

Occupational Stress and Its Effect on Job Performance: The Moderating Role of Age, Gender, and Position Among Bank Employees in Nepal

Sandip Bhatt,^{ORCID} Sandip Basnet,^{ORCID} Sunil Karkee^{ORCID}

Lecturer, Kantipur City College

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Corresponding Author

Sandip Basnet

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Email

sandip.basnet069@gmail.com

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Abstract

Nepal's banking sector has expanded rapidly, yet rising occupational stress threatens employee performance amid growing workloads and role pressures. This study investigates occupational stress's direct impact on job performance and the moderating roles of age, gender, and job position among commercial bank employees. A convenience sample of 190 Kathmandu-based bank employees completed surveys. Descriptive, correlation, causal-comparative, and moderation analyses examined stress sources (workload, role ambiguity, work environment) and their performance linkages, testing demographic moderators. Findings confirm significant negative relationships between job performance and workload, responsibility ambiguity, and adverse work environments. Moderation analysis reveals age and job position significantly alter the stress-performance relationship—younger and lower-position employees show heightened vulnerability—while gender exerts no differential effect. Moderate stress may enhance output relative to baselines, but excessive levels impair performance, particularly among junior staff. Bank managers should prioritize stress mitigation for younger, lower-echelon employees through targeted programs addressing workload distribution and role clarity to optimize sector productivity.

Keywords: occupational stress, job performance, banking industry, bank employees, moderating variables

Introduction

The ability and willingness of employees have a direct impact on the organization's performance and productivity. Employees are most likely to perform at their best if they are relieved of work-related stress, at the same time if they receive appreciation, effort recognition, and are given the chance to voice their opinions, such as the creation of development and growth opportunities within the organization (Maskey & Mishra, 2018; Judge

et al., 2012; Kuvaas, 2006). However, occupational pressure has become an inescapable aspect of modern work life, affecting all organizational levels (Chung et al., 2023). Employees in the fast-paced and competitive environment of modern work life are required to work under continuous and extreme pressure to meet deadlines, perform multiple tasks, master new performance and keep up with the established performance standard. The constant pressure within the workplace causes

relentless stress to the employee on both a mental and physical level which causes the employee to become tired, exhausted, and dissatisfied on the job that is set to them (Salvagioni et al., 2017).

Employees' harmony and physical health are in danger due to difficulties at work and the emotional pressure intensifies however, the productivity of the entire workplace decreases. Most of the time, this will result in staff resignations, increased time off work, increased employee turnover, and the subsequent need to recruit, hire, and train new personnel (International Labour Organization, 2016). There is an increase in workload and work pressure all over the world and worries all professions and employee classes. The stress is especially evident in the finance and banking sector. According to the (Lazarus & Folkman, 1984), Stress is typically defined as a discrepancy between a worker's reach and their demands. Within the banking system specifically, there is a combination of multiple factors over which a banking employee has practically no control, such as: technological advancement and deceleration, restricted time frames, and job loss fears. Stress is an area of concern within the Job Demand-Control model which has been theorized by (Karasek, 1979), Stress impacts an individual's performance depending on how well the job's required and the level of control the employee has. Employees who have greater demands with less control are more likely to feel stress.

In the modern era, there have been major changes in work practices and productivity in various roles in all industries. The banking industry has been no exception, experiencing transformational change in recent years because of globalization, mergers and acquisitions, regulatory changes, securities changes, and the fast incorporation of new technology. In recent years in Nepal, the banking sector has experienced a merger of numerous institutions due to the regulatory changes brought forth by the Nepal Rastra Bank. Such merger drives, in conjunction with competition, workload, and the incorporation of

new technologies, have stressed the banking sector and affected employees' productivity. Employees' age, gender, and position are other factors that can influence the stress employee feels and the effect it has on their performance. According to (Beehr & Newman, 1978), how people respond to stress depends on their personal traits, which can change how much stress affects their job performance. Recent research shows that these personal differences can change how stress relates to work performance (Leka, 2003).

The Conservation of Resources (COR) Theory, introduced by (Hobfoll, 1989), explicitly states how particular behaviors are motivated i.e. how people are motivated to gain, sustain, and protect what they truly care about. It also explains that people become stressed when they lose what they care about. The loss of valuable resources that people become stressed over can include, but are not limited to, experience, social assistance, work control, and others. Things such as age, gender, and position in the job can affect the amount of such resources and how they impact the person to perform in the job. Additionally, differences in how men and women are socialized and handle stress can result in varied responses (Jick & Mitz, 1985). The role that occupational stress plays in affecting work performance will be analyzed and how that impact can be moderated by factors such as age, sex and job title will be explored. Drawing from this, the study seeks to understand this phenomenon as it relates to the banking industry in Nepal.

Problem Statement

Despite theoretical advances, empirical gaps persist on how occupational stress impacts Nepalese bankers' performance, particularly amid recent mergers amplifying workload and uncertainty. Individual factors—age, gender, position—may moderate this relationship, as personal traits and socialization shape stress responses (Beehr & Newman, 1978; Jick & Mitz, 1985; Leka, 2003). Unaddressed, this erodes sector productivity, yet context-specific evidence remains limited.

Research Objectives

To examine the direct influence of occupational stress on job performance along with the moderating effects of age, gender, and job position on the stress-performance relationship in Nepal's commercial banking sector.

Review of Literature

Occupational stress arises from mismatches between job demands and employees' skills, resources, or needs, triggering adverse physical, mental, and emotional responses that impair health and performance (Geetha, 2017; Girma et al., 2021). Karasek's (1979) Job Demand-Control model posits that high demands paired with low autonomy—common among subordinates—intensify stress, while supervisors leverage control to reframe challenges, buffering performance declines. Mishra and Aithal (2023) connect demographic characteristics to ethical capital, suggesting age and position influence stress resilience through resource access and organizational support, paralleling how hierarchical roles buffer or amplify stress impacts. Similarly, Mishra and Aithal (2023) emphasize human resource strategies for building ethical workplaces, advocating supportive cultures that mitigate occupational stress by fostering control and recognition—key antidotes to burnout in high-demand sectors.

Empirical Evidence on Stressors

Studies consistently link stressors like workload, role ambiguity, time pressure, poor environments, and work-life imbalance to reduced productivity, absenteeism, and turnover (Ahmed, 2013; Nguyen et al., 2020; Kaur, 2023). Khalid et al. (2019) highlight gender differences, with males motivated by incentives and females by supportive climates mitigating burnout. Nguyen et al. (2020) advocate morale-boosting and fair assessments to counter overburden and relational strains.

Moderating Factors

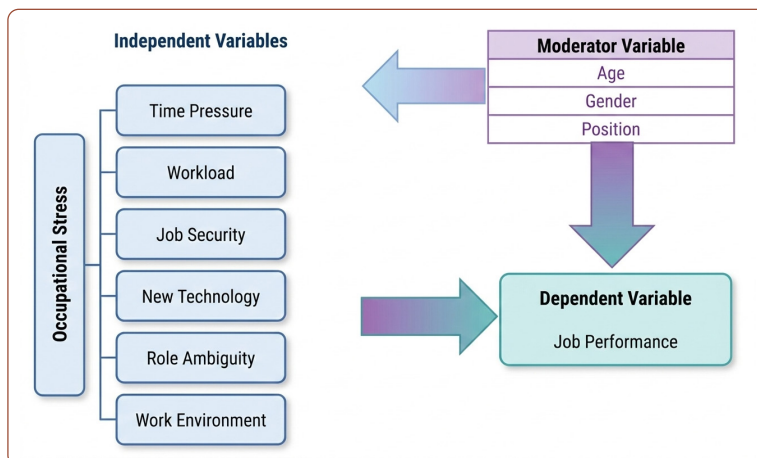
Demographic moderators shape stress responses: older workers draw on experience for resilience (Ng & Feldman, 2013), while younger ones face amplified vulnerability. Jick & Mitz (1985) note gendered coping variations affecting work-life balance. Bhandari et al. (2024) emphasize welfare interventions like mentoring as mediators reducing burnout risk.

Nepal-Specific Insights

Nepalese banking research reveals moderate stress (e.g., workload, role conflict) can enhance performance, challenging purely negative views (Basnet et al., 2022). However, excessive overload and ambiguity drive turnover (Bhandari et al., 2024), underscoring needs for adaptive arrangements.

Figure 1

Conceptual Framework



Despite extensive study, integrated analyses of multifaceted stressors (time pressure, workload, job security, technology, role ambiguity, environment) and moderators (age, gender, position) remain scarce in Nepal's banking sector. This study addresses this via a framework (Fig. 1) testing occupational stress's impact on job performance, moderated by demographics.

Methodology

Research employed descriptive, correlational, and causal-comparative research designs to conduct a systematic research process for obtaining quantifiable information about occupational stress and its effects on the job performance of bank employees in Nepal (Basnet et al., 2022; Lasisi & Annor, 2024). The respondents for this research comprise workforce of a commercial bank. This study has deployed the convenience sampling technique. Although, this method has some limits when it comes to applying the results to a wider group, it was considered suitable for this study because of access limitations, making it easier to collect data from people who were readily available. The sample of 14 commercial banks has been chosen based on convenience to the researcher. The sample of respondents comprises of first 15 employees of the chosen branches of commercial banks who consented to engage in this investigation. To collect the raw data, a predefined questionnaire using a five-point Likert scale (strongly disagree=1 to, strongly agree = 5), was used (Basnet et al., 2022). The motive of the questionnaire was to gather responses about different aspects of occupational stress. Out of 250 questionnaires distributed, 190 were collected from respondents, and this fixed the sample size. Different statistical tools (Microsoft Excel and SPSS) were adopted to examine the responses gathered. The examination of the data incorporates descriptive statistics, correlation analysis, and multiple regression analysis. Moreover, moderation analysis was executed using the process macro for SPSS (Hayes, 2013) to analyze age, gender, and job position affect the relation between occupational stress and job performance.

Variables and Hypothesis

The aim of research is to investigate the prospective ways by which occupational stress influences employees' performance in the Nepalese banking industry. Based on conceptual structure, hypotheses were constructed for further study and analysis.

Dependent Variable

Job Performance. Job performance is defined as the degree to which employees complete the tasks and responsibilities assigned to them. It can include execution of the assigned tasks, performance of the fundamental work activities, and execution of the contextual assisting behaviors. Increased stress negatively impacts performance (Williams & Anderson, 1991).

Independent Variables

Time Pressure. Time pressure refers to the demand to complete tasks in a limited time, which can create additional stress. Employees in the banking sector face time pressure due to tight deadlines in transaction processing, report writing, and customer service. Excessive time pressure stress can affect employees' decision making and create job dissatisfaction, consequently affecting work performance.

H1: Time pressure is positively related to the job performance of bank employees in Nepal.

Workload. The volume of work assigned to an individual during a certain period is termed as workload. Increased workload usually leads to increased stress, weariness, professional burnout, and diminished job efficiency. In the banking sector, stress can stem from the workload associated with the management of multiple transactions, response to customers, and other clerical and legal work (Schaubroeck, 1991).

H2: Workload is positively related to the job performance of bank employees in Nepal.

Job Security. Job security is characterized as the degree of mutual trust and confidence employees and workers have regarding the continuation of their employment and the safety of their position. Job insecurity is a source of worry, and such

constant worry will lead to stress. Job stress can erode the motivation in the workplace and attenuate the actual job performance (Greenhalgh et al., 1984). Potential economic changes in Nepali banks as well as attempts to restructure and implement new technologies could pose risks to employees' job security and consequently influence their stress and performance at work.

H3: Job security is positively related to the job performance of bank employees in Nepal.

New Technology. Techno stress, manifested as anxiety, fatigue, and frustration, is common when new technologies are implemented in the workplace. From the need to master new systems quickly, fear of becoming obsolete, and issues with technology, this pressure impacts the overall work performance. The proper supervision of the installation of new technologies in the workplace is critical to alleviating the adverse consequences (Ayyagari et al., 2011).

H4: New Technology is positively related to the job performance of bank employees in Nepal.

Role Ambiguity. Role ambiguity occurs when organizational members have little to no clarity concerning their given responsibilities, expected results, or evaluation metrics. In the banking and other fast-paced industries, this ambiguity may translate to heightened workplace stress, decreased job satisfaction and poorer performance because of a lack of clearly delineated roles that are necessary for maximum productivity (Jackson & Schuler, 1985).

H5: Role ambiguity is positively related to the job performance of bank employees in Nepal.

Work Environment. The interaction between the physical aspects of the work environment and the social environment determines occupational stress. Such physical aspects include light and sound levels. Company culture and peer relationships are social environment elements. The work environment can either be positive and stress-diminishing, or negative and stress-inducing, with the impact of the negative environment

compounding burnout and decreased performance (Sonnentag & Frese, 2003).

H6: Work environment is positively related to the job performance of bank employees in Nepal.
Moderating Variables

Age. Having control over personal schedules reflects an individual's organizational engagement. Age could influence how much control a worker perceives regarding their work. Younger individuals are more likely to perceive control when organizing their schedules. Older workers might also feel that they have control over their work scheduling; however, they might have other reasons behind their work scheduling such as deadlines or thoroughness (Ng & Feldman, 2008).

H7: Age moderates the relationship between occupational stress and job performance.

Gender. Given the existing attributes of performance and the influence of gender, there could be a moderating impact of gender on the influence of occupational role stress on performance. Men and women may perceive and react to stressors distinctively due to social and cultural frameworks and biological differences. For instance, women may experience additional stress associated with the work and home role interface than men and this may have a different impact on their performance than on men's performance (Eagly & Wood, 1990).

H8: Gender moderates the relationship between occupational stress and job performance.

Job Position. A job position is defined as the set of responsibilities one person is assigned to within the boundaries of an organization. The organization of a job's structure can increase motivation, job satisfaction, and performance. If a job is poorly organized, boredom and dissatisfaction will result. Boredom and dissatisfaction will result from a job that is poorly configured. This is why effective job structuring is essential to the realization of the organization's goals (Humphrey et al., 2007).

H9: Job position moderates the relationship between occupational stress and job performance.

The Model

To Testing Main Effects (H1-H6): A standard multiple regression model (Model 1) was run to test the direct influence of the six primary independent variables Time Pressure (TP), Workload (WL), Job Security (JS), New Technology (NT), Role Ambiguity (RA), Work Environment (WE) on Job Performance (JP). The equation for this model was:

$$JP = \beta_0 + \beta_1*TP + \beta_2*WL + \beta_3*JS + \beta_4*NT + \beta_5*RA + \beta_6*WE + \epsilon_i$$

To Testing Moderation Effects (H7-H9): Three separate hierarchical regression analyses (Model 2,3, and 4) were performed to test the moderating effects of Age, Gender, and Position on the relationship between Occupational Stress (OS) and Job Performance (JP). For each analysis, the main effects of the predictor (OS) and the moderator were entered in the first step, and the interaction term was entered in the second step.

H7: (Moderation by Age):

Model 1

$$JP = \beta_0 + \beta_7*OS + \beta_8*Age + \beta_{11}*(OS*Age) + \epsilon_i$$

H8: (Moderation by Gender):

Model 2

$$JP = \beta_0 + \beta_7*OS + \beta_9*Gender + \beta_{12}*(OS * Gender) + \epsilon_i$$

H9: (Moderation by Position)

Model 3

$$JP = \beta_0 + \beta_7*OS + \beta_{10}*Position + \beta_{13}*(OS * Position) + \epsilon_i$$

Results and Discussion

Demographic Overview of Respondents

Table 1 shows the characteristics of the 190 respondents based on their gender, age, education, job sector, and work position. Out of the 190 respondents, 42.6% were female and 57.4% were male. Most of them were between the ages of 26 and 35, reflecting that young employees are heavily involved. All the respondents had some level of education, and 55.8% had a graduate degree. Most were in assistant roles, and 87.9% worked at private banks. Many had less than five years of work experience, suggesting that the workforce is mostly young and not very experienced.

Table 1
Respondents' Characteristics

Variables	Category	Frequency	Percentage
Gender	Female	81	42.6
	Male	109	57.4
Age	Below 25	77	40.5
	26–35	94	49.5
	36–45	19	10.0
Education Level	Undergraduate	20	10.5
	Graduate	106	55.8
	Master or above	64	33.7
Position	Assistant Level	109	57.4
	Officer Level	55	28.9
	Manager Level	26	13.7
Occupational Sector	Government Sector	23	12.1
	Private Sector	167	87.9

This pattern indicates that most private banking employees are young, educated, and in support positions. These patterns also suggest the employees are probably searching for new opportunities. High turnover rates might be a result of a work environment that is exceedingly less flexible.

Reliability Test

According to Table 2, in the reliability study using Cronbach's alpha, at least the variables in

this study are reliable. Cronbach's alpha ranged from 0.766 to 0.606. Role ambiguity at 0.766, new technology at 0.730, and job performance at 0.703 demonstrates good reliability. This indicates that the questions posed to measure this set of variables are reliable. Work environment has a reliability of 0.693 and job security is 0.686, both of which are also acceptable. However, time pressure has a value of 0.619 and workload is 0.606, which are slightly lower but still within the acceptable range.

Table 2

Reliability Test

Variables	Cronbach's Alpha	Number of Items	Remarks
TP	0.619	5	Accepted
WL	0.606	5	Accepted
JS	0.686	6	Accepted
NT	0.730	7	Accepted
RA	0.766	5	Accepted
WE	0.693	6	Accepted
JP	0.703	6	Accepted

Descriptive Statistics of Variables

Table 3 indicates that workload scored the highest means of 3.4063, suggesting that, on average, employees feel their workload to be relatively high. Its standard deviation is 0.61271, indicating moderate variability among responses. Similarly, Time pressure, Job Security, New technology, and Work environment have a mean of 3.1126, 3.2132, 3.1398, and 3.2211, respectively,

indicating that moderate level of stress among the employees. Also, a moderate level of standard deviation indicates moderate variation in the employees' responses. However, Role ambiguity has the lowest mean of 3.0095, indicating employees have a slightly lower level of stress, although a higher standard deviation of 0.7953 suggests some employees may experience high ambiguity while others do not.

Table 3

Descriptive Statistics of Variables

Variables	Mean	Std. Deviation
TP	3.1126	0.66169
WL	3.4063	0.61271
JS	3.2132	0.71724
NT	3.1398	0.63684
RA	3.0095	0.79530
WE	3.2211	0.67931

Correlation Analysis

Table 4 presents the results from the 0.01 level of significance Pearson's correlation analysis

pertaining to the relationship of specific factors of occupational stress to the performance of employees within the Nepalese banking sector.

Table 4
Pearson's Correlation Coefficient Matrix

Variables	JP	TP	WL	JS	NT	RA	WE
JP	1	0.222**	0.246**	0.060	0.086	0.191**	-0.009
TP		1	0.580**	0.520**	0.461**	0.606**	0.389**
WL			1	0.478**	0.376**	0.527**	0.537**
JS				1	0.514**	0.574**	0.541**
NT					1	0.373**	0.265**
RA						1	0.675**
WE							1

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

The six examined work stress factors: time pressure (TP), workload (WL), and role ambiguity (RA) have comparatively higher correlations with job performance (JP), with a significant positive job performance correlation with TP (0.222), WL (0.246), and RA (0.191). The trend indicates that, to an extent, employees may act under time pressure, having increased workload and role ambiguity as job performance-predicting factors to work more efficiently. Conversely, JP had no positive correlation with new technology (NT, $r = 0.086$), work environment (WE, $r = -0.009$), and job security (JS, $r = 0.060$). Thus, the new technology offered, bank work environment, and job security measures available are not part of the stream of factors influencing JP of employees working in the Nepalese banking industry.

As for the other six variables, Pearson correlation matrix depicts that all the variables are dependent on one another and they all can occur together. The overall finding suggests that for the case of Nepalese bank employees, job stress has primary differentiated consequences on their level of job performance. Some specific job stressors like TP, WL, and RA have enhanced job performance,

while the other job stressors do not have any influence on the level of job performance.

Regression Analysis

This study employs regression analysis to examine the effects of Time Pressure, Workload, Job Security, New Technology, Role Ambiguity, and Work Environment on Job Performance of Nepalese banking employees. Table five depicts a complete overview of a multiple regression model integrating several key elements, including R Square, Adjusted R Square, and Standard Error of Estimate. The R Square value 0.133 suggests that 13.3 percent of the variation in job performance can be explained by time pressure, workload, job security, new technology, role ambiguity, and work environment. That indicates the remaining 86.7 percent of the variation in Job performance is influenced by other factors not included in the model. Adjusted R Square value in this study is 0.105, which indicates that approximately 10.5 percent of the variations in job performance can be explained by the model after adjusting for some predictors. Similarly, the value of the standard error of estimate (SEE) is 0.58136, which is less than 1, showing a higher likelihood of accurate estimates.

Table 5 also indicates that the applied regression model is significant because ($F=4.686$, $p<0.05$), represents collectively the independent variables that explain a significant portion of the variance in the job performance. But when analyzing individual variables, workload ($\beta = 0.283$, $p = 0.003$), role ambiguity ($\beta = 0.209$, $p = 0.015$), and work environment ($\beta = -0.290$, $p = 0.002$) are at 5% level statistically significant at ($p < 0.05$), i.e., they significantly explain the variance in job performance. Yet, time pressure ($\beta = 0.070$,

$p = 0.450$), job security ($\beta = -0.068$, $p = 0.409$), and new technology ($\beta = -0.029$, $p = 0.723$) are insignificant ($p>0.05$), indicating these variables do not have any influence on this model. In terms of the direction of the relationship, time pressure, workload, and role ambiguity have a positive relationship with the dependent variable, but job security, new technology, and work environment have a negative relationship with the dependent variable.

Table 5

Regression Analysis

Variables	Coefficients	Std. Error	t-value	p-value	Collinearity Statistics	
					Tolerance	VIF
Constant	3.155	0.289	10.925	0.000		
TP	0.070	0.092	0.757	0.450	0.481	2.081
WL	0.283	0.094	3.010	0.003	0.540	1.850
JS	-0.068	0.083	-0.827	0.409	0.507	1.972
NT	-0.029	0.081	-0.354	0.723	0.675	1.481
RA	0.209	0.085	2.465	0.015	0.394	2.539
WE	-0.290	0.092	-3.147	0.002	0.455	2.198
R ²	0.133					
Adjusted R ²	0.105					
Standard Error of Estimate (SEE)	0.58136					
F-value	4.686					
F (Sig.)	0.000b					

Additionally, the study shows that the Variance Inflation Factor (VIF) values less than 5 indicate that there is no problem of multicollinearity. Based on Table 5, the initial multiple regression model explained a significant portion of the variance in Job Performance

$$\begin{aligned}
 JP &= \beta_0 + \beta_1*TP + \beta_2*WL + \beta_3*JS + \beta_4*NT + \beta_5*RA + \beta_6*WE + \epsilon_i \\
 JP &= 3.155 + 0.070*TP + 0.283*WL - 0.068*JS - 0.029*NT + 0.209 * RA - 0.290 * WE + \epsilon_i
 \end{aligned}$$

Age as a Moderator in the Stress–Performance Relationship

Table 6 discloses that age plays a major role in determining the association between occupational stress and job performance. The analysis showed that the interconnection between age and occupational stress was beneficial and crucial ($\beta = 0.321$, $p<0.001$), implying that job performance was affected by occupational stress at different age groups.

Table 6

Moderation Effect of Age on the Relationship between Occupational Stress and Job Performance

Variables	Coefficients	Std. Error	Beta	t-value	p-value
Constant	5.108	0.538	-	9.501	0.000
Occupational Stress	-0.344	0.165	-0.292	-2.088	0.038
Age	-1.173	0.279	-1.808	-4.209	0.000
Occupational Stress × Age (Interaction)	0.321	0.086	1.651	3.730	0.000

Occupational stress alone demonstrated negative consequences ($\beta=-0.344$, $p=0.038$), suggesting that productivity minimizes due to escalated stress level. Similarly, age also had a negative influence on performance ($\beta = -1.173$, $p<0.001$). The overall interaction suggests that occupational stress negatively influence on productivity of employees more in youngsters than senior once. It shows that senior employees may have already adopted the culture and work environment of organization, which helps them to improve better performance. Based on Table 6, the analysis for the moderating effect of Age was significant. The estimated moderation model is:

$$JP = \beta_0 + \beta_7 * OS + \beta_8 * Age + \beta_{11} * (OS * Age) + \epsilon_i$$
$$JP = 5.108 - 0.344 * OS - 1.173 * Age + 0.321 * (OS * Age) + \epsilon_i$$

Table 7

Moderation Effect of Position on the Relationship Between Occupational Stress and Job Performance

Variables	Coefficients	Std. Error	Beta	t-value	p-value
Constant	0.845	0.577	–	1.463	0.145
Occupational Stress	0.888	0.178	0.756	5.004	0.000
Position	1.191	0.275	1.719	4.338	0.000
Occupational Stress × Position (Interaction)	-0.368	0.085	-1.761	-4.322	0.000

Additionally, job position itself showed a strong and significant positive association with job performance ($\beta = 1.191$, $p < 0.001$), implying that employees in higher positions generally report better performance outcomes. However, the significant negative interaction suggests that the beneficial impact of occupational stress on performance

Position as a Moderator in the Stress–Performance Relationship

Table 7 shows the moderation effect of position on the relationship between occupational stress and job performance; it discovered that association between occupational stress and employees’ performance significantly affected by job position. There was negative and statistically relevant relation between occupational stress and job position ($\beta = -0.368$, $p < 0.001$), indicating that employees’ job position fluctuates the level of stress and performance level among employees. Precisely, the key outcome of occupational stress on job performance was favorable and significant ($\beta = 0.888$, $p < 0.001$), indicating that a certain level of stress may enhance performance, this positive relationship weakens at higher job positions.

is stronger among lower-level employees and diminishes as the job level increases. Based on Table 7, the analysis for the moderating effect of Position was significant. The estimated moderation model is:

$$JP = \beta_0 + \beta_7 * OS + \beta_{10} * Position + \beta_{13} * (OS * Position) + \epsilon_i$$

$$JP = 0.845 + 0.888 * OS + 1.191 * \text{Position} - 0.368 * (OS * \text{Position}) + \epsilon_i$$

Gender as a Moderator in the Stress–Performance Relationship

Table 8

Moderation Effect of Gender on the Relationship Between Occupational Stress and Job Performance

Variables	Coefficients	Std. Error	Beta	t-value	p-value
Constant	3.342	0.916	–	3.649	0.000
Occupational Stress	0.100	0.286	0.085	0.349	0.728
Gender	-0.166	0.555	-0.134	-0.300	0.764
Occupational Stress × Gender (Interaction)	0.064	0.172	0.191	0.371	0.711

The interaction term between occupational stress and gender was statistically non-significant ($\beta = 0.064$, $p = 0.711$), suggesting that the influence of work stress on job performance does not differ meaningfully between male and female employees. Additionally, the main effects of both occupational stress ($\beta = 0.100$, $p = 0.728$) and gender ($\beta = -0.166$, $p = 0.764$) were also non-significant, reinforcing the conclusion that neither gender nor its interaction with stress significantly predicts variations in job performance. Based on Table 8, the analysis for the moderating effect of Gender was not significant. The estimated moderation model is:

$$JP = \beta_0 + \beta_1 * OS + \beta_2 * \text{Gender} + \beta_3 * (OS * \text{Gender}) + \epsilon_i$$

$$JP = 3.342 + 0.100 * OS - 0.166 * \text{Gender} + 0.064 * (OS * \text{Gender}) + \epsilon_i$$

Testing of Hypothesis

Direct Effects on Job Performance

When we examined the direct hypotheses (H1 to H6), three of them were found to be statistically significant. It is noted that there is a statistically

The table 8 of moderation analysis indicated that gender does not significantly moderate the relationship between occupational stress and job performance among bank employees in Nepal.

significant relationship between Workload (H2, $p = 0.003$) and Role Ambiguity (H5, $p = 0.015$) regarding employees' job performances. In the banking sector in Nepal, there are a greater number of difficulties, and there is a higher degree of uncertainty associated with the tasks at hand which can be considered operational stressors. This appears to encourage employees to further elaborate and take the initiative to develop a greater understanding of the subtleties of the tasks and objectives that are assigned to them. This self-improvement method is largely a function of the operational stressors. Furthermore, Work Environment (H6, $p = 0.002$) was strongly associated with job performance, thus a well-structured and positive environment is one of the critical factors that increases employees' productivity. Hence, Time Pressure (H1, $p = 0.450$), Job Security (H3, $p = 0.409$), and New Technology (H4, $p = 0.723$) are the least supported of the other hypotheses. The p-values for these factors were greater than 0.05, which indicates that there is a lack of substantial evidence awarded to these variables. Therefore, it is highly unlikely that these factors are significant to employees.

Table 9

Summary of Hypothesis

Hypothesis	Expected Sign	Actual Sign	p-value	Remarks	Result
H1	+	-	0.450	$p\text{-value} > 0.05$	Not Supported
H2	+	+	0.003	$p\text{-value} < 0.05$	Supported

Hypothesis	Expected Sign	Actual Sign	p-value	Remarks	Result
H3	+	-	0.409	p-value > 0.05	Not Supported
H4	+	-	0.723	p-value > 0.05	Not Supported
H5	+	+	0.015	p-value < 0.05	Supported
H6	+	+	0.002	p-value < 0.05	Supported
H7	-	+	0.000	p-value < 0.05	Supported
H8	-	-	0.711	p-value > 0.05	Not Supported
H9	-	+	0.000	p-value < 0.05	Supported

Moderating Effects of Demographic Variables

Moderation analysis deepened understanding on how different types of occupational stress affect job performance based on employee demographic groupings. Age and Job Position were the two variables of primary interest. Age and Job Position were significant predictors of how stress relates to performance ($p = 0.000$ for both). With Age, the impact of how employees process and manage stress is likely to change over time. Younger employees appear to be more susceptible to stress, especially to the detriment of their performance. This demonstrates the importance of developing age-specific stress management and coping programs, particularly targeting younger employees. Similarly, regarding Job Position, the occupational stress is likely to be more pronounced for employees positioned lower in the organizational structure. More junior roles, such as Assistants or Junior employees, suffer greater loss of performance relative to their peers in more senior roles. This supports the case for a more differentiated support structure for each organizational tier (i.e., tailored training, mentorship, and motivational support) to help lower-tier employees develop adaptive coping strategies to sustain their performance. As far as the relationship between or the effect of occupational stress and job performance is concerned, one of the variables, Gender ($p = 0.711$) did not statistically significantly impact or influence the way stress affects job performance, implying the impact of stress on job performance is the same for both female and male workers.

Discussion

The findings of this study showed that workload, role ambiguity, and work environment are positively correlated with job performance. This means that, at moderate levels, whatever these factors are could serve as motivating factors and strengthen employees' concentration, engagement, and productivity. On the contrary, job security, new technology, and time pressure were found to have no significant effect on the job performance. These findings demonstrate that not all stressors are harmful, and that certain moderate levels of stress could serve to boost employees' performance (PA & B, 2015).

There are different variables that moderate how stress is correlated with work performance and how these are related with employees differently across the board. The degree to which this phenomenon manifests is dependent on how young and junior or less senior the employees are, where it is the case that such junior staff are more at risk of declining performance in contexts characterized by high stress levels. This corresponds with the research output in the case of Nepal, where (Bhandari et al., 2024) observed that front-line and less experienced staff reported high levels of stress. Similarly, the study by (Iddrisu & Abdulai, 2023) noted that direct and customer service personnel showed more severe adverse reactions to stress compared with managers, emphasizing that lower positions are more vulnerable to stress-related performance effects. In contrast, the lack of gender-

related differences indicates that stress affects male and female staff in the industry in a similar way.

The prior study of Basnet et al. (2022) demonstrated that an increase in workload and role conflict have not any impact on job performance due to the perception of employees. However, role ambiguity led to stress due to unclear and undefined responsibilities. According to (Mbinya et al., 2022) about Kenya judicial service commission explored that unclear roles, lack of interpersonal relations, and unhealthy working conditions enhance the stress level and reduce the employees performance. It shows that performance of employees is highly affected by the stress factors, if managers support employees in assigned tasks with giving clear instruction led to improve the productivity (Iddrisu & Abdulai, 2023). However, in an optimal stressful situation the productivity is reduced, and increases the physical and mental problems that lead to high blood pressure, mental disorders, job burnout, and employees turnover (Bhandari et al., 2024; Jain, 2021).

Conclusion

This study confirms occupational stress significantly influences job performance among Nepalese bank employees, with workload, role ambiguity, and work environment as primary drivers. Moderate levels of workload and role ambiguity correlate positively with performance, framing them as motivational challenges, whereas adverse psychosocial environments consistently impair outcomes.

Age and hierarchical position critically moderate the stress-performance nexus: younger employees and those in subordinate roles (e.g., assistants) suffer heightened negative impacts, necessitating targeted interventions. Gender exerts no significant moderating effect, enabling uniform stress management applicability across sexes.

Nepalese banks must optimize stressors by balancing workloads, fostering supportive environments, and converting moderate pressures into eustress. Prioritize autonomy, supervisory

support, and mentoring for vulnerable juniors to build coping skills and task prioritization, mitigating burnout risks and enhancing productivity.

Longitudinal research tracking stress interventions' efficacy, alongside comparative sector analyses, would strengthen generalizability. Integrating COR theory with neuroplasticity measures could further elucidate adaptive responses in dynamic banking contexts.

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