

Chapter one

Introduction

1.1 Background to the study

Performance in an organization refers to the formation of value, efficiency, and quality of overall output which determines how important an employee is to the organization. Performance is defined as behaviour that leads to the attainment of the desired results or whether an employee is doing well at his job or not. Employees are an asset to the organization, and the performance each employee provides must be significant. Performance are the outcome of the energy put in place by each employee of the organization which can be tangible, or intangible which is influenced by a variety of individual traits. In a competitive environment, every organization irrespective of its type, sizes and level of development needs highly performing employee that fulfills the goals and aspiration in order to enhance productivity. Job performance refers to the quality and quality output expected from each employee¹.

Job performance is related to the willingness and openness to try and achieve new aspects of the job which in turn will bring about an increase in the individual's productivity. Job performance could be described as a coordinated effort to carry out tasks that involve converting inputs to outputs of a quality consistent with the skills, abilities and experience of the staff, with the help of supporting factors and the appropriate working environment to undertake this effort accurately, faster and less costly. This applies to every organization including educational institutions².

Performance of academic staff is one of the most important components of any educational system that has attracted a lot of interest in academics and the social world. Tertiary institutions

no doubt play vital role in providing support in terms of scientific and academic development. This support is dependent on the performance of its employees. The performance of Office Technology and Management Lecturers in tertiary institutions is a vital factor for the progress and productivity of tertiary education and the prosperity of the society at large. This is because a better performance of the OTM Lecturers will lead to a better organizational performance³.

Improved job performance is a precursor for different organizations to achieve their objectives for the organization to survive and thrive. It has become necessary therefore, for organizations wishing to improve their performance to focus on their human component in order to ensure excellence and prosperity. OTM Lecturers' job performance enables management of the institution to assess the performance of the organization and to develop programs and frameworks that can help in improving the overall performance of the institution. The job performance of OTM Lecturers is important in all organizations, but its importance is imperative in all educational organizations and tertiary institutions in particular, this is because Lecturers of tertiary institutions play a pivotal role in nurturing future generations that will be capable of advancing the country and the society. Lecturers therefore contribute to the educational institution in terms of administrative management, teaching and conducting scientific research that increases the efficiency of the tertiary institutions and society³.

Job performance has drawn the attention of academics and other researchers worldwide. Due to several challenges that erupt from the tertiary institution, the academic staff's job performance has decreased in the United Kingdom's educational institution as this could stem from poor pay, stress, poor work atmosphere, and ongoing miscommunication within the institution are a few of these problems. It is affirmed that the difficulties and circumstances at hand, particularly in terms

of diminishing work quality, a lack of innovation, and inadequate stress management techniques, have led to a decline in job performance in polytechnics in United Arab Emirates, Qatar and some other Arab countries⁴.

The issue relating to job performance, particularly in the educational sector, does not exclude Africa as a continent. These problems are clearly present in a number of nations, including South Africa, Gambia, Ghana, Nigeria among others. The problems that exist show that certain academic staff in polytechnics in South Africa's educational system put in extra time without getting paid for it. In addition to being against the law, unpaid overtime clearly violates both the rights of employees and the moral standards established for the polytechnics. Academic staff most especially OTM lecturers are under pressure from management to take the institution to a greater height that are expanding in scope with time, which leads them to take unethical acts and put work on hold. This is one of the problems that affect job performance of academic staff. Few academic staff in Nigeria's educational sector lack the essential capacity to foresee and handle academic activities, as this could hinder their ability to cope with stress and work in an unfavourable atmosphere. This could limit their ability to achieve the institution's goals and objectives⁵. Little attention has been given to job performance of OTM Lecturers in public polytechnics in Nigeria. Some authors revealed that some of the problems of job performance in tertiary institutions in Nigeria may manifest in the form of decreased productivity, difficulty prioritizing tasks, committing errors in given tasks, or missing deadlines, turnover intentions among staff, among others⁵.

In addition, some other perceived problems faced by OTM Lecturers in their job performance in the institution include; lack of job satisfaction, too long working hour, poor remuneration and

incentive scheme, delayed promotion, issue of relegation just to mention a few⁵. All these problems could also make the OTM Lecturers in polytechnics not to achieve the stated goals and objectives of the polytechnics. This study therefore is focused to investigate job performance of Office Technology and Management Lecturers in polytechnics and work environment together with stress management practices as factors that could affect it.

The measures for job performance have been studied and stated in John Campbell theory of 1993. This study adapted these measures from the Campbell theory to use for the OTM Lecturers' job performance: declarative knowledge, procedural knowledge, demonstrating effort and facilitating peer and team performance. These four (4) adapted measures are more relevant to duties and responsibilities of academic members of staff of learning institutions. Declarative knowledge refers to facts or information stored in the memory, that is considered static in nature. Declarative knowledge, also referred to as conceptual, propositional or descriptive knowledge, describes things, events, or processes; their attributes; and their relation to each other. Declarative knowledge refers to facts and information about a topic. OTM Lecturers need this knowledge for teaching because they need first-hand information about the course they are teaching as this would revealed their mastery in their field⁶.

Linking, organizing, and elaboration, learning strategies are appropriate for declarative knowledge as learning are advance organizers, metaphoric devices, imagery, analogy, and concept mapping, mnemonics, and rehearsal. Declarative knowledge of OTM Lecturers consists of facts that can be stated verbally, such as propositions about persons, places, things, and events as all these could have positive impact on their job performance. Declarative knowledge is

further divided into factual and conceptual knowledge. Factual knowledge is the basic facts that an OTM Lecturers must know to be familiar with the subject or problem to be solved. Conceptual knowledge is the interrelationship between the basic elements within a broader structure that allows for joint action⁶.

Procedural knowledge refers to the knowledge of how to perform a specific skill or task, and is considered knowledge related to methods, procedures, or operation of equipment. It also refers to skills or abilities to do something, is a typical form of experiential knowledge that is developed and retained within an academic institution or research team (e.g. skills of OTM Lecturers). Procedural knowledge of OTM Lecturers includes criteria on when certain skills, algorithms, techniques, and methods could be used for effective performance. Procedural knowledge includes knowledge of methods of collecting, arranging, and processing data, knowledge of ways of interpreting, and writing, this could enhance the research skills of OTM Lecturers and in turn heighten their performance in the institution. Procedural knowledge provides OTM Lecturers with the knowledge they need to solve problems which could in turn enhance their performance. Problem-solving occurs at a time when the individual must determine a way to achieve a goal that has never been achieved before⁷.

Demonstrating effort is the amount of attention resources that a lecturer dedicates to a job task. Demonstrating effort as an important component of motivation has been defined in terms of direction of effort (what types of behaviors are involved), effort level (intensity) and duration (persistence or time commitment)⁷. Since motivation plays an important role in explaining how much effort and persistence employees show, the majority of studies that investigated the

antecedents of employee effort relied on motivation and its related concepts such as goal setting, valence, and self-efficacy as fundamental predictors of employee effort. Extant literature revealed that when lecturers exert more effort in their job due to the motivation they get from their employers, they tend to be more productive as this could in turn heighten their performance as well⁷.

Facilitating peer and team performance is another measure which is the process of evaluating the performance of an entire team, not just an individual. Team performance evaluation is done to get a clear idea of how well the team's skills are working together for effective and high job performance. It includes managing team members, motivating them and providing feedback on their performance⁸. Literature reveals that when lecturers work in team, it increases their work rate, where every member in the team tend to bring ideas together just to ensure that the goals and objectives of the organization are achieved⁸.

Another factor that could influence job performance of OTM Lecturers is work environment. Work environment could be described as a place where both the physical and mental state of employees are comfortable to work. Work environment could be viewed as the physical, social, psychological and technological conditions that are found in the work places that impact the ability of staff to manage records effectively. The work environment entails more than just the tables, chairs, lightening and other physical facilities; it encompasses both the social, psychological and technological work condition of a workplace. It is surmised that work environment is one of the most important factors in keeping a lecturer satisfied in the contemporary organization. This implies that if lecturers perceive that the workplace is not comfortable (safety, job security, health hazard, outdated equipment, salaries, rewards), there is a

tendency for their level of commitment to drop which eventually leads to poor work performance as this could also inhibit teaching and learning⁹.

Workplace environment could have either positive or negative influence on job performance of OTM Lecturers depending upon the nature of working environment. Lecturers of Polytechnic would perform better if they are provided good environment like comfortable office with enough space, ventilated lecture rooms, computers, Internet among others. The nature of workplace environment in which lecturers work could determine their job performance which could also determine to what extent the mission and vision of the institution would be achieved. The work environment of lecturers in polytechnics is very important because it could determine how effective and efficient they would be in performing their assigned duties, as well as impact effective teaching and learning which could be used to measure the level of their job performance¹⁰.

A comfortable workplace encourages the comfort and convenience that lecturers need to raise their performance level. In the modern day, management's primary priority is to improve the working environment. This admirable goal is currently endangered by the polytechnic system's academics' subpar working conditions, which are impairing their ability to execute the lecturers' jobs (research, teaching, mentoring and community service). For instance, the official lecture-to-student ratio at Polytechnic is divided into two categories: social sciences (1:40) and science (1:30). However, the situation is quite different as classes are overcrowded with students who sometimes hang around classroom windows to receive lecture¹⁰.

However, OTM Lecturers could be contented when they feel that their immediate work environment is in line with their obligations. Extant literature on work environment have revealed that lecturers in the polytechnics are satisfied with some features of workplace environment and that these features preference are highly significant to employees' productivity and effective record management and practices. Some of these features include lighting, ventilation rates, access to natural light, work load, health safety, physical work environment, as all these could in turn enhance their performance¹⁰. The construct of the theory of work environment are: safety, comfort. Altruism, status, autonomy and achievement. Nevertheless, for the purpose of this study, comfort, status and safety measures were adapted from work environment theory by Dawes and Lofquist¹¹.

Comforting work environment could be defined as situation where the work environment is comfortable for a lecturer to carry out his/her duty without any hitch or hindrances. A comfortable work environment helps to create a more positive atmosphere, which, in turn leads to improved motivation and a greater will to produce good result, hence high job performance. The optimal indoor air temperature in office building is considered acceptable if 80% of the occupants are comfortable¹². It is surmised that thermal comfort is imperative, if the thermal condition is within the thermal comfort zone, employee's performance can be reduced by 5% to 15%. It is also affirmed that most of the employees work comfortably in office at the temperature of between 23°C to 26°C.

Humidity level is also taken concerned in order to produce a better environment comfort in an office building. In a situation of lower humidity level, lecturers will be more uncomfortable from the resultant of dryness in skin as well as the difficulty in breathing from mouth or nose which could inhibit their performance¹². As for lighting level, it is a key factor for all the lecturers to get

their job done. Without proper lighting, academic could find it impossible to finish their tasks comfortably and as well do deliver lectures effectively. It is affirmed that when lecturers have their ability to control the lighting quality, they create a positive effect in their performance¹².

Status is the position of being legally employed by a particular institution. It means the contractual aspects of work and employment (e.g. distinguishing between waged and self-employment and between different types and durations of employment contracts), as well as to the number of working hours (e.g. separating part-time and full-time work). A lecturer who sees his/herself as being part of the institution tend to be more committed and work assiduously to meet the mission and vision of the institution¹³. Safety is the state of being away from hazards caused by natural forces or human errors randomly in an organization. It also refers to how safe the working environment of an organization is and encompasses all factors that impact the safety, health, and well-being of lecturers. It is apparent that when employees maintain good health and feel safe within the working environmental conditions, they will be able to render a significant contribution in the achievement of organizational goals. Health and safety of the employees are taken into account in terms of physical as well as psychological aspects¹³. A lecturer may be safe from his/her place of work but to be more productive depends on the ability to manage stress.

Stress management could also influence job performance of OTM Lecturers in polytechnics in South-South, Nigeria. Stress is defined as a psychological and physical reaction to prolonged internal and/or environmental conditions in which individual's adaptive capabilities are over extended. It is an adaptive response to conscious or unconscious threat and can affect an individual emotional, physical and social wellbeing as well as pose a threat to one's health if not dealt with or managed well. It is affirmed that stress shows itself in a number of ways. For

instance, a lecturer who is experiencing a high level of stress may develop high blood pressure, ulcers and other associated problems which could inhibit the job performance of such employee¹⁴. Anger, anxiety, depression, nervousness, irritability, aggressiveness, and boredom which could arise from high level of stress could lead to low employee performance as this could also lead to a decline in self-esteem, resentment of supervision, inability to concentrate, trouble in making the decision and work dissatisfaction. The experience of work stress is a challenge to the health and safety of workers and to the healthiness of their organizations. Management of institutions should have a policy for the management of workers' health, also employees should device strategies on how to manage stress. Stress management is the ability of employees to deal with the pressure of work as well as that of work without any effect on their psychological, physical and emotional well-being. It has been revealed that when employees are able to manage stress that emanates from work they tend to be more productive at work¹⁵.

Stress management should not emanate from the employee alone, employers of labour have a lot to do to ensure that their employees are not over stressed at work as this could inhibit their level of productivity. It is expedient that employers of labour should apportion to their employees' job that they could finish before the close of every work day. Giving employees time to explore and go for vacation is a way where they could manage stress that could emanate from work as this could reduce the pressure and tension that have been accumulated from works and make them to be fresh to duty when they resume work which could in turn boost their job performance¹⁵. Some of the measures of stress management include emotional labour and job hassles. These measures were adapted from job demand theory by Demerouti¹⁶.

Control over job refers to the extent to which OTM lecturers have autonomy and authority over their work tasks, decision-making, and resources. It also encompasses how much influence and direction management or supervisors exert over employees' day-to-day activities. Control over job could be high or low. In high control, management closely supervises and directs employees' work. They prescribe specific tasks, methods, and timelines, leaving employees with little autonomy. High control can be useful in situations where tasks are standardized, require strict adherence to regulations, or demand a high level of accuracy. While in low control OTM lecturers are given more freedom to make decisions, plan their work, and choose how to achieve their objectives. Empowerment fosters a sense of ownership and responsibility in OTM lecturers which could in turn enhance their job performance¹⁷.

Support from colleagues refers to the assistance, encouragement, and collaboration that OTM lecturers receive from their fellow co-workers within a professional or work environment. OTM lecturers who feel supported and valued by their colleagues are more likely to stay with the institution for the long term. This can lead to a more stable workforce, reduced turnover costs, and a consistent level of performance and expertise within the organization. institutions that prioritize cultivating a supportive culture among OTM lecturers are likely to see improvements in their overall performance and productivity¹⁸.

Support from supervisor refers to the assistance, guidance, and encouragement provided by a manager or team leader to their subordinates. Supportive supervisors play a crucial role in creating a positive and productive work environment, fostering employee well-being, and maximizing performance and job satisfaction. When OTM lecturers feel supported by their supervisors, they are more likely to feel motivated and engaged in their work. Supportive

supervisors can provide constructive feedback, recognize OTM lecturers' efforts, and create a positive work environment, all of which contribute to higher levels of motivation, commitment and job performance¹⁹.

Psychological well-being refers to their mental and emotional state in the workplace, encompassing factors such as overall happiness, contentment, and satisfaction with their work and life. It is a crucial aspect of OTM lecturers' health and productivity, as it directly influences their motivation, engagement, and performance at work. When OTM lecturers experience positive psychological well-being, they are more likely to be motivated, engaged, and satisfied with their work. This, in turn, can lead to several positive outcomes that enhance job performance. OTM lecturers who experience higher levels of psychological well-being are generally more motivated to excel in their roles. They are likely to be passionate about teaching, have a sense of purpose, and feel energized to contribute to their students' learning experiences²⁰.

Despite the fact that several studies have been done on job performance of employees, the problem of low job performance still persists because there are several factors influencing job performance of workers. Many researches have been done in Europe, America and Africa on work environment and stress management separate variables having relationship with job performance. Many of these studies were also conducted in business organizations and very few in educational institutions. The study also will provide empirical evidence on work environment and stress management taken together as factors that could have significant influence on job performance of OTM Lecturers in Polytechnics in South-south, Nigeria.

1.2 Statement of the problem

The issue of academic staff job performance in Nigerian Polytechnics has been attracting the attention of public educators and stakeholders in education¹. Poor educational standard in some Polytechnics has been reported by notable scholars, including Jemilohun, Babalola and Nkire²¹ and Sokpuwu & Ibara²². The authors also attributed the fallen standard of education at tertiary level to poor performance of academics while it is evident that the unpleasant work environment of academic staff is one of the factors impeding their desire to put up excellent performance. Indeed, poor performance continues to be experienced in various institutions due to some issues such as: poor commitment to work, poor productivity and output, negative downturn of performance due to poor working environment, and poor creativity due to stress related causes. Hence this work examined Work Environment, Stress Management Practices and Job Performance of OTM Lecturers in South-south Polytechnics, Nigeria. Many researches have been done in Europe, America, and Africa on work environment and stress management as separate variables having relationship with job performance. Many of these studies were also conducted in business organizations, and very few in educational institutions. This study also will fill the gap, provide empirical evidence on work environment and stress management taken together as factors that could have significant influence on job performance of Office Technology and Management Lecturers in Polytechnics in South-south, Nigeria.

1.3 Aim and Objectives of the Study

The aim of this study was to examine the influence of work environment and stress management on job performance of Office Technology and Management Lecturers in polytechnics in South-south, Nigeria. The specific objectives are to:

1. identify the level of job performance of OTM Lecturers in polytechnics in South-south, Nigeria;
2. examine the nature of work environment of OTM Lecturers in polytechnics in South-south, Nigeria;
3. determine the influence of work environment on job performance of OTM Lecturers in polytechnics in South-south, Nigeria;
4. ascertain the influence of stress management practices (control over job, support from colleagues, support from supervisor, psychological well-being) on job performance of OTM Lecturers in polytechnics in South-south, Nigeria;
5. determine the combined influence of work environment and stress management practices on job performance of OTM Lecturers in polytechnics in South-south, Nigeria.

1.4 Research Questions

The following questions guided the study:

1. What is the level of job performance of OTM Lecturers in polytechnics in South-south, Nigeria?
2. What is the nature of work environment of OTM Lecturers in polytechnics in South-south, Nigeria?

1.5 Hypotheses

The null hypotheses of this study was tested at 0.05 level of significance.

- H₀₁ There is no significant influence of work environment (comfort work environment, status and safety condition) on job performance of OTM Lecturers in polytechnics in South-south, Nigeria.
- H₀₂ There is no significant influence of stress management practices (control over job

support from colleagues, support from supervisor, psychological well-being) on job performance of OTM Lecturers in polytechnics in South-south, Nigeria.

H₀₃ There is no significant combined influence of work environment and stress management practices on job performance of OTM Lecturers in polytechnics in South-south, Nigeria.

1.6 Significance of the Study

The study would be of immense significance to the following stakeholders: OTM Lecturers, polytechnic management, employers of labour, government and policy makers, human resource professionals and researchers. The result of this study would provide OTM Lecturers a better understanding of those factors that may enhance their performance. It would be an eye opener for OTM Lecturers on how to manage stress properly as well as how to balance their work with family life which could boost their performance. The study would equip polytechnic administrators with improved management strategies to boost the morale of their workforce in order to enhance performance and quality teaching and learning. It would also assist polytechnic management to tackle the problem of employee low performance, since lecturers constitute the personnel bedrock of polytechnic academic unit, making them an important indicator of the working climate by also making sure that they are committed to the institution, so as to meet its goals and objectives. In addition, the findings would also help the polytechnic management to improve on the factors that positively influence job performance and eliminating those contributing to job dissatisfaction and poor performance. It would also help them to reduce the work load given to OTM Lecturers which could serve as a way of reducing and/or managing stress because it could make them to be underproductive.

Employers of labour would also benefit from this study as it would make them to plan for the career development of employees which would in turn be of great benefit to the employees as

well as the institution at large. In addition, it would also help employers of labour to know how to help employee manage their level of stress by ensuring that their volume of work is not overloaded so as to make them to be more productive to the institutions.

The result of this study could also be of immense benefit to government and policy makers in the sense that they will be well informed of the relevance of motivating workers, giving time out for workers such as taking leave, creating an enabling work environment that is devoid of tension and harm, where there would be collaborative effort among the staff as these would enhance their job performance. It would also help government to motivate employees by making sure that they are paid as and when due, remuneration as well as promotion. All these could make OTM Lecturers to be committed to the institution and thus enhance their job performance. The study could engender a purposeful and result-oriented human resource development programme and ensure optimal utilization of lecturers' potentials.

It is also an entry point to future researchers who might be interested in carrying out and analyzing the relationship between work environment and stress management practices on job performance. This would also contribute significantly to the body of knowledge, empirically and conceptually as it would further give insight of how work environment and stress management practices could heighten job performance. It could thus pilot future researchers as a reference material on works related to it so as to augment their own study.

1.7 Scope of the study

The study focused on the influence of work environment and stress management practices on job performance of OTM Lecturers in polytechnics in south-south, Nigeria. The job performance measures are declarative, procedural knowledge, demonstrating effort and facilitating peer and

team performance. The measures for work environment are comfort working environment, status and safety condition while the measures for stress management practices are emotional labour and job hassles. The study covered OTM Lecturers in both Federal and State Polytechnics in South-south, Nigeria: Auchi Polytechnic, Auchi, Akwa Ibom State Polytechnic, Ikot-Ekpene; Delta State Polytechnic, Ogwashi-Uku; Delta State Polytechnic, Otefe-Oghara; Edo State Polytechnic, Usen; Ken Sarowiwa Polytechnic, Bori, Rivers State and Port Harcourt Polytechnic, Rumuola, Rivers State. The respondents included all Office Technology and Management lecturers from Polytechnics in South-south, Nigeria. This included male and female who are in different levels. The researcher is particular about OTM Lecturers because they are at the centre of academic activities in the polytechnics who train students to become professionals in their various fields

1.8 Limitation to the Study

Some of the limitations that were encountered in the course of this study included financial challenge, transportation, research personnel. It was pocket draining as the researcher tend to travel to South-east every month to ensure that the letter for permission to collect data from the polytechnics have been approved. Also, the researcher had to stay back in the South-south where the study was being conducted to ensure that the OTM lecturers filled out the questionnaire. Also, the cost of transportation was on the high side due to the economic situation of the country. Sometimes, the researcher had to stay back in the South-south for some days just to cut the cost of travelling. In terms of research personnel or assistant, the researcher had to recruit another three research assistants who assisted in the administration and collection of questionnaire to OTM lecturers in Auchi, Delta and Akwa-Ibom, which came with a cost as well.

1.9 Operational Definition of Terms

The following terms are operationally defined as they were used in the study:

Performance: This refers to the accomplishment of a given task measured against the set standard by polytechnics in South-south, Nigeria.

Job Performance: This implies the extent to which OTM Lecturers in polytechnics in South-south, Nigeria are able to achieve their job responsibilities and goals.

Declarative Knowledge: it refers to facts or information stored in the memory of OTM Lecturers that is considered static in nature.

Procedural Knowledge: It refers to the knowledge of how to perform a specific skill or task, and it is related to methods, procedures, or operation of equipment by OTM Lecturers in polytechnics in South-south, Nigeria.

Demonstrating Effort: This refers to the amount of attentional resources that an OTM Lecturer dedicates to a job task.

Facilitating Peer and Team Performance: This is the process of evaluating the performance of an entire team of OTM Lecturer, not just an individual.

Workplace Environment: This referred to the sum of the interrelationships that exists among the OTM Lecturers of polytechnics in South-south, Nigeria, and the environment in which they work.

Comfort Working Environment: it refers to a situation where the work environment is comfortable for OTM Lecturers in polytechnics in South-south, Nigeria, to carry out his/her duty without any hitch or hindrances.

Status: This refers to the position of OTM Lecturers being legally employed by a particular polytechnic in South-south, Nigeria.

Safety Condition: It refers to how safe the working environment of an organization is and encompasses all factors that impact the safety, health, and well-being of OTM Lecturers in polytechnics in South-south, Nigeria.

Stress Management Practices: This is the ability of OTM Lecturers of polytechnics in South-south, Nigeria to deal with the pressure of work as well as that of work without any effect on their psychological, physical and emotional well-being for effective job performance.

Control over job: It refers to the extent to which OTM lecturers in polytechnics in South-south Nigeria have autonomy and authority over their work tasks, decision-making, and resources.

Support from colleagues: It refers to the assistance, encouragement, and collaboration that OTM lecturers receive from their fellow co-workers within a professional or work environment.

Support from supervisor: This means the assistance, guidance, and encouragement provided by employers or team leader to OTM lecturers in polytechnics in South-south Nigeria.

Psychological well-being: It means refers to the OTM lecturers' mental and emotional state in the workplace, encompassing factors such as overall happiness, contentment, and satisfaction with their work and life.

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Chapter Two

Literature Review

This chapter deals with the review of related literature. This was done both theoretically and empirically and the following sub-headings were discussed:

2.1 Conceptual Review

2.1.1 Job Performance

2.1.2 Work Environment

2.1.3 Stress Management Practices

2.2 Theoretical Framework

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2.1 Conceptual Review

2.1.1 Job Performance

Polytechnics over the years have served as training ground of high-level manpower development for the various sectors of the economy. They also engage in systematic discourse and research activities, all aimed at ensuring proper human development. Polytechnics are therefore expected to be agency saddled with the task of extending the frontier of knowledge for the overall benefits of the society. This is because the polytechnics system in Nigeria, as in any other country, cannot achieve its goals and objectives without effective and efficient academic staff. The issue of academic staff job performance in Nigerian polytechnics has therefore been attracting the attention of public educators and stakeholders in education. Job performance refers to how well someone performs at his or her work. Job performance has been defined as work performance in terms of quality and quantity expected from each employee. Performance is defined as behaviour that leads to the attainment of the desired results or whether an employee is doing well at his job or not¹.

Job performance is related to the willingness and openness to try and achieve new aspects of the job which in turn will bring about an increase in the individual's productivity. Job performance is defined as accomplishment of work related tasks or skill by an employee. Job performance is influenced by lots of determinants². Several contributing factors have been found to impact OTM Lecturers' job performance. However, scholars used a job context model that classified the determinants into four groups - the individual factors, the task characteristics, the economic factors, and the organizational context³. How satisfied an employee is, is capable of influencing the performance of such employee. In other words, job performance seems to be a determinant of

job performance. Job performance can be defined like feeling that reflects whether employee needs are or not fulfill by the individual job. Scholars stated that the relationship between job performance and employee performance is one of the most researched areas in organizational sector⁴.

The way we engage employees in the work organization also goes a long way at influencing how well they perform on the job. In other words, employee engagement is a vital factor to consider when investigating job performance⁵. The academic community also sees the problem of low employee engagement and its negative impact on business outcomes⁹. Another equally important factor while investigating job performance is workplace environment. Workplace environment plays an important role in an organization. Most of the problems faced by employees are related to working environment. The level of productivity can be increased through developing a conducive working environment in the organization. Workplace environment plays a crucial role in ensuring employee's job performance since it may impact employee morale and productivity⁶.

Performance appraisal/evaluation is a systematic process through which academic staff are given feedback on their performance and further reward and promotion. Criteria for evaluating OTM Lecturers of polytechnics can be categorized into three groups: teaching, research and service; teaching being the primary assignment of the academic. Teaching includes not only what is taught but also how it was taught. The current performance appraisal/evaluation is deficient having placed a greater emphasis on publication and paper presentation at conferences than on teaching effectiveness which is the beginning of academic excellence⁶.

Performance management, particularly performance appraisal aspect of it with regards to academics in institutions of higher education has not received enough attention from policy makers and administrators of tertiary institutions in the past, hence, its contribution to enhance institutional performance and quality appear to have been neglected⁶. Consequently, universities adopted a *laissez-faire* approach to performance appraisal, thus, academic staff members were not closely monitored in terms of in-class effectiveness. The evaluation criteria used in evaluating the lecturers in Nigerian tertiary institutions today have failed to enhance the quality of performance and credibility of graduates of tertiary institutions because such evaluation methods tend to give low priority to job performance⁵.

Job performance was simply mentioned as quantity and quality of the output of each employee who is working in an organization. But, in the present scenario employees do much more than traditionally included in their job descriptions. Job performance is an action that involves process and product (final output). The individual process can be influenced by an organizations' overall performance. It is not only actions that determine one's performance but also external factors such as resources, organizational culture and economic, political and social factors. Another author opined that a growing emphasis has been given to employee's job performance as a source of competitive advantage to promote responsiveness in enhancing overall organizational effectiveness. They defined performance as the level of an individual's work achievement after having exerted effort⁷.

On the other hand, job performance as the set of workers' behaviour that can be monitored, measured, and assessed achievement at individual level. These behaviours are also in agreement

with the organizational goals⁷. While some scholars, view job performance as a human behaviour which the result is an important factor for individual work effectiveness evaluation. This view implies that organizations' success or failure is dependent on job performance of the individuals in that organization⁸. Performance of a person on a job can be considered as a function of two different variables. One of these refers to the ability or skill of the individual to perform the job; and the second refers to his motivation to use this ability or skill in the actual performance of the job⁸.

Job performance of a staff in any organization is of paramount importance in achieving organizational goals. The success or failure of any organization is dependent on the extent of its performance⁹. The researchers observe that no organization can exist unless its workers are highly productive. Performance is goal directed behaviour under an individual control that supports organizational objectives. Workers who are aware of current development in their profession including new knowledge acquisition are positively in position to boost their productivity index. The essence of training is to reduce obsolescence to the barest minimum. Hence development programmes are used productively.

In a rapidly-evolving job landscape, employees need to be trained and taught about new technologies and their applications. With training and development, employees can stay up-to-date, use new technologies and give up on the old ways of performing a task⁹. They can finish a task faster and show improved results with the right training. It will also give them confidence and enable them to adopt new and better ways to achieve their goals and objectives¹⁰. The university system is a conglomeration of eggs that need to be trained and retrained so that they can impact on their students and the society at large through quality research. The training so

acquired can boast their productivity and by extension help to improve that of the students they teach. Every effort has to be made to sustain the training opportunities of the staff of the polytechnic.

In this regard, affirmed that job performance becomes the product of information accessed and effectively applied on the job for maximum productivity⁸. Scholars gave the following among performance indicators: quality of work, quantity, timeliness, cost effectiveness, creativity, innovation, adherence to policy, personal appearance/grooming, management by objectives, etcetera⁸. Consequently, job performance has become one of the significant indicators in measuring organizational performance in many studies. Even though performance is oftentimes determined by financial figures, it can also be measured through the combination of expected behaviour and task-related aspects, like the use of information, which could as well be used to measure senior nonacademic staff job performance⁷. Job performance is a concept that scholars have viewed as the degree to which a combination of duties (such as teaching, research and community service) are performed by academic staff of universities^{11, 12}.

Academic staff job performance has also been defined as the association between teaching features and educational success in the classroom¹³. Thus, the influence of stress on the job performance of OTM Lecturers may be observed by their teaching effectiveness, job commitment, satisfaction and motivation to perform, among others. From the preceding, the importance of lecturers' job performance cannot be over-emphasized because of the lingering and far-reaching effect it may have on the educational outcome of students and the nation¹³.

The use of information motivates and influences job performance of the non-academic staff, plays major roles in advising students on information on other needs such as course selection, career success, etcetera, while others make significant decisions that affect the direction of the institution as a whole⁷. Authors note that a worker uses documents to understand a task's related topics and solve a specific problem. When a worker begins a task, he/she may search the organization's knowledge repository for information that will help solve the problem at hand⁷. Also attests that in an organizational setting, managers are saddled with the responsibility of efficient allocation of resources for optimal profit or improved productivity. Hence he stressed that the greatest challenges that managers often face in accomplishing this goal is how to access and use information for optimal factors combination. In the same vein, senior non-academic staff in their various departments are faced with complex tasks. Therefore, they need to access and utilize information for optimal productivity⁷.

Job performance represents a combination of positive or negative feelings that workers have towards their work. Job performance represents the extent to which expectations match the real rewards¹⁴. Job performance is closely linked to that individual's behavior in the work place. Job performance is the collection of feelings and beliefs that people have about their current job. People's levels of degrees of job performance can range from extreme performance to extreme poor performance. In addition to having attitudes about their jobs as a whole, people can also have attitudes about various aspects of their jobs, such as the kind of work they do, their co-workers, supervisors or subordinates, and their pay¹⁵.

Job performance can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact, the new managerial paradigm, which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, and personal desires, is a very good indicator for the importance of job performance in contemporary organization. When analyzing job satisfaction, the logic that a satisfied employee is a happy employee and a happy employee is a successful employee is used¹⁶.

All attitudes and actions that are controlled by an employee in a workplace and which contribute to the achievement of the goals of the organization are called job performance¹⁷. The concept of job performance, which defines to what extent the targeted job is performed, from an individual perspective, is the whole of the behaviors exhibited by the employee in order to contribute to the effort of the organization to reach its goals¹⁸. At work, all behaviors that employees engage in are called job performance¹⁹. All activities related to the work performed by employees were defined as job performance. Performance is related to the quality of the way employees do the job. If employees do not have knowledge, skills, and competencies for the work they will do, stress on them increases, and while they lose their motivation, their performance may also decrease²⁰.

Job performance is a component of the task and contextual performance, and it is the efforts made by employees in order to achieve work-related objectives²¹. Another author defines job performance as the ability of an employee to achieve the objectives and organizational standards²². The concept of job performance is related to the existence of features (capacity) suitable for the requirements of the job, the employee's striving for his/her job (willingness), and

the presence of environmental elements for the realization of the job²³. Job performance, which plays a vital role in realizing the goals and objectives of the organization, is realized at the same time by employees' demonstrating their capacity and willingness in accordance with their job descriptions and roles, and by receiving the support of the business environment²³.

Job performance is an assessment of the efficiency and effectiveness of a worker or group of workers²⁴. In actual terms, employee performance is a component which directly affects the company's profits. Performance may be evaluated in terms of job satisfaction an employee had on specific job role over a period of time. The performance of a given worker will be assessed relative to job description set out for employees doing the same work. It can also be assessed according to the amount of units of a product or service that an employee handles in a defined time frame²⁴.

As the success of an organization relies mainly on the performance of its employees, therefore, job performance has become an important objective for businesses²⁴. Studies have focused on one or two ways to measure employees' performance and since many different approaches are taken, it can be challenging to compare the results. Overall, there is a lack of an effective and standardized way to assess this performance. Job performance is based on the amount of time that an employee is physically present at his/her job, besides the extent to which he/she is "mentally present" or efficiently working during the presence at the job. Companies should address such issues in order to ensure high worker performance²⁴. Author also demonstrated that the alignment of functioning work system to employee productivity is a key contributor to the success of an organization. This alignment as a result would motivate and inspire employees to

be more creative, and this ultimately can improve their performance effectiveness to accomplish organizational goals and objectives²⁴.

Job performance is a central variable in employment relations but until recently has received little attention. Performance has often been confused with activities over which employees have little control such as productivity and output when it is better understood as referring to the behaviours which employees display which are valued by their organisation²⁴. Individual job performance has been a central variable in much research in employment relations but as a construct has until recently received comparatively little attention when compared with other relevant variables²⁴. In part this has been because of an emphasis on wider systemic issues in attempting to understand organizational performance, but possibly it is also because researchers tend to emphasize independent variables and the measurement of performance as a variable tends to be controlled by people other than the researcher.

One of the consequences of this neglect has been that the concept of performance has often been operationalized by measures over which an individual has limited control (eg productivity and efficiency confound organizational constraints) and that therefore confuse the relationship between predictor variables and criteria. Output is one example of a measure which has been used for individual performance but which is in fact a reflection of many factors apart from the individual worker's efforts such as the work environment, availability and standard of equipment and resources. Performance can be distinguished from such measures because it refers to the behaviours which an individual displays whereas concepts like output and effectiveness reflect the outcomes of those behaviours, which may or may not be within the control of the individual²⁴

Authors asserted that job performance of academic staff is important because good quality tertiary education is an important avenue towards nurturing the students needed for the world of work; the experienced doctors, nurses and community workers needed for better welfare and health facilities, the accountants, economists and journalists required for better private business and better governance²⁵. They also maintained that for higher education to develop the capacities mentioned, it must ensure that their staff are well motivated in order to contribute to the quality needed for socio-economic and political development²⁵.

The teaching role involves preparing and delivering of lectures, supervision of students in industrial training, final year project, post graduate students, marking assessments and grading of scripts. Other functions include development and promotion of innovative teaching methods, consultation with students and production of teaching materials for students. Research role involves carrying out investigations on identified problem(s), presentation of findings of such investigations in conferences/seminars and publishing the findings in journals and/or text books. The third role involves rendering services both to the school and the community at large. Such services include heading a department, faculty, committee, external supervisor, advisor of student societies, members of other recognized committees at departmental, faculty and polytechnic levels – example; sports, graduation, convocation etc. Scholar states that teaching and research are the core functions of a lecturer and their quality can be improved by hiring the best scholars and empowering them with good incentives²⁶.

Job performance is depending on the willingness and also the openness of the employees itself on doing their job²⁷. He also stated that by having this willingness and openness of the

employees in doing their job, it could increase the employees' productivity which also leads to the performance. Scholar also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target²⁸. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system should be implemented based on the performance of the employees.

This is to motivate the employees in order to perform more on their task. There are several factors that are being described towards the success of jobs' performance. The factors are such as physical work environment, equipment, meaningful work, performance expectation, and feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes²⁷. Performance that relies on internal motivation but presence of internal factors such as necessary skills; intellectual capacity and resources to do the job clearly have an impact. As a consequence, employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards²⁹.

Job performance has been established to be directly related to employees' motivation. This assertion was corroborated by different management theories since the works of Frederick Taylor on 'The Principle of Scientific Management' in 1911 and Henry Gantt on Works, Wages and Profits in 1913. Modern employees; motivation management methods have evolved over time which discredited Taylor's differential piece work rate, and Gantt's "task and bonus wage" systems. The modern employees' motivation management methods are employees' oriented and are more effective²⁹. Also said that people work to survive and live through financial

compensation, to make new friends, to have job security, for a sense of achievement and to feel important in the society, to have a sense of identity, and most especially to have job satisfaction. All employees that have job satisfaction are high performers in their respective workplaces²⁹.

Procedural and Declarative Knowledge - Procedures are a series of steps and/or actions employed to achieve a task or reach a goal^{37, 38}. Adopting this definition, without taking regard of the qualities of procedural knowledge, could lead to what is referred to as learning “rules without reason”. Executing procedures in such a mechanical fashion which employs rules without reason can often lead to peculiar and unreasonable solutions. In an organization setting at time is often employed procedure, as are actions which have been suitably arranged to solve a problem, for example solving incivility³⁹. In essence a procedure is a routine, but it can be either thoughtfully considered, or executed with little consideration.

Procedural knowledge is characterized by some researchers³⁹ as the capacity to follow steps in sequence to solve organization problems or reach an organizational goal. This can comprise a familiarity with, and knowledge of, the system of symbols to construct organization setting, but can also pertain to a knowledge of procedural rules necessary to solve organization problems³⁹. Demonstrating efficiency observed that procedures can often be interconnected or embedded within other procedures, and disagree with employers who may view procedural knowledge to be devoid of relationships. Again, it appears prudent to reflect on the qualities of procedural knowledge, rather than to just accept a shallow, ill-considered, and perhaps sometimes unconsidered characterization of this type of knowledge³⁹.

This acknowledgment of procedural knowledge should in no way be taken as support for a procedure-first or procedure-only argument. Justifying an over-focus on procedures by asserting that it is a shortcut to computational fluency is a flawed argument. Researchers have long declaimed that ‘meaningful’ memorization is more effective than rote memorization, and researchers linking procedural knowledge to existing conceptual knowledge is required. Linking procedural knowledge to conceptual knowledge can; make learning facts and procedures easier, provide computational shortcuts, ensure fewer computational errors, and promote efficiency. Procedural knowledge connected exclusively or largely with other non-conceptual knowledge tends to yield more error-prone, rigid, short-term, or isolated gains than would more conceptually connect procedural knowledge.

Procedures are connected with underlying concepts, students are able to better retrieve and employ them³⁹. Procedural memory is proposed as the system containing knowledge of how to do things. This kind of knowledge guides both physical activities and (partially) cognitive skills like playing chess or speaking in public. Usually, many trials are needed to acquire procedural knowledge, although one-trial learning does occur. These skills are hard to express verbally, if at all; the only way to show their presence is by means of performance. It can be argued that procedural memory is relatively autonomous in relation to declarative memory in a number of ways. In certain times, workers are no longer able to collect or recollect new (declarative) facts. However, they are able to acquire new procedural skills, although sometimes slower and more painfully than normal³⁹.

Declarative memory is responsible for what cognitive psychologists traditionally consider to be knowledge, that is, storage of facts and events. Declarative knowledge is symbolic knowledge, sometimes subdivided in semantic and episodic memory. Declarative memory affords an individual the capacity to store associations, and to do so in a single trial. It stores information in propositions the truth or falsity of which can be verbalized instantly. The system contains knowledge that can be thought and spoken about explicitly. There are exceptions to this rule, however, as in the case of memory for faces; these are very difficult to describe verbally³⁹.

Declarative knowledge is not conscious until it is retrieved by cues such as questions. The retrieval process is not consciously accessible either; an individual can only become aware of the products of this process. It is also a very selective process. A given cue will lead to the retrieval of only a very small amount of potentially available information. Expression of declarative knowledge requires directed attention, as opposed to the expression of skills, which is automatic. The ventral stream of visual analysis is primarily concerned with object recognition. The dorsal stream is concerned not with seeing where but mainly with seeing how. This division bears a strong correspondence to the division between declarative and procedural memory. Although the anatomical correlates of these divisions differ considerably, the functional correspondence is striking³⁵. These parallels unite a physiological approach with a psychological view on vision and its relation to action upon the environment³⁶.

Facilitating Peer/team performance - The goal of peer evaluation in a collaborative environment is to have the evaluators rate themselves and their teammates on how well they carry out their assigned team functions, meeting attendance and preparation, contributions to the team, and

cooperation²⁹. Research has shown that the purpose of the evaluation has a large effect on how these evaluations are completed. For example, a formal evaluation used for assessment purposes versus an informal evaluation used for development is more likely to be inflated or may inhibit cooperation. Additionally, evaluations focused on evaluating effort were more unreliable than those focused on achievement²⁹. However, peer evaluations used for development processes (e.g., at the middle of the semester), can have a potential to improve their team skills before the end of their collaborative work.

There are many benefits to using peer feedback to evaluate collaborative activities. Peer evaluation allows for aggregation of different points of view which helps to partially remove bias in evaluation. Evaluating peers demonstrates gains in team skills such as cognitive challenge and development whereas evaluating yourself enhances meta-cognition. Peer evaluation allows for true measurements of interpersonal skills, team-work effectiveness, and individual's strengths and weaknesses³⁰. Team can be described as a group of people who work together to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service. Team building, planning events and activities have the potential to bring the people you employed to a strong sense of direction, workable plans and solutions, a powerful feeling of belonging with and on the team and clear strategic customer-focused values. Poor team building and planning sessions bring disillusionment, low morale and negative motivation of the entire organization.

Team work is the ability to work together towards a common vision. Teamwork is a fuel that allows common people to attain uncommon results. Collective action is widely recognized as a positive force for teamwork in any organization or institution to succeed. Teams enable

individuals to empower themselves and to increase benefits from cooperative work engaged on as a group. Getting together with others also can allow individuals to better understand the importance of teamwork and how the organization operate as well as promote the culture of teamwork success. Without teamwork houses take long to build, government collapse and companies are outshined by their competitors in the market and lastly without teamwork people lose their inspiration³⁰.

Teamwork is the concept of people working together cooperatively, as in sales team, sports team etc. It has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability. Hence, it has become important goal in most work places, the belief is that teamwork gives employees a sense of ownership and encourages cooperation. Team has been around for as long as anyone can remember and there can be few organizations that have not used the team in one sense or another. It is common to hear of management teams, production teams, service team or even whole organizations being referred to as teams that is, many organizations today are moving towards "team based" approach to work, this means that working in teams is the basic method used to get work done in these organizations³⁰. There is no question that today's emphasis on teams is more than just a management fad.

Research in organizational effectiveness has repeatedly validated the view that teams are valuable to an organization. However, teams can be done right or they can be done wrong. When done well, teams can bring a lot of good things to an organization. When done poorly, they can

sap motivation out of an organization faster than almost anything else. Ineffective teams are a bad sign for the future of an organization. If we're going to do them, we need to do them right.

The key elements to successful teamwork are trust, communication and effective leadership; a focus on common goals with a collective responsibility for success (or failure). However, without trust and communication the team will have difficulty functioning effectively.

The whole process of organizational teamwork must begin with a company leadership team that creates a business strategy and a focus on the critical goals of the enterprise. Next there is the process of communicating the vision, values and mission of the organization to a team, or teams that will be responsible for planning and executing the mission and building trust in the teams and within the teams to carry out their assigned responsibilities. Marketing plans, as well as other operational plans, will succeed only with team-based planning and execution³⁰. Team can be defined as a group of individuals who work collectively to achieve the same purposes and goals to provide an excellent quality of services. Teamwork has the ability to enable the members of the team to have a higher level of emotional security, self-confidence and the ability to plan and decide with others positively. Also, it helps in creating a healthy work environment with workable agendas, creative activities, positive strategies and values.

On the other hand, the absence of teamwork's concepts and strategies can lead to occupational failure, disappointment, low morale and poor productivity which threatens the entity of the organization²⁹. The employees, who work in an organization that does not have a strong concept of teamwork, usually fail to deliver the expected results and to achieve the goals and visions of that organization. The presence of teamwork concept is a necessary rule to help the employees in

working together towards common aims and goals creatively. The work performance of the team is higher than individual performance when the work requires a broader scope of knowledge, judgment and opinion. Teamwork can be accurately defined as a group of individuals who work cooperatively to achieve a specific task or goal. This skill has become appreciated that many large organizations have designed special tests to determine the abilities of their employees to work on teams²⁹. Therefore, teamwork ability became an essential skill that every worker must have in order to be accepted in the job.

The idea or concept of teams has been applied many centuries ago during the establishment and development of human civilization, that is why it is a very valuable and important concept in any occupational and developmental process. There is no doubt that teams have a powerful impact on the performance of the employees and the future of the organization³⁰. The studies that have been conducted on the subject indicate that the concept of teams is valuable and helpful to facilitate the developmental process in the organization and to enhance employees' performance³¹. The need to harness individual potentials through working in teams has necessitated the shift from working alone to working in teams which requires that employees cooperate with each other, share information, confront differences and sublimate personal interests for the greater good of the team. A team can be defined as a group of people working toward a common goal. A team is seen as a group of people who work interdependently to solve problems or accomplish tasks for which they were setup for. A team can also be defined as a group of individuals who come together or are brought together with the aim to achieve some stated objective(s) within a given time frame.

Team offers individuals and organizations several benefits that help them in achieving development and performances. Some of these benefits include better solution to work problems, improve co-operations, and better production as team members always hold each other accountable and drive each other to focus on efficient work techniques. Besides, by focusing on team's goals in workplace, employees create more friendly competition and use the team pressure influence to keep each other motivated to accomplish set targets or objectives³¹. Effective teams in organizations make all the differences in the achievement of corporate value creation, growth, and attainment of the predetermined and emergent goals and objectives of any organization.

The use of team-based structures in organization has therefore been seen as a vital approach to develop employees and utilizing their talents to enhance organizational productivity³². The need for effective teams has thus brought about extended interest in team-building to improve organizations' functioning, as well as to achieve better organizational results, just as most managers now consider teams to be more flexible and responsive to changing events than are traditional departments or other forms of permanent grouping in organization. Moreover, in seeking for effective implementation of organizational objectives and development of resilience capacity, there are now more shifts from working alone to working in teams as it requires employees to cooperate with others, share ideas and information, and pull effort together to confront challenges and differences³².

The collective effort of employees, especially teams, which are pulled in one direction in line with objectives of an organization, results to more enhanced performance and productivity than effort of individual or smart employees that pull in different directions or even in same

direction³³. The importance of effective and well-coordinated team building process is vital as performance of well-built teams easily translate to overall organizational performance³⁴. Team building thus has emerged as one of the most important group phenomenon use by organizations to harness the energies of all employees to determine their strengths and maximize both group and individual productivity.

Authors notes that teams have come to be considered as an essential component in the operation of organizations in today's business scenario. Hence, teams must possess a definable membership, group consciousness, and a sense of shared purpose³⁵. Additionally, teams help in maintenance of standards of conduct, and facilitate contribution to work accomplishment. Teams thus offer individuals top opportunity to tap into the knowledge, skill, experience, and expertise of others who are members of the group who exhibit them or teach other team members as they carry out job task as a team. The importance of teams in organizations has made scholars like³²,³⁶, to advocate for what they refer to as team-based family culture in every organization if an organization desires to tap into employees' abilities and motivation, competencies and whole-hearted commitment to drive the organization forward even past the level of productivity that it desires³⁶.

In organizations, team building seeks to maximize both individual and group productivity through the attainment of organizational goals, and also meant to integrate organizations lower level staff and the top management so that they can work more effectively and produce more profit. One of the major aim of team building is to change the behaviour and attitudes prevalent in the organization, which are almost independent of who actually works there, and instill a sense

of interdependence and cohesion that generate commitment to the organization. Its focus is to specialize in bringing out the best in a team to ensure self-development, positive communication, leadership skills and the ability to work closely together as a team to solve problems. Effective team building must thus, be based on the skills, abilities, and competencies of the individual team members.

Teamwork is essential in an organization in that it is only when the skills and strengths of individual team members are joined with shared goals, and a focus on collective performance, will the benefits of a team at work begin to manifest. Teamwork helps organization members to work well together, and improves productivity, morale and the overall quality of the organization's product or service. It also helps to resolve conflict between staffers, and can make a huge contribution to organizational productivity and effectiveness³⁴. Few trends have influenced job as much as the massive movement to introduce teams into the workplace. The shift from working alone to working on team requires high level of cohesion, collaboration, communication, trust and commitment by employees. Team building is essential in organizations to make them a better place of work. An organization that encourages and build up effective teams is indirectly planning for effective collaboration of all team members, increase job satisfaction and lead to them exploiting their talents and improving productivity, as well as make employees feel more positive and confident at work.

2.1.2 Work Environment

The environment is man's immediate surrounding which they manipulate for his existence. Wrongful manipulation introduces hazards that makes the environment unsafe and impede

human existence. The workplace entails an environment in which the employee performs his work assignments while an effective workplace is an environment where results can be achieved as expected by management. Physical environment affects how employees in an organization interact, perform tasks, and are led. Physical environment as an aspect of the work environment has directly affected the human sense and subtly changed interpersonal interactions and thus employees' commitment. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding employee's commitment and satisfaction level.

The workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business⁴⁰. Every company in general has the goal of increasing the work productivity of its employees. In some cases, productivity is measured taking into account performance improvements when there are fewer absences, fewer employees leave early and fewer breaks⁴⁰. One important factor that must be considered by companies in an effort to improve work productivity is the comfort of the work environment. The work environment is where employees carry out work activities every day. A comfortable work environment provides a sense of security and allows employees to work optimally. The work environment can affect employee emotions. If the employee likes his work environment, then the employee will feel at home in his workplace, carry out activities so that work time is used effectively⁴⁰.

These physical factors include the width of the workspace, lighting, noise, air temperature in the workplace, color of the room, cleanliness and music in the workplace⁴¹. The work environment in an organization can be a big determinant of the level of worker productivity. This opinion was supported by scholar who in his research found that the physical work environment consisting of office space, lighting, color, air, music, noise level had a significant influence on employee productivity⁴¹. Conversely, a poor work environment will have a large impact on the health of its workers and can reduce feelings of excitement, enthusiasm and progress in work⁴¹. But in a study conducted stated that physical aspects in the work environment have a non-significant effect in influencing work activities of employees. This is because the physical environment in small companies has an impact on increasing employee work activities⁴¹.

Every organization wants to have employees with the necessary skills for achieving its organizational needs, employees who are committed to organization and have high performance. Therefore, any organization competing for the best employees, need to do something to attract potential employees. One of the things that can be done to attract potential employees is to establish a pleasant working environment. Workplace environment involves all the aspects which act and react on the body and mind of an employee. A rested mind is a catalyst for employee performance⁴⁰. Work system policies form part of the work environment that can motivate employee on the job, help to tackle the low morale and high degrees of stress that can lead to underperformance since the employees get tired of juggling work and life responsibilities⁴².

In the past couple of decades, a number of empirical studies have investigated the work environment and its relationship with retention outcomes⁴³, organizational performance⁴³. Empirical research on work environment has examined at least two major issues; Firstly, a

number of empirical studies on work environment factors⁴². These studies have primarily examined the different factors and detailed process of work environment. The second group of studies focused on direct effect of work environment components on performance⁴⁴. Despite the growing empirical studies on work environment and employees' performance, it is worth noting that besides the employees' productivity in terms of output measure, other aspects of employee performance such as job satisfaction, employee's effectiveness, employee's commitment and morale are not equally treated as important variables. Hence, very limited studies have paid attention to these measures. Thus, a significant part of work environment literature has strongly emphasized the contributions of work environment⁴³.

Work environment consciously involves the process of ensuring quality of life, improving the degree of satisfaction derived from the work itself, providing opportunities for growth, creating safe and healthy workplaces, increasing creative and critical use of work system initiatives leading to workers effectiveness⁴³. Work environments as the forces that are currently and continually influencing performance, motivation and employment relationship. Work environment comprises a total network of inter-relationship existing among the stakeholders and the environment in which they operate. Work environments impact not only the commitment, satisfaction, aptitude, and performance but also have long-term effect on employees' health and employment continuity⁴⁴. Interestingly, work environment focuses on working hours, working space, equipment and facilities which are components of physical work environment compensation packages, training, job security, job enrichment, organisational culture and change, staffing functions aliening with work system, promotion, among others⁴⁵.

Work environment significantly contribute to increased staff performance. Over the last decades, physical work environment and work system have become complex due to the changes in several factors such as the social environment, information technology and work processes⁴⁴. A situation where workers are mentally and ardently fit, their passion to work will be enhanced and their performance outcomes will ultimately be amplified⁴². A proper workplace environment reduces absenteeism and as a result strengthens employees' satisfaction. Research indicated positive reactions to enabling work environment strategies such as the work processes, job designs, environment and facilities design⁴⁰. Working environment plays an important role towards the employees' performance. Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes. Most people spend fifty per cent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance.

Workplace environment is composition of three major sub environments which include the technical environment, the human environment and the organisational environment⁴⁵. According to them technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements of the workplace. The human environment includes the peers, others with whom employees relate, team and work groups, interactional issues, the leadership and management. The human environment can be interpreted as the network of formal and informal interaction among colleagues; teams as well as boss-subordinate relationship that exist within the framework of organizations. Such interaction (especially the informal interaction), presumably, provides avenue for dissemination of information and knowledge as well as cross-

fertilization of ideas among employees. Of course, it has been established in previous studies that workers' interpersonal relations at workplace tend to influence their morale⁴⁵.

Hypothetically, whatever affects morale on the job is likely to affect job commitment. The third type of work environment, organizational environment includes systems, procedures, practices, values and philosophies which operate under the control of management. Organizational environment refers to the immediate task and national environment where an organization draws its inputs, processes it and returns the outputs in form of products or services for public consumption. The task and national environment includes factors such as supplier's influence, the customer's role, the stakeholders, sociocultural factors, the national economy, technology, legislations, managerial policies and philosophies. All these go a long way in influencing people's psyche and attitude towards work⁴⁶.

Work environments have many properties, components or factors that may affect both physical and psychological well-being of workers. How well employees engage with factors in their working environments influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job which is a function of their commitment towards work. Scholar identified twelve factors in workplace environment which either lead to engagement or disengagement of workers. These factors include: goal-setting, performance feedback, role congruity, defined processes, workplace incentives, supervisor support, mentoring/coaching, opportunity to apply new skills, job aids, environmental factors, and physical factors⁴⁵.

In a typical working environment, significant components are physical and behavioural constituents. Elements which are associated with employee's aptitudes to attach physically with the office environment are called as physical environment. While the office occupier etiquettes with each other are interconnected through the behavioural environmental components. Office environment positively affects the behaviour of individual employees. Thus, the excellence of working environment acts as an essential function in determining the level of employee and worker motivation, productivity, and performance⁴⁶. How well employees are affiliated to an organization, affects how employees behave within an organization settings including: their motivation level, innovative behavior, absenteeism, interaction with other employees and job retention.

Employee productivity is the most significant interest nowadays, and it is affected by the working environment in many ways⁴⁷. It can play a positive or negative role depending on prevailing physical conditions in the working environment. In developing countries, most of the workplace environment in industries is insecure and harmful. Healthy and safe working environment can take a very central role in increasing productivity; unfortunately, most of the employers consider it as an extra cost and do not spend much on maintaining comfortable working environment. Furniture design, ventilation, noise, light, supervisor support, workspace, communication, fire safety measures affect employee productivity. Employees are facing grave environmental troubles in their related workplace, especially in the software industry, which causes complexity in supplying essential amenities to ameliorate their level of performance. Working environment is one of the most important components which influence job performance within organizational settings. In today's competitive business environment, monetary benefit

alone is not enough for employees in order to achieve higher performance levels. However, a combination of monetary and non-monetary rewards is more effective in achieving higher levels of employee performance, which leads towards achievement of organizational goals⁴⁷.

Classification of Work Environment - Work environment is grouped into two; Internal environment and External environment. External work environment is a result of factors such as custom and laws of the community within which the business operates. It includes the weather condition and policies outside the work environment⁴⁰. The internal work environment largely focused on the determination of specific goals and objectives aimed at fulfilling the mission. Objectives are normally focused on performance and could specify desired achievements. Importantly, organizations continually evaluate the changes that are needed to achieve the objectives and goals. Some strategies relate to areas such as improving the physical workplace setting, procedures for work overtime which contribute to employee retention, creating and developing workable system in enhancing effective workforce⁴³.

The Physical work setting and work system are key components of work environment that leads to employee performance. A physical work environment can result a person to fit or misfit to the environment of the workplace and it is also known as an ergonomic workplace. There are some factors of physical work environment which help employees to perform their job more effectively and which leads to enhance their job satisfaction, such as lightings, the floor configuration, office layout and also the furniture layout⁴⁸. Employees are affected by the environment of the place they are working and by having a good environment, the employees could apply their energy and their full attention to perform work⁴⁸. Thus, to ensure employees'

satisfaction and workplace performance, organizations must provide a suitable environment that is noise free, adequate office spaces⁴³, appropriate work tools and furniture. Organizations are expected to identify areas where there is poor ergonomics workstation that contribute to stress outcome such as employees' dissatisfaction, poor performance, complaints and perhaps, intention to quit the organization as a result of stress.

Safety condition - Safety condition is the concern of human wellbeing that, this day, industrialization and service giving sectors development is accelerating resulting in workplace health problem booming. Workplace safety nowadays are considered as a driving force toward finding solutions how to prevent it from the polytechnic academic staff negative consequence⁴⁸.

Safety programs should be a major priority for management because they save lives, increase productivity, and reduce costs. This safety programs should stress employee involvement, continued monitoring, and an overall wellness component. Work safety requires that safe working conditions should not create significant risk of people being rendered unfit to perform their work. Safety at work is therefore aimed at creating conditions, capabilities, and habits that enable the worker and his/her organization to carry out their work efficiently and in a way that avoids events which could cause them harm. It is clear that safe working conditions have an effect on the habits of workers, which in turn impacts on efficiency. This implies that employees working in a safe condition are likely to perform in a way that will not cause them harm⁴⁵.

In order to maintain a safe and healthy work place, workers and supervisors must be taught to keep a safety mind set. Such mindedness does not always accompany the acquisition of skill or knowledge on equipment operation. Most persons learn how to drive an automobile, for example, with relatively little difficulty. An attitude of maturity is however, necessary. Though employers

are required to design and maintain safe and healthy systems of work, the concomitant duty of the employee is to behave in a manner that safeguards his or her own health and that of his/her co-worker⁵⁰. The concern for safety is legitimate in every context of human enterprise. In schools, for teaching staff's safety to be guaranteed, the equipment available should be properly maintained and installation for non-existent ones done according to the health and safety policies⁵³.

Comfort Working condition - Working conditions are no doubt critical to their overall well-being and performance in their duties. A review of past studies shows that improved working conditions impacts positively on employees' performance. Employee working conditions is essential to customer satisfaction and organization performance in competitive environment. Decent facilities make additional contributions to teachers' work. Employees value work conditions as essential ingredients to their satisfaction; requiring regular maintenance and replacement of facilities that aid their comfort and reduce their stress of abandoning their duties in search of convenient place where comfort facilities are not only put in place but also maintained regularly for optimum enjoyment of their workforce⁵³.

Working conditions are created by the interactions of the employees with their organizational climate. Working conditions according to him include psychological work conditions and the physical layouts of the job. However, working conditions generally encompasses a range of issues from work load and scheduling to systems-wide issues like professional identity to scope of practice. For the purpose of this study, working conditions should be seen in the light of facilities that aid employees while at work for their convenience and comfort on their job

performance. Working conditions on the other hand are created by the interaction of employees with their organizational climate and this includes psychological and physical working conditions. Working conditions include workforce issues and workplace issues. Generally, they encompass a range of issues from work itself to sanitary facilities and other conveniences that aid employees in the discharge of their responsibilities⁵⁴.

Status - An employees' job status is the actual ranking that exist in a work environment which may sometimes be in levels or grades. In Polytechnics in Oyo State, Nigeria, both level and grade are used together to rank an employee. Thus, officers on grade levels 1-5 are classified as lower level officers, while those on grade levels 6-10 and 11-15 are classified as middle and top level officers, respectively. We live in a world full of benchmarks, categorizations, rankings, and hierarchies. Many managers think that categorizing workers and giving them feedback on their performance in work situations inspires them to become more competitive, work harder, to catch up, or excel even more. In fact, the opposite may also happen wherein workers become complacent, docile, and de-motivated because of their rankings and categorization⁵⁵.

People find themselves in current status of a job which they occupy and place their priority either as higher or lower. Scholar emphasized the role of context as opportunities and constraints that affect the occurrence and meaning of organizational behaviour as well as functional relationships between variables. It is likely that the three dimensions of discrete context identified; the task, the social environment, and the physical environment are substantially different for higher-level and lower-level employees⁵⁶. An individual or staff who are ranked high and given senior positions may think that since they are atop, why try harder in terms of work performance again.

On the other hand, those ranked low may become depressed about their work and give up. Job status is often identified as one of the factors that influence one's perception towards one's job. With this thought in mind, a subordinate employee may perceive her/his job as an avenue of starting a career in life. As a result, she/he tries to work harder, whereas the senior manager who has been in the job process for some time may be somehow lackadaisical about the job and as such become less productive.

In any well-established institution, staff work under varieties of job statuses. Working arrangement might be described in one or more of these terms, namely, permanent, part-time, fixed-time, contractor, consultant casual, zero hours, shift schedule, seasonal agency, office holder, and volunteer. In addition, it was argued that there are three major forms of casual workers, they include, those directly employed by a firm on a casual occasion, season fixed term or temporary basis; those supplied by a labour broker (i.e., outsourcing firms) and; those that are characterized by dependent economy relations disguised and treated as commercial contracts. Independent contractors and home-based workers fall into this category of a typical worker.

There is a widespread belief that permanent, full-time employment is gradually declining across the globe, while non-standard employment is expanding. This assumption is however not unequivocally supported with empirical evidence⁵⁷. The same holds for job tenure: even in the years of the financial and economic crisis it did not drop very drastically in most countries⁵⁵. Recent figures from the European Labour Force Survey (LFS) indeed show that on the one hand, European labour markets are in motion when it comes to the relative importance of employment status categories. On the other hand, note that many countries have seen large changes in the past

20 years. The most important aim of this study lies with examining the associations between specific forms of employment, on one hand and job quality and quality of working-life, on the other hand. Until now, policy makers were usually more interested in macro-economic and social consequences of (non-standard) employment at the level of national economies, or relations with socio-economic factors at the individual level (such as poverty, labour market chances, employability, gender-related consequences)⁵⁸. While seldom studied, it is worth exploring whether certain types of employment prove to be structurally associated with less-favourable job quality or quality of working-life related outcomes (for example sub-optimal health and well-being, financial hardship, opportunity constraints, work-private interference, etc.). Recent literature on labour market dualisation, already suggested that there exists a certain kind of clustering between job status categories, earnings, and certain socio-economic worker profiles⁵⁵.

Although the subject is relatively under-studied, from the existing literature some evidence emerges regarding the relation between employment status and job quality. In countries with a strong polarization of the labour market, a larger number of low-quality jobs are found. While there are only small differences in working conditions between permanent and non-permanent contracts, there is a weak but significant relationship between having a non-permanent contract and low time control and lack of skills. There is also a significant relationship between having a non-permanent contract and low job control. Similar relations with less favourable job quality outcomes are seen for indicators of employment precariousness and for a typology of employment quality types⁵⁹. The specific patterns in job quality (job control, co-workers support, superior support, unwanted social contacts at work, time pressure, environmental exposures and ergonomic exposures) for each of the five job types they revealed, with the categories of

precarious workers in the least beneficial position. Nevertheless, the general picture of the relation between employment status and job quality knows notable exceptions. In some cases, nonstandard employment presents itself as an interesting challenge, a welcome response to worker-desired flexibility or as a stepping-stone into the labour market⁶⁰.

Self-employed, in general, experience more autonomy, self-determination, freedom and motivation in their job ⁶¹. Some studies have pointed towards considerable variation in job quality among the self-employed, with small business owners and dependent self-employed being in a less favourable situation than economically independent self-employed, liberal professionals and large employers⁶². Theory of work adjustment backing work environment requires that certain tasks are performed, and the individual brings up the needed skills to perform the tasks. As an exchange relationship (between the individual and the environment), the individual also requires certain compensation or rewards for work performance and certain preferred conditions, such as a safe and comfortable place to work.

For the interaction to be maintained and job to continue, the workplace environment and the individual must continue to meet each other's requirements. In exchange, the more closely the reinforcers (rewards) of the role or organization correspond to the values that a person seeks to satisfy through their work, the more likely it is that the person will perceive the job as satisfying. And satisfying indicates the work adjustment of the individual with the work environment and of the work environment with the individual. Work adjustment is the process of achieving and maintaining correspondence (where correspondence is the degree to which individual's needs and environment's needs for the job are both met). Since satisfying indicates adjustment and

satisfying comes from the ability of the environment to meet up with individual requirement (in terms of needs or rewards), then satisfying may be seen as a predictor of job commitment. Theory of work adjustment adapting or measure work environment and also describes or explains the relationship among individuals at work and their work environment. The theory also revealed that for employees to be productive and for his job to be adjudged as being satisfactory in the organization, they must possess the ability to perform office routine works, attend to information request, perform work schedule on time, ability to proffer solutions to problems among others.

2.1.3 Stress Management Practices

Stress is a universal phenomenon that every living organism experiences. Regardless of age, gender, occupation or socio-economic status, humans experience stress. Hans Selye, the father of the modern concept of stress in 1975, described it as the “spice of life” in which complete freedom can only be attained at death. Factors, situations or conditions that tend to cause stress are generally referred to as “stressors”. Stress may be physical, biological, emotional or psychological and can be found everywhere (including at home, work and in a social environment)⁵⁵. Nonetheless, even though stress is unavoidable, its effect can either be beneficial or harmful to an individual. Scholars have revealed that the harmful nature of stress affects two-thirds of the number of people who visit doctors^{56, 57}. It has also been disclosed that seven of the top leading causes of death are directly linked to stress^{58 59}. Given this outlook, stress can be considered one of the most formidable health and performance threats of the 21st century. This is because no one is immune to stress^{60, 61} since it occurs in every occupation⁶².

The 21st century is marked by the rise of globalization, Information Communication and Technology (ICT) advancement, digital revolution and knowledge based economy with its

related gains, shortcomings as well as stress. Stress is defined as person's response to environmental demands or pressures. Stress can affect the way employees perform their jobs. Some of the factors that cause stress at work can be modified if identified. Stress causes unevenness in worker's life for the reason that it leads to depression and thus damages health, attitude and work behaviour. According to Dorland's Medical Dictionary, Stress is defined as an organism's total response to environmental demands or pressures. Stress in humans results from interactions between persons and their environment that are perceived as straining or exceeding their adaptive capacities and threatening their well-being⁶³.

The element of perception indicates that humans stress which is caused by stressors responses reflects differences in personality, as well as differences in physical strength or general health of individual worker. Job stress often results from various interactions of the worker and the environment of the work. In some situations, location, gender, environment and many other factors may contribute to the build-up of stress⁶³. Stress can be positive when the situation offers an opportunity for a person to gain something beneficial. Strong normative commitment to an organization for instance may override some of the negative effects of stress at work place. Similarly, there are negative indirect effects of job stresses. Job stress can lead to poor health and even injury.

Negative physical symptoms of stress can appear in the form of headache, physical health decline gradually, which is included in physical symptoms such as increased heart rate, blood pressure, physical exhaustion, low performance, low productivity, heart palpitations, muscular tension, fatigue, difficulties in sleeping like insomnia. Disturbance in gastrointestinal (such as

constipation and diarrhea) and dermatology concern disorders⁶³. Besides, the psychological considerations of symptoms such as discouragement, depression, anxiety, irritability and unable to cope at work, anxiety, tension, confusion, frustration and anger, boredom, job dissatisfaction, mental fatigue, decreased intellectual function and lack of concentration and declining confidence⁶³.

Stress at work place may results in behavioural symptoms such as aggression, an increase in absenteeism or sick days, creativity reduction and less power of taking initiative, diminishing work performance, interpersonal relationships disturbance, irritability, facing impatience and frustration, losing interest at work place and loneliness. Stress repeatedly occur as a consequence of the supposed demand placed on an individual either by the organization, school or even in a relationship surpass the capability of the person to handle. The way and manner to manage the stressful conditions become an issue of great concern⁶³.

Occupational stress, known as professional stress⁶⁴, job stress or work-related stress, is an aspect of stress that an employee or a group of workers experience in their workplace. It is an issue of great concern to both employers and employees because of its effect on well-being, performance, and productivity, occupational stress is the adverse reaction employees experience due to extraordinary demands, opportunities and constraints at the workplace. Scholars have credence the prevalence of occupational stress among lecturers of higher institutions in Nigeria^{57, 65}. Job stress may arise from lecturers performing their core functions which, centre on teaching, conducting and publishing research, and community service⁶⁶. Performing these functions may have the capacity to challenge, threaten or harm the well-being of OTM Lecturers.

Stress can affect staff job performance if tasks are performed in an unpleasant “content” and “context”. According to the World Health Organization, “work content” refers to the quality and quantity of workload, job demands and specifications, as well as the working hours that employees are expected to accomplish. The same source explains “work context” as the work situations (which include the physical and social environment, benefits, remuneration and opportunities) accrual from the job, organizational structure and institutional policies⁶⁷. Although there is a dearth of stress rates data globally, reports from different studies have provided ample evidence that academic staff face stress across different parts of the world.

For instance, the American Psychological Association (APA) estimated that as many as seventy-five per cent of individuals in America suffer stress-related symptoms, such as headaches, fatigue, and sleeping difficulties⁶⁸. Other studies have shown that polytechnic staff or workers face stress in Asian countries such as China, Indonesia, Malaysia, and Romania⁶⁹⁻⁷². In Europe, studies have shown that academic staff of universities experience work-related stress in the United Kingdom, Spain, Italy, Austria and Serbia⁷³⁻⁷⁷. In Africa, evidence abounds from recent studies in South Africa, Egypt, Ethiopia, Ghana and Nigeria⁷⁸⁻⁸² that university academic staff are facing one form of stress or the other.

The above suggests that stress occurrence among university academic staff or other workers are a pervasive trend in almost all nations worldwide. The COVID-19 pandemic has also compounded issues by heightening the stress levels experienced by adults. For instance, the Harris Poll conducted on behalf of APA in 2021 found that one in three persons (32 per cent) had difficulty making even the most fundamental choices because of the stress associated with the coronavirus

outbreak⁸³. Various studies prove that tertiary institutions' academic staff work under unfavourable conditions in Nigeria⁸⁴. This may arise from irregular, partial or no payment of salaries and wages. Others may include inadequate, non-functional or unavailable resources and amenities such as conducive classrooms, laboratories, libraries and offices⁸⁵. Excessive workload (such as heavy teaching schedule for lecturers), large class size, attendance for administrative duties, incessant strikes, school interruptions, students' delinquencies, obnoxious institutional policies, and poor working environment could be other unfavourable conditions contributing to stress⁸⁵.

Job stressors are sources of stress at work that are generally conceptualized as negative factors in an organization because they are associated with employees' psychological strains (e.g., negative emotions), physical strains (e.g., physical symptoms), and behavioral strains (e.g., poor performance). Stress, which is considered to be one of the most critical problems of our age and affects the quality of life of living things, is the "war or runaway" reaction that an individual develops against a stimulus that threatens his/her adaptation to the environment⁸⁶. Stress at the workplace is the adverse reactions of physical and mental forms that could occur when there is a conflict between job needs and the degree of control that staff is given to meet these requirements⁸⁷.

Workplace stress has been demonstrated to have a harmful influence on the health and wellbeing of workers, as well as negative effects on productivity and profits. For this reason as well as workplace mobbing, bullying, the transnational competition to streamline operations and the outbreak of Coronavirus all over the world, stress at the workplace is a cosmopolitan or

multicultural issue which is becoming a big concern in the current state of the economy⁸⁸. Stress significantly affects performance and service delivery of workers⁸⁹. Work stress is recognized world-wide as a major challenge of workers' health and the healthiness of their organizations. Workers who are stressed are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. Their organizations are less likely to be successful in a competitive market⁹⁰. Stress at work is an ever increasing problem in contemporary societies resulting in enormous cost both for the corporate organizations involved and the individual employees.

Workplace stress has been increasing so rapidly that occupational stress was termed as a 'global epidemic' by the International Labor Organization. High levels of stress at the workplace make the environment and ambience extremely tense. Stress impacts the overall business performance since the business actually comprises of individuals who run the show⁹⁰. The experience of work stress is a challenge to the health and safety of workers and to the healthiness of their organizations. Unhealthy organizations do not get the best from their workers and this may affect not only their performance in the increasingly competitive market but eventually even their survival. Employers should have a policy for the management of workers' health that makes reference to work stress. They should enable that policy to be implemented by putting the appropriate arrangements in place. Such arrangements should address the issues of risk assessment, timely reaction and rehabilitation. Organizational level strategies for managing existing work stress focus on combating the risk at source⁹⁰. There is prominent impact of stress on the lives of adolescents and therefore need for counselors to implement stress management and coping programs. Gender differences in the severity and types of stress and response to the

counseling intervention indicates that group counseling does indeed reduce stress among adolescents of both genders⁹⁰.

In the study on 'Flex-time as a Moderator of the Job Stress-work Motivation Relationship', it highlights that job stress has a wide-ranging, negative impact on employees' performance and has also been known that providing employees with autonomy control over their work environment results to deleterious consequences of stress. The study also reveals that employees report that they are more productive and more engaged in their work when they are able to balance the demands of work with other aspects of their lives. Improvements in physical and mental health are also associated with workplace flexibility. Study shows that flexible work arrangements may reduce stress because employees working flexibly are more satisfied with their jobs, more satisfied with their lives, and experience better work-family balance. Employees who have a high work-life fit far much better than employees who have moderate or low level of work-life fit and they are more highly engaged and less likely to look for new jobs, they enjoy better overall health, better mental health and lower level of stress.

Author in the study on "effects on psychological symptomatology, sense of control and spiritual experiences", the study examined the effects of an eight (8) week stress reduction program based on training in mindfulness meditation. Previous research efforts suggesting this program may be beneficial in terms of reducing stress-related symptomatology and helping patients cope with chronic pain have been limited by a lack of adequate comparison control groups. Twenty-eight individuals who volunteered to participate in the present study were randomized into either an experimental group or a non-intervention control group. The study concluded that the techniques

of mindfulness meditation, with their emphasis in developing detached observation and awareness of contents of consciousness may represent a powerful cognitive behavioural coping strategy for transforming the ways in which we respond to stressful life events. They may also have potential for relapse prevention in effective disorder⁹⁰.

The workplace of the 21st century is a fast-paced, dynamic, highly stimulating environment which brings a large number of benefits and opportunities to those who work within it. The ever changing demands of the working world can increase levels of stress, especially for those who are consistently working under pressure such as bank workers, medical workers etc. Whilst pressure has its positive side in raising performance, if such pressure becomes excessive it can lead to stress which has negative consequences. In most cases, job stress is attributable to negative situations such as a formal reprimand by one's superior for poor performance. Author submit that stress is much more common in employees at lower levels of workplace hierarchies because they have less control over their work situation⁹¹. However, pleasant circumstances could also bring about job stress, such as job promotion and transfer to another location. Job stress has attracted considerable attention in recent times especially within the context or organizational behaviour⁹².

A dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important⁹². Stress is an increasing problem in organizations and often causes adverse effects on performance. Stress is seen generally as an outcome of facet of the assigned work role that caused harmful effect for individual⁹². Although stress includes both good and

bad aspects but it is not necessarily bad. Author also contributed that stress is typically discussed in a negative context⁹²; it also has a positive value. It is an opportunity when offers a potential gain. Author contributed the same that stress is not always negative or harmful and indeed, the absence of stress is death. But it still has destructive impact on employee performance. Most research findings suggest that when an individual comes under stress, his cognitive performance and decision-making may be adversely affected⁹³.

If there was any relationship between job performance, job satisfaction and job stress found that higher stress levels are related to lower performance and note that the major changes that have been implemented in the financial sector have caused major negative effects on workers' working and personal lives. In order to reduce or avoid job stress, Author points to the importance of role clarity, a reasonable workload, the need for employees to maintain a healthy diet, and the need to avoid regularly putting in extra hours at work⁹⁴. Effective people management, good two-way communication between employers and employees, suitable working environments and effective work organization are just some of the factors which can have an impact⁹⁴. However, there is the need to examine critically, the nature and effect of job stress in Nigerian Banking Sector before suggesting ways by which the management could deal with it and this is the main thing this study is addressing.

Stress at work is a relatively new phenomenon of modern life style. The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. They have touched almost all professions starting from an artist to a surgeon or a commercial pilot to sales executive, with change comes stress, inevitable. The negative effect of internal stress on

police performance found that the negative stress that often results from organizational setting through poor management can be debilitating, there is evidence to suggest that, there are ways in which an organization can help to reduce instance of job stress, or better manage the issue when it arise. Effective people management good two-way communication between employers and employees, suitable working environment and effective work.

Stress has been characterized in various routes throughout the years. Initially, it was thought about as weight from the earth, at that point as strain inside the individual. Therefore, the most part acknowledged definition today is one of communication between the circumstance and the person. It is the psychological and physical express that outcomes when the assets of the individual are not adequate to adapt to the demands and pressures of the circumstance. In this manner, stress is more probable in a few circumstances than others and in a few people than others. Stress can undermine the accomplishment of goals both for people and for associations. Indications of stress can be found in individuals' conduct, particularly in changes in conduct. Intense reactions to stress might be in the zones of emotions (for instance, uneasiness, melancholy, irritability, exhaustion), conduct (for instance, being pulled back, forceful, weepy, unmotivated), considering (for instance, troubles of focus and critical thinking) or physical manifestations (for instance, palpitations, queasiness, cerebral pains)⁹⁴.

On the off chance that stress perseveres, there are changes in neuroendocrine, cardiovascular, autonomic and immunological working, prompting mental and physical sick wellbeing (for instance nervousness, wretchedness, coronary illness). Circumstances that are probably going to cause stress are those that are eccentric or wild, questionable, equivocal or new, or including

strife, misfortune or execution desires. Stress might be caused by time restricted occasions, for example, the pressures of examinations or work due dates, or by continuous circumstances, for example, family demands, work uncertainty, or long driving adventures. Assets that assistance meet the pressures and demands looked at work incorporate individual qualities, for example, adapting aptitudes (for instance, critical thinking, decisiveness, time administration) and the work circumstance, for example, a great workplace and social help. These assets can be expanded by interest in work framework, preparing, great administration and business rehearses, and how work is sorted out.

Truly, the regular reaction from managers to stress at work has been at fault the casualty of stress, as opposed to its motivation. Progressively, it is being perceived that businesses have an obligation, much of the time in law, to guarantee that representatives don't turn out to be sick. It is likewise in their long haul monetary interests to counteract stress, as stress is probably going to prompt high staff turnover, an expansion in disorder nonappearance and early retirement, expanded stress in those staff still at work, diminished work execution and expanded rate of mischances, and lessened customer fulfillment⁹⁴. Author states that stress is one situation when an individual reacts to or faces something different to a new opportunity, the restraints and the effort that needs to be put in according to the demand⁹⁵. This situation of stress can also be argued as a powerful condition where the apparent outcome and the preferred outcome both are equally important and unknown at same time.

However, researchers have carefully observed stress, and have figured out that the condition of stress or the single term 'stress' can either excite pressure or may create tension which in turn

might be damaging. If the condition of stress is totally unpleasant, it may turn into negativity and may throw a negative crash on the person; this situation is commonly termed as distressed. Another author stated that job stress is considered rising and has become a challenge for the employer because high level stress results in low productivity, increased absenteeism and collection to other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems⁹⁶. Stress produces numerous physical and mental symptoms which vary according to each individual's situational factors⁹⁷.

The costs of stress in terms of human suffering, social and occupational impairment and illness are enormous. Managers and workers are sometimes over used as a result of work load, while some are frustrated in trying to satisfy the requirements of one duty or the other. This frustration is often manifested in their mood as anxiety, anger, defection, dehumanization and deposition; these lowers productivity and efficiency on the part of the organization. Working factors such as work overload, role ambiguity and role conflict, etc, had significant and positive influence on job stress and in contrast, job stress had negative influence on employee job performance⁹⁸.

Stress is a universal element experienced by employees around the globe. Stress has become major problem for employer particularly in developing nation where the employer does not realize impart of stress on employee's performance which over stress, managerial role, stress management job performance⁹⁸. An individual in his or her job faces stress as suggested the work place is potentially an important source of stress for bankers because of the amount of time they spent in their respective banks and that stress often decrease their performance. Therefore, occupation of individuals could be a major source of stress in the given circumstance. When

individual faces stress due to various conditions of their occupation and fail to cope with stress, it results into burnout.

Basically, in Organization lack of administrative support from boss (manager) work overload and time pressure, riskiness of job, poor relationship with customers and co-workers and work family balance cause stress which in turns decrease employee performance. The same was contributed by maters on “cause of stress are many like work load. Cut in staff, change at work, long work hours, shift work, lack of supervision, inadequate training, inappropriate working conditions, too heavy responsibility and poor relations with colleagues. “The same was identified, where huge and multi fields literature points a lot of key factors such as work environment, management support, work load etc in determining how stressful the work can be its effect on employee physical and mental health.

Stress is a general term applied to various psychologic (mental) and physiologic (bodily) pressures experienced or felt by people throughout their lives⁹⁹. Stress is a physical, chemical, or emotional factor that causes bodily or mental tension and may be factor in disease causation. Stress is the rate of all wear and tear caused by life. There are stress agents whom he referred to as stressors and could be physical, physiological, psychological or social-cultural. Being in a tight feeling, being nervous feeling frustration having a feeling of ill-treated or in conflict situations are all stressors¹⁰⁰. Author discovered that emotional stress affects human performance and productivity, as such it has prolonged and uncontrolled adverse effect on a manager’s health. Some potential causes of work-related stress are; overwork, lack of clear instructions, unrealistic deadlines, lack of decision-making, job insecurity, isolated working conditions, surveillance, and

inadequate child-care arrangements¹²¹. Although sexual harassment and discrimination are often excluded from lists of traditional job stressors, they must be included in any comprehensive analysis of the causes of workplace stress.

Sexual harassment is a stressor for women in the workplace; and discrimination is a stronger predictor of health outcomes, including mental ill-health, for ethnic minorities than traditional job stressors. Author highlighted the following as types of stress: Chronic Stress that occurs seemingly for an intermediate period that wears down the person every day with no visible sign of escape. Traumatic stress that results from a catastrophic event or experience such as an accident or natural disaster etc and Acute stress which is the most common and recognizable form of stress which is often short-lived and does not result to any permanent damage to the body. It may result from where an individual had a busy day¹⁰².

Worker stress is defined as the interaction between the person and the sources of stress within their workplace, it become stress when demand exceeds from resources (Long, 2015). From previous researchers found that work stress arises when demand that exceeds on her/his and physiological balance. Also, stated that stress is not totally internal attitude of individual or his environment but it is the interaction between them, also can call as ongoing transaction, the relationship of person and surrounding⁹⁰. In every organization and all level of workers an average level of stress is to find which mostly give effect on employee's job performance. Employees have potency towards high level of stress regarding working hour, longer hours which reduce employees urge for performance¹⁰².

Stress Management - Support from management will help to reduce or increase worker stress. Management support work as a cushion which acts positively in decreasing worker stress. There are many causes of worker stress workload and family conflicts are some of the reason. If the organization does not appreciate the hard work employees contribute it creates stress and intention to leave would be created¹⁰². The interaction between the environment and the individual results in stress, which brings about emotional discomfort which inevitably affects the physical and mental condition of the person. This tends to affect the people and consequently the job performance. It is important to note that stress is caused by stressors which are the situations or circumstances that bring a state of disequilibrium within an individual.

Also further argue that there exists an impeccable cost on people, organizations, and society as a result of stress. This is because stress brings about a lot of anxiety and stress-related disorders on the part of the employees which leads to low productivity on the part of employees. The stress management is the need of the hour, however hard we try to go beyond a stress situation; life seems to find new ways of stressing us out plaguing us with anxiety attacks. Moreover, be it anxiety, mind-body exhaustion or our erring attitudes, we tend to overlook the causes of stress, its effects and how to manage stress adequately. In such unsettling moments, we often forget that stressors, if not escapable, are fairly manageable and treatable. Stress management refers to interventions designed to reduce the impact of stressors in the workplace. These can have an individual focus, aimed at increasing an individual's ability to cope with stressors. The goal of stress management is to help the individual to manage the stress of everyday life.

Stress management is a proven group of techniques for modifying stress, producing thoughts, relaxing away physical and emotional tension and learning how to make changes to our environment (or situation) whenever possible. Effective stress management can help us to resolve conflicts with others assertively and confidently become better problem solvers in the face of life's demands and to appreciate the helpfulness of exercise and recreation¹⁰³. Life is demanding, fast paced and often unpredictable but we are more adaptable than most of us realize. Stress management is effective because it teaches people skills for reversing the "stress response". Through stress management, we learn where our real control lies and how to manage stress effectively. A major component of stress management is cognitive restructuring or changing the way we think.

Our beliefs are the lens through which we look at life. If the expectations we have for ourselves, others and the work do not match reality, we will experience cognitive dissonance. Stress management courses and programs also teach people about the role of exercise and diet in healthy live, how to confidently and assertively express our desires in stressful situations, ways to be better managers of our time and resources and finally making our work more meaningful and productive. Furthermore, learning about stress management is a vital step to preventing many health problems associated with it. Stress management deals with the reduction of stress and various stressors in our daily lives¹⁰³. Effective stress management is critical to increasing employee productivity, particularly in today's unpredictable work environment due to frequent changes in the logic of how businesses operate. The absence of stress management can cause major problems for a company from a variety of perspectives, because stressed-out employees are more of a threat to the company's well-being than a threat to their original competitive

advantage. When faced with high levels of stress, employees may engage in counterproductive behaviours such as tardiness, absenteeism, lack of attention to detail, negative behaviour, and poor service delivery¹⁰².

As a result of lower commitment caused by stress, staff behaviours such as malingering, intentional or unintentional turnover, a lack of interest, ineffectiveness, and low morale may develop¹⁰⁴. Weak behavioural tendencies are harmful to achieving organisational goals and must be addressed quickly through effective stress management in order to prevent early entropy in the organization. This is especially true if poor behavioural tendencies cause dependable employees to leave the organization, resulting in the loss of human assets¹⁰⁴. Stress is considered a good stress because it instills in individuals a persevering attitude to rise above or conquer problems that they may face in order to be successful in life.

However, distress is considered a bad stress since it leads to poor performance. This is to state that as humans, we all feel some amount of stress as we go about our everyday activities, which are also beneficial to our mental and physical health, but stress becomes destructive and dysfunctional when it becomes out of control. Stress may be caused by a variety of sources, both inside and outside of the company. For example, state that a variety of crucial characteristics, including work environment, management support, and work load, may be utilized to determine how stressful a job is and its impact on employee physical and mental health¹⁰⁵. While scholar proposes work-family problems as a forerunner of stress among organizational personnel¹⁰⁶. As a result, in today's industry, given the importance of human capital, the perceived harmful consequences of stress on employee well-being necessitate stress management on the part of

management. This is because, the harmful and costly consequences of stress necessitate strategies to limit stressors within the organization; particularly, businesses that fail to adopt stress management and mitigation strategies risk losing employees to competitors¹⁰⁷.

Thus, stress management entails tactics for reducing stress, generating thoughts, releasing bodily and emotional tension, and knowing how to make adjustments to our surroundings (or circumstance) wherever feasible¹⁰⁶. It encompasses a variety of approaches and psychotherapies targeted at managing an individual's level of stress, particularly chronic stress, with the goal of enhancing daily functioning. Stress management can be defined as interventions designed to reduce the impact of stressors in the workplace. These can have an individual focus, aimed at increasing an individual's ability to cope with stressors. The goal of stress management is to help the individual to manage the stress of everyday life. Stress management refers to interventions designed to reduce the impact of stressors in the workplace. These can have an individual focus, aimed at increasing an individual's ability to cope with stressors.

The goal of stress management is to help the individual to manage the stress of everyday life¹⁰⁶. Stress management is a proven group of techniques for modifying stress, producing thoughts, relaxing away physical and emotional tension and learning how to make changes to our environment (or situation) whenever possible. Effective stress management can help us to resolve conflicts with others assertively and confidently become better problem solvers in the face of life's demands and to appreciate the helpfulness of exercise and recreation¹⁰⁷. The stress management strategies of organizations, which want to control or minimize stress sources, under several methods. These are to create intra-organizational support and cooperation, to improve the

content and quality of work, to identify organizational roles, to reduce conflicts, to plan career development paths, to create an equal remuneration system, to create a cheerful environment in the workplace, to perform the transfer of authority, and improve the working conditions¹⁰⁵.

While organizational stress management aims to prevent and reduce mental and behavioral problems related to stress in individuals and organizations, it supports positive aspects of stress. For this, improving working conditions, redesigning the jobs, performing job enrichment, providing staff empowerment, organizing training programs, performing organizational time management, establishing social support systems, improving organizational climate, providing career planning and development, and enabling wage management is required. Stress can be experienced from four basic sources¹⁰⁸. Firstly, the environment; the environment can bombard you with intense and competing demands to adjust. Examples of environmental stressors include weather, noise, crowding, pollution, traffic, unsafe environment, and substandard housing, and crime.

Secondly, social stressors; we can experience multiple stressors arising from the demands of the different social role we occupy, such as parent, spouse, caregiver, and employee. Some examples of social stressors include deadlines, financial problems, job interviews, presentations, disagreements, presentations, disagreements demand for your time and attention loss of loved colleagues at work. Thirdly, physiological – situation and circumstances affecting our body can be experienced as physiological stressors. Examples of physiological stressors include rapid growth of adolescence, menopause, illness, aging, giving birth, accidents, lack of exercise, poor nutrition, and sleep disturbances. Fourthly, thoughts one's brain interprets and perceives

situations as stressful, difficult, painful, or pleasant. Some situations in life are stress provoking, but it is our thought that determines whether they are a problem for us.

Effects of Stressors on Job - There is significant inconsistency among researchers concerning the direct and indirect effects of various putative stressors. Direct stress effects are those incurred by the task load alone irrespective of any psychological stress that may also be generated. Accordingly, indirect stress effects are those that evolve out of psychological factors associated with the task load demands. There is a fine line that separates these two, and they can be indistinguishable at times. This fact has made their separation and measurement particularly difficult. There are several issues at the heart of the inconsistencies found in the literature. Many would argue that it is, while others would contend the contrary. Proponents of the former typically offer one of two arguments. The first argument states that stress is a term that can be applied to any demand on a system.

Therefore, any task that requires mental resources qualifies as a stressor - it places a demand on the system. This argument meets the criteria of early stress definitions (stimulus-based approaches); however, it is no longer as accepted demands incur a psychological cost in addition to their direct effects. That is to say, these demands trigger a psychological response such as frustration, anxiety, or psychological discomfort. This response often contains both physiological and mental components that vie for resources¹⁰⁸. On the other hand, a compelling argument can be made that workload is a demand that does not require, nor regularly incur, a secondary psychological cost. In applying the state definition of stress - the interaction between three

perceptions: a demand, and the importance of being able to cope, it's difficult to see how demand characteristics alone qualify as stressors.

For example, in some circumstances time pressure and or workload would trigger anxiety or frustration that might further distract or interfere with performance. However, it is not clear that this would necessarily be so in most, let alone all situations. If we agree that subjective experience and specifically cognitive appraisal (a transactional model assumption) is elemental in defining stress, then one must assume it plays a significant role in answering questions about whether workload, time pressure, or other putative stressors carry both direct and indirect effects. Does this suggest that when a demand is deemed stressful or upsetting it is performance yet is viewed as stressful by the operator; does this indicate that it would be considered a stressor? Reasonable arguments can be made to support both positions, and the research literature, in its current state, is a reflection of this fact. Although it can be argued that each —stressor involves direct effects, each may also carry indirect effects as well. For example, time pressure limits the time available to perform a given task¹⁰⁷.

This limit is a physical boundary that does not require any psychological explanation in understanding its direct effects on performance. However, this limitation often evokes a corresponding psychological reaction such as anxiety that has secondary or indirect effects on performance. The ability to separate these two dimensions has proved difficult for the research community. The research that addresses various putative stressors discussed in the review (e.g., workload, time pressure, heat and cold, noise, and fatigue) rarely makes the distinction between these two dimensions, given the inherent difficulty in doing so. Therefore, discussions of these factors in this review comprise both direct and indirect effects, without distinguishing between

them. Several researchers have attempted to side-step the inter-relationship between direct and indirect effects by relying on descriptions of workload alone, ignoring potentially related psychological stress¹⁰⁹.

Emotion Labour could also trigger stress. Emotion of individuals, as members of organizations, has long been the topic of research in business administration. The important thing is that the concept of emotional labor in the past was studied in terms of sales and profit increase based on organizational effectiveness, not in terms of the value of individuals. Although an organization also needs to be treated as an organism, it is clear that the presence of individuals in the framework of performance-based thinking of the organization has been less emphasized. Emotions have deep effect on more or less everything we do in the place of work. Emotions are referred to as psychological, behavioural, and physiological predispositions toward objects, persons or events that create a state of willingness. It is also considered a form of regulation wherein employees are expected to exhibit emotions related to their work, so as to achieve organizational goals and objectives¹⁰⁹.

Emotional labour is a concept increasingly studied in those industries where job requires interpersonal contact. The employees have to achieve individual targets, interact with the clientele within the organization's culture, goals, norms and vision. It refers to management of feelings for both emotional, individual and organization growth. Emotional labour has also been found to be associated with important outcomes including job satisfaction, organizational commitment, organization citizenship behaviour and attrition rate¹¹⁰. The definition of emotional labor implicitly presumes that servicers more or less consciously and painstakingly attempt to manage emotion by engaging in surface acting (employees modify their displays without shaping

inner feelings) or deep acting (employees modify internal feelings to be consistent with display rules)¹¹¹. According to this definition, emotional labor has four dimensions: frequency of appropriate emotional display, attentiveness to required display rules, a variety of emotions to be displayed, and emotional dissonance¹¹¹.

Their definition is not only embedded in an interactionist model of emotion but also consistent with the interactionist model of emotion. Importantly, this definition provides some standards or rules that specify how and when emotions should be expressed, contributing to the further study of emotional labor. Later, emotional labor is divided into three dimensions, namely frequency of emotional labor, duration of emotional labor, and emotional dissonance. They both emphasized the external behavioral displays of employees¹¹². Emotional labour is a widely discussed research topic. Emotional labor is the expression of organizationally desired emotions by making planned and controlled efforts during an interpersonal transaction. Emotional labour is the deliberate suppression or expression of emotion to meet the goals of an organization. Emotional labour is work that 'requires one to induce or suppress feeling in order to sustain the outward countenance that produces the proper state of mind in others.

Emotion labour has three characteristics. First, it involves face-to-face or voice-to-voice employee interaction with other people such as client, customer, and other people. Second, the purpose of workers emotional displays is to shape other people's emotion. Third, employees emotional expression are shaped by organizational display rules and requirement which may be formalized through job descriptions, provided as part of job training or implied in a company organizational culture. Emotional labor is a type of impression management because it is a way

for the individual to direct his or her behaviour towards others in order to foster both certain social perception of him or herself¹¹³. Behaviour is ideal to be focus rather than on the presumed emotion underlying behavior because: it is the actual behavior or compliances with display rules that is observed by and directly affect service recipients. Also, one may conform to display rules without having to manage feeling¹¹³.

So, the definition both emphasizes behavior and decouples the experience of emotion from the expression of emotion. A service provider performs emotional labour in one of two ways. First, he or she may fulfill with display rule through surface acting. The second means of complying the display rule is through deep acting whereby a person actually feels the emotion that one wishes to display. The service agent is viewed as having to actively and more or less consciously attempt to manage emotion. Emotional labour is a type of impression management because it is a way for the individual to direct his or her behavior towards others in order to foster both certain social perception of him or herself. The way how employees use emotion regulation process to achieve emotional labour. Generally, employee can manage emotion to meet work role demand through major processes that is surface acting, genuine acting and deep acting. The theoretical approach focused on the external behavior display of employees. Conceptualization of emotional labour the act of displaying appropriate emotion emphasize the act of behaviour rather than the internal state or process driving such behaviour¹¹³.

Until recently, research has overlooked the role of emotion in organizational life. Rationally, emotionality was thought of as the absence of rationality, which led to the perception of emotion as a barrier to effective organizational functioning. Emotionality and rationality are intertwined and emotions are functional for the organization. For example, they used the literature on

transformational leadership to illustrate the emotion to motivation, leadership, and group dynamics. Emotional labour is the concept of how employees manage their emotions as part of their job demands. The concept concerns regulating both one's feelings and the expression of those feelings to adhere to an organization's policies and entails employees using emotion regulation strategies at work in order to sustain the goals of the organization¹¹⁴.

Employees, especially staff in the university, are inclined to regulate the display of their emotions, and these results in two types of emotional labour behaviours, surface and deep acting, depending on the efforts and methods used to modify their emotions¹¹². When engaging in many tasks with challenging service encounters, employees might encounter the effect of both negative and positive sides of emotional labour, potentially leading to a detrimental impact on an individual's work attitudes, job performance, and behaviour within the organization. Within the emotional labour model, burnout has been labelled as the biggest occupational hazard. Burnout is linked to work stress as a psychological fatigue condition resulting in the accumulation of decreased physical energy, lowered immunity, more work dissatisfaction and pessimism, frequent work absence, work ineffectiveness, and ultimately job dissatisfaction¹¹⁴.

The concept of emotional labour concerns how frontline employees manage their emotions as part of their job demands. This involves a process of regulating both one's feelings and expressions according to the organizational goals required by organizational display rules irrespective of felt emotions; hence, the use of emotional regulation strategies at work by employees¹¹⁴. This scenario mostly happens to hotel frontline employees as they are service employees that have direct interaction with customers, both face-to-face and voice-to-voice, to

fulfill their needs. They must make a truthful effort to experience and display appropriate emotions and at the same time obey the organization's emotional display rules¹¹¹. As frontline employees act as a contact point between customers and the organization, they are viewed as a source of service differentiation or competitive advantage for organisations.

First is surface acting or "acting in bad faith," which refers to suppressing a person's true felt emotions and manipulate one's feelings in the desired direction. The way in which an individual manipulates his or her expressions is shown to the society in response to the expectations or rules of performance (display rules) in each situation. Frontline employees may feel cautious about the rules of the service that are not in line with his or her genuine feelings (adjusting observable expressions to mask one's true feelings and pretending to feel the desired emotion). Last, deep acting or "acting in good faith" refers to having the truly desired emotions and making an effort to experience the desired emotions that lead to ordinary displays of one's emotions. In this process an individual manipulates his or her inner emotions so that feelings can be reflected in a way that is visible in a manner consistent with the display rules in each situation. In this way, one's personal adjusted inner sense follows the external expression.¹¹⁵

The service provider endeavours to maintain a general attitude while holding off his or her emotions, dissatisfaction with customers, or trying to change his or her mood to appear happy or bright while actually being bored or tired (modifying one's true feelings in order to express the desired emotion). Employees need to regulate their feelings and make an effort to adjust their emotions to appropriate expression when engaging in surface acting. Individuals that express emotions that contradict their real feelings and emotions can face conflicts and dissatisfaction.

The increase in acting on the surface can eventually result in energy depletion. Surface acting is one element of emotional labour's strategies seen as a self-overwhelming strategy aimed at controlling emotional displays. It has been linked to substance abuse, headaches, absenteeism, and sexual dysfunction, and it has also been linked to negative impacts on the organization, such as lower job satisfaction, and job commitment and job performance and could lead to a reduced sense of personal accomplishment¹¹⁵.

Surface acting has also been negatively related to job satisfaction and to emotional exhaustion beyond deep acting and dissonance and has been positively related to burnout. Surface acting, additionally, has been correlated with negative work-related outcomes, decreased work performance, and higher levels of burnout¹¹⁴. With deep acting, another strategy of emotional labour, the employee truly experiences the expressed positive emotions, and consequently the correspondence between one's feelings and emotional displays decreases the experience of negative emotions. Many studies have found that deep acting subsidizes a greater sense of an individual's effectiveness at work. When employees make an effort to feel the organization's required display emotions, their level of job satisfaction and personal accomplishment will be increased. The only honest expressions can have positive outcomes for employees. Furthermore, both the frequency of interactions and display rules for showing positive emotions have been shown to be related to a heightened sense of personal accomplishment and this may generate a sense of satisfaction through the quality of provided services and heightened work performance¹¹⁴.

Another factor that could trigger stress is job hassles. Hassles are minor daily events that produce negative or positive feelings. The stress literature has shown that total hassle frequency and intensity are good predictors of psychological and somatic outcomes in life as a whole, and may mediate the effects of major life events on outcomes. Hassles at times predict job satisfaction, intention to leave, affective organizational commitment, and positive and negative mood at work. Hassles are path by which chronic features of the work environment influence outcomes. Job hassles are “irritating, frustrating, distressing demands that to some degree characterize everyday transactions with the environment, they include annoying practical problems...fortuitous occurrences...arguments, disappointments, and [other] concerns”⁴⁵.

This seems an appropriate time to explore the role of workplace hassles in organizational behavior, for several reasons. First, there has been a rapidly increasing interest in shorter term affective phenomena at work, such as moods and emotions. These experiences are likely to be caused by the appraisal of equally near term and relatively minor work events such as hassles⁴⁸. Job hassles may shed light on the processes by which major organizational events or chronic work environment conditions influence attitudes and behaviour. Thus, pleasant and unpleasant job events may be a critical link in understanding how stable features of organizations or jobs eventually result in outcomes. For instance, the presence of enriched job characteristics may predispose to the more frequent occurrence of minor uplifts, and the cumulative experience of hassles may contribute to job satisfaction. The impact of a major negative event such as a downsizing on the attitudes and behavior of employees may be both direct (reduced trust in management, increased feelings of job insecurity) and mediated by hassles (increased instances

of being frustrated by high work load, scarce resources, dissatisfied customers, unfamiliar tasks, etc¹¹⁵.

Nevertheless, the vast majority of stress research using daily events has concentrated on job hassles as predictors of dysfunctional outcomes such as negative mood, headache, depression, and poor health. The hassles literature has experienced a lively debate on the nature, rating format, confounding, and aggregation of items. Somewhat less attention has been directed to clarifying desirable properties of measures and means of validating hassle and uplift indexes. The measure adapted indicating the performance of employees in their various organizations. The theory focuses on the structure, causes and consequences of affective experiences at work and may influence that judgment; satisfaction and affect are not equivalent constructs. In it also adds time as an important parameter when examining affect and performance¹¹⁵. Some of the measures of stress management are control over job, support from colleagues, support from supervisor and psychological well-being which were got from job demand theory.

Control over job refers to the degree of authority and autonomy that OTM lecturers possess in making decisions related to their work tasks, methods, and work-related goals. It encompasses the extent to which individuals can shape and influence their work environment, processes, and outcomes. Research consistently shows a strong positive correlation between control over job and job satisfaction. OTM lecturers who have a say in how they perform their tasks and achieve their goals are more likely to find their work fulfilling and rewarding. Control over job is a key driver of employee engagement. Engaged OTM lecturers are emotionally committed to their work and are more likely to go above and beyond their job requirements¹¹⁶.

Empowered OTM lecturers tend to be more motivated and innovative. They are more likely to take ownership of their work, leading to increased productivity and better performance. Advancements in technology, including remote work tools and collaboration platforms, have expanded opportunities for OTM lecturers to exercise control over when and where they work. Striking the right balance between control and guidance is essential. Too much control can stifle creativity and discourage innovation, while too little control can lead to chaos and inconsistent results. Control over job among OTM lecturers is a multifaceted and dynamic concept that has far-reaching implications for individuals, organizations, and the future of work. It is not merely about granting autonomy but also about creating a work environment that fosters empowerment, engagement, and productivity while aligning with the organization's goals and values¹¹⁶.

Support from colleagues, often referred to as "colleague support" or "social support at work," is a vital aspect of the workplace environment. It encompasses the emotional, informational, and instrumental assistance that individuals receive from their co-workers. Support from colleagues can take several forms, including: Emotional Support which involves providing empathy, understanding, and a listening ear. Colleagues offer emotional support by being there for each other during challenging times, such as personal crises or work-related stress¹²⁰. Instrumental Support: This refers to tangible assistance, such as helping with tasks, providing resources, or sharing knowledge and expertise. Colleagues may offer instrumental support to facilitate the completion of work-related goals. Informational Support: Informational support involves sharing advice, guidance, and relevant information. Colleagues may provide informational support to help each other solve problems or make informed decisions. Research consistently shows that OTM lecturers who receive support from colleagues tend to report higher levels of job satisfaction. Feeling valued and supported at work contributes to overall job contentment.

Support from colleagues is linked to improved mental and physical health. It can buffer the negative effects of stress and reduce feelings of burnout¹¹⁶.

Support from colleagues is a fundamental aspect of the workplace environment that has a profound impact on employee well-being, job satisfaction, and organizational success. It is essential for organizations to recognize the importance of fostering colleague support through a combination of leadership behaviors, organizational culture, and policies. By nurturing a work environment where OTM lecturers feel valued, connected, and empowered to help one another, organizations can reap the benefits of improved performance, engagement, and overall employee satisfaction.

Support from supervisors, often referred to as "supervisor support" or "leadership support," is a key element in fostering a positive and productive work environment. It involves the emotional, instrumental, and informational assistance that OTM lecturers receive from their immediate managers or supervisors. Support from supervisors can take multiple forms, including:

Emotional Support: Supervisors provide emotional support by demonstrating empathy, offering encouragement, and actively listening to OTM lecturers' concerns. They create a safe space for OTM lecturers to express their feelings and worries.

Instrumental Support: Instrumental support involves supervisors providing tangible assistance and resources to help OTM lecturers perform their tasks effectively. This may include allocating necessary resources, offering training, or assisting with problem-solving.

Informational Support: Supervisors offer informational support by sharing knowledge, providing feedback, and offering guidance on work-related matters. They may help OTM lecturers make informed decisions and navigate complement¹¹⁶.

Supervisor support is a significant predictor of employee engagement. Engaged OTM lecturers are more committed, motivated, and enthusiastic about their work. OTM lecturers who receive support from their colleagues often perform better in their roles. Clear guidance, feedback, and resources facilitate improved job performance. Supervisor support can enhance OTM lecturers' mental and emotional well-being, reducing stress and burnout. Supportive supervisors act as buffers against workplace stressors. Support from supervisors is a critical factor in creating a positive and productive work environment. It contributes to employee satisfaction, engagement, performance, and well-being. Organizations that prioritize and foster supervisor support can expect to see benefits in terms of employee retention, productivity, and overall organizational success¹¹⁷.

Psychological well-being of employees refers to the mental and emotional state of OTM lecturers in the workplace. It encompasses various aspects of an employee's psychological health, satisfaction, and overall sense of well-being while they are engaged in their job. Understanding and promoting psychological well-being is crucial because it can have a profound impact on both individual OTM lecturers and the organizations they work for. OTM lecturers with high psychological well-being experience positive emotions such as happiness, joy, and OTM lecturers with high psychological well-being tend to be more motivated and engaged in their work. They find their tasks fulfilling and meaningful, which leads to greater effort and dedication to their job responsibilities. This, in turn, improves job performance and contentment. They generally have a positive outlook on their work and life in general. Psychological well-being equips OTM lecturers with better coping mechanisms for dealing with workplace stress and challenges. Resilient individuals are less likely to be overwhelmed by stress, enabling them to maintain consistent job performance even in demanding situations. Positive psychological well-being

fosters creativity and innovation. OTM lecturers who feel emotionally well are more likely to think creatively, solve problems, and come up with innovative solutions, which can benefit their job performance and contribute to organizational success¹¹⁸.

OTM lecturers with high psychological well-being are better equipped to make sound decisions. They have greater clarity of thought, better judgment, and are less likely to be influenced by negative emotions or biases, leading to better decision-making and job performance. Psychological well-being can boost an employee's productivity and efficiency. When OTM lecturers are mentally and emotionally well, they can focus on their tasks and complete them more efficiently, leading to higher productivity levels. psychological well-being is a critical factor in determining the job performance of OTM lecturers. Institutions that prioritize and promote the mental and emotional health of their OTM lecturers are likely to see improvements in overall performance, productivity, and job satisfaction, leading to a positive impact on their bottom line¹¹⁸.

2.2 Theoretical Framework

2.2.1 Job Performance Theory

The author described the general latent structure of job performance in terms of eight distinct dimensions. The job performance theory was propounded by Campbell in 1990. The eight factors are: job specific task proficiency, non-job-specific task proficiency, written and oral communication, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision, and management or administration. Campbell presented a theory of performance that formalized relations and found a relationship between ability, job knowledge, skill, and job performance. He argued that there are three direct determinants of job performance:

declarative knowledge, procedural knowledge and skill, and motivation¹¹⁹. Explanation of this construct is important for many functions that one engages in one's profession¹¹⁹.

The measures for this study are declarative knowledge, procedural knowledge, demonstrating effort and facilitating peer/team work. Explaining the content domain of the construct of job performance is a critical component of our job performance as industrial and organizational psychologists. Also, it emphasizes those components in an organization that could enhance the productivity of employees as it goes a long way in making organizations to meet its goals and objectives¹¹⁹. Job-specific task proficiency is defined as the degree to which the individual can perform the core substantive or technical tasks that are central to a job and distinguish one job from another. Non-job-specific task proficiency, on the other hand, is used to refer to tasks not specific to a particular job, but is expected of all members of the organization. Demonstrating effort captures the consistency or perseverance and intensity of the individuals to complete the task, whereas maintenance of personal discipline refers to the eschewment of negative behaviours (such as rule infractions) at work¹¹⁹.

Management or administration differs from supervision in that the former includes performance behaviours directed at managing the organization that are distinct from supervisory or leadership roles. Written and oral communications reflects that component of the job performance that refers to the proficiency of an incumbent to communicate (written or oral) independent of the correctness of the subject matter. These eight dimensions are sufficient to describe the latent structure of performance at a general level which could be high or low. It could be pointed out that the salience or importance of these eight dimensions differs across occupational groups.

Further, each of the eight factors are proposed to have sub-factors that will also vary in their degree of salience across occupations. The true score correlations between these eight dimensions can be assumed to be small enough to consider them distinct. Each dimension is likely to produce rank ordering of employees that is different¹¹⁹.

The author anticipated this possibility, predicting that future empirical tests would reveal the need for modification of their theory. Campbell did not specifically mention examples of behavioural episodes with varying levels of expected organizational value. It is not difficult, however, to imagine what they might be from the definitions he provided for the behavioural categories. For example, in the first dimension (job-specific proficiency), behaviours that represent quick, error-free task execution would carry positive expected value, and at the other end behaviours that represent very slow or incomplete task execution would carry negative expected value. Similarly, in the sixth dimension (facilitating peer and team performance), behaviours that represent generous help and support for coworkers in need would carry positive expected value and behaviours that represent indifference toward coworkers in need, or hostile and hurtful acts toward coworkers would carry negative expected value¹¹⁹. Thus, performance in each of the behavioural areas described in Campbell's model can be defined according to the expected values of all the behaviours that fall under the same behavioural category. For example, performance on the factor job-specific task proficiency can be defined as the sum of the expected values of all behaviours related to job-specific task proficiency that an individual carries out over some standard period of time¹¹⁹.

2.2.2 Theory of Work Adjustment

In the Theory of Work Adjustment (TWA) developed by Dawes and Lofquist in the University of Minnesota in 1984, this theory provides theoretical relevance that would explain the relationship among individuals and work environment. This theory developed skills, abilities and knowledge beyond these constructs, this theory was expanded and outlined additional construct six values as posited: safety condition, comfort condition, altruism condition, achievement condition, autonomy condition and status condition. In all these conditions as suggested have impacts on employee performance, because it emphasizes that area in which an employee operates determines and influences his or her level of performance. An environment that is void of these six components is termed unstable or unfriendly environment.

Work environment requires that certain tasks are performed, and the individual brings up the needed skills to perform the tasks. As an exchange relationship (between the individual and the environment), the individual also requires certain compensation or rewards for work performance and certain preferred conditions, such as a safe and comfortable place to work. For the interaction to be maintained and job to continue, the workplace environment and the individual must continue to meet each other's requirements¹²⁰. The degree to which the requirements of both are met is called correspondence. This was put in other words as the more closely a worker's abilities (such as skills, knowledge, experience, attitude, behaviours, etc.) correspond with the requirements of the role, or the job or the organization, the more likely it is that the worker will perform the job well¹²¹. The better he performs the job is perceived as satisfactory by the employer. In exchange, the more closely the reinforcers (rewards) of the role or organization correspond to the values that a person seeks to satisfy through their work, the more likely it is that the person will perceive the job as satisfying. And Satisfying indicates the

work adjustment of the individual with the work environment and of the work environment with the individual.

Work adjustment is the process of achieving and maintaining correspondence (where correspondence is the degree to which individual's needs and environment's needs for the job are both met). On the part of the individual, as in the case of this study, work adjustment may also be categorized as either committed adjustment or non-committed adjustment. Since satisfying indicates adjustment and satisfying comes from the ability of the environment to meet up with individual requirement (in terms of needs or rewards), then satisfying may be seen as a predictor of job commitment. It may therefore follow that if individual workers are unsatisfied with the ability of the environment to meet up (or correspond) with his or her need, he or she is likely to exhibit a low or no job commitment. After all, empirical studies have demonstrated that rewards and recognition offer more job satisfaction to employees.

However, acknowledged that the correspondence between person and environment may not be perfect, perhaps because the person chose the wrong career or the employer chose the wrong candidate. Even a good correspondence may change over time. The person's skills might develop so that they outgrow their role or their priorities may change because of non-work commitments. The nature of the job or the nature of the rewards an employer is able to offer may also change¹²¹. The foregoing has implication for this study. Where employees perceive some factors in workplace environment as unsatisfying, then such environment may be construed as being toxic. Hence, for an environment to be perceived as satisfying (conducive), the Person-

Environment relationship must be corresponding (i.e. the requirement of P and E must be met). Where there is a lack of correspondence means that job commitment may be affected.

Since all organizations, even in the same industry and same line of operations or business, are not all the same in structure, culture, vision, mission, etc.; while no individuals are of same character, attitudes and personality; job commitment undoubtedly will vary from individual to individual and from environment to environment. Understanding how employees adjust to work contexts and become satisfied with their work is of paramount importance to vocational psychologists. Work adjustment is typically studied through the lens of the Minnesota Theory of Work Adjustment¹²⁰, which explains how person–environment correspondence contributes to job satisfaction and retention with an organization. Fifty years have passed since the first comprehensive description of TWA, and researchers have applied the theory to studying a variety of work contexts and challenges, including fit perceptions among lesbian, gay, bisexual, and transgender employees facing discrimination, retirees struggling with part-time work and career challenges for Latino immigrants. It also, remains an influential person–environment fit theory in psychology, and as summarized, it offers specific, valuable recommendations for helping clients who struggle with job dissatisfaction and quitting decisions¹²⁰.

The theory offers active and reactive strategies that clients might adopt to improve their work circumstances and it has proven useful for helping a diversity of client types ranging from teenagers entering the workforce to older adults transitioning into retirement¹²⁰. In conclusion, theory of work adjustment backing work environment requires that certain tasks are performed, and the individual brings up the needed skills to perform the tasks. As an exchange relationship

(between the individual and the environment), the individual also requires certain compensation or rewards for work performance and certain preferred conditions, such as a safe and comfortable place to work. For the interaction to be maintained and job to continue, the workplace environment and the individual must continue to meet each other's requirements. In exchange, the more closely the reinforcers (rewards) of the role or organization correspond to the values that a person seeks to satisfy through their work, the more likely it is that the person will perceive the job as satisfying. The measures adapted for this study are comfort working environment, status and safety condition.

2.2.3 Job Demand Theory

The JD-R model proposes two general categories of job characteristics: job demands and job resources. Job demands refer to “those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) efforts or skills and are therefore associated with certain physiological and/or psychological costs”. Job resources refer to physical, social, psychological, and organizational resources that are conducive for accomplishing work goals and objectives and/or potentially reduce the negative influence of job demands¹²¹.

Some of the measures of this theory are control over job, support from colleagues, support from supervisor and psychological well-being. The authors affirmed that an employee is expected to have control over his/her job as this would enhance productivity. Also, it was stated further that employees sometimes need support from their colleagues as well as supervisor most especially when they need directives in a given tasks. The theory also affirmed that employees are expected to be psychologically stable if they want to be productive.

Furthermore, the JD-R model suggests two different processes of job demands and job resources. Specifically, while job demands increase employee strain, job resources improve employee motivation. Consistent with the demand-control model, the JD-R model also posits that job resources can buffer against job demands and job demands can amplify the motivational potential of job resources¹²². Because social support can be viewed as an important job resource, the JD-R model is prevalent in the social support literature. The job demand resources model identifies role conflict, workload, social support and others as its measures. Job demands and resources have unique and independent effects on employee well-being. As already proposed in the original version of the JD-R model, job demands may initiate a health-impairment process if exposure to daily workload transforms into chronic overload over a long time period. In this case, job demands lead to chronic exhaustion and may eventually result in physical health problems (including cardiovascular diseases). In contrast, job resources initiate a motivational process. Since job resources provide meaning and satisfy people's basic needs, job resources are motivating and contribute positively to work engagement (i.e. a fulfilling state of vigor, dedication, and absorption¹²²).

Another proposition of JD-R theory is that job resources can buffer the impact of job demands on negative strain. Thus, even though job demands and job resources have clear and independent main effects, they also work in concert. Job resources are instrumental in that they arm employees with the means it takes to cope with the job demands. Whereas some scholars have argued that job resources should match the specific job demands – for example, that emotional job demands need to be matched with emotional job resources, and it is shown that various job resources can buffer the impact of various job demands on negative strain¹²².

JD-R theory one step further as it suggests that job resources particularly influence motivation and work engagement when job demands are high. Thus, autonomy, skill variety, performance feedback, and task identity become particularly important when the job demands are very challenging. This idea is consistent with the notion that all types of tangible or psychological resources gain importance and become particularly useful when needed. Particularly when employees are confronted with a high workload and with emotionally demanding clients, they can use their autonomy, skills, and sense of prosocial impact to deal persistently with these demands and choose the right approach. Indeed, our research among Finnish teachers and dentists has shown that job resources such as appreciation, innovativeness, and skill variety are most predictive of work engagement when job demands (e.g., pupil misbehavior, unfavorable physical working environment) are high. Thus, job resources are particularly useful and motivating when needed¹²³.

This theory has been used in many studies with a sample of 334 trackside bankers, they found that while job demands were positively associated with hazardous work events, support from senior managers, supervisors, and cobankers were negatively related to these hazardous events. They also found that among the three sources of support, cobanker support was especially important in attenuating the negative consequences of high job demand situations. In examining the antecedents of work engagement, found that supervisor support and cobanker support, along with learning opportunity and decision authority, constitute job resources that facilitated employee work engagement¹²³.

JD-R theory puts employee well-being center stage, but an important goal of the theory is to predict employee behavior and organizational outcomes (absenteeism, productivity,

organizational citizenship, client satisfaction). Another proposition is that motivation has a positive impact on job performance, whereas job strain has a negative impact on job performance. Whereas motivation helps employees to be goal-directed and to focus all their energetic and cognitive resources on the tasks at hand, job strain impairs performance because it undermines the ability to focus. Employees who are exhausted or feel anxious at work are more likely to make mistakes, which have a negative impact on performance. In recent experimental studies, it was found that engaged individuals perform better on demanding tasks because they focus all their attention to the task, as indicated by pupil diameter data, brain activity, and self-report data. Furthermore, combining daily diary reports with objective financial data, showed that employees working in fast-food restaurants had better financial results on the days they were highly engaged in their work¹²³.

This theory is related to this study because there are various demands that are attached to the job of OTM lecturers in the polytechnic, so meeting up with this demand would make OTM lecturers to achieve the goals and mission of the institution.

2.3 Review of Empirical Studies

2.3.1 Work Environment and Job Performance

Empirical studies abound which attempted to link workplace environmental factors to other employees' factors. The study sample of 74 with multiple regression analysis to measure the significance of work environment on job performance among staff of a particular organization. The study found that work environment significantly determines job performance. This result corroborates findings of previous research that investigated the connection between variables in workplace environment and workforce or work process.

Other research works have been specific on factors inherent in the workplace environment. For instance, investigated and found that working conditions was significantly related to employee productivities in manufacturing sectors¹²⁴. With particular focus on such variables as comfort level and temperature in the office work, with 150 participants among civil servants in the Ministry of Youth and Sports in Malaysia, the study revealed that work environment had significant influence on job performance. This was however on workplace environment and employee productivity¹²⁴.

The study also revealed a significant positive relationship between workplace environment and productivity among bank workers while another scholar deviated a little from the trend in research on workplace environment¹²⁵. They studied organizational environment-behaviour and its influence on safety culture in organization. In their opinion, as organization behaves, so does the working environment, and this behaviour determines the level of safety consciousness among staff. Regardless of which environmental variables were examined, there seem to be a general consensus among these researchers. It is generally concluded that workplace environmental factors significantly influence such other employee related variables like health, safety, and well-being, job satisfaction, job performance, organizational performance in public sectors and so forth. What seems unsatisfying is that many of these researches were carried out in other developed countries and are foreign to African context¹²⁵.

Few studies which have attempted studying African workplace environmental factors on staff related variables were done in workplaces other than campuses and those studies conducted in

universities fail to show the empirical link between workplace environmental factors and either teaching and non-teaching staff of higher institutions of learning. There is also linked work environment with workers' attitudes in all organizations in general. Job commitment among staff of tertiary institutions of learning is seriously lacking and begging for empirical probing especially as may be influenced by factors in campus environment¹²⁶.

Palpably, the relationship between campus environment and job commitment of staff therein is not well established in our framework of knowledge. Although the word condition may be viewed from two perspectives: conditions of service as contained in the contract of employment are the built layout or physical conditions of work. Working conditions that constitute toxic environment includes hot and noisy environment, unsafe work conditions, dirty work environment, insufficient resources, old technology, old machinery and so forth. It is the physical work condition that is of interest in this research. The working conditions in relation to job commitment have not really enjoyed much empirical attention in the literature. Whereas, authors believe that an organization's physical environment especially its design and layout can affect employee behaviour in the workplace¹²⁷.

They therefore investigated the mediating role of employee well-being in the relationship between physical work environment and job commitment in Call Centres¹²⁷. They not only found strong evidence of a mediation effect evidencing the importance of both physical environment and employee well-being to employee commitment, but also found that there exists a strong positive relationship between physical environment and employee commitment. These findings are in agreement with earlier study that did a review on the effect of office concepts (such as office location, design, layout and usage) on employees' health status and job satisfaction. They

found these factors to be significant in increasing employee convenience at work as they boost morale and job satisfaction¹²⁸. These findings corroborate several other findings. For instance a study found that work and physical environment of hospitals significantly influence nurses commitment to work¹²⁹ while others who did a research on classroom design among secondary schools teachers also found similar results. None of these studies was done in university environment; there is still much to understand about physical working conditions in campus communities and level of job commitment of staff therein¹³⁰.

Another study examined the effects of general organizational climate on safety climate and safety performance¹³¹. As expected, general organizational climate exerted a significant impact on safety climate, and safety climate in turn was related to self-report of compliance with safety regulations and procedures as well as participation in safety-related activities within the workplace. The effect of general organizational climate on safety performance was mediated by safety climate, while the effect of safety climate on safety performance was partially mediated by safety knowledge and motivation¹³¹.

The study examined the effect of two constituents of work environment (i.e. physical and psychosocial) on employees' job satisfaction and performance, and organizational effectiveness in a sample of 360 technical supervisors and operating core personnel. The analyses revealed that participants who perceived their work environment as to be adequate and favorable scored comparatively higher on the measures of job satisfaction, performance, and perceived organizational effectiveness¹³². The two constituents of work environment were also found causing significant variance in employees' job behaviour and their perception of organizational

effectiveness. Regression analyses revealed that among the various components of work environment, working condition, welfare provisions, interpersonal relations, and trust and support predominantly contribute to employees' job behaviour and organizational effectiveness. The results also specified that psycho-social environment in work-place exert more impact on employees' job behaviour and organizational effectiveness than the physical environment does¹³².

Another study examined the workplace environment impacts employee morale, productivity and engagement - both positively and negatively. The work place environment in a majority of industry is unsafe and unhealthy¹³³. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus productivity is decreased due to the workplace environment. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job. Creating a work environment in which employees are productive is essential to increased profits for your organization, corporation or small business. The relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment¹³³.

The study attempts to investigate on “An Employee Perception towards Effectiveness and Impact of Environment Management System” is the process of system of procedures, training, and methods to monitor an organization’s impact on the environment and evaluate ways to minimize negative impacts on the environment¹³⁴. This study was conducted at the Tamilnadu Textile Processing Mill Society Ltd, Erode. The environment management system brings the environment clean and protective, it helps organizations take a proactive rather than reactive approach to environmental programs and address impacts that may not be regulated, such as energy use or use of resources.

The research design used in this study is descriptive. The sample size taken for the study is 100 respondents in Tamilnadu Textile Processing Mill, Erode. The needed data were collected as both primary and secondary data. The primary data is collected from structured questionnaire which are following in the open end, closed end, like scale and the numerical scale. The major findings of the study is based on the analysis and the highly effectiveness of the environment management system and it helps to reduce the environmental impact. In this analyze suggested that implementing new technology to save the working cost in order to use the new technology to give on the job training. The recycling will reduce the EMS impact. Finally, it is concluded that it will help to improve the employees working environment and create the awareness about the environment management system and also it increases the profit and the environment clean¹³⁴.

This study aims to investigate the effect of workplace environment’s factors towards employees’ performance¹³⁵. Data was collected through the survey method; total 139 employees participated from three main workplace of Miyazu (M) Sdn. Bhd. Based on the findings it shows that only

supervisor support is not significant towards the employees' performance. Meanwhile, job aid and physical workplace environment are having a significant relationship towards the employees' performance. Employees' performance level is depending on the quality of the employees' factors workplace environment which are the job aid, supervisor support and also the physical workplace environment. The three factors determine on how the employees' get engaged or attached to the organization.

By conducting this project, the researcher could be able to identify the factors that could contribute to workplace environment that affect employees' performance. Therefore, the main purpose of this research is to investigate and to get a clearer picture on the factors that affect employees' performance from three different working places at Miyazu Malaysia Sdn. Bhd. The places of Miyazu Malaysia Sdn. Bhd. include the Miyazu's Head Quarters, Miyazu's Stamping Plant and Miyazu tooling plant¹³⁵. Employees are more than the most important asset, they play pivotal role in current operational performance and future competitive advantage. Employees spend the major part of their life in the organization within which they work. When people join, they bring with them the unique values and behaviors' that they have experienced¹³⁶. While every aspect of managing people in organizations is important; when they are all combined, they make up the organizational culture - perhaps the major determinant of effectiveness and performance. An effective organizational culture can be recognized as one factor that always seems to be associated with successful companies. There is a dramatic increase in the business and organizations in Sri Lanka, after the post war period¹³⁶.

Organizations should be aware about their culture, in order to survive successfully in turbulent business environment. Organizational culture values varied significantly among the firms. The variation in cultural values had a significant effect on employee performance. Therefore, the purpose of this study was to investigate relationship between organizational culture and employee performance in apparel sector in Sri Lanka. The independent variable is organizational culture and the dependent variable is employee performance. This study has been completed with an empirical survey which was thoroughly conducted using a self-administrated questionnaire and the sample consisted of employees in apparel sector. Questionnaire consisted three parts and which were sent directly to the target segment. This study was associated with hypothesis testing and it was co relational. Since the current study setting can be referred as a field study where the study has done in non-contrived setting with minimizing interference of the researches¹³⁶.

The quality and quantity of work generated by employees are influenced by the work environment while poor environmental conditions can cause inefficient worker productivity as well as reduce their job satisfaction. The study described some elements of the work environment that can impact on employee productivity and addresses lighting, noise, color, and air quality. Furniture and equipment as the key physical factors in the organization are discussed as well¹³⁷. Four factors of the work environment under which it has impact on employee productivity are: lighting, noise, color, and air quality. All of these factors cannot be treated separately, as they connect with each other. The work environment plays a very important role if the organization would like to maintain better productivity as many employees spend most of their time on generating activities in the organization¹³⁷.

Although the word condition may be viewed from two perspectives: conditions of service as contained in the contract of employment and the built layout or physical conditions of work. For instance, a study found that work and physical environment of hospitals significantly influence nurses' commitment to work¹³⁷ while another study who did a research on classroom design among secondary schools' teachers also found similar results. None of these studies was done in university environment; there is still much to understand about physical working conditions in campus communities and level of job commitment of staff therein¹³⁸.

A well-organized physical work environment can provide comfort for employees at work. Comfort will be able to lead to the pleasure of employees in working the latter can lead to satisfaction in the employee at work. In the study found that the physical work environment has a significant influence on employee job satisfaction¹³⁸. This is in accordance with the results of a study conducted by which states that the work environment, especially the physical work environment has a significant influence on employee satisfaction. This means that lighting, temperature and the presence of conditioning plants can provide comfort and job satisfaction for their employees¹³⁹.

Physical work environment plays an important role in influencing employee productivity. A comfortable, safe and healthy work environment will give rise to a good sense of joy for its employees so that it can increase productivity at work. Research conducted which states that the physical work environment can affect individual productivity¹⁴⁰. Negative or positive physical impacts can have an impact on employee health problems so that it impacts on productivity on the results of his research that the environment in the workspace has a large influence on employee attitudes, behavior, satisfaction and productivity. A comfortable work environment is

very important in supporting worker performance so that it can improve organizational performance better¹⁴¹. Bad physical factors will affect the comfort of employees at work. The factor of work accident is an example of the poor arrangement of a physical environment that is comfortable and safe so that it can affect the performance of employees in the company¹⁴².

A study examined factors affecting employee performance in Greece using the descriptive survey design. Findings showed that the level of job performance of employees in selected organisation in Greece was moderate. It was also revealed that job environment and management support have the strongest impacts (direct and indirect) on job performance, while adaptability and intrinsic motivation directly affect job performance¹⁴³. Another study examined an approach to employees' job performance through work environmental variables and leadership behaviours. The sample comprised supervisor-subordinate dyads to test the propositions of this study. Result revealed that the level of job performance of employees was moderate. It was also stated that work environment is a strong predictor of employees' job performance¹⁴⁴. Another similar study examined developing employee productivity and performance through work engagement and organizational factors in an educational society. The study adopted the quantitative study using the cross-sectional research design. Findings revealed that the level of job performance of employees was normal. It was also found that employee performance (EP) is predicted through organizational factors such as management support (MS), learning culture (LC), work environment (WE) and organizational commitment (OC)¹⁴⁵.

Another study examined employee motivation and job performance of employees in first bank of Nigeria, Ibadan. The study adopted the cross sectional design and a semi-structured questionnaire was used to collect data. Findings showed that the level of job performance of

employees was moderate. It was also found that both monetary (competitive salary, salary raise, allowances, bonuses, and percentage profit sharing) and non-monetary (job security, job training, career advancement opportunities, flexible working hours, and retirement benefits) motivational incentives have a significant positive correlation with employee job performance in study organization. The study affirmed that increase the level of performance of employees, organization will have to employ a mix of both monetary and non-monetary incentives in driving higher performance. Findings also showed that female employees are more motivated by non-monetary incentives (58%) while male employees are more motivated by monetary incentives. It was recommended that management should be more strategic in implementing its yearly financial reward contest and public recognition as this will induce the employees to engage in work behaviour that drives higher-level performance¹⁴⁶.

2.3.2 Stress Management practices and Job Performance

The psychological structure of employees is directly reflected in the work they do and their work lives. Therefore, stressful employees mean that the organization is stressful. All kinds of problems caused by stress reflect in business relations and business success by affecting the performance of the individual directly. The studies, examining the relationship between stress and performance in organizations, have accepted the existence of four approaches. There is an inverse relationship between stress and performance, and it is assumed that performance will decrease as the stress level increases¹⁴⁷.

Employees who want to reduce their stress can waste their time and do unwanted behaviors¹⁴⁷. It is affirmed that job performance will increase as job stress increases. The challenges, concerns, and competitive environment in the workplace are opportunities for the employee to put forward

constructive actions and improve his/her performance. High-level stress means high competitiveness, thus, high performance. The relationship between stress and performance is inverse u-shaped and consists of a combination of positive and negative relationship models in general. While stress that increases until a certain level improves performance, the ability to work efficiently decreases rapidly if stress exceeds the critical level. Although there is a psychological agreement between the employee and the organization, there is no relationship between stress and performance. According to this model, employees know that they will receive a certain wage for their performance. The presence or absence of stress does not affect performance¹⁴⁷.

The stress level, at which individuals' performance is the best, is the optimal positive stress level. At the positive stress level, the individual's motivation, ability to fight time pressure, speeds of making important decisions and contribution to performance are faster and higher. In cases when individuals cannot cope with personal and environmental dangers, stress transforms into negative stress, and this increases the presence of individuals who need help, who experience difficulty in adapting to the environment, and who cannot transfer their energy to their work. Since the psychological structures of individuals in the workplace are directly reflected in the work they do, stressful individuals mean that the whole organization is stressful¹⁴⁸.

All kinds of discomfort, psychological and mental problems experienced due to stress are directly reflected in employee performance, business relations, and business success. The mental and physical condition affecting the productivity, activity, health, and work quality of employees is occupational stress, and this stress, which exceeds the optimum limit, may decrease the

performance of the organization since it creates discomfort in employees¹⁴⁸. The exposure of individuals to excessive stress in the work environment leads to both an increase in costs (an increase in business absences, health expenditures, and insurance expenditures) and a decrease in organizational performance, as well as in job satisfaction, by decreasing the amount of goods and services produced per unit time. The stress experienced also has consequences that are closely related to the organization, such as the individual's late arrival to work, increase in his/her absenteeism, increase in the labor turnover rate, alienation of the employee to work and workplace, and decrease in his/her performance¹⁴⁸.

Despite the negative consequences created by stress in organizations, emphasized that the stress experienced at a certain level in organizations increases motivation and management, provides alertness and vitality, and ensures high energy sensation¹⁴⁹. Positive features of stress, such as paying attention to details, acting in line with the unity of aim and goal, and enhancing performance, were also emphasized. The small amount of stress improves job performance. Stress at a certain level provides employees with opportunities to do their jobs better and find newer and better ways. Constructive stress also enables employees to mobilize their creative power, increase their business success, and feel enthusiasm while performing their duties. Stress is the essential struggle element for employees who make an effort to maintain their lives and who want to provide satisfaction in their economic, social, and cultural roles¹⁴⁹. Even improvements to be made in the elements among organizational stress factors, such as general policies, structural disturbances of the business, and the inadequacy of the physical environment, are positive steps for stress management¹⁵⁰. Since the culture in the organization affects the

success of preventing and managing stress, open and insightful communication away from criticism and blame is crucial¹⁵¹.

Numerous studies have been carried out on occupational stress and job performance. For instance, a study found that stress-causing factors such as workload, career progress, facilities and the work setting were significant predictors of academic staff job effectiveness¹⁵². Likewise, illustrated the effect of stress on employees' performance using an inverted U-type curve. The study revealed that employees' performance increases as stress increases. However, when the stress becomes excessive, the performance of employees will reach a peak and then begin to decline. Nevertheless, a significant positive relationship between work stress and job performance was found by scholars¹⁵³. These studies argue that stress and job performance of academic staff increase or decrease in the same direction but to varying degrees.

Other studies have shown that occupational stress contributes to low performance of duties¹⁵⁴, poor productivity¹⁵⁵, increased absenteeism, poor health and aggression¹⁵⁶, creativity and innovation¹⁵⁷. Nevertheless, a growing body of literature shows that stress and workload are significant predictors of teachers' effectiveness¹⁵⁸. On the contrary, a study has revealed that stress due to workload has no significant influence on the professional effectiveness of teachers. The difference in the results of various studies is attributable to the type of occupation understudied or the type of stress considered. However, in the current study, we investigated the extent to which occupational stress (such as remuneration, workload and the provision of institutional amenities) influences the job performance of the academic staff of two Nigerian public polytechnics.

Workload is a factor that has been found to affect the performance of university academic staff¹⁵⁹. Under a manageable workload, employees are likely to be motivated to perform, overcome or accomplish tasks. However, a high amount of workload in terms of the quantity (amount of work) and quality (difficulty or complexity of the task) tend to affect performance¹⁶⁰. Moreover, expressed that employees have different capacities to perceive and respond to their workload. While some employees can perform well under a particular workload level, others may be negatively affected¹⁶¹. Author stated that internal and external factors could impact the reaction to workload¹⁶².

According to them, external factors include burdens from outside employees' bodies, such as the quantity, difficulty and intensity of job tasks, hours spent on task, and the work situation. Internal factors refer to conditions within employees due to reaction to external factors. Internal factors include somatic factors in age, gender, body type or health status and psychic factors such as motivation, experience, desire, satisfaction and interest in others. It was discovered in their study that academic employees were highly stressed by a variety of factors, including their workload, research, and professional growth, as well as administrative concerns¹⁶³.

An increased stress level may likely affect lecturers' effectiveness in performing their job and result in them rushing over job tasks by not necessarily doing them well. Furthermore, submitted that lecturers' workload influenced their performance. The cited study concluded that excessive workload led to stress, which aggravated and caused physical and emotional exhaustion, lack of concentration, frustration, diminished effectiveness, lateness or absenteeism to class, anxiety and depression, among others¹⁶⁴. Furthermore, other studies have discovered a strong negative

relationship between lecturers' workload and their productivity¹⁶⁵. This evidence implies that an increment in workload allocated to staff is connected to a decline in their job performance and vice versa. On the contrary, some studies have concluded that stress resulting from the workload of lecturers positively influenced their teaching and research effectiveness to a significant extent¹⁶⁶.

A high amount of workload led to a higher degree of job performance among lecturers. Further arguments in the literature indicated that workload has a weak, positive, but not significant prediction on the job performance of employees¹⁶⁷. This implies that even though assigning a high workload might improve teachers' job performance, the degree to which this happens is attributable to chance. It has also been revealed by other studies that workload has no significant relationship with teachers' job performance¹⁶⁸. These studies did not indicate the direction (whether negative or positive) of the prediction or relationship. This makes it difficult to place these studies in one of the schools earlier presented above. There are further complexities in the debates because a study has also documented that the prediction of workload on employees' (doctors) work performance is both negative and positive in the short and long term¹⁶⁹.

A scholar conducted an exploratory study to identify the drivers of employee engagement within the Egyptian context and the impact of employee engagement on job performance and organizational commitment based on Social Exchange Theory (SET). The study employed a regression analysis to predict and explain the relationships and the result indicated that leadership and organizational justice were the most significant drivers of employee engagement¹⁷⁰. The impact of employee engagement on organizational commitment among

workers at national higher education institutes (HEI) in Zimbabwe. The research methodology employed was an explanatory descriptive survey design. The respondents were drawn from a stratified random sample of 142 employees from the three Universities. The study revealed that there is a positive correlation between employee engagement and organizational commitment¹⁷¹.

A study on 2015 Trends in Global Employee Engagement. The study employed a qualitative approach and it was revealed how companies can create a culture of engagement by investing and helping leaders whose interest is on building skills, empowering others and challenging individual's accountability to take possession of solutions and their own engagement¹⁷². The study shows that the role of human resource professional is to support the leaders of organization in achieving engagement agenda. Here, they identified the senior leaders and the individuals themselves as critical stakeholders required for creating a culture of engagement. Aon Hewitt company's leaders attributed their success to talent management and engagement of two key variables – culture and leadership¹⁷³.

A scholar studied effect of work stress on the staff performance in banking industry. Survey research design was adopted. Population was 300 and sample 185. Data was analyzed using simple percentage. The findings were that the cause of stress in Nigerian banks is particularly linked to improper working condition for delivering the duties. It was revealed that there was significant influence of stress management on job performance¹⁷⁴. Similarly, a study conducted a research on the effect of work stress on Modern Managers performance in the Niger Delta Region of Nigeria. In presenting and analyzing the result, tables and percentages were used then chi-square was used for the testing of hypothesis. Findings showed that lack of stress

management training, lack of job control; job description and specifications are the major causes of stress among modern managers^{175,176}.

A number of studies have been carried out that is related to work life balance. Typically, scholar investigated the influence of work life balance and job satisfaction on employee performance of health care employee^{177,178}. This was aimed at exploring the influence of work life balance and job satisfaction has on organization commitment among healthcare employee^{179, 180}. Another scholar studied the relationship between work overload and Performance of Employees: A case study of Transit Hotel in Nairobi city^{181, 182}. The study used a target population of 60 staff. Descriptive research design was used and data collection tool used was a questionnaire. Frequency distribution tables were used to analyze the data while Chi-square was used for analysis. The findings showed a relationship between work overload and employee performance and that work overload significantly affects the performance of an individual^{183, 184}.

A more recent study examined the effect of stress management techniques on employee Job performance in manufacturing firms in Nigeria using the descriptive survey design. The sample size comprised 378 employees of four manufacturing firms in southeast, Nigeria. Findings showed that the level of job performance of employees was moderate. It was also revealed that here was positive and significant effect of stress management techniques on performance of employee of manufacturing firms in Nigeria. It was recommended that management of manufacturing firms in Nigeria should invest in the different stress dimension management strategy such as meditation technique and relaxation technique so as to improve employee performance¹⁸⁵.

A study examined stress management strategies and employee performance in manufacturing firms in Edo State. The specific objectives were to: identify the relationship among workplace social support, coping competence, time management techniques, mind-body techniques and employee's performance. Sample size of 301 respondents was drawn from 1663 population staff of selected manufacturing firms. Finding revealed employees in manufacturing firms receive maximum workplace social support and this helps them deal with stressful work situations; and they have high coping competence in handling stress. Additionally, it was discovered that employees of manufacturing firms most typically adopt time management as a method of stress reduction. It was shown that there was significant influence of stress management on job performance. Moreover, it was demonstrated that the employees do apply the mind-body strategy of time management, albeit not to a very high amount in comparison to their adoption of other stress management measures. The study found that managers in manufacturing businesses should instruct staff members about the benefits of mind-body techniques like massage and yoga as well as how to use them successfully to reduce stress levels¹⁸⁶.

Another study evaluated the influence of stress management techniques on employees' performance of Public Service in Kenya. Specifically, the study sought to examine effect of counseling services strategies, flextime programme strategies, mediation technique strategies, and relaxation technique strategies on employees' performance. Descriptive research design was adopted. The sample size of 400 employee of public service was drawn from 700,000 target population of the study. The findings demonstrate a large impact on employees' public service performance, which is explained by a 91.1% variation. The regression model also showed a favorable correlation between employee performance and the independent variables research on

stress reduction methods and counseling services. The study suggested that the management of the organization under study should educate the staff about the use of stress management strategies that are accessible in the company that can lead to increased performance¹⁸⁷.

Another study was conducted to evaluate the effect of stress management techniques and organizational performance in selected private and public Hospitals in Port Harcourt. The specific objectives of the study were to examine the extent of the influence of stress management techniques on organizational performance and investigate into the extent of relationship between flexible working hour and organizational performance. A total of 120 statistically selected respondents were derived from 30 statistically selected private and public hospitals in Port Harcourt.. The study revealed that severe stress is psychologically hazardous, mentally harmful and impacts negatively on organizational performance. Moderate stress as revealed tends to be potentially useful in organizational performance. The study recommended that maintenance of appropriate job design and flexible working hour policies, amongst others in respective functional areas¹⁸⁸.

A study was conducted to investigate the effect of workplace stress management techniques on employees' efficiency in banking industrial in Nigeria. The specific objectives of the study were to examine chronic stress, traumatic stress and acute stress on employee performance in the banking sector in Nigeria. The data analytical technique was regression statistics. The sample size of 79 employees was drawn from a total of 105 population in selected banks. The findings show that training and development interventions and stress management programs have a considerable impact on workers' productivity. According to the report, bank managers in Nigeria should make sure that staff members have access to the essential instructions, guidelines, and

policies that describe their job responsibilities clearly and without any contradictions or ambiguity that might cause ambiguity in job performance¹⁸⁹.

A sought to examine the effect of stress management practices on employee performance at the University of Cape Coast, Ghana. The specific objectives that guided the study were; to assess the various stress management practices; to assess employee performance; and to examine the effect of stress management practices on employee performance. The population of the study was 923 administrative staff and the sample size of 269. The study's findings first showed that the University of Cape Coast's varied stress management techniques included psychological assistance, training and development, work redesign, and employee welfare programs. The study also shown a high and favorable correlation between employee performance and stress management strategies. The study suggested that the university's administration combine all of the stress management techniques they had learned in order to combat stress.¹⁹⁰

A examined the effect of stress on employee productivity in selected manufacturing firms in South-East Nigeria. Specifically, the study sought to identify the relationship among work-family interaction, organizational climate, role ambiguity and employee productivity. The population of the study consisted of 2187 employees of fifteen selected manufacturing firms. The statistical formula devised by Borg and Gall (1973) was employed to determine the sample size of 427. The findings indicated that job ambiguity has a substantial beneficial impact on employee productivity, organizational environment has a major positive impact on employee productivity, and work-family interaction has a significant negative impact on employee productivity. Therefore, the study came to the conclusion that employee productivity in manufacturing enterprises in South-East Nigeria is significantly negatively impacted by

workplace stress. In order to reduce stress caused by work-family obligations, the study suggested, among other things, that management should encourage staff to spend time with their families and grant them permission to leave work at a suitable hour¹⁹¹.

Another similar study was conducted to investigate the effect of stress management on employee performance at Kenya Airways. Specifically, the study sought to examine the effect of flexible work schedule, workplace counseling and workplace quality on employee performance at Kenya Airways. The mean and standard deviation were used to present data while data analytical techniques were regression and correlation method. The study found out that stress management explained variation of employee performance. Additionally, the research established that flexible work schedule had significant positive correlation with employee performance; workplace counseling had insignificant negative correlation with employee performance and that workplace quality had a significant positive relationship with employee performance. The study concluded that both workplace quality and flexible work scheduling have roles to play in employee performance but not workplace counseling. The study recommended policy and practice should include workplace quality and flexible work schedule to enhance employee performance¹⁹².

2.4 Conceptual Model

Theoretical model attempts to give explanation of the variables as considered in the conceptual review. For this study, three theories were reviewed; job performance theory was used for job performance and measures adapted indicating the job performance are declarative knowledge, procedural demonstrating efficiency, facilitating peer and team performance; work adjustment theory was used for work environment and measures adapted indicating the work environment

are working condition, safety condition while affective event theory was used for stress management and measure adapted indicating the stress management are job hassle and emotional labour.

The relationship is defined in such a way that the set of factors could impact on an individual, which in turn determine the final outcome in terms of high or low job performance amongst participants. The two independent variables (workplace environment and stress management) have direct influence and relationship with the dependent variable (job performance). Being able to perform one's roles and responsibilities and taking part in the decision making in the organization could enhance job performance. It is opined that the culture of an organization could have positive influence on the job performance. The study is anchored on job performance theory of Campbell 1990 for the job performance variable. The theory showed that there are some tasks that have to be performed by employees which include task proficiency and non-task proficiency. The measure adapted indicating the performance of employees in their various organizations.

The theory focuses on the structure, causes and consequences of affective experiences at work and may influence that judgment; satisfaction and affect are not equivalent constructs. In it also adds time as an important parameter when examining affect and performance. Theory also describe or explain the relationship among individuals at work and their work environment. The theory also revealed that for employees to be productive and for his job to be adjudged as being satisfactory in the organization, they must possess the ability to perform office routine works, attend to information request, perform work schedule on time, ability to proffer solutions to

problems among others. Also, management of the organization is expected to accede to the demand of their employees as this would heighten their job performance.

2.4.1 Conceptual Model

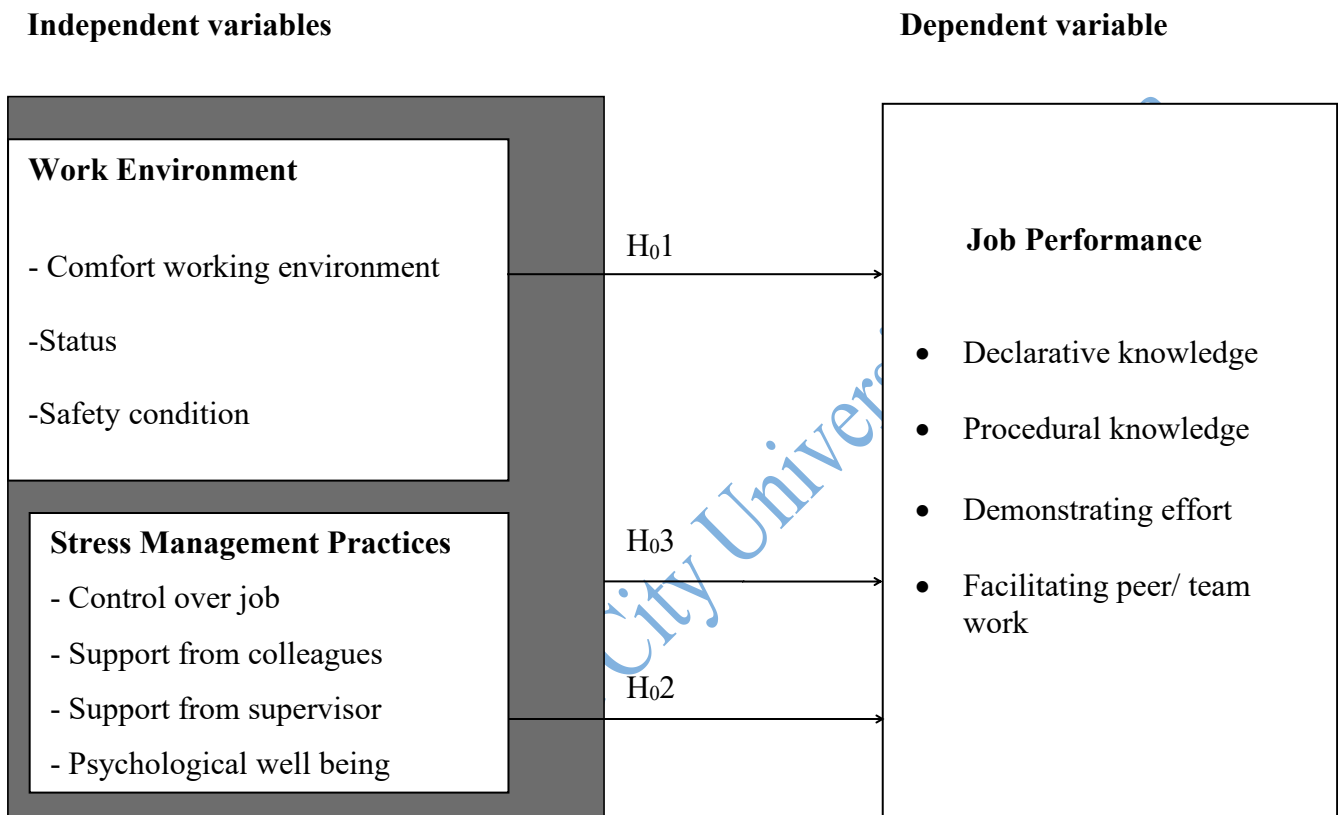


Fig. 2.1: Conceptual model showing interaction between the work environment, stress management practices and job performance.

Source: Researcher, 2023

It is pertinent to explain the conceptual model given for this study so as to ensure a crystal and a precise reading that will lead to a consequent deeper comprehension of the utility of the research under study. The model proposed links the interactions between the independent and dependent variables of the study.

H₀₁ to test if work environment significantly influence the dependent variable which is job performance

H₀₂ to test if there is significance influence of independent variable (stress management) on dependent variable (job performance)

H₀₃ test the combined influence of work environment and stress management indices on job performance.

The model proposed links or interactions between the independent and dependent variables of the study. Work environment and stress management are the independent variables while job performance is the dependent variable. The model suggests that comfort working environs, status, safety condition (adapted from Theory of Work Adjustment by Davies and Lofquist); control over job, support from colleagues, support from supervisor and psychological well being (adapted from job demand theory) are the key factors that could determine job performance of OTM lecturers of polytechnics. The components of work environment are comfort working environs, status, safety condition. The conceptual model that this study was anchored on was be adapted and modified by the researcher based on extensive reviewing and in-depth search of literature the theories used to underpin the study. The conceptual model is tied on job performance theory.

2.5 Summary of Literature Reviewed

The review shows that there have been a number of studies conducted on employees' social loafing, workload workplace incivility in the polytechnics. Factors that hinder job performance among employees in Africa, most especially Nigeria have also received attention. Some of the literature that was revealed that some of the problems of job performance are decreased

productivity, committing errors in tasks given, turnover intention among others. Some of the literature that were reviewed revealed that the job performance of employees could be low if the organizations do not meet with the needs of the employees such as prompt payment of salaries, promotion as and when due, remuneration among others.

One significant literature gap is the limited amount of empirical research specifically focusing on the job performance of Office and Technology Management lecturers in Nigerian polytechnics. While there is a substantial body of literature on job performance and education in Nigeria, few studies have directly examined this specific group. The influence of contextual factors on the job performance of lecturers in polytechnics, such as institutional policies, management practices, and resource availability, remains understudied. Understanding how these factors affect job performance can help in designing effective interventions. With the increasing integration of technology into education, there is a gap in research exploring how the use of technology and innovative teaching methodologies impact the job performance of lecturers in Office and Technology Management departments. This includes the assessment of e-learning platforms and their effectiveness. Limited research addresses the effectiveness of faculty development programs and training initiatives tailored to Office and Technology Management lecturers. Investigating the relationship between professional development and job performance can provide insights into improving lecturers' skills. Few studies have examined how the job performance of lecturers in this field influences student outcomes, such as academic performance, employability, and satisfaction. Understanding these relationships can inform educational policies and practices.

Some of the literature that were reviewed may lack specific studies that focus exclusively on Office and Technology Management lecturers in Nigerian polytechnics. Many studies may be

generalized to various academic disciplines, and there may be a need for research that specifically examines this group. Nigerian polytechnics may have unique contextual factors that affect work environments and job performance, such as government policies, funding challenges, or regional differences. Research may not adequately address these specific contextual factors. The literature may lack standardized and validated measures for assessing the work environment in Nigerian polytechnics. Developing and validating such measures could be a valuable contribution to the field. There may be variability in how job performance is measured in different studies, with some relying on subjective self-assessments and others using objective indicators. Identifying a standardized and reliable metric for assessing job performance in this context could be a gap in the literature. Many existing studies may be cross-sectional, providing a snapshot of the relationship between work environment and job performance at a single point in time. Longitudinal studies that track changes over time could offer deeper insights. Comparative studies that assess the work environment and job performance of Office and Technology Management lecturers in Nigerian polytechnics relative to other countries or academic settings may be limited.

The literature suggests a significant gap in comprehensive studies focusing specifically on Office and Technology Management lecturers in Nigerian polytechnics. Most research on stress management in academia tends to be broader in scope, making it challenging to draw specific conclusions about this particular group. While there is research on job-related stress in academia, there is a need for more detailed studies identifying the specific stressors faced by Office and Technology Management lecturers. These stressors might differ from those in other academic disciplines and could require unique stress management strategies. The literature often highlights the importance of coping mechanisms for managing stress, but few studies delve into the specific

coping strategies that Office and Technology Management lecturers use or need. Understanding which strategies are most effective for this group is essential. Many studies focus on short-term outcomes of stress management practices, but there is a need for longitudinal research to assess the long-term effects on job performance. This would provide a more comprehensive understanding of the sustained impact of stress management interventions. The literature often leans towards quantitative research methods, but qualitative studies can provide valuable insights into the lived experiences of Office and Technology Management lecturers and the nuances of their stress and coping strategies.

Few studies compare stress levels and management practices among Office and Technology Management lecturers in Nigerian polytechnics with those in other countries or academic disciplines. Such comparisons could shed light on the unique challenges faced by this group. The existing literature highlights several gaps in our understanding of how stress management practices influence the job performance of Office and Technology Management lecturers in Nigerian polytechnics. Future research should focus on addressing these gaps to provide more tailored insights and recommendations for improving the well-being and performance of this specific group.

Job demand theory, work adjustment theory and Campbell's theory of job performance were used as theoretical framework for this study for the three variables. The theory of job performance by Campbell was used to anchor the study for the dependent variable (Job Performance); Work Adjustment theory backed up the independent variable (work environment), and job demand theory was used to back up the second independent variable (stress management). However, while some researchers have conducted many studies on job

performance among teachers, few, in a systematic way, have investigated the impact of work environment, stress management and job performance of academic staff in Polytechnics in South-south, Nigeria. From the available literature, it is apparent that majority of the studies were conducted outside Africa. A few of these studies were carried out in Nigeria but not specifically in the Polytechnics in South-south, Nigeria. This is the gap that was filled in this study.

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Chapter Three

Methodology

This chapter presents the method employed in carrying out this study. It gives a detailed research description of design, the study location and population, the sampling technique employed, the sample size, the research instrument, validity and reliability of the research instrument, method of data collection and the method of data analysis.

3.1 Research Design

The research design that was employed for this study is the descriptive survey. This is considered useful for this study as it aims to accurately and systematically describe a population, or phenomenon. A descriptive survey is a non-experimental research method and it is perhaps the most widely used method for educational research. A descriptive survey is a method used in studying a segment of a population for the purpose of making estimated assertions about the nature of the total population from which the sample has been selected. This research design specifies types and volume of data to be collected, methods of data collections, sampling methods to be used and statistical tools of analysis to be adopted and generalize the findings on the population. The descriptive research design was considered suitable in carrying out the study as it tends to examine the influence of work environment and stress management Practices on Job Performance of academic staff in Polytechnics in South-south, Nigeria.

3.2 Population of the Study

The population of this study comprised of one hundred and forty-three (143) Office Technology and Management lecturers of Polytechnics in South-south, Nigeria covering all the Federal and State Polytechnics in South-south, Nigeria. The Polytechnics include; Auchi Polytechnic Auchi (Federal), Akwa Ibom State Polytechnic, Ikot-Ekpene (State), Delta State Polytechnic, Ogwashi-

Uku (State), Delta State Polytechnic, Otefe-Oghara (State), Edo State Polytechnic, Usen (State), Ken Sarowiwa Polytechnic, Bori, Rivers State (State) and Port Harcourt Polytechnic, Rumola, Rivers State (State).

The table below presents the population distribution based on the Polytechnics in South-south, Nigeria.

Table 3.1: Population of study

S/N	Name of Polytechnics	Number of OTM Lecturers
1	Auchi Polytechnic, Auchi (Federal)	26
2	Akwa Ibom State Polytechnic, Ikot-Ekpene (State)	24
3	Delta State Polytechnic, Ogwashi-Uku, Delta State (State)	12
4	Delta State Polytechnic, Otefe-Oghara, Delta State (State)	19
5	Edo State Polytechnic, Usen, Edo State (State)	14
6	Ken Sarowiwa Polytechnic, Bori, Rivers State (State)	21
7.	Port Harcourt Polytechnic, Rumuola, Rivers State (State)	18
.	Total	134

Sources: **Field Survey, 2023**

3.3 Sampling Techniques and Sample Size

The sample size for the study was 134. Since the population is moderate in size, the total enumeration approach was used in the study. For this study, 134 OTM lecturers in Polytechnics in South-south, Nigeria was used. Since the survey contains all members of the population, the total enumeration method was used. One of the main benefits of this method is that it allows the researcher to prevent sampling errors. When the sample population is not too large, the complete enumeration or census method is used, which helps the researcher to conduct a thorough population study, collect data with high precision, and eradicate errors and bias in sampling¹.

3.4 Description of the Research Instrument

The instrument that was used for data collection in this study is the questionnaire. This technique is preferred because of the high literacy level of the study population. Questionnaire is chosen as the instrument because it is appropriate in getting to large number of respondents and their dispersion time. The questionnaire was adapted^{2,3,5&5} and was modified to suit the study. The questionnaire is an acceptable instrument in non-experimental studies. The questionnaire is tagged “Work Environment and Stress Management Job Performance Questionnaire” (WESMJ PQ). The questionnaire contains scales to measure the various constructs of the research model. The questionnaire will be divided into four (4) sections with focus on the variables of the study. The sections are: A, B, C and D.

Section A elicited information on demographic characteristics of the respondents which includes; name of institution, gender, age, highest academic qualification and work experience.

Section B gathered information on job performance of OTM Lecturers using standardized scale which was adapted for the study^{2,3}. This section has four (4) sub-scales with a total of twenty-four (24) items. The first sub-scale measured declarative knowledge and it contains six (6) items. The second sub-scale measured procedural knowledge and it contains six (6) items. The third sub-scale measured demonstrating effort and it consists of six (6) items. The fourth section will measure facilitating peer and team performance and it comprises six (6) items. Two sample items include; i. “Create knowledge through observation of the working environment” and ii. “Team members encourage one another to express their opinions and thoughts”. The scale has a four-point Likert scale with ranked options: Very high (VH) = 4, High (H) = 3, Low (L) = 2 and Very low (VL) = 1. The adapted scale has a reliability co-efficient of 0.81. The scale was re-validated and its Cronbach alpha was 0.90.

Section C contained questions on information on work environment using standardized scale adapted for this study^{4,5}. This section has three (3) sub-scales with a total of eighteen (18) items. The first sub-scale measured comfort working environment and it contains six (6) items. The second sub-scale measured status and it contains six (6) items. The third sub-scale measured safety condition and it consists of six (6) items. Two sample items include; i. “My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties” and ii. “In this institution, OTM lecturers are consulted about health and safety issues”. The scale has a four-point Likert scale with ranked options: Strongly agree (A) -4, Agree (A)-3, Disagree (D)-2 and Strongly disagree (SA) - 1. The adapted scale has a reliability co-efficient of 0.79. The scale was revalidated and its Cronbach alpha internal consistency was 0.88.

Section D elicited information on stress management which was adapted for the study^{6,7&8}. This section has four (4) sub-scales. The first sub-scale measured control over job and it contains four items. The second sub scale measured support from colleagues and it contains four items. The third sub scale measured support from supervisor and it contains four items while the forth sub scale measured psychological well-being and it contains four items. Two sample items include; i. “I have the authority to set and adjust my work schedule as needed” and ii. “My supervisor provides clear instructions and expectations for tasks and projects”. The scale has a four-point rating scale with ranked options: The scale has a four-point Likert scale with ranked options: Strongly agree (A) = 4, Agree (A) = 3, Disagree (D) = 2 and Strongly disagree (SA) = 1. The adapted scale has a reliability co-efficient of 0.87.

3.5 Validity of the Research Instrument

To establish the validity of the instrument that was used for the study, the face and content validity structures of the questionnaire were established by the thesis supervisor and two other experts. Copies of the instrument were given to the project supervisor and to two other experts who are in the fields of Information Management and Measurement and Evaluation. These experts examined the instrument in order to point out the researcher's statements that are poorly worded and those that do not agree with the purpose of the study. They examined the instrument for comprehensiveness, relevance of contents, clarity of instructions and statements, possible ambiguities, errors and/or omission. The project supervisor and the two experts also examined the instrument to ensure that the data to be collected using the questionnaire was useful in answering the research questions and in testing the hypotheses that were employed for this study. Comments and all the observations made were incorporated in constructing the final draft of the questionnaire.

3.6 Reliability of the Research Instrument

The reliability of the measuring instrument was done through a pilot study. The pilot study helps to ensure consistency and dependability of the scale and the ability to elicit data that answer the research question of the study. This was carried out by using 30 copies of the questionnaire which were administered on OTM lecturers in Polytechnic of Ibadan, Ibadan, who are outside the scope of the study. The data that was obtained was subjected to Cronbach's alpha test to establish the internal consistency of the items in each of the scale. The result of the Cronbach alpha coefficient value were as follows; job performance = 0.88, work environment = 0.84 while stress management was 0.86.

3.7 Method of Data Collection

An introductory letter was collected from the Head of Department of Information Management, Lead City University, which was addressed to the authorities of the polytechnics where the lecturers are working by introducing the survey and the researcher. The letter also described the reasons for the survey and soliciting the OTM Lecturers' help in promptly filling and returning the questionnaire. The promise of anonymity of the respondents and confidentiality of the results was the content of the questionnaire cover page. The OTM Lecturers were made to know the essence of the study, as the data to be collected from them would only be used for academic purpose. The one hundred and thirty four copies of the questionnaire was randomly administered by the researcher and with the help of five trained research assistants to the OTM Lecturers in the seven polytechnics in South-south, Nigeria, that were selected for the study. The copies of the questionnaire given out in each institution were according to the proportionate number calculated for each institution. The lecturers were given ample time to complete the questionnaire, after which the completed copies were retrieved and collated for analysis.

3.8 Method of Data Analysis

The data collected for this study was analyzed using Statistical Package for Social Sciences (SPSS) version 21. Descriptive statistics of frequency counts and percentages was used to analyze the demographic information of respondents. Frequency counts, percentages, mean and standard deviation was used to analyze data to answer research questions 1-2. For the testing of the null hypotheses, inferential statistics of simple linear regression was used to test hypotheses 1-2, while multiple regression analysis will be used to test hypothesis 3. All the hypotheses were tested at 0.05 level of significance.

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Chapter Four

Results and Discussion of Findings

This chapter presents results and discussion of findings. Section I constitutes the presentation of the descriptive analysis using frequency counts, percentage and mean. Section II presents the results to the research questions and hypotheses, which the study sets out to answer and test. Section III of this chapter presents the discussion of findings.

4.1 Analysis of Demographic Data

This section is descriptive and it presents the results of demographic characteristics using frequency distribution tables. The Table is presented as follows:

Table 4.1: Response Rate

Institutions	Completed usable copies of questionnaire	Unusable copies of questionnaire	Percentage of usable questionnaire
Auchi Polytechnic, Auchi (Federal)	24	2	17.9%
Akwa Ibom State Polytechnic, Ikot-Ekpene (State)	22	2	16.4%
Delta State Polytechnic, Ogwashi-Uku, Delta State	12	-	9.0%
Delta State Polytechnic, Otefe-Oghara, Delta State	18	1	13.4%
Edo State Polytechnic, Usen, Edo State (State)	14	-	10.4%
Ken Sarowiwa Polytechnic, Bori, Rivers State (State)	20	1	14.9%
Port Harcourt Polytechnic, Rumuola, Rivers State (State)	17	1	12.7%
Total	127	7	94.7%

Source: Field Survey, 2023

The target respondents in the study were OTM lecturers in the seven state and federal polytechnics in South-South Nigeria. A total of 134 questionnaires were administered out of

which 127 were filled and returned, which represent 94.7% response. The other 7 copies of questionnaire which represent 5.3% were not well filled out and were not used in the analysis.

Table 4.2: Demographic Information of the Respondents

Variables		Frequency	Percentage
Gender	Male	48	37.8
	Female	79	62.2
Age	20-30 years	4	3.1
	31-40 years	27	21.3
	41-50 years	72	56.7
	51 years and above	24	18.9
Qualification	HND	-	-
	B.Sc	-	-
	M.Sc	44	34.6
	Ph.D	65	51.1
	Others	18	14.2
Years of work experience	Less than 1 year	11	8.7
	1-10 years	61	48.0
	11-20 years	48	37.8
	21 years and above	7	5.5

Source: Field Survey, 2023

Table 4.2 reveals that 37.8% were males and the rest 62.2% were females. This means that female OTM lecturers participated more in the study than the males. Also, 3.1% of the respondents were between the age range of 20-30 years, 21.3% were between 31-40 years, 56.7% were between 41-50 years and the rest 18.9% were between 51 years and above. It could be inferred that the respondents whose age fell between 41-50 years were the majority. However, 24.4% of the respondents were 40 years and below. It is also revealed that none of the respondents had HND and B.Sc, as their highest educational qualifications, 34.6% had Master's degree while 51.1% had Ph.D and the remaining 14.2% had other qualifications. It could be inferred that respondents who had Ph.D as their highest educational qualification participated more in the study. This means that respondents who have Ph.D are mostly recruited as OTM lecturers. The table also indicates that 8.7% had less than 1 year work experience, 48.0% had

between 1-10 years, 37.8% had between 11-20 years while 5.5% had 21 years and above. It could be inferred that respondents who had 1-10 years of work experience were more represented in the study.

4.2 Answers to Research Questions

Research question 1: What is the level of job performance of OTM Lecturers in polytechnics in South-south, Nigeria?

Table 4.3: Level of job performance of OTM Lecturers in polytechnics South-south, Nigeria

I	Declarative knowledge: To what extent do you rate your ability to achieve the following?	VH	H	L	VL	$\bar{x}$	Sd
1	Create knowledge through observation of the working environment	70 (55.1%)	57 (44.9%)	-	-	3.55	0.499
2	Use basic information and well-established facts during lectures	32 (25.2%)	91 (71.7%)	4 (3.1%)	-	3.22	0.487
3	Use different terminologies to give explicit and clear understanding to students during lectures	5 (3.9%)	122 (96.1%)	-	-	3.04	0.195
4	Work of others, it improves my performance	37 (29.1%)	13 (10.2%)	16 (12.6%)	61 (48.0%)	2.20	1.311
5	Come across difficulties, I ask my colleagues	14 (11.0%)	15 (11.8%)	98 (77.2%)	-	2.34	0.669
6	Describe things, events, or processes their attributes and their relation to each other	104 (81.9%)	14 (11.0%)	9 (7.1%)	-	3.75	0.577
Average Mean: 3.02							
II	Procedural knowledge	VH	H	L	VL		
7	I follow every tasks given to me step-by-step and processes	103 (81.1%)	24 (18.9%)	-	-	3.81	0.393
8	Content when I share my knowledge with others	9 (7.1%)	57 (44.9%)	61 (48.0%)	-	2.59	0.622
9	Make decision and solve problems when given difficult task in this institution	78 (61.4%)	45 (35.4%)	4 (3.1%)	-	3.58	0.556
10	Algorithms, techniques, and methods that subsequently add layers of information leading up to a specific result in this institution	7 (5.5%)	46 (36.2%)	8 (6.3%)	66 (52.0%)	1.95	1.053

11	Collect, arrange, process data, interpret and write for informed decision	46 (36.2%)	20 (15.7%)	-	61 (48.0%)	2.04	1.393
12	Share knowledge with colleagues from my department and other departments and faculties	36 (28.3%)	91 (71.7%)	-	-	3.28	0.452

Average Mean: 2.88

III	Demonstrating effort	VH	H	L	VL		
13	Able to perform my work well with minimal time and effort	13 (10.2%)	114 (89.8%)	-	-	3.10	0.304
14	Extra responsibilities at work when the need arises	77 (60.6%)	50 (39.4%)	-	-	3.07	0.491
15	Continually seek new challenges in my work	44 (34.6%)	17 (13.4%)	61 (48.0%)	5 (3.9%)	2.79	0.973
16	Able to carry out my work efficiently	15 (11.8%)	112 (88.2%)	-	-	3.11	0.324
17	Come up with creative solutions for new problems	50 (39.4%)	16 (12.6%)	61 (48.0%)	-	2.91	0.935
18	I actively participate in team discussions and contribute valuable insights.	14 (11.0%)	113 (89.0%)	-	-	3.11	0.314

Average Mean: 3.02

IV	Facilitating peer & team performance	VH	H	L	VL		
19	All team members make an effort to participate in discussions.	12 (9.4%)	49 (38.6%)	5 (3.9%)	61 (48.0%)	2.09	1.116
20	Team members have different opinions, each member explain his/her point of view	61 (48.0%)	58 (45.7%)	4 (3.1%)	4 (3.1%)	3.04	1.034
21	Team members encourage one another to express their opinions and thoughts	37 (29.1%)	61 (48.0%)	18 (14.2%)	11 (8.7%)	2.24	1.32
22	Team members share and receive criticism without making it personal	57 (44.9%)	66 (52.0%)	4 (3.1%)	-	3.51	0.561
23	Team members work to come up with solutions that satisfy all members	53 (41.7%)	61 (48.0%)	9 (7.1%)	4 (3.1%)	2.08	1.088
24	Effective communication among peers enhances overall team performance	14 (11.0%)	108 (85.0%)	5 (3.9%)	-	3.03	0.519

Average Mean: 2.67

Weighted Average Mean: 2.89

Key: VH=Very High, H=High, L= Low, VL=Very Low $\bar{x}$ = Mean; Sd = Standard deviation

Decision Rule: High =4.00-3.00, Moderate =2.99-2.00, Low =1.99-1.0, Very low:0.99-0.00

Source: Field Survey, 2022

Result from Table 4.3 shows the level of job performance of OTM lecturers in polytechnics in South-south Nigeria. Very High, High, Low and Very Low were the response format used in measuring the level of job performance of OTM lecturers, But for the purpose of reporting, Very High and High were merged to become High (H) while, Low and Very Low were to become Low (L). Result shows 127 (100.0%) affirmed that they created a high knowledge through observation of the working environment while none was rated as low. 123 (96.9%) stated that they use a high basic information and well-established facts during lectures while 4 (3.1%) rated low response. Similarly, a total number of 127 (100.0%) stated that they use high different terminologies to give explicit and clear understanding to students during lectures while none stated low response. Also, 50 (39.3.0%) stated that they high work of others improves my performance while 77 (60.6%) stated a low response rate. Furthermore, 29 (22.8%) were rated high that when they come across difficulties, they ask my colleagues while 98 (77.2%) rated low response. Also, 118 (92.9%) stated that they have high ability to describe things, events, or processes their attributes and their relation to each other while 9 (7.1%) reported low ability. Likewise, 127 (100.0%) stated that they have a high ability to follow every tasks given to them step-by-step and processes, while none was rated low. Also, 66 (92.9%) reported high ability when they share their knowledge with others while 61 (48.0%) rated low ability.

A total number of 123 (96.8%) rated to have high ability to make decision and solve problems when given difficult task in their institution while 4 (3.1%) had a low response. In addition, 53 (41.7%) were rated high in algorithms, techniques, and methods that subsequently add layers of information leading up to a specific result in their institution while 74 (58.3%) rated low ability. Furthermore, 66 (51.9%) stated that they have high ability to collect, arrange, process data, interpret and write for informed decision while 61 (48.0%) rated low ability. Also, 127 (100.0%)

stated that they have high ability to share knowledge with colleagues from my department and other departments and faculties while none reported low ability.

A total number of 127 (100.0%) stated that they have high ability to perform my work well with minimal time and effort while none stated low level. 127 (100.0%) stated that they have high extra responsibilities at work when the need arises while none had low response. Furthermore, 61 (48.06%) stated that they have high ability to continually seek new challenges in my work, while 66 (51.9%) reported low ability. Also, 127 (100.0%) stated that they have high ability to carry out my work efficiently while none stated low level. Likewise, 66 (52.0%) stated that they have high ability to come up with creative solution for new problems while 61(48.0%) stated low level. Whereas, 127 (100.0%) stated that they have high ability to actively participate in team discussions and contribute valuable insights while none stated low ability. Similarly, 61 (48.0%) stated that all team members make high effort to participate in discussions while 66 (51.9%) stated low effort. Also, 119 (93.7%) stated that they have high level of ability to make team members have different opinions, each member explain his/her point of view while 8 (6.2%) stated low level. Furthermore, 98 (77.1%) stated that team members encourage one another to express their opinions and thoughts at high level, while 29 (22.9%) stated low level.

Also, 123 (96.9%) stated that the level at which team members share and receive criticism without making it personal was high, while 4 (3.1%) stated low level. furthermore, 114 (89.7%) reported that the level at which team members work to come up with solutions that satisfy all members was high, while 13 (10.2%) stated low ability. Lastly, 122 (96.0%) stated that the level of effective communication among peers enhances overall team performance was high while 5 (3.9%) stated low level.

The weighted mean of the whole item is 2.89, thus, it could be inferred that the level of job performance of OTM lecturers in polytechnics in South-south, Nigeria is moderate. It could be adjudged that this level of performance is not encouraging which could stem from uncondusive working environment, lack of remunerations, inadequate teaching facilities among others.

Research question 2: What is the nature of work environment of OTM Lecturers in polytechnics in South-south, Nigeria?

Table 4.4: Nature of work environment of OTM Lecturers in polytechnics in South-south, Nigeria

V	Comfort working environment: Within your institution to what extent do you agree/disagree with the following?	SA	A	D	SD	$\bar{x}$	Sd
1	My office is well designed that it has positive effect on my performance	104 (81.9%)	23 (18.1%)	-	-	3.82	0.387
2	My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties	16 (12.6%)	89 (70.1%)	22 (17.3%)	-	2.43	0.707
3	I get the support that I need, when I am faced with difficult situation in this institution	45 (35.4%)	56 (44.1%)	17 (13.4%)	9 (7.1%)	3.40	1.358
4	In this institution, office furniture comfort influences my performance	66 (52.0%)	20 (15.7%)	35 (27.6%)	6 (4.7%)	3.15	0.985
5	The culture and emotional environment of this institution is generally positive and supportive	45 (35.4%)	56 (44.1%)	19 (15.0%)	7 (5.5%)	2.80	0.992
6	Furniture in my office is comfortable enough for me to work without being physically strained	11 (8.7%)	88 (69.3%)	28 (22.0%)	-	2.87	5.40
Average Mean: 3.08							
VI	Status: Within your institution to what extent do you agree/disagree with the following?						
7	I have a great deal of prestige in this institution	90 (70.9%)	37 (29.1%)	-	-	3.71	0.456
8	I possess high status in this institution	41 (32.3%)	81 (63.8%)	5 (3.9%)		3.28	0.533
9	I occupy a respected position in this institution	35 (27.6%)	92 (72.4%)	-	-	3.28	0.449

10	I have a position of prestige in this institution	5 (3.9%)	122 (96.1%)	-	-	3.04	0.195
11	I possess a high level of prominence in this institution	11 (8.7%)	110 (86.6%)	6 (4.7%)	-	3.04	0.365
12	I am encouraged to learn new skills and enhance my capabilities within my current role	75 (59.1%)	52 (40.9%)	-	-	3.59	0.494

Average Mean: 3.32

VII Safety condition: Within your institution to what extent do you agree/disagree with the following?

13	In this institution, I am clear about what my responsibilities are for health and safety	21 (16.5%)	106 (83.5%)	-	-	3.17	0.373
14	Safety is the number one priority in my mind when completing a job	52 (40.9%)	75 (59.1%)	-	-	3.41	0.494
15	Most of the health and safety procedures/instructions/rules reflect how the job is now done in this institution	11 (8.7%)	116 (91.3%)	-	-	3.09	0.282
16	In this institution, academic staff are given sufficient feedback regarding safety proposals	57 (44.9%)	12 (9.4%)	58 (45.7%)	-	2.99	0.955
17	Management of this institution look for underlying factors that contribute to safety incidents rather than blame the people involved	54 (42.5%)	58 (45.7%)	15 (11.8%)	-	3.66	0.681
18	This institution really cares about the health and safety of the academic staff who work there	28 (22.0%)	88 (69.3%)	11 (8.7%)	-	2.70	1.086

Average Mean: 3.17

Weighted Average Mean: 3.19

Key: SA=Strongly agree, A=Agree, D= Disagree, SD=Strongly disagree

$\bar{x}$ = Mean; Sd = Standard deviation

Decision Rule: *Highly conducive* =4.00-3.50, *Moderately conducive* =3.49-2.50, *Fairly conducive* =2.49-1.00, *Not conducive* =0.99-00

Source: Field Survey, 2022

Result from Table 4.4 reveals the nature of work environment of OTM lecturers in polytechnics in South-south Nigeria. Strongly Agree, Agree, Disagree, and Strongly Disagree was the response format that was used in measuring the nature of work environment. However, for the purpose of reporting, Strongly Agree and Agree were merged to become Agree (A) while, Disagree and Strongly Disagree were to become Disagree (D). Results show that 127 (100.0%) respondents agreed that their offices are well designed that it has positive effect on their performance, while none disagreed.

Similarly, 105 (82.7%) agreed that their workplaces provided an undisturbed environment without any noise that gives them alone time to perform their duties, while 22 (17.3%) disagreed. Also, 101 (79.5%) agreed that they get the support that they needed, when they were faced with difficult situation in their institution, while 26 (20.5%) disagreed. Furthermore, 86 (66.7%) agreed that in their institutions, office furniture comfort influences their performance, while 41 (32.3%) disagreed. 101(79.5%) agreed that the culture and emotional environment of their institution is generally positive and supportive, while 26 (20.5%) disagreed. Also, 99 (78.0%) agreed that the furniture in their offices are comfortable enough to work without being physically strained, while 28 (22.0%) disagreed.

In addition, 127 (100.0%) respondents agreed that they have a great deal of prestige in their institution, while none disagreed. A total number of 122 (96.1%) agreed that they possess high status in their institutions, while 5 (3.9%) disagreed. Again, 127 (100.0%) agreed that they occupied a respected position in their institution, while none disagreed. Furthermore, 127 (100.0%) agreed that they have a position of prestige in their institution, while none disagreed. In addition, 121 (95.3%) agreed that they possess a high level of prominence in their institution, while 6 (4.7%)

disagreed. Whereas, 120 (100.0%) agreed that they were encouraged to learn new skills and enhance their capabilities within their current role, while none disagreed.

Furthermore, 127 (100.0%) agreed that in their institution, they were cleared about what their responsibilities were for health and safety, while none disagreed. Also, 120 (100.0%) agreed that safety is the number one priority in their mind when completing a job while none disagreed. Again, 127 (100.0%) agreed that most of the health and safety procedures/instructions/rules reflect how the job is now done in their institutions, while none disagreed.

Also, 120 (100.0%) agreed that in their institutions, academic staff were given sufficient feedback regarding safety proposals while none disagreed. Again, 127 (100.0%) agreed that management of their institutions look for underlying factors that contributed to safety incidents rather than blame the people involved, while none disagreed. Lastly, 120 (100.0%) agreed that their institutions really care about the health and safety of the academic staff who work there while none disagreed.

The weighted mean is 3.19, thus, it could be inferred from the decision rule that the nature of work environment of OTM lecturers in polytechnics in South-south Nigeria is moderately conducive. This means that teaching and learning would go on as planned, but it may not be highly effective based on the desires of the lecturers.

Test of hypotheses

H₀₁ There is no significant influence of work environment (comfort work environment, status and safety condition) on job performance of OTM Lecturers in polytechnics in South-south, Nigeria.

Table 4.5a: Influence of work environment (comfort work environment, status and safety condition) on job performance of OTM Lecturers

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.473 ^a	.328	.312	8.71119

Source: Field Survey, 2023

a. Predictors: (Constant), Comfort_work_environment, status and safety_condition

Table 4.5b: Influence of work environment (comfort work environment, status and safety condition) on job performance of OTM Lecturers

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4555.499	3	1518.500	20.011	<.001 ^b
	Residual	9333.839	123	75.885		
	Total	13889.339	126			

Source: Field Survey, 2023

a. Dependent Variable: Job_Performance

b. Predictors: (Constant), Comfort_work_environment, status and safety_condition

Table 4.5c: Influence of work environment (comfort work environment, status and safety condition) on job performance of OTM Lecturers

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-20.111	18.1222		-1.110	.269
	Comfort work environment	1.124	.441	.199	2.552	0.12
	Status	2.037	.745	.210	2.735	.007
	Safety condition	1.659	.264	.500	6.279	<.001

a. Dependent Variable: Job_Performance

Source: Field Survey, 2023

Table 4.5a, 4.5b and 4.5c show the influence of work environment (comfort work environment, status and safety condition) on job performance of OTM lecturers in polytechnics in South-south, Nigeria. The most potent measure of work environment was safety condition (Beta = .500, $t=6.279$, $p<0.05$) followed by status (Beta = .210, $t= 2.735$, $p<0.05$) and comfort work environment (Beta = .199, $t= 2.552$, $p<0.05$). This implies that safety condition, status and comfort work environment enhanced the quality of job performance of OTM lecturers in South-south, Nigeria by 50.0.8%, 21.0% and 19.9.% respectively. It was also revealed that the three measures of work environment combined accounted for 31.2% ($\text{Adj.R}^2= .312$) variance in the prediction of job performance. The remaining 68.8% of the variance would be accommodated for by other factors not included in this model. The result from the regression analysis shows that there was a significant influence of the work environment (comfort work environment, status and safety condition) on job performance, ($\text{Adj R}^2=0.312, F_{(3, 123)} = 20.011$, $p<0.05$). This implies that there is significant influence of work environment (comfort work environment, status and safety condition) on job performance of OTM Lecturers in polytechnics in South-south, Nigeria. Therefore, H_01 is rejected.

H_02 There is no significant influence of stress management practices (control over job, support from colleagues, support from supervisor, psychological well-being) on job performance of OTM Lecturers in polytechnics in South-south, Nigeria.

Table: 4.6a: Influence of stress management practices (control over job, support from colleagues, support from supervisor, psychological well-being) on job performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660 ^a	.436	.418	8.01246

- a. Predictors: (Constant), control over job, support from colleagues, support from supervisor, psychological well-being

Table 4.6b: Influence of stress management practices (control over job, support from colleagues, support from supervisor, psychological well-being) on job performance of OTM Lecturers

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6056.999	4	1514.250	23.587	<.001b
	Residual	7832.340	122	64.200		
	Total	13889.339	126			

Source: Field Survey, 2023

a. Dependent Variable: Job_Performance

b. Predictors: (Constant), Comfort_work_environment, status and safety_condition

Table 4.6c: Influence of stress management practices (control over job, support from colleagues, support from supervisor, psychological well-being) on job performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	90.762	11.186		8.114	.001
	Control over job	2.291	.368	.431	6.220	.001
	Support from colleagues	-2.133	.496	-.316	-4.299	.001
1	Support from supervisor	-1.327	.482	-.207	-2.756	.007
	Psychological well-being	.003	.597	.004	.055	.956

- a. Dependent Job performance

Table 4.6a, 4.6b and 4.6c show the influence of stress management practices (control over job, support from colleagues, support from supervisor, psychological well-being) on job performance of OTM lecturers in polytechnics in South-south, Nigeria. The most potent measure of stress management practices was control over job (Beta = .431, t= 6.220, p<0.05), followed by support from colleagues (Beta = -.316, t= -4.299, p<0.05), support from supervisor (Beta = -.207, t= -

2.756, $p < 0.05$) while psychological well-being was not significant ($\text{Beta} = .004$, $t = .055$, $p > 0.05$).

This implies that control over job, support from colleagues and support from supervisor tends to enhance the quality of job performance of OTM lecturers in South-south, Nigeria by 43.1%, -31.6 and -20.7% respectively. It was also revealed that the four measures of stress management practices combined accounted for 41.8% ($\text{Adj. } R^2 = .418$) variance to the prediction of job performance. The result from the regression analysis shows that there was a significant influence of stress management practices (control over job, support from colleagues, support from supervisor, psychological well-being) on job performance, $F_{(4, 122)} = 23.587$, $p < 0.05$. This implies that stress management practices had significant influence on job performance of OTM lecturers in South-south, Nigeria. Therefore, H_{02} is rejected.

H_{03} There is no significant combined influence of work environment and stress management practices on job performance of OTM Lecturers in polytechnics in South-south, Nigeria.

4.7a: Combined influence of work environment and stress management practices on job performance of OTM Lecturers

Adjusted R				
Model	R	R Square	Square	Std. Error of the Estimate
1	.576 ^a	.331	.320	8.65511

a. Predictors: (Constant), Work environment and stress management practices

4.7b: Combined influence of work environment and stress management practices on job performance of OTM Lecturers

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4600.388	2	2300.194	30.706	.001 ^b
	Residual	9288.950	124	74.911		
	Total	13889.339	126			

Source: Field Survey, 2023

a. Dependent Variable: job performance

b. Predictors: (Constant), Work environment and stress management practices

Table 4.7c: Combined Influence of work environment and stress management practices on job performance of OTM Lecturers

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.122	15.997		.258	.797
	Work environment	1.482	.194	.562	7.652	.001
	Stress management practices	-.305	.216	-.104	-1.412	.040

a. Dependent Variable: Job Performance

Source: Field Survey, 2023

Table 4.7a, 4.7b and 4.7c revealed the combined influence of work environment and stress management practices to the prediction of job performance of OTM lecturers in South-south polytechnics, Nigeria. Regression analysis was used to test the hypothesis. The result yielded a positive coefficient relationship and influence ($\text{Adj. } R^2 = 0.320$), $R = 0.576$, $p < 0.05$. This implies that work environment and stress management practices contribute 32.0% to job performance of OTM lecturers in South-south polytechnics, Nigerian. The remaining 68.0% of variance is due to other factors not included in this study. The other factors accounting for the remaining variance are beyond the scope of this study. The result from the regression analysis shows that there was a significant combined influence of the independent variables (work environment and stress management) on job performance, $F_{(2, 124)} = 30.706$, $p < 0.05$. This implies that work environment and stress management, when taken together, jointly influenced the job performance of OTM lecturers in South-south Nigeria. Therefore, H_03 is rejected.

4.4 Discussion of Findings

The results from research question one showed that the level of job performance of OTM lecturers in polytechnics in South-south Nigeria was moderate. This means that teaching and learning in the polytechnics is good but the whole goals and objectives of the teaching and learning process may not be achieved to its fullest. It could be affirmed that more has to be done by the lecturers and also the management of the institutions to ensure that the level of job performance of lecturer is at its acme. The finding lends credence to a study that examined factors affecting employee performance in Greece using the descriptive survey design. Findings showed that the level of job performance of employees in selected organisation in Greece was moderate. It was also revealed that job environment and management support have the strongest impacts (direct and indirect) on job performance, while adaptability and intrinsic motivation directly affect job performance¹. The finding also validates a study that examined an approach to employees' job performance through work environmental variables and leadership behaviours. The sample comprised supervisor-subordinate dyads to test the propositions of this study. Result revealed that the level of job performance of employees was moderate².

The finding also corroborates a study another similar study that examined developing employee productivity and performance through work engagement and organizational factors in an educational society. The study adopted the quantitative study using the cross-sectional research design. Findings revealed that the level of job performance of employees was normal. It was also found that employee performance (EP) is predicted through organizational factors such as management support (MS), learning culture (LC), work environment (WE) and organizational commitment (OC)³.

The finding also supports a study a similar study that examined employee motivation and job performance of employees in first bank of Nigeria, Ibadan. Findings showed that the level of job performance of employees was moderate. It was also found that both monetary (competitive salary, salary raise, allowances, bonuses, and percentage profit sharing) and non-monetary (job security, job training, career advancement opportunities, flexible working hours, and retirement benefits) motivational incentives have a significant positive correlation with employee job performance in study organization. The study affirmed that increase the level of performance of employees, organization will have to employ a mix of both monetary and non-monetary incentives in driving higher performance. Findings also showed that female employees are more motivated by non-monetary incentives (58%) while male employees are more motivated by monetary incentives. It was recommended that management should be more strategic in implementing its yearly financial reward contest and public recognition as this will induce the employees to engage in work behaviour that drives higher-level performance⁴.

Research question two showed that the nature of work environment of OTM lecturers in polytechnics in South-south Nigeria was moderately conducive. This means that the environment could also inhibit both the teaching and learning process as this could have a minimal effect on the job performance of the lecturers as well as in the mastery content of the students. Also, when an environment is not highly conducive, it could also inhibit the process of conducting researches by the OTM lecturers. The finding corroborates a study who investigated the relationship between campus environment and job commitment of staff therein is not well established in our framework of knowledge. Although the word condition may be viewed from two perspectives: conditions of service as contained in the contract of employment are the built

layout or physical conditions of work. Working conditions that constitute toxic environment includes hot and noisy environment, unsafe work conditions, dirty work environment, insufficient resources, old technology, old machinery and so forth. It is the physical work condition that is of interest in this research. The working conditions in relation to job commitment have not really enjoyed much empirical attention in the literature. Whereas, authors believe that an organization's physical environment especially its design and layout can affect employee behaviour in the workplace⁵.

The finding also supports a study that examined the effects of general organizational climate on safety climate and safety performance. It was revealed that the nature of work environment was conducive. As expected, general organizational climate exerted a significant impact on safety climate, and safety climate in turn was related to self-report of compliance with safety regulations and procedures as well as participation in safety-related activities within the workplace. The effect of general organizational climate on safety performance was mediated by safety climate, while the effect of safety climate on safety performance was partially mediated by safety knowledge and motivation⁶. The finding also agrees with a study that examined the effect of two constituents of work environment (i.e. physical and psychosocial) on employees' job satisfaction and performance, and organizational effectiveness in a sample of 360 technical supervisors and operating core personnel. The analyses revealed that participants who perceived their work environment as to be adequate and favorable scored comparatively higher on the measures of job satisfaction, performance, and perceived organizational effectiveness⁷.

Finding from hypothesis one revealed that there was no significant influence of work environment (comfort work environment, status and safety condition) on job performance of

OTM Lecturers in polytechnics in South-south, Nigeria. The findings goes in line with a study that examined the workplace environment impacts employee morale, productivity and engagement - both positively and negatively. It was revealed that work environment had influence on job performance of employees. The workplace environment in a majority of industry is unsafe and unhealthy⁸. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus productivity is decreased due to the workplace environment. It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job. Creating a work environment in which employees are productive is essential to increased profits for your organization, corporation or small business. The relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment⁸.

The finding also supports a study that found that work and physical environment of hospitals significantly influence nurses' commitment to work while another study who did a research on classroom design among secondary schools' teachers also found similar results¹²⁹. The finding also agrees with a study A well-organized physical work environment can provide comfort for employees at work. Comfort will be able to lead to the pleasure of employees in working the

latter can lead to satisfaction in the employee at work. In the study found that the physical work environment has a significant influence on employee job satisfaction⁹. This is in accordance with the results of a study conducted by which states that the work environment, especially the physical work environment has a significant influence on employee satisfaction. This means that lighting, temperature and the presence of conditioning plants can provide comfort and job satisfaction for their employees¹⁰.

Hypothesis two showed that there was significant influence of stress management practices (control over job, support from colleagues, support from supervisor, psychological well-being) on job performance of OTM Lecturers in polytechnics in South-south, Nigeria. The finding supports a study that found that stress-causing factors such as workload, career progress, facilities and the work setting were significant predictors of academic staff job effectiveness¹¹. Another study illustrated the effect of stress on employees' performance using an inverted U-type curve. The study revealed that employees' performance increases as stress increases. However, when the stress becomes excessive, the performance of employees will reach a peak and then begin to decline. Nevertheless, a significant positive relationship between work stress and job performance was found by scholars¹². These studies argue that stress and job performance of academic staff increase or decrease in the same direction but to varying degrees¹².

The finding also supports a study that was conducted on the effect of work stress on the staff performance in banking industry. Survey research design was adopted. Population was 300 and sample 185. Data was analyzed using simple percentage. The findings were that the cause of stress in Nigerian banks is particularly linked to improper working condition for delivering the duties. It was revealed that there was significant influence of stress management on job

performance¹³. The finding also validates a more recent study that examined the effect of stress management techniques on employee Job performance in manufacturing firms in Nigeria using the descriptive survey design. The sample size comprised 378 employees of four manufacturing firms in southeast, Nigeria. Findings showed that the level of job performance of employees was moderate. It was also revealed that there was positive and significant effect of stress management techniques on performance of employee of manufacturing firms in Nigeria. It was recommended that management of manufacturing firms in Nigeria should invest in the different stress dimension management strategy such as meditation technique and relaxation technique so as to improve employee performance¹⁴. The finding also goes in line with a study A study examined stress management strategies and employee performance in manufacturing firms in Edo State. It was shown that there was significant influence of stress management on job performance Finding revealed employees in manufacturing firms receive maximum workplace social support and this helps them deal with stressful work situations; and they have high coping competence in handling stress. Additionally, it was discovered that employees of manufacturing firms most typically adopt time management as a method of stress reduction. Moreover, it was demonstrated that the employees do apply the mind-body strategy of time management, albeit not to a very high amount in comparison to their adoption of other stress management measures. The study found that managers in manufacturing businesses should instruct staff members about the benefits of mind-body techniques like massage and yoga as well as how to use them successfully to reduce stress levels¹⁵.

Result from hypothesis there revealed that there was significant combined influence of work environment and stress management practices on job performance of OTM Lecturers in polytechnics in South-south, Nigeria. The finding goes in line with a study that evaluated the

influence of stress management techniques on employees' performance of Public Service in Kenya. Specifically, the study sought to examine effect of counseling services strategies, flextime programme strategies, mediation technique strategies, and relaxation technique strategies on employees' performance. Descriptive research design was adopted. The sample size of 400 employee of public service was drawn from 700,000 target population of the study. The findings demonstrate a large impact on employees' public service performance, which is explained by a 91.1% variation. The regression model also showed a favorable correlation between employee performance and the independent variables research on stress reduction methods and counseling services. The study suggested that the management of the organization under study should educate the staff about the use of stress management strategies that are accessible in the company that can lead to increased performance¹⁶. The finding also supports a study that revealed a significant positive relationship between workplace environment and productivity among bank workers while another scholar deviated a little from the trend in research on workplace environment¹⁷. They studied organizational environment-behaviour and its influence on safety culture in organization. In their opinion, as organization behaves, so does the working environment, and this behaviour determines the level of safety consciousness among staff. Regardless of which environmental variables were examined, there seem to be a general consensus among these researchers. It is generally concluded that workplace environmental factors significantly influence such other employee related variables like health, safety, and well-being, job satisfaction, job performance, organizational performance in public sectors and so forth. What seems unsatisfying is that many of these researches were carried out in other developed countries and are foreign to African context¹⁷. The finding was also inline with a study that found that work environment is a strong predictor of employees' job performance¹⁸.

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Endnotes

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Chapter Five

Conclusion

This chapter presents and discusses the summary of findings, conclusion and offers valuable recommendations. It further presents the contributions to knowledge and suggestions for further studies.

5.1 Summary of Findings

The study investigated the influence of work environment and stress management on job performance of Office Technology and Management Lecturers in polytechnics in South-south, Nigeria. The descriptive survey research design was adopted in order to achieve the purpose of the study. It was adopted mainly because it was useful in collecting data on phenomena that cannot be directly observed without any manipulation. The population of the study comprised OTM lecturers in polytechnics in South-south, Nigeria. The sample size of the study was one hundred and thirty-four (134) OTM lecturers who were selected using total enumeration technique. The total number of respondents who later responded to the questionnaire was one hundred and twenty-seven (127) which comprised 48 males and 79 females. Result from the analyses of the data collected and the interpretation done, the findings of the study were:

- i. The level of job performance of OTM lecturers in polytechnics in South-west Nigeria was moderate.
- ii. The nature of work environment of OTM lecturers in polytechnics in South-west Nigeria was moderately conducive.
- iii. there was no significant influence of work environment (comfort work environment, status and safety condition) on job performance of OTM Lecturers in polytechnics in South-south, Nigeria.

- iv. There was significant influence of stress management practices (control over job, support from colleagues, support from supervisor, psychological well-being) on job performance of OTM Lecturers in polytechnics in South-south, Nigeria
- v. There was significant combined influence of work environment and stress management practices on job performance of OTM Lecturers in polytechnics in South-south, Nigeria.

5.2 Conclusion

Based on the findings of the study, it could be affirmed that when OTM lecturers are well remunerated, prompt payment as and when due, granting of leave, provision of teaching facilities and aids, given an enabling environment, reduce work loads among others, they tend to be more productive as this could in turn heighten their level of job performance. In addition, support from colleagues, employers of labour and having a control over one's job could make OTM lecturers to be more productive as this could make the goals and objectives of teaching and learning to be achieved. It could be concluded therefore that stress management practice and work environment have significant influence on job performance of OTM lecturers in polytechnics in South-south Nigeria.

5.3 Recommendations

The following recommendations were made based on the findings of the study:

- i. To enhance the level of job performance, it is expected that OTM lecturers should be able to create knowledge through observation of the working environment and make it more practical for students in class during teaching process. Also, they should describe things, events, or processes their attributes and their relation to each other to students in class for effective teaching and learning process.

- ii. For effective and high job performance, OTM lecturers solve problems, share knowledge with colleagues, collect and arrange educational information that is pertaining to OTM courses.
- iii. Management of the polytechnics in South-south Nigeria should pay the salaries of OTM lecturers and other lecturers promptly, remuneration, sabbatical leave and reduce their work load as this could make them to perform optimally and meet the goal and objectives of the department and institution at large.
- iv. There should be an advocacy for teamwork that would foster effective communication among OTM lecturers as this could also heighten their level of job performance.
- v. Management of polytechnics in South-south Nigeria should provide a conducive and comfortable working environment for lecturers such; a well-ventilated office with good furniture, shelves, air condition among other. This could motivate OTM lecturers to carry out more research studies and stimulate them by bringing in new ideas into the field of OTM.
- vi. Management of the polytechnics in South-south Nigeria should create an enabling working environment for OTM lecturers that have a great with their prestige and also be respected as this could go a long way in enhancing their job performance.

5.4 Contribution to Knowledge

The findings from this study provide an invaluable insight into the job performance of OTM lecturers in South-south Nigeria. A theoretical framework that will be useful for further research in this field has been effectively constructed in this thesis. Additionally, this study has shed new light on the elements that can improve job performance of OTM lecturers in polytechnics in South-south Nigeria. The literature that were revealed for this study, has improved knowledge and comprehension of how OTM lecturers perform their jobs and to what extent is the level of their job performance. The study has further demonstrated how important OTM lecturers' job

performance is for the achievement of the polytechnics' mission and vision statements. This study has also contributed empirically to the body of literature on job performance of OTM lecturers as it could be used by other researchers to augment their research works.

In general, the study has filled a research gap which sought for the need to adopt more of this research in job performance studies. This study has also contributed to the existing body of knowledge on job performance of OTM lecturers in polytechnics not only in the South-south, Nigeria but also at the global level.

5.5 Suggestions for Further Studies

The following suggestion for further studies were made based on the findings of the study:

- i. The influence of work environment and stress management practices on job performance of OTM lecturers in polytechnics in South-west, Nigeria.
- ii. The influence of work environment and stress management practices on job performance of OTM lecturers of OTM lecturers in private-owned universities in South-west, Nigeria.
- iii. Demographic factors, organizational culture and reward system on job performance of OTM lecturers in federal universities in South-west, Nigeria.
- iv. Work environment, stress management practices and employee commitment on job performance of OTM lecturers in polytechnics and colleges of education in South-east, Nigeria.
- v. Influence of work environment, job design and work experience on job performance of OTM lecturers in state universities in North-central, Nigeria.

- vi. Influence of work environment, reward system, emotional intelligence and stress management practices on job performance of OTM lecturers in federal universities in North-west, Nigeria.

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Appendix I
Lead City University, Ibadan
Faculty of Communication and Information Management
Department of Information Management

Questionnaire

Dear Respondent,

I am a student in the Department of Information Management of Lead City University, pursuing the PhD in Office and Information Management. At present, I am conducting research on: **Work environment, stress management Practices and job performance of Office Technology and Management Lecturers in Polytechnics South-south, Nigeria**. This questionnaire is designed to gather data for the Thesis. Be rest assured that this is an academic exercise and the Researcher shall be guided by research ethics of anonymity and confidentiality. Kindly provide a response that appropriately reflects your personal opinion about the issues under investigation as it affects your organization.

Thank you

Nwoko, G.C.

Section (A): Demographic Data of Respondents

This section intends to gather data on the respondents to assist the Researcher on the varied employees in the public organizations under study.

Instruction: Please, tick (☒) at the appropriate answers to the questions asked below. 4

1. Name of institution: -----
2. Gender: a. Male (☐) b. Female (☐)
3. Age: a. 20–30 years (☐) b. 31–40 years (☐) c. 41-50years (☐) d. 51years and above (☐)
4. Qualification: a. HND/B.Sc. (☐) b. M.Sc. (☐) c. Ph.D. (☐) d. Other.....

5. Work Experience: a. less than 1 year () b. 1–10 years () c. 11– 20years () d. 21 years and above ()

Section (B): Level of Job Performance of Office Technology and Management Lecturers in Polytechnics South-south, Nigeria The statement in this section concerns job performance of academic staff as applicable to your organizations. Please indicate the extent to which you agree or disagree with each statement in relation to your organization. (Answer by selecting one of the alternatives)

4 = Very high; 3 = High; 2 = Low; 1 = Very low

I	Declarative knowledge: To what extent do you rate your ability to achieve the following?	VH	H	L	VL
1	Create knowledge through observation of the working environment				
2	Use basic information and well-established facts during lectures				
3	Use different terminologies to give explicit and clear understanding to students during lectures				
4	Work of others, it improves my performance				
5	Come across difficulties, I ask my colleagues				
6	Describe things, events, or processes their attributes and their relation to each other				
II	Procedural knowledge	VH	H	L	VL
7	I follow every tasks given to me step-by-step and processes				
8	Content when I share my knowledge with others				
9	Make decision and solve problems when given difficult task in this institution				
10	Algorithms, techniques, and methods that subsequently add layers of information leading up to a specific result in this institution				
11	Collect, arrange, process data, interpret and write for informed decision				

12	Share knowledge with colleagues from my department and other departments and faculties				
III	Demonstrating effort	VH	H	L	VL
13	Able to perform my work well with minimal time and effort				
14	Extra responsibilities at work when the need arises				
15	Continually seek new challenges in my work				
16	Able to carry out my work efficiently				
17	Come up with creative solutions for new problems				
18	I actively participate in team discussions and contribute valuable insights.				
IV	Facilitating peer & team performance	VH	H	L	VL
19	All team members make an effort to participate in discussions.				
20	Team members have different opinions, each member explain his/her point of view				
21	Team members encourage one another to express their opinions and thoughts				
22	Team members share and receive criticism without making it personal				
23	Team members work to come up with solutions that satisfy all members				
24	Effective communication among peers enhances overall team performance				

Section (C): Work environment in Polytechnics South-south, Nigeria

The statement in this section concerns work environment as applicable to your organizations.

Please indicate the extent to which you agree or disagree with each statement in relation to your organization. (Answer by selecting one of the alternatives)

V	Comfort working environment: Within your institution to what extent do you agree/disagree with the following?	SA	A	D	SD
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1	My office is well designed that it has positive effect on my performance				
2	My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties				
3	I get the support that I need, when I am faced with difficult situation in this institution				
4	In this institution, office furniture comfort influences my performance				
5	The culture and emotional environment of this institution is generally positive and supportive				
6	Furniture in my office is comfortable enough to that I can work without being physically strained				
VI	Status: Within your institution to what extent do you agree/disagree with the following?				
7	I have a great deal of prestige in this institution				
8	I possess high status in this institution				
9	I occupy a respected position in this institution				
10	I have a position of prestige in this institution				
11	I possess a high level of prominence in this institution				
12	I am encouraged to learn new skills and enhance my capabilities within my current role				
VII	Safety condition: Within your institution to what extent do you agree/disagree with the following?				
13	In this institution, I am clear about what my responsibilities are for health and safety				
14	Safety is the number one priority in my mind when completing a job				
15	Most of the health and safety procedures/instructions/rules reflect how the job is now done in this institution				
16	In this institution, academic staff are given sufficient feedback regarding safety proposals				

17	Management of this institution look for underlying factors that contribute to safety incidents rather than blame the people involved				
18	This institution really cares about the health and safety of the academic staff who work there				

Section (D): Stress management Polytechnics South-south, Nigeria The statement in this section concerns stress management as applicable to your organizations. Please indicate the extent to which you agree or disagree with each statement in relation to your organization. (Answer by selecting one of the alternatives)

	Statement	SA	A	D	SD
	Control over job				
1	I am satisfied with the level of control I have over my job				
2	I feel engaged in my work tasks and responsibilities				
3	I have the authority to set and adjust my work schedule as needed				
4	I have the freedom to make decisions related to my job tasks and responsibilities.				
	Support from colleagues				
5	My colleagues are willing to help and support me when I encounter challenges at work.				
6	I feel comfortable seeking advice and assistance from my colleagues.	SA	A	D	SD
7	I can rely on my colleagues to collaborate effectively on projects or tasks.				
8	Colleagues are open to providing constructive criticism to help me improve my work.				
	Support from supervisor				
9	My supervisor is approachable and open to discussing work-related concerns.				

10	My supervisor provides clear instructions and expectations for tasks and projects.				
11	My supervisor encourages and supports my professional development.				
12	My supervisor acknowledges and appreciates my contributions to the team.				
	Psychological well-being				
13	I experience a sense of joy and fulfillment in my daily activities.				
14	I am able to manage my emotions and reactions effectively.				
15	I have healthy and constructive ways of coping with challenges and setbacks.				
16	I feel a sense of purpose and fulfillment in my work.				

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	58	37.8	37.8	37.8
	female	79	62.2	62.2	100.0
	Total	127	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 years	4	3.1	3.1	3.1
	31-40	27	21.3	21.3	21.3
	41-50	72	56.7	56.7	79.0

51 years and above	24	18.9	18.9	100.0
Total	127	100.0	100.0	

Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	msc	44	34.6	34.6	41.8
	phd	65	51.1	51.1	53.2
	others	18	14.2	14.2	100.0
	Total	127	100.0	100.0	

work_experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	11	8.7	8.7	9.6
	1-10 years	61	48.0	48.0	48.0
	11-20 years	48	37.8	37.8	96.1
	21 years & above	5	5.5	5.5	100.0
	Total	127	100.0	100.0	

JOB PERFORMANCE

		B1	B2	B3	B4	B5	B6	B7
N	Valid	127	127	127	127	127	127	127
	Missing	0	0	0	0	0	0	0
Mean		3.5512	3.2205	3.0394	2.2047	2.3386	3.7480	3.8110
Std. Deviation		.49934	.48654	.19524	1.31136	.66929	.57692	.39304

Frequency Table

B1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	H	57	44.9	44.9	44.9
	VH	70	55.1	55.1	100.0
	Total	127	100.0	100.0	

B2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	L	4	3.1	3.1	3.1
	H	91	71.7	71.7	74.8
	VH	32	25.2	25.2	100.0
	Total	127	100.0	100.0	

B3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	H	122	96.1	96.1	96.1
	VH	5	3.9	3.9	100.0
	Total	127	100.0	100.0	

B4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	61	48.0	48.0	48.0
	L	16	12.6	12.6	60.6
	H	13	10.2	10.2	70.9
	VH	37	29.1	29.1	100.0
	Total	127	100.0	100.0	

B5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	L	98	77.2	77.2	77.2
	H	15	11.8	11.8	89.0
	VH	14	11.0	11.0	100.0
	Total	127	100.0	100.0	

B6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	L	9	7.1	7.1	7.1
	H	14	11.0	11.0	18.1
	VH	104	81.9	81.9	100.0
	Total	127	100.0	100.0	

B7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	H	24	18.9	18.9	18.9
	VH	103	81.1	81.1	100.0
	Total	127	100.0	100.0	

B8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	L	61	48.0	48.0	48.0
	H	57	44.9	44.9	92.9
	VH	9	7.1	7.1	100.0
	Total	127	100.0	100.0	

B9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	L	4	3.1	3.1	3.1
	H	45	35.4	35.4	38.6
	VH	78	61.4	61.4	100.0
	Total	127	100.0	100.0	

B10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	66	52.0	52.0	52.0
	L	8	6.3	6.3	58.3
	H	46	36.2	36.2	94.5
	VH	7	5.5	5.5	100.0
	Total	127	100.0	100.0	

B11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	61	48.0	48.0	48.0
	H	20	15.7	15.7	63.8
	VH	46	36.2	36.2	100.0

Total	127	100.0	100.0
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B12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	H	91	71.7	71.7	71.7
	VH	36	28.3	28.3	100.0
	Total	127	100.0	100.0	

B13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	H	114	89.8	89.8	89.8
	VH	13	10.2	10.2	100.0
	Total	127	100.0	100.0	

B14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	H	50	39.4	39.4	39.4
	VH	77	60.6	60.6	100.0
	Total	127	100.0	100.0	

B15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	5	3.9	3.9	3.9
	L	61	48.0	48.0	52.0
	H	17	13.4	13.4	65.4
	VH	44	34.6	34.6	100.0
	Total	127	100.0	100.0	

B16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	H	112	88.2	88.2	88.2
	VH	15	11.8	11.8	100.0
	Total	127	100.0	100.0	

B17

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	L	61	48.0	48.0	48.0
	H	16	12.6	12.6	60.6
	VH	50	39.4	39.4	100.0
	Total	127	100.0	100.0	

B18

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	H	113	89.0	89.0	89.0
	VH	14	11.0	11.0	100.0
	Total	127	100.0	100.0	

B19

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	61	48.0	48.0	48.0
	L	5	3.9	3.9	52.0
	H	49	38.6	38.6	90.6
	VH	12	9.4	9.4	100.0
	Total	127	100.0	100.0	

B20

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	4	3.1	3.1	3.1

	L	4	3.1	3.1	51.2
	H	58	45.7	45.7	96.9
	VH	61	48.0	48.0	100.0
	Total	127	100.0	100.0	

B21

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	11	8.7	8.7	48.0
	L	18	14.2	14.2	56.7
	H	61	48.0	48.0	70.9
	VH	37	29.1	29.1	100.0
	Total	127	100.0	100.0	

B22

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	L	4	3.1	3.1	3.1
	H	57	44.9	44.9	96.9
	VH	66	52.0	52.0	100.0
	Total	127	100.0	100.0	

B23

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	4	3.1	3.1	2.0
	L	9	7.1	7.1	8.2
	H	61	48.0	48.0	92.9
	VH	53	41.7	41.7	100.0
	Total	127	100.0	100.0	

B24

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VL	5	3.9	3.9	3.9

	H	108	85.0	85.0	89.0
	VH	14	11.0	11.0	100.0
	Total	127	100.0	100.0	

WORK ENVIRONMENT

		C1	C2	C3	C4	C5	C6	C7	
N	Valid	127	127	127	127	127	127	127	
	Missing	0	0	0	0	0	0	0	
Mean		3.8189	2.4252	2.4016	3.1496	2.8031	2.8661	3.7087	
Std. Deviation		.38663	.70733	1.35845	.98463	.99235	.53987	.45618	

Frequency Table

C1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A	23	18.1	18.1	18.1
	SA	104	81.9	81.9	100.0
	Total	127	100.0	100.0	

C2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	22	17.3	17.3	70.1
	A	89	70.1	70.1	87.4
	SA	16	12.6	12.6	100.0
	Total	127	100.0	100.0	

C3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	9	7.1	7.1	11.2
	D	17	13.4	13.4	3.4
	A	56	44.1	44.1	64.6
	SA	45	35.4	35.4	100.0
	Total	127	100.0	100.0	

C4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	6	4.7	4.7	4.7
	D	35	27.6	27.6	32.3
	A	20	15.7	15.7	48.0
	SA	66	52.0	52.0	100.0
	Total	127	100.0	100.0	

C5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	7	5.5	5.5	5.5
	D	19	15.0	15.0	49.6
	A	56	44.1	44.1	64.6
	SA	45	35.4	35.4	100.0
	Total	127	100.0	100.0	

C6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	28	22.0	22.0	22.0
	A	88	69.3	69.3	91.3
	SA	11	8.7	8.7	100.0
	Total	127	100.0	100.0	

C7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A	37	29.1	29.1	29.1
	SA	90	70.9	70.9	100.0
	Total	127	100.0	100.0	

C8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	5	3.9	3.9	3.9
	A	81	63.8	63.8	67.7
	SA	41	32.3	32.3	100.0
	Total	127	100.0	100.0	

C9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A	92	72.4	72.4	72.4
	SA	35	27.6	27.6	100.0
	Total	127	100.0	100.0	

C10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A	122	96.1	96.1	96.1
	SA	5	3.9	3.9	100.0
	Total	127	100.0	100.0	

C11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	6	4.7	4.7	4.7
	A	110	86.6	86.6	91.3
	SA	11	8.7	8.7	100.0
	Total	127	100.0	100.0	

C12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A	52	40.9	40.9	40.9
	SA	75	59.1	59.1	100.0
	Total	127	100.0	100.0	

C13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A	106	83.5	83.5	83.5
	SA	21	16.5	16.5	100.0
	Total	127	100.0	100.0	

C14

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	A	75	59.1	59.1	59.1
	SA	52	40.9	40.9	100.0
	Total	127	100.0	100.0	

C15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A	116	91.3	91.3	91.3
	SA	11	8.7	8.7	100.0
	Total	127	100.0	100.0	

C16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	58	45.7	45.7	45.7
	A	12	9.4	9.4	55.1
	SA	57	44.9	44.9	100.0
	Total	127	100.0	100.0	

C17

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	15	11.8	11.8	13.6
	A	58	45.7	45.7	85.7
	SA	54	42.5	42.5	100.0
	Total	127	100.0	100.0	

C18

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	11	8.7	8.7	59.3
	A	88	69.3	69.3	69.3
	SA	28	22.0	22.0	100.0
	Total	127	100.0	100.0	

HYPOTHESIS ONE

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.573 ^a	.328	.312	8.71119

a. Predictors: (Constant), safety_condition, status, comfort_work_env

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4555.499	3	1518.500	20.011	<.001 ^b
	Residual	9333.839	123	75.885		
	Total	13889.339	126			

a. Dependent Variable: Job_Performance

b. Predictors: (Constant), safety_condition, status, comfort_work_env

Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	
1	(Constant)	-20.111	18.122		
				-1.110	.269

comfort_work_en v	1.124	.441	.199	2.552	.012
status	2.037	.745	.210	2.735	.007
safety_condition	1.659	.264	.500	6.279	<.001

a. Dependent Variable: Job_Performance

HYPOTHESIS TWO

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660 ^a	.436	.418	8.01246

a. Predictors: (Constant), psychological_well_being, control_over_job, support_from_colleagues, support_from_supervisor

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6056.999	4	1514.250	23.587	<.001 ^b
	Residual	7832.340	122	64.200		
	Total	13889.339	126			

a. Dependent Variable: Job_Performance

b. Predictors: (Constant), psychological_well_being, control_over_job, support_from_colleagues, support_from_supervisor

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	90.762	11.186		8.114	<.001
	control_over_job	2.291	.368	.431	6.220	<.001
	support_from_colleagues	-2.133	.496	-.316	-4.299	<.001

support_from_supervisor	-1.327	.482	-.207	-2.756	.007
psychological_well_being	.033	.597	.004	.055	.956

a. Dependent Variable: Job_Performance

HYPOTHESIS THREE

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.576 ^a	.331	.320	8.65511

a. Predictors: (Constant), Stress_management, work_environment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4600.388	2	2300.194	30.706	<.001 ^b
	Residual	9288.950	124	74.911		
	Total	13889.339	126			

a. Dependent Variable: Job_Performance

b. Predictors: (Constant), Stress_management, work_environment

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.122	15.997		.258	.797
	work_environment	1.482	.194	.562	7.652	<.001
	Stress_management	-.305	.216	-.104	-1.412	.040

a. Dependent Variable: Job_Performance

Reliability of job performance

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.882	.807	24

Item Statistics

	Mean	Std. Deviation	N
VAR00001	3.5333	.50742	30
VAR00002	3.1333	.50742	30
VAR00003	3.0333	.18257	30
VAR00004	2.2333	1.22287	30
VAR00005	2.4667	.73030	30
VAR00006	3.6000	.72397	30
VAR00007	3.6667	.47946	30
VAR00008	2.7333	.69149	30
VAR00009	3.4667	.62881	30
VAR00010	2.0000	1.05045	30
VAR00011	2.5667	1.35655	30
VAR00012	3.2667	.44978	30
VAR00013	3.1667	.37905	30
VAR00014	3.5667	.50401	30
VAR00015	2.7667	.97143	30
VAR00016	3.1333	.34575	30
VAR00017	3.0333	.92786	30
VAR00018	3.1667	.37905	30

VAR00019	2.2333	1.10433	30
VAR00020	2.2000	1.06350	30
VAR00021	2.3000	1.23596	30
VAR00022	2.6333	.61495	30
VAR00023	2.2333	1.10433	30
VAR00024	3.0000	.64327	30

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.881	2.000	3.667	1.667	1.833	.264	24

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
69.1333	101.292	10.06439	24

Work environment

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.848	.498	18

Item Statistics

	Mean	Std. Deviation	N
VAR00001	3.7667	.43018	30
VAR00002	2.5333	.77608	30
VAR00003	2.4667	1.33218	30

VAR00004	3.1667	.94989	30
VAR00005	2.8333	1.01992	30
VAR00006	2.9000	.54772	30
VAR00007	3.6667	.47946	30
VAR00008	3.3000	.53498	30
VAR00009	3.2667	.44978	30
VAR00010	3.0667	.25371	30
VAR00011	3.1000	.40258	30
VAR00012	3.5667	.50401	30
VAR00013	3.2333	.43018	30
VAR00014	3.4000	.49827	30
VAR00015	3.1000	.30513	30
VAR00016	3.0667	.94443	30
VAR00017	2.8000	.76112	30
VAR00018	1.9000	1.15520	30

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.063	1.900	3.767	1.867	1.982	.206	18

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
55.1333	24.051	4.90414	18

Stress management

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0

Total	30	100.0
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a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.862	.785	16

Item Statistics

	Mean	Std. Deviation	N
VAR00001	3.7000	.46609	30
VAR00002	3.0333	.18257	30
VAR00003	2.0000	.98261	30
VAR00004	2.0000	1.05045	30
VAR00005	3.4000	.62146	30
VAR00006	3.5333	.50742	30
VAR00007	3.1000	.30513	30
VAR00008	2.8667	.62881	30
VAR00009	3.6667	.47946	30
VAR00010	3.7000	.46609	30
VAR00011	3.5667	.72793	30
VAR00012	3.4333	.62606	30
VAR00013	3.7667	.43018	30
VAR00014	3.7333	.44978	30
VAR00015	3.8000	.40684	30
VAR00016	3.7667	.43018	30

Summary Item Statistics

Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
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Item Means	3.317	2.000	3.800	1.800	1.900	.344	16
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Scale Statistics

Mean	Variance	Std. Deviation	N of Items
53.0667	21.030	4.58584	16

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Bio Data

A. PERSONAL DATA

1. **FULL NAME-** **Godday Chukudi NWOKO**

a) **Address:** Office Technology and Management Department,
School of Information and Communication Technology,
Auchi Polytechnic,
P. M. B. 13,
AUCHI, Edo State.

b) **E-mail:** gnwoko2015@gmail.com

c) **Phone No:** 08062548564

2. **DATE AND PLACE OF BIRTH** - 27TH July, 1962, Ekeke-Erah, Owan-East,
LGA, Edo State.

3. **NATIONALITY** - Nigerian

4. **MARITAL STATUS** - Married

5. **No. of Children and their ages** - Three (32 years; 29 years and 26 years).

6. **Name and Address of Spouse** - Mrs. Queen Tosan Nwoko,
Mass Communication Department,
Auchi Polytechnic, AUCHI

7. **Name and Address of Next of Kin** - Abel Bayowa Nwoko (Son)
6, Oarhe Street, Usokwili Village, Auchi,
Edo State

8. **Date of Assumption of Duty in Current Establishment:** 20th February, 1982 (Auchi
Poly., Auchi)

9. **Status on First Appointment in Current Establishment:** Typist Grade I

10. **Present Position:** Chief Lecturer and Head of Department, Office Technology and
Management Department (and Auchi Polytechnic Chief Examination
Officer)

11. **Date of Last Promotion:** - 1st January, 2022

12. **Date of Confirmation of Appointment** - 20th February, 1983

13. **If not Confirmed, why:** Confirmed

14. **Present Salary:** CONPCASS 09

15. **Faculty:** School of Information and Communication Technology

16. **Department:** Office Technology and Management.

B. EDUCATIONAL BACKGROUND

1. Educational Institutions Attended with Dates & Qualifications:

Jan. 1968 - July 1973: Army Children Primary School, Mokola-Ibadan, OYO STATE.
(First School Leaving Certificate)

Jan. 1979 - April, 1981: Unique Institute of Stenography, Box 32, Auchi, EDO STATE.
- Professional Typewriting Certificates (RSA/Pitmans in English Language and Typewriting – 25, 235 & 50 WPM).

Oct. 1985 - July, 1987: AUCHI POLYTECHNIC, AUCHI. (National Diploma, Office Management),
Ordinary National Diploma in Secretarial Studies, NSE, Lagos, 120 WPM Certificate in Shorthand, OGT, Auchi Polytechnic, Auchi.

Nov. 1991 - Oct. 1995: Rivers State University of Science & Technology, Nkpolu, Harcourt, RIVERS STATE - B.Sc (Hons) Secretarial Administration, Division.
Port-Second Class Upper

2009 – November, 2016) Lead City University, Ibadan, Oyo State (M.Sc – Office and Information Management)

Mar. 2019 - Present: Lead City, University, Ibadan, OYO STATE. (Ph.D in view).

C. PUBLICATIONS

a) Thesis/Dissertation:

- Impact of Welfare Schemes and Motivational Measures on Workers' Productivity in Auchi Polytechnic and Ambrose Alli University, Edo State (M.Sc Project), LCU, Ibadan.

b) Other Publications:

1. The GSM – Impact on Personal and Office Communication in Nigeria – Published in Journal of Office Management & Technology, Auchi Polytechnic, Auchi, Vol. 1, No. 1, June 2006.
2. Associate Editor – Journal of Office Management & Technology, Auchi Polytechnic, Auchi, June 2006 and 2009 to 2012.
3. The Secretary at Meetings – Published in Journal of Applied Science & Technology, Vol. 2, No. 1, December, 2009.
4. Socio-Economic Consequences of Examination Malpractices and Need for Eradication – Published in Journal of OMT, Auchi Polytechnic, Auchi., Nov., 2009, Vol. 1, No. 3, Nov. 2009.

5. Food Shortage in Nigeria: The Small Farmer Co-operative Approach (An Alternative) – Published in Auchi Journal of Business Studies, Auchi Poly., 2011, Vol. 4, Nos. 1 & 2, Nov.. 2011.
6. Democracy and National Development – Paper presented at 3rd National Business Conference, School of Business Studies, Auchi Poly., Auchi, July 2010.
7. The Challenges of Nigeria Police in the 21st Century – Paper presented at International Conference on Home Land Security at Delta State University, Abraka, December, 2010. Published in “Readings in Homeland Security and Development”, Volume 2, A Publication of the Faculty of Social Sciences, DELSU, Abraka.
8. Corporate Governance in Africa (Issues and Challenges) – Paper presented at the First Annual Conference (SICTCON, 2011) at Auchi Polytechnic, Auchi, November, 2011.
9. Role of Secretaries/Typists in Administrative Processes – Lecture delivered as Resource person at One-Day Training Programme for Secretaries organized by Senior Staff Establishments Division, 22nd November, 2007.
10. Records Management in Nigerian Tertiary Institutions – Lecture delivered as Resource person at 3-Day On-the-Desk Training Programme for Records Officers of the Registry, Auchi Polytechnic, Auchi from 15 – 17th May, 2012 at the Polytechnic New Auditorium.
11. Minutes, Memoranda, Report and Letter Writing – Lecture delivered as Resource person at Training Programme for Administrative Officers and Executive Officers in Auchi Polytechnic on 19th December, 2013 at the Polytechnic Auditorium.
12. Ethics in Office Administration – Paper presented as Resource person at Training Programme for Secretaries organized by Manpower Planning and Training Unit, Senior Staff Establishment Division, Auchi Polytechnic (27 – 29th May 2014) at the Polytechnic Auditorium.
13. The Role of Information and Communication Technology (ICT) in Office Management Profession - Paper presented at the 7th Annual National Conference of Association of Nigerian Academics (ANA) at College of Education, Agbor, Delta State, April, 2012 – Published on pages 135-147 in Journal of Academics, Vol. 7, No. 1 in 2012 by Association of Nigerian Academics (ANA).
14. The Paperless Office (Issues, Challenges and Prospects) – Published in Journal of Office Management and Technology, Auchi Polytechnic, Auchi., Vol. 4, No. 1, (September 2013).

15. Information and Communication Technology and Business Education in Nigeria – Paper presented at the 25th Annual Conference of Association of Business Educators of Nigeria (ABEN), 22nd – 26th October, 2013 at UNIBEN, Benin City.
16. The Role of Information Communication Technology in Development Communication – Published in Journal of Information and Communication Technology (JOICT), Vol. 1,, No. 2, December, 2013.
17. Challenges and Prospects of Entrepreneurship in Nigeria - Paper presented at the Fourth Annual National Conference (SICTCON, 2015) at Auchi Polytechnic, Auchi, June, 2015 and Published in Journal of Information & Communication Technology (JOICT), Vol. 4, No. 1, January, 2016.
18. Education: A Panacea for Youth Empowerment and Socio-Economic Development in Nigeria - Paper presented at the First International Entrepreneurship Conference/Capacity Building Workshop at Auchi Polytechnic, Auchi, July, 2015.
19. Need for Genuine Promotion of Entrepreneurship Activities Towards Eradicating Poverty in Nigeria - Paper presented at the First International Entrepreneurship Conference/Capacity Building Workshop at Auchi Polytechnic, Auchi, July, 2015.
20. Influence of New Technologies on Office Management - Paper presented at the Fifth Annual National Conference (SICTCON, 2016) at Auchi Polytechnic, Auchi, July, 2016 and Published in Journal of Information & Communication Technology (JOICT), Vol. 5, No. 1, April, 2017.
21. Applicability of New Technologies for Teaching and Learning in Polytechnics Education - Paper presented at the Fifth Annual National Conference (SICTCON, 2016) at Auchi Polytechnic, Auchi, July, 2016.
22. Computer Based Management Information System: Components, Functions and Challenges in Nigeria – Published in International Journal of Computer Science and Mathematical Theory (available on-line at www.iiardpub.org), Vol. 2, No. 2, 2016.
23. Need for Pragmatic Promotion of Entrepreneurship Activities Towards Eradicating Poverty in Nigeria – Published in Delta Business Education Journal (DBEJ), Vol. 7 No. 1 June, 2017.
24. The Role of ICT in Nigeria: Issues, Challenges and Prospects for National Development, Paper presented at 6th Annual National Conference of Association for Promoting Academic Researches and Development in Nigeria (APARDN), April, 2017 - Published in Journal of Collaborative Research and Development (JCRD), Vol. 5, No. 1, pp. 47-57.

25. The Challenges of Leadership and Governance in Nigeria – Published in Journal of International Institute for Science, Technology and Education (IISTE) (an on-line publication), ISSN Paper 22224-5766 (online – 2225-0484), Vol. 7, No. 14, July, 2017, www.iiste.org. Research on Humanities and Social Sciences, pp. 47 – 53.
26. Redesigning Performance Evaluation of Lecturers in Nigerian Universities – Published in Journal of Faculty of Management Sciences, University of Benin, Benin City, Vol. 8, No. 3 July, 2017.
27. Emotion and Emotional Intelligence: Concepts and Theories: Implications for Human Resource Management in Organizations by Umukoro Stirruph (Ph.D) and Godday Chukudi Nwoko – Paper published in Book of Proceedings of 11th Smart Istreams Conference (Society for Multidisciplinary & Advanced Research Techniques in Africa), Vol. 13, Series 3, June 2018, pp. 9 – 22.
28. The Role of Information and Communication Technology in Meeting the Challenges of Insecurity in Nigeria by Nwoko, Godday Chukudi, Iwegbue, Godwin Ukwaniamaka and Nwoko, Queen Tosan (Mrs.) – Paper published in Journal of Information and Communication Technology (JOICT), Vol. 7, No. 1, January 2021, pp. 39 – 47.
29. Information and Communication Technology (ICT): An Antidote to Insecurity in Office Environment by Nwoko, Godday Chukudi; Ogbeide-Akugbe, Mercy and Igiekhume, I. Adiqah - Paper published in Journal of Information and Communication Technology (JOICT), Vol. 7, No. 1, January 2021, pp. 60 – 67.
30. Managing Nigeria's Diversity Accountably and Transparently for Nation Building by Umukoro, Stirruph and Nwoko, Godday Chukudi – Published in Veritas Journal of Marketing & Management, Veritas University, Abuja, Vol 1, Issue 1, July-December, 2020 Edition, pp. 103 – 115.
31. Entrepreneurship, Globalization, Youths' Restiveness and National Development by Dr. Esther A. Olanrewaju Sanya, and Godday Chukudi Nwoko – Published online in International Journal of Innovative Research & Development (IJIRD), Vol. 9, Issue 10, October, 2020, www.ijird.com.pdf. ISSN 2278 – 0211.
32. Stress Management in Work Environment by Nwoko, Godday Chukudi – Published in Journal of School of ICT (JOICT), Vol. 7, No. 2, June, 2021, pp. 31 – 42.
33. Impact of Work Environment on Employee Productivity in Polytechnics in Edo State by Adenekan, Tolulope Elizabeth (Ph.D) and Nwoko, Godday Chukudi – Published online in European Journal of Business and Management, Vol.IV., No. 8, April, 2022, pp. 47 – 55.
34. Impact of Stress Management on Employee Productivity in Polytechnics in Delta State, Nigeria, by Adenekan, Tolulope Elizabeth (Ph.D) and Nwoko, Godday

G. BOOKS AND CHAPTER PUBLICATIONS IN BOOKS

1. Textbook entitled “Essential Hints on People’s Communication Skills”, Lead Ventures, Auchi, July, 2009.
2. Textbook entitled “Principles and Practice of Records Management”, Sunny Best Nigeria, December, 2009.
3. Writing Literature Review (Chapter Four) – Chapter contribution in Book entitled Practical Approach to Project Writing by A. O. Afeidia and G. C. Nwoko, Published by Safmos Publishers, Ibadan, June 2014.
4. Purpose and Importance of Communication – Chapter contribution in Book entitled “Office Administration for Business Managers” by G. C. Nwoko and A. Ogunmilade, Published by Safmos Publishers, Ibadan, January, 2015.
5. Pitman New Era Shorthand (Drill Workbook 2) - 2015
6. Office Communication by Nwoko, Godday Chukudi and Ogunmilade A. (Published as Chapter 8 in Book entitled “Office Administration for 21st Century Managers), Safmos Publishers, Ibadan, January, 2018, pp. 109 – 124.
7. Writing Literature Review by A. O. Afeidia and G. C. Nwoko (Published as Chapter 4 in Book entitled “Practical Approach to Project Writing” Safmos Publishers, Ibadan) April 2019, pp. 49 – 73.
8. Information Communication and Technology (ICT) in Book Publishing Operations in Nigeria by Dr. Lambert A. Ihebuzor and Godday Chukudi Nwoko (published as Chapter 5 in “Scholarship in Communication Studies”, College Press Limited, Lead City University, Ibadan), 2020, pp. 57 – 68.
9. The Place of Media, Public Relations and Consultation in Community Relations for Organizational Image Building by Prof. Lambert A. Ihebuzor, Dr. Sunday Oloruntola and Godday Chukudi Nwoko (accepted for publication as Chapter 4 in “Scholarship in Communication Studies” Vol. 2, College Press Limited, Lead City University, Ibadan), 2021, pp. 40 – 52.
11. Essentials of Organizational Communication: A Discourse by Prof. Lambert A. Ihebuzor, and Godday Chukudi Nwoko (accepted for publication as Chapter 9 in “Scholarship in Communication Studies” Vol. 2, College Press Limited, Lead City University, Ibadan), 2021, pp. 119 – 130.
12. Pitman New Era Shorthand Workbook Drill for Advanced Shorthand Writer by Nwoko, G. C. and Oseni, S., Sunny Best Printers, Auchi, 2018.

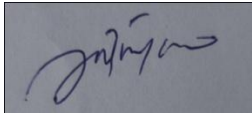
13. A Guide to Records Management Practices in Organizations by Nwoko Godday Chukudi and Oseni, Sudetu, Safmos Publishers, Ibadan, 2021.
14. An Overview of Modern Office Technology by Nwoko, G. C; Oseni, S. and Ohikere, R. A.; Bestway Prnts, Auchi, 2021.
15. Advanced Shorthand Writing for Tertiary Institutions by Nwoko, G. C. and Oseni, S; Bestway Prints, Auchi, 2022.

I. NAMES AND ADDRESSES OF REFEREES

Dr. S. S. Umar,
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K. DATE AND SIGNATURE:



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October, 2023