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Analysis of the Influencing Factors of Stress in Job: A Research Study in NGOs, INGOs of Birendranagar, Surkhet

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ABSTRACT

This research finds out how stress impacts the employee performance of NGOs and INGOs residing in Birendranagar municipality, Surkhet. The study aimed to investigate how time pressure, workload, lack of motivation, and role ambiguity influenced the performance of the employees. The positivist philosophy was used to complete the research because it permits the creation of hypotheses based on theories. A causal-comparative research design was employed to ascertain the causal relationship between a few chosen inquiry constructs. A survey study was conducted using a structured questionnaire to gather primary data. Four factors were the lack of motivation, with employee performance being the dependent variable and the independent variables being time pressure, workload, lack of motivation, and role ambiguity. The overall findings of the research from the results of multiple regression analysis revealed that time pressure, lack of motivation, and role ambiguity were confirmed to impact employee performance significantly. On the other hand, workload has not considerably affected employee performance.

1. INTRODUCTION

In today's world, individuals frequently encounter various situations or responsibilities, whether personal or work-related, that can feel burdensome and lead to different outcomes. Managing these situations, tasks, or obligations often brings about pressure. Additionally, anticipating results from decisions or actions under such strain further intensifies this pressure. This type of pressure is known as stress. Stress, a state of frustration or anxiety, nervousness, or change in the regular functioning of the mind or body due to negative or positive influence, has become a buzzing word nowadays in almost every sector, including business, education, politics, and the like. Hearing about personal episodes of stress from colleagues, teachers, students, classmates, doctors, political leaders, and many others is not strange. Newspapers, magazines, and other social media have almost regularly included the causes and multiple dimensions of stress, including its causes and ways of managing it. Stress can be described as emotional or physical tension arising from various life situations or events. It can lead to feelings of

anger, frustration, panic, and anxiety, while in some cases, it may also drive motivation and urgency to overcome a challenge.

According to Selye (1956), stress is the body's fundamental sensitivity to any demand. Selye (1956) emphasized stress as an essential aspect of human biology and provided evidence of how the body's defense mechanisms respond to various stressors to maintain homeostasis or balance. Despite their often-negative connotations, stress reactions are crucial and necessary components of human physiological and psychological functioning.

Arnold (1960) assumed stress is any condition that disturbs normal functioning. This concept highlights that stress is a physiological and psychological reaction to any challenge or change that upsets a person's equilibrium or homeostasis rather than being confined to a single source.

Many factors influence workplace stress, including heavy workloads, isolation, long working hours, toxic environments, lack of autonomy, and complex relationships with coworkers and management. Other contributors include bullying or harassment by management, limited opportunities for growth, and lack of motivation to improve skills. Conflicts between the demands of various individual roles can also lead to organizational stress.

The National Institutes of Health states, "People who feel more in control at their jobs tend to feel less stressed out." Senior leaders and executives manage employees who feel less influence over their jobs, which causes stress in such individuals. In general, employees are experiencing more stress and anxiety. Their concerns include benefit reductions, salary freezes, and layoffs (Ajaganandam, 2013). Performance is defined as an employee's acts or inactions. According to Kihara and Mugambi (2018), the degree to which each member contributes to achieving the organization's goals determines the latter's performance. Employee performance impacts and is essential to the overall operation of the organization. Since workers are an organization's most important asset, stress, and its causes must be controlled to promote and enhance performance. This will boost the business's effectiveness, productivity, and profitability and strengthen and improve stability. Stress cannot be avoided and cannot be controlled.

Remembering that different people respond to pressure in other contexts and various careers is crucial. Given the preceding, it makes sense to conduct a study of this kind to uncover specific information about the impact of job stress on Nepalese workers, especially those employed by NGOs and INGOs, who are required by their line of work to manage and cope with daily anxiety. This study investigated how workplace stressors affected Nepalese development sector employees' performance. For this reason, researchers have identified the elements that lead to stress in an organization's role as deadlines, heavy workloads, lack of drive, and unclear roles. This research aims to ascertain the consequence of these work-related stressors on the performance of employees in the development sector of Birendranagar municipality, Surkhet.

The research question for this study was to identify whether time pressure, workload, lack of motivation, and role ambiguity impact the employee performance of NGOs and INGOs in the Birendranagar municipality of Surkhet. The main objective of this research is to examine the impact of job stress on employee performance of NGOs and INGOs in Birendranagar municipality, Surkhet.

This research aims to determine how job stress, namely time pressure, workload, lack of motivation, and role ambiguity, influence employee performance in the development sector of the Birendranagar municipality, Surkhet. This research may help readers identify the factors affecting job stress on

employee performance. This study may assist the concerned authority in providing knowledge about the critical aspects of organizational stress that impact employee performance. Similarly, it might help develop strategies and policies that support managers and organizations in managing stress for increased productivity and performance inside the development sector organization. Every study is significant in its right. This study will be helpful to find out the impact of job stress on employees' performance.

2. LITERATURE REVIEW

In the modern world, stress has become a constant in people's lives. Stress occurs uniformly in families, corporations, and institutions. The term "stress in the workplace" is relatively new and is linked to modern life. Since the turn of the century, the type of employment has undergone significant changes at an accelerating rate. Stress affects every career, including sales, art, aviation, surgery, etc. Any change unavoidably causes stress. Stress and strain at work can hurt one's physical well-being. Stress related to one's work has existed since the dawn of human civilization (Cannon, 1927). Such an observation frequently alludes to historical eras, like civilizations, where people supported themselves and their communities by working or indulging in other activities. Work involves inherent stressors that have always existed, such as obligations, demands, pressures, and uncertainties.

Cooper and Quick (2017) categorized five key stressors as fundamental to the job: role, career growth, interaction with others, organizational structure, and climate. Selye (1936), the father of modern stress research, described stress as the body's generalized response to any demand for change. "stress" encompasses specific events and the body's physiological reactions to those experiences. The phrase typically refers to issues the organism's homeostatic regulation system faces, directly or indirectly.

Stress, as defined by Di Martino (2003), is the physical and emotional reaction that arises when one's potential or abilities are not matched with the demands and requirements of their job. Stress in and of itself is not entirely wrong. Still, it is a response to which individuals respond in varying ways based on their experiences. The American Psychological Association (APA), which emphasizes the effects of occupational stress on health and well-being, has offered insightful resources and research on the subject. Stress is the body's response to psychological or physical limitations. It can address workplace stressors like deadline pressure and unfavorable working conditions.

The organizational design and culture of NGOs and INGOs significantly influence the level of stress experienced by their employees. Persistent stress can also impair cognitive function and overall performance, diminishing the quality of support and services these organizations provide (Jackson & Hilhorst, 2016). Furthermore, a friendly and inclusive work environment lowers stress levels by providing employees with a sense of purpose and community (Jones & Patel, 2017).

Employees in INGOs and NGOs employ various coping strategies to reduce work-related stress. Researchers Thomas et al. (2018) found that engaging in stress-relieving activities regularly, practicing mindfulness, and identifying social support networks within the organization can all positively impact employees' capacity to manage stress. According to Johnson's (2019) research, hierarchical structures and bureaucratic processes, mainly when decision-making is centralized, can worsen work-related stress.

3. CONCEPTUAL FRAMEWORK

The model employed in this research aims to investigate how job stress influences job performance. Job stress is used as an independent variable of this study. The quantity of work assigned to an individual within a restricted time frame is known as job pressure. High-pressure work is assignments that exceed

an employee's capacity (Mimura & Griffiths, 2003). The pictorial diagram illustrates the relationship between independent variables, including time pressure, workload, lack of motivation, and role ambiguity, with the dependent variable being employee performance is shown below:

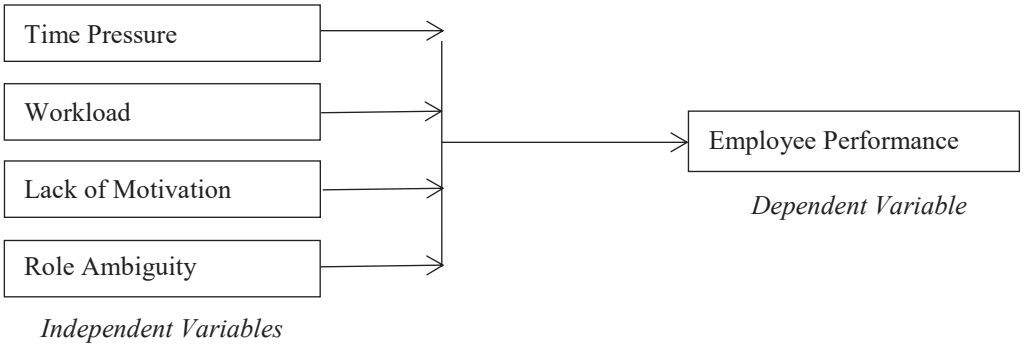

Figure1: Conceptual framework of the study

4. MATERIALS AND METHODS

The research was conducted in the Surkhet Valley due to its ease of transportation, accessibility, economic viability, and well-known location. A total of 403 respondents were randomly selected from various non-governmental organizations within the valley, encompassing positions from lower to higher levels. Data was collected through direct interaction using objective questions online tools like Google Forms and email. The collected data were analyzed using IBM SPSS 25, with calculations of frequencies, percentages, means, standard deviations, and t-tests (p-values) to interpret and assess the results.

5. RESULTS AND DISCUSSIONS

Respondent/ Participant information

Part A of the questionnaire identifies this study's respondents' demographic characteristics. The respondents were asked nine questions regarding their demographics, including their gender, age group, marital status, the highest level of education, designation, monthly salary, total experience in the current organization, either a first job or not, and type of family. This section includes an overview focused on frequency analysis of the demographic profiles of respondents.

The following are the findings regarding the demographic information that was obtained.

Table1

Demography of respondents

Category	Item	Frequency	Percent
Gender	Male	214	53.1
	Female	189	46.9
Age Group	20-30	166	41.2
	31-40	188	46.7
	41-50	46	11.4

Category	Item	Frequency	Percent
	51-60	3	0.7
Marital Status	Single	110	27.3
	Married	286	71.0
	Divorced	7	1.7
Designation	Junior Staff	268	66.5
	Officer	110	27.3
	Manager	25	6.2
Salary	Up to 20,000	93	23.1
	21,000-40,000	175	43.4
	41,000-60,000	83	20.6
	61000-80000	46	11.4
	Above 80000	6	1.5

Source: Field Survey, 2023

Table 1 shows the respondents' demographic information, including gender, age group, marital status, designation, and salary. Based on the findings, it is evident that there are more male participants than female. Male respondents consist of 214 (53.1 percent), while female 189 (46.9 percent). The result indicates that males are more attracted to and employed in the NGOs/INGOs in the municipality. The most significant number of respondents in the age group of 31-40 years accounted for 46.7 percent of the total surveyed, followed by 41.2 percent respondents in the age group 20-30, 11.4 percent in 41-50 age group, only 0.7 percent in 51-60 age group and there is no single respondent in above 60 years. The majority of the respondents were married, constituting the most significant proportion (71 percent) of the total sample; single participants made up a significant but smaller portion (27.3 percent) of the sample. Divorced/Separated participants represented a small percentage (1.7 percent) of the sample. The majority of respondents were at the lower level, accounting for 66.5 percent, followed by the middle level for 27.3 percent, and only 6.2 percent at the higher level. It shows that most respondents in the study fell into the salary range of 21,000-40,000, representing a substantial portion (43.4 percent) of the sample. Respondents with salaries Up to 20,000 constituted a significant group, making up 23.1 percent of the total. Respondents in the salary range of 41,000-60,000 accounted for 20.6 percent of the overall sample. Respondents with salaries in the higher ranges (61,000-80,000 and above 80,000) made up smaller but still notable percentages (11.4 percent and 1.5 percent, respectively) of the total.

Data Presentation and Analysis

To achieve the responses, the researcher set the 5-point Likert scale items, and these questions were distributed to the 403 respondents. After the dependent variable of collecting responses, results were aggregated and analyzed about the relationship between the dependent and independent variables.

Descriptive Statistics of Time Pressure

Table 2

Descriptive Statistics of Time Pressure

Variables	Mean	Std. Deviation
I am unable to meet my deadline.	4.24	0.646
I feel like I never have a day off	4.22	0.678
Because of the pressure, thinking of quitting the job came into my mind	4.19	0.738

I have too much work and too little time to do it in	4.18	0.820
I do not find time during office hours to read books and journals to update myself	4.16	0.784
I have to face challenging assignments within a short period	4.12	0.713
Working in this organization makes it hard to spend enough time with my family	4.06	0.740
I feel like totally exhausted at the end of the day at the place workplace	4.05	0.805

Table 2 demonstrates the descriptive statistics related to the variable time pressure with various survey items. The mean value and respective standard deviation of each item are listed. These are calculated based on responses obtained from the respondents on 5 Likert scales. Responses are listed based on the highest mean value and its standard deviation. Based on the above table, it is clear that the statement, *I am unable to meet my deadline,* has the highest mean value of 4.24 with a standard deviation of 0.646, it is followed by a mean score of 4.22 and a standard deviation of 0.678 by the survey item, *I feel like I never have a day off*, in the same way, *Because of the pressure thinking of quitting the job came into my mind* with mean score 4.19 and standard deviation value 0.738, next respondent on, *I have too much work and too little time to do it in* with mean value 4.18 and standard deviation 0.820, statement, *I do not find time during office hours to read books and journals for updating myself* with mean value 4.16 and standard deviation. 0.784. Similarly, *I must face challenging assignments within a short period of a mean value of 4.12 and a standard deviation of* 0.713. The statement that *working in this organization makes it hard to spend enough time with my family* is prioritized by respondents with a mean value of 4.06 and a standard deviation of 0.740. The last priority of respondents on the time pressure variable, the statement, I feel exhausted at the end of the day at the workplace falls with a mean value of 4.05 and a standard deviation of 0.805.

It is evident from the above table that every statement in the respondent's response had a mean value greater than 4 out of 5. Here, the highest average rating is 4.24, which indicates that most of the respondents are unable to or are having problems meeting the deadline of the assignment due to the cause of time pressure. In summary, the mean values suggest that, on average, respondents experience various aspects of time pressure in the workplace. The standard deviations indicate the degree of variability in individual responses, with some variability observed across the different statements.

Descriptive Statistics of Workload

Table 3

Descriptive Statistics of Workload

Variables	Mean	Std. Deviation
My co-workers are inefficient	4.49	0.608
There is a lack of emotional support at home while taking office work at home	4.31	0.847
I have to do such work as ought to be done by other	4.21	0.716
My job often requires me to work very fast	4.20	0.732
There is a heavy workload in my job	4.03	0.866
New diverse assignments are frequently allocated to me	3.84	1.134
There is a shortage of help at work	3.77	0.752
I feel the unfair distribution of work in the office	3.75	0.762

Table 3 displays respondents' responses for variable workload with their mean value and SD value of each. In the above table, all survey items are listed in the decreasing order of their mean value. It seems that the highest mean value is 4.49, and its SD value is 0.608 for the query; my co-workers are inefficient, which indicates that co-workers are also the main factors for workload for respondents. The survey item follows: There is a lack of emotional support at home while taking office work; respondents kept this statement as the second highest priority, with a mean value of 4.31 and SD of 0.847. This is followed by the fact that I have to do work that ought to be done by others, with *a mean value of* 4.21 and an SD value of 0.716. This is followed by my job often requiring *me to work very fast* with mean values of 4.20 and 0.732. Similarly, the item, *there is a heavy workload in my job*, had a mean value of 4.03 and an SD value of 0.866; till these survey items, respondents highly agreed with the statement on average of 4 out of 5. The response about *New diverse assignments frequently allocated to me* consists of a mean value of 3.84 and an SD value of 1.1134 with an average response of 3.77 and an SD value of 0.752 of the statement. There *is the shortage of help of work*; I *feel the unfair distribution of work at the office* is moderately agree with a mean value of 3.75 and SD value 0.762.

In this independent variable workload, respondents' responses to the above five statements have a mean score larger than 4 out of 5. This indicates strong agreement or positive sentiment among the respondents. The last three responses, with a range above 3.5, indicate moderate agreement on the statement.

Descriptive Statistics of Lack of Motivation

Table 4

Descriptive Statistics of Lack of Motivation

Variables	Mean	Std. Deviation
My suggestions and cooperation are not sought in solving the problems I am competent for.	4.19	0.631
I have to work due to a specific group/ political pressure.	4.17	0.668
Poor Supervision	4.17	0.665
Lack of communication from management	4.15	0.713
I get ample opportunity to develop my aptitude and proficiency property.	4.15	0.685
Not receiving appreciation for good work	4.10	0.635
Inadequate salary	4.09	0.734
Sometimes, my coworkers, subordinates, and supervisors could be more satisfactory, cooperative, helpful, and understanding.	4.09	0.748

Table 4 shows the mean score and SD of respondents' responses concerning the statement of the study's independent variable, i.e., lack of motivation. The results regarding lack of motivation have been described in order of importance to the respondents. As the results indicate, the highest mean statement is, *My suggestions and cooperation are not sought in solving those problems for which I am pretty competent* with average rating of 4.19 and its SD of 0.631, followed by, *I have to some work unwilling owing to a specific group/ political pressures* (mean score 4.17 and SD 0.668) it is followed by, *Poor supervision* with average rating of 4.17 and SD of 0.65, followed by, *Lack of communication from management* (mean score 4.15 and SD 0.713), *I get ample opportunity to develop my aptitude and proficiency property* (mean score 4.15 and SD 0.685), with mean value 4.10 and SD value 0.635 respondents response on item, *Not receiving appreciation for good work*. Respondent's response on

inadequate salary, with a mean value of 4.09 and SD value of 0.734, followed by, sometimes my coworkers, subordinates, and supervisors are not satisfactory, cooperative, helpful, and understanding, with a mean value of 4.09 and SD value of 0.748.

The lack of motivation table shows that the majority of respondents agree with several items regarding lack of motivation. In summary, the mean values suggest that, on average, respondents perceive various factors contributing to a lack of motivation in the workplace, and the standard deviations indicate some variability in individual responses.

Descriptive Statistics of the Role of Ambiguity

Table 5

Descriptive Statistics of the Role of Ambiguity

Variables	Mean	Std. Deviation
I was not provided with clear instructions and sufficient facilities regarding the new assignment, trusted me	4.31	0.528
I get ample opportunity to utilize my abilities and experience independently	4.31	0.512
My work often involves conflicting demands	4.29	0.484
I have to do some work owing to specific group/ political pressures	4.27	0.539
To maintain group conformity, sometimes I have to do/ produce more than usual	4.27	0.513
I am constantly asked to use new methods and deal with new problems	4.27	0.521
It is not clear what type of authority, roles, and duties are expected by higher authority	4.25	0.548
Sometimes, I am responsible for too many people/ Projects	4.20	0.525

Table 5 discloses the average rating and the standard deviation of the respondents' responses about the role of ambiguity. The results have been arranged according to the respondents' relative relevance in RA. According to the result statement, I was not provided with clear instructions and sufficient facilities regarding the new assignment, trusted me with a mean score of 4.31 and an *SD of* 0.518. The statement suggests that most of the respondents want a clear instruction for tasks and facilities accordingly, which is indicated by the low spread of responses of individuals (0.518), closer to the mean. It is followed that *I get ample opportunity to utilize my abilities and experience independently* with an average rating of 4.31 and SD value of 0.512, *My work often involves conflicting demands* with a mean score of 4.29 and SD value of 0.484, *I have some work unwilling owing to a specific group/political pressures* with mean value 4.27 and SD value 0.539, *To maintain group conformity, sometimes I have to do/ produce more than usual* (mean score 4.27 and SD 0513), followed by, *I am constantly asked to use new methods and deal with new problems* with mean score 4.27 and SD value 0.521, *It is not clear what type of authority and roles duties are expecting by higher authority* with mean value 4.25 and SD value 9.548 and the statement, *Sometimes I am responsible for too many people/Projects* with average rating 4.20 and SD value 0.525.

In this independent variable, role ambiguity, respondents' responses on all statements have the mean score more significant in the range of 4 out of 5. This indicates solid agreement or positive sentiment among the respondents. In summary, the mean values suggest that, on average, respondents perceive a moderate to high level of role ambiguity in various aspects of their work, and the standard deviations indicate some variability in individual responses.

Descriptive Statistics of Employee Performance

Table 6

Descriptive Statistics of Employee Performance

Variables	Mean	Std. Deviation
I am unable to influence and persuade people	1.74	0.539
I felt a lack of self-confidence in my ability to do the job	1.73	0.803
I am unable to cope well in a conflict situation	1.71	0.551
I am unable to plan and organize work	1.69	0.591
I am unable to use my skills and knowledge	1.65	0.478
I am unable to decide	1.64	0.480
I am unable to be successful	1.64	0.480
I am unable to produce a satisfactory quality of work	1.60	0.491

Table 6 displays respondents' responses to the survey on dependent variable employee performance. The results were arranged according to the respondents' relevance in EP. As a result, it indicates that the highest mean value statement is, I am unable to influence and persuade people with a mean value of 1.74 and SD value of 0.539, followed by, I felt a lack of self-confidence in the ability to do the job with a mean value of 1.73 and SD value 0.803. The item, *I am unable to cope well in conflict situations has a mean value of 1.71 and an* SD value of 0.551. Likewise, the item, I am unable to plan and organize work has a mean value of 1.69 and an SD value of 0.591. Whereas *I am unable to use my skills and knowledge* (mean value 1.65 and SD 0.478), *I am unable to be decided* with a mean value of 1.64 and SD value of 0.480. The statement, *I am unable to be successful* with a mean score of 1.64 and SD value of 0.480, and the last statement, I cannot produce a satisfactory quality of work with a mean value of 1.60 and SD value of 0.491.

The result shows that respondents report low levels of perceived inability in these aspects of performance on average, but the standard deviations indicate some variability in individual responses.

Descriptive Statistics of Computed Variables

This step summarizes the information obtained from the above descriptive statistics concerning all five variables: TP, WL, LoM, RA, and EP. The detailed descriptions of summarization are presented in the table below in the form of their mean value and standard deviation.

Table 7

Descriptive Statistics of Computed Variables

Variables	Mean	Std. Deviation
Role Ambiguity	4.27	0.363
Time Pressure	4.19	0.494
Lack of Motivation	4.14	0.496
Workload	4.12	0.615
Employee performance	1.67	0.348

Table 7 displays the variables based on the highest mean and their respective SD values of 4.27 and SD value. According to the table, the variable Role ambiguity has the highest mean score of 4.27 and an SD value of 0.363. This indicates that most of the respondents agreed with the statements about this variable. It is followed by time pressure with a mean score of 4.19 and SD value of 0.494, lack of motivation with a mean value of 4.14 and SD value of 0.49647, variable workload having a mean value of 4.12 and SD value of 0.615, and the last, dependent variable, employee performance with a mean value 1.67 and SD value 0.34885. A value above the mean score highlights those respondents highly agreed with the statements, and SD values indicate that all clusters are close to the mean values.

Correlation Analysis

The correlation indicates the strength and direction between variables. A valid set of values in correlation lies between -1 and 1, and the correlation coefficient is represented by r. The correlation coefficient is near zero but can be positive or negative. A near plus 1 correlation coefficient shows a positive association between the two variables, meaning that increases in one measure are linked to increases in the other. A rise in one variable is linked to a drop in the other when the correlation coefficient is near -1, indicating a negative association between the two variables (Asuero et al., 2006).

Table 8

Correlation Matrix

S.N.	Variables	EP	LoM	TP	WL	RA
1	EP	1				
2	LoM	-.454**	1			
3	TP	-.480**	.605**	1		
4	WL	-.360**	.640**	.652**	1	
5	RA	-.576**	.580**	.553**	.526**	1

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

Table 8 shows the relationship between independent variables and dependent variables.

Relationship between Time Pressure and Employee Performance

This table shows that the Pearson Correlation Coefficient between Time Pressure and Employee Performance is -.480, which indicates that these two variables are negatively correlated. Since the significance value is less than alpha, i.e. (0.000<0.01), the correlation is significant between these variables. It shows that the Time Pressure is negatively correlated with Employee Performance.

Relationship between Workload and Employee Performance

The above table shows that the Pearson Correlation Coefficient between Workload and Employee Performance is -.360, which indicates that these two variables are negatively correlated. Since the significance value is less than alpha, i.e. (0.000<0.01), the correlation is significant between these variables. It shows that the workload is significantly correlated with Employee Performance.

Relationship between Lack of Motivation and Employee Performance

The above table shows that the Pearson Correlation Coefficient between Lack of Motivation and Employee Performance is -.454, indicating that these two variables are negatively correlated. Since the significance value is less than alpha, i.e. (0.000<0.01), the correlation is significant between these variables. The study shows that the Lack of Motivation significantly correlates with Employee Performance.

Relationship between Role Ambiguity and Employee Performance

The above table shows that the Pearson Correlation Coefficient between Role Ambiguity and Employee Performance is -.576, indicating that these two variables are negatively correlated. Since the significance value is less than alpha, i.e., (0.000<0.01), the correlation is significant between these variables. The study shows that Role Ambiguity is significantly correlated with Employee Performance.

Multiple Regression Analysis

The link between a single dependent variable and several independent variables is examined using multiple regression analysis (Hair et al., 2010). Predicting the dependent variable across the independent variable is the primary goal of multiple regression analysis. Determining which variable is a better predictor than others is also helpful. To test regression, the first data should be free from collinearity.

Table 9

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616[a]	.379	.373	.27621

a. Predictors: (Constant), Role Ambiguity, Workload, Time Pressure, Lack of Motivation
b. Dependent Variable: Employee performance

R-Square value of 0.379 means 37.9 percent of changes in employee performance are explained by time pressure, workload, lack of motivation, and role ambiguity. In other words, the four exogenous variables explained 37.9 percent of the variance in employee performance. Hence, the model fit is quite good.

Table 10

ANOVA Table for Regression Analysis Predicting Employee Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.558	4	4.639	60.810	.000[b]
	Residual	30.365	398	.076		
	Total	48.923	402			

a. Dependent Variable: Employee performance
b. Predictors: (Constant), Role Ambiguity, Workload, Time Pressure, Lack of Motivation

The ANOVA test indicates information about the overall significance of the regression model and the individual significance of the independent (predictor) variable. In multiple regression analysis, the ANOVA test helps establish whether the various predictors substantially increase the model's explanatory power or whether the regression model is statistically significant in explaining the variance in the dependent variable (Cuevas et al.,2004). Table 10 shows the F-value=60.810, and the probability (p) value is 0.000<0.05. There is substantial evidence favoring the alternative hypothesis and against the null hypothesis.

Table11

Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	4.248	.167	25.455	.000
	Time Pressure	-0.162	.040	-0.229	-4.046	.000
	Workload	0.54	.033	0.096	1.669	.096
	Lack of Motivation	-0.091	.040	-0.130	-2.283	.023
	Role Ambiguity	-0.408	.049	-0.425	-8.261	.000

a. Dependent Variable: Employee Performance

Table 11, unstandardized coefficient B indicates the expected change in dependent variable employee performance for a one-unit change in independent variables (TP, WL, LoM, and RA).

For Time Pressure, the p-value is 0.000<0.05, and the T value is -4.046 with a Beta value of -0.162. Then, it could be suggested that time pressure has a negative significant impact on employee performance. Therefore, hypothesis (H_1) is accepted, i.e., Time Pressure significantly impacts employee performance.

For Workload, the p-value is 0.096>0.05, and the T value is 1.669 with a Beta value of 0.54, which is greater than the level of significance ($\alpha = 0.05$), so there is no significant relationship between workload and employee performance. Hence, hypothesis (H_2) is rejected, i.e., Workload significantly impacts employee performance.

Lack of Motivation, significant (p) value is 0.023, less than 0.05, its T value is -2.283, and its Beta value is -0.091. All these statistical values show a significant negative relationship between lack of motivation and employee performance. Hence, hypothesis (H3) is accepted, i.e., Lack of Motivation significantly impacts employee performance.

Role Ambiguity has a significant (p) value of 0.000, less than 0.05; the T value is -8.261, and the Beta value is -0.408, suggesting a negative significant impact of role ambiguity on employee performance. Hence, hypothesis (H4) is accepted, i.e., Role Ambiguity significantly impacts employee performance.

Table 12

Summary of Hypothesis Testing

Hypothesis	P-value	Result
H_1: Time pressure has a significant impact on employee performance.	0.000	Significant (Supported)
H_2: Workload has a significant impact on employee performance.	0.096	Insignificant (Not Supported)
H_3: Lack of Motivation has a significant impact on employee performance.	0.023	Significant (Supported)
H_4: Role ambiguity has a significant impact on employee performance.	0.000	Significant (Supported)

7. DISCUSSIONS

The study examines the impact of job stress on employee performance in NGOs and INGOs, considering the moderating effects of selected variables such as time pressure, workload, lack of motivation, and role ambiguity.

The research found that time pressure significantly affects employee performance. This result aligns with previous studies, like those by Moore et al. (2012), highlighting that time pressure has increasingly become a significant concern in workplaces, especially in developing countries. The study's findings reveal that time pressure predicts job stress and negatively affects employee performance, indicating a clear relationship between the two. Thus, this independent variable significantly negatively influences job stress and performance among NGOs/INGOs' employees in Birendranagar municipality, Surkhet.

This study found that workload is not significantly related to employee performance, aligning with previous research. The findings are consistent with Basnet et al. (2022), which concluded that workload does not significantly impact job performance.

The result of this study showed that lack of motivation has a significant impact on employee performance. Therefore, it was supported. The result is consistent with past studies that found a significant relationship between motivation and stress. Motivation is a vital tool that enhances actions and fuels the desire to persist. It also catalyzes addressing both fulfilled and unmet needs, driving individuals to achieve performance goals that are clearly defined.

Many organizations struggle to stay competitive in today's volatile market. Therefore, motivating employees is crucial for an organization's success, as it directly impacts performance measurement (Dobre, 2013).

The regression analysis results confirmed a significant negative effect of role ambiguity on employee performance. The findings support the hypothesis tested in the study and align with previous research. Anyone facing more than two pressures simultaneously in their role is likely to experience conflicts and may yield to one of the pressures. Role ambiguity occurs when an employee struggles to balance two or more roles simultaneously, decreasing productivity. It hurts areas such as decision-making and strategic planning.

8. CONCLUSIONS

Based on the research findings, it was concluded that time pressure, lack of motivation, and role ambiguity significantly impact employee performance. At the same time, workload did not considerably affect employee performance. Therefore, employees of NGOs/INGOs experience job stress when they are pushed to their limits and pressured by their employers or supervisors to complete tasks within unrealistic timeframes.

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