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JOB STRESS AND IT'S IMPACT ON WORKERS PERFORMANCE IN PORT HARCOURT INTERNATIONAL AIRPORT OMAGWA, RIVERS STATE, NIGERIA

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Abstract: This study examines the effects of job stress on employee performance at Port Harcourt International Airport in Omagwa, Rivers State, Nigeria. There is a global trend, especially in airports, showing an increase in the negative impact of stress on employee productivity. To boost productivity, many organizations overload their employees to meet deadlines, resulting in adverse psychological and physical consequences. The objectives of this study were to investigate the correlation between job stress and productivity, and to assess the relationship between job stress and employee commitment at Port Harcourt International Airport. A survey design was employed, focusing on a total workforce of 2,010 employees in the aviation sector. Using the Taro Yamane formula, a sample size of 334 was selected. Data collected were analyzed using Statistical Package for Social Scientists (SPSS) version 23, employing the one-way Spearman Rank Correlation Coefficient to assess relationships between variables. Descriptive methods such as regression analysis, mean, and standard deviation were employed to further explore these relationships. From the first result, I find a substantial and negative correlation between job stress and productivity. Secondly, I find a strong and moderately negative correlation between employee dedication and job stress. In conclusion, I discovered that the negative association suggests that when job stress is present, employee commitment at Port Harcourt International Airport Omagwa decreases.

Keywords: Job stress, Workers' performance, Productivity, Employee commitment.

INTRODUCTION

Stress manifests in various forms in modern workplaces and has become a worldwide issue. Employees frequently work extended hours as their increased responsibilities demand greater effort to meet rising performance standards (Creswell, 2019). Stress is a multifaceted and dynamic phenomenon. Excessive stress negatively impacts an organization's overall performance. Consequently, it is crucial for organizations and managers to effectively manage stress levels to ensure tasks are completed successfully. In order to accomplish this organizational goal, it is necessary to accurately identify and evaluate every component that affects stress. Workplace stress is extremely important and has emerged as a major organizational concern due to its crippling effects on both individual and organizational performance. Employees are a company's most valuable asset, yet when they are stressed, bad things happen. These include high and low productivity, as well as low motivation and, in most cases, legal financial damages. These factors eventually impact the employee's job conduct, pushing him or her in the direction of counterproductive activity. Airport stress affects both personnel and the firm (e.g., greater turnover rates). People can experience effects in their family life, leisure activities, and physiology as well as behavioral and affective

domains. Stress has varying effects on people and organizations over time (Ahmed & Ramzan, 2018). There have been so many scholarly publications published about work-related stress that it is possible to conclude that everyone, especially in a work environment, suffers from depression and demoralization. Since stress exists in practically every aviation industry, management is hesitant to take the necessary action to address it (Dyck, 2015). A few job stressors can negatively impact an employee's quality of life by making an assigned task challenging and demanding for them to do in any setting. Due to the considerable costs that job stress imposes on both employers and employees, which threaten overall performance, it has become a major focus in business and management studies (Ahmad & Ezane, 2012). Trivette (2022) support the idea that stress is an unpleasant emotional state we go through when demands, whether they are related to our jobs or not, cannot be balanced against our capacity to meet them. This causes emotional shifts in response to this threat. It originates from the interaction between an individual and his surroundings and manifests as subjective pressure, as one person may be affected by the same stress but not another. Stress can serve as a motivator for workers if they are able to handle the demands of the job and there is a good chance they will finish a task. Distress has a detrimental impact on employees' performance and health. Employment stress has a negative impact on employee performance. Consequently, this lowers the organization's and its employees' effectiveness. Workplace stress, commonly referred to as hazard in conventional work environments, is acknowledged globally as a significant threat to employees' well-being and the well-being of their company. Pressures from both the workplace and home can cause stress. In Nigeria, labor employers fail to safeguard their staff against stress that can arise both from external and internal sources. Companies and their employees have been struggling for a while because labor employers are not following the international labor organization's guidelines, which state that employers should implement a stress management policy that will improve employee morale and health at work in addition to increasing organizational effectiveness and productivity (Van-Galen & Van-Huygevoort, 2020).

According to Santiago's (2003) analysis of the detrimental effects of internal stress on police performance, there are ways that an organization can help to prevent instances of stress at work or better handle the problem when it arises. Negative stress is often caused by organizational settings through poor management, and it can be crippling. Companies are only a few of the variables that may be relevant. Nonetheless, prior to proposing strategies for management to address stress, a thorough analysis of the effects of stress on the job performance of employees at Port Harcourt International Airport Omagwa, Rivers State, Nigeria, is required. This is the study's primary focus.

STATEMENT OF THE PROBLEM

An alarming rise in the detrimental impacts of stress on worker productivity is being observed by many enterprises worldwide, particularly airports. In their efforts to meet deadlines and boost productivity, many firms end up overburdening their staff with excessive workloads, resulting in adverse psychological and physical effects on employees. This outcome often contradicts the intended goals of the organization (Wickens & Dixon, 2017). The empirical relationship between job stress and employee performance remains unresolved. Ahmad and Ezane (2012) noted that in attempts to enhance productivity, businesses often assign too much work to employees to meet deadlines. This can lead to negative psychological and physical consequences, ultimately producing results that are counterproductive to the

businesses' objectives. While some airports are focusing more than they used to on the trauma that their staff members experience when they are subjected to excessive demands, there is still opportunity for development. Once more, effective service delivery and resource use were necessary to provide a sufficient cash stream to support self-sufficiency and enable the purchase of contemporary technology (Raitano & Kleiner, 2019).

Because of this, there has been a constant need for management tactics and administration to evolve, and employee performance expectations have been rising. Employees face immense pressure to deliver world-class service without adequate resources and training. Those who fail to meet expectations risk termination or other punitive actions. Given how hard it is to find a job in Nigeria these days, a lot of workers are giving up. Thus, instances of stress among employees are increasing. Both internal and external causes to the company may cause stress. It appears that no Nigerian airport is stress-free, despite the organization's best efforts to foster an environment of industrial peace and harmony so that production can proceed with the least amount of friction. The Nigerian aviation sector's laborers are susceptible to elevated stress levels due to their physical and psychological workloads (Wickens & Dixon, 2017).

OBJECTIVES OF THE STUDY

The primary aim of this study was to examine the impact of job stress on employee performance at Port Harcourt International Airport in Omagwa, Rivers State, Nigeria. The specific objectives were:

- 1. To explore the relationship between job stress and productivity at Port Harcourt International Airport.
- 2. To determine the connection between job stress and employee commitment at Port Harcourt International Airport.

RESEARCH QUESTIONS

This study was directed by the following questions:

- 1. How does job stress relate to productivity at Port Harcourt International Airport in Omagwa, Rivers State, Nigeria?
- 2. What is the relationship between job stress and employee commitment at Port Harcourt International Airport in Omagwa, Rivers State, Nigeria?"

RELEVANCE OF THE STUDY

The study would be beneficial to Nigeria's aviation sector because it has highlighted the detrimental effects of workplace stress and provided suggestions for minimizing it. The report also advised policies that, by implementing various programs and training, can help operating firms like Port Harcourt International Airport Omagwa reduce employee stress. The study will also benefit other aviation operations stakeholders, such as ground handler businesses, engineers, crews, and government agencies, by helping them to maintain employee motivation and lower organizational stress levels, which will enable airport operations to run around-the-clock.

Other scholars who are interested in undertaking additional research on similar topics will find the study useful.

The study will also be useful to other researchers who are interested in conducting research

on related topics. Gaining practical research skills and knowledge will be beneficial to the researcher.

LITERATURE REVIEW

Job stress

Stress is a common experience for workers globally, and its impact on employee performance is becoming a growing concern for employers, especially in developing countries. In these regions, managers often lack a proper understanding of how stress affects managerial duties and the importance of stress management (McHugh, 1993). "Stress encompasses a wide range of physiological (physical) and psychological (mental) pressures that individuals face throughout their lives (Shanjabin et al., 2021). According to O'Connor, Thayer, and Vedhara (2021), stress is a physical, physiological, or emotional factor that creates physical or mental tension and can contribute to the onset of illness. Aduaka (2015) describes stress as the rate at which life's wear and tear occurs. Stress can present itself in psychological, physiological, social-cultural, or physical forms, collectively known as stressors. These stressors can include conflict situations, feelings of tension, worry, frustration, or abuse. Nweze (2015) identifies potential causes of work-related stress as excessive workloads, unclear instructions, arbitrary deadlines, poor decision-making, job insecurity, remote work settings, surveillance, and inadequate childcare. Bhui et al. (2016) describe worker stress as the interaction between an individual and the pressures they face at work. Cox et al. (2017) also highlight that stress results from the interaction between a person and their environment. Stress is not merely an individual's mental attitude or environmental factors. Every company and employee experience a baseline level of stress, which significantly influences job performance."

Factors Affecting Job Stress

Long working hours

Employees are expected to put in a lot of overtime in an extremely competitive work environment, according to Dwamena (2012). It seems that this has a negative impact on their health and raises their stress levels. This implies that workers who put in lengthy workdays with little to no downtime or sleep could discover that their reputations degrade.

Career development

According to Kihara and Mugambi (2018), the workforce has gotten so diverse in today's workplace. Strong-willed individuals now face more obstacles in their ascent to higher positions of authority since acquiring new skills is now a prerequisite. An employee's desire to advance in his career can be quite stressful because of the need for people to have a variety of talents in order to take advantage of the always changing corporate landscape.

Lack of job security

The dread of obsolescence, redundancy, and multiple performance reviews, according to Suandi and Othman (2014), can lead to extreme stress and strain.

Family problems

Khan (2018) describes the "home-work interface" as the overlap between professional and personal life. This dynamic includes work demands extending into the home environment, a lack of support at home, and instability in both areas. Stress originating from the workplace can impact home life and vice versa.

Poor leadership

Senior executives' managerial style within the firm was elucidated by Russo and Vitaliano (2005). Anxiety, stress, and fear are prevalent in the cultures created by many senior

executives. They create unduly strict regulations, put unjustifiable pressure on staff to do well in the near term, and regularly fire subpar workers.

Different Effects of Stress

- **i. Behavioral effects:** Stress raises the likelihood of accidents, drug usage, speech impairment, restlessness, and forgetfulness.
- **ii. Subjective effects:** Low self-esteem, anxiety, despair, and frustration are all brought on by stress.
- **iii.** Cognitive effects: Stress has an impact on our ability to think, which can cause forgetfulness, hypersensitivity, mental blocks, difficulty focusing, difficulty making decisions, and problems thinking coherently. Substance addiction may exacerbate this.
- **iv. Physiological reactions:** "Start in the brain and proceed to the body's organs. The adrenaline medulla's catecholamines drive the liver to release sugar into the bloodstream and the kidneys to increase blood pressure. Corticosteroids, which aid in stress resistance, are released when the pituitary gland encourages their production. However, if these hormones are present in the body for an extended length of time, they might inhibit the immune system. These "fight or flight" responses are adaptive for stress management, but they are rarely useful in urban work contexts. Instead, the accumulation of stress products in the body suppresses the immune system, contributing to disease and aging mechanisms.
- v. Impact on health: Prolonged stress has a substantial negative influence on health. It can aggravate or worsen illnesses like asthma, amenorrhea, heart disease, chest pains, diarrhea, dyspepsia, headaches, migraines, diabetes, ulcers, and low libido. It is critical to understand that stress inhibits the immune system, particularly in a world where AIDS is a common and terrible disease. HIV weakens a person's immune system, making them more susceptible to potentially lethal diseases and illnesses."

Types of Stress

According to Taylor (1995) and other authors, stress can be categorized into five main types, one of which is work-related stress. Since World War II, job stress has gained attention as a significant research topic, with organizations recognizing the substantial loss of human potential due to stress at work. Nearly all employees report experiencing considerable stress in their jobs, making work-related stress one of the major global issues today. Stress is the unexpected response of individuals to the challenges they face. While a certain level of stress can have a positive impact on employees, excessive stress often exceeds acceptable limits and has detrimental effects.

Family conflicts are another source of stress for workers, as noted by Anderson et al. (2002). Stress is defined as an individual's reaction to external factors that influence their performance and is seen as an environmental stimulus. Workplace stress is particularly hazardous as it can disrupt family dynamics and impair individual performance. The ability of families to provide material security and meet expectations can fluctuate due to job stress. All employees, including executives and managers, experience stress at work, which inadvertently leads to a decline in organizational performance.

Moreover, work-related stress not only impacts the productivity of the company and its employees but also has adverse effects on healthcare. Employers now stress the importance of managing and reducing work-related stress, particularly in the public sector, through practical guidelines, although this emphasis is less pronounced in the private sector.

Acute stress

This type of stress is the most common and easily recognized. It occurs when the individual can pinpoint the specific cause—for instance, a recent car accident, a call from the school nurse, or encountering a bear at a campground. It can also arise from exhilarating yet nervewracking activities like skydiving. Acute stress is usually short-lived, and once the stressful event ends, the body often recovers as life returns to normal. Generally, acute stress does not cause severe or irreversible harm to the body.

Chronic stress

Chronic stress is defined by ongoing demands and pressures that feel perpetual. It persists day in and day out over extended periods, offering no clear relief or escape. This type of stress gradually wears down a person's emotional and physical health, potentially leading to breakdown and, in severe cases, even death.

Episodic acute stress

Episodic or periodic acute stress is marked by a person's life being consistently chaotic, out of control, and filled with ongoing stressful situations. They often rush through tasks, struggle with time management, take on excessive responsibilities, and feel overwhelmed by demands. Individuals with a "Type A" personality are particularly prone to this type of stress. Often, those affected may not realize or acknowledge their susceptibility to frequent bouts of severe stress; they may be married to a high-stress lifestyle. Unfortunately, some individuals experiencing episodic acute stress become so accustomed to it that they resist making lifestyle changes until they begin to exhibit significant medical symptoms.

Traumatic stress

This is an intense stress response triggered by a traumatic event or profound experience, such as combat, a life-threatening accident, a natural disaster, or sexual assault. Many individuals affected by trauma initially begin to heal after the initial shock and emotional aftermath. However, some never fully recover from the stress; their bodies fail to return to their usual balance, and their lives struggle to return to normal. "This condition is referred to as post-traumatic stress disorder (PTSD). Symptoms often include rage, increased vigilance for indicators of danger, flashbacks or dreams about the trauma, and avoidance of locations and objects connected with the traumatic incident.

Workers Performance

The idea of worker job performance has attracted the attention of scholars and practitioners again in the past few years (Aruoren & Oisamoje, 2023; Aruoren & Ugbeghene, 2023). Workers performance is the degree to which an individual fulfills the duties and obligations of their position. According to Otuya and Akporien (2020), task-level efficacy, quality, and efficiency of work constitute workers job performance." Worker productivity has a significant impact on the company's efficacy as well as the workers' career possibilities. Businesses track and improve workers performance over time with the help of workers performance reviews. Sobel (1995) asserts that an workers' capacity to perform is contingent upon both their degree of transparency and their willingness to complete their assignment.

Moreover, he argued that having motivated and trustworthy employees can enhance productivity, thereby impacting overall performance. Enofe et al. (2013) suggest that employers should ensure their employees fulfill their duties in a manner that aligns with organizational goals to achieve optimal performance. Timely completion of tasks allows employers to monitor and support employees in improving their performance. According to Stup (2015), various factors influence employee performance, including the physical work

environment, tools, meaningful tasks, performance expectations, feedback mechanisms, incentives for exemplary or subpar performance, knowledge, skills, attitudes, and standard operating procedures.

The Relationships between Job Stress and Workers' Performance

When someone realizes that the circumstances they are in may be more demanding than their endurance, they experience job stress. It is the outcome of an uneven distribution of resources versus demand. Due to the increased demands placed on workers by many firms in an effort to outperform their rivals, job stress has become a common issue across many professions. The study shows a close bond between the two subjects, with frequent heated arguments during academic cycles. Similar to Ahmed & Ramzan (2018), it finds a negative correlation between job stress and employee performance, with stress caused by role conflict, excessive workloads, and inadequate compensation. Jeyarai (2013) also found that occupational stress negatively impacts teachers, increasing their desire to quit and absenteeism.

THEORETICAL REVIEW

Cox and Griffiths Model

A framework was developed by Cox and Griffiths (1995) to aid in the evaluation of stress management techniques. What matters is how an external stressor affects things (Lazarus & Cohen, 1977). This model examines how specific stresses lead to particular effects within different groups, focusing on the structural aspects of the stress process. In contrast, transactional perspectives are centered on cognitive processes and the dynamic mental and emotional interactions individuals have with their surroundings. Unlike the G.A.S.-Seyles model, this approach emphasizes cognitive approaches and is noted for its flexibility in accommodating individual differences and recommending various stress-reduction techniques (Mark & Smith, 2008). It underscores the importance of stress management and offers strategies for managing psychological reactions to stress (Sabrina, 2014). However, critics argue that its simplicity overlooks biological, social, and environmental factors, while conducting experimental studies on subjective topics presents additional challenges.

EMPIRICAL REVIEW

Several studies have explored the factors contributing to stress among employees within companies. Concurrently, the present time has been characterized as an era marked by heightened tension and anxiety. Xhevdet and Wallace (2021) explored the relationship between job stress and job performance among Pakistani bank employees. Their study revealed that job stress notably reduced individual performance, highlighting the need for organizations to foster a supportive work environment. They looked on how academic staff members at Nigerian universities were affected by job stress in terms of commitment and output. The study's focus was on all of Nigeria's universities. A questionnaire was used as the main tool for gathering data for a field investigation. Chi-square analysis was done on the data. The findings indicated that employee productivity was impacted by job stress. Stress at work also affects how committed employees are. Increased stress levels without managerial attention to finding a solution leads to poorer work output, a risk to the organization's reputation, and the departure of talented workers. The results demonstrated that gratifying and inspiring employees leads to high-quality work and productive work environments.

Horwitz et al. (2020) conducted a quantitative field study to examine the impact of stress on work performance in the Qatari banking sector. Inferential statistics, namely Spearman Correlation, were employed in conjunction with the cross-sectional approach to test hypotheses. A sample of 124 people was chosen at random from the banking sector in Qatar, and this data was subjected to a number of statistical studies. The investigation has demonstrated a direct correlation between work stress and the workload and the ambiguous roles assigned to employees. One of the primary conclusions is that employee performance suffers when there is work-related stress. Additionally, the job title of the employee affects how stressed they perceive their degree of stress. The results of this study verify that, in the sample of the banking sector in Qatar, unfavorable working circumstances, role ambiguity, workload, and family issues all function as full mediating variables in the association between stress and job performance.

METHODOLOGY

A research design is a plan that guides the collection and analysis of study-related data (Baridam, 2001). The survey approach, used to anticipate a large number of similar entities, involves gathering and analyzing behaviors with common characteristics that can be easily generalized. According to Osuala (1987), survey design is a fact-finding strategy that utilizes interviews and questionnaires to obtain accurate information. Based on this, I employed a survey design for the study.

Barney (2000) defines the Population as comprising all entities or individuals that exhibit characteristics relevant to the phenomenon under study. In this research conducted at Port Harcourt International Airport in Omagwa, Rivers State, Nigeria, the population consisted of 2,010 employees from both private enterprises and governmental bodies within the aviation sector. The primary focus was to investigate the impact of job-related stress on employee performance.

To ensure unbiased selection, a simple random sampling technique was employed to distribute questionnaires throughout the airport. This method, as described by Gravetter and Forzano (2011), ensures that each member of the population has an equal chance of participating. The sample size of 334 was determined using the Taro Yamane (1967) formula, which is specifically designed for finite populations.

Data collection involved using a questionnaire with a five-point Likert scale ranging from "strongly agree" to "strongly disagree." Analysis included examining correlations between independent and dependent variables using Statistical Package for Social Scientists (SPSS) version 23. Analytical methods encompassed the one-way Spearman Rank Correlation Coefficient, along with descriptive techniques such as regression analysis, mean, and standard deviation calculations to explore relationships between the variables.

Data Presentation

My findings of the data analysis for the study are shown and discussed in this section. At Port Harcourt International Airport in Omagwa, Rivers State, Nigeria, descriptive (mean, percentages, and standard deviation) and inferential statistics were employed to evaluate the association between job stress and workers' performance. The workers of Port Harcourt International Airport Omagwa were given the questionnaire by the me in person. Tables and figures throughout the paper provide unambiguous evidence and findings. Tests were conducted, and the results were examined. Out of the 410 employees, 328 were chosen at random to make up the sample size. The table below provides information about the administration, collecting, and retrieval of the questionnaires:

Table 1: Total Questionnaire Distribution Statistics

	Frequency	Percentage (%)
Distributed Questionnaires	334	100%
Questionnaire not retrieved	26	6%
Retrieved Questionnaires	308	94%
Invalid Questionnaires	12	3%
Valid Questionnaires	296	91%

Source: Survey Data, 2025.

Table 1 presents the questionnaire distribution and retrieval frequency. Out of the 334(100%) copies of questionnaire administered, 308(94%) were returned, 26(6%) questionnaires were not returned, 12 questionnaire (3%) questionnaire were invalid, they are observed to be invalid by the nature of responses, which were linked to duplicated options, omissions of key questions in the questionnaire and 296(91%) were valid questionnaire. Therefore, the analysis in this chapter is based on the valid questionnaire of 296.

Results of the Findings

Job Stress and Productivity

Ho₁: There is no significant relationship between job stress and productivity in Port Harcourt International Airport Omagwa, Rivers State, Nigeria

Table 2: Correlations of Job Stress and Productivity

		Job Stress	Productivity
Job Stress	Pearson	1	695
	Correlation		
	Sig. (2-tailed)		.000
	N	296	296
Productivity	Pearson Correlation	695	1
	Sig. (2-tailed)	.000	
	N	296	296

Source: SPSS Output, 2025.

The analysis in Table 2 shows a significant correlation between job stress and productivity, with a significant level of p< 0.05 (0.000 < 0.05). A correlation coefficient of r = -0.695 indicates a significant inverse link between productivity and job stress, implying that if one variable rises, the other must fall as well; in other words, a positive influence from job stress will result in a proportional drop in productivity.

In light of this, the study accepts the alternative hypothesis—that there is a strong association between job stress and productivity at Port Harcourt International Airport Omagwa, Rivers State, Nigeria—and rejects the null hypothesis.

Job Stress and Employee Commitment

Ho₂: There is no significant relationship between job stress and employee commitment in Port Harcourt International Airport Omagwa, Rivers State, Nigeria

Table 3: Correlations of Job Stress and Employee Commitment

		Job Stress	Employee Commitment
Job Stress	Pearson Correlation	1	423
	Sig. (2-tailed)		.000
	N	296	296
Employee Commitment	Pearson Correlation	423	1
	Sig. (2-tailed)	.000	
	N	296	296

Source: SPSS Output, 2025.

According to the findings presented in Table 3, there is a notable correlation between job stress and employee commitment, with a statistically significant level of p < 0.05 (p = 0.000 < 0.05). The analysis reveals a somewhat negative relationship between job stress and employee commitment, with a correlation coefficient of r = -0.423. This indicates that an increase in job stress tends to correspond with a decrease in employee commitment: higher job stress is linked to lower levels of commitment among employees. Therefore, the study concludes that there exists a moderate and negative correlation between employee commitment and job stress. Consequently, the null hypothesis is rejected in favor of the alternative hypothesis, which suggests a significant correlation between employee commitment and job stress at Port Harcourt International Airport in Omagwa, Rivers State, Nigeria.

CONCLUSION

Using bivariate analysis to investigate the relationship between job stress and productivity, I discover a substantial correlation between the two variables. As a result, the null hypothesis was rejected, indicating a strong link between occupational stress and productivity. However, the findings revealed a substantial negative association between job stress and productivity, indicating that when job stress levels rise in airports, productivity falls, revealing job stress's considerable impact on productivity. According to the coefficient of determination, a unit change in occupational stress can account for up to 48% of the variation in productivity rates. Thus, reducing occupational stress at Port Harcourt International Airport Omagwa is critical for improving productivity. According to my research, there is a strong link between job stress and employee commitment. As a result, the alternative hypothesis was accepted whereas the null hypothesis was rejected. This reveals a negative correlation between employee dedication and job stress at Port Harcourt International Airport in Omagwa, Rivers State, Nigeria. The negative association suggests that when job stress is present, employee commitment at Port Harcourt International Airport Omagwa decreases. Moreover, data indicates that a one-unit difference in job stress at Port Harcourt International Airport Omagwa can explain up to 18% of the overall variation in worker commitment. Consequently, job stress lowers employee commitment.

STRENGTH AND LIMITATIONS

I carried out a test on Nomo logical, Convergent and Discriminant test in order to test for construct validity. Nomo logical validity indicates a scale's ability to demonstrate positive and substantial connection. The disadvantage I encountered during this research was that the survey's sample size was rather large in comparison to other previous studies undertaken. Furthermore, the questionnaire I designed should be more thorough. Some of the survey replies took a long time to arrive, which detracted from my ambition to obtain a larger sample size.

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