

**INVESTIGATING IMPACT OF WORK-
LIFE BALANCE ON
ORGANIZATIONAL PERFORMANCE
(A case study of Kwara State Polytechnic
Ilorin, staff)**

BY

**MUMEEN OLALEKAN A
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CERTIFICATION

This is to certify that this research work was carried out by MUMEEN OLALEKAN A with Matric number **HND/BAM/23/FT/011** and has been carefully assessed and approved as meeting part of the requirements for the award of Higher National Diploma (HND) in Business Administration and Management, Institute of Finance and Management studies, Kwara State Polytechnic, Ilorin.

DR. A. MUHAMMED
Project Supervisor

Date

MR. UMAR BOLOGI
Project Coordinator

Date

DR. ABDUSALAM F. A
Head of Department

Date

External Examiner

Date

DEDICATION

ACKNOWLEDGEMENT

TABLE OF CONTENTS

TITLE PAGE	i
CERTIFICATION	ii
DEDICATION	iii
ACKNOWLEDGMENT	iv
TABLE OF CONTENTS	v

CHAPTER ONE

1.0 INTRODUCTION	1
1.1 BACKGROUND OF THE STUDY	1
1.2 STATEMENT OF THE PROBLEM	4
1.3 RESEARCH QUESTION	5
1.4 OBJECTIVES OF THE STUDY	6
1.5 RESEARCH HYPOTHESIS	6
1.6 SIGNIFICANCE OF THE STUDY	7
1.7 SCOPE OF THE STUDY	7
1.8 DEFINITION OF TERMS	8

CHAPTER TWO

2.0 LITERATURE REVIEW	10
2.1 INTRODUCTION	10
2.2 CONCEPTUAL FRAME WORK FRAMEWORK	11

Abstract

The global issue of work-life balance has become increasingly urgent, particularly evident in Nigerian polytechnics like Kwara State Polytechnic, Ilorin, affecting both staff and students. Despite its prevalence, there's a dearth of evidence on its impact, ranging from diminished work quality to high turnover rates and absenteeism, among others. This study aims to bridge this gap by investigating perceived factors affecting work-life balance, including stress, workload, and stress management. Conducted among 203 academic staff members, with a sample size of 135, the study employed a descriptive survey design. Data on these factors were gathered through a questionnaire and analyzed using various statistical methods. Results, based on a 66.5% response rate, indicate that workload negatively impacts organizational performance significantly ($\beta=0.883$, $R^2=0.867$; $p<0.05$), while job redesign has a positive effect ($\beta=0.946$, $R^2=0.948$; $p<0.05$). Stress management also significantly correlates with organizational performance ($p<0.05$). These findings underscore the presence of work-life imbalance. Recommendations include organizing stress management seminars and establishing counseling units within organizations to aid employees in problem-solving and life choices, alongside redesigning jobs to suit individual capacities and prevent overload.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Muhammad (2009) notes the prevalent trend of long working hours among the workforce in Nigerian polytechnics and tertiary institutions, driven by the commitment to student development and institutional advancement. Prioritizing work-life balance is essential for sustaining both the well-being and performance of this workforce. The adverse consequences of work overload on organizational performance have been highlighted by Beck and Davis (2004).

While work-life balance initiatives are formalized policies in developed nations, Nigeria has also integrated these practices within educational institutions. However, the full adoption of work-life balance dimensions, particularly pertaining to physical, emotional, and spiritual wellness, remains incomplete across many Nigerian polytechnics and tertiary institutions. The predominant focus has predominantly centered on intellectual and social wellness programs.

Intellectual work-life balance initiatives within Nigerian polytechnics encompass various activities such as on-the-job training, academic and professional development sessions, seminars, workshops, and mentoring programs. These endeavors aim to enrich the knowledge and skills of the workforce, enabling them to tackle operational challenges effectively. Additional components of work-life balance programs include provisions for sabbatical leave, sports engagements, allocated break periods, social gatherings, and performance evaluation exercises. These interventions are designed to alleviate stress levels and cultivate a collaborative work environment, minimizing interpersonal conflicts.

Despite the potential benefits in enhancing performance, research on work-life balance programs within the academic setting in Nigeria remains limited, as highlighted by Oluwatobi (2017). Strengthening these programs can confer competitive advantages, elevate employee satisfaction levels, mitigate familial conflicts, and ultimately bolster organizational performance.

Amidst the challenge of widespread retrenchment within Nigerian polytechnics, emphasizing intellectual work-life balance assumes paramount importance. Nevertheless, the holistic well-being of employees, encompassing physical, emotional, spiritual, and occupational dimensions, retains significance, despite their relatively limited formal integration within most Nigerian polytechnics and tertiary institutions.

Against this backdrop, the present study aims to scrutinize the impact of intellectual work-life balance on employee performance specifically within Kwara State Polytechnic in Ilorin.

1.2 STATEMENT OF PROBLEM

In recent times, the escalation of work-life imbalance, stress, and overwhelming workloads has become a pressing concern within Nigeria's tertiary institutions, impacting the well-being of both employees and students. This study endeavors to scrutinize the determinants shaping work-life balance practices and their ramifications on employee performance within Kwara State Polytechnic. The imperative of addressing these factors, encompassing issues such as ill-health, absenteeism, pressure intolerance, service deficiencies, lack of teamwork, professionalism, cooperation, and cognitive capabilities, has been underscored (David, 2014).

Work-related stress stems from various sources, including limited leisure time, workplace environmental challenges, burgeoning workloads exacerbated by surging student enrollments, inadequate remuneration, impractical deadlines, role ambiguity, and feelings of under appreciation. Resolving these challenges and instituting measures such as providing adequate

stimulation, clear procedural guidelines, and proactive managerial support are pivotal in bolstering employee effectiveness in their respective roles.

Consequently, this study sets out to unveil the repercussions of work overload on the organizational efficacy of Kwara State Polytechnic. It endeavors to dissect the factors contributing to the suboptimal performance of the institution's workforce, notwithstanding the presence of commendable facilities. Furthermore, the study will delve into the impact of job restructuring on employee performance, encompassing outcomes such as diminished work standards, heightened turnover rates, absenteeism, disciplinary actions, deficient cooperation, behavioral indiscipline, disillusionment, and negative dispositions. By pinpointing specific deficiencies in work-life balance elements prevalent within the workforce, the study aims to proffer actionable recommendations to rectify these lacunae.

Additionally, the study will explore the imperative of stress management initiatives to optimize workforce performance. It will scrutinize the recurring issue of mass layoffs targeting underperforming employees and suggest strategies to bolster overall performance.

1.3 RESEARCH OBJECTIVES:

1. To assess the impact of work overload on organizational performance.
2. To explore the correlation between job redesign and employee performance, and its subsequent influence on organizational performance.
3. To examine the relationship between stress management practices and organizational performance.

1.4 RESEARCH QUESTIONS:

This proposed research will address the following inquiries:

- i. Does work overload significantly affect organizational performance?

- ii. Is there a significant impact of job redesign on organizational performance?
- iii. Does stress management significantly influence organizational performance?

RESEARCH HYPOTHESES:

The following hypotheses serve as a guiding framework for this study:

H01: Work overload does not exert a significant effect on organizational performance.

H02: Job redesign does not yield a significant impact on organizational performance.

H03: Stress management does not have a significant influence on organizational performance.

SCOPE OF RESEARCH

The proposed research seeks to examine how employees at Kwara State Polytechnic, Ilorin, navigate challenges related to workload imbalance, job redesign, and stress management. It will specifically concentrate on stress management factors within Nigerian polytechnics. The study aims to shed light on employees' strategies for recognizing stressors, coping mechanisms employed, and the impact of stress management programs on employee performance in Nigerian polytechnics. Additionally, the research will investigate management approaches for addressing job design issues and implementing measures to mitigate work-life imbalance.

1.7 SIGNIFICANCE OF THE STUDY

The findings from this study will be beneficial to future researchers and scholars who may wish to conduct related research studies on the issues at stake as it will be a reference material for them. This research will be useful for organisation, government employees and those that want to use it for similar research. The research findings can be useful to the various

organisation as it would provide information necessary for the employees on how they can manage stress in the organisation.

This study would help determine how organisational performance could be improved through stress management. So the significance of this study is undeniable as it would widen the scope of understanding of the people that constitute the society in the area of managing stress.

DEFINITION OF RELATED TERMS

Work overload: It occurs when an individual's job demands exceed their ability to manage them, meaning there's insufficient time and resources to complete tasks effectively. It leads to reduced productivity, job dissatisfaction and negative impact on health.

Job redesign: This is the process of rearranging tasks and responsibilities to better align roles with the changing environment inside and outside the organization.

Stress Management: involves using various techniques and strategies to improve how individuals respond to stressors, reduce their negative impacts and enhance overall well-being.

Organizational performance: This is a multifaceted concept that reflects how well an organization is functioning and achieving its intended outcomes.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The concept of work-life balance is frequently discussed in relation to leading a fulfilling and satisfying life, encompassing various interconnected dimensions (Green, 2017). Hunter (2014) emphasizes that taking a holistic approach to work-life balance means considering the whole person rather than isolated aspects. It involves striving for the overall well-being of the workforce, encompassing physical, emotional, intellectual, and social aspects within a business organization. Physical wellness is often the most commonly recognized form of work-life balance, as it relates to one's perception of health (Amy, 2017).

Having a realistic and positive view of oneself, others, and life circumstances is an important factor in increasing workforce performance (Haviovic and Tosi, 1991). To enhance performance, it is crucial to focus on the intellectual and social wellness of employees, as well as their on-the-job development and career growth, regardless of their specific interests (Cooper & Sutherland, 1997). Performance is composed of both behavioral and outcome-oriented aspects. With the evolving nature of work, which includes a greater emphasis on continuous learning, proactivity, teamwork, technological advancements, and globalization, the understanding and study of performance must also adapt. Future research on performance should give more attention to learning and proactive factors. Considering the globalization of work processes and the increasing use of complex technology systems, individual performance cannot be fully comprehended without considering the intellectual and social wellness of the workforce.

2.2 Conceptual Clarifications

2.2.1 Concept of Intellectual Work life balance

Intellectual work-life balance encompasses engaging in creative and stimulating mental pursuits to enhance knowledge and skills, as well as sharing one's talents with others. It reflects a commitment to continuous learning and personal development. Those who prioritize intellectual wellness actively seek opportunities for exploration, problem-solving, creativity, and staying abreast of current issues and ideas. With advancing age, the preservation of cognitive abilities becomes increasingly vital, and involvement in stimulating activities can help mitigate the risk of cognitive decline.

Promoting intellectual work-life balance encourages individuals to embrace new ideas and experiences, which can inform personal decisions, enrich social interactions, and contribute to community advancement. Engaging in meaningful and informed discussions is a hallmark of intellectual wellness. Activities such as reading on diverse topics, expanding vocabulary, and pursuing educational opportunities both academically and professionally are avenues to enhance intellectual wellness and foster lifelong learning.

It is noteworthy that activities promoting intellectual wellness may intersect with occupational wellness. For instance, while an English teacher reading literature for personal enrichment contributes to intellectual wellness, reading the same literature to enhance teaching efficacy aligns more closely with occupational wellness. The categorization of wellness domains may sometimes introduce ambiguity, influenced by individual perceptions and behaviors.

Viewed as intellectual capital, intellectual wellness plays a crucial role in an organization's ability to deliver value to its stakeholders. Effectively managing intellectual capital and prioritizing wellness dimensions as valuable assets are essential for organizational success. Research indicates that companies fostering intellectual wellness, such as Ferrari, tend to

exhibit higher profitability. Recognizing the significance of intellectual capital underscores its importance in today's business landscape (Roslender et al., 2006).

2.2.2 STRESS

Stress, a natural response eliciting pressure or tension in a material object, is not always negative but rather an essential survival mechanism aiding human flourishing. It predominantly prompts a physical reaction, preparing the body for a "fight or flight" response upon perceiving a threat. Nonetheless, excessive stress can impede cognitive clarity, hampering workplace performance and overall well-being.

In organizational settings, stress can impact various facets, spanning from increased absenteeism to strained interpersonal dynamics among colleagues. Early identification of stress signals is imperative to preempt severe stress-related ailments. Recognizing stress poses a challenge as it manifests diversely in each individual. Thus, stress management assumes paramount importance in navigating contemporary society, offering a repertoire of strategies to effectively combat anxiety and uphold holistic well-being.

Workplace stress transcends industries globally, underscoring the significance of stress management in sustaining job performance and nurturing positive coworker relationships. While some find solace in altering their work milieu, others find relief through minimizing competitiveness among peers. Acknowledging individual preferences is vital across all domains, whether familial, social, or within organizational frameworks. Despite economic strides and achievements, stress emerges as an entrenched challenge in modern life.

2.2.3 STRESS MANAGEMENT

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2.2.4 WORK REDESIGN:

The most effective strategies for work redesign are centered around addressing demands, knowledge and abilities, support, and control. These strategies include:

- **Modifying the demands of work:** This can be achieved by changing the way tasks are performed or altering the work environment. It may involve redistributing the workload among team members or finding new approaches to accomplish tasks.
- **Ensuring employees possess or develop the necessary knowledge and abilities:** This can be achieved through proper selection and training

processes. Regularly reviewing employees' progress and providing opportunities for skill enhancement are essential components.

- Enhancing employees' control over their work: This can be accomplished by introducing flexible work arrangements such as flexi-time or job-sharing. Seeking input from employees and involving them in decision-making processes regarding working practices can also increase their sense of control.
- Increasing the level and quality of support: This involves providing adequate support mechanisms for employees. Implementing training programs for supervisors focused on effective people management, fostering opportunities for interaction among employees, and encouraging teamwork are examples of initiatives that can enhance support within the workplace (Protecting Worker Health Series No. 3).

By implementing these work redesign strategies, organizations can create an environment that promotes employee well-being, job satisfaction, and optimal performance.

2.3 Concept of Performance

Elger (2001) provided an extensive overview of performance, delineating it as a multifaceted process involving the integration of skills and knowledge to attain valuable outcomes, whether by individuals or groups collaborating. Performance occupies a pivotal position in work and organizational psychology, prompting endeavors to elucidate and refine its conceptualization in recent years (Campbell, 1990).

Within the construct of performance, scholars have underscored the significance of differentiating between its action and outcome dimensions (Roe, 1999). The action dimension pertains to behaviors exhibited by individuals within the work context, aligning with organizational objectives. It encompasses activities such as marketing financial services or teaching basic reading skills. However, performance is not solely defined by these actions but

also by the evaluative processes associated with them (Motowidlo, Borman, & Schmit, 1997). Furthermore, performance is quantifiable, with only actions amenable to measurement considered constitutive of performance (Murphy, 1996).

Conversely, the outcome dimension of performance refers to the repercussions or results stemming from individual behaviors. These outcomes may encompass metrics like the installation of ATMs and POS machines, students' reading proficiency, successful financial services marketing, or completed financial transactions. While there often exists an empirical linkage between the action and outcome dimensions, they are not entirely congruent, as the outcome dimension is influenced by factors beyond individual behavior.

Performance is characterized as a multidimensional construct, as elucidated by Borman and Motowidlo (1993), who distinguish between task performance and contextual performance. Task performance pertains to an individual's adeptness in activities directly or indirectly contributing to the organization's technical core. Contextual performance, conversely, encompasses behaviors supporting the organizational, social, and psychological milieu in which organizational objectives are pursued. This includes actions such as aiding co-workers, demonstrating reliability, and proffering suggestions for workflow enhancements (Motowidlo & Schmit, 1999). Additionally, there has been a growing emphasis on task performance aspects such as innovation and customer-oriented behavior, reflecting the heightened significance of customer service in organizational contexts (Anderson & King, 1993).

Performance development progresses through discernible stages, as identified by Murphy (1989). The transition stage occurs when individuals are novel to a job and tasks are unfamiliar, relying on controlled processing, declarative knowledge, and resource allocation. The maintenance stage follows, characterized by individuals having acquired requisite knowledge and skills to effectively execute the job. Performance is shaped by a confluence of factors spanning human and structural dimensions, which exhibit variation across individuals and organizations (Ilgen & Pulakos, 1993).

In recent years, organizational focus has shifted towards team performance vis-à-vis individual performance, driven by the increasing adoption of teamwork and group work arrangements (Ilgen, 1999). Teams comprise individuals, necessitating consideration of both individual and team performance enhancement. Scholars underscore the importance of interpersonal and self-management skills and knowledge, alongside task-related competencies, in effective performance within a team setting (Stevens & Campion, 1994)

2.4 Concept of Workforce Performance

Trebuňa (2011) defines work performance as result that is bounded with strategic objective of organization, combined with the satisfaction of customers and contributes to the economic bottom-line. Work performance contributes to customer satisfaction and economic results. As performance of employees directly affects the performance of the enterprise, the effectiveness of workforce performance management is the limiting factor to the enterprise success. Workforce performance management must therefore be systematic and comprehensive. Armstrong (2006) indicated, as a tool for achieving better results through the understanding and management of employees' performance and on the basis of the agreed framework of the planned objectives, standards and requirements to the competencies and behaviour.

Kocianová (2010), defined workforce performance as complex management approach to work upon the work performance of the people, their work behaviour and their work competencies development. Čambál, Cagánová and Šujanová (2012) observed that, workforce performance as the individual employee, his abilities, skills, knowledge, personal characteristics, attitudes, inner motivation, effort to work and willingness to deliver certain performance and reach certain level of performance. Vaňová and Škŕková (2013) described workforce performance as the total potential of the employees that can be used to maximise an enterprise profit through shared values, mutual trust and facilitated initiatives. Staff involvement and communication with employees enable the workforce to use their skills to bring profit for their organizations.

Chlpeková and Koltnerová (2013) dedicated workforce performance to team leaders or supervisors who directly influence quantifiable indicators of working results. Their functions and competencies are mainly focused to achieve the desired excellent service delivery in the required quality. Sustainable workforce performance management of an enterprise is necessary to ensure balance between growth oriented efficiency, humanity and social responsibility. This means taking into account not only the interests of the owners and shareholders of the enterprise and their efforts to maximize profits but as well to take into account the interests of customers and employees. Workforce performance assessment system enables sustainable performance increase through real set objectives, staff development and adequate feedback about employees work performance.

2.5 Theory of Work life Balance

2.5.1 Intellectual Capital Theory

The theory was developed by Louise Harris in 2000. It emerged in response to growing realisation of the importance of information and knowledge. The theory opined that the idea of knowledge management and human capital are important part of organizational discussion. It is the intangible value of a business, covering its workforce or human capital, the value inherent in its business relationship and structures that give it a competitive edge. In business management, it is an attempt to account for the value of intangible assets that are not listed explicitly on a company's balance sheet. Measuring the real value of intellectual capital's components is a critical part of running a company in the knowledge economy and global village. Understanding the intellectual capital in an enterprise allows leveraging of its intellectual assets. Intellectual capital can be measured through the Balance Score Card (BSC) and Value Added Intellectual Coefficient Method (VAIC).

2.5.2 Psychological Stress: Lazarus Theory

Two concepts are central to any psychological stress theory: appraisal, i.e., individuals' evaluation of the significance of what is happening for their well-being, and coping, i.e., individuals' efforts in thought and action to manage specific demands (Lazarus 1993). In this theory, stress is regarded as a relational concept, i.e., stress is not defined as a specific kind of external stimulation or a specific pattern of physiological, behavioral, or subjective reactions. Instead, stress is viewed as a relationship ('transaction') between individuals and their environment. Psychological stress refers to a relationship with the environment that the person appraises as significant for his or her well being and in which the demands tax or exceed available coping resources' (Lazarus & Folkman 1986, p. 63). This definition points to two

processes as central mediators within the person–environment transaction: cognitive appraisal and coping.

In this theory, work place stress is viewed as conflict between an individual and his perception of an acceptable workplace environment. If the workplace environment is not considered acceptable by the employees, there is a possibility of reduction in their commitments to the organizational goals and hence a reduction in productivity. The managers may consider redesigning of the work to ensure it meets employees' expectations of a conducive work environment.

2.6.2 Enrichment Theory

The theory refers to the degree to which experiences of an employee from instrumental sources like skills, abilities and values or affective source like mood and job satisfaction can improve the quality of life of such employee in the other role (Madsen, 2003). The theory believed that employees perceive that their work and life roles enrich each other. What makes a healthy workforce is dependent on the wellness of the employees. A performing workforce is an assemblage of human resource that is enriched in skills, abilities, and values, which are the variables of social and intellectual wellness. Madsen, John and Miller (2005) believed that the experiences of a workforce in the area of skills, abilities, values, mood and job satisfaction can positively improve the workforce performance and quality of life of such workforce in the discharge of their daily responsibilities. Where the workforce experience in the area of intellectual and social wellness is not enriched, the workforce role in its daily job schedule will be impacted negatively due to low productivity.

2.7 Empirical review

Bucurean Mirela and Costin Mădălina-Adriana from the University of Oradea, Faculty of Economics, conducted a study on Organizational Stress and its impact on Work

Performance. In today's economic crisis, managers and entrepreneurs face numerous job challenges that can easily lead to stress. The increase in work-related stress is a significant concern as it has economic implications for organizations. Excessive stress can negatively affect productivity, health, and emotions, making it essential to manage and control stress levels. When individuals experience stress, they may lose confidence, avoid taking responsibility, become easily irritated, and feel unsatisfied with their job, resulting in low performance and posing a threat to the organization. Fortunately, many managers and entrepreneurs are aware of the main symptoms of stress and possess the necessary knowledge to manage and reduce stress before it impacts employees' daily work. The objective of the study was to examine the perception of Romanian managers and entrepreneurs in Bihor County regarding the phenomenon of stress. The researchers aimed to determine if managers and entrepreneurs feel affected by stress, whether they employ methods to reduce it, and their belief in the influence of stress on organizational performance. The research utilized an online questionnaire distributed to 75 managers and entrepreneurs who represented the target group of the "Flexibility and Performance through Management" project, which was financed by the European Social Fund's "Invest in People" initiative. Participants were required to respond to 35 questions related to stress, and the results were presented in their paper. The main finding of the study revealed that while the job itself is recognized as a stressor, other significant factors such as family problems, personal problems, and social problems can also contribute to stress.

Muhammad and Yilmaz conducted a study on Workplace Stress and organizational performance in human resource management. The central issue in management and organizations today is corporate sustainability, which encompasses organizational performance. Organizational performance is a strategic concern for management. The objective of their study was to investigate the relationship between workplace stress and organizational performance, as well as the mediating effect of employees' health issues. The study utilized

both primary and secondary data, employing a self-developed questionnaire that underwent validation through a pilot study to collect the necessary information. The sample consisted of air traffic controllers selected using proportionate random sampling. The hypotheses were tested and accepted at a significant 'p' value, indicating a good fit for the model. Out of the 134 questionnaires distributed, 122 were received and used for the study. The results indicated a negative relationship between workplace stress and organizational performance, with employees' health issues partially mediating this relationship. The study employed quantitative techniques to investigate the problem. The practical implications of the research include implementing the results to reduce workplace stress by providing appropriate health facilities and improving organizational performance. The findings are valuable for corporations and future researchers in the field of organizational behavior, particularly within the aviation management and strategy domains, as workplace stress directly impacts performance and employee sustainability in the aviation business. The research aims to raise awareness of organizational behavior in achieving business objectives, as human resources are a critical risk to corporate sustainability.

Nwakwuhue-Okonkwo and Ofulue from the Department of Business Administration, School of Business Studies, Delta State Polytechnic, conducted a study on Stress Management and Organizational Effectiveness in a Federal Medical Center in Delta State, Nigeria. Stress poses a significant challenge that can impact worker performance. The success of an organization depends on effective stress management. The general aim of the study was to determine how stress management can improve organizational effectiveness and efficiency. The study also aimed to assess the existence and effectiveness of stress management programs in the Medical Center. To establish the relationship between stress

CHAPTER THREE

METHODOLOGY

3.0 Introduction

3.1 Research Design

To achieve the study's goal, a survey research design was employed to explore the impact of stress management on organizational performance. This methodology was chosen for its merits, such as its capacity to encompass a broader population and the potential to extrapolate the findings from the chosen sample to the entire population.

3.3 Population of the Study

This research work is centered on the academic staff of Kwara State Polytechnic in Ilorin, Kwara State. The population for this study consists of 203 Academic staff members, as obtained from the establishment unit of Kwara State Polytechnic in Ilorin Registry. This population will serve as the focus of this study.

3.4 Sampling Techniques and Sample Size

In this study, the simple random sampling technique was employed, selected for its impartial nature and equal chance for all firms to be included. However, the choice of branches was confined to those situated within the Ilorin metropolis due to its sizable population. To ensure fairness, the researcher determined the sample size for this study utilizing the Yaro Yamane formula, as delineated below:

The sample size was calculated using the Yamane formula as follows: $n = \frac{N}{1+N(e)^2}$

Where:

N = population size

n = sample size required

e = allowable error (5%)

Based on the formula above,

$$n = \frac{203}{1 + \{203(0.05)^2\}}$$

$$n = 135$$

135 samples will be selected randomly.

3.5 Method of Data Collection

The data for this study will be derived from primary sources. Structured questionnaires will be utilized to collect the primary data, capturing the opinions of sampled respondents. The questionnaire will employ a 5-point Likert scale rating, spanning from "strongly disagree" (1) to "strongly agree" (5). Organized into five sections (Sections A to E), the questionnaire encompasses employee biodata in Section A, while Sections B to E comprise operational items pertinent to the study. A total of 135 questionnaires will be distributed among the employees of the organizations.

3.6 Method of Data Analysis

The method of data analysis to be used in this study will be basically descriptive analysis and statistical inferential methods. Two statistical inferential methods were used in the data analysis in this study. Simple linear regression analysis was adopted for hypothesis two (2), hypothesis three (3) and hypothesis four (4), and Pearson's Product Moment Correlation Coefficient (PPMC) will be used for hypothesis one (1)

- i. Simple linear regression model was used to test hypothesis two three and four which is a linear regression model with a single explanatory variable i.e. it concerns two-dimensional sample points with one independent variable and one dependent variable.

The formula is given as:

$$y = \alpha_0 + \beta x + \varepsilon$$

Where:

y = dependent variable

α_0 = constant

β = coefficient

x = independent variable

ε = error term

- ii. Pearson's Product Moment Correlation Coefficient (PPMC) will be used for hypothesis one.

Pearson Correlation Coefficient=

$$\frac{N\sum XY - \sum X \sum Y}{\sqrt{[N\sum X^2 - (\sum X)^2][N\sum Y^2 - (\sum Y)^2]}}$$

Where N = Sample size

X = Independent variable

Y = Dependent variable

The Level of significance is 5%

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

4.1 Introduction:

This chapter encompasses the presentation and analysis of the data collected from the distributed questionnaires to the employees of Kwara State Polytechnic Ilorin, Kwara State. The responses garnered from the questionnaire respondents will undergo analysis, and the interpretations of the findings derived from the tested hypotheses will be elucidated and discussed. All data analysis will be conducted utilizing SPSS version 25.0, with the hypotheses tested at a significance level of 5%. It is noteworthy that a total of 135 questionnaires were administered, and all 135 copies were returned completed. Within this chapter, the empirical study's results will be reported and discussed based on the response rate. The discussion will commence with an overview of the demographic profile of the respondents, followed by an evaluation of the overall goodness-of-fit of the model, an examination of the relationship between the independent and dependent variables, and an assessment of the significance level of the regression parameters.

4.2 Demographic Data of the Respondents

This section presents the socio-demographic information of the respondents presented in frequencies tables and percentages. The study found it crucial to provide evidence of demographic data since it was deemed that such information was a clear indicator of factors that may influence Stress Management on Organizational performance in selected bank. The analysis relied on this profile information of the respondents so as to relate the relevance to the study objectives.

Table 4.2.1 Age distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	38	28.1	28.1	28.1
26-35	59	43.7	43.7	71.9
36-45	30	22.2	22.2	94.1
46-60	8	5.9	5.9	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

Table 4.2.1 above indicates that 38 respondents, representing 28.1% of the population were between the ages of 18-25 years, 43.5%, which represent 72 respondents were within the ages of 26-35 years, 30 respondents were within the ages of 36-45 years representing 22.2%. 8 respondents representing 5.9% were within the age bracket of 46-60 years. Therefore, with 59 respondents found within the age range of 26-35 years, it shows that the majorities of the work force is still young and active. Therefore most members of the work force are within the productive age. This encourages effective performance in the sampled bank.

Table 4.2.2: Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Singled	80	59.3	59.3	59.3
Married	55	40.7	40.7	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

Table 4.2.2 also revealed that 59.3%% of respondents are singled and 40,7% of respondents were married. This directly implies that the selected bank recognize the importance of

employing singled who are not distracted by any family problem like married individuals and they will be determined, focus and commitment to job in selected organization.

Table 4.2.3 Gender distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	69	51.1	51.1	51.1
Female	66	48.9	48.9	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

The demographic profile equally shows that 69 respondents, which constitute 51.8%, were male while 66 respondents, which constitute 48.9%, were female. This indicates that the study will fully engaged more male than female who are physically engaged in the sampled bank.

Table 4.2.4 Religion Background

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Islamic	83	61.5	61.5	61.5
Christianity	52	38.5	38.5	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

Tables 4.2.4 classify the respondents in accordance to religion background as one of the paramount socio-demographic variables that guide the employee moral principle in the workplace. From all indication, the study area is known to be Islamic dominated place and this had favour the Muslim people (61.55%) in the area to have larger number of workforce engagement than Christians and the tolerance of the two opposite religions in the selected bank was because the area was popularly known to created harmonious working environment in the area.

Table 4.2.5 Educational Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid OND/NCE	37	27.4	27.4	27.4
HND/BSc	47	34.8	34.8	62.2
MSc	14	10.4	10.4	72.6
PhD	11	8.1	8.1	80.7
ACCA/ICAN/A CIB	26	19.3	19.3	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

The educational distribution in table 4.2.5, show that the majorities (34.8%%) were graduate and 27.5% were school certificate and diploma holders, 19.3% of respondents are holders of other professional certificate in ACCA/ICAN/ACIB, 10.4% of respondents are holders of Master degree and 8.1% are PhD HOLDERS. This is an indication that the selected bank have a well educated staff who have procedural knowledge of banking related jobs and they will provide the study with objectives responses on stress management and organizational performance.

Table 4.2.6 Working Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 5 years	31	23.0	23.0	23.0
5-10 years	45	33.3	33.3	56.3
10-20 years	24	17.8	17.8	74.1
20-30 years	10	7.4	7.4	81.5
30 or more years	25	18.5	18.5	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

The demographic profile equally revealed that 31 respondents representing 23% indicate below 5 years working experience, 45 respondents represent 33.3% have been in service between 5-10 years, 24 respondents representing 17.8% were between 10-20 years, 10 respondents representing 7.4% have been in service between 20-30 years and 25 respondents representing 18.5% indicate their length of service in the bank above 30 years..

4.3 Data Analysis According to the Research Questions

RQ1: is there any effect of communication and work relationship on organisation performance?

Table 4.3.1: The level at which organizations manage stress determines the level of organizational performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	22	16.3	16.3	16.3
A	56	41.5	41.5	57.8
U	21	15.6	15.6	73.3
D	28	20.7	20.7	94.1
SD	8	5.9	5.9	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

22 respondents representing 16.3% indicate that stress management determine the level of performance, 41.5% of respondents indicate agreed, 15.5% were undecided, 20.7% disagree and 5.9% disagree strongly. This implies that majority (57.8%) agreed that level at which organizations manage stress determines the level of organizational performance.

Table 4.3.2: Job stress significantly reduces the performance of an individual and that of organizations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	40	29.6	29.6	29.6
	A	51	37.8	37.8	67.4
	U	14	10.4	10.4	77.8
	D	22	16.3	16.3	94.1
	SD	8	5.9	5.9	100.0
	Total	135	100.0	100.0	

Source: SPSS Computation, 2025

40 respondents representing 29.6% indicate that Job stress significantly reduces the performance of an individual and that of organizations, 37.8% of respondents indicate agreed, 10.4% were undecided, 16.3 % disagree and 5.9% disagree strongly. This implies that majority (67.4%) agreed that Job stress significantly reduces the performance of an individual and that of organizations.

Table 4.3.3: When stress occurs it effect the performance of employees negatively.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	37	27.4	27.4	27.4
	A	33	24.4	24.4	51.9
	U	23	17.0	17.0	68.9
	D	27	20.0	20.0	88.9
	SD	15	11.1	11.1	100.0
	Total	135	100.0	100.0	

Source: SPSS Computation, 2024

37 respondents representing 27.4% indicate that stress occurs it effect the performance of employees negatively, 24.4% of respondents indicate agreed, 17% were undecided, 20%

disagree and 11.1% disagree strongly. This implies that majority (51.9%) agreed that stress occurs it effect the performance of employees negatively.

RQ2: does job redesign have any significant effect on organisational performance?

Table 4.3.4: Developing effective communication skills can help us avoid stressful misunderstanding and costly mistakes.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	22	16.3	16.3	16.3
A	68	50.4	50.4	66.7
U	22	16.3	16.3	83.0
D	15	11.1	11.1	94.1
SD	8	5.9	5.9	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

22 respondents representing 16.3% indicate that developing effective communication skills can help us avoid stressful misunderstanding and costly mistakes, 50.4% of respondents indicate agreed, 16.3% were undecided, 11.1% disagree and 5.9% disagree strongly. This implies that majority (66.7%) agreed altogether that developing effective communication skills can help us avoid stressful misunderstanding and costly mistakes.

Table 4.3.5: Effective communication can also reduce unnecessary resentments and tensions in our relations

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	29	21.5	21.5	21.5
A	42	31.1	31.1	52.6
U	19	14.1	14.1	66.7
D	26	19.3	19.3	85.9
SD	19	14.1	14.1	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

29 respondents representing 21.5% indicate that effective communication can also reduce unnecessary resentments and tensions in organizational relations, 31.1% of respondents indicate agreed, 14.1% were undecided, 19.3% disagree and 14.1% disagree strongly. This implies that majority (52.6%) agreed altogether that effective communication can also reduce unnecessary resentments and tensions in organizational elations.

Table 4.3.6: The presence of an effective communication tends to motivate the employees to improve organisation performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	34	25.2	25.2	25.2
A	44	32.6	32.6	57.8
U	14	10.4	10.4	68.1
D	23	17.0	17.0	85.2
SD	20	14.8	14.8	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

34 respondents representing 25.2% indicate that presence of an effective communication tends to motivate the employees to improve organisation performance. 32.6% of respondents indicate agreed, 10.4% were undecided, 17% disagree and 14.8% disagree strongly. This implies that majority (57.8%) agreed altogether that presence of an effective communication tends to motivate the employees to improve organisation performance.

RQ3: is there any effect of job training on organisational performance?

Table 4.3.7: People are more satisfied with certain job configurations than with others.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	57	42.2	42.2	42.2
2.00	25	18.5	18.5	60.7
3.00	11	8.1	8.1	68.9
4.00	18	13.3	13.3	82.2
5.00	24	17.8	17.8	100.0

Total	135	100.0	100.0
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Source: SPSS Computation, 2025

57 respondents representing 42.2% indicate that employees are more satisfied with certain job configurations than with others. 18.5% of respondents indicate agreed, 8.1% were undecided, 13.3% disagree and 17.8% disagree strongly. This implies that majority (57.8%) agreed altogether that the employees are more satisfied with certain job configurations than with others.

Table 4.3.8: Job redesign improves employees control over the way they do their work.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	26	19.3	19.3	19.3
A	46	34.1	34.1	53.3
U	29	21.5	21.5	74.8
D	19	14.1	14.1	88.9
SD	15	11.1	11.1	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

26 respondents representing 19.3% indicate that job redesign improves employees control over the way they do their work, 34.1% of respondents indicate agreed, 21.5% were undecided, 14.1% disagree and 11.1% disagree strongly. This implies that majority (53.3%) agreed altogether that job redesign improves employees control over the way they do their work.

Table 4.3.9: Job redesign helps to improve organizational performance through job rotation and creation of autonomous working groups.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	41	30.4	30.4	30.4
A	29	21.5	21.5	51.9
U	20	14.8	14.8	66.7

D	35	25.9	25.9	92.6
SD	10	7.4	7.4	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

41 respondents representing 30.4% indicate that job redesign helps to improve organizational performance through job rotation and creation of autonomous working groups, 21.5% of respondents indicate agreed, 14.8% were undecided, 25.9% disagree and 7.4% disagree strongly. This implies that majority (51.9%) agreed altogether Job redesign helps to improve organizational performance through job rotation and creation of autonomous working groups.

Table 4.3.10: Job redesign generally improves the quality of service provided by staffs.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	36	26.7	26.7	26.7
A	64	47.4	47.4	74.1
U	7	5.2	5.2	79.3
D	20	14.8	14.8	94.1
SD	8	5.9	5.9	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2024

36 respondents representing 26.7% indicate that job redesign generally improves the quality of service provided by staffs. 47.4% of respondents indicate agreed, 5.2% were undecided, 14.8% disagree and 5.9% disagree strongly. This implies that majority (74.1%) agreed altogether job redesign generally improves the quality of service provided by staffs.

RQ4: does stress management have any significant effect on organisational performance?

Table 4.3.11: Training increases the efficiency and effectiveness of both employees and the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	28	20.7	20.7	20.7
	A	47	34.8	34.8	55.6
	U	28	20.7	20.7	76.3
	D	17	12.6	12.6	88.9
	SD	15	11.1	11.1	100.0
	Total	135	100.0	100.0	

Source: SPSS Computation, 2025

28 respondents representing 20.7% indicate that training increases the efficiency and effectiveness of employees and the organization, 34.8% of respondents indicate agreed, 20.7% were undecided, 12.6% disagree and 11.1% disagree strongly. This implies that majority (55.6%) agreed altogether training increases the efficiency and effectiveness of both employees and the organization.

Table 4.3.12: Training helps in analyzing the situation and developing an active plan to minimize the stressors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	56	41.5	41.5	41.5
	A	21	15.6	15.6	57.1
	U	9	6.7	6.7	63.8
	D	35	25.9	25.9	89.7
	SD	14	10.3	10.3	100.0
	Total	135	100.0	100.0	

Source: SPSS Computation, 2024

56 respondents representing 41.5% indicate that training helps in analyzing the situation and developing an active plan to minimize the stressors, 15.6% of respondents indicate agreed, 6.7% were undecided, 25.9% disagree and 10.3% disagree strongly. This implies that majority (57.1%) agreed altogether training helps in analyzing the situation and developing an active plan to minimize the stressors.

Table 4.3.13: Training helps prevent stress through becoming aware of signs of stress

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	44	32.6	32.6	32.6
A	31	23.0	23.0	55.6
U	17	12.6	12.6	68.1
D	26	19.3	19.3	87.4
SD	17	12.6	12.6	100.0
Total	135	100.0	100.0	

Source: SPSS Computation, 2025

44 respondents representing 32.6% indicate that training helps prevent stress through becoming aware of signs of stress, 23% of respondents indicate agreed, 12.6% were undecided, 19.3% disagree and 12.6% disagree strongly. This implies that majority (55.6%) agreed altogether training helps prevent stress through becoming aware of signs of stress.

4.4 Hypotheses Testing and Discussion of Findings

H₀₁: workload relationship has no significant effect on organisational performance.

Table 4.4.1:Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.931 ^a	.867	.866	.42575

a. Predictors: (Constant), Workload

The workload was regressed over the organizational performance and the result was significant at 5% level. This is because the R=0.931 implies there is inverse relationship between the explanatory variable and the dependent variable. The R-square=0.867 which is just so close to adjusted-R² square implies that the workload is a good predictor of organizational performance because the extent of relationship between the two is negligible small (i.e. 0.867-0.866=0.001). This directly implies that the 86.7% of organizational performance is explained by a unit

change in workload and the remaining 13.3% was attributed to other factors not accounted by this model.

Table 4.4.2: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	156.662	1	156.662	864.272	.000 ^b
	Residual	24.108	133	.181		
	Total	180.770	134			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Workload

The ANOVA table 4.4.2 indicates the overall significant of workload on organizational performance. It follows that the ratio of regression sum of square (156.662) over the total sum of square (180.770) produce the same result as the R-square (0.867) which implies the model account for most of the variation of the outcome variable (i.e. organizational performance). Hence, the p-value=0.000 and F-calculated (1098.540) fall outside the rejection region which means that the significant relationship between workload and organizational performance exists at 5% level of significant.

Table 4.4.3 Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.544	.078		6.937	.000
	Workload	-.883	.030	-.931	-29.398	.000

a. Dependent Variable: Organizational performance

The study sought to determine the beta coefficients of workload on organizational performance. A table 4.4.3 show that, there is negative impact of workload on organizational performance, since the coefficient of trend analysis was 0.883 which is significantly a close to 1. The t-statistics (-29.398) was also greater than 1.645 at a degree

of freedom of 133. This demonstrated that the workload had a positive influence on organizational performance. The significant level was specified at ($p\text{-value} = 0.000 < 0.05$) in the organizational performance as shown in Table 4.4.3 and the responses in RQ1. The fitted model from this analysis is shown below:

$$Y = 0.544 - 0.883(\text{workload})_1$$

This implies that 88.3% variability change in organizational performance was significantly caused by 1% decrease in workload.

H₀₂: Job redesign has no significant effect on organisational performance.

Table 4.4.4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 ^a	.948	.947	.31239

a. Predictors: (Constant), Job redesign

The job redesign was regressed over the organizational performance and the result was significant at 5% level. This is because the $R=0.974$ implies there is direct positive relationship between the explanatory variables and the dependent variable. The $R\text{-square}=0.867$ which is just so close to adjusted-R square implies that the job redesign is a good predictor of organizational performance because the extent of relationship between the two is negligible small (i.e. $0.948 - 0.947 = 0.001$). This directly implies that the 94.8% of organizational performance is explained by job redesign and the remaining 5.2% was attributed to other factors not accounted by this model.

Table 4.4.5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	237.421	1	237.421	2432.908	.000 ^b
	Residual	12.979	133	.098		
	Total	250.400	134			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Job redesign

The ANOVA table 4.4.4 indicates the overall significant of job redesign on organizational. It follows that the ratio of regression sum of square (237.421) over the total sum of square (250.400) produce the same result as the R-square (0.948) which implies the model account for most of the variation of the outcome variable (i.e. organizational performance). Hence, the p-value=0.000 and F-calculated (1098.540) fall outside the rejection region which means that there is strong significant relationship between job redesign and organizational performance at 5% level of significant.

Table 4.4.6: Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.238	.057		4.160	.000
	Job redesign	.946	.019	.974	49.325	.000

a. Dependent Variable: Organizational performance

The study sought to determine the beta coefficients of job redesign on organizational performance. A table 4.4.3 show that, there is direct positive impact of job redesign on organizational performance, since the coefficient of trend analysis was 0.883 which is significantly a close to 1. The t-statistics (29.398) was also greater than 1.645 at a degree of freedom of 133. This demonstrated that the job redesign had a positive influence on organizational performance. The significant level was specified at (p-value = 0.000<0.05)

in the turnover intention as shown in Table 4.4.3 and the responses in RQ2. The fitted model from this analysis is shown below:

$$Y = 0.238 + 0.946(\text{job redesign})_1$$

This implies that 94.6% variability change in organizational performance was significantly caused by 1% increase in job redesign process.

H₀₃: Stress management has no significant effect on organisational performance.

Table 4.4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.924 ^a	.853	.852	.52013

a. Predictors: (Constant), Stress Management

The stress management was regressed over the organization performance and the result was significant at 5% level. This is because the $R=0.924$ implies there is direct positive relationship between the explanatory variables and the dependent variable. The $R\text{-square}=0.853$ which is just so close to adjusted-R square implies that the stress management is good predictor of organization performance because the extent of relationship between the two is negligible small (i.e. $0.853-0.852=0.001$). This directly implies that the 85.3% of organizational performance is explained by stress management and the remaining 14.7% was attributed to other factors not accounted by this model which include conflicts with spouse, family problems and children upbringing since this study equally involved few participants from the female etc.

Table 4.4.11 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	208.789	1	208.789	771.763	.000 ^b
	Residual	35.981	133	.271		
	Total	244.770	134			

- a. Dependent Variable: Organizational performance
- b. Predictors: (Constant), Stress Management

The ANOVA table 4.4.2 indicates the overall significant of stress management on organization performance. It follows that the ratio of regression sum of square (208.789) over the total sum of square (244.770) produce the same result as the R-square (0.853) which implies the model account for most of the variation of the outcome variable (i.e. organizational performance). Hence, the p-value=0.000 and F-calculated (771.763) fall outside the rejection region which means that there is significance positive relationship between stress management and organizational management at 5% level of significant.

Table 4.4.12: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.024	.102		.237	.813
Stress Management	.991	.036	.924	27.781	.000

- a. Dependent Variable: Organizational performance

The study sought to determine the beta coefficients of stress management on organizational performance. Table 4.4.12 shows that there is direct positive impact of stress management on organizational performance since the coefficient of trend analysis were 0.991 which is significantly close to 1. The t-statistics (27.781) was also greater than 1.645 at a degree of freedom of 133. This demonstrated that the stress management had a positive influence on organizational performance. The significant level was specified at (p-value = 0.000<0.05) in the turnover intention as shown in Table 4.4.3 and the responses in RQ1. The fitted model from this analysis is shown below:

$$Y = 0.024 + 0.991(\text{stress mgt.})_1$$

This implies that 101.3% variability change in organizational performance was significantly caused by 1% increase in stress management. Peradventure if the management of the UBA plc Ilorin found a way to reduce their commitment to stress management barely to minimum i.e. “stress management=0” then the organizational performance clocked at 2.4% and when compare with above regression parameter it means is badly affect the organizational performance. Therefore zeroing stress management in Kwara State Polytechnic Ilorin is not a right decision.

4.4 Discussion of Findings

The workload was regressed over the organizational performance in hypothesis 1 and the result was significant at 5% level. This is because the $R\text{-square}=0.867$ is so close to adjusted-R square and by implication it means that the 86.7% of organizational performance is explained by 1% change in workload and the remaining 13.3% was attributed to other factors not accounted by this model. Therefore the null hypothesis 1 is rejected and the alternate hypothesis is accepted by posited that there is significant impact of workload on organizational performance at 95% confidence level. Finding equally shown that there is direct positive impact of job redesign on organizational performance in hypothesis 2, since the coefficient of trend analysis was 0.883 which is significantly a close to 1. The t-statistics (29.398) was also greater than 1.645 at a degree of freedom of 133. This demonstrated that the job redesign had a positive influence on organizational performance. Therefore null hypothesis 2 is equally rejected and alternate hypothesis accepted. From the fitted regression equation in hypothesis 4, 101.3% variability change in organizational performance was significantly caused by 1% increase in stress management. The constant of regression line (i.e. constant =0.024) predict the decision of management wrong step in getting rid of their commitment to zeroing stress management i.e. “stress management=0” and that the organizational performance clocked at 2.4% is

very low when compare to when the stress is properly managed. Therefore zeroing stress management in Kwara State Polytechnic Ilorin is not a right decision and should be avoided at all cost. Hypothesis 4 is equally rejected and the alternate hypothesis is accepted by posited that there is significant impact of stress management on organizational performance at 95% confidence level.

CHAPTER FIVE

Summary, Conclusion and Recommendation

5.1 Introduction

The tenacity of this section summarizes the findings, conclusion and recommendations by following the central themes and objectives of the study in impact of work life balance on organizational performance in Kwara State Polytechnic Ilorin.

5.1 Summary of findings

This section of the study focused on analyzing the data to determine the impact of stress management on organizational performance among employees of Kwara State Polytechnic Ilorin. The findings of the study revealed that there are various ways to effectively manage stress, such as systematic job redesign and workload management, and the employees at the selected tertiary institution were able to cope with stress through these strategies. Based on the conclusions drawn from this section, it is evident that stress management plays a significant role in enhancing organizational performance.

The following key findings were established:

- I. There is a significant relationship between workload and organizational performance.
- II. Job redesign has a significant effect on organizational performance.
- III. Effective job stress management has a significant effect on organizational performance.

Therefore, in order to maintain employee commitment in the study area, it is crucial to monitor and control these three variables effectively. By doing so, the efficiency of employees can be increased, leading to improved organizational performance.

5.2 Conclusions

Work-life balance was identified as a significant challenge faced by employees in the workplace, taking various forms that negatively impacted both individual and organizational performance. The study revealed that employees experiencing stress were less likely to achieve personal and corporate goals. Specifically, work overload was found to lead to inefficiency and reduced commitment in attaining organizational objectives. Notably, stress was observed across all levels of employees, with the specific stressors varying among different categories.

Furthermore, a positive correlation was established between stress management and organizational performance. The findings emphasized the importance for employers to effectively communicate with employees, redesign job roles, and provide training on managing work overload. These measures were deemed essential for increasing employee efficiency and enhancing organizational performance. To address stress effectively, it is crucial for the management of the polytechnic to collaborate with employees and develop strategies for stress management. It is imperative for top management to recognize their responsibility in protecting employees from work-related stress and take the lead in implementing stress management initiatives.

5.3 Recommendations

Based on the study findings, the following recommendations are proposed: Employers should organize stress management seminars and establish a counseling unit within the organization. These initiatives will help employees develop problem-solving skills and explore new life choices, ultimately assisting them in managing stress effectively.

Clear communication approaches need to be established within the organization to ensure an equitable distribution of workload among employees. Effective workload management will positively influence employee behavior and contribute to the achievement of set goals and objectives.

The management of the polytechnic should formulate an inclusive coping strategy for stress reduction that takes into account employees' age, education, and working experience. This comprehensive policy will cater to the diverse needs of employees and provide targeted support for stress management.

Job roles should be redesigned with consideration for employees' age group, education, and working experience. This approach will prevent overburdening employees with excessive workloads and ensure a better balance between job demands and individual capabilities.

Implementing these recommendations will contribute to fostering a healthier work environment, enhancing employee well-being, and ultimately improving organizational performance at the polytechnic.

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APPENDIX

KWARA STATE POLYTECHNIC ILORIN, ILORIN

DEPARTMENT OF BUSINESS ADMINISTRATION MANAGEMENT

Dear Sir/Madam,

REQUEST FOR FILLING QUESTIONNAIRE.

I am a final year student in the Department Business Administration, carrying out a research work on the topic “Impact of worklife balance on Organizational performance” a case study of Kwara State Polytechnic Ilorin Kwara State. Please kindly fill the attached questionnaire and this is purely for academic purpose and any information provided will be treated with utmost confidentiality and it will be in no way a basis for accessing your personal performance.

Your responses will be highly appreciated.

Yours faithfully,

QUESTIONNAIRE

INSTRUCTION: Please tick (✓) in the space provided below to indicate your choice of answer.

SECTION A: Social Demographic Factors.

1. Age in years: (a) 18-25 () (b) 26-35 () (c) 36 -45 () (d) 46-60 ()
2. Marital status: (a) Single () (b) Married () (c) Divorced () (d) Widow/Widowers ()
3. Gender: (a) Male () (b) Female ()
4. Religion: (a) Islam () (b) Christianity () (c) Traditional () (d) Others ()
5. Educational Qualification: (a) S.S.C.E/N.C.E/O.N.D () (b) H.N.D/Bachelor's degree () (c) Master's degree () (d) Ph.D () (e) Others ()
6. Number of years in service? (a) Less than 5years () (b) 5-10 () (c) 10-20 () (d) 20-30 () (e) 30 or more ()

SECTION B

Please choose the option that best expresses your view.

Please tick (✓) as follows. Strongly Agree(SA), Agree(A), Undecided(U), Disagree(D), Strongly Disagree(SD)

S/N	QUESTIONS ON THE FIRST OBJECTIVE	⁵ SA	⁴ A	³ U	² D	¹ SD
1.	The level at which organizations manage stress determines the level of organizational performance.					
2.	Job stress significantly reduces the performance of an individual and that of organizations.					
3.	When stress occurs it effect the performance of employees negatively.					
4.	Workers poor performance could seriously impact on organizational performance.					

SECTIONC: Effects of communication on Organizational Performance

Please choose the option that best expresses your view on the effects of communication on organizational performance. Please tick (✓) as follows. Strongly Agree(SA), Agree(A),

S/N	QUESTIONS ON THE FIRST OBJECTIVE	⁵ SA	⁴ A	³ U	² D	¹ SD
1.	Developing effective communication skills can help us avoid work overload misunderstanding and costly mistakes.					
2.	Effective communication can also reduce unnecessary resentments and tensions in our relations					
4.	The presence of an effective work feedback tends to motivate the employees to improve organisation performance.					
5.	Any breakdown in workload or can have adverse effects on organizational performance.					

Undecided(U), Disagree(D), Strongly Disagree(SD)

SECTION D: Effects of Job redesign on Organizational Performance

Please choose the option that best expresses your view on the effects of job redesign on organizational performance. Please tick (✓) as follows. Strongly Agree(SA), Agree(A), Undecided(U), Disagree(D), Strongly Disagree(SD)

S/N	QUESTIONS ON THE SECOND OBJECTIVE	⁵ SA	⁴ A	³ U	² D	¹ SD
1.	People are more satisfied with certain job configurations than with others.					
2.	Job redesign improves employees control over the way they do their work.					
3.	Job redesign helps to improve organizational performance through job rotation and creation of autonomous working groups.					
4.	Job redesign generally improves the quality of service provided by staffs.					

SECTION E: Effects of Training on Organizational Performance

Please choose the option that best expresses your view on the effects of Stress MGT. on Organizational Performance. Please tick (✓) as follows. Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD)

S/N	QUESTIONS ON STRESS MANAGEMENT AND ORGANIZATIONAL PERFORMANCE	⁵ SA	⁴ A	³ U	² D	¹ SD
1.	Training helps in analyzing the situation and developing an active plan to minimize the stressors for better job satisfaction					
2.	Training helps in developing a lifestyle that creates a buffer against stress.					
3.	Training helps prevent stress through becoming aware of signs of stress to improve efficiency					

Thank you for your time and attention. It is greatly appreciated.

