



## Stress Management and Employees' Performance. (A Study Of Purechem Industries Limited)

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### Abstract

*This study determined the dimensions of stress management vis a vis (physical responses, psychological responses, and behavioral responses on employees' performance). With the help of a designed and validated questionnaire, the study used a survey research design. The population of this study are employees of Purechem Industries Limited with a total population of 153 as of October 2022. Taro Yamane sampling formular was used in determining a sample size of 108. The acquired data were examined using a linear regression model and SPSS. The study's results showed a significant association between the characteristics of stress management and employees' performance, with a correlation value of (0.940, 0.815 and 0.940 respectively). The study concluded that employees' performance is significantly impacted by stress management. To have effective and efficient employee performance, it is advised that organizations make sure their work environment (physical, psychological, and behavioral) accommodates employees and has regulations that ensure flexibility in the workplace.*

**Keywords:** *Stress management, employees' performance, physical, psychological, behavioral, organization.*

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### Introduction

Everyone experiences stress at work. This is said to be inevitable among people who work in an organization. Employers see stress to be something that emanates from the employees' personal life than from the work they do. When an individual's resources are insufficient to handle the demands and pressures of the circumstance, stress, a psychological and physical state, ensues. Urbanization and globalization have also increased stress levels in the modern world, which has led to fierce rivalry. Employees are under a lot of pressure to contribute to the success of the company in

order to compete. Stress has permeated every person's day-to-day existence (Nadu, 2017). As a result of a variety of factors, employee stress levels are shifting quickly. Employee stress levels are rapidly changing as a result of numerous variables. An increase in workplace stress is also attributed to external factors like technological advancement and changes in the national economy. When someone is put under pressure yet is unable to handle it, they are said to be stressed. Stress may also have an adverse direct effect on the individual and the business by making it more difficult to achieve the initial objectives. In order to comprehend how stress works and how it impacts our

lives, we must first characterize it and then conduct a study on how it relates to organizational life. Stress is a person's physical and mental reaction to something that throws them off balance. A common component of a wide range of emotions, including frustration, anxiety, wrath, fear, grief, concern, and despair, is stress. Stress is one of the issues that can be dangerous to our mental health and well-being (Wahed & Hassan, 2017). Regardless of age, gender, social level, or educational attainment, stress can have an impact on anyone. (Monteiroa, Baloguna & Oratilea, 2014). Some people may associate stress with an unpleasant emotion, while others associate it with a scenario that has an impact on their way of thinking. (Tandukar, Jacelon, Johnson, Gautam, Palmer & Hollon, 2020). Any circumstance that causes a person to have unfavorable thoughts and sensations is referred to as stress (Omar, Bahaman, Lubis, Ahmad, Aziz, Ismail & Tamuri, 2019).

A predefined action-taking procedure called stress management aims to reduce a person's degree of stress. Order to operate well, it entails gaining control of one's thoughts, emotions, and lifestyle as a whole, including how one handles personal issues. By altering their cognitive and emotional reactions to the trigger events, stress management techniques help people cope with stresses and the negative feelings, physiological arousal, and/or health implications that these stressors cause. In general, stress management is used with people who are functioning normally but may be dealing with challenging situations at work or in their social lives. Utilizing a wide range of methods and psychotherapies to effectively control stress is what is meant by stress management. Coping is defined as a continuing cognitive and behavioral endeavor to manage certain external and internal demands that are deemed stressful or beyond the person's capacity, according to Lazarus and Folkman (1984). There are numerous methods for managing stress. These cover behavioral, psychological, and physical techniques. As people develop the skills to manage their stress, their commitment to their work in an organization tends to increase. Stress management positively and significantly affects performance. The backbone of

any successful organization is its human resource department (Sriviboon & Jermstittiparsert, 2019). Employee performance can be influenced by a variety of factors, including job satisfaction, employee engagement, remuneration, training, workplace culture, and motivation (Davydenko, Kaźmierczyk, Romashkina & Żelichowska, 2017; Al-Kahtani, 2018; Kuruja & Mukuru, 2018; Lorincová, Hitka, Bajžíková & Weberová, 2019; Bernardi, 2019)

Employees' performance is measured by their capacity to meet the goals they have been given while staying on schedule and within budget (Yusuf, Mohammed & Kazeem, 2014). Many businesses today are dealing with current issues and need to focus more on improving employee performance. Therefore, in order to link in valuable performance, managers must give people more freedom to create their occupations and roles. Regarding how well employees perform, Sundi (2013), presented five key metrics: quantity of work, quality of work, independence from supervision, punctuality, and interpersonal interactions. Numerous scholars in the field of organizational psychology investigated the relationship between job performance and satisfaction and found that workers' performance was influenced by their level of satisfaction (Yahaya, Yahaya, Bon, Ismail & Noor, 2012). This showed that high levels of job satisfaction can result in excellent employee performance (Insan, Astuti, Raharjo & Hamid, 2013). According to Yahaya et al., 2012 found that businesses should provide a positive environment for workers in order to keep them engaged and increase their job satisfaction. Linking behavior and performance involved attempting to anticipate which kind of conduct would result in which types of performance, such as an employee's creativity and connecting it to future performance. The stress that individuals experience while performing their jobs, however, can significantly hinder their capacity to perform at levels that are acceptable.

How to manage the inevitable stress in the workplace and increase employee performance is one of the biggest difficulties facing managers today. Managers

in numerous organizations are concerned about some employees' very poor performance since it may be linked to ineffective stress management practices used by most firms. This leaves a gap that this study needs to fill, which uses physical, psychological, and behavioral responses as measures of stress management to aid effectiveness in employees' performance. Managers still struggle to identify the best stress management measures that can help effectiveness and efficiency in employees' performance.

Broadly, the main goal is to determine how stress management affects employees' performance at Purechem Industries Limited. In a similar spirit, the study determined the effect of physical responses on employees' performance, identified the effect of psychological responses on employees' performance and finally examined the effect of behavioral responses on employees' performance.

## Methodology

### Research Design

The current study's research design was survey-based. This strategy works for the current study since it

## Presentation of Result

**Table 1: Reliability Statistic**

Cronbach's Alpha	N of Items
.886	5

Source: Field Survey, October 2022

### Testing of Hypotheses

Regression analysis was performed to test the set of assumptions. Employee performance served as the dependent variable in this study, while the following independent variables were related to stress management: physical responses, psychological responses, and behavioral responses.

Where;

makes it possible for the researcher to gather and validate data.

### Scope of the Study

The investigation into the connection between stress management and employee performance at Purechem Industries Limited in Onigbedu, Ogun State, Nigeria, was the main goal of the study. The researcher chose 108 workers from the study area in order to meet this goal, and a structured questionnaire was employed as the research tool.

### Research Instrument

The research tool for the study was a structured questionnaire. A and B were the two sections of the questionnaire. Only demographic information about the respondents was intended to be collected in Section A, whilst Section B concentrated on the variables taken into account for the study.

### Validity and Reliability

The questionnaire was approved by subject-matter specialists as well as the researcher's peers who had the opportunity to evaluate the research tool. The next section displays the reliability test's outcomes, which were determined using the Cronbach Alpha test.

PR rep Physical Responses  
 SR rep Psychological Responses  
 BR rep Behavioral Response  
 EP rep Employees' Performance

### Hypothesis One

H<sub>0</sub>: Physical responses have no significant effect on employees' performance.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 <sup>a</sup>	.940	.940	.53397

a. Predictors: (Constant), PR

The model summary results in table 2 demonstrate how employees' physical reactions affect their performance. Physical responses and employee performance are strongly positively correlated with one another, as indicated by the correlation coefficient

of 0.970. According to the R-squared value of 0.940 and the modified R-squared of 0.940, physical reactions account for around 94 percent of changes in an employee's performance.

**Table 3: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	634.172	1	634.172	2224.181	.000 <sup>b</sup>
	Residual	40.488	106	.285		
	Total	674.660	107			

a. Dependent Variable: EP

b. Predictors: (Constant), PR

Table 3's ANOVA table result, however, evaluates the null hypothesis to see if it is statistically significant. If the P value is less than 0.05, the null hypothesis is disproved. As a result, the null hypothesis should be rejected and the alternative

hypothesis should be accepted because the model in this table is statistically significant (sig=.000). This suggests that employees' performance is significantly impacted by their physical responses.

**Table 4: Co-efficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.776	.151		5.128	.000
	PR	.557	.012	.970	47.161	.000

a. Dependent Variable: EP

Furthermore, table 4 demonstrates how the model's variables predict the behavior of the dependent variable. The table showed that employees' performance is significantly impacted by their physical reactions. The standardized coefficient of

0.970 for the aforementioned variables shows that physical reactions have a significant impact on employees' performance. It shows that a change in bodily responses of one standard deviation results in 97% changes in employees' performance. The

findings led to the conclusion that physical reactions significantly affect employees' performance.

### Hypothesis Two

H<sub>0</sub>: Psychological responses have no significant effect on employees' performance

**Table 5: Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.903 <sup>a</sup>	.815	.814	2.28325

a. Predictors: (Constant), SR

Table 5's model summary result demonstrates how psychological reactions affect workers' productivity. The strong positive linear association between psychological responses and workers' performance is demonstrated by the correlation coefficient of 0.903

The R-squared value of 0.815 and the corrected R-squared value of 0.814 demonstrate that psychological factors account for around 81 percent of the variability in employees' performance.

**Table 6: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8748.272	1	8748.272	1678.090	.000 <sup>b</sup>
	Residual	1991.455	106	5.213		
	Total	10739.727	107			

a. Dependent Variable: EP

b. Predictors: (Constant), SR

Table 6's ANOVA table result, however, evaluates the null hypothesis to see if it is statistically significant. If the P value is less than 0.05, the null hypothesis is disproved. As a result, the null hypothesis should be rejected and the alternative hypothesis should be

accepted because the model in this table is statistically significant (sig=.000). This suggests that psychological reactions have a significant impact on employees performance.

**Table 7: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.341	.162		2.109	.000
	SR	.502	.013	.956	38.745	.000

a. Dependent Variable: EP

Furthermore, table 7 demonstrates how the model's variables can be used to anticipate how the dependent variable will behave. The table showed that psychological reactions have a big impact on how well employees perform. The standardized coefficient of 0.956 for the aforementioned variables shows that psychological reactions have a significant impact on

employees' performance. It shows that variations in psychological responses by one standard deviation translate into 96% changes in employees' output. The findings led to the conclusion that psychological reactions have a significant impact on employees' performance.

### Hypothesis Three

H<sub>0</sub>: Behavioral responses have no significant effect on employees' performance.

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 <sup>a</sup>	.940	.940	.53397

a. Predictors: (Constant), BR

Table 8's model summary result demonstrates how behavioral responses affect workers' productivity. The strong positive linear association between behavioral responses and employees' performance is demonstrated by the correlation coefficient of 0.970.

According to the R-squared value of 0.940 and the modified R-squared value of 0.940, behavioral reactions account for around 94 percent of the variability in employees' performance.

**Table 9: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	634.172	1	634.172	2224.181	.000 <sup>b</sup>
	Residual	40.488	106	.285		
	Total	674.660	107			

a. Dependent Variable: EP

b. Predictors: (Constant), BR

Table 9's ANOVA table result, however, evaluates the null hypothesis to see if it is statistically significant. If the P value is less than 0.05, the null hypothesis is disproved. As a result, the null hypothesis should be rejected and the alternative hypothesis should be

accepted because the model in this table is statistically significant (sig=.000). This suggests that behavioral responses have a significant impact on employees' performance.

**Table 10: Co-efficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	.776	.151		5.12	.00
					8	0
	BR	.557	.012	.970	47.161	.000

**a. Dependent Variable: EP**

Furthermore, table 10 illustrates how the model's variables forecast the behavior of the dependent variable. The table showed that behavioral responses have a big impact on how well employees perform. The standardized coefficient of 0.970 for the aforementioned variables shows that behavioral responses have a significant impact on employees' performance. It shows that a change in behavioral responses of one standard deviation results in 97% changes in employee performance. The findings led to the conclusion that behavioral responses have a significant on employees' performance.

**Conclusion and Recommendations**

**Conclusion**

The main cause of many problems that employees face at work is stress; since stress cannot be eradicated, it must be managed to guarantee that the workforce is productive and successful. Organizations' most valuable assets are their employees. The only way to achieve competitive advantages is through extensive and distinctive employee use. Employees who are stressed out are less productive. As a result, managers can consider this study when creating an organizational structure, designing jobs, and even allocating tasks in order to reduce workload, improve bad communication, and simultaneously manage stressors to improve employees' performance. The management is tasked with making sure that the workplace is comfortable for employees to work in, both physically and psychologically. How well the workplace is structured affects how well employees can adapt to it. Employee stress levels will decrease in a well-organized work environment, which will also boost their effectiveness and efficiency. The study looked at stress management and how well employees performed, to identify the impact of physical, psychological, and behavioral responses on

employees' performance as well as the relationship between stress management and these three variables. The reliability and validity test indicated that the data obtained was consistent and reliable, and linear regression analysis was used to evaluate the data. For the technique, the use of 5 Likert scale-structured questionnaires as the primary source of data was selected. Results indicate that physical, psychological and behavioral responses affect employees' performance. The results support the conclusion that stress management has a major impact on employees' performance.

**Recommendations**

Following the findings of this study, some recommendations to enhance employees' performance in Purechem Industries Limited, Ogun State are that; Organizations should make sure that their workplace is in good condition (physically, psychologically, and behaviorally), jobs are made to accommodate people, and flexible work regulations are in place. Tasks and jobs should be created by management in a way that will increase effectiveness and efficiency to boost employees' performance. Flexible work arrangements should be implemented into the organization's human resource management strategies, policies, and strategy.

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