Job-Related Stress and Teachers' Performance in Some Selected Secondary Schools in Abuja – Nigeria

Izuegbu, Gloria Ebere Department of Business Administration Faculty of Administration, The University of America, Curacao Willemstad, Curacao, United Kingdom of Netherlands

DOI: 10.56201/jbae.v9.no1.2023.pg34.59

ABSTRACT

The study examines Job related stress and teachers' performance in some selected Secondary Schools in Abuja – Nigeria. A survey research method was used for the study. The primary data were generated through the instrument of questionnaire while secondary materials were sourced from past studies. Three research questions, objectives and hypotheses were formulated for the study. The population of the study was 500 employees of the selected secondary school in Abuja, out of which 222 respondents were selected and administered copies of questionnaire. The technique for data analysis was simple percentage statistical. The findings from the analysis revealed that job stress generally negatively affects the performance of employees in the selected secondary schools in Abuja. Three sources of job stress were identified: workload stress, working facilities stress and poor working condition. Findings showed that each of the sources has significant impact on teachers' performance. The study therefore, recommended among others, that all teachers in the selected secondary schools in Abuja should be given a commensurable work schedule as this will go a long way to reducing stress on the teaching staff of the selected secondary schools in Abuja and subsequently enhance their performance. In addition, the selected secondary schools in Abuja should provide appropriate work facilities and infrastructure to enable learning and a friendly working environment, which may lead to higher *job performance among teachers.*

Key Words: Job, Stress, Teachers, Performance

Introduction

1.1 Background of the Study

Stress is commonly associated with a specific incident or occurrence that one undergoes at a point in time. Usually, stress is used to refer to an emotional strain at a certain point of an experience. Stress is the way people react to changes, events, and situations in their lives, both physically and mentally. People feel stress in a variety of ways and for a variety of reasons. The reaction is determined by how one perceives an event or scenario. When one has a negative perspective on a situation, he or she is likely to feel distressed, overwhelmed, oppressed, or out of control. The more common form of stress is distress; evidence is mounting that the psychosocial environment in which people work affects both job performance and job

satisfaction (Clements-Croome, 2013; Shaw & Readon, 2014). Workers' jobs in modern office buildings are becoming increasingly complex and reliant on sophisticated technology, and corporations whose occupancy costs are rising often strive to lower them without negatively impacting the workers. Such workspace selections are intended to make an investment in employees' quality of life, with the notion that measurable productivity benefits will ensue. Studies are finding more and more connections between employee health and the psychosocial environment at work, such as the amount of pressure from home and pressure from a superior officer, as well as the air quality, ergonomic furniture and lighting.

Stress may however be seen as having two dimensions. "First, there is experiential aspect, that leads to psychological state of body system distress or tension where an individual may have an unpleasant feeling. Then there is physiological aspect which can be perceived as in threatening situation the body responded with a "fight or flight" syndrome. Stress is the general term applied to the pressure people felt in life. As a result of these pressures, employees develop various symptoms of stress that can harm their job performance. Stress is considered as an 'arousal reaction (positive or negative) to some job personal related stimulus.' The stimulus that causes stress is called a stressor. Stress is positive if it enable a person to perform or excel in a given situation or event. It is negative if there is excessive amount of stress in terms of these three related concepts: Anxiety, Conflicts and Frustration. It is almost impossible to isolate these three concepts from stress. In many ways, teachers' stress has not much difference from other forms of stress.

Teaching has conventionally been considered as a low-stress profession, but the situation has been somersaulted during these last three decades Olivier and Venter (2003). Many studies, example Bakare (2005) have revealed that teaching is the most stressful profession/job comparing to other professions/jobs. The majority of current research on workplace stress focuses on psychosocial factors that influence job performance, strain, and employee health. The physical environment is a factor in certain theoretical models of workplace stress (Klitzman & Stellman, 2018). However, much of the research relating to physical environmental elements refer to the physical dimensions of the tasks being performed rather than features of the psychosocial space in which they are conducted. Most research on job stress and other aspects of workplace stress do not look at the growing amount of work on the psychology of the workplace environment.

Teaching staff is primarily responsible for the academic activities of any institution such as research and teaching (Fatma, 2003). The primary functions of teaching and research determine high satisfaction with the facilities which exist to enable them to carry out their tasks satisfactorily. However, in the current secondary schools' scenario, the teachers' workloads are increasing to encompass not only teaching and research but also fulfilling administrative demands.

Work related stress is one of the most important and rapidly growing factors affecting ones' health. According to "Stress in America: The State of Our Nation Report 2017" (APA, 2017) the increase on the percentage of Americans experiencing at least one symptom of stress (i.e. feeling nervous, anger, fatigue) in the past month reached to 75 which was 71 in 2016. Similarly, Health and Safety Executive (HSE) (2017) reports, that stress, depression or anxiety accounts for the 40 percent of the total work-related ill health cases in Britain. According to APA (2017), money and

work are the top stressors among Americans, by considering the results of surveys being conducted more than a decade. There are numerous studies all over the world suggesting similar results too. For example, work related stress can cause psychological (such as; depression, anxiety, illogical thinking and decision making and so on) and physical problems (such as; headache, muscle-skeleton disorders, high blood pressure and even in extreme cases heart attack). In fact, work related stress affects people negatively in any way (Kotteeswari & Sharief, 2014). For that reason, increasingour insights on work stress can be beneficial for coping with the negative effects of stress.

Stress has a significant negative impact on employees" physical, emotional and behavioural as well as economic implications to organizations, and the nation as a whole. Stressed workers are prone to diseases like hypertension, cardiovascular disease, depression, etc. with their associated huge medical bills. Also, the employee is more likely to be unhealthy, poorly motivated, less productive and less safe at work" (ILO, 2016).

Stress has become a big problem in today's workplace. Work overload, role conflict, lack of task autonomy, job instability, and long hours of work, changes in duty, timetable, tight deadlines, and poor relationships with colleagues are some of the causes (Kamalak, Umati & Ambika, 2013). Employees in today's jobs are subjected to a variety of forms of stress. Stress is a complicated and dynamic term that has an impact on the entire performance of an organization's workforce. When the organization's most valuable assets go through stressful situations, it can cause them to do bad things at work, like miss days, be late, and be less productive overall (Arbabisarjon, Ajdari, Omeidi, and Jalalinejad, 2013).

According to Mullins (2017), one of the most important issues confronting European businesses is stress, which is a major source of negative influence on the quality of work-life and employee performance. According to the Health and Safety Executive (HSE), high levels of stress can lead to mental and physical health problems such as depression, neurological breakdown, and other heart-related illnesses. In other words, occupational stress has a substantial impact on job satisfaction and organizational commitment, and it can contribute to excessive absenteeism and employee turnover. Khatibi, Asadi, and Hamidi (2019) say that job stress and organizational commitment go in opposite directions.

The secondary school is an academic institution that trains a high-level workforce for the country's development, and new technological developments have blurred the line between work and life outside of work to the point where labor extends beyond the officially authorized hours. As a result, employees are increasingly recognizing that work is substantially interfering with their personal lives, and they are dissatisfied with the development because it is a major source of work stress. In light of the foregoing, the study investigates the effects of job-related stress on teachers' performance in selected secondary schools in Abuja.

Stress has significant impact on company and people performance and it terribly affects health of employees (Mimura and Griffiths, 2003 in Shah et al, 2012). The studies conducted in western countries have shown that the sources of stress that we name as Occupational Stress Inducers (OSI) in this study are negatively related to well-being and job satisfaction of employees. (Robertson, Cooper, & Williams, 1990). Shah et al. (2012) in their study on impact of stress on employee performance among teaching faculty, found a negative relationship between organizational structure and employee efficiency while rewards were found to be positively

correlated to employee efficiency as expected. Rubina et al. (2008) too found a negative relationship between job stress and job performance. However, the male employees were found to be affected more than theirfemale counter parts. Munir and Islam (2011) tested relationship between work stressors like role ambiguity, workload pressure, home-work interface, performance pressure, relationship with others and role conflicts on one side and job performance on the other with motivation as mediator and found that "role conflict" and "role ambiguity" have a positive relation with stressors against the common notion while the relationship is found to be negative between other stressors and job performance. Imrab et al. (2013) found that stress is responsible for decreasing the performance of bank employees. Ahmed & Ramzan (2013) too found a negative correlation between stress and job performance i.e as the stress increases the job performance goes down and vice-a-versa. Usman Ali et al. (2014) found that workload, role conflict, and inadequate monitory reward are the prime reasons of causing stress in employees that leads to reduced employee efficiency. Deshinger (2003) suggested that different aspects of employee job performance that are likely to be affected by stress include productivity, job satisfaction / morale, absenteeism, decision making abilities, accuracy, creativity, attention to personal appearance, organizational skills, courtesy cooperation, initiative, reliability, alertness, perseverance and tardiness. It is against this background that this study investigates job-related stress and teachers' performance in some selected secondary schools in Abuja - Nigeria

1.2 Aims and Objectives

The main objective of this study was to describe work-related stress and its eventual relationship with job performance of teachers working in some selected Secondary Schools of Federal Capital Territory, Abuja, while, other specific objectives were to:

- i. Examine the effect of workload stress on teachers' resource management of the selected secondary schools in Abuja.
- ii. Determine the effect of work facility stress on teachers' self-development in the selected secondary schools in Abuja
- iii. Ascertain the extent work conditions stress affect teachers' absenteeism at selected secondary schools in Abuja; and

1.3 Research Questions

The under listed research questions guided this study.

- i. To what extent has workload stress affected teachers' performance in selected secondary schools in Abuja?
- ii. What is the effect of work facility stress on teachers' performance in selected secondary schools in Abuja?
- iii. To what extent does work condition stress affect teachers' performance in selected secondary schools in Abuja?

Methodology

3.1 Research Design

For the purpose of this study, the survey and documentary research design methods were adopted. It involves using questionnaires to collect data from the respondents and reviewing relevant documents to complement the questionnaire. This method was chosen because it is quick and uses few resources. This study adopted the survey research design approach in its investigation. A survey design was adopted because it covers the entire population using the representative sample of the study. It measured a relationship between two variables without the researcher controlling either of them. It also measured the statistically significant relationship between two variables that would predict one variable using information available on another variable. The descriptive survey design is relevant to this study because it assists the researcher to explore the relationship between an independent variable (stress) and a dependent variable (teachers' performance). This study therefore focused on getting information on job-related stress and teachers' performance in some selected Secondary Schools in Abuja.

3.2 Area of Study

Federal Government Boys College was founded in 1999. It is the only federal college for boys in the whole capital city. Situated in the Garki district, it has over two hundred certified teachers and over 1,700 students. It is a boarding school that also accommodates day students. Unlike the lackadaisical trend in some government schools in the country, the complete tutoring and education of the students is on the priority list of the school. That is why the students are known for acing their examinations, especially the ones organized by WASSCE and NECO. Also, Federal Government College in the Kwali area council is a mixed-boarding school. The area where the school is situated used to be densely populated, but, recently, mass relocation from other parts of the city has made the Kwali area council fit to be called an urban area due to the changes in the environment, new businesses cropping up every day, and infrastructure. Federal Government College, Kwali, Abuja, is one of the co-educational Unity Colleges in the country. It was established on the 6th of January, 1984, with an intake of junior secondary one (JS 1) only. The College is located at Kwali town in the Kwali Area Council of the Federal Capital Territory, 13 kilometers out of Gwagwalada, along Kaduna-Lokoja Road, Kwali, 68 kilometers south-west of Abuja Capital City and 48 kilometers south of Suleja. The Federal Government Academy is also known as Suleja Academy. It was founded in 1986 by the Federal Government under the Babangida regime. Unlike other secondary schools in the country, it is a special school for children who are highly intelligent. The school is well equipped, accommodating both male and female students trained by qualified teachers. Getting one's ward admitted into the school isn't a walk in the park. Starting with the processing fees of about 5, 000, a child seeking admission into Junior Class One must be 11 years or older. The school frowns at taking in younger children under 11 years old, regardless of how brilliant they are. The Federal Government College in Rubochi, Kuje, was founded in April, 2000. It is a boarding school, running a very good curriculum, with alumni all over the world. Similarly, Federal Government Girls College, Founded and commissioned in 1982 in the Abaji Local Government Area, along Abaji was Abaji-Toto Road, Abaji FCT Abuja. Government Girls Secondary School Abaji is one of the top 10 government senior secondary schools in Abuja. Also, Federal Government Girls College in Abaji is a boarding school for girls only, situated in Abaji area council, in the capital city. Abaji is known as the land of the Egbira, Ganagana, and Hausa people. In another development, Federal Government Girls College, Bwari was also used and The Federal Government Girls' College, Bwari-Abuja, came into being on January 15th, 1984 to meet the demand for girl-child education in the FCT, the middle belt and the country at large. It was the 41st Unity College to be established in the country and the second in the Federal Capital Territory after Kwali. It is a boarding school that took off with 43 students and 8 teaching and 10 non-teaching staff. Also, Army Day Secondary School, Maitama was

Founded in 1992, Army Day Secondary School in Maitama is one of the top 10 government senior secondary schools in Abuja. It is located within the Municipal Local Government Area, particularly in Mambilla Barrack, Maitama, Abuja. The manner of inculcating discipline and success results makes the public senior secondary one of the first choices of parents around Abuja. **Government Secondary School Wuse** is located on Abidjan Street, Zone 3, Wuse, FCT Abuja. It was established around 1987 in the Municipal Local Government Area. It is ranked as one of the top ten government senior secondary schools in Abuja. And Government Day Secondary School, Dutse Alhaji, FCT Abuja, Government Day Secondary School, Dutse Alhaji, FCT Abuja, Government Area. It is one of the most successfully recognized public senior secondary schools in the city of Abuja, conforming to the Universal Basic Education protocols and requirements for the training of young children.

3.3 Sources of Data

Given the empirical nature of the study, primary data was heavily relied upon

3.3.1 Primary Source

The source data collection for this study was the use of questionnaire delivered to the selected principals, vice principals, teachers and students of the selected schools within the six area councils of Abuja.

3.3.2 Secondary Source

The source data collection for this study was the use of questionnaire delivered to the selected principals, vice principals, teachers and students of the selected schools within the six area councils of Abuja.

3.4 Population of study

A population of study according to Onwumere (2015) comprises of all elements: subjects and perhaps observations in relation to a particular phenomenon. For the purpose of this study, the population of the study includes 10 principals, 20 vice principals (academic and administration), 10 principals, 20 vice principals (academic and administration), 220 teachers, and 250 senior secondary school students from the selected schools; Federal Government Boys' College; Federal Government Academy; Federal Government College, Kwali; Federal Government College, Rubochi; Federal Government Girls College, Abaji; International Community School, Asokoro; Federal Government Girls College, Bwari;Army Day Secondary School, Maitama;Government Secondary School Wuse; Government Day Secondary School Dutse Alhaji; thus, making a total of 500 respondents for the study.

3.5 Sampling Procedure (Sampling Method & Sample Size Determination)

In this study, purposive sampling, which is a non-probability sampling technique, was adopted. This means the procedure of selection was deliberately carried out by the researcher. The study employed purposive sampling techniques whereby the researcher issued questionnaires to those directly involved in the study. The study used a purposive sample to choose a sample of respondents based on information about the study and the population. The sample's schools were chosen based on the study's objective. sample size **is** referred to as a certain number of precisely defined parts of the population that together represents the total element under study. Out of the five hundred respondents, a sample size of 222 respondents were selected for the study, which was a fair representation of the total subject. The sample size was determine using the Taro Yamane (1964) formula

3.6 Data Collection Procedure

Given the empirical nature of the study, primary data was heavily relied upon. The source data collection for this study was the use of questionnaire delivered to the selected principals, vice principals, teachers and students of the selected schools within the six area councils of Abuja. Also, the secondary sources of data collection were obtained through gazette, official document from the selected schools, textbooks from library, paper presentation in conferences and seminars, different websites on the internet and unpublished project reports.

3.7 Reliability of Instrument

The reliability for using the survey method in this research is that it is one of the appropriate methods for gathering large amounts of information. It can also allow the subjects being surveyed to remain anonymous and help to eliminate bias in the interpretation of results. Its major attractions are: its relatively low cost considering the fact that useful information was collected about a large number of people from a relatively small number (representative); it will be easy to generalize the findings to a larger population once representativeness of the sample is assured; and the flexibility of the survey means that a variety of data collection instruments (observations, interviews, questionnaires) could be used. This allows one instrument to serve as a check on the other

3.8 Validity of the instrument

Validity refers to the degree to which an instrument accurately measures what it intends to measure. Therefore, construct and content validity were used in the study. The structured questionnaire items were submitted to experts, research supervisors, and professors with expert knowledge in the field to confirm the material's content validity. The study used confirmatory factor analysis (CFA) to demonstrate the validity of the construct. The CFA allows the researcher to verify the factor structure or loading of a set of observed variables. CFA was used to determine the composite reliability to measure internal consistency in scale items and discriminant validity of the research instrument to test whether measurements that are not supposed to be related are unrelated. This helped to confirm if the questionnaire developed for this study is valid for decision-makings. At the same time discriminant validity was also checked.

3.9 Data Analysis Approach/Method

For the purpose of this study, the descriptive method of data analysis was used. The descriptive statistics was used to present the data. Descriptive statistics are frequency tables, figures, and charts. The data collected from respondents was analyzed using inferential statistics. Averages mean score was used to test the hypothesis. This study used the following decision rule to accept or reject the hypothesis: When the weighted average means score is equal to 2.50 and above, null hypothesis is Rejected and alternative hypothesis Accepted. Also, the weighted average means score is less than 2.50 and below null hypothesis is Accepted and alternative Rejected. The analysis was represented in tabular form for easy understanding of its content, the number of respondents, and the corresponding percentage. In addition to this, the data collected was presented in tables, using absolute figures and their corresponding percentages, capable of self-explanation and further analysis.

4.0 Results and Analysis

Table 4.1 Frequency Of Respondent's responses on the extent has workload affected teachers' performance in the selected Secondary Schools in Abuja

Items	Agree	Disagree	undecided
To what extent has workload affected teachers' performance in the selected Secondary Schools in Abuja?	107(53.5%)	64(32.0%)	29(14.5%)
To determine the number of subjects taught affects the quality of teaching delivery	135(67.5%)	58(29%)	7(3.5%)
To determine the number of students attended to affect quality of teaching	95(47.5%)	63(31.5%)	42(21%)
The extent number of examination script and continuous assessment scripts attended to affect objective assessment of student's performance	117(58.5%)	55(27.5%)	28(14%)

Table 4.1 contain the Frequency Of Respondent's responses on the extent has workload affected teachers' performance in the selected Secondary Schools in Abuja. The response on whether teacher experience workload stress revealed that 107 representing 53.5% of the respondents agreed while 64 representing 32% of the respondents disagreed and 29 representing 14.5% of the respondents were undecided about the question. Response on whether number of subjects taught affect quality of lecture delivery revealed 135 representing 67.5% of the respondents agreed while 58 representing 29% of the respondents disagreed and 7 representing 3.5% of the respondents were undecided. Also, Responses on whether number of students attended to affect quality of teaching, revealed that 95 representing 47.5% of the respondents agreed while 63 representing 31.5% of the respondents disagreed and 42 representing 21% of the respondents were undecided. Responses on whether number of student's performance, revealed 117 representing 58.5% of the respondents agreed while 55 representing 27.5% of the respondents disagreed and 25 representing 14% of the respondents were undecided.

Objective Two:

 Table 4.2 Frequency Of Respondent's responses on the effect of work facility on teachers' performance in the selected Secondary Schools in Abuja

Items	Agree	Disagree	undecided
The extent the inadequate work facilities affect employee performance	148(74%)	41(20.5%)	11(5.5%)
The extent insufficient office accommodation promotes absenteeism of employee from work	133(66.5%)	52(26%)	15(7.5%)
IARD – International Institute of Academic Research an	Page 41		

How lack of teaching aids affects quality delivery of lessons	146(73%)	48(24%)	6(3%)
To extent the lack of office infrastructure affects hours spent in office	133(66.5%)	46(23%)	21(10.5%)

Table 4.2 contains the frequency of respondent's responses on the effect of work facility on teachers' performance in the selected secondary schools in Abuja. The respondents were asked whether inadequate work facilities affect employee performance, the data obtained revealed that 148 representing 74% of the respondents agreed while 41 representing 20.5% of the respondents disagreed and 11 representing 5.5% of the respondents were undecided. Responses on whether insufficient office accommodation brings about absenteeism, revealed that 133 representing 66.5% of the respondents agreed while 52 representing 26% of the respondents disagreed and 15 representing 7.5% of the respondents were undecided. Responses on whether lack of teaching aids affects quality delivery of lessons revealed 146 representing 73% of the respondents agreed while 48 representing 24% of the respondents disagreed and 6 representing 3% of the respondents were undecided and responses on whether lack of office infrastructure affects hours spent in the office, revealed 133 representing 66.5% of the respondents agreed while 41 representing 23% of the respondents disagreed and 21 representing 10.5% of the respondents were undecided.

Research Question Three: To what extent does work condition affect teachers' performance in the selected Secondary Schools in Abuja?

Table 4.3: Frequency Of Respondent's responses on the effect of work facility on teachers'performance in the selected Secondary Schools in Abuja

Items	Agree	Disagree	undecided
The extent unfavorable work conditions affect teacher's performance	198(99%)	0(0%)	2(1%)
How low remunerations bring about poor attitude to work	152(76%)	41(20.5%)	7(3.5%)
The extent poor implementation of promotion brings about low morale of employees	122(61%)	60(34.5%)	9(4.5%)
How poor staff development brought about low employees' output	117(58.5%)	59(29.5%)	24(12%)

Table 4.3 contain the frequency of respondent's responses on the effect of work facility on teachers' performance in the selected secondary schools in Abuja. The responses on whether unfavorable work conditions affect employee performance revealed 198 representing 99% of the respondents agreed while 0 representing 0% of the respondents disagreed and 2 representing 1% of the respondents were undecided. The data obtained revealed that 152 representing 76% of the respondents agreed that low remunerations bring about poor attitude to work while 41

representing 20.5% of the respondents disagreed and 7 representing 3.5% of the respondents were undecided as regard the question. The data obtained revealed that 122 representing 61% of the respondents agreed poor implementation of promotion brings about lowered morale of employees while 69 representing 34.5% of the respondents disagreed and 9 representing 4.5% of the respondents were undecided. The data obtained revealed that 117 representing 58.5% of the respondents agreed poor staff development bring about low output while 59 representing 29.5% of the respondents disagreed and 24 representing 12% of the respondents were undecided.

4.2 **Test of Hypothesis I**

H0₁: Workload stress has no significant effect on the teachers' performance of the selected secondary schools in Abuja.

The analyzes the effect on the teachers' performance of selected secondary schools in Abuja were computed using the critical value of weighted means score and the result is shown in table 4.5 below

Variable	Agreed	Disagreed	Undecided	Total No of Respondents/Score	Weighted Mean
Responses	107	64	29	200	478/200
Grading	3	2	1	-	-
Total Value	321	128	29	⁴⁷⁸ / ₂₀₀	2.39
Decision	-	-	-	-	Rejected

Source: Research Data, 2022

Table above shows the result of the calculated value of weighted means score at 2.39. This means that, the calculated value is not scientifically significant because, it is less than 2.50. We will therefore accept the research hypothesis which states that, workload stress has no significant effect on the teachers' performance of the selected secondary schools in Abuja and reject alternative hypothesis which shows that, workload stress has effect on the teachers' performance of selected secondary schools in Abuja. This means that, teachers of the selected secondary schools in Abuja faced workload stress which does not affect their performance.

H0_{2:} Working facilities has no significant effect on teachers' performance of the selected secondary schools in Abuja.

The analyses the effect of working facilities on teachers' performance of the selected secondary schools in Abuja were computed using the critical value of weighted means score and the result is shown in table 4.5 below

Table 4.5: Calculation of Critical Value of Weighted Means Score					
Variable	Agreed	Disagreed	Undecided	Total No. of Respondents/score	Weighted Mean
Responses	148	41	11	200	446/166
Grading	3	2	1	-	-
Total Value	444	82	11	⁵³⁷ / ₂₀₀	2.68
Decision	-	-	-	-	Accepted

Source: Research Data, 2022

Table above show the result of the calculated value of weighted means score at 2.68. This means that, the calculated value is scientifically significant at 2.68 because, it is greater than 2.50. We will therefore reject the research hypothesis which stated that, working facilities has no significant effect on teachers' performance of selected secondary schools in Abuja and accept alternative hypothesis which shows that, there is significant relationship between working facilities and teachers' performance of the selected secondary schools in Abuja. This means that, working facilities has significant effect on the performance of teachers in the selected secondary schools in Abuja.

H0₃: Work condition has no significant effect on teachers' performance of the selected secondary schools in Abuja.

The analyzed the extent to working condition affects teachers' performance of the selected secondary schools in Abuja were computed using the Critical Value of Weighted Means Score and the results are shown in table 4.6

Variable	Agreed	Disagreed	Undecided	Total No of Respondents/Score	Weighted Mean
Responses	198	0	2	200	⁵⁹⁶ / ₂₀₀
Grading	3	2	1	-	-
Total Value	594	0	2	⁵⁹⁶ / ₂₀₀	2.98
Decision	-	-	-	-	Accepted

Table 4.20: Calculation of Critical Value of Weighted Means Score

Source: Research Data, 2022

Table above shows the result of the calculated value of weighted means score at 2.98. This means that, the calculated value is scientifically significant at 2.98 because, it is more than 2.50. We will therefore reject the research hypothesis, which states that work condition has no significant effect on teachers' performance of the selected secondary schools in Abuja and accept the alternative hypothesis, which shows that work condition has effect on teachers' performance of the selected secondary schools in Abuja. This means that, working conditions has significant effect on teachers' performance of selected secondary schools in Abuja.

4.3 Discussion of Findings

The objective of this study was to examine the impact of stress on teachers' performance of selected secondary schools in Abuja and how significant other variables such as workload stress, working facilities, and work conditions have effect on teachers' performance of selected secondary schools in Abuja. The discussion of findings is structured in a way that it can address the research objectives.

Effect of workload on teachers' performance of the selected secondary schools in Abuja

From the data presented, the survey participants opined that teachers of selected the secondary schools in Abuja face workload stress which affects their performance; this was demonstrated in table 4.18. This means that employees' performance is strongly related to the workload assigned. This finding collaborate with that of Joseph (2017) whose findings showed that excess workload of administrative responsibilities lowers job efficiency of non-academic staff. Ademola, Clara and Babalola (2015) whose result revealed that job-stress dimensions independently and jointly influenced job performance adversely. Salami, Ojokuku, Ilesanmi, (2010) findings showed that job stress brought about subjective effects such as fear, anger and anxiety among Nigerian managers resulting in poor concentration, mental block and poor decision making skills. But differs with Swaminathan & Rajkumar (2013) whose study indicates that, an optimum level in which every individual can perform with his full capacity and identified three conditions responsible for work stress they are; Role overload, Role self-distance, Role stagnation. This study established that workload is a big concern to employees' of Nasarawa State University hence, employees experienced pressure due to work overload.

Effect of work facility on teachers' performance of the selected secondary schools in Abuja

The data obtained in table 4.6 above analyses the effect of working facilities on employees' performance in the selected secondary schools in Abuja. The data obtained in table 4.5 showed that inadequate work facilities affect employees' performance, hence insufficient office accommodation and space bring about absenteeism and lack of teaching and working tools affect quality of teaching delivered and timely delivery of responsibilities, the study further revealed that insufficient infrastructures affect hours spent in office. The finding corroborates the study of Edem, Akpan and Pepple (2017) whose finding revealed worker's productivity and performance can decrease due to poorly planned workplace environment and facilities as this adversely affects their morale and may give rise to poor motivation and no job satisfaction. Again, Khaled and Haneen (2017) whose findings revealed that the situational constrains such as inadequate computers, internet facilities, noise, office furniture, and ventilation and light, are the major work environment conditions that have negative impact on job performance and should gain more attention. The finding showed that working facilities plays a vital role in employees' performance.

To what extent do work conditions affect teachers' performance of the selected secondary schools in Abuja

Table 4.20 above analyses the extent working conditions affect employees' performance in the selected secondary schools in Abuja. The result revealed that unfavorable work conditions affect employees' performance and that low remunerations of employee brings about poor attitude to work, the study revealed that poor implementation of promotion also lowers employee morale

and poor staff development bring about low output and quality of service. This finding is in line with Nduku, Mwenda, and Anita (2021) who explored the effects of working conditions on the performance of employees of Kenya Commercial Bank and found out that Working conditions have a positive effect on the performance of employee. Ekundayo (2018) investigates the relationship between motivation and the level of employee performance as applied to some selected insurance companies in Lagos. The findings revealed that motivation was the major factor that affected employee performance. Furthermore, the study showed a direct strong and positive relationship between motivation of employees and their performance.

5.2 Conclusion

Keeping in view the important role of teaching profession in economic and social development of a country, the concept of teachers' performance has achieved a strategic significance. The performance of a teacher is affected by intra as well as extra organizational factors, which act as impediments to normal routine functioning of teachers. Once the routine functioning of teachers is disrupted, then teachers develop feelings of exhaustion and frustration, and if the disrupted situation persists then negative dysfunctional feelings hit the teachers, which can be termed as stress, which is a reaction to the unwanted environmental stressors. Teachers under stress cannot perform well. Their job satisfaction and motivation levels are decreased and they show unwanted behaviors like absenteeism, mistakes during work and violence at work. This study examined the impact of stress on teachers' performance of some selected secondary schools in Abuja. High workload, work facilities and work condition of teachers' performance. It is evident that impact of high work overload and work facilities related stress have affected teachers' performance negatively among the selected secondary schools in Abuja. The study concludes that, stress has negative impact on teachers' performance. Workload, work facilities, work condition and job content have different results and relationship with teachers' performance in the selected secondary schools in Abuja. Stress led to negative consequences in the working environment so it is essential to reduce stress from workplace.

5.3 **Recommendations**

The study recommends that,

- i. All teachers in the selected secondary schools in Abuja should be given commensurable work schedule as this will go a long way to reduce stress on teaching staff of the selected secondary schools in Abuja and subsequently enhanced their performance.
- ii. The selected secondary schools in Abuja should make effort to provide appropriate work facilities and infrastructure in order to have enabling learning and friendly working environment, which may lead to higher job performance among teachers.
- iii. The selected secondary schools in Abuja should provide adequate work conditions for the teachers' as it will enhanced performance, because insufficient office accommodation and space bring about absenteeism, lack of teaching and working tools affect quality of teaching delivered and timely delivery of responsibilities, thus, insufficient infrastructures affect hours spent in office.

References

- Alabi, A., Marlala, A., & Lawal, A. (2017). Lecturer's work stress and job performance in Kwara state collages of Education, Nigeria. 3rd Annual international conference of collaboration of Education faculties in West Africa (CEFIOA) at Ibrahim Badamasi Babaginda University, Lapai.
- Ahmed M, Guo Q, Qureshi MA, Raza SA, Khan KA, Salam J. (2021) Do green HR practices enhance green motivation and proactive environmental management maturity in hotel industry? Int J Hosp Manag.
- Ahmed & Ramzan (2013) Effects of Job Stress on Employees Job Performance : A Study on Banking Sector of Pakistan, IOSR. *Journal of Business and Management, Vol. 11, Issue 6 pp 61-68*
- Ajisafe, O. E; Orifa, Ruth, A. O. and Balogun, J. A. (2015).Influence of Human Capital Management on Organizational Performance in Nigeria. *Journal of Resources Development and Management*, 14(5), 8-14.
- Akinyele, S.T., (2017). A critical assessment of environmental impact on workers productivity in Nigeria. Res. J. Business Manage., 1: 50-61.
- Ali G, Anbren S, Bashir MK. Climate mitigation, low-carbon society, anddynamism of educational institutes in a low-income country.Environ Sci Pollut Res. (2018) 25:3775– 84. doi: 10.1007/s11356-017-0607-9
- Ali, W., Raheem, A., Nawaz, A. & Imamuddin, K. (2014). Impact of stress on job performance: an empirical study of the employees of private sector universities of Karachi, Pakistan. International Science Congress Association, 3(7): 14-17.
- Amina, A. & Bako, R. (2014). Relationship of stress among University lectures in Nigeria Journal IOSR Journal of Humanities and Social Sciences vol.(19).1
- Ammar, T. (2016). The effect of internal variables, on the level of job stress on employees of Palestinian Universities at Gaza Strip. Master thesis. Islamic University Gaza.
- Aniedi, A., Offiong, B. & Effiom, D. (2014). Occupational stress sources among university academic and administrative staff. In Okeke, C., Chuwkuemeka, E. and Amobi, D. (eds.). Occupational stress and the performance of non-teaching staff of selected universities in the South-Eastern Nigeria. *Management Studies and Economic Systems (MSEs)*, 3(3): 183-196.
- Annakis, J., Dass, M., & Isa, A. (2014). Exploring Factors that Influence Talent Management Competency of Academics in Malaysian GLC's and Non-Government Universities. *Journal of International Business and Economics*, 2(4), 163-185.

- Anastasiou, S., & Papakonstantinou, G. (2014).Factors affecting job satisfaction, stress and work performance of secondary education teachers in Epirus, NW Greece.*International Journal Management in Education*, 8(1), 37–53.
- Anbazhagan, A., SoundarRajan, L.J. and Ravichandran, A. (2013) "Work Stress of Hotel Industry Employees in Puducherry". Asia Pacific Journal of Marketing & Management Review, 2, 5, 85-101
- Arbabisarjou, A., Ajdari, Z., Omeidi, K. & Jalalinejad, R. (2013). The relationship between job stress and performance among the Hospitals' Nurses. *World of Science Journal, 02: 181-188.*
- Archibong, I., Bassey, A. & Effiom, D. (2014). The effect of occupational stress on the performance of university administrators in the Cross Rivers State University of Technology, Cross River State and University of Uyo, Akwa Ibom State.
- Arikewuyo, M. (2014). "Stress management strategies of secondary school Teachers in Nigeria." Education Research,; 46(2) 42-57.
- Armstrong, M.A. (2010). Handbook of Human Resource Management Practice. London: Kogan Page Limited.
- Armstrong, M. (2012). A Handbook of Human Resource Management Practice, (12th edn.), London, Kogan Page Publishers.
- Armstrong, M. (2014). A Handbook of Human Resource Management Practice, (13th edn.), London, Kogan Page Publishers.
- Aquino, G. V. (2018). *Educational Administration*: Theory and Practice. Quezon City: Rex Bookstore.
- Awada M, Becerik-Gerber B, White E, Hoque S, O'Neill Z, Pedrielli G, et al. (2022) Occupant health in buildings: Impact of the COVID-19 pandemic on the opinions of building professionals and implications on research. Build Environ. 207:108440. doi: 10.1016/j.buildenv.2021.108440
- Basarudin, N. A., Yeon, A. L., Yaacob, N., & Yusof, R. (2016).Faculty workload and employment benefits in public universities. International Review of Management and Marketing, 6(S7), 73–82
- Bashir, U. &Ramay, M. (2017). Impact of stress on employee job performance: A study of banking sector of Pakistan. In Odor, H.O. (ed.). Work related stress and employee commitment at Delta State Polytechnic, Ogwashi Uku, Delta State, Nigeria. Global Journal of Management and Business Research, 19(1): 26-36.
- Bashir, A. (2017). Employees' Stress and its impact on their Performance. International Conference on Business and Technology, Iqra University, Islamabad.

- Betonio, J.R. (2015), "Stress Factors and the Teaching Performance of the College Faculty", International Journal of Social Science and Humanity, Vol. 5 No. 7, pp. 651-655.
- Bokeno, R.M. (2011). Learning in conflict: revisiting the role of perception. Development and Learning in Organizations. An International Journal, 25(2), 15-17.
- Borg, M. G., & Falzon, J. M. (2016). "Determinants of occupational stress in teachers", British Journal of Educational Psychology, Vol.2, pp.119-130.
- Borg, M. J. (2016). "Occupational stress in British educational settings", Educational Psychology, Vol.10, pp.103-126.
- Baron, A. and Armstrong, M. (2007). Human Capital Management: Achieving Added Value through People, London and Philadelphia, Kogan Page Publishers.
- Biswas, M. (2012). Human Resource Management in Hospitality. New Delhi, India: Oxford University Press.
- Bowers, T. & Mciver, M. (2016). Ill Health, Retirement and Absenteeism Amongst Teachers. Research Brief No 235: Department for Education and Employment, London.
- Butterfield, K., Trevino, L., & Ball, G. (2016). Punishment from the manager's perspective: A grounded investigation and inductive model. Academy of Management Journal, 39(6), 1479.
- Campbell, J. (2017). Modeling the performance prediction problem in industrial and organizational psychology. In Dunnette M. & Hough, L. (Eds.), Handbook of industrial and organizational psychology, 1, 687-732.
- Casey, L. (2013). Stress and well-being in Australia survey 2013. Australian Psychological Society.
- Chapelle, C. A. (2009). The Relationship between Second Language Acquisition Theory and Computer-Assisted Language Learning. *The Modern Language Journal*, 56(93), 741-753.
- Chetana, N., & Mohapatra, A.K. (2016). Effect of Organizational Learning Culture on Career Development Competencies. *International Journal of Research in IT and Management*, 6(10), 19-31.
- Chidi N. (2012). *Closing the skill gap in the workplace*. Business HR Report, business day Media Ltd, Lagos.
- Chigozie, M. P., AGA, C. C., & Onyia, E. (2018).Effect of Human Capital Development in Organizational Performance in Manufacturing Industries in South-East Nigeria.*International Journal of Academic Research in Economics and Management Sciences*, 7(3), 60–78.

- Choudhury, J. and Mishra, B. B, (2010). Theoretical and Empirical Investigation of Impact of Developmental HR Configuration on Human Capital Management. *International Business Research*, 3(4), 181–186.
- Clement-Croom (2014).job stress and blue collar. New York: New York Times.
- Challagalla, G. & Shervani, T. (2016). Dimensions and types of supervisory control: Effects on salesperson performance and satisfaction. Journal of Marketing, 60(1), 89.
- Chetty, U.P. (2014). *The Effect of Stress on Educator Efficacy. D.Ed. Thesis*, Durban: University of Zululand.
- Clarke, S. & Cooper, C.L.(2013). *Managing the risk of workplace stress*: Health and Safety Hazards. London: Routledge.
- Cooper, C. and Marshall, J. (2016) Occupational Sources of Stress: A Review of the Literature Relating to Coronary Heart Disease and Mental Ill Health'. Journal of Occupational Psychology, 49 (1), 11-28.
- Cooper, D. R. & Schindler, P. S. (2014). Business Research Methods, (12th edn.), Boston, Mc Graw-Hill Irwin.
- Cross, O. D. (2019). The effects of Human Capital Development on Organizational Performance.*International Journal of Scientific Research and Management (IJSRM)*, 7(1), 952-958.
- Cronbach, L. (2015). *Research for tomorrow's schools: Disciplined inquiry for education*. New York: Macmillan.
- Cummings, T.G, & Worley, C.G.(2018). Organization Development & Change (9th Ed.). USA: Cengage Learning.
- Dae-bong, K. (2019). Human Capital and its Measurement, the 3rd OECD World Forum on "Statistics, Knowledge and Policy", Charting progress, Building Visions, Improving life, Busan Korea 27 – 30 October.
- David, F. A. (2019) *Statistical Models*: Theory and Practice (revised ed.), UK Cambridge University Press.
- Dawodu, A. A., Akintunde, O. A. & Olulana, B. S. (2018). Human Capital Development and Organizational Performance in the Food, Beverage and Tobacco Industry in Lagos State. Nigeria. Nigerian Journal of Management Studies, 18(2), 27-35.
- Dekeyser, R. M., & Criado, R. (2013) Automatization, skill acquisition, and practice in second language acquisition. In C. A. Chapelle (Ed.), The encyclopedia of applied linguistics. London: Blackwell.

- Dina, T. (2013).Impact of funding on access to electronic database resources by university users in Esan Land, Nigeria. A diminishing past, a rescued future: essay on the people, tradition and culture of Esan Southern Nigeria. pp. 201-211.
- Dizon, M. (2015). "Relationship of stress and the teaching performance of the faculty members of Mindanao State University," Ph.D. dissertation, Dept. Educ., Liceo de Cagayan University, Cagayan de Oro City, Philippines.
- Doucouliagos, C. (2017). The aggregate demand for labor in Australia: A Meta-analysis. Australian Economic Papers, Blackwell Publishing, 36 (69), 224-42.
- Dunham, J. (2014b). Stress in Teaching. London: Croom Helm.
- Ethelmary, D., Nwankwo, A., Aroh, G. (2021) Stress and Employee Performance in Selected 5 Federal Universities in South East Nigeria; British Journal of Management and Marketing Studies ISSN: 2689-5072 Volume 4, Issue 1, 2021 (pp. 87-109)
- Ellis, R., & Shintani, N. (2013). *Exploring language pedagogy through second language acquisition research*. New York: Routledge.
- European Scientific Journal February 2019 edition Vol.15, No.4 ISSN: 1857 7881 (Print) e ISSN 1857-7431160
- Fevre. L. Mathny. J. &Kolt, G. (2013). Eustress, Distress, and interpretation in occupational stress. Journal of Managerial Psychology, 18(7) 726-744.
- Federman, M. (2016). *Towards an effective theory of organizational effectiveness*. Retrieved from http://whatisthemessage.blogspot.com/2016_03_01_archive.html
- Fimian, M.J. (2014). "The development of an instrument to measure occupational stress in teachers: The Teacher Stress Inventory", *Journal of Occupational Psychology, Vol.57,pp.* 277-293
- Fitzgerald, M. (2014). Talent and Talent Management Insights. Retrieved from https://eoeleadership.hee.nhs.uk/sites/default/files/Insight-1-Defining-Talent-and-Talent-Management.pdf
- Ford, A. & Amos, K. (2014). Assessing Strategies for Managing Work related stress of Barclays Bank Limited, Takor – adi. European Journal of Business and Innovation Research, 2(2) 51–69.
- Gallardo-Gallardo, E., Dries, N., & González-Cruz, T.F. (2013). What is the meaning of 'talent' in the world of work? Human Resource Management Review, 23(4), 290–300.
- Garavan, T.N., Morley, M., Gunnigle, P. and Collins, E. (2013). Human Capital Accumulation: The Role of Human Resource Development. *Journal of Europen Industrial Training*, 25(2), 48-68.

Page **51**

- Gigam, J and Hoel, T. (2013). *Violence and Stress at Work in Financial Services*. Retrieved from: http://www.ilo.org/public/english/dialogue/sector/papers/service/w p210.pdf.
- Gitonga, D. (2012). Influence of Teachers Motivation on Students Performance in Public Schools, Kenya. Ph.D. Thesis, University of Nairobi.
- Hasebur, R. (2013). Job stress, Employee performance and health: as study on commerce bank in Bangladesh. Global Journal of Management and Business Research Economics and Commerce, (13)4.
- Hoel, H., Zapf, D., & Cooper, C. (2017).Workplace buying and stress.In P.L. Perrewe' & D.C. Ganster (Eds.), Historical and current perspectives on stress and health. Kidlington, Oxford: Elservier Science Ltd.
- Hoffman, B.J. & Woehr, D.J. (2006). A quantitative review of the relationship between personorganization fit and behavioral outcomes. Journal of Vocational Behavior, 68(3), 389-399.
- Ingham, J. (2016). Closing the Talent Management Gap: Harnessing your employees' talent to deliver optimum business performance. Strategic Human Resource Review, 5(3), 20-23.
- ILO (2016). Workplace stress: A collective challenge, ISBN: 978-92-2-130641-2, Geneva,
- Igbokwe, I. and Itoya, J. (2020) Managing the Effect of Job Stress on Employee Performance In tertiary Institutions: A Study of Delta State University: Ignatius Ajuru University/ Business & Marketing Chronicle Vol. 5 No. 2.
- Ikonne, C.N. (2015). Job stress and psychological well being among library employees: a survey of library staff in selected university libraries in South-West, Nigeria. Open Access Library Journal.
- Ivancevich, J.M., & Matteson, M.T. (2016). *Stress and Work*: A managerial perspective. Glenview, IL: Scott, Foresman.
- Jackson, L. and Rothman, S. (2016). "Work-related wellbeing of educators in district of North West Province", Perspectives in Education, Vol.23No.3, pp.107-122.
- Jali, S. L. (2016) "Some factors influencing job satisfaction & job performance of reading teachers in the division of Iligan City, a proposal training program," Ph.D. dissertation, Dept. Educ., Liceode Cagayan University, Cagayan de Oro City, Philippines.
- Jantan, H., Hamdan, A.R., & Othman, Z.A. (2019). Classification Techniques for Talent Forecasting in Human Resource Management. In Huang, R., Yang, Q., Pei, J., Gama, J., Meng, X., and Li, X. (Eds.), Proceedings of the 5th International Conference on advanced data Mining and Application (pp.496-503.). Berlin, Germany: Springer.
- Jamal, M. (2014)."Job stress and Job performance: An empirical assessment", Organizational Behavior and Human Performance, Vol.33, pp.1-21.

- Jamal, M. (2017). Job stress & Job performance controversy: An empirical examination in two countries. *International Journal of Stress Management*, 14(2) 175 187.
- Joseph R. (2017). Experiential avoidance as a moderator of the relationship between anxiety sensitivity and perceived stress JR Bardeen, TA Fergus, HK Orcutt Behaviour therapy, 44 (3), 459-469.
- Kamalak, M., & Umat, V. Ambika, H. (2013): investigate the effects of job stress on employee job performance. Chenai: University of Vietnam.
- Karaj, S. (2012). Teacher stress in Albania: examining the role of students' classroom deviant behavior and other factors in the school context. In 1st Albania International Conference on Education (AICE) (pp. 317–324). Klenke, K. (2007). Authentic leadership
- Kareem, A. M. (2019). The Impact of Human Resource Development on Organizational Effectiveness: An Empirical Study. Journal of Management Dynamics in the Knowledge Economy, 7(1), 29-50
- Kareem, A. M. (2019). The Impact of Human Resource Development on Organizational Effectiveness: An Empirical Study. Journal of Management Dynamics in the Knowledge Economy, 7(1), 29-50
- Kareem, M. A. (2017). The Role of Human Resources Development Strategy in Achieving Corporate Social Responsibility: At the SME Level. Paper presented at the 21st European Scientific Conference of Doctoral Students, Brno, Czech Republic.
- Kazmi, R. Amjol, S, & Khan, D. (2018) occupational stress and its effects on job performance: A case study of medical house officers of district Abbottabad. Journal of Ayub Medical College, (20)13 135-139.
- Khan, F.A., & Khan, M.A. (2011).Impact of Training and Development on Organizational Performance. Global Journal of Management and Business Research, 11(7), 63-68.
- Khattak, M. A., Ul-Ain, Q., & Iqbal, N. (2013).Impact of role ambiguity on job satisfaction, mediating role of jobstress.*International Journal of Academic Research in Accounting, Finance and Management Sciences*, 3(3), 28-39.
- Khatibi, A., Asadi, H. & Hamidi, M. (2019). The relationship between job stress and organizational commitment in National Olympic and Paralympic Academic. World Journal of Sport Sciences, 2(4):272-278.
- Kinman, G & Jones, F. (2018). Effort-reward imbalance and work-life conflict: Case of UK university educators. *Journal of Managerial Psychology, Vol.23,pp. 236-251.*
- Kimura, T., Bande, B., & Fernandez-Ferrín, P. (2018). Work overload and intimidation: The moderating role of resilience. European Management Journal, 36(6), 736– 745.doi:10.1016/j.emj.2018.03.002

- Kihara L.N and Mugambi H. (2016). Effect of stress management strategies on employee performance in the public service. *Strategic Business and Change Journal of Management*, 5(2) 2382-2405.
- Klitzman R. and Stellman, S. (1997). Effects of stressful life events on depression'", Annual revise of Psychology, pp. 191-214.
- Kocak, R. (2016). "The validity and reliability of the teachers' performance evaluation scale", Educational Sciences: Theory and Practice, Vol.6 No.3, pp. 799- 808.
- Kothari, C. R. (2018). *Research methodology.Methods and Techniques*. New Delhi: New Age International Publishers.
- Kyriacou, C., & Chien, P. (2014)."Teacher stress in Taiwanese primary school", Journal of Education Enquiry, Vol.5 No.2, pp. 86-104.
- Kyriacou, C. (2016). *Teacher Stress: Directions for future research*. Educational Review, Vol.53 No.1, pp.27–35.
- Lazarus, R. (2013). From Psychological Stress to the Emotions: A history of changing outlooks. Annual review ofpsychology, 44(1), 1-22.
- Lazarus, R., & Folkman, S. (2014). *Stress, appraisal and coping*. New York: Springer Publications.
- Lee, S., & Young, L. (2016). Assessing the effect of job stress and social support on job satisfaction. *Analysis onKorean police officers. IRMBR*, 151-157.
- Li X, Li H, Skitmore M, Wang F. (2022) Understanding the influence of safety climate and productivity pressure on non-helmet use behavior at construction sites: a case study. Eng Constr Archit Manag. 29:72–90.
- Little, L., Simmons, B., & Nelson, D., (2017). Health Among Leaders: Positive and Negative Affect, Engagement and Burnout, Forgiveness and Revenge. The Journal of Management Studies, 44(2), 243.
- Lowe, G.S. (2016). *Creating Healthy Organizations*: How Vibrant Workplaces Inspire Employees to Achieve Sustainable Success.University of Toronto Press.
- Luthans, F. (2016). Organizational Behaviour: An Evidence Based Approach, McGraw-Hill.
- Lyell, D., Magrabi, F., & Coiera, E. (2018). The effect of cognitive load and task complexity on automation bias in electronic prescribing. Human Factors, 60(7), 1008–1021.
- Martin-Sardesai, A., & Guthrie, J. (2018). Human capital loss in an academic performance measurement system. Journal of Intellectual Capital, 19(1), 53–70. doi: 10.1108/JIC-06-2017-0085

- Martela F, Hankonen N, Ryan RM, Vansteenkiste M. (2021) Motivating voluntary compliance to behavioural restrictions: self-determination theory-based checklist of principles for COVID-19 and other emergency communications.
- Marimuthu, M., Arokiasamy, L., & Ismail, M. (2009). Human Capital Development and Its Impact on Firm Performance: Evidence from Developmental Economics. The Journal of International Social Research, 2(8), 265-272.
- Mathny. J. & Kolt, G. (2013). Eustress, Distress, and interpretation in occupational stress. Journal of Managerial Psychology, 18(7) 726-744.
- Maslow, A. (2017). *Motivation and Personality*. New York: Harper and Row.
- Mba, O. A., & Tonye, O. (2014). Human resource development and organisational performance in Nigerian Liquefied Natural Gas Company Limited, Bonny. Journal of Management and Sustainability, 4(4), 134-146.
- McGrath, S. (2017) "Transnational, Globalisation and education and training: evidence from the South African automotive sector", *Journal of Vocational Education and Training, Vol.59* No.4, pp.575-589.
- Mechie, S. (2015).Causes and management of stress at work.Retrieved 7thNovember 2015, from http://oem.bmj.com/content/59/1/67.long.
- Mohan, M. (2015) employee stress and performance of companies listed in NSE.
- Mugenda, O. M. & Mugenda, A. G. (2018). *Research Methods*: Quantitative and Qualitative Approaches. Nairobi: ACTS Press.
- Mullins, L. J. (2017). Management and Organization Behaviour. England: Prentice Halls.
- Mullins, L. (2017). Management and organizational behavior (8th ed.). Harlow Financial Times Prentice Hall.
- Munali, J. (2015). Stress and individual performance of workers in hotels at the Kenyan coast.(Unpublished Doctoral dissertation). Thesis and rapradesh open university, Hyderbad state. India.
- Mittal, S. (2013).HRD Climate in Public & Private Sector Banks. Indian Journal of Industrial Relations, 49(1), 123-131.
- Noe, R. (2001). Human Resource Management (2nd edition). Upper Saddle River, NJ: Prentice Hall.
- Nordhaug, O. (1998). Competencies, specificities in organisation International Studies of Management and Organisation, 28(1), 8-29.

- Niemi., P. & Valniomaki (2013). Medical students Academic distress, coping and Achievement strategies during the pre-clinical years. Teaching and Learning Medicine,(11) 125-134.
- Ngeno, G. (2017). Causes of burnout among primary school teachers with Kericho municipality, Kenya.Journal of technology and education in Nigeria, 12(2), 19-18.
- Noer, D. (2015).Leadership in the age of layoffs.Journal of management Development. Vol. 14 No. 5, pp. 27-38.
- Obasi, I. (2016). Research methodology in political science. Enugu: Academic Publishing Company.
- Odhong, A. E., Were, S. & Omolo, J. (2014). Effect of Human Capital Management Drivers on Organizational Performance in Kenya. A Case of Investment and Mortgages Bank Ltd. *European Journal of Business Management*, 2(1), 341-356.
- Oguntimehin Y. (2016). "Managing stress in the teaching profession". International Journal for Applied Psychological Human Performance, 1(1)75-89.
- Ojiakor.N. (2015) Effects of stress on students academic performance during sandwich degree programme. A case study of PGDE students of Kwara state college of Education, Ilorin unpublished PGDE project Report. University of Ado-Ekiti.
- Okeke, M., Ojan, E. & Oboreh, J. (2016). Effects of stress on employee productivity *International Journal of Accounting Research (AJAR), 2(11): 38-49.*
- Okeke, M.N., Ojan, E. & Oboreh, J.C. (2016). Effects of stress on employee productivity. *International Journal of Accounting Research (AJAR)*, 2(11): 38-49.
- Ojokuku, R.M. and Sajuyigbe, A.S. (2015).Effect of Human Capital Development on the Performance of Small and Medium Scale Enterprises in Nigeria.Journal of Emerging Trends in Economics and Management Sciences, 6(1) 88-93.
- Orpen, C. (2014). The effects of organizational and individual career management on career success. *International Journal of Manpower*, 15(1), 27–37.
- Osman, L.H., Ismail, A., Nowalid, W.A., & Adnan, N.H. (2014). An empirical study of the relationship between career program and employee outcomes. *Journal of WEI Business and Economics*, 3(2), 33-40.
- Ozioko, R.E., Uwakwe, J.E. & Asadu, B.U. (2014). *Job stress among staff of polytechnic libraries of North- Central, Nigeria*. In Dina, T. (ed.). The effect of stress on professional librarians job performance in Nigerian universities libraries. Library Philosophy and Practice (e-journal).1431 http://digitalcommons.unl.edu/libphilprac/1431.

- Pace, F., D'Urso, G., Zappulla, C., & Pace, U. (2019). The relation between workload and personal well-being among university professors. Current Psychology, 1–8. doi: 10.1007/s12144-019-00294-x
- Prince, J.B. (2015). Career-focused employee transfer processes. Career Development International, 10(4), 293-309.
- Quick J. (2017).Preventative stress management in organisation.American Psychological Association, pp. 3-4.
- Quick, J., Quick, J., Nelson, D. & Hurrell, J. (2019). Preventive stress management in organization. Washington, D.C.: American Psychology Association.
- Qureshi M. T. and Ramay I. M. (2016).Impact of Human Resource Management Practices on Organizational Performance in Pakistan, Muhammad Ali Jinnah University, Islamabad.
- Rahman, M., & Avan, Y. R. (2016). Teaching workload and performance: An empirical analysis on selected private universities of Bangladesh. *European Journal of Social Sciences Studies*, 1(1), 1–13.
- Richard C. (2015). text book; divisional performance. Retrieved January 31, 2018, from cowtancy: <u>http://www.acowtancy.com</u>
- Richlin-KLonsky, J & Hoe, R. (2013).Sources and levels of stress among UCLA Students.Student Affairs Briefing.
- Robbins, S.P. et al. (2018). Organizational Behaviour, (5th Ed.) England: Prentice Halls.
- Sayeed, O. (2017). Organisational commitment and conflict. New Dehli: Sage Publication.
- Schultz, S. and Steyn, T. (2017). "Stressors in the professional lives in South African Secondary School Teachers", South African Journal of Education, Vol. 27, pp.691 701.
- Schultz, T. W. (2016) *Investment in Human Capital*. The American Economic Review, 51(1), 1-17.
- Schultz, T.W. (2013). *The Economic Importance of Human Capital in Modernization*. Education Economics, 1(1), 13-19.
- Seleim, A., Ashour, A., & Bontis, N. (2017).*Human capital and organizational performance*: A study of Egyptian software companies. Management Decision. 45(4), 789-801.
- Seibt, et al., (2018). "Predictors of work ability in occupations with psychological stress", Journal of Public Health, Vol.17, pp. 9-18.
- Seller, R. & Damas, A. (2015).One role or two?The function of psychological separation in role conflict.Journal of Applied Psychology, 87(3): 573-582.

Selye, H. (2013). Stress in health and disease. Butterworth-Heinemann.

- Shaw, M. and Readon, N. (2014) Work stress and employee performance in banking sector evidence from district Faisalabad Pakistan. Asian Journal of Business and Management Sciences, 1(7), 38-48
- Sheikh, A.M. (2016). Human resource development and management, Rain Nagar: New Delhi: Chand and Company Limited.
- Song B, Tao W. (2022) Unpack the relational and behavioral outcomes of internal CSR: Highlighting dialogic communication and managerial facilitation. Public Relat Rev.
- Serekan, U. (2016). Research Methods for Business: A skill Building Approach, (5th edn), USA, John Wiley & Sons Publisher.
- Severine, D. and Lila, S. (2019). An Introduction to the Human Development and Capability Approach, Freedom and Agency, London, EarthScan.
- Simonds, D. & Pederson, C. (2016). HRD: the shapes and things to come. Journal of Workplace learning, 18(2), 122-135.
- Sims, R. (2012). Organizational Success through Effective Human Resources Management. Westport, CT: Quorum Books.
- Sowunmi, S. O., Eleyowo, I. O., Salako, M. A. and Oketokun, F. O. (2015). Human resource development as a correlate of performance of the banking industry in Ogun State, Nigeria. *Journal of Economics and International Finance*, 7(5) 112-126.
- Sulaiman., F. & Akinsanya, P. (2017). Stress and instructors efficiency in Ogun state Universities: implication for Nigeria educational policy. *International Journal of* psychology And Counseling, 3(1) 9-14
- Swanson, R. A and Holton III (2016). Foundations of Human Resource Development, Carlifornia, Beret – Koehler Publishers, Inc.
- Swanson, R.A., & Holton, E.F. (2019). Foundations of Human Resource Development (2nd *Edition*). San Francisco, CA: Berrett-Koehler.
- Swierczek, & Onishi. (2013). *Culture and conflict*: Japanese managers and Thai subordinates. Personnel Review, 32(1/2), 187.
- Tahir, A. Q. (2011). Effectiveness of teaching stress on academic performance of college teachers in Pakistan.*International Journal of Humanities and Social Science*, 1(3), 123–129.
- Thrush, A., (2012). "Leadership in Higher Education.", International Journal of Human Humanities and Social Sciences, Vol.2 No.13, pp.1-12.

- Trivellasa, P., Reklitisa, P., & Latis, C. (2013). The effect of job related stress on employees' satisfaction: A survey in Health Care. Procedia-Social and Behavioral Sciences, 73, 718 726.
- Trofimovich, P., & McDonough, K. (2013). Priming in P. Robinson (Ed.), The Routledge Encyclopedia of Second Language Acquisition (pp.505-508). New York: Routledge.
- Ulukan, C. (2014). Transformation of university organizations leadership and managerial implications. University of Chicago Press.
- UNESCO.(2016). National Education Support Strategy (UNES) for the Republic of Kenya, 2010-2011.
- Unterbrink, T. et al. (2017).Burnout and effort-reward imbalance of German teachers. Journal of Occupational Environment and Health, vol.80, pp.433-441.
- Quick J. (2017). Preventative stress management in organisation. American Psychological Association, pp. 3-4.
- Quick, J., Quick, J., Nelson, D. & Hurrell, J. (2016). Preventive stress management in organization. Washington, D.C.: American PsychologyAssociation.
- Vijayan, M. (2018).Impact of job stress on employees' job performance, Economic research, 4-18.
- Wang X, Zhang Z, ChunD. (2022) How does mobile workplace stress affect employee innovative behavior? The role of Work–family conflict and employee engagement. Behav Sci. 12:2.
- Watson, M. W. (2019). "Leadership's influence on job satisfaction", Radiologic Technology, Vol.80No.4, pp.297-308.
- Walliman, N. (2011). Research Methods the Basics, London, Routledge Taylor & Francis Group.
- Weil, A., & Woodall, J. (2015). HRD in France: the corporate perspective. Journal of European Industrial Training, 29(7), 529–540.
- Wilson, V. (2012). *Feeling the Strain*: An overview of literature of teachers' stress: The Scottish Council for Research in Education; Edinburgh.
- Wong, K.S. & Cheuk, W. H. (2005). Job- related stress and social support in kindergarten principals: the case of Macau. International Journal of Education Management, 19(3), 183-196.
- World Health Organization. (2016). "Stress at the workplace". Available: http://www.who.int/occupational_health/topics/stressatwp/en/ Retrieved 5/11/2016