

EFFECT OF WORK STRESS ON EMPLOYEE PERFORMANCE IN TARABA STATE CIVIL SERVICE COMMISSION, TARABA STATE

Mansur Bello¹, Alfred Anthony Kwanti², Bashir Abdullahi Baba³ & Musa Baba⁴

^{1&3}Department of Business Administration, Taraba State University Jalingo, Taraba State

²Department of Accounting, Taraba State University Jalingo, Taraba State

⁴Taraba State University Jalingo, Taraba State

Abstract

The title of this study was “effect of work stress on employee performance in Taraba state civil service commission, Taraba State”. The objective of this study is to determine the effect of work stress on employee performance in the Taraba State civil service commission, Taraba state. The population of this study was 23,000 and the sample size of 393 was computed using the Slovenes formula, data source from a primary and secondary source, and data collected were analyzed using descriptive statistics and simple linear regression analysis to test the hypothesis under study. The findings of this study proved that work stress has a significant effect on employee performance in Taraba State civil service commission, Taraba state. The study concluded work stress has a significant effect on employee performance in Taraba state civil service commission, Taraba state and therefore, the study accepted the alternate hypothesis (H_a) whose state work stress has a significant effect on employee performance in Taraba state civil service commission and rejected null hypothesis (H_o) whose state work stress does not have a significant effect on employee performance in Taraba state civil service commission. The study recommends that: Government must assess the level of their employee’s knowledge and skills and whether they will be able to meet the deadlines of the task assigned to them and give employees with work maturity and control over their work, Taraba state government must invest in a stress management strategy that will help increase employee’s performance, Time management training should be given to all employees continuously and Permanent secretaries and directors in all ministries should revise their decision-making strategy and introduce stress management techniques at Taraba state civil service commission.

Keywords: Work stress, Performance and Employee performance.

1.1 Introduction

In today’s world, stress has become a worldwide phenomenon, which occurs in various forms in every workplace. In today’s work life, employees are generally working for longer hours, as the rising levels of responsibilities require them to exert themselves even more strenuously to meet rising expectations about work performance. Stress is a common element in any kind of job and people have to face it in almost every aspect of life. Stress has been defined in different ways over the years. According to Robbins and Sanghi (2006) “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 important.” Stress is an increasing problem in organizations and often causes adverse effects on performance. An employee spends almost one-third of his or her life at work, and sometimes he has to face a lot of stress during his/her job. The nature of the job has gone through extreme changes over the last decade and it is still changing rapidly. Stress in the workplace has touched almost all professions, starting from executive levels to co-workers who are directly engaged in production. The result of job stress

ultimately affects physical as well as mental health. Stress has been defined in different ways over the years. It is a condition in which any human is confronted with an opportunity or demand related to what they desire and for which the outcome is perceived to be both uncertain and important. There is several studies and surveys have been conducted by researchers throughout the world for suggesting improved techniques to manage stress. Some of the reasons for work stress may be Interpersonal causes, role demand, task demand, the structure of the organization, style of leadership, organizational work culture etc. Interpersonal causes are due to interpersonal relationships at work place when employees found an unsupportive environment or any personal remark from others at the workplace. Robbins and Sanghi (2006) also contributed that “stress is typically discussed in a negative context; it also has a positive value. It is an opportunity that offers a potential gain.”

1.2 Statement of the problem

Employees with knowledge, skills, and creativity will greatly contribute to the achievement of company goals, indicating that human resources play the most crucial role in an organization. Employee performance is influenced by several internal and external factors which include personal issues, job suitability, motivation to succeed, working conditions, job training and performance feedback (Woods, 2014). Most organizations attain high performance by saddling employees with work overload to meet deadlines and this has psychological and physical effects on the employees which sometimes results in something contrary to what these organizations want to achieve. Work stress is a chronic disease caused by conditions in the workplace that indirectly affect an employee's performance and overall healthy body. Employee stress is negatively correlated to work performance. Further, the more the level of stress, the lower the employee performance in an organization. Today it is believed that even a little bit of stress will slow down employees' work performances (Singh & Jain, 2013). Even though organizations are paying more attention now to employees compared to the past, the consequences of the trauma their employees go through cannot be over-emphasized because they still place extraordinary demands on them to deliver. To meet the objective and to generate enough revenue to be self-sustaining and to be able to fund the acquisition of modern equipment to meet efficient service provision and optimal employment of resources, there has been the need for a continuous change in administration strategies, and the demands on employees to perform have been increasing. This has brought a lot of pressure on the employees who are expected to deliver a world-class service without the corresponding increased resources and training, yet those who fail to deliver are threatened with dismissal and other forms of punishment. With jobs very difficult to come by these days in Nigeria, many employees are crumbling under this pressure. Cases of employee stress are therefore on the ascendancy.

1.3 Objective of the Study

- i. To determine the effect of work stress on employee performance in taraba state civil service commission Jalingo, Taraba State.

1.4 Research Question

- i. What is the effect of work stress on employee performance in taraba state civil service commission Jalingo, Taraba State?

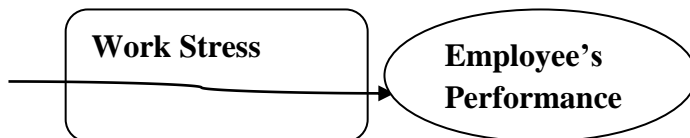
1.5 Hypothesis of the Study

- i. **H₀₁:** Work stress does not have significant effect on employee performance in taraba state civil service commission Jalingo, Taraba State

Literature review

2.1 Conceptual framework

According to Orodho (2009) a conceptual framework describes the relationship between the research variables. Figure 2.1 shows the conceptual framework to be adopted by the study. In the conceptual framework, the independent variable work stress and the dependent variable is Employee Performance.



Source: Adopted from Kitole et al, (2019).

2.1.1 Work stress

According to Robbins (2004), stress is a dynamic condition in which an individual is confronted with opportunity, constraint or demand related to what he desires and for which the outcome is perceived to be both uncertain and important. From this definition one can say that stress is not necessarily bad, it also has a positive value when it offers potential gain. Work stress is one of the factors that cause high turnover intentions from employees. When work stress increases, it will cause an employee's desire to leave (Chandio *et al.*, 2013). According to McCalister et, al (2006) high work stress has been proven to affect the level of welfare of organizations and employees. Job stress is a physiological and psychological reaction that results from an individual's interactions with threatening environmental situations (Riggio, 2009). This is in line with the opinion of Aamodt (2004) who defined work stress as a psychological and physical reaction to (threatening) events or situations that originate from the work environment. Luthans (2008) state that stress is the body's unspecific response to a demand or burden laid upon by superiors. Work stress is a condition that suppresses a person's psychological state in achieving an opportunity which requires the individual to overcome limits or barriers (Robbins, 2007).

Dollard et al., (2001) Work stress is transitional arousal state between objective stressors and strain where strain is reaction to the condition of stress. Holmlund-Rytkönen, M., & Strandvik, T. (2005) It's as an inability of an individual to meet the demands from job due to the imbalance in the 'person-environment' perceptions. It is the situation where individuals' job performance, both physical and mental health, is affected poorly. Chen, J. C., & Silverthorne, C. (2008) Labeled job stress as a work related psychological pressure and a worker's ability to respond and grip the specific situation at work place skillfully. Yan, H., & Xie, S. (2016) Work stress define as a series of physiological, psychological and behavioral responses due to the continuing effects of one or more stressors on individuals in an organization. Richardson & Rothstein (2008) Define stress as "Stress is nothing more than a socially acceptable form of mental illness". We are currently living in stressful times holding down two or more jobs, building and trying to hold up unreasonable performance parameters which all result in higher stress levels. Work stress can be referred as a

strain, depression, fretfulness, anxiety, and angst etc one's faces in his workplace when he is overloaded with copious demands and expectations which he/she has to complete within a limited time. Work stress is a chronic disease caused by conditions in the workplace that indirectly affect an individual's performance and overall his or her healthy body. In fact employee stress is negatively correlated to work performance. Further, the more the level of stress, the lower the employee performance in an organization. Today it is believed that even a little bit of stress will slowdown employees' work performances (Singh & Jain, 2013). Work stress is "a situation in which some characteristics of the work situation are thought to cause poor psychological or physical health, or to cause risk factors making poor health more likely." Stress is an unwanted reaction people have to severe pressures or other types of demands placed upon them. A huge and multi fields literature points a lot of key factors such as work environment, management support, work load among others in determining how stressful work can be and its effect on employee physical and mental health (Kishori & Vinothini, 2018). According to Mageswari (2014) work and family conflicts are also predecessors which create stress in employees of an organization. Work stress has also been viewed as dysfunctional for organizations and their members (Alikubhasi, 2015). Selye (2013) defined stress as an individual's reaction to an environmental force that affects an individual performance.

2.1. 2 Employees' Performance

Employee's performance has received wide attention in literature and research due to its importance since every organization aims to achieve high performance (Ojo, 2012). Employee performance is influenced by a number of internal and external factors which include personal issues, job suitability, motivation to succeed, working conditions, job training and performance feedback (Woods, 2014). Poor performance can result from unfulfilled external or internal factors. The secret to fixing poor performance is to understand its root cause and thus organizations should provide managers with trainings that can enable them diagnose correctly the cause of poor performance and find the right solutions. Performance is the achievement of a set of assigned tasks that are anchored to time, with a result indicator that would measure the accomplishment level of the task assigned, which can be measured only when a performance standard has been put in place (Dhankar, 2015). Employee's performance thus refers to the observable behaviors and actions which explain how a job is done (Manjunatha & Renukamunthi, 2017). Employees are people who are hired, working on the basis of part time or full time under an employment arrangement, whether it is in written or oral expression. It also includes agreement on the remuneration and the kind of duties expected of the employee within a time frame (Manjunatha & Renukamunthi, 2017). Thus employees' performance can be defined as the way to perform job tasks according to the prescribed description Annah; Mary & Kilungu , 2019).

2.2 Theoretical Review

The study was based on two theories: Michigan Model and Lazarus Theory.

2.2.1 Michigan Model

The Michigan Model is based on a framework established by French and Kahn at the University of Michigan in 1962, and is sometimes known as the ISR model (Institute of Social Research) the Social Environment Model, or the Role Stress Approach. Like the P-E fit model (French et al., 1982) the Michigan Model (Caplan, Cobb, French, Harrison, Pinneau, 1975) also places much

emphasis on the individual's own subjective perceptions of stressors. Environmental stressors, such as role ambiguity, conflict, lack of participation, job security, workload, lack of challenge etc, are subjectively perceived, and personality variables, demographics, and social support moderate these perceptions to lead to health outcomes (Moreno-Jimenez et al., 2009). Role issues, such as role conflict, role ambiguity and role expectations are particularly central stressors, also known as the Role Stress Approach (Alkubaisi, 2015). The model was refined by Hurrell and McLaney (1988) from the U.S. National Institute of Occupational Safety and Health to result in what is known as the NIOSH model, which as well as specifying examples of how stressors, individual differences, acute reactions, and illness outcomes occur, also focuses more on the role of objective workplace factors in the a etiology of work stress (Huang, Feurstein, &Sauter, 2002). In the field of management, workplace stress can be exhibited through work load, work place conflict, and work ambiguity which are the core of research as the costs to organizations and employees (Arshadi and Dhammika, 2013). Farler and Broady-Preston (2012) suggested that a work-place is a community of its own; hence employees derive their sense of identity and belongingness from it. Stress in the workplace would therefore affect employees significantly and ultimately the performance of the entire organization would also be at stake (Ahmad Ezane et al., 2012). It is on this premise the current study will adopt Michigan Model to expound the relationship between work stress and employee performance in Taraba State civil service commission.

2.2.2 Psychological Stress: Lazarus Theory

Two concepts are central to any psychological stress theory: appraisal, that is individuals' evaluation of the significance of what is happening for their well-being, and coping, that is individuals' efforts in thought and action to manage specific demands (Lazarus 1993). In this theory, stress is regarded as a relational concept that is stress is not defined as a specific kind of external stimulation or a specific pattern of physiological, behavioral, or subjective reactions. Instead, stress is viewed as a relationship ('transaction') between individuals and their environment (Omolo, 2015). Psychological stress in the public sector refers to a relationship with the environment that the employee appraises as significant for his or her well being and in which the demands tax or exceed available coping resources' (Kiruja & Mukuru, 2018). These points to two processes as central mediators within the person–environment transaction: cognitive appraisal and coping in the work environment. In this theory, employee's work place stress is viewed as conflict between an employee and his or her perception of unacceptable workplace environment. This theory will guide the study to establish the effect of work stress on employee performance in Taraba State civil service.

2.3 Effect of work Stress on Employee Performance

Muraale, Basit and Hassan (2017) analyzed the impact of job stress on employee performance and found out that work ambiguity had significant influence on employee performance. Work ambiguity led to lack of motivation which had a significant influence on employee performance. In a study carried out by Warraich et al. (2014), on "Impact of Stress on Job Performance: An Empirical study of the Employees of Private Sector Universities of Karachi, Pakistan", the study was designed to determining the effect of stress on job performance of employees. It was based on

empirical research conducted on 133 employees of private sector's Universities in Karachi that are providing education in the disciplines of Business Administration, Engineering, Medicine, Textile and Fashion. Pertinent data was collected through questionnaires based on close-ended questions. Multiple Linear Regression technique was used to test the hypothesis.

However, the results obtained from the data revealed that workload and role conflict, and inadequate monetary reward are the prime reasons of causing stress in employees, and this stress reduces their efficiency. Thus it was recommended that employer should minimize stress by lowering the work load, abate the role conflict, pay adequate salary and provide training and counseling to employees in order to improve their job performance and job satisfaction. Warraich et al. (2014) found that workload, role conflict, and inadequate monetary reward are the prime reasons of causing stress in employees that leads to reduced employee efficiency. The outcome of this study implies that negative relationship exists between job stress and lecturer's performance in Nigeria and that university lecturers in Nigeria should identify the job stress factors and try to manage their emotional competencies by working in a conducive atmosphere, this would deal with problem of stress and boost their performance. The implication of this study is that, there is significant relationship between management role, relationship with others, workload pressure, homework interface, role ambiguity and performance pressure on Nigerian lecturers. The study also suggested that there is significant negative relationship between job stress and job satisfaction among university lecturers in Nigeria.

Tahir (2011) investigated the effectiveness of teaching stress on academic performance of college teachers in Pakistan, the study sample out 106 college teachers of public and private sector selected through stratified sampling technique. The test of regression analysis t-test, one way ANOVA and two ways ANOVA were applied. The study revealed that intrinsic and extrinsic variables have positive effect on academic performance of college teachers. The study also showed that significant difference was found between academic performance of teachers of public and private colleges. In relation to the study carried out by Tahir (2011), it indicates that intrinsic and extrinsic variable have positive effect on the academic performances of Nigerian university lecturers. Daniel (2019) carried out the research to investigate the effects of job stress on employee performance. The results from this research showed that the negative factors that distressed employees had a negative effect on performance. It is clear from the vast amount of factors identified, reported and quantified and through the literature review that the goal of the study was achieved. This also served to prove that stress had a negative effect on performance of employees. There had been many stress factors that the employees endured, and the enquiry proved that the effect of stress affected performance negatively the fact that the majority of the employees thought of leaving their job and felt that the organization did not care about them was a reflection of huge dissatisfaction that undoubtedly lowered performance. Bashir and Ramay (2010) examined the impact of job stress on employee's job performance in the banking sector of Pakistan, discovered that job stress had a negative reaction with job performance that when stress occurs, it affects the performance of employees negatively.

A study conducted by Dar, Akmal, Naseem and Khan (2011) on the role of occupational stress in Iranian organizations proposed that when the occupational stress occurs, it directly affects the performance of worker and managers of the organization. Kashim (2021) carried out the study on effect work stress has on the performance of employees in central bank of Nigeria, Abuja handle

stress in terms of their contribution to the socio-economic and technological development of the nation and it covered staff (respondent), 162 in number with at least tertiary education. Data were collected mainly through structured questionnaires and other secondary sources. Work stress can affect employee performance when stress is not handled well, absenteeism, turnover, and medical compensation increase and productivity decreases. To achieve a peak of performance, stress should be managed effectively, with the negative effects of stress minimized. Kivimaki and Kawachi, (2015) Stressors at work, such as pressures and long working hours, can cause a variety of disease risks which in turn leads to a decrease in the employees' quality of work, thereby reducing job satisfaction. Fatwa, Pusparina and Pipih(2019). Carry out Study on effect of work stress and workload on job satisfaction of employees. The study sample was 40 educational support staff who was permanent employees at the University of Xin Yogyakarta. This study used simple random sampling technique. Data collection was conducted using the job satisfaction scale, work stress scale, and workload scale with a semantic differential and Likert scale model. Data were analyzed using multiple linear regression analysis supported by assumption tests, which includes the normality test, linearity test, and multicollinearity test. The results of the data analysis show that work stress and workload simultaneously affect job satisfaction of employees.

3.1 Methodology

Descriptive research design was used in the study. Descriptive research was used to seek established factors associated with certain occurrences, outcomes, conditions or types of behavior. The target population of this study was 23,000 employees drawn from different ministry in Taraba state (Taraba state civil service commission, 2022). Mugenda and Mugenda (2012), indicates that a sample size of the target population should be large enough so long as it allows for reliable data analysis and allows testing for significance of differences between estimates. Silva (2014) States that sample size can be influenced by factors e.g. available funding and time resources. Therefore, (Masuku, 2014) state that the sample size is the number of responses that need to be obtained (response rate). The sample size of this study was 393 calculated from the Slovenes formula. The instrument used for data collection was questionnaires adopted from Kitole et al, (2019). The questionnaires containing closed ended questions made up of four likert scale format. The researchers conducted a pre-test on the questionnaire to ensure the validity of the instrument. The validity refers to how well as test measures what it is purported to measure (Wren, 2017). Content validity index is a process of employing the service of experts on the validity of the instruments of data collection and Experts assessed the items with a coefficient value 0.87 which shows that the instrument was valid because is above the minimum level of 0.70 (Amin, 2005). To test the reliability of an instrument Cronbach alpha is used to assess the reliability or internal consistency of a set of test items. Cronbach alpha refers to the extent to which it is consistent measure of a concept and a way of measuring consistency (Chelsea, 2015). The instrument is reliable when the coefficients is greater than 0.75 (Amin, 2005). Therefore, the instrument is reliable having cronbach alpha coefficient of $0.80 > 0.75$. Data analysis the researcher used simple linear regression to analyze the variable under study with the help of using statistical package for social sciences (SPSS) 17.0 version which is a statistical analysis technique to determine the effect of independent variable work stress towards dependent variable employee performance.

4.1 Result and analysis

4.2 Response rate

The response rate for this study was 97.20% returned and questionnaires and 2.80% of the questionnaires not returned. Therefore, 97. % of questionnaires returned ok for further analysis.

Table 4.1 Interpretation guide

S/N	Range	Response Mode	Interpretation
4	3.25-4.00	Strongly Agree	Very Effective
3	2.50-3.25	Agree	Effective
2	1.75-2.50	Disagree	Ineffective
1	1.00-1.75	Strongly disagree	Very Ineffective

Source: Survey, (2022).

From the above table 4.1 show how the interpretation of descriptive level of the study independent variable work stress and dependent variable employee performance. The respond mode strongly agreed interpreted very effective fall from 3.25-4.00, respond mode agree interpreted effective fall within the range of 2.50-3.25, the respond mode disagree fall within 1.75-2.50 interpreted ineffective and strongly disagree was interpreted very ineffective fall within the range of 1.00-1.75.

Table 4.2 Descriptive statistics on the level of study variable (Independent variable)

Work stress (Independent variable)	Mean	Std. dev	Interpretation
Our schemes of work are well defined and well supervised during working hours	3.27	1.263	Very Effective
We have an effective dispute resolution mechanism in our organization	2.48	1.086	Ineffective
Our supervisor motivates and supports us to perform our work to meet set targets	2.56	1.168	Effective
We communicate regularly with our coworkers and supervisors	2.90	1.067	Effective
Our work is well defined thus no overlapping of roles with other workers	2.56	1.023	Effective
The management involve us during the making of the decisions regarding our work	3.50	1.031	Very Effective
Our work does not require us doing different duties at the same time	3.76	1.015	Very Effective

Our work is not complicated as it does not require sophisticated skills	3.32	1.243	Very Effective
We are delegated duties according to our skills.	2.64	1.091	Effective
The work is simple, not monotonous and repetitive.	2.26	0.370	Ineffective
The duties assigned to us are well defined and clear to us	3.54	1.150	Very Effective
Average mean	2.98	1.043	Effective

Source: Survey, (2022).

The above table 4.2 shows that work stress interpreted effective taking all items together responded agreed and interpreted effective having mean 2.98 with standard deviation of 1.043. The first item of work stress Our schemes of work are well defined and well supervised during working hours having mean 3.27 and standard deviation 1.263 interpreted very effective responded strongly agree, the second item We have an effective dispute resolution mechanism in our organization interpreted ineffective and responded disagree with a mean=2.48 and std. dev. =1.086, the third item Our supervisor motivates and supports us to perform our work to meet set targets having mean =2.56, std. dev. =1.168 responded agreed and interpreted effective, the fourth item We communicate regularly with our coworkers and supervisors having mean =2.90, std. dev. = 1.067 responded agreed and interpreted effective, the five item Our work is well defined thus no overlapping of roles with other workers having mean = 2.56 and std. dev. =1.023 interpreted effective and responded agreed by the responded of this study. The six item having mean = 3.50, std. dev. = 1.031 interpreted very effective that the management involve us during the making of the decisions regarding our work, the seventh item our work does not require us doing different duties at the same time was responded strongly agree and interpreted very effective with a mean= 3.76, std. dev. = 1.015, the eight item states that Our work is not complicated as it does not require sophisticated skills having a mean = 3.32 and std. dev. =1.243 responded agreed and interpreted very effective, the tenth item says We are delegated duties according to our skills having a mean =2.64 and std.dev.= 1.091 interpreted effective and responded agree, second to the last item for independent variable in this study says the work is simple, not monotonous and repetitive having 2.26 and std. dev. = 0.370 responded disagree and interpreted ineffective and the last item out all items work stress says that the duties assigned to us are well defined and clear to us responded agreed and interpreted effective with a mean=2.64 std.dev. =1.091 by the respondents of this study.

Table 4.3 Descriptive statistics on the level of study variable (Dependent variable)

Employee Performance (Dependent variable)	Mean	Std. dev.	Interpretation
We do complete task allocated to us in time	3.82	.942	Very Effective
We intend to continue working in the organization	2.80	.917	Effective
We are loyal and committed to our organization	3.21	1.015	Very Effective

We are creative on delivery of services in our organization	2.45	1.156	Effective
Average mean	3.073	1.007	Very Effective

Source: Survey, (2022).

The above table 4.3 variable dependent variable employee performance taking all items together was responded strongly agree and interpreted very effective with the average mean = 3.073, std. dev. = 1.007. The first item says we do complete task allocated to us in time having mean= 3.82, std. = 0.942 responded strongly agree and interpreted very effective, the second item says we intend to continue working in the organization interpreted effective with a mean =2.80, std. = 0.917, the third item state that We are loyal and committed to our organization having 3.21 as a mean and standard deviation =1.015 interpreted strongly agree and responded very effective and last items in dependent variable says that We are creative on delivery of services in our organization having mean= 2.45 and std.= 1.156 interpreted effective and responded agree by the respondents of this study.

Table 4.4 Effect of Work Stress on Employee Performance in Taraba state civil service

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.073 ^a	.005	.001	3.67155		
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	18.401	1.324		13.894	.000
	Work Stress	.128	.110	.073	1.163	.006

a. Predictors: (Constant), Work Stress

b. Dependent Variable: Employee Performance

The results from the above table revealed that work stress has significant effect on employee performance in Taraba state civil service ($t = 1.163$, $\text{sig.} = 0.006$). Work stress accounted for 5.00% towards variations in employee performance in Taraba state civil service adjusted $R^2 = 0.001$). The remaining 99.9% is the contribution of other factors not included in this study other relevant to this study is also important on the bases of this finding. The null hypothesis is rejected whose state that work stress does not have significant effect on employee performance in Taraba state civil

service and the alternate hypothesis is accepted. Therefore, the coefficient of work stress was found significant (Beta value = 0.073, sig. =0.006 at $t= 1.163$) meaning that a one unit improvement or increase in the work stress yields a 7.3% increase in employee performance in Taraba state civil service.

4.1 Discussion of the findings

The results from the above table revealed that work stress has significant effect on employee performance in Taraba state civil service ($t = 1.163$, sig. = 0.006). Work stress accounted for 5.00% towards variations in employee performance in Taraba state civil service adjusted $R^2=0.001$). The remaining 99.9% is the contribution of other factors not included in this study other relevant to this study is also important. Therefore, the coefficient of work stress was found significant (Beta value = 0.073, sig. =0.006 at $t= 1.163$) meaning that a one unit improvement or increase in the work stress yields a 7.3% increase in employee performance in Taraba state civil service. On the bases of this finding the null hypothesis is rejected whose state that work stress does not have significant effect on employee performance in Taraba state civil service and the alternate hypothesis is accepted whose state that work stress have significant effect on employee performance in Taraba state civil service. The findings of this study is in agreement with the findings of these researcher's such as A study conducted by Dar, Akmal, Naseem and Khan (2011) on the role of occupational stress in Iranian organizations proposed that when the occupational stress occurs, it directly affects the performance of worker and managers of the organization. the findings of this study corroborated with the finding of Kashim (2021) carried out the study on effect work stress has on the performance of employees in central bank of Nigeria, Abuja handle stress in terms of their contribution to the socio-economic and technological development of the nation and it covered staff (respondent), 162 in number with at least tertiary education. Data were collected mainly through structured questionnaires and other secondary sources. Work stress can affect employee performance when stress is not handled well, absenteeism, turnover, and medical compensation increase and productivity decreases. To achieve a peak of performance, stress should be managed effectively, with the negative effects of stress minimized. Warraich et al. (2014), on "Impact of Stress on Job Performance: An Empirical study of the Employees of Private Sector Universities of Karachi, Pakistan", the study was designed to determining the effect of stress on job performance of employees. . It was based on empirical research conducted on 133 employees of private sector's Universities in Karachi that are providing education in the disciplines of Business Administration, Engineering, Medicine, Textile and Fashion. Pertinent data was collected through questionnaires based on close-ended questions. Multiple Linear Regression technique was used to test the hypothesis. However, the results obtained from the data revealed that workload and role conflict, and inadequate monetary reward are the prime reasons of causing stress in employees, and this stress reduces their efficiency.

5.1 Conclusions

The objective was to determine the effect of work stress on employee performance in Taraba state civil service, taraba State. Therefore, based on the findings of this study and those from other previous study, the study concluded that work stress have significant effect on employee performance in Taraba state civil service, Taraba state and therefore, the study accepted alternate hypothesis (H_a) whose state work stress have significant effect on employee performance in

Taraba state civil service and rejected null hypothesis (H_0) whose state work stress does not have significant effect on employee performance in Taraba state civil service.

5.2 Recommendations

The objective the study revealed that work stress has significant effect on employee performance in Taraba state civil service commission. Based on the findings of the research, the following recommendations were made be put in place to help employees' of taraba state civil service commission manage and reduce stress on their work:

- i. Government must assess the level of their employee's knowledge and skills and whether they will be able to meet their deadlines of task assign to them and give employees' with work maturity and control over their works.
- ii. Taraba state government must invest in a stress management strategy that will help increase employee's performance.
- iii. Time management training should be given to all employees' on a continuous basis.
- iv. Permanent secretaries and directors in all ministries should revise their decision making strategy and introduce stress management techniques at Taraba state civil service commission.

Reference

- Kivimaki M., and. Kawachi L., (2015). Work Stress as A Risk Factor for Cardiovascular Disease, *Curr Cardio Rep*, pp. 73-81.
- Silva, D.L., (2014). Reference guides for thesis writing retrieved from <https://www.scribd.com/document/32407697>.
- Orodho, J. A. (2009). Elements of Education and Social Science Research Methods. Nairobi/Maseno, 126-133.
- Lazarus, R. S. (1993). From Psychological Stress to the Emotions: A history of changing outlooks. *Annual review of psychology*, 44(1), 1-22.
- Omolo, P. A. (2015). Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County. *International journal of human resource studies*, 5(2), 87-103.
- Dhammika, K. Arshadi S. (2013). Measuring Employees' Performance in the Public Sector in Sri Lanka: Testing of Two Models.
- Huang, G. D., Feuerstein, M., & Sauter, S. L. (2002). Occupational stress and work-related upper extremity disorders: Concepts and models. *American journal of industrial medicine*, 41(5), 298-314.
- Hurrell, J. J., & McLaney, M. A. (1988). Exposure to job stress: A new psychometric instrument. *Scandinavian journal of work, environment & health*.
- Moreno-Jiménez, B., Mayo, M., Sanz-Vergel, A. I., Geurts, S., Rodríguez-Muñoz, A., & Garrosa, E. (2009). Effects of work-family conflict on employees' well-being: The moderating role of recovery strategies. *Journal of occupational health psychology*, 14(4), 427.
- Caplan, R. D., Cobb, S., French, J. R., Harrison, R. V., & Pinneau, S. R. (1975). Job demands and worker health Sector. *Business and Management Research*, 4(1), 99.

Awadh, I. M., Gichinga, L., & Ahmed, A. H. (2015). Effects of workplace stress on employee performance in the county governments in Kenya: A case study of Kilifi County Government. *International Journal of Scientific and Research Publications*, 5(10), 1-8.

Alkubaisi, M. M. (2015). How can Stress Affect Your Work Performance? Quantitative Field Study on Qatari Banking Sector. *Business and Management Research*, 4(1), 99.

Muraale, S., Basit, A., & Hassan, Z. (2017). Impact of Job Stress on Employee Performance. *International Journal of Accounting and Business Management*, 5(2), 13-33.

Kiruja, E. K., & Mukuru, E. (2018). Effect of motivation on employee performance in public middle level Technical Training Institutions in Kenya. *IJAME*.

Singh, A. S; Masuku, M. B. (2014) Sampling Techniques & Determination of Sample Size In Applied Statistics Research: An Overview *International Journal of Economics, Commerce and Management United Kingdom* Vol. II, Issue 11, Nov Pp 1- 22.

Chelsea, G. (2015). Research Data Service + Sciences Using and Interpreting Cronbach Alpha, (Statistical Consulting Associate University of Virginia Library).

Wren, C.P. and J. (2017). Exploring Reliability in Academic Assessment, 3-7. Retrieved from <https://chfasoa.uni.edu/reliability> and validity.htm

Dar, L., Akmal, A., Naseem, M. A., & din Khan, K. U. (2011). Impact of stress on employee's job performance in business sector of Pakistan. *Global journal of management and business research*, 11(6).

Fatwa T., Puspasirina A.R., and Pipih M., (2019). The Effect and Implications Of Work Stress And Workload On Job Satisfaction. *International Journal of Scientific & Technology Research*, Vol. 8(11).

Kashim A.S., (2021). Work Stress and Employee's Performance in Central Bank of Nigeria. *World Journal of Management and Business Studies*, (ISSN: 2795-2525) vol. 1(2).

Singh, J. K., & Jain, M. (2013). A Study of employee's job satisfaction and its impact on their performance. *Journal of Indian research*, 1(4), 105-111.

Richardson, K. M., & Rothstein, H. R. (2008). Effects of occupational stress management intervention programs: a meta-analysis.

Dhankar, S. (2015). Occupational stress in banking sector. *International Journal of Applied Research*, 1(8), 132- 135.

Manjunatha, M. K., & Renukamurthy, T. P. (2017). Stress among Banking Employee-A Literature Review. *Int. J.*

Res. Granthaalayah, 5, 207-213.

- Annah .M. K; Mary I., & Kilungu M. (2019). Effect of Work Stress on Employee Performance in the Public Sector in Kenya. *International Journal of Business & Law Research* 7(4):8-28.
- Dollard, M., et al. (2001). Occupational strain and efficacy in human service workers: When the rescuer becomes the victim. *Springer Science & Business Media*.
- Chen, J. C., & Silverthorne, C. (2008). The impact of locus of control on job stress, job performance and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 29(7), 572-582.
- Holmlund-Rytkönen, M., & Strandvik, T. (2005). Stress in business relationships. *Journal of Business & Industrial Marketing*, 20(1), 12-22.
- Yan, H., & Xie, S. (2016). How does auditors' work stress affect audit quality? Empirical evidence from the Chinese stock market. *China Journal of Accounting Research*, 9(4), 305-319.
- McCalister, K.T, Dolbier, C.L., Webster, J.A., Mallon, M.W., and Steinhardt, M. A, (2006). Hardiness and Support at Work as Predictors of Work Stress and Job Satisfaction, *American Journal of Health Promotion*, vol. 3, no. 20, pp. 183-191.
- Riggio, R.E. (2009). *Introduction to Industrial/ Organizational Psychology*. New Jersey: Pearson Prentice Hall.
- Luthans, F., (2008). *Organizational Behavior*. Boston: McGraw-Hill.
- Aamodt, (2004). *Applied Industrial/Organizational Psychology*, Belmont: Wadsworth.
- Robbins, S.P., (2007). *Organizational Behavior*. Upper Saddle River, New Jersey: Pearson Prentice Hall.
- Tahir, J. (2011). Effectiveness of teaching stress on academic performance of College of teachers in Pakistan. *Int. Journal of Humanities and Social Science* 1(3) 123-129.
- Warraich, U. A., Ahmed, R.R., Ahmad, N. and Khoso, I. (2014). Impact of stress on Job Performance: An Empirical study of the employees of private sector necessities of Karachi, Pakistan. *Research Journal of management Sciences*, 3(7), 14-17.
- Robbins, S. P. (2004). *Organization Behavior*. 11th Ed. New Jersey: Pearson Prentice Hall.
- Robbins and Sanghi (2006). *Organizational Behavior*. (11ed.), India: Dorling Kindersley.



- Daniel, C.O (2019). The effects of job stress on employee performance. *Int. J. Bus. Manag. Soc. Res.* 06(02): 375-382.
- Bashir, U., & Ismail Ramay, M. (2010). Impact of stress on employees job performance: A study on banking sector of Pakistan. *Sector .Business and Management Research*, 4(1), 99.
- Kishori, B., & Vinothini, B. (2018). A Study on Work Stress among Bank Employees in State Bank of India with Reference to Tiruchirappalli. *IJIRST-International Journal for Innovative Research in Science & Technology*, 2, 12.
- Mageswari, S. U. DN (2014). Occupational Stress-A Study With Reference To Selected Bank Employees in Chennai Region. *IOSR Journal of Business and Management*, 16(5), 115-125.
- Selye, H. (2013). *Stress in health and disease*. Butterworth-Heinemann.
- Alkubaisi, M. M. (2015). How can Stress Affect Your Work Performance? Quantitative Field Study on Qatari Banking Sector. *.Business and Management Research*, 4(1), 99.