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Occupational Stress and Employee Performance

Dinesh Kumar Pant

Assistant Professor

Mid-West University, Nepal

Email: dineshpant27@gmail.com

ORCID: <https://orcid.org/0009-0005-7384-1438>

Abstract

Employee performance is a crucial factor in achieving organizational success, as it significantly impacts productivity, profitability, and overall business outcomes. This study investigates the impact of occupational stress on employee performance at Nepal Telecom Ltd., focusing on four major predictors: working environment, workload, salary and benefits, and job security. The research aims to understand how occupational stress influences employee efficiency and organizational effectiveness in the telecommunications sector. Data were collected from 325 employees using a structured questionnaire and convenience sampling. The study used Pearson's correlation and regression analysis to evaluate the correlation between predictors and employee performance, revealing that working environment, workload, salary and benefits, and job security significantly positively impact employee performance at Nepal Telecom Ltd. A supportive work environment, balanced workload, competitive salary and benefits, and job security collectively enhance employee performance by fostering comfort, motivation, and focus while minimizing stress and anxiety. The study highlights the importance of managing occupational stress and recommends creating supportive work environments, balancing workloads, offering competitive compensation, and ensuring job security to optimize employee performance.

Keywords: Employee performance, occupational stress, working environment, workload, salary and benefits, job security.

Introduction

Stress has spread around the globe in the modern day and may be found in every job in different ways. In modern organizations, effective management plays a vital role in mitigating occupational stress and improving employee performance. Dar et al. (2011) argued that stress is the most extensive element among the numerous that affect employees' job performance. Sinkey (2024) confirmed that work place stress affects the performance at a greater extent and, it needs to be dealt with carefully. Further,

excessive stress wears a person out and causes them to underuse their energy resources, which is detrimental and has a long-term negative impact on employee performance. Wu et al. (2021) claimed that excessive levels of stress may lead to poor work morale, exhaustion, tardiness, absenteeism, and difficulties relating to coworkers or other team members. Because, stress is an organism's reaction to environmental demands or pressures.

Similarly, O'Connor et al. (2021) highlight that job stress arises when employees' professional expectations exceed their ability to handle job-related challenges, leading to negative emotional experiences. Further, Murali et al. (2017) emphasized that stress at work may originate from a variety of sources and impact individuals in different ways. Employees are often working longer hours in today's workplace since they have more duties and must work even harder to fulfill demands for their job performance (Daniel, 2019). Additionally, long working hours often increase pressure on employees, provoked by a challenging work environment, tight deadlines, and unclear guidance from managers (Kaur, 2023). Iskanto (2021) further confirmed that employee job stress is rising due to high turnover pressure and demanding workloads, which makes it more difficult for them to achieve their objectives. Shah (2023) identified various factors contributing to workplace stress, such as excessive workload, job insecurity, lack of control, and interpersonal conflicts. Therefore, Taheri et al., (2020) argued that stressors like these may lead to burnout, disengagement, and decreased work satisfaction, all of which have a negative effect on employees' performance.

Similarly, working environment is the crucial consideration while operating an organization. Therefore, employers should enhance workplace conditions to tackle factors that hinder productivity. Given that high levels of occupational stress can significantly impair employee performance, implementing effective stress management strategies is essential across various industries (Ehsan, 2019). Since, employee performance refers to the accomplishments of employees in completing their assigned tasks, based on their skills, competencies, and commitment to meeting deadlines. Many attempts are required to made to enhance employee performance since it is crucial to the organization's ability to meet its objectives (Ahmad et al., 2018). Furthermore, it's critical to evaluate the impact of stress on employee performance and implement coping strategies to maintain stress at a tolerable level while maintaining positive effects (Sam et al., 2024).

In the context of Nepal Telecom Limited (NTL) in Karnali Province, a critical public utility provider, employee performance is vital for ensuring efficient service delivery. However, occupational stress, influenced by factors such as workload, job security, working environment, and salary and benefits, poses a significant challenge to employee productivity and satisfaction. While existing literature has examined various stressors, there is limited research on how these specific factors collectively impact employee performance, particularly in modern corporate environments where stress is prevalent. This gap is especially relevant for NTL, where operational efficiency relies heavily on employee well-being and performance. This study seeks to address this gap by investigating the integrated effects of workload, job security, working environment, and salary and benefits on employee performance within NTL. This study is significant as it offers actionable insights into managing occupational stress through supportive work environments, balanced workloads, and competitive compensation to enhance employee performance at Nepal Telecom, thereby improving service delivery and organizational efficiency. Therefore, it aims to provide insights into managing occupational stress to enhance employee productivity and organizational outcomes in this critical sector.

Review of Literature

Theoretical Review

Emerson (1976) state, social exchange theory remarkably highlights the significance of intimacy in social relationships and the reciprocation of intimacy within the process of social exchange. Pimpong (2023) clarifies that Emerson's social exchange theory suggests that organization's support boosts employee confidence, motivation, job satisfaction, commitment, and performance. Since, social exchange is the mutual appreciation and support between an organization and its employees, aimed at enhancing their overall well-being (Eisenberger et al.,1990).Social Exchange Theory (SET) justifies the contextual fit by illustrating how employee performance is influenced by reciprocal relationships and perceived fairness. In Nepal Telecom Ltd., occupational stress from imbalanced exchanges can be mitigated through mutual trust and equitable support, enhancing performance. Therefore, grounded in SET, this study explores the impact of stress from work environment, salary and benefits, workload, and job security, highlighting its relevance to organizational dynamics.

Empirical Review

Working Environment and Employee Performance

Research consistently highlights the positive correlation between working condition and employee performance. Ahmad and Khan (2019) examined the impact of work environment on employee performance, revealing that a positive work environment boosts performance, while poor conditions cause stress and decreased productivity. Correspondingly, Ollukkaran and Gunaseela (2012) found that a conducive work environment, including training facilities, monetary packages, rewards, safe working conditions, and job security, significantly influences employee performance and productivity. In a study of Nepalese commercial banks Goet (2022) found that job aids, teamwork, physical surroundings, and supervisor support significantly impact employee performance, highlighting the importance of these independent variables. In the same way, Pimpong (2023) explored the impact of work environment factors on employee productivity, focusing on employee commitment's mediating role. The study revealed a significant correlation between the work environment and employee commitment, suggesting that commitment partially influences the impact of the workplace on performance.

Similarly, Shammout (2021) found that factors such as employee benefits, supervisor support, training, workload, and physical work environment significantly positively impacted employee performance, highlighting the importance of a supportive workplace environment. Meanwhile, Zhenjing et al. (2022) identified that a positive workplace environment significantly influences employee task performance, particularly in terms of employee commitment and achievement-striving ability. This environment fosters higher levels of commitment and achievement-striving ability, which are crucial for improved task performance within organizations. In the meantime, Mainali (2022) conducted a study on community colleges' work environment practices, focusing on non-teaching faculty members, found that social and financial aspects significantly impact employee satisfaction, but the psychological environment needs improvement to enhance overall satisfaction. The study emphasizes the need for better understanding and improvement in these practices. The above literatures confirm the significant relationship between working environment and the employee performance. Consequently, the hypothesis is proposed that:

H_{A1}: Working environment significantly affects the employees' performance.

Salary and Benefits and Employee Performance

Studies constantly shows a strong correlation between salary and benefits and employee performance, with better compensation packages boosting motivation, job satisfaction,

and productivity. Naidu and Satyanarayana (2018) observed that employees respond positively to increased pay and benefits, leading to improved attitudes and productivity. The scholars recommend designing compensation systems that cater to both financial and psychological needs. Additionally, Sudiardhita et al. (2018) identified that compensation, work motivation, and job satisfaction positively impact employee performance, with higher compensation leading to increased job satisfaction and improved motivation, thereby enhancing performance. Similarly, Nugraha et al. (2024) found a strong correlation between salary and employee performance in Central Java, indicating that salary significantly influences employee productivity. Likewise, Reddy (2020) observed the effects of compensation on employee performance in an organizations, finding that it significantly influences talent attraction and retention. Competitive compensation packages attract better candidates and maintain higher employee satisfaction, according to the study. In the same way, Kadir et al. (2019) identified a positive correlation between compensation and employee performance, suggesting that fair and competitive remuneration boosts workforce productivity. However, the study found that these factors have a relatively low effect, with other factors potentially playing a more significant role. Nagaraju (2017) investigated positively impact of salary on employee performance, with significant differences in perceptions of salary and organizational climate factors between public and private sector banks, rejecting the null hypothesis that there was no significant difference. Furthermore, Zafar et al. (2021) examined the impact of compensation on job performance within Pakistan's public sector universities, revealing a significant positive relationship. Their findings highlighted salary as the most influential factor, demonstrating its substantial effect on enhancing employee performance. Additionally, Dong and Loang (2023) conducted the study at Shengshitongda, a Chinese logistics company, examined the impact of salary compensation on employee performance. The study identified key themes, emphasizing the need for a transparent and fair compensation system, which significantly influences employee motivation and performance. The reviewed literatures confirm a strong correlation between the working environment and employee performance. Therefore, the following hypothesis is proposed:

H_{A2}: Salary and benefits significantly affect the employees' performance.

Workload and Employee Performance

The research meaningfully highlighted the correlation between workload and employee performance. Briones, (2023) analyzed the impact of workload, work stress, and

motivation on workers' productivity in manufacturing setting, indicated that workload significantly influences productivity, while work stress and workload are crucial components of total productivity. Likewise, Juru and Wellem (2022) examined the impact of workload on employee job stress, performance, and job stress. The study indicated that workload significantly increased job stress, directly reduced employee performance, and had a significant negative impact on performance outcomes.

Similarly, Sudiardhita et al. (2018) found that workload indirectly impacts performance through work-life balance, suggesting that effective workload management can indirectly improve job performance by enhancing work-life balance. Correspondingly, Syihabudhin et al. (2020) observed that high workload negatively impacts employee performance, suggesting organizations should maintain a balance in workload to optimize performance. Consistently, Fan and Smith (2017) identified the relationship among workload, fatigue, and performance. The results indicated that high workload is a significant predictor of fatigue, and increased subjective fatigue negatively impacted performance across various cognitive tasks. Further, Ijie et al. (2021) explored the impact of workload on employee innovative behavior within the manufacturing sector in Nigeria. The study found that workload had a negative and significant impact on employee innovative behavior, indicating that higher workloads can hinder employees' ability to innovate. In the same way, Bruggen (2015) observed an inverted U-shape relationship between workload and employee performance, suggesting optimal performance is achieved at moderate workload levels, while low and high workloads lead to decreased performance. The literature review provides evidence of a significant association between the working environment and employee performance. Accordingly, the following hypothesis is formulated:

H_{A3}: Workload significantly affects the employees' performance.

Job Security and Employee Performance

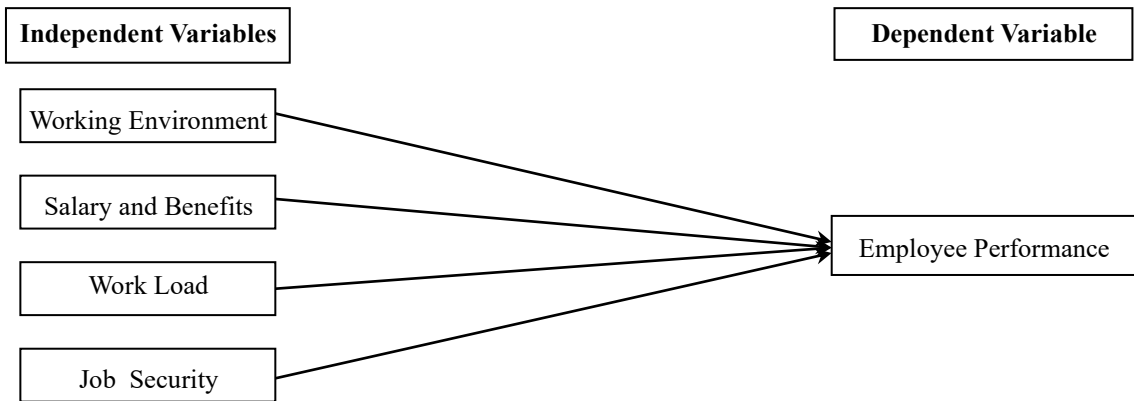
Literature firmly confirms that job security is an key indicator of employee performance. Owan and Andow (2022) identified the effect of job security on employee performance at Berger Construction Company in Nigeria indicating a positive and significant effect of job security on employee performance indicating that when employees feel secure in their jobs, their performance improves. Likewise, Chinyelu (2018) assessed the effect of job security on employee performance in Nigerian private sector. The research revealed that employees are more likely to work harder when assured of their job security, but a negative perception can reduce their ability to transfer

their knowledge and experience, leading to decreased performance. Similarly, Wahyuni et al. (2020) explored the impact of job security and organizational support on employee satisfaction and performance identifying that job security positively influences job satisfaction, while organizational support does not significantly affect job satisfaction. Job satisfaction does not mediate the effects of job security or organizational support on employee performance. In the same vein, Ahmed et al. (2017) found that employee job security significantly impacts employee performance and engagement. The study resulted that higher job security leads to improved performance as it allows employees to focus on their duties without job loss anxiety. Additionally, Sanyal et al. (2018) investigated a strong correlation between job security and employee performance and satisfaction in Oman, with a p-value of 0.012, indicating a significant relationship between job security and employee concerns about job loss. Furthermore, Nikolova et al. (2022) found that job insecurity affects employee performance at multiple levels. Individual employees' job insecurity within a team reduced adaptivity and task performance, while collective job insecurity increased supervisor-rated performance in adaptivity and proactivity but not task performance. Kumar (2019) also investigate the impact of job security on employee motivation and performance, specifically comparing union and non-union companies in Nagpur. The results indicated that the security offered by union participant organizations can be used as a predictor of increased job performance, and to some extent to the employee's behavior within the organization. Similarly, Imam and Javed (2019) found a positive correlation between job security, organizational support, and employee satisfaction on employee performance in the medical sector study in Punjab, Pakistan. Job security was identified to be positively related to employee satisfaction, while organizational support also positively influenced satisfaction. The study concluded that employee satisfaction mediates this relationship. The literature above proves a positive correlation between the working environment and employee performance. Consequently, the following hypothesis is proposed:

H_{A4}: Job security significantly affects the employees' performance.

Conceptual Framework

The conceptual framework offers numerous benefits to research projects, such as enabling researchers to define and establish their perspective on the subject being investigated (Grant & Osanloo, 2014). Therefore, the researcher has developed a systematic conceptual framework to guide the study, based on the overall pinning of proposed research constructs.

Figure 1*Conceptual Framework***Methodology**

This study employed a causal-comparative research design to investigate the impact of occupational stress on employee performance at Nepal Telecom Ltd. in Karnali Province. The research model incorporated key independent variables including working environment, salary and benefits, workload, and job security with employee performance as the dependent variable. To ensure the reliability and validity of the data, a set of structured questionnaires was developed in consultation with experts and by reviewing previous literature. The questionnaires were designed with two types of questions: multiple-choice questions with a close-ended format to gather the demographic profile of the respondents, and a five-point Likert scale to capture responses related to the study's main focus. Ethical considerations were strictly followed, with informed consent obtained from all participants, ensuring secrecy, and confidentiality throughout the research process. Convenience sampling technique was employed to collect the responses from the study area. Before distributing the questionnaires, respondents were asked to allocate time for completing them, after which the questionnaires were disseminated. A total of 350 questionnaires were distributed to employees across various branches of Nepal Telecom Ltd. in Karnali Province. Of these, 325 completed responses were received, yielding a response rate of 92.85 percent and exceeding the limit of (Hair et al., 2017). Cronbach's Alpha was used to evaluate dependability the data. To analyze the data and accomplish the goals of the research, both descriptive and inferential statistical techniques were used.

To assess the reliability of the data, Cronbach's Alpha was used. Both descriptive and inferential statistical methods were employed to analyze the data and meet the study's

objectives. The association between the independent and dependent variables was examined using correlation, while linear regression analysis was employed to determine the effects of the independent variables on employee performance. Additionally, the data were analyzed using SPSS version 25 was used.

Reliability and Validity

To evaluate the internal consistency or dependability of a collected of items and make sure they consistently measure the same construct, Cronbach's alpha has calculated.

Table 1

Status of Reliability Statistics

Construct's Name	Items contained	Cronbach's Alpha
Working Environment	6	0.826
Salary and Benefits	6	0.834
Work Load	6	0.864
Job Security	6	0.804
Employee Performance	6	0.879

Table 1 displays the reliability test results for each variable. The Cronbach's Alpha coefficients were as follows: working environment ($\alpha = 0.826$), salary and benefits ($\alpha = 0.834$), workload ($\alpha = 0.864$), job security ($\alpha = 0.804$), and employee performance ($\alpha = 0.879$), all indicating high internal consistency. Every variable has Cronbach's Alpha values above the generally recognized cutoff point of 0.70, demonstrating the consistency and dependability of the data. According to Christmann and Van Aelst (2006) and Griethuijsen et al. (2015), a reliability test threshold of 0.7 Cronbach's Alpha is frequently employed.

Content validity was used to make sure the research tool was valid. A literature analysis was conducted to identify essential constructs, including job security, workload, compensation and benefits, and working environment, which were then used to build pertinent items in order to assure the content validity of the questionnaire on occupational stress and employee performance. Additionally, opinions from professionals and specialists were taken into account to make sure the constructions were fully portrayed.

Results and Discussion

Demographic Profile of the Respondents

The survey conducted in 2024 captured various demographic characteristics of the respondents. The gender distribution was composed of 62.8 percent male and 37.2 percent female participants. Regarding age, respondents ranged from 18 to over 42 years old, with 11.7 percent aged 18 to 25, 64.3 percent aged 26 to 33, 20.3 percent aged 34 to 41, and 3.7 percent aged 42 and above. Marital status showed that 76.6 percent of respondents were married, while 23.4 percent were unmarried. Educationally, 9.2 percent of respondents had completed education up to the +2 level, 37.2 percent held bachelor's degrees, 50.5 percent had master's degrees, and the remaining 3.1 percent had qualifications beyond the master's level. These statistics provide a comprehensive demographic overview for further analysis.

Table 2

Demographic Profile of the Respondents

Demographics	Categories	Respondents	Percentage
Gender Status	Male	204	62.8
	Female	121	37.2
Age Status	18-25 years	38	11.7
	26-33 years	209	64.3
	34-41 years	66	20.3
	42-Above years	12	3.7
Marital Status	Married	249	76.6
	Unmarried	79	23.4
	Up to + 2	30	9.2
Educational Status	Bachelor	121	37.2
	Master	164	50.5
	Master above	10	3.1

Source: Survey Data, 2024

Inferential Statistics

As outlined in the research methodology, correlation analysis was employed to examine the interrelationship among the variables, while regression analysis was used to identify the impact of the independent variables (working environment, salary and benefits, workload, and job security) on the dependent variable (employee performance).

Table 3*Correlations Analysis of Independent and Dependent Variable*

		WE	SB	WL	JS	EP
WE	Pearson Correlation	1				
SB	Pearson Correlation	.614**	1			
WL	Pearson Correlation	.548**	.582**	1		
JS	Pearson Correlation	.582**	.428**	.434**	1	
EP	Pearson Correlation	.558**	.489**	.536**	.530**	1

** Correlation is significant at the 0.01 level (2-tailed), N =325(Job security (JS), salary and benefits (SB), work load (WL), working environment (WE)and Employee Performance (EP)

Source: Survey Data, 2024

Table 2 reveals the correlation analysis results examining relationships between key variables. The analysis revealed strong positive correlations between employee performance and each of the following factors: working environment, salary and benefits, workload, and job security. Obviously, all correlations are statistically significant at 0.01 level of significance securing strong relationship since p value is less than Alpha ($P < 0.05$) for all correlations.

Table 4*Model Summary of Regression Analysis*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.661 ^a	0.437	0.430	0.46208	1.624

a. Predictors: (Constant), JS, SB, WL, WE

b. Dependent Variable: TEP

Table 3 shows the results of the multivariate analysis. The adjusted R^2 value (0.430) means that job security, salary and benefits, workload, and working environment together explain 43 percent of the variation in employee performance. The other 57 percent comes from factors which is not included in this study. The Durbin-Watson value of 1.624 indicates no autocorrelation, confirming independent errors, a key assumption for valid regression. The Durbin-Watson statistic (1.624) suggests no significant autocorrelation in the residuals, which is a good sign for the model's reliability.

Table 5*ANOVA*

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	53.080	4	13.270	62.150	.000 ^b
Residual	68.325	320	.214		
Total	121.406	324			

a. *Dependent Variable: EP*

b. *Predictors: (Constant), JS, SB, WL, WE (Job security, salary and benefits, work load, and working environment) Level of Significance=0.05: N=325*

According to the ANOVA findings in Table 4, the F-test yielded a value of 62.105 and a corresponding result value of 0.000. This suggests that the employee performance of Nepal Telecom Ltd. in the Karnali provincial region and at least one independent variable have a substantial linear connection. The fitted linear model is valid, and we accept the alternative hypothesis at the 5% level of significance. This indicates that there is a positive and substantial linear link between employee performance in the research area and working conditions, workload, job security, and salary and benefits.

Table 6*Results of Linear Regression Analysis*

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	-.431	.296		-1.459	.145		
TWE	.284	.084	.205	3.380	.001	0.476	2.102
1 TSB	.150	.079	.109	1.904	.038	0.536	1.866
TWL	.294	.065	.249	4.562	.000	0.591	1.692
TJS	.314	.064	.256	4.888	.000	0.641	1.561

Note: Working Environment (WE), Salary and Benefits (SB), Work Load (WL), Job Security (JS)

Source: Survey Data, (2024)

The results of an analysis using multiple regression are shown in Table 5. Employee

performance was the dependent variable in the research, whereas the independent factors were the working environment, pay and benefits, workload, and job security. The results of the study indicated that, at a 95 percent level of confidence and a 5 percent level of significance, the working environment strongly influences employee performance. With a p-value of 0.001, a t-value of 3.380, and an observed beta of 0.284, the results fall below the significance level ($\alpha=0.05$). The data indicates that a positive work environment raises performance in the studied area by 0.284 units.

However, the p-value is 0.038 and the observed beta value for salary and benefits is 0.150, t value is 2.904, and this is below the alpha significant threshold ($\alpha=0.05$). As a result, it is determined that the employee performance of Nepal Telecom in Karnali province is greatly impacted by their salary and benefits. The performance of employees in the studied area is closely linked to their salary and benefits. Likewise, the results identified that the observed p-value is 0.000, the t-value is 4.562, and the beta is 0.294, all of which are below the significance threshold ($\alpha = 0.05$). Because of this, we came to the conclusion that employee performance and workload have a significant strong relationship. Further data analysis reveals that employee performance levels rise by 0.294 units in response to an increase in workload.

In contrast, the research found for job security that the t-value is 4.888, and the beta is 0.314, and the p-value is 0.000, which are below the significant threshold ($\alpha = 0.05$). Tolerance (>0.1) and VIF (<10) values confirm no multicollinearity issues among predictors. Consequently, we inferred that there is a remarkable linear correlation between job security and employee performance within the research area. Job security is also demonstrated to have a substantial impact on employee performance.

Table 7

Summary of Hypothesis

Hypothesis No.	Results of Hypothesis	Accept or Reject Decision
H _{A1}	Working environment significantly affects the employee performance.	Accepted
H _{A2}	Salary and benefits significantly affect the employee performance	Accepted
H _{A3}	Work load significantly affects the employee performance	Accepted
H _{A4}	Job security significantly affects the employee performance	Accepted

This research investigated how occupational stress affects employee performance at

Nepal Telecom Ltd. (Karnali Province), analyzing four critical factors: work environment, salary and benefits, workload, and job security. The linear regression analysis revealed significant findings, offering insights into the relationships between these variables and employee performance.

Firstly, the working environment was found to have a significant positive effect on employee performance, confirming the first hypothesis (H_{A1}). This result aligns with studies by Ahmad and Khan (2019), Ollukkaran and Gunaseelan (2012), and others, which emphasize the importance of a supportive and conducive work environment in enhancing productivity. The questionnaire items related to the working environment, such as workplace safety, availability of resources, and interpersonal relationships, likely contributed to this outcome. Employees who perceive their work environment as positive and supportive are more motivated and engaged, leading to improved performance. This finding underscores the need for organizations to invest in creating a healthy and inclusive workplace culture.

Secondly, the analysis confirmed a significant positive relationship between salary and benefits and employee performance, validating the second hypothesis (H_{A2}). This finding is consistent with studies by Naidu and Satyanarayana (2018), Sudiardhita et al. (2018), and others, which highlight the role of fair compensation in motivating employees. The questionnaire items addressing salary adequacy, benefits satisfaction, and financial incentives likely influenced this result. Employees who feel adequately compensated are more likely to exhibit higher levels of commitment and productivity, as financial rewards serve as a key motivator. This suggests that organizations should regularly review and adjust compensation packages to align with employee expectations and industry standards.

Thirdly, the study found a significant linear effect of workload on employee performance, supporting the third hypothesis (H_{A3}). This result is consistent with research by Briones (2023), Dong and Loang (2023), and others, which indicate that excessive workload can lead to stress and reduced productivity. The questionnaire items measuring workload intensity, time pressure, and work-life balance likely played a role in this outcome. Employees facing unmanageable workloads may experience burnout, negatively impacting their performance. This highlights the importance of workload management and the need for organizations to implement strategies such as task prioritization, delegation, and flexible work arrangements to mitigate stress.

Finally, the analysis confirmed a significant positive relationship between job security and employee performance, validating the fourth hypothesis (H_{A4}). This finding aligns with studies by Owan and Andow (2022), Chinyelu (2018), and others, which emphasize the role of job security in fostering employee confidence and productivity. The questionnaire items addressing job stability, career growth opportunities, and organizational trust likely contributed to this result. Employees who feel secure in their roles are more likely to invest in their work and contribute to organizational goals. This underscores the importance of clear communication, transparent policies, and career development programs to enhance job security.

Conclusion

In conclusion, this study provides strong evidence that occupational stress, including working condition, salary and benefits, workload and, job security, significantly impact the performance of employee Nepal Telecom. Ltd Karnali province. The positive relationships established between these factors and employee performance confirms the study's hypotheses and align with prior research. These findings underscore the crucial role that managing occupational stress plays in enhancing employee productivity and organizational success. The results are strongly supported by Social Exchange Theory (SET), which emphasizes the importance of reciprocal relationships and perceived fairness in the workplace. The study demonstrates that a supportive working environment fosters mutual trust and equitable support, reducing stress and enhancing performance. Similarly, competitive salary and benefits, balanced workloads, and job security create a sense of fairness and stability, motivating employees to perform better.

The implications of this study suggest that employee of Nepal Telecom. Ltd Karnali province should prioritize strategies that manage the occupational stress to boost employee performance. By improving working environment, increasing salary and benefits, minimizing the workloads, and enhancing job security, Nepal Telecom. Ltd. can create an environment that maximizes employee engagement and productivity, ultimately leading to improved organizational success.

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