



Stress Inducing Factors and Its Effect on Employees Performance among Selected Institutions

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Authors' contributions

This work was carried out in collaboration among all authors. Author COE design the study, performed the data analysis and wrote the first draft of the manuscript. Authors OE and OPA reviewed the first draft of the manuscript and helped with the revisions. All authors read and approved the final manuscript.

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ABSTRACT

Aims: The study examined the relationship between stress inducing factors and employee performance in Michael Imoudu National Institute for Labour Studies (MINILS) and National Directorate of Employment (NDE).

Study Design: Cross sectional survey design.

Place and Duration of Study: The study was carried out at the Michael Imoudu National Institute for labour studies and National Directorate of Employment (NDE) between December 2019 and September 2020

Methodology: The survey method was employed whilst 400 respondents were purposively selected from the Training department, Planning, Research and Curriculum Development department and Programs department which are the core departments under pressure to deliver all year round in the institutions under study. The questionnaire was the main instrument for data collection. The Pearson Product Moment Correlation was used in analyzing the data.

Results: Results show that the most stress inducing factor was pressure to deliver on time because of mode of operations (60%), non-conducive working environment (59%) and being insufficiently skilled for the job (37%). The effects of stress on employee performance include dependence on drugs and alcohol (86%), illness and sickness (75%), fatigue (40%) and irritability (25%).

Conclusion: It is recommended that a conducive working environment should be created for employees and that counselors and counseling rooms should be provided by organizations to enable their employees have a safe place to de-stress without fear of stigmatization. Also, training and re-training of employees should be done frequently to improve set skills. This will significantly reduce work stress and enhance performance which will in turn increase organizational productivity.

Keywords: Stress; employee.

1. INTRODUCTION

Globally, organizations are established to thrive; being useful, and creating something the society truly needs. However, the key to business success is to hire and keep healthy employees who can execute the job quickly and well, but without compromising decent and safe work. Unfortunately, one key concern where employers pay less attention is how to adequately manage work to mitigate associated work-related stressors as well as help workers to escape from work related stress. Thus, to safe guard human dignity at work, there is need for concern and preoccupation with timely intervention and effective management of work-related stress which affect the health and wellbeing of workers, their performance and the overall organizational productivity. This is imperative because the right to healthy work life is the most fundamental right of man [1].

In line with the above, Alegbeleye et al. [2] opined that; for any organization to achieve its set objective and goals, it must enthrone a conducive stress-free work environment and welfare of workers should not be made secondary and that without the human factor in the organization there will be nothing to achieve because the machines and equipment need to be manned by employees. Regrettably, most business organizations are seen as extremely stressful environment to work in, therefore work life in such organizations is consequently associated with some degree of stressful work conditions which affect employee's performance and that of the organization overall productivity. To tackle the menace, scientific researchers, concerned institutions and human resources experts devote real time and effort to develop deliberate and strategic workplace policies aimed at effective management of work-related stress to improve the wellbeing of employees and their performance at work.

Globalization and the rapid changes involving transfer of technology and new ways of

managing organizations to developing economies has increased the problem of work related stress by outstripping organization's ability to manage and control effectively the work hazards inherent in them. These changes inevitably come often with associated consequences of downsizing, rightsizing, de-layering and lay-offs. One unfortunate by-product is the paradox created by fewer people doing more work with innovations at all levels. The Labour Force Survey in the United Kingdom shows an estimate of 30.4 million working days lost in 2015/2016. On an average, each person took around 16 days off work, 20 days for ill health cases and 7.2 for injuries.

In Nigeria, the expectations to manage work related stress effectively has been translated into labour laws administered by Federal Ministry of Labour and Employment of which strategic agencies or parastatals are created to regulate the conduct of workers and organizations. The main goal has been to achieve decent and productive work. In this way basic health and safety laws are amended over time to become more stringent to ensure improvement of employee's performance. It is in line with this that Chris Ngige in PUNCH of 2nd May 2016 asserted that the Federal government vowed to protect workers from stress related work. In line with this, the researcher is of the view that beside lip service by those vested with responsibility to provide institutional frame work for decent work, the institutional statutory provisions must be consistently reviewed to be more strategic and adequate to monitor compliant and to prevent old and emerging work related stress factors which is the only sustainable strategy for controlling the negative impact of occupational stress on employee's health and their performance at work.

It must be reemphasized here that the direct recipients of workplace stress are the workers themselves. This is irrespective of whether they are in management or on the shop floor. Each of these actors plays different roles to achieve

definable goals in the organization. Thus, if stress is not effectively managed, none will be free from the negative impact of stressful conditions in any industrial organization. The ramifying cost implication to employees and the organization are enormous when stressful work conditions lead to real health challenges or industrial accidents. Expenses consist of repairing equipment, replacing damaged materials and compensation paid to the injured worker. After illness or accidents, some side effects arise. These side effects are not directly assessed since the losses in question are invisible and affect the injured or deceased worker's family.

It is interesting to note that in technologically advanced countries, studies of the causes of accidents have shown that invisible costs are five to eight times higher than the visible costs. Available scientific researches shows evidence of presence of various occupational stress risks and hazards in workplaces indicating urgent need for further research activities. This is because working life is changing continuously; new exposures and new risk are emerging on a daily basis [3].

Regrettably in spite of the many reforms and advancement made in Nigeria to improve working conditions, employees in Nigerian organizations still face tremendous need for more effective stress management measures in working life.

In view of the forgoing, it is evident that stress inducing work activities have not attracted their due attention as a means for introducing a social dimension into working life and for supporting the achievement of basic human needs and rights at work. Social justice and peace are however, prerequisites for securing the economic and material values that sustain societal activities, ensuring socioeconomic growth and development [4].

In view of the above, it is obvious that the task of addressing the problem of workplace stress in the midst of on-going reforms and changes in the world of work in an increasingly global world economy is a daunting one. It is imperative that workers are mentally, psychologically and physically healthy to be able to deliver on set targets. Therefore, organizations must continue to be concerned about how to reduce stress in the workplace for improvement of organizational efficiency.

The thrust of this project, therefore, is to examine the extent to which such stress as emanating from the workplace can be managed effectively to boost performance and ultimately organizational productivity.

The research examined the stress inducing factors and its effect on employee's performance among selected intuitions. The specific objectives of the study were to:

1. To identify the stress inducing factors affecting employee performance among the selected Institutions.
2. To ascertain the effect of stress on employee performance among the selected Institutions.

Hypothesis 1:

There is no significant relationship between stress inducing factors in the workplace and employee performance.

2. LITERATURE REVIEW

2.1 Occupational Safety and Health Related Labour Legislations in Nigeria so Far

There are various laws enacted to monitor, implement, enforce and manage work related stress in Nigeria industrial environment. The laws in Nigeria concerning safety, health and wellbeing of the workers, amongst others indicates that in Nigeria, the inception of Occupational Safety and Health at work (OSH) according to Onuaha [4] show that labour regulations enacted to prevent or control work related stress and accidents runs from the introduction of the Labour Act of 1974 to the passage of the Labour, Safety, Health and Welfare Bill of 2012, The Factories Act of 1987 (now known as Factories Act of 1990), which Kalejaiye (2013) reports as substantial revision of the Factories Act of 1958 (i.e. colonial legislation), the Workman's Compensation Act of 1987, the Labour Act of 1990, the Workman's Compensation Act of 2004, the Employee's Compensation Act of 2011 (which repeals the Workman's Compensation Act of 2004); but some of these laws were criticized as inadequate since these laws did not cover most of the silent and hardly acknowledged work related hazards like Stress.

For instance, the Factories Act of 1990 does not include the construction industry in the definition of its premises [5], (Idoro 2008, 2011); consequently, the industry remains unregulated. Idubor & Osiamoje [6]; Okojie (2010) contend that the severities of penalties stipulated by OSH laws in Nigeria are insignificant; in that offenders are not deterred by the penalties. Thankfully, the new bill (The Labour, Safety, Health and Welfare Bill of 2012) addresses all the above, as it includes the construction industry in the definition of its premises and stipulates severe penalties for violation. This bill covers both the formal and informal industrial sectors in Nigeria. It seeks to repeal the Factories Act and serve as a comprehensive OSH legislation for the workplace [4].

2.2 Types of Stress

According to the American Psychological Association journal, three different types of stress have been identified. They are Acute stress, Episodic acute stress, and Chronic stress.

2.2.1 Acute stress

This is the most common type of stress. It comes from demands and pressures of the recent past and anticipated future. Acute stress is thrilling and exciting in small doses, but too much is exhausting. Overdoing on short-term stress can lead to psychological distress, tension headaches, upset stomach and other symptoms.

Fortunately, acute stress is recognized by most people: it is what went wrong in their lives. Examples of this are car breakdown; an unruly child who keeps getting into trouble at school; loss of an important contract; etc. Because it is short term, acute stress does not have enough time to do the damage associated with long-term stress. The most common symptoms are:

- ❖ Emotional distress: some combination of anger, irritability, anxiety and depression. These are stress emotions.
- ❖ Muscular problems including tension, headache, back pain, jaw pain, etc.
- ❖ Stomach, gut and bowel problems such as heart burn, acidic stomach, diarrhea, constipation, etc.
- ❖ Transient over arousal leads to elevation in blood pressure, rapid heartbeat, sweaty palms, dizziness, migraine headaches, shortness of breath and chest pain.

Acute stress in the workplace can lead to any of the symptoms above that will necessitate absenteeism from work to receive treatment; and generally leading to reduction in employee efficiency.

2.2.2 Episodic acute stress

When acute stress happens frequently, it is called episodic acute stress. It is common for people with acute stress reactions to be highly aroused, short tempered, easily irritable, anxious and tense. Often, they describe themselves as having lots of nervous energy. They are always in a hurry, abrupt and sometimes their irritability comes across as hostility. They take on far too much, as they seem unable to organize their assignments into an orderly manner for easy execution. Interpersonal relationships deteriorate rapidly when others respond to their attitude with hostility. The workplace therefore becomes a very stressful place for them.

The symptoms of episodic acute stress are the symptoms of extended over arousal: persistent tension headaches, migraines, hypertension, chest pain, and heart disease.

Treating episodic acute stress requires intervention on a number of different levels, generally requiring professional counseling that may take many months. Availability of counseling in the workplace is therefore justified here as sufferers can be very resistant to change and so treatment is carried out in their natural habitat and with as little disruption to daily itinerary as possible.

2.2.3 Chronic stress

If acute stress is not resolved, begins to increase, and lasts for long periods, it becomes chronic stress. While acute stress can be thrilling and exciting, chronic stress is not. This grinding stress wears people out day after day and year after year. Chronic stress destroys bodies, minds, and lives. It wreaks havoc through long-term attrition. It is the stress of, dysfunctional families, of being trapped in an unhappy marriage or a despised job or career, poverty. Chronic stress comes when a person never sees a way out of a miserable situation. It is the stress of unrelenting pressures and demands for seemingly interminable periods.

Some chronic stresses come from traumatic early childhood experiences that are internalized

forever painful and present. Some experiences completely affect and changes personality.

The worst aspect of chronic stress is that people get used to it. They forget it is there. Most of the time, people immediately become aware of acute stress because it is new but because chronic stress is old, somehow familiar, and sometimes comfortable, they are ignored.

Chronic stress kills through suicide, violence, heart attack, stroke, and perhaps even cancer. Because physical and mental resources are depleted over a long period, the symptoms are difficult to treat and may require extended medical as well as behavioral treatment through counseling and stress management techniques

3. METHODOLOGY

3.1 Population of the Study

The study population as seen in Table 1 was 1,718 persons consisting of employees from both Michael Imoudu National Institute for labor studies (MINILS) and the National Directorate of Employment (NDE) which are agencies under the Federal Ministry of Labor and Productivity.

Table 1. Population distribution of agencies under study

Michael Imoudu National Institute for labour studies	
Location	Staff Strength
Port Harcourt	8
Lagos	11
Abuja	22
Kano	2
Illorin (Headquarters)	208
National Directorate of Employment	
South South	225
South East	209
South West	247
North Central	208
North East	248
North West	206
Abuja	124
TOTAL	1,718

Source: Federal Ministry of Labour and Productivity, 2019

3.2 Sample and Sample Technique

In carrying out this research work, the sample size was determined through the use of the

TARO YAMANE sample size determination formula.

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

Where:

n= sample size

N= population size

E= error terms (5%)

$$n = \frac{1,718}{1 + 1,718(0.05)^2} = 400$$

N/B The sample size is for the two establishment under study

3.3 Sampling Technique

It is noted that, analysis are best when conducted on samples that are still fresh [7]. Therefore, sampling was used to select a portion of the population to represent the entire population. This 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 main method that was employed in selecting sample from the population was purposive sampling techniques.

Purposive non-random sampling technique was used to select respondents from the Michael Imoudu Institute for labour Studies and the National Directorate of Employment from all their offices in Nigeria, the selection was done due to the fact that, they have requisite information about the issues involved in the study.

3.4 Nature and Source of Data

Data for this work was from both primary and secondary source using varied techniques.

3.4.1 Primary data

Primary source of data were obtained through questionnaire. Questions that were used in the research included closed ended questions. The Close ended questions were intended to restrict respondents answer; this provided an objective based on comparative analysis. The questionnaire was designed to capture

information within certain classes of respondents. The set of data obtained included the following:

1. Stress inducing factors affecting employee performance among the selected Institutions.
2. Effect of stress on employee performance among the selected Institutions.

3.4.2 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 stress management and employee performance. The internet as well as other relevant publications were also consulted.

3.5 Method of Data Collection

Research instruments are mediums used to gather data for analyzing and giving answers to research questions (Ojo, 2003). The research instrument used in this research study is the structured questionnaire which consists of close-ended questions. The structured questionnaire is used because it was easier to administer and get feedback from the respondents than other research instruments. The Structured Research questionnaire of this study consisted of two major sections;

Part 1: comprises of the demographic data of Respondents

Part 2: Stress inducing factor affecting employee performance

Part 3: Effects of stress on employee performance in the institutions under study

3.6 Method of Data Analysis

The data was retrieved from the questionnaire that was put together using the statistical package for social sciences (SPSS). For the purpose of a clear and detailed representation of data, tables, frequency and percentage was used.

Pearson Product Moment Correlation was used in this study to test the hypothesis raised. This technique was helpful to establish the relationship among the variables under consideration in order to arrive at accurate deductions from the study.

4. RESULTS AND DISCUSSION

4.1 Demographic Characteristics of Sampled Population

Table 2 below shows the sex distribution in the survey. It reveals that about 53% (211) were female while 47% (189) were male. The data suggests that there was a difference the number of male and female used for this research. This means female employees of the agencies dominate males.

On sex of the respondents Table 2 indicates that majority of the respondents 51% (203) were in the age bracket 40-49 years, 24% (96) and 24% (98) were within the age bracket of 50 years and above and 30-39 years respectively while the remaining 1% (3) were within the age bracket of 20-29 years.

On the aspect of marital status. Table 2 below shows that 66% (265) were married, 14% (54) were widowed and 12% (49) were separated while the remaining 8% (32) were single. The advantage here is that the agencies has majority of its workers within the active employment zone.

On Educational qualification analysis from Table 2 reveals that a greater proportion 66% (265) had BSc/HND certificates as their highest educational qualification, 31% (123) had MSc/MBA, 2% (7) had other certificate that were not mentioned and the remaining 1% (5) had PhD.

On work experience Table 2 shows a greater proportion 69% (276) had been engaged by the establishments under study within 6-10 years, 14% (54) had been engaged within the past 5 years, 12% (47) had working experience of above 15 years and the remaining 5% (23) had working experience of 11-15 years.

Lastly result from Table 2 on grade level shows that 50 % (202) were on level 9, 20 % (78) were on level 10, 14% (56) were on level 8, 9% (36) were on level 11 and the remaining 7% (28) were on level 12 and above.

Table 2. Demographic characteristics of respondent's

Variables	Frequency	%
Sex		
Male	189	47
Female	211	53
TOTAL	400	100
Age Range		
20-29	32	8
30-39	265	66
40-49	54	14
50years and above	49	12
TOTAL	400	100
Marital Status		
Single	32	8
Married	265	66
Widowed	54	14
Separated	49	12
TOTAL	400	100
Educational Qualification		
BSc/HND	265	66
MSc/MBA	123	31
PhD	5	1
Others	7	2
TOTAL	400	100
Years of Experience		
0-5years	54	14
6-10years	276	69
11-15years	23	5
Above 15years	47	12
TOTAL	400	100
Grade level of Respondents		
Level 8	56	14
Level 9	202	50
Level 10	78	20
Level 11	36	9
Level 12 and above	28	7
TOTAL	400	100

Source: Researchers Fieldwork, 2019

4.2 Stress Inducing Factors affecting Employee Performance among Selected Institutions

To determine the stress inducing factors affecting employee performance, six categories of questions were asked, they include, level of satisfaction with current job, preference for their job, work stress, employee performance, sense of helplessness and factors responsible for stress in their organization

4.2.1 Are you satisfied with your current Job?

On if they are satisfied with their current job, Data analysis on 3.2 gives a clear indication that

the majority 198 (49%) of respondents can't say if they are satisfied with their current job role, however 124 (31%) confirmed that they are satisfied with their current job role in the agencies under study, while 78 (20 %) indicated that they are not satisfied with their job role.

The interpretation of the data can be made based on the fact that the majority 198 (49%) of the respondents who can't say if they are satisfied with their job may be an indication of the organization mood of high-volume delivery expected from the employee and probably the un conducive environment where they found themselves.

Furthermore, the 124 (20%) respondents can be seen as highly competitive, this category could be seen as the Type A personality. For example, type A personalities: people who are workaholics and who feel driven to be always on time and meet deadlines normally place themselves under greater stress than do others [8]. This author also propagates the theory of personality types, maintaining that the type A person is hard driving, conscientious, aggressive, ambitious, competitive, shows an over commitment to productivity and is filled with a sense of time urgency and impatience, multitasks, has poor relationships and little concern for others.

4.2.2 Do you like working for your organization

Table 3 shows that respondents on this question indicated mixed responses with majority 205 (51%) indicating that sometimes they don't feel like working for their organization, careful observation indicates that their reasons may be as a result of being hurt emotionally most times in the course of executing their responsibilities. This feeling may induce depression and anxiety.

Furthermore 94 (24%) respondents seldom like working for their organization, there are indications that this percentage and the 67 (17%) who had an opinion of not at all may have a nexus with the 198 (49%) who indicated that they are not satisfied with their current job. However, 34(8%) are confident and happy working for their organization.

4.2.3 Are you stressed at work?

Out of the total respondents, majority 243 (60%) responded that they are stressed at work, the response rate may be a reflection that expectations on delivery are high and the organization environment may not be conducive. However, 79 (20%) of the respondents reported not to be stressed at work while 78 (20%) can't say if they are stressed at work

4.2.4 Employee performance, influenced by poor working conditions can induce stress

Data analysis on Table 3 revealed that 199 (50%) of respondents strongly agreed that their performance can be influenced by the working condition which can induce stress, it is pertinent to state that there is a nexus between the working condition and the factors that induces

stress, 157 (39%) agreed, 23 (6%) do not know, 12(3%) strongly disagreed and 9 (2%) agreed.

4.2.4 Do you feel a sense of helplessness at work?

Table 3 shows that majority 201 (50%) indicated that they sometimes feel helpless at work, according to Frost [9] pain that is mishandled is likely to lead to grief. People whose pain is left untreated will avoid future situations that resemble the pain-inducing incident. When people are hurting, when they are shocked by what happens to them or by what they hear about themselves from others, they become disconnected from hope and from a sense of belonging to a supportive community. They may subsequently enter a phase of denial followed by anger and depression the immediate reactions are likely to be confusion, disbelief and shaken confidence. People burdened by those feelings cannot easily attend to their normal day to day tasks and responsibilities.

Furthermore 111 (28%) and 32 (8%) seldom and do not feel a sense of helplessness at work and 56 (14%) do feel a sense of helplessness at work.

4.2.5 Factors responsible for stress in your organization

The respondents were given a multiple choice of questions and Table 3 reflects the total number of responses given to each question. Data analysis reveals that majority 156(39%) attributed the cause of stress to inadequate temperature control, this could be attributed to the dilapidated infrastructure found at the office complex, 102 (26%) responded that one of the major cause of stress is lack of set skills to deliver on goals, other factors are ambitious deadline by superiors, time pressure, insufficient leisure/family time, lack of career progression, mandatory overtime, conflicting demand, long working hours, too much work, understaffing, noise level problem with accommodation .lack of privacy, inadequate ventilation, working in isolation, inadequate managerial support , poor communication, getting feedback only when my performance is unsatisfactory and relationship with subordinate. This result is in tune with the assertion of Muya [10] who argued that symptoms of the challenges besetting the industry could stem from shortage of quality craft skills.

Table 3. Stress inducing factors affecting employee performance

Variables	Frequency	%
<i>Are you satisfied with your current job</i>		
Yes	124	31
No	78	20
Can't Say	198	49
<i>Do you like working for your Organization</i>		
Always	34	8
Sometimes	205	51
Seldom	94	24
Not at all	67	17
<i>Are you stressed at work</i>		
Yes	243	60
No	79	20
Can't Say	78	20
<i>Employee Performance Influenced by poor working Condition can Induce stress</i>		
Agree	157	39
Strongly Agree	199	50
Don't Know	23	6
Disagree	9	2
Strongly Disagree	12	3
<i>Do you feel a sense of helplessness at work</i>		
Always	56	14
Sometimes	201	50
Seldom	111	28
Not at all	32	8
<i>*Factors Causing Stress</i>		
Inadequate Temp. Control	156	39
Time Pressure	67	17
Lack of set skills	102	26
Insufficient leisure/Family time	89	22
Lack of career progression	76	19
Mandatory Overtime	56	14
Conflicting Demand	34	9
Long working hours	78	20
Too much work	89	22
Understaffing	99	25
Noise level	67	17
Problem with office accommodation	78	20
Lack of Privacy	56	14
Inadequate Ventilation	101	26
Working in Isolation	90	23
Inadequate Managerial support	75	19
Poor communication	98	25
Ambitious deadline	46	12
Getting feedback only when my performance is unsatisfactory	89	22
Relationship with Subordinates	78	20

Source: Authors Fieldwork, 2019

*Multiple Responses

4.3 Hypothesis 1

There is no significant relationship between stress inducing factors in the workplace and employee performance.

In order to test this hypothesis, Likert Mean Scores (LMS) for employee performance and stress inducing factors (SIF) were exported to SPSS 22 version where the Pearson Product Moment Correlation (PPMC) analysis was

carried out at 95% confidence level. The result as presented in Table 4 shows that there is a strong positive relationship between stress inducing factors in the workplace and employee performance based on the PPMC coefficient of 0.867. By squaring the PPMC coefficient of 0.867 to obtain the coefficient of multiple determination (CMD) of 0.752, it could be inferred that about 75.2% of employee performance can be reduced by stress inducing factors.

The p-value was also used to determine the level of statistical significant of the PPMC coefficient with the view to accepting or rejecting the null hypothesis. Thus, the p-value (0.040) is lower than the 0.05 confidence limit, hence the null hypothesis is hereby rejected. Consequently, at 95% confidence level, it is safe to admit that "there is significant relationship between stress inducing factors in the workplace and employee performance".

4.4 Effect of Stress on Employee Performance among the Selected Institutions

To ascertain the effect of stress on employee performance, eight categories of questions were asked, they include, if they get into conflict with each other, effect of stress on workers, adequate information about their role at work, overall level of stress in their organization, effect of stress on deciding employee performance, thought of leaving the job due to stress, what they do when faced with challenges and how do they manage stress.

4.4.1 Do you get into conflict with each other?

In Table 5 the majority of the respondents in the understudied agencies 199 (50%) report that in the course of being stressed they do not get into conflict with each other, However 106(27%) confirm getting into conflict but their open ended responses reflect employees positive regard for good public relation while the remaining 95 (23%) respondents can't say if they get into conflict with each other.

According to Ritchie and Martin, people with the need for relationships work best in stable work teams where they can get to know others well.

4.4.2 Effect of stress on workers

According Blumenthal [11] his study came to a conclusion that stress affects our thought process leading to a difficulty or fear of making

decisions, forgetfulness, hypersensitivity, mental blocks and difficulty concentrating or thinking clearly. Based on that Table 5 reveals that majority of the respondents 344(86%) reported that the most reoccurring effect is Drug and alcohol. 300 (75%) reported that its effect is chronic illness, 189(47%) had back pain as an effect of stress, 109(27%) developed anger, 97 (24%) had headache, 91(23%) became sad, 89(22%) had trouble sleeping. , 76(19%) are tensed up and the remaining 54(14%)had stomach ache.

4.4.3 Having adequate information about their role at work

According to Table 5 only 2 (1%) of respondents reported not having adequate information about their roles and the majority of the respondents 260(65%) report that they sometimes have adequate information about their jobs while 109(27%) of the respondents are always clear about their roles even though they might not be sufficiently skilled to carry it out. In his research Thompson and McHugh [12] propagated that where the demands of a role or roles are unclear and norms and standard of social comparison are lacking, people may experience role ambiguity. The interpretation can be made that 109(27%) are always clear about their role at work, it means that they won't be subjected to role ambiguity as a cause for their stress at work. At the same time if 260(65%) of the respondents sometimes don't have adequate information about their role at work they may be inclined to experience stress due to role ambiguity. However the 21(5%) that is seldom clear about their role is in a more threatening position that could cause them to have sole ambiguity and stress subsequently [13-40].

4.4.4 Overall level of stress in your organization

Data Analysis on Table 5 indicates that majority of the respondents 278(70%) reports that the overall level of stress on them have been much, 57(14%) respondents reports that it has been extreme which has affected the way they execute the task assigned to them, 40 (10%) reports that it has been moderate while the remaining 25(6%) indicates that it has been mild on them.

4.4.5 Effect of stress on deciding employee performance

Table 5 shows that majority of the respondents 298(75%) reported that their performance have

Table 4. Correlation Result of stress inducing factors in the workplace and employee performance

		Employee performance	Stress inducing factors
Employee performance	Pearson Correlation	1	.867
	Sig. (2-tailed)		.040*
	N	20	20
Stress inducing factors	Pearson Correlation	.867	1
	Sig. (2-tailed)	.040*	
	N	20	20

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Authors Fieldwork, 2019

been impacted by stress, 79(19%) can't say however 23 (6%) exonerated their performance due to stress.

In his study Ritchie and Martin (199) believe that stress impairs performance on any given task.

4.4.6 Due to stress have you explored thoughts of leaving the job

Table 5 reflects that the majority 367 (91%) of the respondents have thoughts of leaving the job. Only 23 (6%) are confident that they don't have thoughts of leaving the job and 79 (19%) can't say. The analysis of this is the responses are a reflection of employee dissatisfaction with the agencies. The researcher is of the opinion that the sources of the pain vary but much of it comes from in conducive work environment, lack of sufficient requisite skills and role ambiguity.

4.4.7 When you have problem at work what do you do

Majority 90 (23%) of the respondents in Table 5 below indicated discussing with colleague as an option for problem resolution at work. The Interpretation could be that the majority have

developed a bonding tie with few persons working with them.

Only 87 (22%) indicated supervisory involvement when they have a problem, 81 (20%) do not utilized any of the aforementioned means when faced with challenges, the author concluded that if this is not properly addressed these categories of respondents could experience depression which could lead to some more dangerous consequences, Furthermore, 65 (16%) indicated that they make use of all the available options when going through a challenge while 56(14%) seek professional help and 21(1%) stay away from work.

4.4.8 How do you manage stress when tensed at work?

Table 5 reflects that 178(45%) of respondents talk to someone as a way of managing stress, 78 (20%) respondents workout with exercise, 76 (19%) take time out , 56(14%) take a smoke break, this may me an indication that the majority of the staffs are non-smokers as it was observed that many of the employees are women, Furthermore only about 1% each confront their problem and do none of the above as a way of managing stress.

Table 5. Effect of stress on employee performance

Variables	Frequency	%
<i>Do you get into conflict with each other</i>		
Yes	106	27
No	199	50
Can't say	95	23
<i>*Kindly Indicate the effect of stress on workers</i>		
Headache	97	24
Anger	109	27
Trouble sleeping	89	22
Tensed Up	76	19
Back pain	189	47
Sad	91	23

Variables	Frequency	%
Stomach ache	54	14
Drug and alcohol use	344	86
Chronic illness	300	75
<i>Do you have adequate information about your role at work</i>		
Always	109	27
Sometimes	260	65
Seldom	21	5
Not at all	8	2
No response	2	1
<i>What is the overall level of stress in your organization</i>		
Mild	25	6
Moderate	40	10
Much	278	70
Extreme	57	14
<i>Effect of stress on deciding employee performance</i>		
Yes	298	75
No	23	6
Can't say	79	19
<i>Due to stress have you explored thoughts of leaving the job</i>		
Yes	367	91
No	10	3
Can't say	23	6
<i>When you have Problem at work what do you do</i>		
Consult your supervisor	87	22
Seek Professional help	56	14
Stay away from work	21	5
Discuss with a colleague	90	23
All of the above	65	16
None of the above	81	20
<i>How do you manage stress when tensed at work</i>		
Take a smoke break	56	14
Workout with exercise	78	20
Confront the problem	5	1
Take time out	76	19
Talk to someone	178	45
None of the above	7	1

Source: Researcher Fieldwork, 2019; Multiple Response

5. RECOMMENDATIONS

5.1 This Study Recommends that

The time has come when organizations adopt the philosophy of healthy mind and healthy body. It is therefore, recommended based on the findings of this study that; conducive working environment should be created for the employees in order to reduce work-stress and enhance performance. It is also bestowed on organizations to endeavor to find means of managing psychological attributes such as worker self-efficacy, work-motivation, emotional labour, psychological wellbeing, work-stress and social networks of their employees.

From the study, it was observed that employees managed stress better when they had someone

to talk to about the stressors. It is therefore recommended that every organization should have counselors and counselling rooms where employees can go and de-stress during office hours if necessary. This would help to engender better work- life balance of the employees.

6. CONCLUSION

As expatiated under the various objectives, it is clear endemic organizational challenge of decrease in performance because of work related stress and lack of enforcement of stress management standards. Observation showed that many cases of absenteeism, accidents, illnesses and deaths, leading to high labour turnover, decreased performance, etc are associated with work related stress.

CONSENT AND ETHICAL APPROVAL

Approval for this study was obtained from the Department of Sociology of the University of Port Harcourt also, verbal informed consent was obtained from each respondent. All the participants were informed that the study is voluntary and that they could opt out of the study at any time. Also participants were assured that confidentiality would be maintained during and after data collection and that information given will be used for research purposes only. And lastly articles and authors used were sighted accordingly in this research.

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COMPETING INTERESTS

Authors have declared that no competing interests exist.

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