

Data-Driven Insights into Enhancing Employee Performance through Work-Life Improvements in Nepalese Small and Medium Enterprises

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Abstract. Small and medium companies (SMEs) play a vital part in Nepal's economy; nevertheless, there is insufficient study on boosting staff productivity within this sector. This study investigates how essential aspects of work-life quality impact employee performance in service organizations in Nepal. The research surveyed 387 employees and analyzed five predictor variables: attitude, nature of job, individual growth and development, stress level, and challenges. The study found that attitude explains 51.0% of the variance in work performance (WP) in hierarchical regression analysis, increasing to 63.5% when all factors are included. The findings suggest that service-oriented firms can improve productivity by focusing on job design, developmental opportunities, and supportive settings to reduce workplace stress. This research offers evidence-based insights to help managers create specific initiatives to enhance employee well-being and overall organizational effectiveness.

Keywords: Challenges, Employee attitude, Employee performance, growth and development, Job nature, Stress level

1. Introduction

The notion of work-life quality (WLQ) comprises a multitude of facets. It is operationally defined as a constructive organizational setting that fosters employee contentment through elements including employment security, prospects for career progression, equitable remuneration, and acknowledgment. A safe working environment, access to occupational health care, reasonable working hours, and adequate compensation are all essential components of WLQ. Work-life balance, motivation, productivity, health, skill development, employment security, job satisfaction, and work performance are all associated with WLQ. Workplace stress, pressure, and inadequate health and safety protocols may have a negative impact on WLQ (Leito et al., 2021). Critical to the success of an organization are its capacities to attract, recruit, motivate, and retain personnel (Dahal et al., 2023). Organizations must demonstrate adaptability to foster loyalty and facilitate workforce expansion in the ever-changing business environment (Shrestha et al., 2023). As a result, organizations must develop approaches to improve WLQ to satisfy the requirements of employers and staff. The relationship between job quality and overall quality of life significantly impacts work performance; however, it is crucial to understand how complex this relationship is (Soroya et al., 2022).

According to Hill (2023), BT (2023), and Ahmed et al. (2023), there is a complex interaction between work performance and WLQ, which is the subject of this research. According to Ogungbamila and Idemudia (2016), improving WLQ components is associated with enhanced job satisfaction, increased productivity, and decreased absenteeism. An organization's success is closely tied to how employees view trust and fairness inside the organizational structure (Ghimire, 2018). According to Chanana and Gupta (2016), work-life factors like rewards, management support, challenging work content, and opportunities for career advancement significantly impact employee performance. Skill level, personality attributes, and work and personal life balance impact satisfaction and performance (Ghimire et al., 2023; Muindi & K'Obonyo, 2015). The research by Kumar and Modi (2017) on bank employees in Haryana, India, supports the idea that health, well-being, working conditions, and attitudes in banks positively influence work performance. However, within the specific context of Nepal, Bhujel (2019) highlights that pharmaceutical companies encounter difficulties attributable to an unsatisfactory work-life balance, which undermines productivity and efficiency and creates a hostile work environment. Furthermore, the research emphasizes the need for companies in Nepal to adhere more to labor regulations. This underscores the critical nature of a collaborative effort involving the government, employers, and union leaders to foster a harmonious industrial relations environment and enhance the quality of work life (Adhikari & Gautam, 2010).

This study intends to investigate the WLQ's determinants and their significance concerning work performance within the Nepalese context. It provides an exhaustive synopsis of the context, problem statement, aims, and importance. An extensive review of the relevant literature guides the formulation of hypotheses. The methodology section elaborates on demographic information, research design, sample size, and sampling technique. Statistical methods are employed to analyze the results, and the conclusion provides a concise overview of the significant discoveries, proposes avenues for future research, and deliberates on possible ramifications.

2. Review of Literature

The study by Mohammadi and Karupiah (2020) in Malaysia observed the relationship between improved infrastructure, interpersonal dynamics among coworkers, and the academic success of instructors in both public and private universities. The study's results indicate a statistically significant association between employee professional engagement and job satisfaction. Additionally, Inayat and Jahaneb's (2021) study of the private sector of Peshawar, Pakistan, found a strong correlation between job satisfaction and work performance, highlighting the crucial role that contented employees play in achieving exceptional performance. The research advises companies to strategically prioritize job satisfaction factors that are universally acknowledged, including job quality, productivity, and

leadership capabilities, to enhance employees' overall work performance.

Cabrera and Estacio (2022) contribute to the discourse by emphasizing the significance of attitudes as pivotal factors that mold employees' interpretations of their surroundings and decision-making processes, affecting their overall perceptions of the workplace. Further elaborating on the relationship between organizational commitment and work performance, Loan's (2020) study establishes job satisfaction as an intermediary variable, emphasizing commitment's critical role in molding job satisfaction and, by extension, impacting work performance. The investigation conducted by DiMaria et al. (2020) regarding the mechanisms and consequences of psychological well-being in the workplace contributes a significant aspect by highlighting the possible influence on employee productivity. According to the study, a more comprehensive comprehension of psychological well-being may assist managers in maintaining the satisfaction and joy of their employees, thus enhancing the organization's overall performance. Joshua et al. (2021) and Hassan et al. (2020) contribute to the literature concerning stress management and its impact on job satisfaction and performance. These studies emphasized stress management and managerial support's critical role in enhancing job satisfaction and performance, particularly in demanding environments like front-line healthcare during pandemic outbreaks.

The study by Davidescu et al. (2020) into the evolving nature of labor globally highlights the significance of flexible work arrangements in boosting employee retention and motivation. The research by Dahal (2018) and Toropova et al. (2021) identifies elements that affect teacher job satisfaction, such as student behavior, the school working environment, teacher workload, and cooperation. Moreover, the research conducted by Dahal (2022) and Niati et al. (2021) emphasizes the favorable influence that employee development and progress have on job performance, thereby supporting the implementation of strategic initiatives for human resource growth. The findings of Kasdorf and Kayaalp (2022) support the notion that employee career development perspectives are positively correlated with job satisfaction and the propensity to remain with an organization.

According to Paramita et al. (2020), job satisfaction is a comprehensive assessment of an individual's work experience. The authors emphasize factors such as compliance with organizational policies, interaction with supervisors and colleagues, and overall job performance. Afsar et al. (2019) emphasized the critical significance of creative workplace behavior in maintaining organizational sustainability within customer service-oriented companies. The authors acknowledge the necessity for innovative personnel to fulfill evolving client demands. In their contribution to the larger body of literature on organizational productivity, Riyanto et al. (2021) underscore the significance of motivation and job satisfaction as determinants of enhancing work performance. In essence, these investigations advance knowledge regarding the complex correlations between job content and work performance and provide pragmatic advice for organizations seeking to maximize employee contentment and augment overall workplace efficiency.

Hypotheses Development

According to Fishbein and Ajzen (1974) and Dahal (2021), attitudes are people's mental states that affect how they react to others, things, and situations. These attitudes can be favorable or unfavorable dispositions toward particular items, indicating a tendency to respond positively or negatively, as Petty and Cacioppo (1986) and Fishbein and Ajzen (1975) have stated regularly. This perspective emphasizes the significance of attitudes as evaluative constructions that influence people's behavioral tendencies and decision-making processes.

Moreover, empirical studies demonstrate how essential attitudes are in forecasting organizational outcomes like job satisfaction and work performance (JS). According to Saari and Judge (2004), future research should examine how situational and individual elements interact with one another and how emotions and larger environmental contexts affect employee views. Ghimire (2019) emphasized that trust is the foundation of all connections and interactions, making employee commitment a significant issue in an organization. Tasnim (2006) noted gender differences in attitudes and offered empirical

evidence connecting higher levels of organizational commitment with improved WP and higher JS. Wei and Chu's (2008) research in the financial services industry supported the idea that individual attitudes greatly influence how a company performs by showing the beneficial effects of a strong work ethic on job performance. Furthermore, the results of Bartela et al. (2011) demonstrated the diversity of employee attitudes within various organizational branches and how these differences can affect sales success within the same firm. This emphasizes the importance of considering the context when figuring out how attitudes and productivity relate.

H1: The employees' attitudes significantly and positively affect the WP.

The nature of the work itself consistently emerges as the most significant factor when employees evaluate various aspects of their job, including supervision, pay, opportunities for advancement, and coworkers (Judge & Church, 2000). This conclusion is based on empirical investigations, occupational classifications, and research studies. Ajala (2012) highlighted that employees of an organization are more productive when they work in a good environment. Bakotic and Babic (2013) said that workplaces significantly impact how job satisfaction (JS) develops, particularly for workers who are dealing with difficult situations.

Organizational management should place a high priority on improving working conditions in order to promote higher levels of employee satisfaction, especially for those who are subjected to complex work environments. This will ultimately increase total productivity by making employees as happy as those who work under conventional conditions. According to Awan and Tahir (2015), favorable work environments favor employee productivity. Implementing elements like encouraging supervision, fostering good relationships among coworkers, offering chances for training and career advancement, implementing an efficient rewards and recognition policy, and ensuring that the workload is manageable are all necessary to create the ideal work environment that promotes employee productivity. In light of the above, Hypothesis 2 (H2) posits a significant correlation between the nature of the job and Work Productivity (WP).

H2: The nature of the job significantly and positively affects the WP.

Joshi et al. (2023) noted that organizations are becoming more competitive because of the high association that exists between high levels of work involvement and raised levels of employee self-development, job satisfaction (JS), and work productivity (WP). Arnold (2005) and other academics support the notion that practical training and development programs favor young employees' retention. According to Blair and Sisakhti (2007), funding growth and training programs generate significant financial returns. The study's conclusions are consistent with Umer's (2011) finding that workers with access to chances for growth and learning—like various courses and financial aid for their education—had higher job satisfaction.

Moreover, enhanced performance, training, and effort recognition increase workers' JS. Walia and Bajaj's (2012) study demonstrates that employees choose to work for organizations where they can grow their careers and have support from peers and coworkers, highlighting the relationship between career growth, the working environment, and satisfaction. Frequent training in the development of skills and high-quality work is considered necessary. According to Noe et al. (2017), employees can achieve job growth and development by acquiring new skills, knowledge, and competencies through training and development programs, on-the-job training, and other developmental opportunities.

D'Mello et al. (2018) supported a superior compensation structure that includes wage increases, promotions, and other perks based on experience, performance, and effort because they recognize employees' value to the business. Considering these factors, Hypothesis 3 (H3) suggests a strong link between an individual's personal development and work performance (WP).

H3: The employees' growth and development significantly and positively affect the WP.

According to Fletcher and Payne (1980), high levels of contentment act as a protective factor against the adverse effects of stress, whereas low satisfaction levels can exacerbate these effects. This study underscores job satisfaction (JS) and workplace stress interconnectedness. Frese (1985) noted that self-reported measures of stressful work environments align with observations from trained experts and other team members. Vinokur-Kaplan (1991) study reveals a negative link between JS and organizational features, including workload and the working environment. Igharia and Greenhaus (1992) found that job stress has a negative impact on JS.

Koslowsky et al. (1995) suggested that when there is a distinct relationship between two parameters, employees may be motivated to enhance one construct with the expectation that it will positively influence the other. Examining the connection between stress levels and JS among air traffic controllers, scholars like Vecchio (1995) define stress as an individual's physiological or psychological response to adverse circumstances arising when external demands exceed one's ability to adapt. Lyne et al. (2000) and Kirkcaldy et al. (1999) further indicate that various factors influence workplace stress levels and JS.

Moreover, studies by De Jonge et al. (2000) revealed that heightened professional demands and reduced autonomy in selecting specific job components increase the risk of emotional fatigue and difficulties and negatively impact JS. Williams et al. (2000) and Williams & Wong (1999) establish a correlation between JS and various affective states, including mood, which can influence organizational citizenship and performance. In light of these findings, Hypothesis 4 (H4) suggests a significant correlation between the stress levels of individuals and their work performance (WP).

H4: The employees' stress level significantly and positively affects the WP.

Hackman and Oldham (1976) coined the phrase "job challenges," which describes difficult and complex jobs that force people to push themselves beyond their comfort zones and make the most of their knowledge, abilities, and skills. Results from Ng and Feldman (2008) show that work performance (WP) and taking on challenging assignments in the previous year are positively correlated. In line with other studies, Crawford et al. (2010) also find a strong correlation between increasing job demands, boosting employee engagement, and decreasing burnout. This shows that taking on a more difficult job might negatively affect an employee's well-being.

According to Chin Wen et al. (2012), implementing workplace values with directive and supportive leadership styles positively impacts staff engagement and organizational responsibilities. Discussions with corporate executives have revealed several insights that point to the benefits of utilizing both approaches. Conversely, applying pressure while ensuring that employees receive sufficient attention promptly can enhance their dedication to the company and their level of engagement.

There is a documented correlation between stress and in-role performance for professionals in their early careers. As individuals approach mid-career, challenging assignments appear to boost in-role work productivity (WP) temporarily, but after that time, diminishing benefits are observed (Carette et al., 2013). According to Khan's (2017) research, middle-level managers in public businesses exhibit a better work-life balance than their private counterparts. This difference may be attributed to various variables, including job stability. The public sector may create a more accessible environment than the private sector. In light of these findings, Hypothesis 5 (H5) suggests a significant correlation between job challenges and work performance (WP).

H5: The employees' challenges significantly and positively affect the WP.

3. Methodology

The study used a quantitative research methodology with a sample size of 387 working representatives from service-oriented small and medium enterprises (SMEs). It conducted empirical research to investigate how attitude, job nature, growth and development, stress level, and challenges affect work performance. The study's sample includes many Nepalese SMEs providing various services. Data gathering included surveys to gather employee perceptions of elements that increase employee performance through work-life improvements.

The study employed a field survey approaching 800 working representatives of service-oriented SMEs to collect the required data during the 60 days of August–September 2023. Three hundred eighty-seven correctly filled questionnaires were obtained, representing a 48.375 % response rate, and their responses were utilized in the study. Krejcie and Morgan (1970) recommended that a sample size of 384 or more was sufficient for additional analysis in social science research. Consequently, 387 replies made up the study's sample range.

The study employed a quantitative research methodology with a sample size of 387 working representatives from service-oriented firms. It conducted empirical research to determine how attitude, job nature, growth and development, stress level, and obstacles influence work performance. The study's sample contains a wide range of Nepalese organizations that offer various services. Data collection comprised surveys to acquire employee impressions of elements that boost employee performance through work-life balancing factors. Table 1 presents the statements used in the study.

Table 1. The Survey Instrument Statements

S.N.	Statements
<i>Attitude</i>	
1	Attitudes do not significantly impact work performance.
2	Positive attitudes considerably boost work performance.
3	Negative attitudes among employees might lead to decreased work performance.
4	Attitudes have a significant impact on professional performance.
<i>Nature of Job</i>	
5	Job characteristics have a negligible impact on performance.
6	Particular job features lead to improved work performance.
7	Job complexity and demands significantly impact overall performance.
8	Well-defined responsibilities are associated with better job performance.
<i>Individual Growth and Development</i>	
9	Individual growth and development have little impact on job performance.
10	Personal development leads to better work performance.
11	The link between individual development and total job success is clear.
12	People who are experiencing constant growth perform better at work.
<i>Stress Level</i>	
13	Stress has minimal impact on workplace performance.
14	High levels of stress have a negative impact on job performance.
15	Stress and work performance are linked in professional contexts.
16	Effective stress management leads to enhanced work performance.
<i>Challenges</i>	

17	Challenges have a limited impact on job performance.
18	Overcoming challenges improves overall work performance.
19	Professional environments show a clear link between obstacles and job effectiveness.
20	Successfully managing difficulties improves job performance outcomes.
	<i>Work Performance</i>
21	My job performance matches expectations.
22	I am satisfied with my current job performance.
23	I have adequate assistance and resources to do my job effectively.
24	I believe my job performance supports the organization's aims.
25	I am driven to enhance my job performance consistently.

Cronbach's alpha ($\alpha = 0.896$) was utilized to evaluate the reliability of the questionnaire with a total of 25 test items for the study. The reason for this assessment was to determine the measurement's dependability. Table 2 presents the analytical findings for each construct's dependability statistics.

Table 2. Reliability Insights

Construct	Cronbach's Alpha	No of items
Attitude	0.716	4
Nature of Job	0.828	4
Growth and Development	0.721	4
Stress Level	0.815	4
Challenges	0.751	4
Work Performance	0.787	5
Suggested cut-off values	≥ 0.70 Nunnally (1993)	Total test items = 25

Source: Developed by the Authors

The construct-wise reliability statistics exhibited excellent results compared to the recommended cut-off value of 0.70 by Taber (2018). As Podsakoff et al. (2003) suggested, the study examined the Harman one-factor assessment to determine the frequency and degree of common method bias (CMB) variance. Upon analyzing 25 study variables, it was determined that they explained 35.919 % of the variance in CMB, which is lower than the 0.50 threshold value, as Cho and Lee (2012) advised. Therefore, the constructs and variables employed in the research demonstrated exceptional reliability and were free from CMB, thus enabling further examination.

Furthermore, Pearson's correlation coefficients have also revealed the strength and nature of associations among the study variables. The study employed hierarchical multiple regression analysis to gauge the outcome of independent factors on the study's dependent variable, assuming each of the responses on the scale was treated as having equal intervals. The hierarchical regression models with the dependent variable of work performance (WP) are given as follows:

$$WP = \beta_0 + \beta_1 \times Atti + \varepsilon_i \dots\dots\dots \text{Model -1}$$

$$WP = \beta_0 + \beta_1 \times Atti + \beta_2 \times NoJ + \varepsilon_i \dots\dots\dots \text{Model -2}$$

$$WP = \beta_0 + \beta_1 \times Atti + \beta_2 \times NoJ + \beta_3 \times GD + \varepsilon_i \dots\dots\dots \text{Model -3}$$

$$WP = \beta_0 + \beta_1 \times Atti + \beta_2 \times NoJ + \beta_3 \times GD + \beta_4 \times SL + \varepsilon_i \dots\dots\dots \text{Model -4}$$

$$WP = \beta_0 + \beta_1 \times Atti + \beta_2 \times NoJ + \beta_3 \times GD + \beta_4 \times SL + \beta_5 \times Chall + \varepsilon_i \dots\dots\dots \text{Model -5}$$

Where,
 $\beta_1 - \beta_5$ represent the respective beta coefficients for Attitude (Atti), Nature of Job (NoJ), Growth and Development (GD), Stress Level (SL), and Challenges (Chall), and ε refers to the error term.

4. Results and Discussions

Table 3 presents a detailed depiction of the demographic and general characteristics of the participant, together with their gender category, age, level of education, and occupational diversity.

Table 3. The Respondents					
	Respondents			Respondents	
	Nos	%		Nos	%
<i>Age group:</i>			<i>Academic qualifications:</i>		
30 and below	181	46.8	Undergraduates	113	29.20
31 to 40	95	24.5	Graduates	184	47.54
41 to 50	53	13.7	Post-graduates	90	23.26
51 and above	56	14.5	<i>Occupational level:</i>		
<i>Gender:</i>			Assistant	214	55.30
Female	182	47.03	Officer	106	27.39
Male	205	52.97	Executive	67	17.31
Total of each group	387	100		387	100

Source: Field Survey, 2023 Developed by the Authors

The study analyzed individuals employed in the Nepalese SMEs, as mentioned in Table 3. The male and female participants were at a ratio of 53:47. Similarly, individuals of 30 years old or younger constituted the largest group. Regarding education, a higher proportion of the employees had obtained a graduate degree. When examining job position distribution, officer and assistant roles had the highest representation, while executive roles were less prevalent. Table 4 presents the descriptive and correlation statistics of the observed variables.

Table 4. Descriptive and Correlation Statistics (n=387)								
	Descriptive Statistics		Correlation Statistics					
	Mean	Std. Deviation	Atti	NoJ	GD	SL	Chall	WP
Attitude	3.3417	.67882						
Nature of Job	3.4503	.73492	.707**					
Growth & Development	3.5161	.76320	.698**	.717**				
Stress Level	3.4535	.72615	.610**	.592**	.646**			
Challenges	3.3366	.74866	.656**	.754**	.639**	.607**		
Job Performance	3.4625	.69261	.714**	.684**	.641**	.600**	.715**	

** Significance at 0.01.

Source: Field Survey, 2023 Developed by the Authors

Descriptive statistics (mean and standard deviation) provide a better understanding of the characteristics and distribution of the data. The latent variables had average values ranging from 3.3366 to 3.5161, and the standard deviation value lies between 0.67882 and 0.76320. Among them, the challenges' average value scored the lowest, and the growth and development rating had a relatively higher variability with the highest standard deviation. The correlation results, presented in Table 4, revealed how each latent variable was related to other variables, explaining their strengths and significance. The output showed that all the correlations had a positive and significant association with each other. The study employed a hierarchical multiple regression analysis to demonstrate the significance and variance accounted for by each latent factor. The analysis also met the assumption of multicollinearity, given that the tolerance values range from 0.314 to 1.00 while the variance inflation factor (VIF) value ranges from 1.00 to 3.186. The tolerance values exceeded the cut-off value of 0.25, and the VIF values were less than 4.0, as Hair et al. (2006) suggested, indicating that multicollinearity was not a problem in the study. Table 5 presents the model summary of the analysis.

Table 5. Model Summary – Hierarchical Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.714 ^a	.510	.509	.48535	.510	401.052	1	385	.000
2	.758 ^b	.574	.572	.45331	.064	57.349	1	384	.000
3	.764 ^c	.583	.580	.44879	.010	8.765	1	383	.003
4	.773 ^d	.597	.593	.44204	.013	12.789	1	382	.000
5	.797 ^e	.635	.630	.42122	.038	39.712	1	381	.000

a. Predictors: (Constant), Attitude

b. Predictors: (Constant), Attitude, Nature of Job

c. Predictors: (Constant), Attitude, Nature of Job, Growth & Development

d. Predictors: (Constant), Attitude, Nature of Job, Growth & Development, Stress Level

e. Predictors: (Constant), Attitude, Nature of Job, Growth & Development, Stress Level, Challenges

Source: Field Survey, 2023 Developed by the Authors

The results of the hierarchical multiple regression (Table 5) show that the inclusion of employees' attitudes (model 1) accounted for a 51.00 % variance in work performance (WP) [$R^2 = 0.510$, $\Delta R^2 = 0.510$, $F(1, 385) = 401.052$, $p < 0.01$]. The inclusion of the nature of the job into model 2 added a 6.40 % variance in WP [$\Delta R^2 = 0.064$, $F(1, 384) = 57.349$, $p < 0.01$], suggesting that model 2 explains 57.4 % of the variance on WP. Similarly, the inclusion of growth and development into model 3 added a 1.00 % variance in work performance [$\Delta R^2 = 0.010$, $F(1, 383) = 8.765$, $p < 0.01$], demonstrating that model 3 explains 58.4 % of the variance on WP. The inclusion of the stress level into model 4 added a 1.30 % variance in work performance [$\Delta R^2 = 0.013$, $F(1, 382) = 12.789$, $p < 0.01$]. The model 4 explains 59.7 % of the variance in WP. Finally, the inclusion of the challenges into model 5 added a 3.80 % variance in work performance [$\Delta R^2 = 0.038$, $F(1, 381) = 39.712$, $p < 0.01$]. The final model with all predictors (attitude, nature of job, individual growth and development, stress level, and challenges) has an R^2 value of 0.635, indicating 63.5 % of the variance in WP explained by these variables. The F changes statistics show a significant improvement in model fit compared to the previous model. In general, it is evident that the combined influence of all the independent variables significantly affects WP, with the final model exhibiting the highest degree of predictive ability. Furthermore, Table 6 presents the results of hierarchical regression analysis with remarks on the study hypotheses.

Table 6. The Hierarchical Regression Analysis Summary

Variables	Model 1	Model 2	Model 3	Model 4	Model 5
Attitude	0.714**	0.462**	0.404**	0.364**	0.316**
Nature of Job	-	0.357**	0.289**	0.263**	0.106**
Growth & Development	-	-	0.152**	0.094 ⁺⁺	0.076 ⁺⁺
Stress Level	-	-	-	0.161**	0.103*
Challenges	-	-	-	-	0.317**
Model Fit Statistics:					
F-value	401.052**	258.550**	178.774**	141.404**	132.530**
Confidence Interval (CI) at 95 %:					
Attitude	0.657, 0.800	0.377, 0.566	0.310, 0.514	0.269, 0.474	0.223, 0.421
Nature of Job	-	0.249, 0.424	0.176, 0.369	0.152, 0.344	-0.003, 0.202
Growth & Development	-	-	0.046, 0.230	-0.090, 0.180	-0.022, 0.159
Stress Level	-	-	-	0.069, 0.238	0.016, 0.180
Challenges	-	-	-	-	0.202, 0.385
R ²	51.0 %	57.4 %	58.3 %	59.7 %	63.5 %
ΔR^2	51.0 %	6.4 %	1.0%	1.3 %	3.8 %
Remarks on Hypotheses	Supported	Supported	Supported	Supported	Supported

** indicate $p < 0.01$; * indicate $p < 0.05$; ⁺⁺ indicate $p > 0.05$

Source: Field Survey, 2023 Developed by the Authors

The regression analysis results presented in Table 6 showed evidence of a significant effect of employees' attitudes on their work performance ($\beta = 0.714$, CI = 0.657, 0.800, $p < 0.001$) and supported hypothesis 1 (H1) through model 1. The inclusion of the nature of the job into model 2 significantly impacts employees' work performance ($\beta = 0.357$, CI = 0.249, 0.424, $p < 0.001$), supporting hypothesis 2 (H2). Similarly, including growth and development into model 3 positively and significantly affects employees' work performance ($\beta = 0.152$, CI = 0.046, 0.230, $p < 0.001$) supporting hypotheses 3 (H3). Furthermore, including the stress level in model 4 positively and significantly impacts employees' work performance ($\beta = 0.161$, CI = 0.069, 0.238, $p < 0.001$) and supported hypotheses 4 (H4). Finally, the inclusion of the challenges into a model positively and significantly affects employees' work performance ($\beta = 0.317$, CI = 0.202, 0.385, $p < 0.001$) and supported the hypotheses 5 (H5).

The study's methodology, as described by Caberera and Estacio (2022), is based on the scientific method, employing statistical analysis and empirical data to investigate correlations. This is in line with the emphasis on research rigor that Davidescu et al. (2020) and DiMaria et al. (2020) advocate, which suggests using regression modeling and hypothesis testing to investigate the complex relationships between variables thoroughly. The study ensures a strong and methodical approach by adhering to established research standards, which improves the reliability and validity of its conclusions regarding the elements that affect employee performance. The results of the regression analysis demonstrate the significant impact that employee attitudes have on job performance, highlighting the critical role that a positive outlook has in improving work outcomes. Furthermore, the importance of the nature of the job, opportunities for professional growth and development, stress levels, and challenges highlight the intricate interplay of variables influencing how well workers perform at work. The findings, which account for 63.5% of the variation in work performance, demonstrate how important it is to maximize employee performance overall by creating a positive work environment, matching job roles to individual strengths, offering opportunities for professional development, effectively managing stress, and constructively approaching challenges. This analysis emphasizes how crucial it is for organizational

initiatives to take a comprehensive approach to foster a working environment that encourages employee contentment and productivity.

The study analyzed various factors that affect work performance (WP) and how they are interconnected. It found that employment success is linked to attitude, challenges, and job characteristics. This supports previous research on how workplace attributes, peer relationships, job satisfaction, and stress affect employees' work performance in the service industry (Mohammadi & Karupiah, 2020). This reinforces the significance of considering multiple factors while analyzing and improving employee performance in service-oriented sectors. Furthermore, the study emphasizes the significance of considering context-specific aspects that impact employee perceptions and experiences, including changing workplace dynamics and cultural norms (Hassan et al., 2020). This is consistent with Chanana and Gupta's (2016) finding that work-life factors such as recognition of excellence, executive support, engaging tasks, and opportunities for career growth significantly affect employee performance. The study highlights the importance of creating supportive work environments and dealing with stressors to improve employee well-being and performance (Toropova et al., 2021). Organizations may maximize employee performance in different and dynamic work situations by recognizing these contextual characteristics and customizing methods accordingly.

6. Conclusion

The study emphasizes the significant impact of different aspects on employees' work performance, such as their attitudes, job characteristics, possibilities for growth, stress levels, and challenges. When taken as a whole, these components show considerable gains in productivity, highlighting the need to implement all-encompassing organizational strategies beyond discrete initiatives. Creating a healthy work environment involves more than just resolving physical factors; it necessitates a comprehensive strategy considering psychosocial issues. Recognizing the importance of these aspects in determining employee well-being allows firms to enhance productivity and engagement levels proactively. Strategies should be customized based on individual requirements and specific situations to enhance employee well-being and performance. This comprehensive approach recognizes the complex interconnections between workplace characteristics, interpersonal connections, job support, and stress in line with a holistic view of employee performance.

Organizations are advised to stay flexible and sensitive to changing workplace dynamics and social standards, acknowledging that contextual factors significantly influence organizational results. This adaptability is crucial for developing methods that meet the needs of various work environments, guaranteeing an adaptable and detailed method for enhancing employee performance. The study highlights the need for a comprehensive understanding of employee performance to create successful initiatives. A standardized strategy is insufficient, and businesses must adopt flexibility and adaptability. By doing this, organizations establish a work environment that helps people overcome problems and fosters growth, contentment, and overall performance. The study results have important significance for both academic and practical fields, demonstrating the significant impact of factors such as work qualities, possibilities for growth, and stress on productivity in Nepalese enterprises. Such knowledge can help shape academic conversations and provide valuable input for improving work environments and maximizing employee performance within Nepalese enterprises.

7. Limitations and Future Directions

While the study gives valuable insights into the intricate interplay of factors impacting employee performance, it is critical to recognize some limitations. The study focused on a specific sector (service industry) and geographical setting (Nepal), which may limit the findings' applicability to other sectors and regions. The dependence on survey data raises the likelihood of response bias, and the study's cross-

sectional design limits the ability to demonstrate causation.

Furthermore, the study examined a specific set of parameters, and additional unknown elements may help us gain a more complete picture of employee performance. Furthermore, relying on self-reported assessments for factors such as attitudes and stress may result in subjectivity and social desirability bias. Future research should include longitudinal studies to identify causal linkages and track changes over time. Exploring multiple sectors and cultural situations will improve the external validity of the findings. Qualitative methods, such as interviews or focus groups, can provide more detailed insights into employees' perspectives. Further research might explore how rising trends, such as remote work or technological improvements, affect employee effectiveness.

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