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Navigating Job Stress: The Role of Supervisory Behavior in Eastern Nepal's Banks

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Article Info.	Abstract

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This study investigates the influence of supervisory behavior on job stress among employees in commercial banks in Eastern Nepal, focusing on the dimensions of role clarity, communication, delegation, motivation, and social support. A survey-based approach was employed, collecting data from 210 respondents in Eastern Nepal's banking sector. Descriptive statistics, correlation, and regression analyses were conducted using SPSS to assess the relationships between supervisory behavior and job stress. The results indicate significant relationships between all dimensions of supervisory behavior and job stress, with role clarity and communication emerging as the most influential factors. Five hypotheses were tested, confirming that higher levels of role clarity and communication are associated with reduced job stress, while social support, delegation, and motivation also play a positive but lesser role. Effective supervisory practices, particularly in role clarity and communication, are crucial for mitigating job stress among employees in Eastern Nepal's commercial banks. Enhancing these supervisory behaviors can foster a healthier work environment and improve employee well-being.

Keywords: supervisory behavior, job stress, role clarity, communication, Eastern Nepal, banking sector

Introduction

In the rapidly evolving context of Eastern Nepal, organizations are confronted with significant challenges stemming from tight markets and escalating competition. The survival and success of these entities increasingly depend on their ability to adapt and anticipate changes. As a result, many organizations are investing considerable resources in workforce development, recognizing that a committed and efficient staff is essential for thriving in dynamic conditions (Mishra & Aithal, 2022; Mishra & Aithal, 2023). A critical component of this investment is the organizational socialization process, which enables newcomers to internalize the values, expected behaviors, and social knowledge necessary for effective participation within the organization (Louis, 1980).

Workplace stress has emerged as a pervasive issue in contemporary society, affecting the physical and psychological well-being of employees. Recognized as an inevitable aspect of employee performance, stress is influenced by individual differences in tolerance and response. Factors contributing to stress can be organizational—such as excessive workloads, time pressures, inadequate supervision, and conflicting roles—or personal, including life events like bereavement or family issues.

The banking sector in Eastern Nepal exemplifies the heightened complexity and

workload driven by fierce competition (Mishra et al., 2021). In the quest for a competitive edge, many organizations prioritize performance over employee well-being, treating staff as mere resources. This often neglects the unique contributions of individuals, undermining both employee satisfaction and organizational success. While some level of stress is unavoidable, excessive stress can hinder job performance and overall productivity.

Literature indicates that modern business pressures, including demands for quality and innovation, exacerbate job stress among employees (Jemilohun et al., 2019). Job stress manifests through various mental and physical symptoms arising from difficulties in acclimatizing to the workplace environment (Omoankhanlen & Eyakephovwan, 2022; Ekienabor, 2016) and can originate from sources such as leadership style and work characteristics (Wu et al., 2018). Thus, organizations must develop strategies to mitigate job stress, as its negative consequences can lead to decreased efficiency, increased turnover, and elevated operational costs (Antonova, 2016).

Understanding workplace stress necessitates a closer examination of supervisor behavior. Research demonstrates that supervisors significantly influence employee morale and psychological well-being; positive interactions can foster confidence and reduce stress, while negative behaviors may increase anxiety and job dissatisfaction (Gilbreath, 2012; Mishra, 2020). Despite extensive studies on supervisor behavior's impact on employee outcomes globally, there is a notable gap in research specifically addressing this issue within Eastern Nepal's banking sector. The dynamics between supervisor behavior and job stress, critical factors affecting employee performance and organizational efficiency, remain underexplored in this context.

Effective supervisory behavior is crucial for new employees as they navigate unfamiliar situations and seek to acquire essential skills. Organizations also face challenges with employee mobility and retention; thus, ensuring that new recruits understand performance standards and

feel integrated into their teams is vital. Inadequate supervisory support can lead to qualified employees leaving their organizations, prompting management professionals to prioritize employee socialization. This process is essential for transferring skills and organizational values, fostering self-development among employees.

When new recruits join a company, they are typically eager to learn and exert maximum effort, presenting an ideal opportunity for organizations to communicate their values and expectations. The supervisor's role in this process is critical; a lack of guidance can result in confusion and misalignment with organizational goals. Supervisor behavior significantly shapes organizational dynamics, influencing employee motivation and job stress. Factors such as role clarity, communication, delegation, motivation, and social support are key to enhancing employee motivation. Effective supervisory practices can improve performance commitment, while ineffective behavior often results in job dissatisfaction and a negative work environment. Conversely, successful socialization can lead to mutual benefits for employees and organizations, strengthening competitive advantage and reducing turnover through well-organized induction and socialization programs.

Research Objective

The general objective of this study is to explore the relationship between supervisor behavior dimensions within superior-subordinate relationships and employee job stress in the commercial banks of Eastern Nepal. This investigation aims to shed light on how supervisory practices impact employee well-being in a sector marked by significant competition and unique challenges. By understanding these dynamics, the study seeks to contribute to the development of effective strategies for managing job stress and enhancing employee satisfaction in the banking industry of Eastern Nepal.

Summary of Leadership Style Theories

Since the 18th century, leadership has been a subject of interest. However, the field of leadership had not been scientifically studied until the early 20th century. Early research on leadership attempted

to identify leadership through a theoretical approach. The Great Man Theory assumes that leaders are endowed with unique qualities not to be found among the masses. The trait theory, which was considered to be the dominate theory of leadership during the first half of the 20th century, sought to determine the personal, psychological, and physical traits of strong leaders. During the 1950s, the theoretical approach was abandoned due to its inability to explain leadership effectiveness. As a result, the behavioral theory represented by the studies of Ohio State University and the

University of Michigan had taken place. The behavioral approach simply aimed to identify certain kinds of behavior's that leader 's exhibit and to determine the effects of such behavior on subordinates. In the 1960s, leadership researchers focused their attention on the situational factors and their effects on leadership effectiveness. Situational or contingency theories held that there was no universal leadership behavior that could be applied to all situations. The full range of leadership that included three styles (transformational, transactional, and laissez-faire) is a recent development in the field. This approach integrated ideas from trait, behavioral, and situational theories and built on these. Transformational leaders inspire followers to rise above self-interest for the greater good of the group and to do more than originally was expected. Transactional leaders focus on the clarification of task requirements and the specification of contingent rewards.

Conceptual Framework

The theoretical framework is the structure that can hold or support a theory of a research study. It introduces and describes the theory which explains why the research problem under the study exists. It is logically developed and elaborated network of association among the variables that have identified through process such as interviews, observations and literature survey. The research study will be guided by the following theoretical framework in the context of supervisory behavior and its effect on job stress among the employees of Commercial Bank.

The main purpose of this study is to examine in some depth the phenomena of job stress of employees of Nepalese Commercial Bank. This framework is based on the question that is the positive relationship between supervisory behavior and job stress or not? Job stress is affected by various variables like marital status, education, position in organization, role conflict, role overload, working condition, peer relations, organization recognition and so on. The framework is indirectly influence from Mishra & Aithal (2021a&b), Mishra (2022), Gilbreath (2012), Ekienabor (2016) and Mishra et al. (2023). So, the weight that supervisory relation has on the stress level is studied with the help of linkage between independent and dependent variables which are clearly shown in the theoretical framework of this research study below:

Figure 1

Conceptual Framework (Supervisory Behavior Factors)
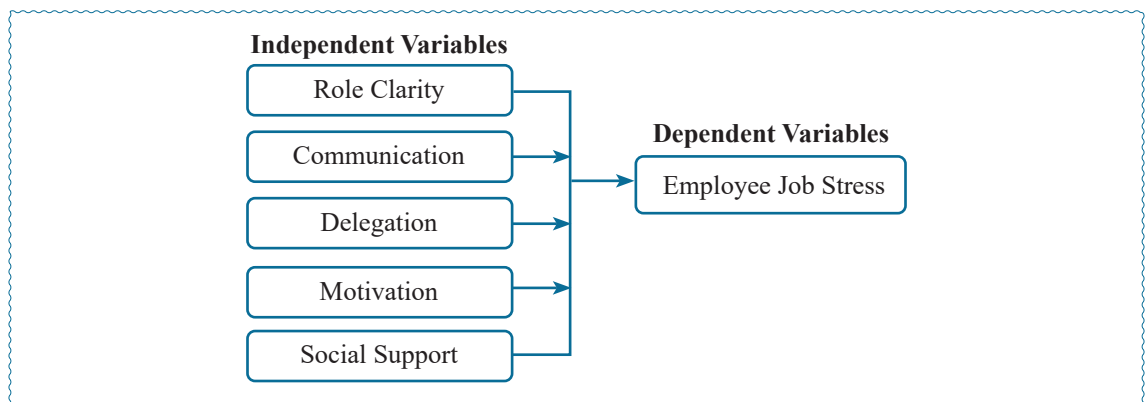
Dependent Variables

Job stress is the dependent variable in this study. Now a day world has become very busy. In today's busy world everyone goes through job stress in one form or another, various factors can trigger this stress in an individual and define their way of work. Job stress is found in each and every sector. Employee Job stress can cause negative impact on an individual's life depending upon their severity. Firm withdraw behavior to serious mental disorders; job stress can be a reason behind all of it. In today's world banking sectors are becoming very famous. Bank is considered as one of the best sector in Nepal. It also the best sector to work for and has been appealing a lot of young individuals. It is also one of the stressful sectors to work for, with all the pressure put on a person to achieve a desired goal or to climb up the success ladder. Various factors come in to play when we talk about the job stress and the triggers are different for everyone. And in this study, we narrow it down to one factor that might be the cause to a whole lot of problems when it comes to job induced stress: supervisory behavior.

Independent Variables

The independent variables in this study are the supervisory behavior. Supervisory behavior can be defined as the interest that the supervisor/mentor/managers have in subordinate's work life. They may either guide them to growth or burden them to unwanted stress. Supervisory behavior in this study as stated earlier is evaluated by five determining factors role clarity, communication, delegation, supervision, motivation and social support. The factors determine the behavior demonstrated by the supervisor and its effect on subordinates wellbeing and stress.

Wide range of work situation can create role confusion, such as beginning a new job, starting in a new organization, a transfer, a new supervisor or manager or following a change in the structure of a work unit. Lack of role clarity can lead to tension and conflict between workers with in the workplace. An employee experience role clarity when they know what they need to do and what is expected of them. The content of their tasks, work methods, and priorities are all clear and the employee is aware of their role within the organization. On the other end of scale, role ambiguity occurs when the content, priorities and work methods are unclear. The concepts of role specificity and role ambiguity or role clarity have been discussed under various labels by almost every major organizational theory. Yet, as Hickson points out, there is no unanimity among these writers about the effects of varying degrees of specificity or ambiguity of member roles. More than most, this topic is apparently over-discussed and under-researched. There have been surprisingly few direct investigations of these concepts and even fewer studies of their behavioral, rather than attitudinal, correlated. Some of the theorists have suggested increased motivation and satisfaction as benefits of lower specificity of organizational roles (Argyris & Kelsey, 1960; Cook & Thompson, 2000). Within every organization, role clarity is important. Without clarity of role employees may not be able to perform their tasks properly and accurately. An employee who experiences role clarity knows what they need to do and what is expected of them. Higher role clarity leads to higher performance with higher quality within an organization. So, role clarity is very much important for any kind of organization to increase their performance.

Role Clarity. Role clarity is the extent to which employees understand their job, its responsibilities, and how their work influences the larger team or organizational strategy. It increases organizational efficiency by enhancing accountability and ownership at individual level and team level. Clarity of job role enhances employee and team performance. It helps in measuring the performance of the employee, improves job satisfaction and productive work culture.

Communication. Orgnizational Communication refers to the communication that takes place between people who are working towards common goals within an organization. It consists of the interactions that take place for the purpose of working together towards these goals or conducting business in general. Communication in the

workplace is important because it boosts employee morale, engagement, productivity, and satisfaction. Communication is also key for better team collaboration and cooperation. Ultimately, effective workplace communication helps drive better results for individuals, teams, and organizations.

Delegation. Delegation refers to the transfer of responsibility for specific tasks from one person to another. From a management perspective, delegation occurs when a manager assigns specific tasks to their employees. Successful delegation allows you to hand over tasks to others whose skills are better aligned to accomplish that specific task. Passing off tasks allows you the time to reflect, develop strategies and prepare for what is ahead.

Motivation. Motivation is the reason for which humans and other animals initiate, continue, or terminate behavior at a given time. Motivational states are commonly understood as forces acting within the agent that create a disposition to engage in goal- directed behavior. Employee motivation drives the quality of work and boosts performance in an organization. When organizations keep their employees motivated, production can be done without interruption. Therefore, organizations achieve great harmony in the whole workflow, influencing productivity positive.

Social Support. Psychological and social support comprises all supportive social interactions available at work, and refers to the degree of social and emotional integration and trust among co-workers and supervisors. It refers also to the level of help and assistance provided by others when one is performing tasks. Social support can have a range of positive outcomes for both employees and organizations. Social support can lead to higher quality relationships, positive affective reactions, and increased individual performance and can buffer the negative effects of stressful demands.

Research Plan and Design

This study employed a descriptive research methodology, complemented by explanatory elements, to explore the relationship between supervisory behavior and job stress among 210 employees working in commercial banks in Eastern Nepal. Data were collected through a structured, self-administered questionnaire designed to capture a comprehensive view of the variables under investigation.

Statistical analyses, including correlation, regression, means, and standard deviation, were conducted using the Statistical Package for Social Sciences (SPSS) and Microsoft Excel. To ensure the reliability of the measurement scales, Cronbach's alpha was utilized to assess inter-item consistency across the questionnaire items.

Description of Population and Sample

The study targeted employees at various levels within commercial banks in Eastern Nepal, including managerial positions, officers, assistants, and trainees/interns. By encompassing a diverse sample, the survey aimed to capture the nuances of supervisory behavior and its impact on job stress, aligning closely with the research objectives.

Instrumentation

Initially, secondary data were gathered to establish the theoretical framework, sourced from academic journals, books, and online articles. Following this, a structured questionnaire comprising 35 items was designed, utilizing a six-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (6).

The first section of the questionnaire collected demographic information, such as gender, age, education, and work experience, while the second section focused on variables related to supervisory behavior. Independent variables included role clarity (4 questions), communication (3 questions), delegation (3 questions), motivation (5 questions), and social support (6 questions). Job stress, the dependent variable, was assessed through 7 questions.

Pilot Study

A pilot study was conducted with 15 respondents to evaluate the clarity and effectiveness of the questionnaire. Feedback obtained from this pilot study informed refinements to the instrument before its distribution for the main survey.

Data Collection Procedure

Primary data were collected using the structured questionnaire, which was distributed both electronically and through personal networks. This dual approach aimed to ensure completeness and accuracy in responses. The data collection process lasted approximately 10 days, allowing for thorough engagement with respondents.

Primary Data Collection

Questionnaires were distributed to employees across various commercial banks in Eastern Nepal, facilitating direct interaction with respondents. This approach enabled clarification of questions and ensured high response quality.

Secondary Data Collection

Secondary data were obtained from textbooks, online resources, and academic research to complement primary data and provide additional context for the study.

Questionnaire Development

The questionnaire was tailored to meet the study's objectives and was distributed based on demographic factors to ensure a representative sample. Quantitative analysis of the data was performed, with findings presented visually for easier interpretation. The questionnaire incorporated various academic sources to underpin the identification of key dimensions of supervisory behavior and factors contributing to job stress.

Close-ended questions utilized a six-point Likert scale to streamline responses and minimize bias. The scoring system ranged from 1 (Strongly Disagree) to 6 (Strongly Agree), facilitating efficient data collection and comprehensive analysis of relationships between supervisory behavior and job stress.

To validate the research design, discussions with experts were held, and a comprehensive research instrument was developed and tested prior to the main investigation. Validity refers to how well a measurement truly reflects the characteristics of the phenomenon under investigation. To ensure external validity, a representative sample was prioritized. A thorough literature review enhanced content validity by identifying key variables influencing the supervisor-subordinate relationship and its impact on job stress.

Reliability was assessed by correlating items and scales with their intended measurements. A p-value threshold of 0.05 was employed; if the p-value was below this threshold, the hypothesis was accepted. A mean comparison was conducted to assess scale reliability, where values above 3.5 indicated a positive response.

Cronbach's alpha was calculated for reliability testing. An alpha value above 0.6 indicated reliable data collection; the questionnaire was confirmed to be reliable, with all individual components exceeding a Cronbach's alpha of 0.7.

Techniques of Data Analysis

After data collection, all information was meticulously gathered, edited, coded, categorized, and recorded in SPSS and Microsoft Excel. The data were processed to ensure accuracy and consistency with the intended information. Simple descriptive analysis and frequency distribution supplemented by percentages and comparative means were employed due to their relevance and simplicity.

Various analytical tools were utilized, including:

- Descriptive Statistics
- Compare Means

Data were organized in Excel, with tables refined from SPSS for result interpretation. Necessary tables and charts were created to visually represent findings, accompanied by explanations to draw conclusions.

Analysis Plan

Upon completion of data collection, responses were coded and entered into an SPSS worksheet for analysis. The analysis employed various statistical methods, including frequencies and descriptive statistics to generate findings. Regression and correlation analyses were also conducted to evaluate relationships between dependent and independent variables based on p-values.

Recommendations and conclusions were derived from the analysis of the data, informing the study's implications for supervisory behavior and job stress in the context of Eastern Nepal's commercial banking sector.

Data Analysis

Inferential Analysis

This section details the methods used to analyze empirical results and test the hypotheses established in the previous chapter. Inferential statistics allow researchers to generalize observations made from samples to the broader population from which they were drawn. These methods enable the estimation of population values and the assessment of hypotheses to determine if observed differences between groups or variables are statistically significant or simply due to chance.

For this study involving 210 employees from commercial banks in Eastern Nepal, simple correlation and regression analyses were performed to evaluate the hypotheses.

Correlation Analysis

Correlation measures the relationship between two variables by examining how they change in relation to one another. The correlation coefficient can range from -1 to +1, where:

- -1 indicates a perfect negative correlation (as one variable increases, the other decreases),
- 0 indicates no correlation,
- +1 indicates a perfect positive correlation (both variables increase together).

In this study, Pearson's correlation analysis was used for variables with multiple-choice responses, resulting in a correlation matrix that assessed the degree of relationship between the research variables. The table below presents the correlation analysis between dimensions of supervisory behavior and job stress.

Table 1

Correlation Analysis of Supervisor Behavior Dimensions and Job Stress

Dimension of Supervisor Behavior	Job Stress
Role Clarity (RC)	Pearson Correlation 0.619**
	Sig. (2-tailed) 0.000
Communication (C)	Pearson Correlation 0.564**
	Sig. (2-tailed) 0.000
Delegation (D)	Pearson Correlation 0.622**
	Sig. (2-tailed) 0.000
Motivation (M)	Pearson Correlation 0.653**
	Sig. (2-tailed) 0.000
Social Support (SS)	Pearson Correlation 0.604**
	Sig. (2-tailed) 0.000

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

Relationship between Role Clarity and Job Stress

The Pearson correlation coefficient between role clarity and job stress is 0.619, indicating a positive correlation. The corresponding p-value of 0.000 is less than the significance level ($\alpha = 0.05$), confirming a significant relationship.

Relationship between Communication and Job Stress

The correlation coefficient for communication and job stress is 0.564, also indicating a positive correlation. With a p-value of 0.000, this relationship is significant.

Relationship between Delegation and Job Stress

Delegation shows a correlation coefficient of 0.622 with job stress, indicating a strong positive correlation. The p-value of 0.000 further supports this finding.

Relationship between Motivation and Job Stress

Motivation is positively correlated with job stress at a coefficient of 0.653. The significant p-value of 0.000 reaffirms the relationship.

Relationship between Social Support and Job Stress

The correlation coefficient for social support and job stress is 0.604, indicating a positive correlation. Again, the p-value of 0.000 shows significance.

Regression Analysis

While correlation analysis indicates the strength of relationships, regression analysis provides insight into the nature of these relationships, helping to quantify the influence of independent variables on the dependent variable. In this study, regression analysis was utilized to explore how dimensions of supervisory behavior (Role Clarity, Communication, Delegation, Motivation, and Social Support) affect job stress.

Multiple Regression Model

The regression model can be expressed as follows:

$$Y\hat{} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + ei\hat{Y}$$
$$= \alpha + \beta_{-1} X_{-1} + \beta_{-2} X_{-2} + \beta_{-3} X_{-3} + \beta_{-4} X_{-4} + \beta_{-5} X_{-5} + e\_iY\hat{}$$
$$= \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + ei$$

Where,

$Y\hat{}\hat{Y}Y\hat{}$ = Job Stress (Dependent variable)
$X_1 X_{-1} X_1$ = Role Clarity
$X_2 X_{-2} X_2$ = Communication
$X_3 X_{-3} X_3$ = Delegation
$X_4 X_{-4} X_4$ = Motivation
$X_5 X_{-5} X_5$ = Social Support
$\alpha\alpha\alpha$ = Constant
$\beta i\beta\_i\beta i$ = Coefficient of the slope of the regression model
eie_iei = Error term

Table 2

Model Summary for Supervisor Behavior and Job Stress

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.671	0.451	0.439	0.62012

The R-square value of 0.451 indicates that approximately 45.1% of the variation in job stress can be explained by the independent variables, leaving 54.9% unexplained. The adjusted R-square value of 0.439 adjusts for the degrees of freedom, suggesting that a similar proportion of variation is accounted for after adjusting for the number of predictors. The standard error of the estimate is 0.620, indicating the variability of observed job stress values from the regression line.

Table 3

ANOVA for Job Stress

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	72.246	5	14.449	37.574	0.000
Residual	88.061	229	0.385		
Total	160.307	234			

The ANOVA results yield a p-value of 0.000, which is less than the alpha value of 0.01, confirming that the model effectively describes the relationship between the dependent and independent variables. Thus, the independent variables are significant in explaining variance in job stress.

Table 3

Effect of Supervisor Behavior Dimensions on Job Stress

Unstandardized Coefficients	Standardized Coefficients				
Model	B	Std. Error	Beta	t	Sig.
(Constant)	1.949	0.154		12.671	0.000
Role Clarity	0.081	0.066	0.132	1.225	0.222
Communication	-0.109	0.071	-0.177	-1.525	0.129
Delegation	0.171	0.077	0.259	2.231	0.027
Motivation	0.045	0.089	0.069	0.504	0.615
Social Support	0.274	0.081	0.410	3.388	0.001

The coefficients reveal that while Role Clarity, Communication, and Motivation are not significant predictors, Delegation and Social Support have significant positive impacts on job stress, with coefficients of 0.171 and 0.274, respectively.

The regression equation can be summarized as:

$\hat{Y} = 1.949 + 0.171X_3 + 0.274X_5$

$= 1.949 + 0.171X_3 + 0.274X_5$

$= 1.949 + 0.171X_3 + 0.274X_5$

This indicates that increases in Delegation and Social Support significantly contribute to increased job stress among employees. Among the independent variables, Social Support had the strongest influence, as indicated by the highest beta value of 0.410.

Hypothesis Testing

H1: Role Clarity as a Supervisor Behavior Dimension has no Significant Relationship with Job Stress.

The Pearson Correlation coefficient between Role Clarity and Job Stress in the context of Eastern Nepal is 0.604, indicating a positive correlation. However, the regression analysis shows a Beta value of 0.132, with a t-value of 1.225 and a p-value of 0.222. Since the p-value exceeds the significance level of 0.05 (0.222 > 0.05), we reject the alternative hypothesis. Thus, there is no significant relationship between Role Clarity and Job Stress among employees in Eastern Nepal's commercial banking sector.

H2: Communication as a Supervisor Behavior Dimension has no Significant Relationship with Job Stress.

The Pearson Correlation coefficient between Communication and Job Stress is 0.564, suggesting a positive relationship. From the regression analysis, the values indicate Beta = -0.177, t = -1.525, and p = 0.129. Since the p-value is greater than 0.05 (0.129 > 0.05), we reject the alternative hypothesis, concluding that there is no significant relationship between Communication and Job Stress in this region.

H3: Delegation as a Supervisor Behavior Dimension has a Significant Relationship with Job Stress.

The Pearson Correlation coefficient for Delegation and Job Stress is 0.622, indicating a positive correlation. The regression analysis yields a Beta of 0.259, t = 2.231, and p = 0.027. As the p-value is less than 0.05 (0.027 < 0.05), we accept the alternative hypothesis. Therefore, Delegation significantly influences Job Stress in the context of Eastern Nepal.

H4: Motivation as a Supervisor Behavior Dimension has no Significant Relationship with Job Stress.

The Pearson Correlation coefficient between Motivation and Job Stress is 0.619, indicating a positive correlation. In the regression analysis, the values show Beta = 0.069, t = 0.504, and p = 0.615. Since the p-value

exceeds 0.05 (0.615 > 0.05), we reject the alternative hypothesis, concluding that there is no significant relationship between Motivation and Job Stress.

H5: Social Support as a Supervisor Behavior Dimension has a Significant Relationship with Job Stress.

The Pearson Correlation coefficient between Social Support and Job Stress is 0.653, indicating a strong positive relationship. The regression analysis results show Beta = 0.410, t = 3.382, and p = 0.001. Since the p-value is less than 0.05 (0.001 < 0.05), we accept the alternative hypothesis. Thus, Social Support significantly affects Job Stress among employees in Eastern Nepal.

Summary of Hypotheses

Hypothesized Relationship	Conclusion
H1: Role Clarity	Rejected
H2: Communication	Rejected
H3: Delegation	Accepted
H4: Motivation	Rejected
H5: Social Support	Accepted

Based on the analysis, it is evident that the independent variables display both positive and negative relationships with Job Stress. Notably, Delegation and Social Support are identified as having significant positive correlations, highlighting their impact on Job Stress among commercial bank employees in Eastern Nepal.

Results and Discussion

The primary objective of this study was to assess the influence of Supervisor Behavior Dimensions on Job Stress within the commercial banking sector of Eastern Nepal. The analysis revealed how Role Clarity, Communication, Delegation, Motivation, and Social Support impact Job Stress.

The demographic data from a sample of 210 respondents showed a balanced gender representation, with a majority under the age of 25. The findings indicated that most employees had less than two years of experience, suggesting that job stress may be influenced by the transitional nature of their roles.

Descriptive analyses indicated that factors like Role Clarity and Communication had mean values exceeding 4.25, signifying strong agreement among respondents about their positive influence. Notably, Social Support had the highest mean of 4.47, reinforcing its critical role in mitigating Job Stress.

Correlation analysis showed all independent variables positively correlated with Job Stress, with Motivation exhibiting the highest correlation coefficient of 0.653. This finding aligns with existing literature, which suggests a complex interplay between supervisor behavior and employee well-being.

While the study contributes to the understanding of supervisor behavior in Eastern Nepal, it also highlights the need for further research, particularly in exploring additional factors that may influence Job Stress in different contexts. This understanding is vital for enhancing supervisor-employee dynamics and improving overall organizational health in the region.

Conclusion

This analysis highlights significant correlations between various dimensions of supervisory behavior—most notably Delegation and Social Support—and job stress among employees in Eastern Nepal's banking sector. The findings underscore the critical role that supportive supervisory practices play in managing employee well-being. As organizations strive to improve employee performance and reduce job-related stress, understanding the nuances of supervisory behavior is becoming increasingly vital.

This study aimed to investigate the relationship between different dimensions of supervisor behavior and their impact on job stress within the commercial banking sector in Nepal. Through careful examination of supervisor behavior dimensions—Role Clarity, Communication, Delegation, Motivation, and Social Support—the research established a clear link between these

factors and job stress levels among employees. Specifically, the results demonstrated that effective supervisory behaviors foster a better working relationship, ultimately reducing job stress.

The findings revealed that while all dimensions of supervisory behavior are important, Delegation and Social Support emerged as the most significant factors in alleviating job stress. Organizations must recognize the importance of cultivating trust in superior-subordinate relationships, as this can create a healthier and more secure workplace environment. By enhancing social support and delegation practices, companies can not only improve employee satisfaction but also maintain a competitive edge in the banking sector.

It was noted that the overall level of job stress among employees in the commercial banks of Nepal is relatively high, emphasizing the necessity for effective supervisory behavior to mitigate this stress. The importance of social support as a supervisor behavior dimension cannot be overstated; employees who perceive a high level of support from their supervisors report lower levels of job stress. This highlights a crucial area for organizations to develop and improve.

Recommendations

Based on the research findings, several recommendations are proposed for banking organizations in Eastern Nepal:

Enhance Supervisor Training. Organizations should invest in training programs focused on developing supervisory skills in Delegation and Social Support. This training can equip supervisors with the tools necessary to foster supportive relationships with their subordinates.

Promote Open Communication. Establish channels for transparent communication that encourage employees to share their concerns and feedback. This could help build trust and reduce feelings of isolation among staff.

Increase Employee Engagement. Implement initiatives that promote employee involvement in decision-making processes. When employees feel their contributions are valued, it can enhance their commitment and reduce job stress.

Broaden Research Scope. Future studies should include a larger and more diverse sample, incorporating employees from various sectors beyond commercial banks. This can provide a more comprehensive understanding of the relationship between supervisory behavior and job stress across different organizational contexts.

Utilize Mixed Research Methods. While this study employed a quantitative approach, future research should consider qualitative methods, such as interviews or focus groups, to gain deeper insights into employees' perceptions of supervisory behaviors and their impact on job stress.

Explore Additional Variables. Future research should expand beyond the five dimensions studied here to include other factors that may influence job stress, such as workplace culture, employee autonomy, and organizational support systems.

In summary, this research serves as a foundational step toward understanding the impact of supervisory behavior on job stress in Nepal's commercial banking sector. The recommendations provided aim to guide organizational practices and future research endeavors, ultimately contributing to a healthier workplace environment and improved employee well-being.

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