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Workplace Stress and Employee Performance in Cable Manufacturing Companies in Anambra State, Nigeria

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Abstract

The study explored the relationship that exists between workplace stress and employee performance in Cable Manufacturing Companies in Anambra State, Nigeria. Workplace stress has been noticed in various activities of cable manufacturing firms in Anambra State where employees feel under pressured when the demands of their job are greater than they can comfortably manage. The specific objectives were to ascertain the relationship that exists between long working hours and quality service in Cable Manufacturing Companies in Anambra State, and to determine the relationship that exists between workload and job satisfaction in Cable Manufacturing Companies in Anambra State. The study adopted descriptive survey research design and data were collected from respondents with the aid of a structured questionnaire. Data were analyzed using descriptive statistics of frequency table and percentages. Arithmetic mean was used to analyze respondents' responses and hypothesis was tested using Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences (SPSS, version 27). Findings revealed that There was a positive significant correlation between long working hours and quality service in cable manufacturing companies in Anambra state with r = 0.860, n = 197 and p value of 0.029 (p<0.05). It also showed that workload had a positive relationship with job satisfaction in cable manufacturing companies in Anambra state with r = 0.821, n = 197 and p value of 0.038 (p<0.5). They study concluded that long working hours relates with quality service in cable manufacturing companies in Anambra state. Also, workload and job satisfaction had a significant relationship in cable manufacturing companies in Anambra state, Nigeria. The study recommended that organizations need to encourage long working hours which can improve quality service. Also, Cable manufacturing companies need to recognize the workload of their employees which has a significant correlation with job satisfaction.

Keywords: Workplace, Stress, Performance, Cable Manufacturing Companies

Introduction

Workplace stress is related to the response employees may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. Stress may occur in a wide range of work circumstances but is often made worse when employees feel they have little support from supervisors and colleagues, as well as little control over work processes. There can often be confusion between pressure or challenge and stress, and sometimes this is used to excuse bad management practice. Pressure at the workplace is unavoidable due to the demands of the contemporary work environment. Pressure perceived as acceptable by an individual may even keep workers alert, motivated, able to work and learn, depending on the available resources and personal characteristics. However, when that pressure becomes excessive or otherwise unmanageable it leads to stress. Stress can damage an employees' health and the business performance (World Health Organization (WHO), 2020).

Employees are the force that drives a company forward. So, it should come as no surprise that the daily performance of the workforce hugely influences the success or failure of a business. To stay successful in today's market, businesses find ways to maintain and bring out the best performance from their employees. Not only does this help to hire, retain and develop the best talent, but by helping staff to grow within their roles and responsibilities, the company can build a pipeline of future leaders that will contribute to long-lasting success. Working to improve employee performance is an ongoing process that involves measurement, evaluation, and planning, but it is also a vital step to achieving company goals (Hendri, 2019).

Employee performance has endlessly gained immense attention for decades now and is frequently highlighted in stakeholders' discussion. Silitonga and Sadeli (2020), maintained that employee performance is frequently interpreted as representative of the organization's performance and has a direct impact on the organization's image. Alase and Akinbo (2021), stated that performance has been considered as the ultimate outcome of an organization as

well as an employee. Productivity, quality of service, job satisfaction, and employee loyalty are pointed as sources of organizational success and glory.

Workplace stress is observed to surface where work demands of various types and combinations exceed the employees' capacity and capability to cope in these firms. Workplace stress can be noticed in various activities of cable manufacturing firms in Anambra State. For example, an employee might feel under pressure if the demands of their job (such as hours or responsibilities) are greater than they can comfortably manage. Other sources of workplace stress in these firms may include conflict with co-workers or bosses, constant change, and threats to job security, such as potential redundancy. Human Resource Managers in these firms seem to be finding it difficult to point out the actual causes of this perceived stress in their workplace as what one employee may perceive as stressful, however, another may view as challenging (Alabi, Zacchaeus, Oluwatobi, and Adebayo, 2022). It is against this backdrop that this study sought to ascertain the relationship that exists between Workplace Stress and Employee Performance in Cable Manufacturing Companies in Anambra State, Nigeria.

The major objective of the study was to ascertain the relationship that exists between Workplace Stress and Employee Performance in Cable Manufacturing Companies in Anambra State, Nigeria. The specific objectives are:

i. To ascertain the relationship that exists between long working hours and quality service in Cable Manufacturing Companies in Anambra State.

ii. To determine the relationship that exists between workload and job satisfaction in Cable Manufacturing Companies in Anambra State.

Review of Related Literature

Conceptual Reviews

Work Stress

The workplace is a community or a society that contributes to the sense of the individuals in terms of their identity, affiliation, worth and meaning (Thompson, 2021). It is one of the major contributors to how the employees perform for their job. This kind of stress in the workplace had an impact on the individuals, the organization, and as for the whole country specifically. Workplace stress was as stated as the adverse reaction that people had to excessive pressure or other types of demand placed on them. From the statement mentioned above, workplace stress is the stress not only just because of the work or what must be done by an employee based on the job descriptions but also from the environment of the workplace itself. Workplace stress can be affected by the employees in certain aspects. It can be manifested by the lack of motivation, ill health, poor employee performance, and absence (Soomro, and Shah, 2019). These are the signs or indicators that are showing on how the workplace stress takes place among the employees and the implications of the workplace stress towards their performance (Simon, 2024).

Workplace stress is defined as the response or feedback in terms of physical and emotional aspects, and usually, this situation happens when the job requirements are contradictory with the abilities that are available within the employees. Workplace stress is the stress that comprises the environment surrounding them and the conflicts within the employees to fulfil the responsibilities that need to be done in a given time by their bosses or employers. The workplace stress comes from various ways and gives effect to the employees differently. Basically, the reactions for the issues on stress are not an isolated phenomenon, and the workplace stress is becoming one of the major problems today for most employees (Pradoto, Haryono, and Wahyuningsih, 2022).

Long Working Hours

Long working hours is defined as overtime per week beyond regular working hours. There are many jobs that require workers to work overtime, so long working hours is common all

over the world. As the International Labor Organization (ILO) said in its report, more than 488 million workers (approximately 7%) had to work over 55 hours a week all over the world (Pega, Náfrádi, Momen, Streicher, and Prüss-Üstün, 2021). In China, the data from the China Health and Nutrition Survey (CHNS) have shown that the average working time a week for Chinese the population is about 47 hours, which is longer than the national standard of 40 hours per week. Long working hours will not only deprive people of their break time but also cause serious harm to their health. It is known that long working hours have a negative effect on health, such as hypertension, cardiovascular diseases, and diabetes. In addition, poor mental health such as job burnout, occupational stress, and depression are also associated with long working hours (Virtanen, Jokela, Madsen, Hanson, and Nyberg, 2018).

Workload

A heavy workload is when the number of responsibilities one has pushes the boundaries of what can realistically be done in a given role. It can be the result of a business trying to trim costs, but it can also come from how work is delegated to or managed by the individual (Hendri, 2019). Heavy workload has always been linked to a negative impact on employees' mental and physical health. The study by the World Health Organization concluded that working 55 hours per week is killing 398,000 people from stroke and 347,000 from heart disease each year. People who work long hours are at a 35% higher risk of stroke and 17% higher risk of heart disease than those working 35-40 hours per week. Employees, especially those coming from design, software, manufacturing, and architecture firms, are often over utilized because of the fast-paced environment they are dealing with daily. The need to serve to multiple clients at once results in work piles, often with simultaneous deadlines. Avoiding heavy workloads is one of the primary responsibilities of managers. These managers should communicate regularly with employees about how they can best manage and adjust their workload, inform, and prepare employees for anticipated periods of increased work (example, seasonal demands, peak shift hours), and actively involve employees in the development of strategies to better manage workload (example, reducing or eliminating redundant or unnecessary tasks). Another important aspect of workload management is training and leadership support.

Workplaces should provide education on topics that are relevant to managing workload, including such topics as time management, or use of technology. This should also include education on mental health-related topics surrounding resiliency, stress management and burnout, including signs, symptoms, and effects of stress, as well as evidence-based strategies for self-care (Pega, Náfrádi, Momen, Ujita, Streicher, and Prüss-Üstün, 2021).

Employee Performance

Employee performance has continuously gained huge attention since a few decades ago and is frequently highlighted in society. In the words of Silitonga and Sadeli (2020), employee performance is frequently interpreted as representative of the organization's performance and has a direct impact on the organization's image. Simon (2024) stated that performance has been considered as the ultimate outcome of an organization as well as an employee. Creativity, innovation, and a higher level of commitment among employees are the sources of organizational success and glory. A study by Sesen, and Ertan (2022) mentioned that, since human resources are an important factor in any organization, organizational productivity and efficiency depend on the performance of its employees. The survival of the organization will depend on their ability to provide the employees with the necessary actions. Enhanced capabilities, knowledge, and skills are the foundation for the organization’s competitive advantage in today’s global market (Iskamto, 2021). Managers of organizations should consider meeting employees' mental and physical requirements and enhancing employees' personal and occupational performance using a variety of means and methods, such as training, job design, and performance review (Abdulkhaliq and Mohammadali, 2019).

Quality Service

Quality service is the measure of how well an organization delivers its service compared to the customer's expectations. Before entering an establishment, such as a retail store or restaurant, each customer has an expectation of the service they receive (Chepto, and Kilika, 2021). Customers purchase services as a response to specific needs, so companies that meet or exceed these expectations have a higher quality of service. A typical customer, either consciously or unconsciously, has a preconceived standard for how a company's

delivery of services fulfills those needs. A company with a higher quality offers services that match or exceed its customers' expectations (Hendri, 2019). For instance, if a customer makes reservations at a restaurant for a birthday, and they offer a complimentary cake for the occasion, it may be more than what this customer expected and may consider this a higher quality of service. Expectations can also vary based on the company. Customers may expect more from high-end stores that have a better reputation. Providing better service can increase customer loyalty and satisfaction. It's an essential component of the overall experience (Silitonga and Sadeli, 2020).

Job Satisfaction

Alabi, Zacchaeus, Oluwatobi, and Adebayo (2022) defined job satisfaction as a pleasuring emotional condition resulted from the evaluation on the job done by someone and their achievements. The degree of job satisfaction comes from related factors, example, personal factors (age, education, and working experiences), job factor (type of work, required skills, responsibility, and job status), and also factors that are affected by the management such as salary, working environment, benefits, security and promotion opportunities. Employees' satisfaction on their job is one of the important aspects in an organisation. Employees who have high degree of job satisfaction tend to be more loyal to the organisation and stay within the organisation during the difficult times. In its relation to employee retention, Simon (2024) explained that job satisfaction has significant impact on employee retention in an organisation, even though with the intervention from facilitating working environment and proper and good salary, or other variables. Job satisfaction 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, personal desires are a very good indicator for the importance of job satisfaction in contemporary companies. The logic that a satisfied employee is a happy employee, and a happy employee is a successful employee can be said to be true. In a bigger scale, job satisfaction does not only have impact on employee retention, but other aspects such as employee productivity and organisation performance (financial and non-financial). With high degree of job satisfaction, it is expected that organisations would compete with their

competitors to retain their best talents to minimize investment on human resource to replace departing senior employees (example, recruitment cost, training cost or third-party recruitment fee) (Adeinat and Kassim, 2019).

Theoretical Framework

This study was anchored on Cognitive Appraisal Theory, proposed by Richard Lazarus in 1984. Cognitive Appraisal Theory is a psychological theory that explains how individuals perceive and respond to stressors. It emphasizes that stress is not solely determined by external events but also by the individual's interpretation and appraisal of those events. The theory suggests that individuals evaluate stressors based on two primary appraisals: primary appraisal and secondary appraisal. Understanding cognitive appraisals allows researchers and organizations to design interventions to minimize the negative effects of workplace stress on employee performance. By addressing the cognitive appraisals and providing resources/support to employees, organizations can help individuals reframe their perceptions and develop effective coping strategies to enhance their performance.

Empirical Reviews

Sam, Mohamed, Yan, Ruiteng, and Chong (2024) examined the impact of job stress on employee performance of Fenaka Fuvahmulah, Maldives. The investigation examined the connection between stress factors and a change in worker performance. To determine the stress-related causes, four major factors are utilized. They work in environments with job overload, conflict, and ambiguous roles. Quantitative methodology and descriptive statistics are employed to conduct this investigation. This study made use of initial information. The sample size for this study was 51 Fenaka Fuvahmulah employees, and an organized survey was used to obtain the information; however, only 36 employees answered the survey. Hypotheses were tested with regression analysis. This study's results demonstrated the connection among employee performance and job stress. According to the analysis of the data, employee performance decreases by 20.6% for every percentage point rise in job stress. In addition, it is hoped that other researchers would make use of

this data to support the assertion that employee performance is adversely impacted by stress at work.

Febrian, and Nurhalisah (2024) examined determination of Workload, Work Stress, and Authotarian Leadership Style on Performance in Indonesia. This study aims to find out and analyze the effect of workload, work stress, and authoritarian leadership style on employee performance. Less than optimal employee performance is affected by many employees feel burdened by the heavy workload. This makes some employees feel pressured, so they don't have enough time to complete work and cause stress. Workload and stress can be influenced by the leadership style of the company's management. This research includes quantitative descriptive research. The measurement scale used in this study is the Likert scale. Samples were taken using saturated sampling method, namely the entire population was used as a sample, totaling 34 people. This research was conducted for 3 months. Data collection techniques in this study were interviews, observation and questionnaires. These results indicate that:(H1) Workload has no effect on Employee Performance with a value of Sig. 0.717> 0.05 and a calculated t value of 0.366< 2.042 (H2) Work Stress has an effect on Employee Performance with a value of Sig. 0.015< 0.05 and calculated t value 2.585> 2.042 (H3) Authoritarian Leadership Style has no effect on Employee Performance with a value of 0.767> 0.05 and calculated t value-0.298<2.042. The F Test results show that H4 is accepted with a Sig value. 0.023< 0.05 and f count 3.653> 2.91.

Puspitasari (2024) ascertained Job Satisfaction as a Mediation of Influence Work Training and Work Stress on Employee Performance: A Study of Pejaten Ceramics Industry at Tabanan District, Indonesia. This research aimed to analyze job satisfaction as a mediating effect of training work and job stress on employee performance. The population and sample are totally 85 employees. Data collection techniques used in this study is to use a questionnaire with Likert Scale uses the model variance-based or component-based SEM, and PLS. This study showed job training has a positive and significant effect on performance employees. Work stress has a negative and insignificant effect on performance employees. Job training has a positive and significant effect on job satisfaction. Job stress has a negative and significant effect on job satisfaction employees. Work goals have a positive and significant effect on performance employees. Significant

work mediates the effect of job training on employee performance. Significant work mediates the effect of work stress on performance.

Rijanto (2023) investigated the effect of work stress on employee performance in Indonesia. This study aimed to verify and test the effect of work stress on employee performance. The design in this study uses descriptive research methods and associative methods with a quantitative approach. The study used sample data of 65 respondents. Data collection techniques are carried out by observation, interviews and distribution of questionnaires. The data source used is primary data. Validity and reliability tests were carried out, and for data analysis to answer research questions and research hypotheses, regression analysis and t tests were used. Based on the results of the study, it is known that the value of work stress has a sig value of< a; 0.000< 0.05 and has at table value> of 3.851> 1.998, so it can be said that H 0 is rejected and H 1 is accepted. The proposed hypothesis was accepted and proven that Work Stress (WS) has positive and significant implications for Employee Performance (EP). The effect of positive work stress is not verified, this still requires investigation.

Pradoto, Haryono, and Wahyuningsih (2022) ascertained the impact of work stress and organizational climate on employee performance in the context of WFH in the era of the COVID-19 pandemic in micro, small and medium enterprises (MSMEs) in Indonesia. The study used a purposive sampling strategy and determined using the Slovin equation and equals 95 employees in marketing, business restructuring and finance. The Partial Least Square (PLS) approach and the Smart PLS version 3.0 software for data analysis processing procedures for hypothesis testing were used. The results revealed that the organizational environment has a negative and significant effect on job stress. Furthermore, job stress had a negative impact on employee performance and the organizational climate had a favorable and considerable impact on employee performance.

Alabi, Zacchaeus, Oluwatobi, and Adebayo (2022) examined non-monetary rewards and employee performance in money deposit banks in Lagos State, Nigeria. This study adopted a cross-sectional design. Population comprised five (5) deposit money banks licensed by the Central Bank of Nigeria. The study adopted a convenience sampling technique to select five financial institutions in the state and simple random sampling technique was used to

select respondents for the study. Based on Yamane's formula, the sample size was 352 employees and data collection were through structured questionnaire. The formulated hypotheses were tested with Pearson Correlation. The findings revealed that all the dimensions of non-financial reward significantly affect employee performance among the selected financial institutions at a 0.05 level of significance.

Nasir, Ibrahim, Sarwar, Sarwar, and Uddin (2022) studied the effects of transformational leadership, organizational innovation, work stressors, and creativity on employee performance in Parkiatan SMEs. The relationship between hindrance and challenge stressors, organizational innovation, transformational leadership, employee creativity, and their effect on overall employee performance is established through employing Structural Equation Modeling (SEM). In the study, constructs were developed from existing theories, hypotheses were generated, data were collected from 424 SME employees, and SEM analysis was conducted to prove the suggested hypothesis. The employees of SMEs are the research study's unit of analysis. The findings of the study demonstrated that challenge stressors, transformational leadership, and employee creativity all had positive and significant effects on employee performance.

Ferrara, Pansini, De-Vincenzi, Buonomo, and Benevene (2022) Investigated the role of remote working on employees' performance and well-being: an evidence-based systematic review in Italy. Used the Preferred Reporting Items for Systematic reviews and Meta-analyses (PRISMA) guidelines, 20 peer-reviewed papers published from 2010 until 2021 were selected for the review. Findings showed various and mixed consequences on employees' performance and well-being. Specifically, remote working affects employees' perceptions about themselves and their workplaces and contributes to their physical and mental health, particularly regarding work-life balance.

Sesen and Ertan (2022) assessed the impact of workplace stress and job satisfaction on nurses' perception of training in Northern Cyprus. It sheds light on the links between job satisfaction, Certified Nursing Assistants' perception of training and workplace stress in nursing homes. A cross-sectional questionnaire was distributed in 12 different elderly home care centres in Northern Cyprus during September to October 2017. The sampling frame consists of 317 full-time Certified Nursing Assistants who completed measures of

perception of training, job satisfaction and workplace stress. The paper used structural equation modelling to test a theoretical model and hypothesis. The findings emphasized that Certified Nursing Assistants' perception of training has a positive impact on their job satisfaction and negative impact on workplace stress while workplace stress mediated the relationship between their perception of training and job satisfaction. The results indicated that while the motivation for training and support for training have an effect on job satisfaction, access to training and benefits for training do not yield any significant impact on it and workplace stress plays a mediating role.

Iskamto (2021) determined the effect of job stress on employee performance in Indonesia. The research used quantitative methods. For data analysis and hypothesis testing, SPSS version 26 was used. The test results showed that work stress has a significant and negative effect on employee performance. Based on the coefficient of determination test (R2), the contribution of work stress to employee work performance is 0.783, or 78.3%.

Methodology

Research Design

This study adopted a survey research design in which data were gathered from many respondents. The design is preferable as it provides adequate condition for activity against prejudice and maximizes reliability.

Sources of Data

Primary and secondary sources were used. Primary data were gotten from the respondents of the chosen population while secondary information was obtained from existing literature on the ssubject matter through internet materials, journals, seminar papers and textbooks.

3.4 Population of the Study

The population of the study are employees of five selected Cable Manufacturing Companies in Anambra State. The target population was chosen uutilising judgemental technique due to the accessibility of these companies.

Table 1: Population of the study

S/N	Company	Location	Staff Strength
1	Vecan Cable Company	Nkpor	37
2	Chrisviera Cables LTD	Obosi	29
3	Cutix cables	Nnewi	46
4	Octofi Limited	Awka	32
5	Comestar	Onitsha	53
Total	**197**		

Field Survey, 2024

Table 2: Reliability test with Cronbach's Alpha

Cronbach's Alpha Based on Standardized Items	N of items
.894	24

Source: SPSS version 23

Table 3.7 shows Cronbach's Alpha value of 0.894. This means that the instrument was reliable.

3.8 Method of Data Analysis

Data were collected and presented using simple mathematical tabular presentation based on frequency percentage. The data were analyzed using descriptive statistics and hypotheses were tested using Pearson Product Moment Correlation Coefficient on Statistical Packages for Social Science (SPSS version 27) at 5% level of significance.

Decision Rule:

Accept the null hypothesis (Ho) if calculated P-value is less than 0.05 (p-value < 0.05); otherwise accept the alternate hypothesis (Ha).

Hypotheses Testing

Hypothesis One

Ho: There is no significant relationship between long working hours and quality service in cable manufacturing companies in Anambra state.

Ha: There is a significant relationship between long working hours and quality service in cable manufacturing companies in Anambra state.

Table 3: Correlation between long working hours and quality service in cable manufacturing companies in Anambra state.

Correlations

		Long Working Hours	Quality Service
Long Working Hours	Pearson correlation	1	.860**
	Sig. (2-tailed)		.029
	N	197	197
Quality Service	Pearson correlation	.860**	1
	Sig. (2-tailed)	.029	
	N	197	197

Source: SPSS version 27 Outputs.

Discussion of Findings

Table 3 shows that there is a positive significant correlation between long working hours and quality service in cable manufacturing companies in Anambra state with r = 0.860, n

= 197 and p value of 0.029 ($p<0.05$). Therefore, we accept the alternate hypothesis and conclude that there is a positive significant correlation between long working hours and quality service in cable manufacturing companies in Anambra state. The implication is that when employees work longer hours, there tends to be an improvement in the quality of service they provide. This suggests that dedicating more time to tasks can lead to higher standards of service delivery. However, it's essential to balance this with considerations for employee well-being and burnout.

Hypothesis Two

Ho: There is no significant relationship between workload and job satisfaction in cable manufacturing companies in Anambra state.

Ha: There is a significant relationship between workload and job satisfaction in cable manufacturing companies in Anambra state.

Table 4: Correlation between workload and job satisfaction in cable manufacturing companies in Anambra state.

Correlations

		Workload	Job Satisfaction
Workload	Pearson correlation	1	.821**
	Sig. (2-tailed)		.038
	N	197	197
Job Satisfaction	Pearson correlation	.821**	1
	Sig. (2-tailed)	.038	
	N	197	197

Source: SPSS version 27 Outputs.

Discussion of Findings

Table 4 shows that there is a significant positive relationship between workload and job satisfaction in cable manufacturing companies in Anambra state with r = 0.821, n = 197 and p value of 0.038 ($p<0.5$). Therefore, we accept the alternate hypothesis and conclude that there is a significant positive relationship between workload and job satisfaction in cable manufacturing companies in Anambra state, Nigeria. The implication is that a higher workload is associated with increased job satisfaction among employees. This means that individuals may derive a sense of fulfilment and accomplishment from being challenged and having meaningful tasks to complete. However, excessive workload can also lead to stress and burnout if not managed effectively.

Conclusion

The findings of the study conducted on Workplace Stress and Employee Performance in Cable Manufacturing Companies in Anambra State, Nigeria, revealed a positive association among the variables. The correlation analysis conducted in this study indicated a strong significant and positive relationships. It was therefore concluded that long working hours relates with quality service in cable manufacturing companies in Anambra state. Also, workload and job satisfaction had a significant relationship in cable manufacturing companies in Anambra state, Nigeria.

Recommendations

The study recommended that:

i. Organizations need to encourage long working hours which can improve quality service.

ii. Cable manufacturing companies need to recognize the workload of their employees which has a significant correlation with job satisfaction.

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