

EFFECTS OF JOB STRESS ON EMPLOYEES' PERFORMANCE

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DECLARATION

I hereby declare that this submission is my own work under the supervision of Dr Babatunde Olugbenga Oni towards the B.Sc of Industrial Relations and Personnel Management.

CERTIFICATION

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DEDICATION

This project work is dedicated to God Almighty, the Creator of the whole world.

ACKNOWLEDGMENT

I give Almighty God all the Glory for granting me his protection, wisdom and knowledge to come out with this very important study and the completion of my project work.

I thank my awesome parents Mr and Mrs Akinsuyi for their constant support as their daughter and for believing in me always and also for their constant prayers and love shown to me, they are the best parents. I also want to appreciate my brothers (Boluwatife and Temitayo) for always believing in me, for being a part of my success and for their unending motivation.

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Finally, I accept full responsibility for all the shortcomings of this work.

ABSTRACT

This study examined the effect of job stress on employee's performance in the organization using Tin Can Island Port as a study. The population of study comprised permanent and casual staff, senior management and junior management. The sample for the study was given as 200. Out of the 200 questionnaires administered to the participants administered to the participants only 190 were returned while 10 were not returned. The study was analyzed using of tables and percentage while the three hypotheses were tested with the aid of ANOVA. The result from the research showed that there is a strong positive correlation between the effect of stress and workers' performance. Further result indicated that there is a strong positive correlation between strategies adapted to control and reduce stress and employees performance. The study concluded that workplace stress among employees must be handled with utmost seriousness if productivity of the organization is to be increased at any point in time since only healthy workers can contribute maximally to the growth and development of the work organization. The study recommended that the management of Nigerian Port Authority as a matter of necessity should contrive a new method of job allocation to employees in order to prevent workload. The study recommended that the management of Nigerian Port Authority should ensure that there are regular workshops and conferences on stress management among workers.

Key Words

Job stress, employees performance, multidimensional, efficiency.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Stress has become a global problem that manifests itself in a variety of ways in every job. Employees are generally working longer hours in today's workplace, as increased levels of responsibilities compel them to strain themselves even more struggling to fulfill escalating job performance requirements.

Occupational stress, according to Omolara (2008), is the negative psychological and physical reactions that arise in an individual as a result of their inability to cope with the obligations placed on them workplace stress, according to Swanepoel et al (1998), has gained increased attention in the field of occupational health over the previous three decades. These authors believed that the world, particularly the world of work and business, has become increasingly subject to fast-changing pressures such as greater rivalry, quality pressure, innovation, and a quickening of corporate processes. Employee demands increased at a similar rate, causing employees to become stressed.

Over the last three decades, the problem of work-related stress has gotten more attention in the field of occupational health. These authors believed that the world, particularly the world of work and business, has become increasingly exposed to fast-changing pressures such as greater competition, quality pressure, innovation, and a faster speed of conducting business. Employee demands expanded at a similar rate, causing stress among them. Other sources of stress could include personal variables such as relationships with others and how you spend your free time, in addition to work-related stress.

Stress can be described as the adverse psychological and physical reactions that occur in an individual as a result of his or her inability to cope with the demands being made on him or her (Moorhead and Griffen, 1998). It is noted that, stress is not necessarily bad; it is an opportunity when it offers potential gain. But whatever its nature, it usually begins when individuals are placed in a work environment that is incompatible with their work style and or temperament. It becomes aggravated when individuals find out that they have or can exercise little control over it.

Many organizations in the world are witnessing an alarming increase in the negative effects of stress on employees' performance; examples of such organizations are in America, the United Kingdom, the Caribbean, East, and Central Africa, West Africa, and in other parts of the world. The American Academy of Family Physicians reported that about two-thirds of the visits to family physicians are the results of stress-related symptoms" (Henry and Evans 2008). Michac (1997) specified causes of stress as follows: poor time management, unclear job descriptions, feelings of inadequacy and insecurity, inability to get things done, lack of communication, bad personal relationships, and quality and complexity of tasks. In the same breadth, Dean (2002) viewed stress-related illnesses as the leading cause of low productivity levels in the workplace. Immense pressure at work has led to stress, which made it the number one factor causing illness. Michac (1997) outlined reasons for low productivity as follows; poor training in the company, machine breakdowns, non-established performance standards, lack of planning and motivation, change, poor atmosphere and environment, inadequate communication at many levels, and, non-identification with company goal.

In addition, job stress can also be caused a by lack of resources, work schedules which can include working at late hours, overtime, and organizational climate are also contributors to job stress on employees. Job stress often shows high dissatisfaction among the employees, poor work performance and less effective interpersonal relations at work. In Nigeria, several national surveys have indicated that about 52% of the workforce in organizations suffers from stress-related problems. This means that stress can be a killer of many organizations in Nigeria of which Tin Can Island Port, Lagos Apapa Nigeria is no exception.

Performance may be evaluated in terms of the output of an employee in a specific period of time. Much of the success of any organization relies upon the performance of its workforce; employee performance is an important consideration for business. Work today is "result oriented" rather than "people oriented". It is only the performance that matters. Performance is a multidimensional construct which construct which forms organizational goal directed behaviors and actions (McCloy, Campbell, and Cudeck, 1994).

Kroll (2006) defined employee performance as a measure of efficiency and effectiveness of employee relative to their job. Efficiency refers to getting the most output from the least amount

of input. Efficiency is focused on doing things right, that is, not wasting resources. On the other hand, effectiveness refers to doing the right thing.

Performance is a multifaceted notion, and at its most basic level, and at its most basic level, the process aspect of performance, i.e behavioral interactions, can be distinguished from the intended outcome (Borman and Motowidlo, 1993), Campbell et al, 1993, Roe, 1999). The term “behavior” refers to the actions people take to complete a task, whereas “outcomes” refers to the actions people take to complete a task, whereas “outcome” refers to the result of an individual’s job behavior (Campbell, 1990).

1.2 STATEMENT OF PROBLEM

Most organizations to attain higher productivity end up saddling employees with an overload of work to meet deadlines and this might have psychological and physical effects on the employees which may result in something contrary to what these organizations want to achieve. Although organizations are paying more attention than in the past to the consequences of the trauma their employees go through when they place extraordinary demands on them, there is still more room for improvement. Again, to generate enough revenue to be self-sustaining and to be able to fund the acquisition of modern equipment meant efficient service provision and optimal employment of resources.

The strike by workers in Tin Can Island Port over increment of salary and better treatment of staffs which the port closed down for a few days meant that goods coming from different parts of the world would be on hold which caused the increasing the goods by three-fold to get cleared.

For this reason, there has been the need for a continuous change in management strategies and administration, and the demands on employees to perform have been increasing. This has brought a lot of pressure on the employees, who are expected to deliver a world class service without the corresponding increase resources and training, yet those who fail to deliver are threatened with dismissal and other forms of punishment. With jobs very difficult to come by these days in Nigeria, many employees are crumbling under this pressure. Cases of employee stress are therefore on the ascendancy.

It is in this view that thus study is being conducted to identify the effects stress has on the performance of employees of Tin Can Island Port, Lagos Nigeria. Every organization puts up structures, resources and places such as in the hands of a manager with a view to set a structure to earn profit. Stress could generate from factors that are internal and external to the organization. Even when the organization tries to create an atmosphere of industrial peace and harmony so that production can go with minimum conflict, there seems to be no organization that is stress free. The physical and psychological demands of workers at Tin Can Island Port make them vulnerable to high levels of stress.

1.3 OBJECTIVES OF THE STUDY

The general objective of the study is to examine the effects of job stress on employees' performance. From this the following specific objectives are put forward;

- i. to determine the causes of job stress in Tin Can Island Port, Lagos.
- ii. to find out the effects of job stress on the performance of employees in Tin Can Island Port.
- iii to examine relationship between job stress and employees' performance on employees in Tin Can Island Port.
- iv to identify strategies that can be used to control and reduce stress at work in Tin Can Island Port.

1.4 RESEARCH QUESTIONS

The following questions guided the study:

- i. What are the causes of stress in Tin Can Island Port?
- ii. What are the effects of job stress on the performance of employees in Tin Can Island Port, Lagos?
- iii. Is there any relationship between job stress and employees' performance in Tin Can Island Port, Lagos?
- iv. How can strategies used to control and reduce stress be identified at Tin Can Island?

1.5 RESEARCH HYPOTHESES

For the successful completion of the study, the following research hypotheses were formulated by the researcher in Tin Can Island Port, Lagos

H01: There is no effect of stress on workers performance Tin Can Island Port, Lagos

H02: There is no relationship between job stress and employees' performance at Tin Can Island Port, Lagos

H03: There is no relationship between the strategies used/adopted to control and reduce stress at Tin Can Island.

1.6 SIGNIFICANCE OF THE STUDY

The purpose of the study was to find out the effects or impact of stress on employees' performance. The researcher believes that this study was very important and would go a long way to notifying all organizations, most especially those in the service sector of the need to ensure the effective management of stress for their employees. The study will also add to an existing body of knowledge. Thus, the findings will add to studies that have been done, so that people in other parts of the country can also appreciate the problems. It will also provide suggestions on how to reduce the effects of stress on output. It will be a source for further research and it will be of relevance to stakeholders.

1.7 SCOPE OF THE STUDY

The study focused on Tin Can Island Port, Lagos as one of the major ports of entry in Nigeria to get an in-depth and comprehensive understanding of what is happening at Tin Can Island make the research meaningful. Drawbacks are an inevitable part of almost all venture individuals carry out and to overcome them there are needs to prepare or fortify the tasks ahead. Though these challenges, to some extents hamper the progress of the study, they also help in putting researchers on their toes to work tirelessly around the clock in making the success of this study a reality. In as much as lots of commitments and zeal are employed in conducting an intensive and thorough study, certain impediments were encountered.

1.8 LIMITATIONS

This study was necessarily limited in scope due to series of resource limitations as well as practical research limitations and notable ones were,

- i. Time constraint, in the sense that time allocated for conducting this study was very short to allow for adequate data collection and this short time had to be divided between the main academic work which included preparation for face to face and examinations.
- ii. The reluctance of respondents to answer the questionnaire during the data collection process which was critical in providing the needed inputs for the research work. This has been the problem in Lagos Nigeria, where information flow could be tainted with excessive bureaucracy, suspicion and sometimes fears of victimization by superior officers. Some respondents did not cooperate with the researcher during the data collection period.
- iii. Financial constraint was also a problem the researcher faced in undertaking the study. This is because the case study area was in a different state from where the researcher was conducting from.

This means that stress can be a killer of many organizations in Nigeria of which Tin Can Island, Lagos is no exception.

BRIEF HISTORY OF TIN CAN ISLAND PORT

Tin Can Island Port was established in 1976 and opened in 1977. In 1991, the Nigerian Ports Authority became responsible for operating the port. The Roro Terminal was designated for operating the port in 1977. Tin Can Island merged with Roro port in 2006 when private terminal operators, Port and Terminal Multi-services Ltd. Port and Terminal Multi-services Ltd took over the terminals. And since then, PTML has made efforts to redevelop the terminals. Tin Can Island Port is the second busiest Port in Nigeria after Apapa Port. The storage capacity of the silos is 28,000 metric tons of grain which is transported by Fleetwood Transportation. The terminal handles wheat, maize and malt and can take deliveries of about 4000 metric tons of grain daily. The port facilities can handle ships of about 30,000 tones. There is also a grain bagging facility on site.

1.9 DEFINITION OF TERMS

WORK STRESS: Work stress is a chronic disease caused by conditions in the workplace that indirectly affect an individual's performance and overall, his or her healthy body.

EMPLOYEES PERFORMANCE: Employee performance is a measure of efficiency and effectiveness of employees relative to their job.

EFFICIENCY: This refers to the peak level of performance that uses the least number of inputs to achieve the highest amount of output. Efficiency requires reducing the number of unnecessary resources used to produce a given output, including personal time and energy.

COMMUNICATION: Communication refers to the act of giving, receiving, and sharing information whether verbal or non-verbal. In other words, it can be talking or writing, listening, and reading.

MULTIDIMENSIONAL: This refers to anything with many or different parts.

OCCUPATIONAL HEALTH: This refers to the promotion and maintenance of the well-being and safety of employees in the workplace.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter of the study will provide in-depth insight on the nature of stress and the impact thereof on productivity. Opinions from different authors will be utilized to provide a better theoretical understanding of the nature of stress, its causes, and then the impact it will have on productivity.

CONCEPTUAL FRAMEWORK

2.1.1 ORIGIN, TERMINOLOGY AND DEFINITION OF STRESS

The term stress was first employed in a biological context by the endocrinologist Hans Selye in the 1930s. He later broadened and popularized the concept to include inappropriate physiological response to any demand. In his usage stress refers to a condition and the stressor to the stimulus causing it. It covers a wide range of phenomenon from mild irritation to drastic dysfunction that may cause severe health breakdown. (Wikipedia) According to Robbins (2004), stress is a dynamic condition in which an individual is confronted with opportunity, constraint or demand related to what he desires and for which the outcome is perceived to be both uncertain and important. From this definition one can say that stress is not necessarily bad, it also has a positive value when it offers potential gain. Moorhead and Griffen (1998) also defined stress as a person's adaptive response to a stimulus that places physical and psychological demands on a person. Similarly, Sherman, Bahlander and Snell (1996), also defined stress as any adjusted demand on an individual caused by physical, emotional or mental factors that requires coping behavior. Also Taylor Shelley (1995) describes stress as a negative emotional experience accompanied by predictable biochemical, physiological, cognitive and behavioral changes that are directed either toward altering the events or accommodating its effects. Again, Bennett (1994) defines stress as a wide collection of physical and psychological symptoms that results from difficulties experienced by an individual while attempting to adapt to an environment. This means the potential for stress exists when an environmental situation presents a demand threatening to exceed a person's capabilities and resources. From the above definitions and

descriptions stress can best be seen as excessive demands that affect a person physically and psychologically. Thus the mental or physical conditions that result from perceived threat or danger and the pressure to remove it.

2.1.2 NATURE OF STRESS

One believes that stress is a complex phenomenon because it is not tangible so it cannot be overtly touched. Stress is caused by stressors, which are events that create a state of disequilibrium within an individual. These authors also stated that the cost of too much stress on individuals, organizations, and society is high. Many employees may suffer from anxiety disorders or stress-related illnesses. In terms of days lost on the job, it is estimated that each affected employee loses about days a year because of stress anxiety or depression.

According to Blumenthal (2003), for thousands of years, the bodies of cavemen/women were primed to deal with the harsh rigors of their environment. In the face of danger a rush of adrenaline would prepare cave dwellers to either fight or run for their lives. In the face of adversity, muscles and nerves were charged for sudden movement, heart rates would increase, and blood would course through the veins with sugar released into the blood stream. The flight or fight response would ready them for action: powerful hormones epinephrine and nor epinephrine, released by the adrenal glands, endowed humans with enhanced alertness, strength and energy. Thousands of years later humans live in the same bodies and possess the same human brains but in a world with completely different stressors and hassles. While few humans may face danger from wild animals and unsuccessful hunting, urban life is equally demanding. The urban environment is rife with stressors (such as pollution, noise, violence, traffic) that stimulate the nervous system into a flight or fight response but it is only in rare instances that an aggressive or vigorous physical response is appropriate. Blumenthal (2003) viewed stress as anything that upsets people's ability to maintain critical variables (which can be social, psychological, spiritual or biological in nature) within acceptable limits. The experience of stress involves an event that is demanding or resources as well as the subjective feeling of distress experienced in its face. An event could be experienced as stressful if people appraised (evaluated) it as distressing. Whether an event is experienced as stressful depends on a person's psychosocial orientation with things like culture, spirituality, values, beliefs and past experiences

influencing the appraisal. Events that are appraised as being overwhelming, threatening, unsatisfying or confliction are more likely to be experienced as stressful.

Blumenthal (2003) differentiated different effects of stress as follows:

- i. **Subjective effects:** stress leads to anxiety, depression, frustration, fatigue and low self-esteem.
- ii. **Behavioral effects:** stress leads to accident proneness, substance abuse, impaired speech, restlessness and forgetfulness.
- iii. **Cognitive effects:** stress affects our thought process, leading to a difficulty or fear of making decisions, forgetfulness, hypersensitivity, mental blocks and difficulty concentrating or thinking clearly. This may be intensified by substance abuse.
- iv. **Physiological responses:** begin in the brain and spread to organs throughout the body. Catecholamine from the adrenaline medulla causes the kidneys to raise blood pressure and the liver to release sugar into the blood pressure and the liver to release sugar into the blood stream. The pituitary gland stimulates the release of corticosteroids, which helps to resist stress but, if in the system for a prolonged period of time, suppresses the immune system. These responses are adaptive for dealing with stress in the form of ‘fight or flight’ but this response is rarely useful in urban work, instead the accumulation of stress products in the body is immune-suppressive playing a part in degenerative processes and disease.
- v. **Effects on health:** prolonged exposure to stress has profound and detrimental effects on health. Among possible complications stress may exacerbate or play a role in causing ailments like asthma, amenorrhea, coronary heart disease, chest pains, diarrhea, dyspepsia, headaches, migraines, diabetes mellitus, ulcers and decreased libido. In a world where AIDS is frighteningly prevalent people need to be aware that stress is immune-suppressive. HIV breaks down a person’s immune system, which leaves them vulnerable to potentially fatal infections and diseases.

2.1.3 STRESS PROCESS OR RESPONSE STAGES

According to Arnold, Robertson and Cooper (1993), stress response in three stages.

ALARM - RESISTANCE - EXHAUSTION

- i.** Alarm is the first stage. When the threat or stressor is identified or realized, the body's stress response is a state of alarm. During this stage adrenaline will be produced in order to bring about the "fight-or-flight response". There is also some activation of the HPA axis, producing cortisol.
- ii.** The Resistance stage is where the body has to decide to 'fight or flight'. The body will try to add resources to help it cope through maximum adaption and hopefully, successful return to equilibrium for the individual. If however, the defense mechanism does not work, or fails to cope, it will lead to the third stage which is Exhaustion.
- iii.** Exhaustion stage is the third and final stage. At this point, all of the body's resources are eventually depleted and the body is unable to maintain normal function. The initial autonomic nervous system symptoms may reappear (sweating, raised heart rate, etc). If stage three is extended, long-term damage may result as the body, and the immune system is exhausted and the function is impaired resulting in decomposition. The result can manifest itself in obvious illnesses such as ulcers, depression, diabetes or even cardiovascular problems, along with other mental illnesses.

2.1.4 TYPES OF STRESS

According to Shelly et al [2006, 236], there are four different types of stress and they are explained as follows

2.1.4.1 CHRONIC STRESS

This type of stress is described as a type of stress with unrelenting demands and pressures for seemingly interminable periods. Chronic stress is the type that wears the individual down day after day and year after year with no visible escape. It grinds away at both the emotional and health of the individual leading to breakdown and even death.

2.1.4.2 ACUTE STRESS

This type of stress is the most common and most recognizable form of stress. It is the kind of stress which the individual knows exactly why he is stressed; he was just in a car accident; the school nurse just called him, a bear just ambled onto his campsite. It can also be something scary but thrilling, such as a parachute jump. Normally, the body rests when these stressful events cease and life gets back to normal because the effects are short-term. Acute stress usually does not cause severe or permanent damage to the body.

2.1.4.3 TRAUMATIC STRESS

It is a severe stress reaction that results from a catastrophic event or intense experience such as a natural disaster, sexual assault, life-threatening accident, or participation in a combat. Here, after the initial shock and emotional fallout, many trauma victims gradually begin to recover. But for some people, the psychological and physical symptoms triggered by the trauma do not go away, the body does not return to equilibrium, and life does not return to normal. This condition is known as post trauma stress disorder. Common symptoms of this type of stress are flashbacks or nightmares about the trauma, avoidance of places and things associated with the trauma, hyper vigilance for signs of danger and irritability and

2.1.4.4 EPISODIC ACUTE STRESS

She went further to explain episodic acute stress as where the individual experiencing this type of stress lives are very chaotic, out of control and they always seem to be facing xxv multiple stressful situation. They are always in a rush, always late, always taking on too many projects, handling too many demands. Those who are prone to this type of stress include “Type A” personality types. If an individual is prone to episodic acute stress, he may not know it or admit it. He may be wedded to a life style that promotes stress. Unfortunately, people with episodic acute stress may find it so habitual that they resist changing their lifestyle until they experience severe physical symptoms.

2.1.5 CAUSES OR SOURCES OF STRESS AT WORK

Repetti (1990), McGronogle and Kessler (1990), Pervin (1992), agree with Arnold, Robertson and Cooper (1993) in talking about the causes or sources of stress. Arnold, Robertson and Cooper (1993), identified five major causes of work stress as: factors intrinsic to the job, role in the organization, relationships at work, career development and organizational structure and climate.

2.1.5.1 FACTORS INTRINSIC TO THE JOB

They explained the factors intrinsic to the job to include:

i. POOR WORKING CONDITIONS

This talks about the physical surrounding of the job which include high level of noise, high or low lighting, fumes, heat, poor ventilation systems, smells and all the stimuli

which bombard a worker's senses and can affect his moods and overall mental state. Also, the physical design of the workplace comes under poor working condition. If an office is poorly designed, with personnel who require frequent contact spread throughout, it creates poor communication networks and develops in poor working relationships which can cause stress to employees.

ii. SHIFT WORK

This is where workers have jobs which require them to work in shifts, some of which involves working staggered hours, which affects a worker's blood temperature, metabolic rate, blood sugar levels, mental efficiency, sleep patterns, resulting in hypertension, mild diabetes and peptic ulcers.

iii. LONG HOURS

The long working hours required by many jobs appear to take a toll on employees' health and also making them suffer a high rate of stress. This means many individual workers and some medics who may have no sleep for thirty-six (36) hours or more may find that both their quality of work and they themselves suffer.

iv. RISK AND DANGER

A job which involves more risk and danger put employees in higher stress level. This is because when an employee is constantly aware of potential danger and he is prepared to react immediately, this results in rush, respiration changes and muscles tension which are all seen as potentially threatening o long-term health.

v. NEW TECHNOLOGY

The introduction of new technology into the work environment has required workers to adapt continually to new equipment, systems, and ways of working. Thus leading to a great source of pressure at work on the worker. For instance, a boss trained in the latest methods may be extra burden for an employee trained in the old ways and this may increase his stress level.

vi. WORK UNDER-LOAD

This describes the problem of employees not being sufficiently challenged by their jobs. Job under-load is associated with repetitive routine, boring and under stimulating work which causes a lot of stress for employees who find themselves in such situations. This means when employees are not given work which challenges their abilities and capabilities they suffer high level of stress.

vii. WORK OVERLOAD

This is where the employee has too much work to do because of imposition of dateline which causes stress in employees

2.1.5.2 ROLE IN THE ORGANISATION

When a person's role in an organization is clearly defined and understood, and expectations placed upon are clear stress can be kept to a minimum. However, this is not the case in many work sites. Arnold, Robertson and Cooper (1993) continued to explain Role in the organization to include

I. ROLE AMBIGUITY

This arises when employees do not know what is expected of them at the workplace and how their work performances are evaluated. That is, employees do not know how and where they fit into the organization and they are not sure of any reward no matter how well they may perform. According to Johns (1996) there is substantial evidence that role ambiguity can provoke stress. Lack of direction can prove stressful, especially for people who are low in their tolerance for such ambiguity.

II. ROLE CONFLICT

Employees experience a high rate of stress when two superiors are demanding conflicting things and when attending to one will mean they are disobeying the other superior. This makes employees confused and frustrated. For example, workers ma often feel themselves torn between two groups of who demand different types of behavior or who believe the job entails different functions. Luthans (2002) differentiates three major types of role conflict. One type is the

conflict between the person and the role. For example, a production worker and a member of a union are appointed to head up a new production team. This new team leader may not really believe in keeping close control over the workers and it would go against this individual's personality to be hardnosed but that is what the head of production would expect. A second type of intra role conflict creates contradictory expectations about how a given role should be played. Finally, inter role conflict results from differing requirements of two or more roles that must be played at the same time. For example, work roles and non-work roles are often in such conflict. Luthans (2002) is of the opinion that although all the roles that men and women bring into the organizations are relevant to their behavior, in the study of organizational behavior the organizational role is the most important. Roles such as digital equipment operator, clerk team leader, sales person engineer, systems analyst, departmental head, vice president and chairperson of the board often carry conflicting demands and expectations. This author further stated that recent research evidence showed that such conflict could have a negative impact on performance and also be affected by cultural differences.

III. RESPONSIBILITY

In an organization, there are basically two types of responsibility: Responsibility for people and responsibility for things such as budgets, equipment etc. Responsibility for people causes a lot of stress. Being responsible for people usually requires spending more time interacting with them, attending meetings and attempting to meet their needs, resolving conflicts and disputes between them and making unpleasant interpersonal decisions.

2.1.6 SYMPTOMS AND EFFECTS OF STRESS ON EMPLOYEES PRODUCTIVITY

Blackwell (1998) stated that stress shows itself in a number of ways. For instance an individual who is experiencing a high level of stress may develop high blood pressure, ulcers and the like. These can be grouped under three general categories; Physiological, Psychological and Behavioral symptoms.

2.1.6.1 PSYCHOLOGICAL SYMPTOMS AND EFFECTS

These are the major consequences of stress. Then mental health of employees is threatened by high levels of stress and poor mental health. Unlike the Physical symptoms, Psychological symptoms could also because employees work performance to deteriorate. Anger, anxiety,

depression, nervousness, irritability, aggressiveness, and boredom results in low employee performance, declines in self-esteem, resentment of supervision, inability to concentrate, trouble in making decision and job dissatisfaction. Also the psychological symptoms of stress can lead to burnout. Job burnout is a prolonged withdrawal from work which makes the sufferer devalue his work and sees it as a source of dissatisfaction.

2.1.6.2 BEHAVIOURAL SYMPTOMS AND EFFECT

The behavioral signs of stress include eating more or less, cigarette smoking, used of alcohol and drugs, rapid speech pattern nervous fidgeting which leads to absenteeism from work, happing from job to job and causes performance to deteriorate.

2.6.3 PHYSIOLOGICAL SYMPTOMS AND EFFECTS

These are changes in the metabolism that accompany stressors. The symptoms include increased heart rate, blood pressure etc. With this, the wear and tear on the body becomes noticeable and problematic. The effects of this are back pains, migraine headaches, insomnia, heart disease, hypertension, diabetes and even cancer which affect employees' productivity.

2.1.7 THE IMPACT OF STRESS ON THE ORGANISATION

Starting a new job would likely to be very stressful if the person felt inexperienced, unable to cope with workload, uncomfortable around their bosses or colleagues and unstipulated by their work. On the other hand, a person entering an area of work where they felt competent, supported by their colleagues and stimulated, would be more likely to experience the change as challenging than stressful. According to Luthans (2002) besides the potential stressors that occurred outside the organization, there were also those that were associated with the organization. Although an organization is made up of groups of individuals, there are also more macro level dimensions, unique to an organization that contains potential stressors. DCS Gaumail (2003) is of the opinion that at the organizational level, research has found that work-related stresses may be responsible for organizational outcomes such as decline in performance, dissatisfaction, lack of motivation and commitment, and an increase in absenteeism and turnover. Desseler (2000) alluded that there were two main sources of job stress; environmental and personal. According to this author a variety of external environmental factors could lead to job stress. These included work schedules, place of work, job security, route to and from work and the number and nature of clients. Even noise, including people talking and telephones ringing, contributed to stress. This

author, however, noted that individuals reacted differently even if they were at the same job, because personal factors also influenced stress. The author also noted that stress is not necessarily dysfunctional; some people work well only when under a little stress and find they are more productive when a deadline approaches. Dessler (2000) was of the opinion that for organizations job stress consequences included reductions in the quantity and quality of job performance, increased absenteeism and turnover, increased grievances and health care costs. A study of 46,000 employees concluded that stress and depression may cause employees to seek medical care for vague physical and psychological problems and can in fact lead to more serious health conditions. The health care costs of the high-stress workers were 46% higher than those of their less stressed co-workers. According to Levin-Epstein (2002) stress on the job took its toll on nonprofits: lost time from work, deflated productivity, low staff morale, turnover and higher health care costs. According to Anderson and Kyprianou (1994) in the United States of America, Britain and many other European countries, about half the deaths each year for both men and women, were due to cardiovascular diseases. The factors associated with high risk of heart diseases included cigarette smoking, high blood pressure, high cholesterol and blood sugar levels and excess body weight. These authors further stated that a number of studies have indicated that social and psychological factors may account for much of the risk and this has promoted research into factors in the work situation that may increase susceptibility to heart disease. Among the factors that have been shown to influence such susceptibility are dissatisfaction at work and occupational stress. Anderson and Kyprianou (1994) further quoted Lazarus who defined stress referring to a broad class of problems differentiated from other problem areas because it deals with any demand which tax the system; a psychological system, social system or a physiological system, and the response of that system. The definition further argued that the reaction depended on how the person interpreted or appraised the significance of a harmful threatening or challenging event. These authors concluded that stress was thought to occur from a misfit between the individual and his or her environment: an imbalance in the context of an organism-environment transaction. They further stated that stress in itself was not abnormal; nobody lives wholly free from it. It was clear that far from all individuals who are exposed to do the same work, conditions develop abnormalities of either a physical or a psychological character. It is only when stress is irrational, unproductive and persistent that it may be a symptom of psychological and physical illnesses. Favreau was quoted by Levin-Epstein (2002) said that

stress-related problems should be talked at three levels: individual, organizational and social. On the individual level she noted that employees can become more responsible for their own well-being by recognizing unhealthy emotional and work patterns before they reach crisis proportions. At an organizational level, employees need to be aware of the workplace structures that may contribute to burn out and take a creative approach to instituting changes that can prevent and relieve stress. The social environment within which employees operate often contributes to the problem.

Levin-Epstein (2002) also noted the most common indicators of stress as feeling overwhelming and burn out. Emotional and physical exhaustion often accompany such feelings, he further emphasized that employers as implementers of stress-endangering policies and procedures, should help employees manage their stress especially if it affects job performance. Carol and Walton (1997) propagated that the concept of job related stress has been acknowledged and described by many theorists (Maslash 1976; Cooper 1988; Cox 1991). Cox and Howarth (1990) as quoted by Carol and Walton (1997) viewed the concept of work related stress as one that offers an economy of explanation in relation to the complex perceptual and cognitive process that underpins people's interactions with their work environment and their attempts to cope with the demands of that environment. These authors further stated that people's ability to cope with stress is dependent upon their own perceptions of their abilities to cope and their coping in other aspects of their lives. Work related stress often comes about because of changes in the work place and how it is structured, often described as moving the goal posts, rather than the stress associated with a particular type of work. Carol and Walton (1997) further defined work related stress as the psychological state that represents an imbalance or mismatch between people's perceptions of the demand on them and their ability to cope with these demands. Bowin and Harvey (2001) summarized factors leading to stress in the work place as follows:

- i. Little control of the work environment
- ii. Lack of participation in decision-making
- iii. Uncontrolled changes in policy • Sudden reorganizations and unexpected changes in work schedules; • Conflict with other people (subordinates, superiors, peers) and other departments;
- iv. Lack of feedback;

- v. Not enough time to do expected duties; and
- vi. Ambiguity in duties.

According to the DCS Gaumail (2003) the new political dispensation of South Africa has dawned. Organizations exposed to the altered dynamics of their environment will have to make adoptions and changes so as to continue along the path of competitiveness, effectiveness and survival. The stressors of South African corporate environment demand the workings of a more integrated workforce, effective conflict handling, international competition, surviving time and group pressure and achieving greater economic growth. DCS Gaumail (2003) further emphasized that no individual or group can be taken out of cultural context. Ethnicity, political and economic conditions are important antecedent factors that could contribute to an individual's experience of stress. In South Africa, the apartheid legacy still has a negative effect on many of those groups who have been historically disadvantaged. Both systems and situations need to be considered when addressing the subject of stress. According to Frost (2003) the frequency with which hardworking, valuable employees have negative experiences in the workplace or hear bad news that leaves their hopes dashed, their goals derailed, or their confidence undermined. The sources of the pain vary, but much of it comes from abusive managers, unreasonable company policies, disruptive coworkers or clients, or from poorly managed change. It is a by-product of organizational life that can have serious negative effects on individuals and their organizations, unless it is identified and handled in healthy and constructive ways. Frost (2003) is of the opinion that this kind of pain shows up in people's diminished sense of self-worth and lost confidence and hope. It is destructive to performance and morale. The tangible consequences include lost profits resulting from things like diminished productivity or worse mass exodus. Frost (2003) is also of the opinion that apart from quitting, which carries its own set of costs to the company, acts of revenge, sabotage, theft, vandalism, withdrawal behaviours, spreading gossip or generally acting cynical or mistrustful can all represent direct or indirect costs to the organization. According to Thompson and McHugh (1990) costs are examined socially in terms of rates of heart disease, mental disorder and social dysfunction and in workplace through effects on job satisfaction, performance and absenteeism rates, and more recently in the costs of compensation claims and health insurance. These authors are also of the opinion that typologies of sources of stressors and the forms of pathological end-state to be encountered, account for much of the modern stress literature. This tends to emphasize the amount of productivity lost due

to stress, its inevitability and the benefits for the enterprise of managing stress. In conclusion, Frost (2003) believed that when organizational leaders recognize emotional pain when it occurs and act to intervene, potentially lethal situations in the workplace could be reversed.

2.1.8 MANAGING STRESS

According to Robbins (2004), stress can be managed in two approaches; the individual and organizational approaches. He said the individual approach include exercise. That is the employees can manage stress by walking, riding bicycles, attending aerobic classes, practicing yoga, jogging, swimming, playing tennis and swatting squash balls. Most runners and fitness addicts admit that, it is very hard to focus on job stress when one is trying to complete vigorous workout. Again, he said individuals can manage stress through relaxation. This is because, when employees relax the response for stress will be reserved in the human mind-body system. Individuals can reduce tension through relaxation techniques such as meditation, hypnosis and biofeedback. The objective is to reach a state of deep relaxation in which the employee feels physically relaxed, somewhat detached from the immediate environment and detached from body sensations. Relaxation exercises reduce employee's heart rates, blood pressure and other physiological indicators of stress. Another way to reduce stress individually is opening up. A healthy response to this moments or periods of personal crisis is to confide in others. Employees may not find it easy to discuss difficult personal traumas with others, but self-disclosure can reduce the level of stress and give them more positive outlook on life. Also honest entries on a regular basis in a diary may accomplish the same thing. He also went further to explain the organization approach to stress management which include training programmes for employees, ensuring effective upward and downward communication in the organization, improvement in personnel policies such as (good welfare packages, incentives, pension schemes), good job design, improvement in the physical work environment, and also management should provide technical support to employees. In the same view, Lucey (1994) said stress can be managed in an organization through increasing employees autonomy in their job, increase or decrease personal responsibility, allow more flexible working hours – by the used of flexi – time, job rotation and transfers, provide better working conditions, including social/fitness clubs etc, and institute a counseling service. Also Claude and Cole (1992) suggested that in order to manage work stress effectively, management should consider doing the following:

- Provide work which allows some personal choice in the way it is carried out and the sequence in which it is carried out.
- Encourage employees' participation in decisions which affect them
- Set clear goals and targets and provide adequate feedback on performance
- Induct new recruits thoroughly
- Provide training as an on-going updating process
- Provide consistent rewards for effective output
- Review performance gaps at the time of occurrence
- Provide opportunities for employees to try new duties and different tasks
- Design job to have even work pressures
- Encourage group working procedures and friendly work relations
- Provide secure and fair personnel practices
- Ensure work environment is free of hazards

This implies that if these approaches and measures outlined above are carefully implemented it could go a long way to minimize the level of stress on employees. From the beginning to the end of this chapter, we found the existence of work stress, its causes and effects. The evidence indicates that stress can be either a positive or a negative influence on employees' output. For many people, a low to moderate amount of stress enables them to perform their jobs better by increasing the work intensity, alertness and ability to react. However, a high level of stress, or even a moderate amount sustained over a long period, eventually takes its toll on employees and pressure tends to decrease general performance and job satisfaction.

2.1.9 CONCEPT OF PERFORMANCE

The concept of "performance" is a pluralistic and demonstrates the ability to migrate from one semantic register to another. The concept of performance lends itself to an almost infinite variety of definitions, many of which relate to specific contexts or functional perspectives. Anthony (1965) gave a general definition and well-crafted definition of performance, sharing the concept of two primary components, efficacy and effectiveness. Efficiency refers to performance in terms of inputs and outputs so that the resulting higher volume for a given amount of inputs, means greater efficiency. Many previous definitions of performance tended to focus on the size of efficiency, showing financial results as a primary measure of performance. Subsequently, this

concept's definitions have evolved, especially with the emergence of the Balanced Scorecard (Kaplan, Norton, 1992) which includes not only the financial perspective, but also the internal perspective, customer perspective and innovation and learning perspective. Performance will always be a contested concept and in continuous development. To get to a consensus regarding the definition of performance is difficult at the level of the organization because we need to keep account of all activities that takes place in an organization and of all different interests involved.

Performance requires a comprehensive vision of interdependence between internal and external parameters, quantitative and qualitative, technical and human, physical and financial management of (Alazard, Separi, 2001). Interpretation and performance measures appear after an interactive process between individuals and institutions, as Rob Paton writes, "Performance is what those people directly involved in an organization agree, explicitly and implicitly, to be performance." Defining performance in this way, of course, away us from the claim that performance measurement systems provide objective evidence, reliable and scientifically validated about what works and what does not work in an organization.

Performance is not a unitary concept. It is related for some to results, such as financial achievements in a certain period of time, for others focus on the determinants of these results and factors such as quality, accountability, flexibility and innovation while a third category discuss about the increasing relevance of the corporate governance and partnerships.

Without giving an universal definition of performance, we present below the three accepted approaches of performance mentioned above (Bourguignon, 1995)

Performance is action. In this sense, performance is a process and not a result that appears at a time. Performance is not a state but a process and its content became almost secondary in relation to its own dynamics.

Performance is the result of the action. Performance measurement is understood as "ex post assessment the results".

Performance means success. Performance does not exist by itself, is in fact a dependent representation of the success of the different categories of users of accounting information.

According to some authors (Verboncu, Zalman, 2005) performance is "a particular result obtained in management, economics, marketing, etc.. that print features of competitiveness, efficiency and effectiveness of the organization and its procedural and structural components. Performance can be regarded as the equivalent of competitiveness. Yachtman and Seashore (1967) define performance as the ability to exploit the enterprise environment and scarce resources to purchase its essential function. They proposed criteria for assessing performance are: turnover production costs, productivity, growth, important management, market penetration.

Mahoney and Weitzel (1969) define the performance of an efficient and productive action and establish these criteria for appreciation of performance: productivity, planning, confidence, initiative, development, cooperation, quality of staff.

2.2 THEORETICAL REVIEW

The study was based on the Michigan Model, Stress: Lazarus Theory, Cox and Griffiths Model

2.2.1 Michigan Model

The Michigan Model is based on a framework established by French and Kahn at the University of Michigan in 1962, and is sometimes known as the ISR model (Institute of Social Research) the Social Environment Model, or the Role Stress Approach. Like the P-E fit model (French et al., 1982) the Michigan Model (Caplan, Cobb, French, Harrison, Pinneau, 1975) also places much emphasis on the individual's own subjective perceptions of stressors. Environmental stressors, such as role ambiguity, conflict, lack of participation, job security, workload, lack of challenge etc, are subjectively perceived, and personality variables, demographics, and social support moderate these perceptions to lead to health outcomes (Moeno-Jimenez et al., 2009). Role issues, such as role conflict, role ambiguity and role expectations are particularly central stressors, also known as the Role Stress Approach (Alkubaisi, 2015). The model was refined by Hurrell and McLaney (1988) from the U.S. National Institute of Occupational Safety and Health to result in what is known as the NIOSH model, which as well as specifying examples of how stressors, individual differences, acute reactions, and illness outcomes occur, also focuses more on the role of objective workplace factors in the a etiology of work stress (Huang, Feurstein, &Sauter, 2002). In the field of management, workplace stress can be exhibited through work load, work place conflict, work ambiguity which are the core of research as the costs to organizations and employees (Arshadi and Damiri, 2013; Webster et al., 2010). Farler and

Broadly-Preston (2012) suggested that a work-place is a community of its own; hence employees derive their sense of identity and belongingness from it. Stress in the workplace would therefore affect employees significantly and ultimately the performance of the entire organization would also be at stake (Ahmad Ezane et al., 2012). It is on this premise the current study will adopt Michigan Model to expound the relationship between work load, work conflict, work ambiguity and employee performance in Tin Can Island, Lagos, Nigeria.

2.2.2 Psychological Stress: Lazarus Theory

Two concepts are central to any psychological stress theory: appraisal, that is individuals' evaluation of the significance of what is happening for their well-being, and coping, that is individuals' efforts in thought and action to manage specific demands (Lazarus 1993). In this theory, stress is regarded as a relational concept that is stress is not defined as a specific kind of external stimulation or a specific pattern of physiological, behavioral, or subjective reactions. Instead, stress is viewed as a relationship ('transaction') between individuals and their environment (Omolo, 2015). Psychological stress in the public sector refers to a relationship with the environment that the employee appraises as significant for his or her well-being and in which the demands tax or exceed available coping resources' (Kiruja & Mukuru, 2018). These points to two processes as central mediators within the person–environment transaction: cognitive appraisal and coping in the work environment. In this theory, employee's work place stress is viewed as conflict between an employee and his or her perception of unacceptable workplace environment. This theory will guide the study to establish the effect of work conflict and ambiguity on employee performance in Tin Can Island Lagos, Nigeria.

2.2.3 Cox and Griffiths Model

Both Cox and Griffiths (1995), created a framework that helps in evaluating the procedures of dealing with stressful situations. It is depended on the impact of an external stressor (Lazarus and Cohen, 1977). This model focuses on the structural characteristics of the stress process, i.e. which stressors are likely to lead to which outcomes in which populations, however transactional views are cognitive, and focus on the dynamic relationship that occurs between individuals and their environment in terms of mental and emotional processes (Cox et al., 2000). This model studies more on cognitive approaches as opposed to G.A.S.- Seyles, it is also considered as one of the most dynamic model that is able to cater on individual differences and detects other alternative

methods when dealing with stress (Mark & Smith, 2008). This model emphasizes on enhancing the importance of stress-management, it also proposes various methods in managing psychological responses to stress (Sabrina, 2017). However the main limitation of this model lies on its simplicity that does not consider environmental, biology and social factors. Another challenge is to conduct any experimental research where it covers on subjective aspects.

2.3 EMPIRICAL REVIEW

There are several studies that report factors which cause stress among employees in the organization. However, recent years have been called as the age of anxiety and stress (Coleman, 2010). The stress itself will be affected by number of stressors. Family and work are inter-related and interdependent to the extent that experiences in one area affect the quality of life in the other (Sarantakos, 2006). Homework interface can be known as the overlap between work and home; the two way relationship involves the causes of stress at work affecting home life and vice versa effects of seafaring on home life, demands from work at home, no support from home, absent of stability in home life. It asks about whether home problems are brought to work and work has a negative impact on home life (Alexandros et al, 2009).

Alkubaisi, (2015) examined the stress effect of stress on work performance using quantitative field study on Qatari banking Sector. The cross-sectional method was adopted and inferential statistics, Spearman Correlation was used in testing hypotheses A sample (n=124) was randomly selected from the Qatari Banking Sector and various statistical analyses were performed on this data. The analysis has shown that the unclear role given to the employees and the workload has a direct relationship with work stress. One of the main findings is that work stress has a negative impact on employee performance. Also, the employees' level of stress perception is influenced by their job title. The findings of this study confirm that poor working conditions, role ambiguity, workload, and family problems act as a full mediating variable in the relationship between stress and job performance in the Qatari banking sector sample.

Bashir and Ramay (2010) in their study examined the relationship between job stress and job performance on bank employees of banking sector in Pakistan. The results of their study showed that job stress significantly reduced the performance of an individual and also suggested that organizations should facilitate a supportive culture within the working atmosphere of the organization.

Ekienabor (2016) investigated the impact of job stress on employee productivity and commitment among academic staff of Nigerian universities. The scope of the study was centred on all universities in Nigeria. A field study was conducted with questionnaire as the primary data collection instrument. Data were analyzed using chi-square. The results showed an impact of job stress on the productivity of employees. Also, there is an impact of job stress on employees' commitment. A higher level of stress without managerial concern for solution results in reduced employee performance, staking of organizational reputation and loss of skilled employees.

Halkis and Bousin examined in their study the effects of job stress and job satisfaction. The findings showed that motivating and satisfying workers produce quality work resulting to positive work performance.

Muhammad, Nazir, Riaz, Murtaza, Khan and Firdous, (2016) examined the impact of job stress on employee job satisfaction using Nursing Sector of DHQ Hospital of Okara. A descriptive research design was adopted. The study used quantitative research and data were collected through a survey (questionnaire). The sample size consisted of 100 nurses of DHQ Hospital of Okara. Data were analyzed using regression and correlation analysis. The result showed that there was a positive relationship between job stress and employee job satisfaction that is shown by positive values.

Makoni and Mutanana (2016) carried out a study to examine different effective techniques of managing stress as perceived by workers in Rock Chemicals Fillers (Private) Limited; a Manufacturing Company in Zimbabwe. The research was a case study. It adopted both qualitative and quantitative research methods with the target population being employees at the manufacturing company and a sample of 35 participants were selected using the convenience sampling technique. Questionnaire and an interview guide constituted the research instruments. Findings showed that workers concurred with the concept of counseling, body exercise and sport as techniques for managing stress at the workplace.

Okeke, Ojan and Oboreh (2016) examined the effect of stress on employee performance in the Nigerian banking industry. The study adopted a survey research method. The population of study constituted five selected banks in Awka metropolis. Purposive sampling method was used to select a total of 250 employees. The data used were generated using a 5-point Likert scale questionnaire and were analyzed using simple percentage analysis while the hypotheses formulated were tested using chi-square

statistical technique. The study revealed that workload pressure has a significant effect on employee productivity. Also revealed was that stress hinders the effective performance of the employees.

Suandiand and Othman (2014) conducted their study to find out the relationship between organizational climate and job stress with job performance. They concluded that there was a moderate level of relationship whereby the relationship between organizational climate and job performance was positive while the relationship between job stress and job performance was negative. This shows that an increase in organizational climate will improve job performance and the increase in job stress will decrease the job performance.

Qadoos, Ayesha, Tayyab, Toqeer and Hafiz (2015) examined the influence of job stress on employee performance in Pakistan. Data were collected through questionnaire distributed among the customers of telecommunication service providers in Pakistan. The said copies of selfadministered questionnaire were distributed and 200 were completed and received given a response rate of 80%. Nonprobability sampling techniques were used for the selection of the sample. Pearson product moment correlation and regression analysis were used in data analysis. The finding showed that there is a positive moderate relationship existing between job stress and employees performance.

According to Vijayan (2018), there are different causes of job stress prevailing in an employee's everyday life like workload, job security, autonomy, role conflicts, and low salaries. In the present paper, the major factors considered are workload, and job security. The paper investigates the causes of job stress related factors, workload, job security, and work shift on employees' job performance. An attempt was made to bring out the job stress mitigating strategies that can be followed by employees and the employers to overcome their job stress and to improve their performance. The management can take necessary steps to control the job stress levels of employees hence increase their job performance. They may provide counseling, meditation programmers, and incentives, which improve the performance of the employees in the long run.

Xhevdet (2015) examined the impact of stress on teachers' performance as an important factor in the increase in educational quality. In the correlation study, 80 teachers were randomly selected from Tirana. The study found stress as a very dangerous potential risk of people. As it is known, stress is one of the most inflectional factors of a lot of different problems and disease, but also a factor which determines the success or failure of an organization. As a very negative factor, it is responsible for

workers' passivity at work, and as a consequence diminishes their performance and productivity. Factors such as demands, check, relationship, change, role and support are potential factors for stress at work.

2.4 GAP OF LITERATURE

AUTHOR/YEAR	TITLE	GAP
Alkubaisi, (2015)	Effect of stress on work performance.	The employees' level of stress perception is influenced by their job title.
Bashir and Ramay (2010)	Their study examined the relationship between job stress and job performance on bank employees of banking sector.	The results of their study showed that job stress significantly reduced the performance of an individual and also suggested that organizations should facilitate a supportive culture within the working atmosphere of the organization.
Halkis and Bousin (2010)	Study to find out the relationship between organizational climate and job stress	There was a moderate level of relationship whereby the relationship between o
Makoni and Mutanana (2016)	A study to examine different effective techniques of managing	Findings showed that workers concurred with the concept of counseling,

	stress	body exercise and sport as techniques for managing stress at the workplace.
Muhammad, Nazir, Riaz, Murtaza, Khan and Firdous, (2016)	The impact of job stress on employee job satisfaction	Findings showed that workers concurred with the concept of counseling, body exercise and sport as techniques for managing stress at the workplace.
Okeke, Ojan and Oboreh (2016)	Effect of stress on employee performance	The study revealed that workload pressure has a significant effect on employee productivity. Also revealed was that stress hinders the effective performance of the employees.
Qadoos, Ayesha, Tayyab, Toqeer and Hafiz (2015)	The influence of job stress on employee performance.	The finding showed that there is a positive moderate relationship existing between job stress and employees performance.
Vijayan (2018)	Causes of job stress-related factors... to employees' job performance	Provision of counseling, meditation, programs, etc in the long run which improves the employees performance.
Xhevdet (2015)	The impact of stress on teachers' performance.	Factors such as demands, check, relationship, change, role and support are

		potential factors for stress at work.
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CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter describes the research design used for the study, the various procedures and processes that was employed to collect and analyze the data. That is, the instruments used for the study and the method of analysis of the data.

3.1 RESEARCH DESIGN

The study is a descriptive research set out to assess stress and its effects on employees' productivity at Tin Can Island Container Terminal. According to Pilot and Hurgler (1995), descriptive survey aims predominantly at observing, describing and documenting aspects of a situation as it naturally occurs rather than explaining them. The design has an advantage of producing good amount of responses from a wide range of people. At the same time, it provides a more accurate picture of events at a point in time. Fraenkel and Wallen (1993) continued that one big advantage of the descriptive survey design is that it has the potential to provide us with a lot of information obtained from quite a large sample of individuals. Creswell (2003) is however of the view that a descriptive study is more than just a collection of data. It involves measurement, classification, analysis, comparison and interpretation of data. A descriptive study identifies and defines the problem, selects tools for collecting data, describes, analyzes and interprets the data. In this direction the study seeks to examine the effect of stress on the employees' performance, the causes of stress and the procedures available for the workers to manage stress in the organization.

3.2 POPULATION OF THE STUDY

In the opinion of Agyedu, Donkor and Obeng (1999), population of a study refers to a complete set of individuals (subjects), objects or events having common observable characteristics in which the researcher is interested. They further stressed that; population constitutes the target of

a study and must be clearly defined and identified. The target population for the study was the staff of the Marketing, Finance, Port Operations, Marine Engineering, and the Civil Engineering departments of Tin Can Island Container Terminal.

3.3 SAMPLE AND SAMPLING TECHNIQUE

It is noted that, analyses are best when conducted on samples that are still fresh (Sarantakos, 2005). Therefore, sampling was used to select a portion of the population to represent the entire population. He emphasizes the need for a researcher to select a sample from which he wishes to seek information, using appropriate sampling techniques. The methods/techniques selected for the study was based on both probability and non-probability sampling. The two main methods that were employed in selecting sample from the population were purposive and simple random sampling techniques. Purposive non-random sampling technique was used to select respondents from the Human Resource, Finance, Port Operations, Marine Engineering, and the Civil Engineering departments of Tin Can Island Container Terminal Lagos due to the fact that, they have requisite information about the issues involved in the study. Simple random sampling technique was employed in selecting out of the total population of employees.

3.4 SAMPLING SIZE DETERMINATION

A basic random sampling procedure was used to determine the sample size. A total of 200 people were chosen as respondents. This was calculated by using Taro Yamane's formula, which may be found below;

n= Sample size

N= Population size

e= Margin of error/ proportion of sample error (0.05)

l= constant

Therefore:

$$n = \frac{N}{1+N(e)^2}$$

Where;

n = sample size = ?

N = population size = 400

e = proportion of sample error/ margin of error = 0.05 or 5%

$$n = \frac{400}{1+400 (0.05)^2}$$

$$n = \frac{400}{1+(400*0.0025)}$$

$$n = \frac{400}{1+1}$$

$$n = \frac{400}{2}$$

n= 200

Approximately the sample size is 200

3.5 SOURCES OF DATA

Data were obtained from both primary and secondary data sources using varied techniques.

3.5.1 Primary Data Primary

Source of data were obtained through questionnaire and interviews. Various interrogation techniques were used to elicit primary data from interviewees. Questions that were used in the research included closed and open-ended questions. The closed ended questions were intended to restrict respondents' answers; this provided an objective based for comparative analysis. To make analysis easier, the closed ended questions were provided with alternatives and clear instructions to interviewees. The open-ended questions were intended to give respondents the latitude of freedom to express their views in an unconstrained manner. The questions were in two parts – Sections “A” and “B”. Section “A” dealt with personal data and section “B” dealt with questions for the study. To complement the questionnaire, some employees were interviewed to find out whether they were experiencing stress and whether it had any negative effects on their performance. This, the researcher did to seek verification on some of the answers provided in the questionnaire.

3.5.2 Secondary Data

Secondary data are information or data already collected by other researchers or institutions, usually for different purposes (Blumberg et al., 2008). Secondary data enable the researcher to place the study in the context of existing knowledge as well as broadens the researcher's understanding to the research topic (Blumberg et al., 2008). Secondary data sources were newspapers and manuals on the subject matter which gave the researcher information about the effects of stress on employees' productivity in Tin Can Island Container Terminal, Lagos. The internet as well as other relevant publications was also consulted.

3.6 RESEARCH INSTRUMENT

The technique used in gathering data was based on questionnaires and face-to-face interviews. The researcher obtained a letter of introduction from the Institute of Distance Learning, KNUST, to seek permission from the Management of Tin Can Island Container Terminal, Lagos to go ahead with the study. The researcher distributed the questionnaires in person, after obtaining permission from top management, in one week to all respondents. Respondents were entreated to give candid and honest responses to every item on the questionnaires. Face-to-face interview provided the platform for the researcher to clarify any possible ambiguity and also created the opportunity to interact with the people. After this, the collected data was analyzed using the proposed data analysis methods and the findings and recommendations were made.

3.7 METHOD OF DATA ANALYSIS

The collected data was coded and entered using the Microsoft Excel. Since the study is quantitative in nature, the findings were presented in simple descriptive statistics involving some tables and bar charts. These were chosen because it made it possible to investigate the relationships of interest.

3.8 RELIABILITY OF THE INSTRUMENT

Reliability is concerned with how reliable the data collection instrument is, which means whether the questions in the survey get the same form of answer. To enhance reliability of the data generated, efforts were made to ensure that only the respondents who fall within the identified group (i.e, managers and employees were given the questionnaire since they are sure they would give the relevant responses).

3.9 VALIDITY OF THE INSTRUMENT

The research instrument (questionnaire) adopted will be adequately checked and validated by the supervisor, his contributions and correction will be included into the final draft of the research instrument used.

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

4.0 Introduction

This chapter is dedicated primarily to the analysis and presentation of data obtained from the field using various statistical techniques discussed earlier in the methodology. All data collected were presented, analyzed and discussed. As a matter of fact, 200 copies of questionnaire were carefully administered on respondents; however, 190 copies were correctly filled and returned at the stipulated time. This is 97.5% response rate, which the researcher believed was enough to give unbiased data needed for this research. Thus, 190 copies of questionnaire received from respondents were presented and analyzed using Software Package for Social Science (SPSS) for easy understanding.

Table 4.1 Preliminary Survey Details

Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaire administered	200	100%
2.	Questionnaires retrieved and used for the final analysis	190	97.5%
3.	Number of questionnaires not retrieved and discarded due to errors.	10	2.5%

Source: Field Survey 2022

Table 4.1 above provides the response rate to questionnaires administered. A total of 190 copies of questionnaire were administered to the workers in Tin Can Island Port, Lagos according to the sample size determination. The total number of questionnaires retrieved after administration was 190 while 5 copies were not properly administered and 5 copies were not returned. This means 97.5% response rate was achieved.

Table 4.2. Demographic data of the Respondents.

The following shows the presentation and analysis of demographic data of the respondents in terms of their gender, age range, educational qualification, and years of working experience, marital status, staff category, employment category and department.

Variable	Frequency	Percentage (%)
GENDER		
Male	136	71.6
Female	54	28.4
TOTAL	190	100.0
AGE RANGE		
21 – 30 years	38	20.0
31 – 40 years	84	44.2
41 – 50 years	52	27.4
Above 50 years	16	8.4
TOTAL	190	100.0
EDUCATIONAL QUALIFICATION		
BSC	90	47.4
OND	18	9.5
HND	35	18.4
MBA	41	21.6
M.Sc	6	3.2
TOTAL	190	100.0
WORKING EXPERIENCE		
Less than 5 years	6	3.2
5 years	32	16.8
6 – 10 years	57	30.0
11 – 15 years	58	30.5
16 – 20 years	22	11.6
21 years and above	15	7.9
TOTAL	190	100.0

MARITAL STATUS		
Single	45	23.7
Engaged	15	7.9
Married	95	50.0
Separated	6	3.2
Divorced	29	15.3
TOTAL	190	100.0
STAFF CATEGORY		
Senior staff	83	43.7
Junior staff	107	56.3
TOTAL	190	100.0
EMPLOYMENT CATEGORIES		
Causal	41	21.6
Permanent	149	78.4
TOTAL	190	100.0
DEPARTMENT		
Senior management	53	27.9
Human resources	39	20.5
Port operation	61	32.1
Finance/Accounts	22	11.6
Others	15	7.9
TOTAL	190	100.0

Source: Field Survey 2022

Demographic data of the Respondents Continued

Table 4.2 presented the demographic information of the respondents. As shown above, 136 of the respondents representing 71.6% were males; while 54 representing 28.4% are females. This simply implies that majority of the workers in Tin Can Island Port, Lagos that participated in this study were males.

The age of the respondents is presented in Table 4.2. From the table above, it can be seen that 38 of the respondents representing 20.0% of the respondents between the ages 21 – 30 years, 84 respondents representing 44.2% were between the ages 31 – 40 years, 52 of the respondents representing 27.4% were between 41 – 50 years and lastly 16 respondents representing 8.4% were 51 years and above. Looking at the employees' age composition, majority of the employees, approximately 44% were between 31 – 40 years of experience.

The educational qualification of the respondents is also presented in Table 4.2. It can be seen that 90 of the respondents representing 47.4% have B.Sc., 18 respondents representing 9.5% have OND, 35 respondents representing 18.4% have HND, 41 respondents representing 21.6% have MBA and 6 respondents representing 3.2% have M.Sc.

With respect to working experience of the respondents; as shown in Table 4.2, 6 respondents representing 3.2% have below 5 years working experience, 32 representing 16.8% have 5 years of working experience, 57 respondents representing 30.0% have between 6 – 10 years of experience, 58 respondents representing 30.5% have between 11 – 15 years of experience, 22 respondents representing 11.6% have between 16 – 20 years of experience and 15 respondents representing 7.9% have 21 years and above of experience. The result indicates that majority of the respondents are experienced.

Similarly, it can be seen that 45 of the respondents representing 23.7% were single, 15 of the respondents representing 7.9% were engaged, 95 of the respondents representing 50.0% were married, 6 of the respondents representing 3.2% were separated and 29 of the respondents representing 15.3% were divorced.

On the basis of staff categories, it can be seen that 83 of the respondents representing 43.7% were senior staffs while 107 respondents representing 56.3% were junior staffs. This indicates that majority of the employees that participated in this study were junior staffs.

Based on the employment category, 41 (21.6%) were casual workers and 149 (78.4%) were permanent workers. The result indicates that majority of the employees were permanent staffs.

The department of the respondents is also presented in Table 4.2. From the table above, it can be seen that 53 of the respondents representing 27.9% were in senior management, 39 representing 20.5% of the respondents were in human resources department, 61 respondents representing 32.1% were in port operations department, 22 respondents representing 11.6% were in finance/accounts and 15 of the respondents representing 7.9% were in other departments not stated in the study. Hence, majority of the respondents were in Port operation department.

4.3. Causes of job stress on employees' performance

This section presents the answer provided by the employees in response to research question one that seeks to evaluate causes of job stress related with employees' productivity

Table 4.3.1. Excessive workload in my work place may aggravate stress which may affect increase in individual production level

Items	Frequency	Percentage (%)
Strongly Disagree	0	0
Disagree	0	0
Undecided	0	0
Agree	112	58.9
Strongly Agree	78	41.1
Total	190	100.0

Source: Field Survey 2022

Table 4.3.1 above presented the result of the frequency distribution of staffs in response to whether excessive workload in respondent's work place may aggravate stress which may affect increase in individual production level. The table showed that majority of the respondents (58.9%) agreed that excessive workload in their work place may aggravate stress which may affect increase in individual production level. Hence, majority strongly agreed that excessive workload in respondent's work place may aggravate stress which may affect increase in individual production level.

Table 4.3.2: Lack of rest period in my workplace prevents maximum output among employees

Items	Frequency	Percent (%)
Strongly Disagree	0	0
Disagree	0	0
Undecided	0	0
Agree	160	84.2
Strongly Agree	30	15.8
Total	190	100.0

Source: Field Survey 2022

Table 4.3.2 above presented the result of the frequency distribution of employees in response to whether lack of rest period in respondent's workplace prevents maximum output among employees. The table showed that majority of the respondents (84.2%) agreed and 15.8% strongly agreed that lack of rest period in their workplace prevents maximum output among

employees. Hence, it is concluded that lack of rest period in respondent's workplace prevents maximum output among employees.

Table 4.3.3: Psychological, social and financial which may lead to stress do not enable workers to perform effectively

Items	Frequency	Percent (%)
Strongly Disagree	0	0
Disagree	0	0
Undecided	6	3.2
Agree	100	52.6
Strongly Agree	84	44.2
Total	190	100.0

Source: Field Survey 2022

Table 4.3.3 above presented the result of the frequency distribution of staffs in response to whether psychological, social and financial which may lead to stress do not enable workers to perform effectively. The table proved that 44.2% strongly agreed, 52.6% agreed and 3.2% were undecided to the statement. Hence, majority of the respondents agreed that psychological, social and financial which may lead to stress do not enable workers to perform effectively.

Table 4.3.4: Job schedules in my workplace do not pave way for employees to rest for proper job performance

Items	Frequency	Percent (%)
Strongly Disagree	0	0
Disagree	7	3.7
Undecided	6	3.2
Agree	148	77.9
Strongly Agree	29	15.3
Total	190	100.0

Source: Field Survey 2022

Table 4.3.4 above presented the result of the frequency distribution of staff in response to whether job schedules in their workplace do not pave way for employees to rest for proper job performance. The table proved that 15.3% strongly agreed, 77.9% agreed, 3.2% were undecided and 3.7% disagreed to the statement. Hence, majority of the respondents agreed that in job schedules in their workplace do not pave way for employees to rest for proper job performance.

Table 4.3.5: Poor terms and conditions of employment affects the employees in terms of their dedication to duty and low productivity

Items	Frequency	Percent (%)
Strongly Disagree	0	0
Disagree	0	0
Undecided	21	11.1
Agree	114	60.0
Strongly Agree	55	28.9
Total	190	100.0

Source: Field Survey 2022

Table 4.3.5 above presented the result of the frequency distribution of employees in response to whether poor terms and conditions of employment affect the employees in terms of their dedication to duty and low productivity. The table showed that majority of the respondents (60.0%) agreed that poor terms and conditions of employment affects the employees in terms of their dedication to duty and low performance.

4.4: Effects of job stress on employees' productivity.

This section is intended to illustrate the relationship between the effects of job stress and employees' performance.

4.4.1: Long working hours bring low output of workers

Items	Frequency	Percent (%)
Strongly Disagree	0	0
Disagree	0	0
Undecided	28	14.7
Agree	131	68.9
Strongly Agree	31	16.3
Total	190	100.0

Source: Field Survey 2022

Table 4.4.1 above presented the result of the frequency distribution of staffs in response to whether long working hours bring low output of workers. The table proved that 68.9% strongly agreed, 16.3% agreed and 14.7% were undecided that long working hours bring low output of workers. Hence, majority of the respondents agreed that long working hours bring low output of workers.

4.4.2: Unfair treatment at work by the supervisor brings stress thereby bringing inefficiency of workers

Items	Frequency	Percent
Strongly Disagree	0	0
Disagree	0	0
Undecided	15	7.9
Agree	111	58.4
Strongly Agree	64	33.7
Total	190	100.0

Source: Field Survey 2022

Table 4.4.2 shows whether unfair treatment at work by the supervisor brings stress thereby bringing inefficiency of workers. The response of the employees proved that 33.7% strongly agreed, 58.4% agreed and 7.9% were undecided. Hence, majority of the respondents strongly agreed that unfair treatment at work by the supervisor brings stress thereby bringing inefficiency of workers.

4.4.3: Excessive work pressure on the part of employees reduce output and profit of the organization

Items	Frequency	Percent
Strongly Disagree	0	0
Disagree	0	0
Undecided	6	3.2
Agree	124	65.3
Strongly Agree	60	31.6
Total	190	100.0

Source: Field Survey 2022

Table 4.4.3 presented the results of respondents on the statement excessive work pressure on the part of employees reduce output and profit of the organization. It was seen that 31.6% strongly agreed, 65.3% agreed and 3.2% were undecided. Hence, majority of the respondents agreed that excessive work pressure on the part of employees reduce output and profit of the organization.

4.4.4: Working under poor leadership brings stress among workers and this reduces productivity

Items	Frequency	Percent (%)
Strongly Disagree	0	0
Disagree	26	13.7
Undecided	13	6.8
Agree	114	60.0
Strongly Agree	37	19.5
Total	190	100.0

Source: Field Survey 2022

Table 4.4.4 above presented the result of the frequency distribution of staff in response to whether working under poor leadership brings stress among workers and this reduces productivity. The table proved that 19.5% strongly agreed, 60.0% agreed, 6.8% were undecided and 13.7% disagreed to the statement. Hence, majority of the respondents strongly agreed that working under poor leadership brings stress among workers and this reduces productivity.

4.4.5: Thoughts of being retrenched from job creates anxiety and stress thereby causing low performance among workers

Items	Frequency	Percent
Strongly Disagree	0	0
Disagree	0	0
Undecided	0	0
Agree	169	88.9
Strongly Agree	21	11.1
Total	190	100.0

Source: Field Survey 2022

Table 4.4.5 shows whether thoughts of being retrenched from job creates anxiety and stress thereby causing low performance among workers. The response of the employees proved that 11.1% strongly agreed and 88.9% agreed. Hence, majority of the respondents agreed that thoughts of being retrenched from job create anxiety and stress thereby causing low performance among workers.

4.5: Relationship between job stress and employees' performance.

This section is intended to illustrate the connection between job stress and employees' productivity

4.5.1: Employees having no control over their work brings about work load that promotes low output

Items	Frequency	Percent (%)
Strongly Disagree	0	0
Disagree	22	11.6
Undecided	19	10.0
Agree	103	54.2
Strongly Agree	46	24.2
Total	190	100.0

Source: Field Survey 2022

Table 4.5.1 presented the results of respondents on whether employees having no control over their work bring about work load that promotes low output. The results showed that 24.2%

strongly agreed and 54.2% agreed. Hence, majority of the respondents strongly agreed that employees having no control over their work bring about work load that promotes low output.

4.5.2: Employees’ lack of rest period brings stress thereby bringing decreases in their performance.

Items	Frequency	Percent
Strongly Disagree	12	6.3
Disagree	0	0
Undecided	13	6.8
Agree	117	61.6
Strongly Agree	48	25.3
Total	190	100.0

Source: Field Survey 2022

Table 4.5.3 presented the results of respondents on the statement employees’ lack of rest period brings stress thereby bringing decreases in their performance. It was seen that 25.3% strongly agreed, 61.6% agreed, 6.8% were undecided and 6.3% strongly disagreed. Hence, majority of the respondents agreed that employees’ lack of rest period brings stress thereby bringing decreases in their performance.

4.5.3: Job stress affects negatively the employees which creates job dissatisfaction

Items	Frequency	Percent
Strongly Disagree	0	0
Disagree	12	6.3
Undecided	33	17.4
Agree	119	62.6
Strongly Agree	26	13.7
Total	190	100.0

Source: Field Survey 2022

Table 4.5.3 presented the results of respondents. It showed that 13.7% strongly agreed, 62.6% agreed, 17.4% were undecided and 6.3% disagreed on the statement job stress affects negatively the employees which create job dissatisfaction. Hence, majority of the respondents agreed that job stress affects negatively the employees which create job dissatisfaction.

4.5.4: Long hours of work has reduced the capacity of workers to produce maximally

Items	Frequency	Percent (%)
Strongly Disagree	12	6.3
Disagree	0	0
Undecided	7	3.7
Agree	158	83.2
Strongly Agree	13	6.8
Total	190	100.0

Source: Field Survey 2022

Table 4.5.4 presented the results of respondents on whether long hours of work have reduced the capacity of workers to produce maximally. The results showed that 6.8% strongly agreed, 83.2% agreed, 3.7% were undecided and 6.3% strongly disagreed. Hence, majority of the respondents agreed that long hours of work has reduced the capacity of workers to produce maximally.

4.5.5: Inability to create rest period and relaxation time give employees' a lot of stress thereby reducing their output

Items	Frequency	Percent
Strongly Disagree	0	0
Disagree	0	0
Undecided	19	10.0
Agree	132	69.5
Strongly Agree	39	20.5
Total	190	100.0

Source: Field Survey 2022

Table 4.5.5 presented the results of respondents on the statement inability to create rest period and relaxation time give employees' a lot of stress thereby reducing their output. It was seen that 20.5% strongly agreed, 69.5% agreed and 10.0% were undecided. Hence, majority of the respondents agreed that inability to create rest period and relaxation time give employees' a lot of stress thereby reducing their output.

4.6: Strategies that can be used to reduce and control stress.

This section is intended to illustrate the strategies that can be used to reduce and control stress.

4.6.1: I maintain physical exercise and good nutrition to reduce my job stress

Items	Frequency	Percent (%)
Strongly Disagree	0	0
Disagree	6	3.2
Undecided	20	10.5
Agree	124	65.3
Strongly Agree	40	21.1
Total	190	100.0

Source: Field Survey 2022

Table 4.6.1 presented the results of respondents on whether they maintain physical exercise and good nutrition to reduce my job stress. It was seen that 21.1% strongly agreed, 65.3% agreed, 10.5% were undecided and 3.2% disagreed that respondents maintain physical exercise and good nutrition to reduce my job stress. Hence, majority of the respondents believed that they maintain physical exercise and good nutrition to reduce my job stress.

4.6.2: I talk about my situation with friends, colleagues and family

Items	Frequency	Percent
Strongly Disagree	0	0
Disagree	41	21.6
Undecided	6	3.2
Agree	99	52.1
Strongly Agree	44	23.2
Total	190	100.0

Source: Field Survey 2022

Table 4.6.2 presented the results of respondents on whether they talk about my situation with friends, colleagues and family. It was found that 23.2% strongly agreed, 52.1% agreed, 3.2%

were undecided and 21.6% disagreed to the statement. Hence, majority of the respondents agreed that they talk about my situation with friends, colleagues and family.

4.6.3: To reduce stress at work, I take a break to relax my mind.

Items	Frequency	Percent
Strongly Disagree	0	0
Disagree	23	12.1
Undecided	0	0
Agree	103	54.2
Strongly Agree	64	33.7
Total	190	100.0

Source: Field Survey 2022

Table 4.6.3 presented the view of respondents on the statement to reduce stress at work; I take a break to relax my mind. According to the feedbacks from the respondents, it can be seen that 33.7% of them strongly agreed, 54.2% agreed and 12.1% disagreed. Hence, majority of the respondents agreed. Therefore, this implies that to reduce stress at work, they take a break to relax my mind.

4.6.4: I make time out for myself to reduce pressure and take my mind off things

Items	Frequency	Percent
Strongly Disagree	0	0
Disagree	14	7.4
Undecided	7	3.7
Agree	77	40.5
Strongly Agree	92	48.4
Total	190	100.0

Source: Field Survey 2022

Table 4.6.4 presented the results of respondents on whether respondents make time out for myself to reduce pressure and take my mind off things. It was found that 48.4% strongly agreed, 40.5% agreed, 3.7% were undecided and 7.4% strongly disagreed that they make time out for

myself to reduce pressure and take my mind off things. Hence, majority of the respondents agreed that they make time out for myself to reduce pressure and take my mind off things.

4.6.5: I make use of social media whenever I'm stress to ease my mind.

Items	Frequency	Percent
Strongly Disagree	0	0
Disagree	29	15.3
Undecided	7	3.7
Agree	107	56.3
Strongly Agree	47	24.7
Total	190	100.0

Source: Field Survey 2022

Table 4.6.5 presented the view of respondents whether they make use of social media whenever I'm stress to ease my mind. According to the feedbacks from the respondents, it can be seen that 24.7% of them strongly agreed, 56.3% agreed, 3.7% were undecided and 15.3% strongly disagreed. Hence, majority of the respondents agreed. Therefore, this implies that they make use of social media whenever I'm stress to ease my mind.

4.7 HYPOTHESES TESTING

Table 4.7.1: Hypothesis One:

Ho: There is no effect of stress on worker's performance Tin Can Island Port, Lagos

Correlations

			Effect of stress	Worker's performance
Spearman's rho	effect of stress	Correlation coefficient	1.000	0.726**
		Sig (2-tailed)		.000
		N	190	190
	worker's performance	Correlation coefficient	0.726**	1.000
		Sig (2-tailed)	.000	
		N	190	190

Source: Field Survey 2022

The result above indicated that there is a strong positive correlation between effect of stress and worker’s performance with correlation coefficient “r” being 0.726. Therefore, the relationship or association between effect of stress and worker’s performance is very strong. Also, the significant value (sig 2- tailed) “0.000” is lesser than the p-value (p-value = 0.05). This implies that the strong relationship observed between the two variables is significant. Hence, null hypothesis is rejected. That is, there is effect of stress on worker’s performance Tin Can Island Port, Lagos.

4.7.2: Hypothesis Two

Ho: There is no relationship between job stress and employees’ performance at Tin Can Island Port, Lagos

Correlations

			Job stress	Employees’ performance
Spearman’s rho	job stress	Correlation coefficient	1.000	0.387*
		Sig (2-tailed)		.154
		N	190	190
	employees’ productivity	Correlation coefficient	0.387*	1.000
		Sig (2-tailed)	.154	
		N	190	190

Source: Field Survey 2022

The result above indicated that there is a weak positive correlation between job stress and employees’ performance with correlation coefficient “r” being 0.387. Therefore, the association between job stress and employees’ performance is very weak. Also, the significant value (sig 2-tailed) “0.15” is higher than the p-value (p-value = 0.05) which indicated that the weak relationship observed between the two variables is not significant. To this effect, null hypothesis

is accepted, which means, there is no relationship between job stress and employees' performance at Tin Can Island Port, Lagos.

4.7.3: Hypothesis three:

Ho: There is no relationship between the strategies used/adopted to control and reduce stress at Tin Can Island

Correlations

			Strategies used/adopted to control and reduce stress	Employees' performance
Spearman's rho	strategies used/adopted to control and reduce stress	Correlation coefficient	1.000	0.754
		Sig (2-tailed)		.089
		N	190	190
	employees' productivity	Correlation coefficient	0.754	1.000
		Sig (2-tailed)	.089	
		N	190	190

Source: Field Survey 2022

The result above indicated that there is a strong positive correlation between strategies used/adopted to control and reduce stress and employees' performance with correlation coefficient "r" being 0.754. Therefore, the relationship or association between strategies used/adopted to control and reduce stress and employees' performance is relatively strong. However, the significant value (sig 2- tailed) 0.089 is higher than the p-value (p-value = 0.05) which indicated that the result is not significant. This implies that the strong positive relationship observed between the two variables is not significant. Hence, alternative hypothesis is accepted. This mean that is no relationship between the strategies used/adopted to control and reduce stress at Tin Can Island.

DISCUSSION OF THE FINDINGS

In this section, the findings from the survey analysis of the Topic **“EFFECTS OF JOB STRESS ON EMPLOYEES’ PERFORMANCE: A STUDY OF NIGERIA PORT AUTHORITY”** would be discussed.

The general objective of this research is to examine the effects of job stress on employees’ performance Nigeria Port Authority. The general objective is further sub-divided into four specific objectives. The specific objectives drawn from these general objectives are to: determine the causes of job stress in Tin Can Island Port, Lagos, find out the effects of job stress on the performance of employees in Tin Can Island Port, examine relationship between job stress and employees’ performance on employees in Tin Can Island Port and identify strategies that can be used to control and reduce stress at work in Tin Can Island Port.

The research adopted descriptive survey design in order to get information from selected respondents through structured questionnaire on the subject matter which is to assess the effects of job stress on employees’ performance. The resulting data collected from 190 respondents were then analyzed using descriptive statistics and correlation analysis which arrive at our findings. The findings from the study are presented as follows.

The research investigated the relationship between effect of stress and worker’s performance. The findings showed that there is effect of stress on worker’s performance Tin Can Island Port, Lagos. The relationship between the two variables is strong and significant. It implies that work stress effect that deter/improve worker’s performance. In agreement to this finding, Dessler (2000) was of the affirmation that for organizations job stress consequences included reductions in the quantity and quality of job performance, increased absenteeism and turnover, increased grievances and health care costs.

Researcher also investigated the link between the job stress and employees’ performance. Findings showed that there is a positive but weak relationship between job stress and employees’ performance. This implies that job stress has low association and may also have low influence on employees’ performance. Also, this relationship was found to be statistically insignificant. However, Gaumail (2003) was of the assertion that at the organizational level, research has found that work-related stresses may be responsible for organizational outcomes such as decline in performance, dissatisfaction, lack of motivation and commitment, and an increase. Also in

disagreement to this finding, Levin-Epstein (2002) also stress on the job took its toll on nonprofits: lost time from work, deflated performance, low staff morale, turnover and higher health care costs.

Lastly, the research analyzed the connection between strategies used/adopted to control and reduce stress and employees' performance. Basically, a strong positive correlation was observed with correlation coefficient "r" being 0.754. However, the significant value of 0.089 indicated that the relationship is not significant. On that note, the null hypothesis was accepted. However, research shows different findings. Vijayan (2018) study revealed that necessary steps to control the job stress levels of employees were significant in increasing their job performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The focus of the study was on the effects of job stress on employees' performance: A study of Nigerian Ports Authority Lagos. The specific objectives of the study were:

- i. To determine the causes of job stress in Tin Can Island Port, Lagos.
- ii. To find out the effects of job stress on the performance of employees in Tin Can Island Port.
- iii. To examine relationship between job stress and employees' performance on employees in Tin Can Island Port.
- iv. To identify strategies that can be used to control and reduce stress at work in Tin Can Island Port.

Findings of the study revealed that majority of the respondents (58.9%) agreed that excessive workload in their work place might aggravate stress which could affect increase in individual production level. In addition, majority of the respondents (84.2%) agreed and 15.8% strongly agreed that lack of rest period in their workplace prevents maximum output among employees. That is, it was concluded that lack of rest period in respondent's workplace prevents maximum output among employees.

As to whether job schedules in the workplace do not pave way for employees to rest for proper job performance, it was revealed that 15.3% strongly agreed, 77.9% agreed, 3.1% were undecided and 3.7% disagreed to the statement. Hence, majority of the respondents agreed that in job schedules in their workplace do not pave way for employees to rest for proper job performance. On whether unfair treatment at work by the supervisor brings stress thereby bringing inefficiency of workers, the response of the employees proved that 33.7% strongly agreed, 58.4% agreed and 7.9% were undecided. Hence, majority of the respondents strongly agreed that unfair treatment at work by the supervisor brings stress thereby bringing inefficiency of workers. Concerning the issue of employees having no control over their work thereby bringing about work load that promotes low output. The results showed that 24.2% strongly

agreed and 54.2% agreed. Hence, majority of the respondents strongly agreed that employees having no control over their work bring about work load that promotes low output.

In respect of the claim that employees' lack of rest period brings stress thereby bringing decreases in their performance. It was seen that 25.3% strongly agreed, 61.6% agreed, 6.8% were undecided and 6.3% strongly disagreed. Hence, majority of the respondents agreed that employees' lack of rest period brings stress thereby bringing decreases in their performance. As to whether job stress affects negatively the employees which creates job dissatisfaction, findings revealed that 13.7% strongly agreed, 62.6% agreed, 17.4% were undecided and 6.3% disagreed on the statement job stress affects negatively the employees which create job dissatisfaction. Hence, majority of the respondents agreed that job stress affects negatively the employees which create job dissatisfaction.

Furthermore, on whether long hours of work had reduced the capacity of workers to produce maximally, the results showed that 6.8% strongly agreed, 83.2% agreed, 3.7% were undecided and 6.3% strongly disagreed. Hence, majority of the respondents agreed that long hours of work has reduced the capacity of workers to produce maximally. On the statement that to reduce stress at work, workers did take a break to relax their minds, the feedbacks from the respondents indicated that 33.7% of them strongly agreed, 54.2% agreed and 12.1% disagreed. Hence, majority of the respondents agreed. Therefore, this implies that to reduce stress at work, they take a break to relax their minds. On whether they make use of social media whenever they experienced stress to ease their minds, it can be seen that 24.7% of them strongly agreed, 56.3% agreed, 3.7% were undecided and 15.3% strongly disagreed. Hence, majority of the respondents agreed. Therefore, this implies that they make use of social media whenever I'm stress to ease my mind.

Hypothesis one indicated that there is a strong positive correlation between effect of stress and worker's performance with correlation coefficient "r" being 0.726. Therefore, the relationship or association between effect of stress and worker's performance is very strong. Also, the significant value (sig 2- tailed) "0.000" is lesser than the p-value (p-value = 0.05). This implies that the strong relationship observed between the two variables is significant. Hence, null hypothesis is rejected. That is, there is effect of stress on worker's performance Tin Can Island Port, Lagos.

Hypothesis two indicated that there is a strong positive correlation between strategies used/adopted to control and reduce stress and employees' performance with correlation coefficient "r" being 0.754. Therefore, the relationship or association between strategies used/adopted to control and reduce stress and employees' performance is relatively strong. However, the significant value (sig 2- tailed) 0.089 is higher than the p-value (p-value = 0.05) which indicated that the result is not significant. This implies that the strong positive relationship observed between the two variables is not significant. Hence, alternative hypothesis is accepted. This mean that is no relationship between the strategies used/adopted to control and reduce stress at Tin Can Island.

Hypothesis three revealed that there is a strong positive correlation between strategies used/adopted to control and reduce stress and employees' performance with correlation coefficient "r" being 0.754. Therefore, the relationship or association between strategies used/adopted to control and reduce stress and employees' performance is relatively strong. However, the significant value (sig 2- tailed) 0.089 is higher than the p-value (p-value = 0.05) which indicated that the result is not significant. This implies that the strong positive relationship observed between the two variables is not significant. Hence, alternative hypothesis is accepted. This mean that is no relationship between the strategies used/adopted to control and reduce stress at Tin Can Island.

5.2 CONCLUSION

On a note of conclusion, the issue of stress is critical among employees in the workplace be it private or public work organization in Nigeria. Many workers have lost their lives suddenly in view of workload and pressure to meet target at the expense of their health and life. The findings of the study affirmed that whether job schedules in the workplace do not pave way for employees to rest for proper job performance, it was revealed that 15.3% strongly agreed, 77.9% agreed, 3.2% were undecided and 3.7% disagreed to the statement. Hence, majority of the respondents agreed that in job schedules in their workplace do not pave way for employees to rest for proper job performance. On whether unfair treatment at work by the supervisor brings stress thereby bringing inefficiency of workers, the response of the employees proved that 33.7% strongly agreed, 58.4% agreed and 7.9% were undecided. Hence, majority of the respondents strongly agreed that unfair treatment at work by the supervisor brings stress thereby bringing inefficiency of workers.

In addition, majority of the respondents (84.2%) agreed and 15.8% strongly agreed that lack of rest period in their workplace prevents maximum output among employees. That is, it was concluded that lack of rest period in respondent's workplace prevents maximum output among employees. Findings of the study revealed that majority of the respondents (58.9%) agreed that excessive workload in their work place might aggravate stress which could affect increase in individual production level. In addition, majority of the respondents (84.2%) agreed and 15.8% strongly agreed that lack of rest period in their workplace prevents maximum output among employees. That is, it was concluded that lack of rest period in respondent's workplace prevents maximum output among employees.

Hypothesis one indicated that there is a strong positive correlation between effect of stress and worker's performance with correlation coefficient "r" being 0.726. This implies that the strong relationship observed between the two variables is significant. Hence, null hypothesis is rejected. That is, there is effect of stress on worker's performance Tin Can Island Port, Lagos. Hypothesis two indicated that there is a strong positive correlation between strategies used/adopted to control and reduce stress and employees' performance with correlation coefficient "r" being 0.75. Hence, alternative hypothesis is accepted. This mean that is no relationship between the strategies used/adopted to control and reduce stress at Tin Can Island. Hypothesis three revealed that there is a strong positive correlation between strategies used/adopted to control and reduce stress and employees' performance with correlation coefficient "r" being 0.754. Hence, alternative hypothesis is accepted. This mean that is no relationship between the strategies used/adopted to control and reduce stress at Tin Can Island.

From the foregoing, workplace stress among employees must be handled with utmost seriousness if productivity of the organization is to be increased at any point in time since only healthy workers can contribute maximally to the growth and development of the work organization.

5.3 RECOMMENDATIONS

- i. The management of Nigeria Ports Authority as a matter of necessity contrives a new method of job allocation to employees in order to prevent workload, long hours of work and work pressure that have been the root causes of workplace stress among staff. Once this is done, high performance arising from commitment and good health of workers will manifest.

- ii. Government should make it mandatory for all public and private work organizations in Nigeria to embark on training in causes, types and management of stress. This will curtail the incidence of stress among workers thereby enhancing high performance.
- iii. There should be regular workshops and conferences on stress among workers in Nigeria. This will enable workers to understand the fundamental reasons for stress and the critical strategies to adopt in order to prevent its occurrence. From the workshops, employees will understand the need to develop positive attitudes so as to have right frame of mind to suppress negative thoughts that might lead to high blood pressure and stress.
- iv. Workers of Nigeria Ports Authority Plc must be enjoined to always engage in physical exercise most especially during weekends so as to burn unwanted fats from the body and give room for free flow of blood that can reduce stress.
- v. The human resource department of Nigeria Ports Authority should handle the issue of staff leave seriously as at when due. During the leave period, concerned workers can have a lot of rest, engage in social activities such as playing ball, jogging, going to relaxation centers, reading novels, visiting event centers to make fun All these will reduce stress and promote good health for workers to contribute maximally to the performance of the organization.
- vi. There should be policy of fair labor treatment by the management of Nigeria Ports Authority.
Superior officers should learn to be accommodating and humane in their relationships with the subordinates. Participatory management style that could give workers opportunities to express their opinions at the right time will promote labor management relations that can reduce stress
- vii. All employees in Nigeria Ports Authority must be trained in proper management of their time. This will enable them to plan their work and do the right thing at the right time to prevent unnecessary fatigue and workplace stress

5.4 CONTRIBUTION TO KNOWLEDGE

- i. The study has contributed to knowledge in the area of gap in knowledge created. Past studies have examined employees' performance within the contexts of leadership, motivation, stress management, work life balance, conflict management, however,

- little or nothing has been done in the area of stress relative to employees' performance.
- ii. In the area of methodology of the research work, it has contributed to knowledge. This is manifested in the area of type of research design, sampling technique, method of data collection and data analysis method
 - iii. The study has brought to the fore how most of the private work organizations take the issue of stress with levity. This is an eye opener to the government to formulate policy that can accelerate stress management in private and public sectors on regular basis.
 - iv. The study will help the management of Nigeria Ports Authority to formulate good stress management policy that can accelerate high productivity.
 - v. The study will assist other researchers to understand the effects of stress on workers and their performance in the work organisation and how to carry out further research work in this area.

5.5 SUGGESTIONS FOR FURTHER STUDIES

- i. Further study can focus on stress in Banking sector relative to manufacturing sector for the purpose of identifying the differences and similarities between them
- ii. Further study can focus on comparative analysis of stress in public sector relative to private sector for people to assess the differences between the two sectors.
- iii. Further study can even be directed towards construction industries or oil industries where much energy is needed to work and how the rigour of their work can affect employees' health.

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APPENDIX

QUESTIONNAIRE

EFFECTS OF JOB STRSS ON EMPLOYESS’S PRODUCTIVITY

WORK ORGANIZATION

A STUDY OF NIGERIA PORT AUTHORITY

Department: Industrial Relations and Personnel Management

MOUNTAIN TOP UNIVERSITY

Dear Respondent,

I am a final year undergraduate student in the Department of Business Administration (Industrial Relations and Personnel Management Unit), Mountain Top University. I am conducting a

research on a topic titled “**EFFECTS OF JOB STRESS ON EMPLOYEES’ PERFORMANCE**”. Your organization is carefully selected as a case study.

This research is part of the partial fulfillment for the award of B.Sc. Degree in the Industrial Relations and Personnel Management, therefore, you are requested to provide responses or give your opinion to the questions below to the best of your thinking capacity.

Be rest-assured, that any information provided or supplied, will be treated confidentially, which will be used for academic purpose.

Thanks in anticipation of your co-operation.

Yours Faithfully,

Akinsuyi Anjolaoluwa Stephanie.

QUESTIONNAIRE

SECTION ONE: Demographic Data

Please Answer the following questions by simply ticking [] the most appropriate Box

1. Gender: Male Female

2. Age: 21 years – 30years 31 years – 40 years

 41 years – 50 years 51 years and above

3. Education Qualification: SSCE OND. HND B.Sc

MBA M.Sc.

4. Working Experience in this organization: Less than 5 years
5 Years 6 – 10 years 11 – 15 years 16 – 20 years
21 years and Above

5. Marital Status: Single Engaged Married Separated
Divorced

6. Staff Categories: Senior Staff Junior Staff

7. Employment categories: Casual Permanent

8. Your department in the organization: Senior Management
Human Resource Port Operation Finance/Accounts

Others [please specify]

SECTION TWO

CAUSES OF JOB STRESS ON EMPLOYEES' PRODUCTIVITY

Using the scale below, please, carefully, answer the statement below by ticking the option that best satisfies your response to the following statement.

Strongly Agree [SA] = 5; Agree [A] = 4; Undecided [UND] = 3; Strongly Disagree [SD] = 2; Disagree [D] = 1

S/N	ITEMS	SA	A	UND	SD	D
9	Excessive workload in my work place may aggravate stress which may affect increase in individual production level					
10	Lack of rest period in my workplace prevents maximum output among employees					
11	Psychological, social and financial which may lead to stress do not enable workers to perform effectively					
12	Job schedules in my workplace do not pave way for employees to rest for proper job performance					
13	Poor terms and conditions of employment affects the employees in terms of their dedication to duty and low productivity					

SECTION THREE

EFFECTS OF JOB STRESS ON EMPLOYEES' PRODUCTIVITY

Using the scale below, please, carefully, answer the statement below by ticking the option that best satisfies your response to the following statement.

Strongly Agree [SA] = 5; Agree [A] = 4; Undecided [UND] = 3; Strongly Disagree [SD] = 2; Disagree [D] = 1

S/N	ITEMS	SA	A	UND	SD	D
14	Long working hours bring low output of workers					
15	Unfair treatment at work by the supervisor brings stress thereby bringing inefficiency of workers					
16	Excessive work pressure on the part of employees reduce output and pro of the organization					
17	Working under poor leadership brings stress among workers and this reduces productivity					
18	Thoughts of being retrenched from job creates anxiety and stress thereby causing low performance among workers					

SECTION FOUR

RELATIONSHIP BETWEEN JOB STRESS AND EMPLOYEES

PERFORMANCE

Using the scale below, please, carefully, answer the following statement below by ticking the option that best satisfies your response to the following statement.

Strongly Agree [SA] =5 ; Agree [A] =4 ; Undecided [UND] = 3; Strongly Disagree [SD] = 2; Disagree [D] = 1

S/N	ITEMS	SA	A	UND	SD	D

19	Employees having no control over their work bring about work load that promotes low output.					
20	Employees' lack of rest period brings stress thereby bringing decreases in their performance					
21	Job stress affects negatively the employees which create job dissatisfaction.					
22	Long hours of work has reduced the capacity of workers to produce maximally					
S/N	ITEMS	SA	A	UND	SD	D
23	Inability to create rest period and relaxation time give employees' a lot of stress thereby reducing their output					

SECTION FIVE

STRATEGIES THAT CAN BE USED TO REDUCE AND CONTROL

STRESS

Using the scale below, please, carefully, answer the following statement below by ticking the option that best satisfies your response to the following statement.

Strongly Agree [SA] = 5; Agree [A] = 4; Undecided [UND] = 3; Strongly Disagree [SD] = 2;

Disagree [D] = 1

S/N	ITEMS	SA	A	UND	SD	D
25	I maintain physical exercise and good nutrition to reduce my job stress					
26	I talk about my situation with friends, colleagues and family.					
27	To reduce stress at work, I take a break to relax my mind					
28	I make time out for myself to reduce pressure and take my mind off things					
29	I make use of social media whenever I'm stress to ease my mind					