, Lack of motivation, Lack of Management support, Poor performance evaluation and appraisal system) 2. Moderating variable Gender 3. Dependent variable Employees' performance	The findings and interpretations revealed that employment overload was the most important reason behind stress among the staff, which was followed by a lack of job security, poor communication, and work type.
(Prasad & Vaidya, 2020)	1. Independent variables (Occupational stress and COVID 19 parameters) 2. Moderating variables (Age and gender differences) 3. Dependent variables (employees' performance)	The findings showed that the Covid-19 parameters workplace isolation, lack of communication, family distractions, role overload, and occupational stress factors role ambiguity, role conflict, career, Job-control are statistically significant and are good predictors of the performance.
(Yobaoh - Kordee, Amponsah - Tawiah, Adu, & Augustina, 2018)	1. Independent variables (occupational stress and coping strategy) 2. Dependent variables (job performance)	The findings demonstrated a favorable relationship between occupational role and worker performance. According to the study, bankers' personal stress was identified as a potential source of occupational stress that affected their performance.
(Kumar, Kumar, & Aggarwal, 2021)	1. Independent variable (Role overload, change in lifestyle choices, Occupational discomfort and distress) 2. Dependent variable (Employee performance)	The study stated that role overload and change in lifestyle choices had no significant impacts on job performance. It also found that family distraction, occupational discomfort, and distress were significant in impacting job performance, with distress being the most significant one.
(Jamal, 1984)	1. Independent variables (role ambiguity, role overload, role conflict, and resource inadequacy) 2. Dependent variables (Employees' performance)	The study exhibited that there was a negative linear relationship between stress and performance. As per the results, employees' professional and organizational commitment were proposed to moderate the stress performance relationship.

2.3 Research Gap

In today's globalized market, Occupational Stress has been one of the emerging concerns for the organization and an individual itself. It has a direct and indirect impact on the performance leading the effect on organization's productivity. Occupational Stress has two sides of effect, positive and negative. These sides are totally dependent and can vary on various different variables depending on the occupation and individual traits. The positive or negative impact of stress is determined by the level and the ability to cope with them. As a preventive measure, various researchers have developed a tool to measure the stress level. To have an expected result out of the people resource, and fulfil the company's objectives, the organization have to manage the occupational stress of the employees. Number of research study has been conducted to learn about the stress level, causes and sources of stress and it's affecting area. Occupational stress is high and mostly unpredictable in the dynamic industry who have to juggle up on regular basis for the skills and performance update.

This study focuses on the impact of occupational stress on employee performance. Multiple research has been conducted to learn on the occupational and employee performance around the globe. The major study has been conducted on the different sector. In context of Nepal, the researcher was unable to locate studies that looked into how occupational stress affected workers' performance in IT-related industries. This is the area of information that needs more study. Also, the whole Occupational Role Stressor and Fear of Obsolescence of full dimension at once has not been studied which my current study will fulfill the gap.

2.4 Theoretical Framework

This study aims to determine how workplace stress affects workers' performance in the IT sectors. The theoretical framework created for this study is depicted in the image below. Employee performance is the dependent variable, whereas the independent variables are Role Overload, Role Insufficiency, Role Ambiguity, Role Boundary, Responsibility, Physical Environment, and Fear of Obsolescence.

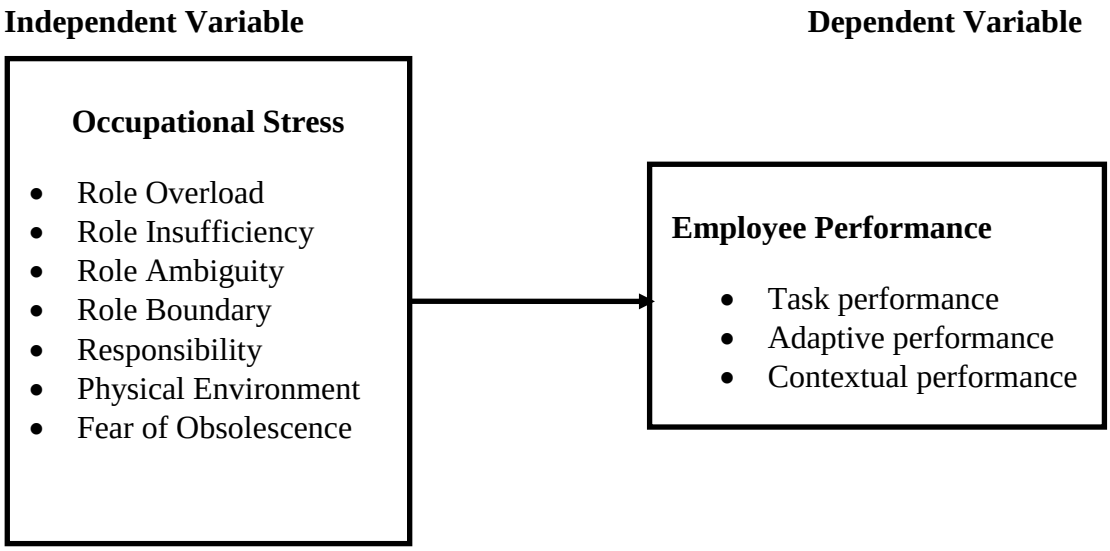

Figure 2. 1 Theoretical Framework

Source: (Sunanda, 2018) and (Anu Jossy Joy, 2018)

2.5 Operational Definitions

Independent Variables

The variables that have an impact on the dependent variable are known as independent variables. It is described by the independent variables.

- Role Overload

  When a person is managing many roles and has a tight deadline, the scenario is known as role overload.

  Role overload is simply the opposite of role overload and is described as a social circumstance in which the focal person is faced with commitments that, when taken as a set, demand him to perform more than he can in a given amount of time. Because of the enormous amount of work that is required and the failure that overload primarily entails, role overload appears to be a difficult condition to the overloaded focus person. Due to its ostensibly dull and uninteresting characteristics, role under load might be unpleasant for its target folks. Despite the fact that one could be certain that overloading an organization would result in a more stressful situation (BEXTON, HERON, & SCOT, 1954)

- Role Insufficiency

  People anticipate and feel role insufficiency during role changes with consequences for developmental, situational, and health-illness issues. (Meleis, 1975). Role insufficiency is the defined by few the dimensions like feeling stagnant in current job, feeling well situated to execute tasks in current job as per qualifications and skills, can make full use of talents and skills during performing job, have good future prospects in current job, get to learn and acquire new skills in my job, unenthusiastic about my job, perform tasks that not situated and trained for.

- Role Ambiguity

  Role ambiguity is the belief that one lacks the knowledge required to carry out a task or job, which makes the perceiver feel incompetent (Onyemah, 2008). To minimize confusion and increase productivity, every formal position should have clear task requirements. Even so, in some structures task requirements are found to be ambiguous (Hamilton, 2002) When people understand about their role in position in the organization, they find it comfortable to take obligations (Jundt, Mindy, & Jason, 2014).

- Role Boundary

  The duties, rights and limitation of the job is defined as Role Boundary. Stress is felt when one's role is not fixed. When a person has to report to the multiple person, he/she lack the person fit job model, and have inefficient relationship with the supervisor, it means that he has undefined boundary of the work. Defining the Job description and career path will help to mitigate this problem. (James, 2011)

- Responsibility

  Responsibility at work basically includes not only caring responsibilities of own but also have to take the responsibility of other team members or colleagues. Responsibility can be defined by four dimensions, how many people a person have to look after to deal and mentor many people during the day, have to take responsibilities for the activities of team members and is responsible for the welfare of subordinates and worried about fulfilling job

responsibilities. The increase of decrease in responsibility might increase or decrease the performance.

- Physical Environment

  The physical work environment in workplace refers to the arrangement of all the material objects and stimuli that people encounter in their workplace life While the physical work environment has adverse impact on employee stress, these aspects are often not considered when undertaking workplace design. Slight Changes in such can result implications of stress on employees. The dimensions of the physical work environment include lack of access to views, higher temperature, noise disturbance, poor office structure, and a lacking of nature-like surroundings, which may cause stress. Research has shown that physical environmental stress can result in reduction of work performance by 2.4–5.8%, reducing motivation, and increasing distractibility (Lamb & Kwok, 2016).

- Fear of obsolescence

  (Jones & Cooper, 1980) According to the definition, Obsolescence is the degree to which an employee's knowledge and skills have not kept up with the current and expected future demands of his position, according to definition. (Mahler, 1965) defined obsolescence as the failure of the once capable employee to attain achievements that are today required of. Ability obsolescence and attitudinal obsolescence that Mahler distinguished. Ability obsolescence occurs when a manager's skills and talents are insufficient to stay up with previous jobs. While attitude obsolescence describes a manager's inability to remain adaptable and deal with challenges and circumstances that are always changing (Chauhan & Chauhan, 2008).

Dependent Variable

The dependent variables are the variables that depend on the independent variables.

- **Employee Job Performance**

  - **Task performance**

    The term “task performance” denotes the essential technical actions and conduct required for the job. It is multi-dimensional and related to ability. (Jose, 2021)As businesses place a larger emphasis on customer service, innovation and customer-focused behavior become more crucial. (Pradhan & Jena, 2017)

  - **Adaptive performance**

    Adaptive performance occurs when employees “To respond to actual or projected changes in the workplace that are important to your goals, you may need to learn new skills, take on new roles, or change your current work habits (Lalatendu, 2021) Adaptive performance is described as a collection of actions meant to keep performance levels steady or prevent performance declines brought on by change. Both anticipatory and reactive components can be included in adaptive performance (Chan, 2000).

  - **Contextual performance**

    Contextual performance can be defined as actions that support the setting in which the basic cognitive processes take place (Borman & Motowidlo, 1993) technical behaviors operate. Examples of such performance behaviors include volunteering for tasks, helping coworkers, and defending the organization (Borman &Moto widlo, 1993). These behaviors play significant role in achieving organizational outcomes and for supporting long-term success (Allen & Rush, 1998).

CHAPTER III
RESEARCH METHODS

This chapter covers describes the research procedures and methodologies that were used to gather and analyze data. Research design, population and sample, sources and methods of data collecting, instrumentation, data analysis method, and instrument reliability and validity are just a few of the subtopics that have been used to break down and explain the entire procedures.

3.1 Research Design

Research design serves as a roadmap to the study. It clarifies the purpose of study, method of data collection, profile of the respondents and data analysis. This study is based on the descriptive and explanatory research design. Closed end questionnaire was designed and distributed to the respondents via Google Forms. As the data was collected at a certain period of time, the collection method was cross sectional.

3.2 Population and Sample

This primary target audience for this study was the group of people employed in the IT sector in Kathmandu valley. Pandemic has globalized the scope of work for IT professionals, thereby promoting remote working. Due to this, the exact number of employees working in the IT sector is unknown; as a result, non-probability sampling method was used for this study for the one willing to participate in the research.

The study's sample population consisted of those employed in the Kathmandu Valley's IT sector. The sample size to be taken was determined by the number of samples required to estimate a proportion with an approximate 95 percent confidence level, which is corresponds to the sample size of 384 (Godden, 2004).

According to (Godden, 2004), the sample calculation formula is given by:

$$SS = Z \wedge 2 * p * (1-p) / M \wedge 2$$

Where,

SS = Sample size for infinite population

Z = Z value (95% Confidence interval, 1.96 standard value)

p = Population proportion expressed as decimal, 0.50)

M = Error margin (5%)

Calculation:

$$SS = 1.96 \wedge 2 * 0.50 * (1-0.50)/0.05 \wedge 2$$

$$= 384$$

Hence, for the study, sample size of 384 employees working in the IT sector of Kathmandu valley was considered. However, only 260 usable responses were received from the questionnaire distributed to the sample population in total. Therefore, 67.70% was the response rate out of 100 % which is suitable enough to conduct the research as per the previous studies considered.

The study done previously has also used the sample size of 150 by (Pandey, 2020), to assess the work stress and its impact on the employee performance of banking sector of Nepal. The study done in Bangalore by (Sucharitha & Amzad Basha, 2020) with the sample size of 200 to investigate the impact of the work stress on employee performance.

3.3 Instrumentation

The questionnaire was analyzed using the quantitative analysis. The responses for different independent variables in the study - Occupational Role Stressors (Role Overload, Role Insufficiency, Role Ambiguity, Role Boundary, Responsibility, Physical Environment and Fear of Obsolescence) were mapped to a 5-point Likert scale. Likewise, the responses for the dependent variable - Employee performance (Task performance, Adaptive performance and Contextual performance) were also charted in the same scale.

The first section of demographic questions composes of gender, age, marital status, work level, highest education level, level of experience and income level. Whereas, the second section includes the 5 - Likert scale questionnaire adapted from the theoretical framework for occupational role stressors and employee performance dimensions.

3.4 Sources and Method of Data Collection

The responses that were collected from the respondents via a questionnaire created using Google Forms and Microsoft Word was the major primary source of data. The survey was self-administered and was distributed to the employees of the IT sector in Kathmandu valley via online medium. The questionnaire consisted of closed ended questions and were mandatory. Closed-ended questions have a list of possible options listed, from which the respondents must choose. However, few of the questions were left blank in the printed form of questionnaire. Out of the 384questionnaires sent to different IT professionals via different online mediums, 260 valid responses were received. The data was then processed into the MS Excel and subsequently to SPSS for the further analysis.

Occupational Stress Factor

The questionnaire for the Occupational Role Stressors (Role Overload (RO), Role Insufficiency (RI), Role Ambiguity (RA), Role Boundary (RB), Responsibility (R), Physical Environment (PE) was referred from Occupational Stress Inventory Revised (OSI- R), a stressor model developed by Samuel Osipow (Osipow S. &., 1987). The stressor factor, Fear of Obsolescence, was adopted from the research study conducted in Kerala among the software professionals by Anu Jossy Joy and Dr. G.S. Gireesh Kumar, where the researchers found that this factor has a major impact on employee's performance (Anu Jossy Joy, 2018).

These variables - Occupational Role Stressor (Role Overload (6), Role Insufficiency (7), Role Ambiguity (8), Role Boundary (5), Responsibility (4), Physical Environment (3), Fear of Obsolescence (3) were assessed using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The respondents were required to indicate to what degree of Occupational Stress they had been subjected to or shown themselves.

Employee Performance

The questionnaire for the Employee Performance was adopted from the empirical research study conducted to investigate potential areas for expanding the focus of employee performance as a key area of successful use of human resources (HR)

(Rabindra Kumar Pradhan, 2017). The framework suggested three dimensions of the Task Performance (TA), Adaptive Performance (AP), and Contextual Performance (CP). The responses for the employee performance were assessed using the 23 valid items proposed by the aforementioned study. The ratings for each individual item range from 1 (Strongly Disagree) to 5 on a five-point scale (Strongly Agree).

3.4 Data Analysis Tool

Various statistical methods and software were used to analyze, evaluate, and verify the primary data source. For the ease of data visualization, different inbuilt tools present in the software were used to present data in tabular form as well as figuratively. The data for the final 260 responses was downloaded as csv. files and then imported into SPSS. IBM SPSS Version 26 was used for the primary data analysis and other statistical calculations on the data. The obtained results and interpretations were presented in a written form using Microsoft Word.

The data analysis for this study can be divided into two types: Descriptive analysis and inferential analysis. Frequency, percentage, and mean analysis were used for descriptive analysis. For inferential analysis, multiple regression and correlation analysis were used.

3.5 Reliability of Data

Reliability defines the degree to which we can rely on the data and its sources. It helps to measure how the consistency and steadfastness of the data. This analysis also helps to add the validity and accuracy to the researcher's data interpretation. High-quality tests are essential for determining the dependability of data provided in an examination or research study (Mohsen Tavakol, 2011).

Cronbach Alpha was used to test the reliability for the data. Generally, the value above 0.70 in this scale is considered to be the reliable. Pre-test was done with the population sample of 40 respondents to check the reliability of the questionnaire and the study variables.

Table 3. 1 Reliability of variable

Variables	Cronbach's alpha	Number of items
Role Overload	0. 936	6
Role Insufficiency	0.972	7
Role Ambiguity	0.954	8
Role Boundary	0. 937	5
Responsibility	0.933	4
Physical Environment	0. 676	3
Fear of Obsolescence	0.905	3
Employee Performance	0.952	23

Source: Field Survey (2020)

Table 3.1 shows the different variables used in this study along with their Cronbach alpha. The table shows that Role Overload, Role Insufficiency, Role Ambiguity, Role Boundary, Responsibility has 6, 7, 8, 5, 4 factors with reliability statistics of 0.936, 0.972, 0.954, 0.937 and, 0.933 respectively. The Cronbach alpha for Physical Environment was 0.676 and Fear of Obsolescence was 0.905, each of these variables having 3 factors each. Similarly, Employee Performance has 23 factors with reliability statistics of 0. 952.Thus, the figures for different variables and the factors falls within the acceptable scale of the Cronbach Alpha, signifying that there is an acceptable degree of reliability.

3.6 Ethical Consideration

Research ethics constitutes ethical guidelines that guide us on how scientific research should be conducted and disseminated. It defines different criterion for responsibly conducting the research.

Ethics and norms were upheld and maintained while conducting the survey as well as during the preparation of the report.

- The study was limited to IT sector, thus making it dubious to be generalized as a whole.
- Ethical considerations were taken from the authorized personnel of the company to conduct the study.

- Participants received assurances that the data would only be utilized for this study's purposes and that respondent and subject confidentiality would be upheld.
- Withdrawal of participant from the study at any time was acceptable.
- Proper citation and references for the sources of information used in this study has been done to give proper credit and acknowledgement to the work of the original researchers and authors.

CHAPTER IV
ANALYSIS AND RESULTS

This chapter provides description of data analysis process, interpretation of results and findings of the study. All of the collected data was analyzed and the results are presented in tabular form. The tables show the demographic profile of respondents, descriptive analysis of the impact of stress in the employee performance, analysis that determines the relationship between occupational stress factors, the dominant factor of occupational stress impacting employee performance and their interpretations.

4.1 Employee Characteristics

Employee traits constitute features like gender, age, highest education level, marital status, work experience, work level and monthly income.

4.1.1 Demographic Profile of Respondents

The table below displays the analysis of employees of IT sector of Kathmandu valley according to various demographic factors.

Table 4.1 Demographic Profiles of Respondents

Factors (Demographic Variables)	No. of respondents (N)	Percentage (%)
Gender		
Male	178	68.5
Female	81	31.2
Prefer not to say	1	0.4
Age (in years)		
18 - 24	50	19.2
25 - 31	170	65.4
32 - 38	30	11.5
39-45	10	3.8
Highest Education Level		
Intermediate (10+2)	4	1.5
Bachelor's level	202	77.7
Masters and above	54	20.8

Marital Status		
Married	58	22.3
Single	200	76.9
Divorced	2	0.8
Work Experience		
Less than a year	29	11.2
1 - 3 years	101	38.8
4 - 6 years	77	29.6
7- 9 years	27	10.4
10 years and above	26	10
Work level		
Associate	74	28.5
Mid	99	38.1
Senior	87	33.5
Monthly Income (Rs.)		
Below 50,000	92	35.4
50,001 – 1,00,000	88	33.8
1,00,001 – 1,50,000	41	15.8
1,50,001 – 2,00,000	19	7.3
2,00,000 and above	20	7.7
Total	260	100

Source: Field Survey (2022)

Table 4.1 exhibits the demographic information of the respondent which includes gender, age, marital status, highest education level, work experience, work level and monthly income.

Out of the total 260 respondents, there was comparatively a greater number of male respondents with a value of 68.5 percent. Female respondents accounted for 31.2 percent of the respondents and others were about 0.4 percent. Even though there is a widespread knowledge of the disproportionate gender ratio of men to women in the tech industry, the gender gap still persists in IT sector. According to the data of National Institute for Women & Information Technology, in past 12 years, women workers in IT industry has increased by 2% (Koehn, 2022).

In terms of age, nearly two-thirds of the respondents in my study were of the age group 25- 31 years, (around 65.4 percent) with a small share of people of age group39 - 45 years (around 3.8 percent). Thus, from these figures, we can say that people of mid age group are more involved in the IT sector than other age groups.

Similarly, 77.7 percent of the people have completed their Bachelor's degree and 20.8 percent have completed Masters and above degree. Only a few numbers of the respondents (about 1.5 percent) have only completed their Intermediate (+2) level. Basically, education level has never played a crucial role to start a profession in IT sector. This profession requires and focuses on the individual skills rather the education level. Hence, we can derive that most of the employees working in IT industry are skill competent.

In terms of service provided by the employees in their company, 11.2 percent had worked for less than a year, 38.8 percent worked between 1 - 3 years, 29.6 percent worked between 4 - 7 years, 10.4 percent employees worked between 8 – 10 years and only one tenth of them worked above 10 years, illustrating that employees generally work mostly up to 4 – 7 years in a company. This is due to the fact that IT industry has greater demands in the market with competitive salaries and flexible working environments, which permits employees to switch between different companies and roles.

Similarly, while categorizing the employee data in terms of the work level, 28.5 percent of employees are of Associate level, 38.1 percent of employees are of Mid-level and about a third of employees are of senior level. This means that the companies have proper career paths and growth opportunities for their employees.

Furthermore, in terms of the monthly wages paid to the employees, IT industry is one of the highest paying industries among the IT sector. 35.4 percent employees were paid below Rs. 50,000, 33.8 percent of employees received pay between Rs. 50,000 and Rs. 1,000,000. 15.8% of employees received pay in the range of Rs. 1,00,001 to Rs. 1,50,000, 7.3% received pay in the range of Rs. 1,51,001 to Rs. 2,00,000, and 7.7% received pay above Rs. 2,000,000.

To summarize the above findings, majority of respondents fall in the age group of 25-31 years with majority of them being male workers and are employed in the mid-level

positions in their companies. Most of them have working experience of around 1 – 3 years and have monthly earnings figures at around Rs. 50, 000.

4.2 Descriptive Statistic Analysis

Awareness and perception level of occupational stress

To determine the awareness level of the occupational stress and perceived occupational stress among the employees of the IT sector of Kathmandu Valley, respondents were asked to answer the questions -Have your heard about the occupational stress and have you ever felt occupational stress.

Table 4. 2 Descriptive Statistics related to Occupational Stress

Variable (N= 260)		**No. of responses (N)**	**Percentage (%)**
Have you heard about Occupational Stress?	Yes	233	89.6
	No	27	10.4
Have you ever felt Occupational Stress?	Yes	218	83.8
	No	42	16.2

Source: Field Survey (2022)

Table 4.2 Exhibits the awareness level and perceived Occupational stress by the employees of IT sector. As per the result, the majority of the employees in the IT sector of Kathmandu valley have heard and experienced occupational stress in their workplace. A whopping 89.6 percent employee agreed that they are mindful about the occupational stress while 10.4 percent employees think otherwise. Similarly, 83.8 percent respondents agreed that they have sensed occupational stress and 16.2 percent people have not.

4.3 Descriptive Statistics of the Variables

Some of the major sources of Occupational stress, Occupational Role Stressor defined by OSR- Revised version are - Role Overload, Role Insufficiency, Role Ambiguity, Role Boundary, Responsibility and Physical Environment. In addition to these, Fear of Obsolescence factor has also been considered to analyze its effect in the employee

performance. Mean and Standard Deviation is used to analyze the result as presented below:

Table 4. 3 Descriptive Statistics of the Variables

Variables (N= 260)	Minimum	Maximum	Mean	Std. Deviation
Role Overload	1.5	5	3.27	0.55
Role Insufficiency	1.57	5	3.26	0.68
Role Ambiguity	1.38	5	3.28	0.63
Role Boundary	1.8	5	3.1	0.49
Responsibility	2	5	3.26	0.67
Physical Environment	1.67	4.33	2.91	0.58
Fear of Obsolescence	1.33	5	3.27	0.53

Source: Field Survey (2022)

Table 4.3 displays the descriptive analysis of the different status or level of stress incurred by the different occupational stress factor. The mean derived for the Role Overload is 3.27 with a Standard Deviation of 0.55 which was measured using the five- point scale. Role Overload's mean value demonstrates that the average of respondents concur that they face role overload at work, and the standard deviation shows that respondent responses varied by roughly 72%.

Role Insufficiency was measured on the 5-point scale and the mean value is 3.26 which indicate that the

4.3.1 Role Overload

Table 4. 4 Role Overload

	N	Minimum	Maximum	Mean	Std. Deviation
I often have to switch between different tasks in a short time frame	260	1	5	3.28	0.863
The responsibilities associated with my job increases with time	260	1	5	3.3	0.957
I often have to perform tasks on my job in which I have never been trained	260	1	5	3.27	0.821
I often have strict deadlines	260	1	5	3.28	0.791
I often have to work at home after my office hours.	260	2	5	3.21	0.793
I often need guidance to deal with requirements related with my job	260	2	5	3.27	0.732

Source: Field Survey (2022)

Table 4.4 shows the mean and standard deviation for the following statements: have to frequently switch of task in a short time frame, responsibilities associated with job increases with time, perform tasks having to work from home beyond office hours in a capacity for which they have never received training, have strict deadlines and often need guidance to deal demands related with job.

Overall, we can see that the respondents seem to be having consensus on the statements that measure the role overload. The need to switch between different tasks is 3.28 and the standard deviation signifies the variation from the responses shared by the respondent is 86.3%. Among the 6-statements measured, the factor for responsibilities increasing with time has the highest mean value of 3.30 that leans to agreement on having increasing responsibilities with the standard deviation of 95.7%

of variation in the responses. This indicates that the respondents have considerably excessive workload and responsibilities in their current job.

4.3.2 Role Insufficiency

Table 4. 5 Role Insufficiency

	N	Minimum	Maximum	Mean	Std. Deviation
I feel stagnant in my current job.	260	1	5	3.1	0.815
I feel that I am well situated to execute tasks in my current job as per my qualifications and skills.	260	1	5	3.23	0.943
I can make full use of my talents and skills during performing my job.	260	1	5	3.28	0.972
I have good future prospects in my current job.	260	1	5	3.23	0.959
I get to learn and acquire new skills in my job.	260	1	5	3.28	0.956
I am unenthusiastic about my job.	260	1	5	3.11	0.771
I have to perform tasks that I am not situated and trained for.	260	1	5	3.12	0.818

Source: Field Survey (2022)

Table 4.5 demonstrates mean and standard deviation for the following statements: feeling stagnant in my current job, feeling well situated to execute tasks in my current job as per qualifications and skills, can make full use of talents and skills during performing job, have good future prospects in current job, get to learn and acquire new skills in my job, unenthusiastic about my job, perform tasks that not situated and trained for.

On the whole, the respondents seem to be having a general unison on the dimensions that measure the role insufficiency. The number of respondents feeling stagnant about the current job has the mean value of 3.10 with the standard deviation of 81.5%. Similarly, the highest mean among the seven dimensions, is for the statements- "I can make full use of my talents and skills during performing my job" and "I have good future prospects in my current job", both with a value of 3.28. Standard deviations for the above statements are 97.2% and 95.9% respectively.

4.3.3 Role Ambiguity

Table 4. 6 Role Ambiguity

	N	Minimum	Maximum	Mean	Std. Deviation
I usually get useful feedback from my supervisors.	260	1	5	3.29	0.986
I am full aware of what is required of me.	260	1	5	3.28	1.04
I know my responsibilities in my job.	260	1	5	3.33	1.054
I know how to undertake and perform any tasks associated with my job.	260	1	5	3.31	1.064
I usually have to take on plans and actions that are vaguely described.	260	1	5	3.28	0.914
I have little understanding of the task that has to be performed.	260	1	5	3.16	0.71
I have a clear understanding of my priorities on my job.	260	1	5	3.3	1.014
I know the basis on which I am being evaluated on my job.	260	1	5	3.31	0.982

Source: Field Survey (2022)

Table 4.6 exhibits mean and standard deviation for the given statements: usually get useful feedback from supervisors, know exactly what is expected in job, know responsibilities in job, know how to undertake and perform any tasks associated with job, usually have to take on plans and actions that are vaguely described, have little understanding of the task that has to be performed, have a clear understanding of my priorities on job, know the basis on which evaluation of job is done.

Overall, the respondents seem to be more inclined towards agreement on the statement related to role ambiguity. The number of respondents that usually get useful feedback from supervisors has the mean value of 3.29 with the standard deviation of 98.6%. Similarly, the highest mean among the seven statement, is for- "I know my responsibilities in job" with the mean value of 3.33and standard deviation of 105%.

4.3.4 Role Boundary

Table 4. 7 Role Boundary

	N	Minimum	Maximum	Mean	Std. Deviation
I have to report to more than one person.	260	1	5	3.12	0.877
I know my role and value within the organization.	260	1	5	3.26	0.967
My supervisors have little to no idea of the work I am currently doing.	260	1	5	2.98	0.678
I have clear idea of the roles and responsibilities of other individuals in the organization.	260	1	5	3.18	0.914
I have frequent argument with other individuals in the organization.	260	2	5	2.99	0.74

Source: Field Survey (2022)

Table 4.7 Exhibits mean and standard deviation for the following statements: have to report to more than one person, knows one's role and value within the organization, supervisors have little to no idea of the work currently being done, have clear idea of the roles and responsibilities of other individuals in the organization, have frequent argument with other individuals in the organization.

The mean of 2.98 is for the statement that the supervisor has little to no idea of the work that the individual is currently doing which shows respondent's answer varied from 67.8%. This shows that they agree with the statement and have a good amount of supervision. The mean of the statement, have frequent argument with other individuals in the organization, is 2.99 and the standard deviation signifies the variation in the responses shared by respondents is 74%. This shows that the respondents have a good relationship with their colleagues. The respondents moderately agree with the statement that they have to report to more than one person, know my role with mean values of 3.12, 3.26, and 3.18 and standard deviations of 87.7 percent, 96.7 percent, and 91.4 percent, respectively, people in the organization have a clear understanding of the roles and responsibilities of other people in the organization.

4.3.5 Responsibility

Table 4. 8 Responsibility

	N	Minimum	Maximum	Mean	Std. Deviation
I have to deal and mentor many people during the day.	260	1	5	3.27	0.773
I have to take responsibilities for the activities of my team members.	260	1	5	3.25	0.88
I am in charge of my team member's welfare.	260	2	5	3.27	0.795
I am worried about carrying out my duties at work.	260	2	5	3.26	0.791

Source: Field Survey (2022)

Table 4.8 Exhibits mean and standard deviation of the given statement: have to deal and mentor many people during the day, have to take responsibilities for the activities of my team members, responsible for the welfare of my subordinates and worried about fulfilling job responsibilities.

The mean for the statement, have to deal and mentor many people during the day, is 3.27 with the standard deviation of 77.3% which shows that respondents are moderately agreeing on mentoring their subordinates. For the statement have to take responsibilities for the activities of my team members, the mean value is 3.25 with the Standard deviation of 88%. Also, respondents somewhat agree on the statement being responsible for the welfare of my subordinates with the standard deviation of 3.27 and standard deviation of 79.5% and for the statement, am worried about fulfilling my job responsibilities, the mean value is 3.26 with the standard deviation of 79.1%.

4.3.6 Physical Environment

Table 4. 9 Physical Environment

	N	Minimum	Maximum	Mean	Std. Deviation
I have an inconsistent work schedule.	260	1	5	2.99	0.751
I have to work all by myself.	260	1	5	2.95	0.667
I have a proper working environment.	260	1	5	2.79	0.889

Source: Field Survey (2022)

Table 4.9 Exhibits mean and standard deviation for the given statements: have an inconsistent work schedule, have to work all by myself and have a proper working environment.

The mean value is 2.99 for the statement having an inconsistent work schedule with a variation of 75.1%. This shows that they disagree with the statement and they have a consistent work schedule. The mean of the statement, have to work all by myself, is 2.95 and the standard deviation signifies the variation in the responses shared by respondents is 66.7%. Similarly, the mean of the statement, have a proper working

environment, is 2.79 and the standard deviation signifies the variation in the responses shared by respondents is 88.9%. This indicates that the respondents disagree on having a good physical environment.

4.3.7 Fear of Obsolescence

Table 4. 10 Fear of Obsolescence

	N	Minimum	Maximum	Mean	Std. Deviation
I constantly have to learn and improve my skills to perform well at my job.	260	1	5	3.32	0.939
I have minimal access to the platform and resources to improve and acquire new skills.	260	1	5	3.28	0.987
I am often guided by my supervisors when I am learning any new skills relevant to my job.	260	1	5	3.23	0.956

Source: Field Survey (2022)

Table 4.10 Displays mean and standard deviation for the statements: constantly have to learn and improve skills to perform well at my job, have minimal access to the platform and resources to improve and acquire new skills and is often guided by supervisors when learning any new skills relevant to job.

The mean for the statement having to learn and improve skills to perform well at job schedule is calculated to be 3.32with a standard deviation of 75.1%. The mean of the statement, have minimal access to the platform and resources to improve and acquire new skills, is 3.28 and the standard deviation signifies the variation in the responses shared by respondents is 98.7%. Similarly, the mean of the statement, is often guided by supervisors when learning any new skills relevant to job, is 3.23 and the standard deviation signifies the variation in the responses shared by respondents is 95.6%. This indicates that the respondents moderately agree that they have fear of obsolescence.

4.3.8 Employee Performance

Task performance, adaptive performance, and contextual performance were the three latent characteristics used to evaluate employee performance at work as per (Mayda, Fatimah, Amani, & Nuha , 2022). The questionnaire was adapted from the conceptual module suggested by Rabindra Kumar Pradhan and Lalatendu Kesari Jena in the research - Employee Performance at Workplace: Conceptual Model and Empirical Validation (Rabindra Kumar Pradhan, 2017), which provides a thorough understanding of both the determinants of improving employee performance and the structure and dynamics of employee performance.

Table 4. 11 Employee Performance: Task Performance

	N	Minimum	Maximum	Mean	Std. Deviation
I used to maintain high standard of work.	260	1	5	2.87	1.173
I am capable of handling my assignments without much supervision.	260	1	5	2.85	1.129
I am very passionate about my work.	260	1	5	2.83	1.342
I know I can handle multiple assignments for achieving organizational goals.	260	1	5	2.86	1.214
I used to complete my assignments on time.	260	1	5	2.85	1.239
My colleagues believe I am a high performer in my organization.	260	1	5	2.85	1.112

Source: Field Survey (2022)

Table 4.11 Exhibits mean and standard deviation for the following statements: I am very passionate about my work, I used to maintain a high standard of work, I can handle my assignments without much guidance, I know how to handle multiple assignments for achieving organizational goals, I used to finish my assignments on

time, and my coworkers think I am a high performer in my organization. (Olaoluwa, Stephen, & Mathias, 2020)

The mean of 2.87 corresponds to the statement used to maintain high standard of work, with the answer variation of more than 100%. The mean of the statement, am capable of handling my assignments without much supervision, is 2.85 and the standard deviation signifies the variation in the responses shared by respondents is more than 100%. similarly, the mean of the statement, very passionate about my work. is 2.83 and the standard deviation signifies the variation in the responses shared by respondents is more than 100%.

Table 4. 12 Employee Performance: Adaptive Performance

	N	Minimum	Maximum	Mean	Std. Deviation
I used to perform well to mobilize collective intelligence for effective team work.	260	1	5	2.87	1.018
I could manage change in my job very well whenever the situation demands.	260	1	5	2.87	1.048
I can handle effectively my work team in the face of change.	260	1	5	2.87	1.065
I always believe that mutual understanding can lead to a viable solution in organization.	260	1	5	2.81	1.484
I used to lose my temper when faced with criticism from my team members.	260	1	5	3.13	1.37
I am very comfortable with job flexibility.	260	1	5	2.86	1.214
I used to cope well with organizational changes from time to time.	260	1	5	2.89	0.932

Source: Field Survey (2022)

Table 4.12 exhibits mean and standard deviation of the given statement: used to perform well to mobilize collective intelligence for effective team work, could manage change in my job very well whenever the situation demands, can handle effectively my work team in the face of change, always believe that mutual understanding can lead to a viable solution in organization, used to lose my temper when faced with criticism from my team members, very comfortable with job flexibility, used to cope well with organizational changes from time to time.

The statement of mean having 2.87 for used to perform well to mobilize collective intelligence for effective team work, could manage change in my job very well whenever the situation demands, can handle effectively my work team in the face of change, which shows respondent's answer varied from more than 100%. The mean of the statement, always believe that mutual understanding can lead to a viable solution in organization, is 2.81 and the standard deviation signifies the variation in the responses shared by respondents is more than 100%. similarly, the mean of the statement, used to lose my temper when faced with criticism from my team members is 2.83 which indicate that, the respondents is neutral on losing the temper when faced with criticism from team members.

Table 4. 13 Employee Performance: Contextual Performance

	N	Minimum	Maximum	Mean	Std. Deviation
I used to extend help to my co-workers when asked or needed.	260	1	5	2.81	1.4
I love to handle extra responsibilities.	260	1	5	2.91	1.004
I extend my sympathy and empathy to my co-workers when they are in trouble.	260	1	5	2.82	1.354
I actively participate in group discussions and work meetings.	260	1	5	2.83	1.276
I used to praise my co-workers for their good work.	260	1	5	2.83	1.357
I derive lot of satisfaction nurturing others in organization.	260	1	5	2.86	1.213
I used to share knowledge and ideas among my team members.	260	1	5	2.83	1.259
I used to maintain good coordination among fellow workers.	260	1	5	2.81	1.264
I used to guide new colleagues beyond my job purview.	260	1	5	2.84	1.237
I communicate effectively with my colleagues for problem solving and decision making.	260	1	5	2.81	1.347

Source: Field Survey (2022)

Table 4.13 Exhibits mean and standard deviation of the given statement: used to extend help to my co-workers when asked or needed, love to handle extra responsibilities, extend my sympathy and empathy to my co-workers when they are in trouble, actively participate in group discussions and work meetings, used to share knowledge and ideas among my team members, used to maintain good coordination

among fellow workers, used to guide new colleagues beyond my job purview and communicate effectively with my colleagues for problem solving and decision making.

The mean for statement used to extend help to my co-workers when asked or needed, used to maintain good coordination among fellow workers, communicate effectively with my colleagues for problem solving and decision making, is 2.81and also, the deviation shows that the respondent's answer varied from more than 100%. Overall, the respondents disagree on most of the given statements.

4.4 Co-relation Analysis

Co-relation analysis measures the relationship between the two or more than two independent variables. It helps to measure to what extent the variables are related to each other. Study's dependent variable (employee performance) and independent variables (occupational role stressor and fear of obsolescence), Pearson's correlation analysis was used. This analysis defines the relationship in three measures;

- A positive and direct co- relation between the variables (Value = 1)
- A negative and inverse co- relation between the variables (Value = -1)
- No co- relation between the variables (Value = 0)

4.4.1 Correlation Analysis of variables

Table 4. 14 Correlation Analysis of Each Variable

	RO	RI	RA	RB	R	PE	FO	EP
RO	1							
RI	.932**	1						
RA	.913**	.932**	1					
RB	.915**	.955**	.924**	1				
R	.913**	.916**	.897**	.907**	1			
PE	-.571**	-5.63**	-.546**	.584**	.554**	1		
FO	.881**	.900**	.940**	.885**	.857**	.515**	1	
EP	-.948**	-.975**	-.958**	-.958**	-.931**	.574**	-.931**	1

*. Correlation significance at the 0.05 level (2- tailed)
**. Correlation significance at the 0.01 level (2- tailed)

Table 4.14 displays the correlation value between each occupational stress factors (Fear of Obsolescence, Physical Environment, Role Boundary, Role Insufficiency, Responsibility, Role Overload, Role Ambiguity) and employee performance. Since there exists a negative impact of occupational stress on employee performance, so is the case with the individual occupational stress factors and employee performance. However, each factor has different correlation values.

This is the same for the individual occupational stress factors and employee performance. However, each factor has different correlation values.

The result shows that role overload and employee performance are negatively related with a correlation value of -.948, indicating a strong negative correlation. Similarly, Role insufficiency and Role ambiguity also has a strong negative relationship with employee performance with the correlation value of -.975 and -.958 respectively. This negative relationship with employee relationship also holds true for, Role Boundary, Responsibility and fear of Obsolescence with the correlation value of -.958, -.931 and -.931. On the contrary, Physical Environment showed a positive relationship with employee performance with correlation value of .574.

Among the negatively correlated occupational stress factors with employee performance, role insufficiency has a higher correlation value in comparison with other factors as it has a correlation value of -.975.

The negative impact of role insufficiency on employee performance tends to be strong in comparison to other factor which shows that with every one unit increase in role insufficiency, employee performance tends to decrease by .975. The negative relationship between role ambiguity, role boundary and fear of obsolescence and employee performance is moderate in comparison to other occupational stress factors. With every one percent increase in these stress factors, the employee performance is decreases slightly. Thus, it can be concluded that the role insufficiency plays a major role in employees' performance, while other factors have a minimum role on employee performance.

Hence, the occupational stress factors namely, role overload, role insufficiency, role ambiguity, Responsibility and Fear of Obsolescence showed a negative relationship with employees' performance. However, Physical Environment showed a positive

relationship with employees' performance. This indicates that the physical environment and employee performance move in the same direction with positive feedback to each other. With better physical environment, employees' performance tends to increase and vice-versa.

4.5 Correlation Analysis of Overall Variables

Occupational stress and employees' performance have significant impact on the organizational productivity and success. Considering the impact of occupational stress on employees' performance, the study on the concerned subject is gaining popularity throughout the world. In general, occupational stress is related more to the employee's performance and the employees' performance is related with the organizational productivity. Employees that face occupational stress are not motivated to perform better. This situation may display a low consistent level of employee performance which will lead the employee to be less productive at work.

This study's overarching goal is to quantify how Occupational stress affects employees' performance in the IT industries. The occupational stress one of the key elements for identifying the employees' performance, is determined by the seven factors, with a total of thirty-six statements, each is measured by a five point Likert scale 1 (strongly disagree) and 5 (strongly agree). The measure of the occupational stress is based on the average score of all the thirty-six statements. Thus, it is termed as a summated scale. Similarly, employee performance is also based on summated scale from twenty-three statements. If we consider other studies in this area, different researchers have found out that there is negative impact of occupational stress on employees' performance. In other words, the when the employee will face more occupational stress the employee performance will be poorer. The results presented in this study also supports this finding.

Table 4. 15 Correlation between overall occupational stress factor and employee performance

	OSF	EP
OSF	1	
EP	-.982**	1

**. Correlation significance at the 0.01 level (2- tailed)

Table 4.15 displays the correlation value between overall occupational stress and the employee performance. It shows a negative correlation between overall occupational stress factors and employee performance ($r = -.908$, $p<.01$). This implies that employees having higher occupational stress have a strong level impact on employees' performance of IT Sectors in a negative manner. Negative correlation between the overall occupational stress and the employees' performance is consistent with the finding of previous researches.

4.6 Regression Analysis

This study employed a multiple linear regression model. The three sections of the regression analysis are Model summary, ANOVA, and Coefficients.

The R-squared and modified R-squared, which are crucial for estimating the variation in dependent variables brought on by or explained by the independent variable, are displayed in the model summary section.

The null hypothesis is accepted or rejected in the ANOVA section. If the null hypothesis is true, it means that none of the independent variables can be used to predict the dependent variable. The null hypothesis is rejected and the regression model is inferred to be a good fit for the data if the F-test is greater than 0 and the p-value is less than 0.05 (p-value is in the Sig column).

Major factors of Occupational Stress that influence Employee Performance

Table 4. 16 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.989[a]	0.978	0.977	0.14884

a. Predictors: (Constant), Fear of Obsolescence, Physical Environment, Responsibility, Role Boundary, Role Overload, Role Ambiguity, Role Insufficiency

The table 4.16exhibits the model summary presented on the table above presents the value of Coefficient of determination (R square) as 0.978 or 97.8%. It indicates that 97.8% variation in dependent variable i.e. Employee Performance is explained by the independent variable i.e. Occupational Stress. Furthermore, it also indicates that the remaining 2.02% is explained by other factor(s) not included in the model.

Table 4. 17 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	242.541	7	34.649	1564.12	.000[b]
	Residual	5.582	252	0.022		
	Total	248.124	259			

a. Dependent Variable: Employee Performance

From the table 4.17we get the F-value and p-value as $F(7, 252)= 1564.12$, $p<0.05$ (p-value$< \alpha$). This implies that the overall regression model is a good fit and statistically significance.

Table 4. 18 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.809	0.108		62.839	0
	Role Overload	-0.18	0.04	-0.133	-4.456	0
	Role Insufficiency	-0.437	0.046	-0.37	-9.482	0
	Role Ambiguity	-0.191	0.041	-0.166	-4.627	0
	Role Boundary	-0.166	0.045	-0.127	-3.655	0
	Responsibility	-0.115	0.035	-0.087	-3.269	0.001
	Physical Environment	0.015	0.023	0.008	0.641	0.522
	Fear of Obsolescence	-0.148	0.031	-0.134	-4.719	0

a. Dependent Variable: Employee Performance

The regression equation is therefore

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + B_6X_6 + B_7X_{67+} e$$

i.e. $Y = 3.3834 - .300\ X_1 - .187\ X_2 - .213\ X_3 - .234\ X_4 + .023X_5 - .037\ X_6 - .208\ X_{7+} e$

Where Y = Employee Performance,

B_0 = Constant;

B_1, B_2, B_3, B_4, B_5, B_6, B_7 = the coefficient of the variables;

X_1 = Role Overload;

X_2 = Role Insufficiency;

X_3 = Work Ambiguity;

X_4 = Work Boundary

X_5 = Responsibility;

X_6 = Physical Environment;

X_7 = Fear of Obsolescence

e = the error or the difference between the predicted and the observed value of Y.

There are seven significant factors in the coefficient test. Here, Role overload (Beta value = -.180, t-value = -4.456, and p-value<.05) had a negative and statistically significant impact on employee performance. Role Insufficiency (Beta value= -.437, t-value = -9.482. Role Ambiguity (Beta value = -.191, t-value = -4.627, and p-value<0.05) had a negative and statistically significant impact on employee performance. Responsibility (Beta Value = -.115, t-value = -3.269, and p-value<0.05) and Role Boundary (Beta Value = -.166, t-value = -3.655, and p-value<0.05) had a negative and statistically significant impact on employee performance. Physical Environment (Beta value = .015, t-value =.641, and p-value>0.05) had a positive but statistically insignificant impact on employee performance. Lastly, Fear of Obsolescence (Beta Value = -.148, t-value = -4.719, and p-value<0.05), had a negative but statistically significant impact on employee performance.

The unstandardized coefficient determines the strength and direction of influence occupational stress factors have on employee performance. The beta value of -.180 value in role overload explain that for every one unit of change in role overload, employee performance decreases by .180. Likewise, beta value of -.191 in role ambiguity also indicate that for every one unit of change in role ambiguity, employee performance decreases by.191. For every one unit of change in responsibilities, employee performance decrease by .115. In case of role boundary, one unit of change in role boundary will decrease employee performance by .166. Lastly, for every one unit of change in physical environment, employee performance increases by .015.

Regarding the major factor influencing employee performance, physical environment followed has the highest t-value of .641 with beta coefficient of .015. Thus, physical environment is the one having major influence on employee performance.

4.7 Summary of Hypotheses Testing

The results of the hypotheses of the study listed in chapter first are listed below:

Table 4. 19 Summary of Hypothesis Testing

	Hypothesis	P- value	Result
H1	There is a significant impact of overall occupational stress on employee performance.	P<0.05	Supported
H2	There is a significant impact of role overload on employee performance.	P<0.05	Supported
H3	There is a significant impact of role insufficiency on employee performance	P<0.05	Supported
H4	There is a significant impact of role ambiguity on employee performance.	P<0.05	Supported
H5	There is a significant impact of responsibility on employee performance.	P<0.05	Supported
H6	There is a significant impact of role boundary on employee performance.	P<0.05	Supported
H7	There is a significant impact of physical environment on employee performance.	P>0.05 (P= 0.522)	Not Supported
H8	There is a significant impact of fear of obsolescence on employee performance	P<0.05	Supported

4.8 Major Findings:

After the quantitative analyses of the study, following part of the chapter points out the major findings for the current research which are as follows:

Demographic data:

This section highlights the major findings on the descriptive statistics of the respondents.

i. The research was conducted among the employees in the IT sector in Kathmandu valley, out of which68.5 percent were male and 31.2 percent were female which clearly states that the majority among them are male.

ii. 19.2 percent of the respondents belonged to the age group of 18 -24 years, 65.4 percent belonged to the age group of 25-31 years, 11.5 percent belonged to 32 - 38years of age, and 3.8 percent belonged to the age group of 39 – 45 years of age. The majority of respondents are between the age of 25 -31 years.

iii. Regarding the educational qualification of the respondents, 1.5 percent had the qualification of intermediate level, 77.7 percent had Bachelor's level qualification and 20.8 percent had qualification of above master's and above level. Majority of the respondents were well-qualified having a Bachelor's degree.

iv. It was found that 22.3 percent of the respondents were married and 76.9 percent were found to be single and 0.8 percent were divorced. Majority are single in terms of the marital status of respondents.

v. In terms of the service tenure, 11.2 percent had been working in the IT sector for less than a year, 38.8 percent for 1-3 years, 29.6 percent for 4-6 years, 10.4 percent for 7-9 years and 10 percent had a tenure of more than 10 years.

vi. The nature and degree of work was divided into three levels: Associate, Mid and Senior level. As per the level of work, 28.5 percent were working in the Associate level, 38.1 percent were working in the mid-level and 33.5 percent were working in the senior level. Therefore, it can be inferred that the companies have a well-planned career path and processes for employee growth.

vii. In terms of income level, 35.4 percent earn below Rs. 50,000, 33.8 percent earn from the range Rs. 50,000 to Rs. 1,00,000, 15.8 percent earn from the range Rs. 1,00,001 to Rs. 1, 50, 000, 7.3 percent earn from the range Rs. 1,50,001 to Rs. 2,00,000 and 7.7 percent had earnings above Rs. 2,00, 000.Thus, majority of the employees had earnings up to Rs. 50, 000.

Awareness level of occupational stress

This section highlights the major findings on the awareness level and perceived occupational stress of the respondents

viii. The study shows that the majority of the respondents, about89.6% employees, have agreed that they are aware and have heard about occupational stress whereas 10.4% of the employees have responded that they have not heard about occupational stress. This shows that most of the people have knowledge about the stress factors.

ix. In terms of the perceived occupational stress, 83.8% of the employees have agreed that they have perceived occupational stress and 16.2% of the employees have responded that they have not perceived occupational stress. Thus, it can be inferred that majority of the people have felt occupational stress in some ways.

Descriptive statistics

x. Overall, it was found that there is moderate level of occupational stress with a smaller variation among the employees working in the IT sectors as the mean value is 3.60 with the standard deviation of .59.

xi. The Descriptive analysis shows that the mean value of the Role Overload is 3.27 (S.D = 0.55) which indicates that the respondents, to some extent, agree that they have to switch between the multiple roles and different tasks in a short time period. This means that more people are likely to work on weekends and have to go through the tight deadlines. In addition, they need continuous assistance to deal demands. The work of IT professionals is multi-tasking by nature. However, as most of the respondents showed neutral support to the statement, they might be individuals who can handle the multiple tasks well and have good support from the company.

xii. The Descriptive analysis of Role insufficiency has the mean value of 3.26 (S.D = 0.68), which indicates that the respondents slightly agree that they have to deal with the feeling of being stagnant, job matches my interests and skills, I'm bored at work, my talents are utilized well, the job has a bright future, I'm learning new skills, and I'm performing

duties below my level. This shows that the respondents are highly involved in their work, with the majority of them having positions that are a good fit for their skill set.

xiii. The Descriptive analysis of Role Ambiguity shows the mean value of 3.28 (S.D = 0.63), which indicates the respondents somewhat agree that supervisor provides useful feedback Priorities are obvious, and they are aware of the criteria used to evaluate them. They also know which activities should be completed first and where to start the project. This indicates that the respondents are majorly getting the support from the company and have a reasonable knowledge of the work.

xiv. The Descriptive analysis of Role Boundary shows the mean value of 3.10(S. D = 0.49), which indicates the respondents are mostly neutral but slightly agree that they have There are multiple people instructing people what to do, everyone knows their place in the company, and the supervisor often disagrees with people in other departments about the need.

xv. The Descriptive analysis of Responsibility shows the mean value of 3.26 (S.D = 0.67), which indicates the respondents are neutral on their agreement or disagreement with the statements: have to report to more than one person, know one's role and value within the organization, supervisors have little to no idea of the work currently being done, have clear idea of the roles and responsibilities of other individuals in the organization, have frequent argument with other individuals in the organization.

xvi. The Descriptive analysis of physical environment shows the mean value of 2.91 (S.D = 0.58), which indicates the respondents disagree on the statements: have to report to more than one person, know one's role and value within the organization, supervisors have little to no idea of the work currently being done, have clear idea of the roles and responsibilities of other individuals in the organization, have frequent argument with other individuals in the organization.

xvii. The Descriptive analysis of fear of obsolescence shows the mean value of 3.27 (S.D = 0.53), which indicates the respondents are neutral and

slightly agree on the statements: have to report to more than one person, know one's role and value within the organization, supervisors have little to no idea of the work currently being done, have clear idea of the roles and responsibilities of other individuals in the organization, have frequent argument with other individuals in the organization.

xviii. The Descriptive analysis of task performance shows the mean value of 2.85 (S.D = 100 %), which indicates the respondents disagree to the statements: have to report to more than one person, know one's role and value within the organization, supervisors have little to no idea of the work currently being done, have clear idea of the roles and responsibilities of other individuals in the organization, have frequent argument with other individuals in the organization and results in low task related performance.

xix. The Descriptive analysis of adaptive performance shows the mean value of 2.85 (S.D = 100 %), which indicates the respondents disagree with the statement have to report to more than one person, know one's role and value within the organization, supervisors have little to no idea of the work currently being done, have clear idea of the roles and responsibilities of other individuals in the organization, have frequent argument with other individuals in the organization and results in low adaptive performance.

xx. The Descriptive analysis of contextual performance shows the mean value of 2.85 (S.D = 100 %), which indicates the respondents disagree with the statements: have to report to more than one person, know one's role and value within the organization, supervisors have little to no idea of the work currently being done, have clear idea of the roles and responsibilities of other individuals in the organization, have frequent argument with other individuals in the organization, which then shows that their contextual performance are low.

xxi. In general, performance of the respondents tends to be lower side as agreed upon by them. This might be the reason that there are other factors that lead towards the low performance.

xxii. Among the six occupational stress factors, Role ambiguity has the highest value of mean i.e., 3.28. Role overload has mean value of 3.27.

Role Insufficiency has 3.26mean value. Role boundary has the mean value of 3.10 and this value for responsibility was 3.26. Similarly, the mean values of2.91 and 3.27were for physical environment and fear of obsolescence.

Co-relation analysis

xxiii. According to the result of correlation data, employee performance has significant relationship with role overload, role insufficiency, role ambiguity, role boundary, responsibility and fear of obsolescence and insignificant relationship with physical environment.

xxiv. The result of regression analysis also shows that employee performance is linked to the role overload, role insufficiency, role ambiguity, role boundary, responsibility and fear of obsolescence.

xxv. Hypotheses 1: overall occupational stress had a significant impact on employee performance, was accepted at the (p-value<0.05). It indicates that there is negative relationship between the occupational stress and employee performance.

xxvi. Hypotheses 2: Role overload had a significant impact on employee performance, was accepted at the (p-value<0.05).It implies that there is negative relationship between the occupational stress and employee performance.

xxvii. Hypotheses 3: Role Insufficiency had a significant impact on employee performance, was accepted at the (p-value<0.05). It shows that there is negative relationship between the occupational stress and employee performance

xxviii. Hypotheses 4: Role Ambiguity had a significant impact on employee performance, was accepted at the (p-value<0.05). It reveals that there is negative relationship between the occupational stress and employee performance.

xxix. Hypotheses 5: Role Boundary had a significant impact on employee performance, was accepted at the (p-value<0.05). It denotes that there is negative relationship between the occupational stress and employee performance

xxx. Hypotheses 6: Responsibility had a significant impact on employee performance, was accepted at the (p-value<0.05). It indicates that there is negative relationship between the occupational stress and employee performance

xxxi. Hypotheses 7: Physical Environment had an insignificant impact on employee performance, was accepted at the (p-value>0.05). It shows that there is positive relationship between the occupational stress and employee performance

xxxii. Hypotheses 8: Fear of Obsolescence had a significant impact on employee performance, was accepted at the (p-value<0.05). It signifies that there is negative relationship between the occupational stress and employee performance

xxxiii. Among the six different occupational stress factors, physical environment has the major impact on employee performance with the highest t-value and beta coefficient (t-value = 0.641 and Beta = 0.15).

CHAPTER V
DISCUSSION, CONCLUSION AND IMPLICATIONS

In this chapter, the conclusions of the study are discussed. The entire investigation is summed up, and judgments are made in light of the data. offered a further implication for further study.

5.1 Discussion

The primary goal of this study was to determine how occupational stress affected employees' performance in the IT industry. Furthermore, the research was conducted to access the current status of occupational stress and employee performance, to examine the relationship between occupational stress factors and employee performance and to identify the major factor influencing employees' performance of the IT sectors.

The concept of work stress is dynamic and complicated. Unwanted levels of stress have an impact on both employees' and an organization's performance in general. Occupational stress was measured as a summation of the facets: role overload, role insufficiency, role ambiguity, role boundary, responsibility and fear of obsolescence, and physical environment. A moderate level of occupational stress was found with a greater variation among the employees working in IT Sectors. Employee performance among the employees was found to be at a low level as it had the mean value of 2.87.

According to the study, there is a negative correlation between employee performance and occupational stress (r = -.982). This finding was consistent with the study (Imtiaz & Ahmad, 2009) It was demonstrated that employees perform worse whenever there is stress at work. He demonstrated it using correlation analysis and discovered a substantial inverse association between occupational stress and work output. Finally, the study findings corroborate (Ijaz & Khan, 2015), who also stated that the adverse and severe effects of occupational stress on employee performance were observed in Pakistan's industrial sector.

In this study, Role Ambiguity had the highest mean value and role ambiguity had the lowest. This indicates that employees of IT sector are satisfied with the physical environment they are getting. The study conducted by (Vischer, 2007)showed that

physical environment significantly impacts on the employee performance. Many employees agreed that it reduces the work lord and error rate as well as it increases the employees' satisfaction and motivation.

Regarding the relationship between the six occupational role stress factors and fear of obsolescence and employee performance, role overload, role ambiguity, role insufficiency, responsibility, fear of obsolescence had negative relationship with employee performance. The findings support the first hypothesis (H1) i.e. there is significant impact of role overload on employee performance. This finding is consistent with the findings of (Sunanda, 2018). Similarly, H2 was supported i.e. there is significant impact of role insufficiency on employee performance which is consistent with the findings of (Lavuri, 2018)found a significance impact of role ambiguity on bank employees towards their job performance. However, this finding contradicts with the findings of a study conducted in Pakistan in 2011 It was discovered that role uncertainty has a favorable correlation with employee performance because modern employees are more adept at multitasking and more eager to complete one or two activities concurrently. Thus, H3 is supported i.e. There is significant impact of role insufficiency on employee performance. Thus, H4 is supported i.e. there is significant impact of role boundary at work on employee performance. H5, is supported i.e. There is insignificant impact of physical environment on performance. The findings support the H6 i.e. there is significant impact of physical environment on employee performance which is consistent with the study of (Vischer, 2007)where the result showed that physical environment insignificantly impact on the employees' performance. Lastly, the findings support the H7 i.e. there is significant impact of fear of obsolescence on employee performance. In the study most of the respondents were neutral to slightly agree on the fact that they are affected by occupational role stressor. Whereas, the employee performance seems to be low though there was moderate effect of occupational stress on performance. This indicate that, there must be other stress factor that are causing effect on employee performance.

Physical Environment proved to be the major factor that have significant impact on employee performance. Physical Environment increase the employees' performance as the good working environment aids in focusing and tend to work faster and

accurately which reduces the employee's distraction as it helps to minimize the possible errors. Hence, from the articles reviewed and the findings of the research, it can be seen that there is a significant impact of occupational stress on employees' performance. As such, the organization need to focus on the occupational stress management to enhance the employee performance.

5.2 Conclusion

Workplace stress is a critical concern that adversely affects employee performance and ultimately the productivity of the company. Employee performance can be affected by occupational stress in both positive and negative ways. Employees in any firm can also be benefited from stress, but it depends on how the person manages it. When an employee's capacity for handling stress exceeds the limit, the stress may have a detrimental effect on their performance. In order to lessen workplace stress and enable the IT sectors to fulfill their goals, stress management must be given top priority.

The study's stated goal was to first explain the current status of occupational stress in the IT sector of the Kathmandu valley, secondly to examine the relationship between the Occupational Stress and the employee job performance of the IT sector of the Kathmandu valley, and thirdly to identify the major factor influencing the employee's performance in IT sector in Kathmandu valley. The conclusions drawn from the results and findings have been presented in Chapter IV with the highlights like Employees in IT sector perform with a moderate level of occupational stress. Employee performance and occupational stress are negatively correlated. Role Insufficiency had an adverse effect on employee performance, which was statistically significant. On the other hand, Role overload had a bad but statistically negligible impact on worker performance. Role boundary and fear of Obsolescence have a statistically significant detrimental influence on employee performance. Physical environment had a favorable but statistically significant impact on employee performance. The six main occupational stress variables all affect employee performance differently, but Physical Environment has the most effect. We must consider the managing as we determine the outcome.

5.3 Implication and Future Research

5.3.1 Implications

This research will contribute for the further studies and to the researcher to aid in having in-depth knowledge on occupational stress and its impact on employee performance.

The IT sector contributes majorly in the economy of the company. The advantage of remote working globally has expanded its scope to the comfort and privilege of the people to choose the working location. Hence, due to the cultural diversity that the company practice, the employees might have various level of stress at work. As we learn about the various dimension of the stress, it is important to learn on the stress management techniques and mechanism to help the employees in large.

Implications for employees

As the study identified that there are still a group of people who are completely unaware of the stress factors and its prevalence. Hence this study will help the employees working in IT sector, to learn about the stress and its management technique. This will also affect less on the performance and keep one aware on self.

Implications for organizations

As we learn about the impact of occupational stress on the employee performance, the findings will help the organization as a whole to be alert on the mental, emotional and spiritual wellbeing. Occupational stress has a significant factor to impact the performance. The supervisor can look for the stress management and awareness plan and programs like counseling, yoga, paid vacations. The findings will help to improve the performance of the employees by studying the current work division.

The results generated from this study can be used to enhance theoretical understanding and to guide management policies. Organization can also survey to find out the level of Eustress a Distress in the work stations.

Implications for academicians

This study will help the researchers, medical health professionals to learn about the factor impact on the employee performance. It will also help scholars and practitioners better understand how workplace stress impacts worker performance and how crucial it is for businesses to find solutions to reduce and support workers in overcoming job stress in the context of the IT sectors. It will also serve as a foundation for future researchers to include additional variables and conduct rigorous research on similar topics. From an academic perspective, the study adds to the literature on occupational stress and its impact on employee performance.

5.3.2 Future Research

Finding the effects of occupational stress on employee performance in the Kathmandu valley's IT sector was the main goal of the research project. Similarly, it also highlights the relationship pf different variables studied and its effect on the employees of IT sector. Among the few researches conducted in the Nepal in the different field or industry, to my knowledge, this research is the first one conducted specifically in the IT sector to impact of occupational stress on thein employee performance. The constructs, contents have been adapted from various similar studies to that support the objectives. The findings of this study are similar with most of the available literatures. The results of this study can therefore be used to inform future investigations into the effects of occupational stress on worker performance. The implications of this research for future researches are:

- The study had measured only the specific factor that causes the stress based in the IT sector in Kathmandu. This study with the same measures can be conducted all over Nepal to compare the results obtained.
- To determine the most common source of stress, exploratory or qualitative research can be conducted in the future. This will aid the research and, through its theoretical conclusions, cover a wide range of study dimensions.
- As many researchers have suggested various constructs and variables which are well tested, a comparison study in different sector with same sets of constructs related to Occupational stress can be conducted.

- The study hasn’t studied the moderating variable. The future researcher can include the moderating variable like levels and personality of the individual. This will help to identify the core causes of stress on different work level.

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ANNEX I: QUESTIONNAIRES

Hello,

Greetings of the Day!

I, Sabnam Buddhacharya, student of MBA, am doing this survey for my Graduation

Research project.

The purpose of this questionnaire is to assess and examine Occupational Stress and its impact on employee performance in the IT sector based on Kathmandu Valley.

I would really appreciate it if you could set aside some of your precious time to complete this questionnaire. I can ensure you that the data you supply will be kept private and utilized solely for this research project.

SECTION A: BASIC DEMOGRAPHIC DATA (Place a tick mark "√" inside the box.)

Gender Male Female

Prefer not to say

Age (in years)

18 - 24

25 - 31

32 – 38

39 - 45

46 and above

Marital status Married Single Divorced

Work experience

Less than 1 year

1 - 3 years

4 - 7 years

8 - 10 years

10 years and above

WorkLevel Associate Mid Senior

Monthly Income

Below Rs. 50,000

Rs. 50,000 - Rs. 1, 00,000

Rs. 100001 - Rs. 1, 50,000

Rs. 1, 50,001 - Rs. 2, 00,000

Rs. 2, 00,001 and above

SECTION B: Awareness on occupational stress

Place a tick mark "√" on one of your answer. There are no right or wrong answers. Have you heard about occupational stress?

Yes

No

Have you ever felt occupational stress?

Yes

No

Please rate on the basis of your thought to agree or disagree with the following statements:

Strongly disagree = 1 Disagree = 2 Neutral = 3

Agree = 4 Strongly Agree = 5

Occupational Stress Factors (0SF)

Occupational Stress Factors	Questions/Descriptions	1	2	3	4	5
Role overload	I often have to switch between different tasks in a short time frame. The responsibilities associated with my job increases with time. I often have to perform tasks on my job in which I have never been trained. I often have strict deadlines. I often have to work at home after my office hours. I often need guidance to deal with requirements related with my job.					

Role Insufficiency	I feel stagnant in my current job. I feel that I am well situated to execute tasks in my current job as per my qualifications and skills. I can make full use of my talents and skills during performing my job. I have good future prospects in my current job. I get to learn and acquire new skills in my job. I am unenthusiastic about my job. I have to perform tasks that I am not situated and trained for.					
Role Ambiguity	I usually get useful feedback from my supervisors. I am full aware exactly what is required of me. I know my responsibilities in my job. I know how to undertake and perform any tasks associated with my job. I usually have to take on plans and actions that are vaguely described. I have little understanding of the task that has to be performed. I have a clear understanding of my priorities on my job. I know the basis on which I am being evaluated on my job.					
Role Boundary	I have to report to more than one person. I know my role and value within the organization. My supervisors have little to no idea of					

Role Boundary	the work I am currently doing. I have clear idea of the roles and responsibilities of other individuals in the organization. I have frequent disagreement with other individuals in the organization.					
Responsibility	I have to deal and mentor many people during the day. I have to take responsibilities of the activities of my team member. I am in charge of my team members' welfare I am worried about carrying out my duties at work.					
Physical Environment	I have an inconsistent work schedule. I have to work all by myself. I have a proper working environment.					
Fear of Obsolescence	I constantly have to learn and improve my skills to perform well at my job. I have minimal access to the platform and resources to improve and acquire new skills. I am often guided by my supervisors when I am learning any new skills relevant to my job.					

SECTION C: Employee Performance

Please rate on the basis of your thought to agree or disagree with the following statements:

Factors	Questions/Descriptions	1	2	3	4	5
Task Performance	I used to maintain high standard of work. I am capable of handling my assignments without much supervision. I am very passionate about my work. I know I can handle multiple assignments for achieving organizational goals. I used to complete my assignments on time. My colleagues believe I am a high performer in my organization.					
Adaptive Performance	I used to perform well to mobilize collective intelligence for effective team work. I could manage change in my job very well whenever the situation demands. I can handle effectively my work team in the face of change. I always believe that mutual understanding can lead to a viable solution in organization. I used to lose my temper when faced with criticism from my team members. I am very comfortable with job flexibility. I used to cope well with organizational changes from time to time.					

Contextual Performance	I used to extend help to my co-workers when asked or needed. I love to handle extra responsibilities. I extend my sympathy and empathy to my co- workers when they are in trouble. I actively participate in group discussions and work meetings. I used to praise my co-workers for their good work. I derive lot of satisfaction nurturing others in organization. I used to share knowledge and ideas among my team members. I used to maintain good coordination among fellow workers. I used to guide new colleagues beyond my job purview. I communicate effectively with my colleagues for problem solving and decision making.					

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