

THE EFFECTS OF WORK STRESS ON EMPLOYEES PERFORMANCE IN THE COMMERCIAL BANKING SECTOR IN NIGERIA

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Abstract

This study examined the effect of job stress on employee's performance in the Commercial Banking Sector Nigeria. It was carried out to investigate the effect of work stress on employee performance in some sampled commercial banks in Nigeria. The population of the study is made up of four sampled commercial banks in Nigeria. The banks include: Access bank Plc, First Bank of Nigeria Plc, Fidelity Bank Plc and Zenith Bank Plc. Result indicated that there is a strong positive correlation between strategies adapted to control and reduce stress and employees performance. The data presented and analyzed were based on findings from the questionnaire distributed to the employees of the four banks. The researchers distributed 250 copies of the questionnaire to the respondents. Out of the 250 copies of the questionnaire distributed, 212 were properly filled and found relevant for the study, while the remaining 38 copies of the questionnaire were either not properly filled or misplaced by the respondents. This shows a response rate of 85 percent. Likert-type items on a five point scale and open-ended questions were employed to measure the perceptions of the respondents on the effects of stress on employee performance in some sampled banking sector in Nigeria. Data obtained are presented using the tabular format, and analyzed using percentage method. From the analyzed data, chi-square statistical technique was used to test the hypotheses. The study concluded that workplace stress among employees must be handled with utmost seriousness if productivity of the organization is to be increased at any point in time since only healthy workers can contribute maximally to the growth and development of the work organization. The study recommended that the management of Nigerian Commercial Banking Industry as a matter of necessity should contrive a new method of job allocation to employees in order to prevent workload. The study recommended that banking sector should ensure that there are regular workshops and conferences on stress management among workers in the Nigerian banking sector.

Key Words: Work Stress, Employees Performance, Commercial Banking sector, in Nigeria

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 (Creswell, 2019). Stress is a complex and dynamic concept. Undesirable level of stress affects overall performance of the organization. Therefore, in order to get the work done effectively, the organization or manager should properly manage the level of stress. To achieve this organizational objective, all the factors which influence stress should be properly identified and measured. Job stress has a vital importance and has become a

key challenge for the organisations because of its strapping impact on the performance of an individual as well as the organisation. Employees serve as assets for an organization, but when they are stressed, undesirable circumstances such as increased absenteeism; low productivity, low motivation and usually legal financial damages (which eventually effect the employee work behavior and leads him/her towards the counter-productive work behavior) emerge. Stress in banks affects both the individual and the organization (e.g. increased turnover rates). Individuals can be affected at the physiological, affective, and behavioral levels, and in their leisure time and family life. Stress affects individuals and organizations within different time frames (Ahmed & Ramzan. 2018).

There have been so many academic articles written regarding job related stress to the extent that one can come to conclusion that, everyone everywhere especially within a job setting is depressed and demoralized. With the existence of stress in almost all banking sectors, management is uncertain to take up appropriate measures to address them (Dyck, 2015). An employee quality of life can be affected by a couple of job stress factors which can make an assigned task difficult and stressful for the employee to accomplish no matter the environment. In the field of business and management studies, workplace stress has taken center stage in research as the costs to organizations and employees is very high, the performance of the entire organization would be at stake (Ahmad & Ezane, 2012).

Trivette (2022) buttress that stress can be considered as an unpleasant emotional situation that we experience when requirements work-related or not cannot be counter-balanced with our ability to resolve them. This results in emotional changes as a reaction to this danger. It stems from the relationship between a person and his environment, and it appears as pressure that is subjective because the same stress can affect one person but not another. When an employee can manage the pressures of the job and the possibility to complete a task is substantial, then stress can work as a motivating factor. Distress results in negative effects on workers' health and performance. Employee performance is adversely affected by workplace stress. This in turn reduces the effectiveness of the employees and organization. Work stress, also known as hazard in a traditional working environment, is recognized worldwide as a major challenge to workers' health and the healthiness of their organization. Stress can be brought about by pressures at home and work. Employers of labour in Nigeria do not protect their workers from stress arising outside and within the work place. Organizations as well as their workers have been facing hardship for some time, considering that employers of labour are not adhering to the international labour organizations protocol which posit that employers of labour should initiate a stress management policy that will not only enhance the effectiveness and productivity of their organizations but will boost their morale at work and make them healthier (Van Galen & Van Huygevoort, 2020).

Statement of the problem

Many organizations, especially banks in the world are witnessing an alarming increase of the negative effects of stress on employee productivity. Most organizations with the aim of attaining higher productivity end up saddling employees with overload of work in order to meet deadline, and this may have psychological and physical effects on the employees. This may result in something contrary to what the bank wants to achieve (Wickens & Dixon, 2017). Empirically, the relationship between stress and employee productivity have not been resolved.

Ahmad and Ezane (2012) revealed that for most organizations to attain higher productivity end up saddling employees with an overload of work to meet deadlines and this might have psychological and physical effects on the employees which may result in something contrary to what these organizations want to achieve. Although some banks are paying more attention than in the past to the consequences of the trauma their employees go through when they place extraordinary demands on them, there is still more room for improvement. Again, to generate enough revenue to be self-sustaining and to be able to fund the acquisition of modern equipment meant efficient service provision and optimal employment of resources (Raitano & Kleiner, 2019).

For this reason, there has been the need for a continuous change in management strategies and administration, 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 increase 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. Stress could generate from factors that are internal and external to the organization. Even when the organization tries to create an atmosphere of industrial peace and harmony so that production can go with minimum conflict, there seems to be no Nigerian banking sector that is stress free. The physical and psychological demands of workers at Nigerian banking sector make them vulnerable to high levels of stress (Wickens & Dixon, 2017).

Objectives of the study

The general objective of the study is to examine the effects of job stress on employees' performance in commercial banking sector in Nigeria.

The following are the specific objectives:

- i. To determine the causes of job Stress on Employees Performance in the commercial Banking Sector in Nigeria
- ii To examine the relationship between job stress and employees' performance in the commercial Banking Sector in Nigeria.

Research questions

The following questions guided the study:

- i. What are the causes of job Stress on Employees Performance in the commercial Banking Sector in Nigeria?
- ii. Is there any relationship between job stress and employees' performance in the commercial Banking Sector in Nigeria?

Research hypotheses

H₀₁: There is no effect of stress on workers performance in the commercial Banking Sector in Nigeria

H₀₂: There is no relationship between job stress and employees' performance in the commercial Banking Sector in Nigeria.

Literature Review

Conceptual Framework

Work stress is defined as the interaction between the person and the sources of stress within their workplace, it become stress when demand exceeds from resources. From previous researchers found that work stress arises when demand that exceeds on her/his and physiological balance. Internal attitude of individual or his environment but it is the interaction between them, also can call as ongoing transaction, the relationship of person and surrounding. In every organization and all level of workers an average level of stress is to find which mostly give effect on employee's job performance. Employees have potency towards high level of stress regarding working hour, longer hours which reduce employees urge to perform (Greenberg, 2019).

The term stress was first employed in a biological context by the endocrinologist Hans Selye in the 1930s. He later broadened and popularized the concept to include inappropriate physiological response to any demand. In his usage stress refers to a condition and the stressor to the stimulus causing it. It covers a wide range of phenomenon from mild irritation to drastic dysfunction that may cause severe health breakdown. 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 (Wallace, 2021).

Stress is any adjusted demand on an individual caused by physical, emotional or mental factors that requires coping behavior. Also, Wallace (2021) describes stress as a negative emotional experience accompanied by predictable biochemical, physiological, cognitive and behavioral changes that are directed either toward altering the events or accommodating its effects. Again, Stress is a wide collection of physical and psychological symptoms that results from difficulties experienced by an individual while attempting to adapt to an environment. This means the potential for stress exists when an environmental situation presents a demand threatening to exceed a person's capabilities and resources (Van Galen & Van Huygevoort, 2020).

Stressors in the Workplace

It is generally accepted that untreated workplace stress is associated with increased levels of employee absenteeism and turnover, decreased levels of productivity as well as lost workdays due to disability or sick leave. According to Greenberg and Baron (2019), the negative effects of stress included reduced efficiency, decreased capacity to perform dampened initiative and reduced interest in working, increased rigidity of thought, a lack of concern for the organization and colleagues, and a lack of responsibility (Mills, 2019). According to a study conducted by the American Institute of Stress in 2008, an estimated one million people miss work daily as a result of stress. According to the Institute, the annual tab for all these lost hours due to absenteeism; reduced productivity; turnover; and medical, legal, and insurance costs comes to \$300 billion or \$7,500 per worker. In addition, the number of legal cases against employers related to employees experiencing work stress has been on the increase. In the first case in the banking industry, in Nigeria (Smith, 2020).

Nature of Stress

Stress is a complex phenomenon because it is not tangible so it cannot be overtly touched. Stress is caused by stressors, which are events that create a state of disequilibrium within an individual. These author also stated that the cost of too much stress on individuals, organizations, and society is high. Many employees may suffer from anxiety disorders or stress-related illnesses. In terms of days lost on the job, it is estimated that each affected employee loses about days a year because of stress anxiety or depression.

According to Cooper and Palmer (2019), for thousands of years, the bodies of cavemen/women were primed to deal with the harsh rigors of their environment. In the face of danger a rush of adrenaline would prepare cave dwellers to either fight or run for their lives. In the face of adversity, muscles and nerves were charged for sudden movement, heart rates would increase, and blood would course through the veins with sugar released into the blood stream.

The flight or fight response would ready them for action: powerful hormones epinephrine and nor epinephrine, released by the adrenal glands, endowed humans with enhanced alertness, strength and energy. Thousands of years later humans live in the same bodies and possess the same human brains but in a world with completely different stressors and hassles. While few humans may face danger from wild animals and unsuccessful hunting, urban life is equally demanding. The urban environment is rife with stressors (such as pollution, noise, violence, traffic) that stimulate the nervous system into a flight or fight response but it is only in rare instances that an aggressive or vigorous physical response is appropriate.

Cooper and Palmer (2019) viewed stress as anything that upsets people's ability to maintain critical variables (which can be social, psychological, spiritual or biological in nature) within acceptable limits. The experience of stress involves an event that is demanding or resources as well as the subjective feeling of distress experienced in its face. An event could be experienced as stressful if people appraised (evaluated) it as distressing. Whether an event is experienced as stressful depends on a person's psychosocial orientation with things like culture, spirituality, values, beliefs and past experiences.

Different effects of stress:

- i. **Subjective effects:** stress leads to anxiety, depression, frustration, fatigue and low self-esteem.
- ii. **Behavioral effects:** stress leads to accident proneness, substance abuse, impaired speech, restlessness and forgetfulness.
- iii. **Cognitive effects:** stress affects our thought process, leading to a difficulty or fear of making decisions, forgetfulness, hypersensitivity, mental blocks and difficulty concentrating or thinking clearly. This may be intensified by substance abuse.
- iv. **Physiological responses:** begin in the brain and spread to organs throughout the body. Catecholamine from the adrenaline medulla causes the kidneys to raise blood pressure and the liver to release sugar into the blood pressure and the liver to release sugar into the blood stream. The pituitary gland stimulates the release of corticosteroids, which helps to resist stress but, if in the system for a prolonged period of time, suppresses the immune system. These responses are adaptive for dealing with stress in the form of "fight or flight" but this response is rarely useful in

urban work, instead the accumulation of stress products in the body is immune-suppressive playing a part in degenerative processes and disease.

v. **Effects on health:** prolonged exposure to stress has profound and detrimental effects on health. Among possible complications stress may exacerbate or play a role in causing ailments like asthma, amenorrhea, coronary heart disease, chest pains, diarrhea, dyspepsia, headaches, migraines, diabetes mellitus, ulcers and decreased libido. In a world where AIDS is frighteningly prevalent people need to be aware that stress is immune-suppressive. HIV breaks down a person's immune system, which leaves them vulnerable to potentially fatal infections and diseases.

Types of Stress

There are four different types of stress and they are explained as follows

Chronic Stress

This type of stress is described as a type of stress with unrelenting demands and pressures for seemingly interminable periods. Chronic stress is the type that wears the individual down day after day and year after year with no visible escape. It grinds away at both the emotional and health of the individual leading to breakdown and even death.

Acute Stress

This type of stress is the most common and most recognizable form of stress. It is the kind of stress which the individual knows exactly why he is stressed; he was just in a car accident; the school nurse just called him, a bear just ambled onto his campsite. It can also be something scary but thrilling, such as a parachute jump. Normally, the body rest when these stressful events cease and life gets back to normal because the effects are short-term. Acute stress usually does not cause severe or permanent damage to the body.

Traumatic Stress

It is a severe stress reaction that results from a catastrophic event or intense experience such as a natural disaster, sexual assault, life-threatening accident, or participation in a combat. Here, after the initial shock and emotional fallout, many trauma victims gradually begin to recover. But for some people, the psychological and physical symptoms triggered by the trauma do not go away, the body does not return to equilibrium, and life does not return to normal. This condition is known as post trauma stress disorder. Common symptoms of this type of stress are flashbacks or nightmares about the trauma, avoidance of places and things associated with the trauma, hyper vigilance for signs of danger and irritability.

Episodic Acute Stress

She went further to explain episodic acute stress as where the individual experiencing this type of stress lives are very chaotic, out of control and they always seem to be facing multiple stressful situation. They are always in a rush, always late, always taking on too many projects, handling too many demands. Those who are prone to this type of stress include "Type A" personality types. If an individual is prone to episodic acute stress, he may not know it or admit it. He may be wedded to a life style that promotes stress. Unfortunately, people with episodic acute stress may find it so habitual that they resist changing their lifestyle until they experience severe physical symptoms.

Causes of stress at work

Cooper and Palmer (2019) identified five major causes of work stress as: factors intrinsic to the job, role in the organization, relationships at work, career development and organizational structure and climate.

Poor working conditions

This talks about the physical surrounding of the job which include high level of noise, high or low lighting, fumes, heat, poor ventilation systems, smells and all the stimuli which bombard a worker's senses and can affect his moods and overall mental state. Also, the physical design of the workplace comes under poor working condition. If an office is poorly designed, with personnel who require frequent contact spread throughout, it creates poor communication networks and develops in poor working relationships which can cause stress to employees.

Shift work

This is where workers have jobs which require them to work in shifts, some of which involves working staggered hours, which affects a worker's blood temperature, metabolic rate, blood sugar levels, mental efficiency, sleep patterns, resulting in hypertension, mild diabetes and peptic ulcers.

Long hours

The long working hours required by many jobs appear to take a toll on employees' health and also making them suffer a high rate of stress. This means many individual workers and some medics who may have no sleep for thirty-six (36) hours or more may find that both their quality of work and they themselves suffer.

Risk and danger

A job which involves more risk and danger put employees in higher stress level. This is because when an employee is constantly aware of potential danger and he is prepared to react immediately, this results in rush, respiration changes and muscles tension which are all seen as potentially threatening for long-term health.

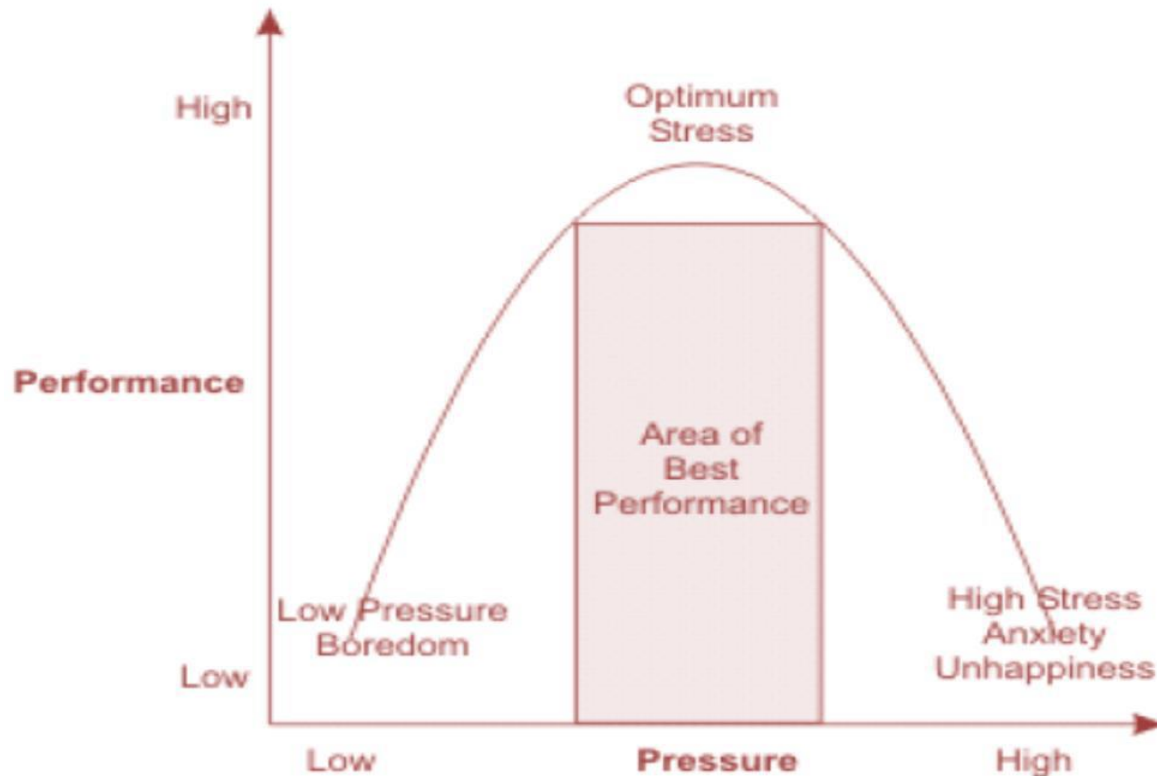
New technology

The introduction of new technology into the work environment has required workers to adapt continually to new equipment, systems, and ways of working. Thus leading to a great source of pressure at work on the worker. For instance, a boss trained in the latest methods may be extra burden for an employee trained in the old ways and this may increase his stress level.

Relationship between Work Stress and Employee Performance

In most work and job situations, stress responses cause performance to suffer. A calm, rational, controlled and sensitive approach is usually called for in dealing with most difficult thoughts compete with performance of the task for employee's intentional capacity and therefore, concentration suffers, and focus narrows as their brains become overloaded. As shown in the figure, this is something of a slippery slope: the more the brain is overloaded, the more employees' performance can suffer.

Michigan Model, Stress: Lazarus Theory, 1993



The Inverted-U relationship between pressure and performance

Theoretical Review

The study was based on the Michigan Model, Stress: Lazarus Theory,

Psychological Stress: Lazarus Theory

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. 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'. 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 conflict and ambiguity on employee performance in Some Selected Banks in Nigeria.

Griffiths Model, created a framework that helps in evaluating the procedures of dealing with stressful situations. It is depended on the impact of an external stressor (Lazarus, 1993). This model focuses on the structural characteristics of the stress process, i.e. which stressors are likely

to lead to which outcomes in which populations, however transactional views are cognitive, and focus on the dynamic relationship that occurs between individuals and their environment in terms of mental and emotional processes. This model studies more on cognitive approaches as opposed to G.A.S.- Seyles, it is also considered as one of the most dynamic model that is able to cater on individual differences and detects other alternative (Clark, 2019).

Empirical Review

There are several studies that reports factors which cause stress among employees in the organization. However, recent years have been called as the age of anxiety and stress. Horwitz et al., (2020) examined effect of stress on work performance using quantitative field study on Qatari banking Sector. The cross-sectional method was adopted and inferential statistics, Spearman Correlation was used in testing hypotheses A sample (n=124) was randomly selected from the Qatari Banking Sector and various statistical analyses were performed on this data. The analysis has shown that the unclear role given to the employees and the workload has a direct relationship with work stress. One of the main findings is that work stress has a negative impact on employee performance. Also, the employees' level of stress perception is influenced by their job title. The findings of this study confirm that poor working conditions, role ambiguity, workload, and family problems act as a full mediating variable in the relationship between stress and job performance in the Qatari banking sector sample.

Xhevdet and Wallace (2021) in their study examined the relationship between job stress and job performance on bank employees of banking sector in Pakistan. The results of their study showed that job stress significantly reduced the performance of an individual and also suggested that organizations should facilitate a supportive culture within the working atmosphere of the organization. They investigated the impact of job stress on employee productivity and commitment among academic staff of Nigerian universities. The scope of the study was centered on all universities in Nigeria. A field study was conducted with questionnaire as the primary data collection instrument. Data were analyzed using chi-square. The results showed an impact of job stress on the productivity of employees. Also, there is an impact of job stress on employees' commitment. A higher level of stress without managerial concern for solution results in reduced employee performance, staking of organizational reputation and loss of skilled employees. The findings showed that motivating and satisfying workers produce quality work resulting to positive work performance.

Bickford (2015) examined the impact of job stress on employee job satisfaction using Nursing Sector of DHQ Hospital of Okara. A descriptive research design was adopted. The study used quantitative research and data were collected through a survey (questionnaire). The sample size consisted of 100 nurses of DHQ Hospital of Okara. Data were analyzed using regression and correlation analysis. The result showed that there was a positive relationship between job stress and employee job satisfaction that is shown by positive values. He also carried out a study to examine different effective techniques of managing stress as perceived by workers in Rock Chemicals Fillers (Private) Limited; a Manufacturing Company in Zimbabwe. The research was a case study. It adopted both qualitative and quantitative research methods with the target population being employees at the manufacturing company and a sample of 35 participants were selected using the convenience sampling technique. Questionnaire and an interview guide

constituted the research instruments. Findings showed that workers concurred with the concept of counseling, body exercise and sport as techniques for managing stress at the workplace.

Okeke et al. (2016) examined the effect of stress on employee performance in the Nigerian banking industry. The study adopted a survey research method. The population of study constituted five selected banks in Awka metropolis. Purposive sampling method was used to select a total of 250 employees. The data used were generated using a 5-point Likert scale questionnaire and were analyzed using simple percentage analysis while the hypotheses formulated were tested using chi-square and Statistical technique. The study revealed that workload pressure has a significant effect on employee productivity. Also revealed was that stress hinders the effective performance of the employees.

Indhu and Thirumakkal (2015) conducted their study to find out the relationship between organizational climate and job stress with job performance. They concluded that there was a moderate level of relationship whereby the relationship between organizational climate and job performance was positive while the relationship between job stress and job performance was negative. This shows that an increase in organisational climate will improve job performance and the increase in job stress will decrease the job performance.

Qadoos et al. (2015) examined the influence of job stress on employee performance in Pakistan. Data were collected through questionnaire distributed among the customers of telecommunication service providers in Pakistan. The said copies of self-administered questionnaire were distributed and 200 were completed and received given a response rate of 80%. Nonprobability sampling techniques were used for the selection of the sample. Pearson product moment correlation and regression analysis were used in data analysis. The finding showed that there is a positive moderate relationship existing between job stress and employees performance.

According to Khalatbari and Ghorbanshiroudi (2017), there are different causes of job stress prevailing in an employee's everyday life like workload, job security, autonomy, role conflicts, and low salaries. In the present paper, the major factors considered are workload, and job security. The paper investigates the causes of job stress related factors, workload, job security, and work shift on employees' job performance. An attempt was made to bring out the job stress mitigating strategies that can be followed by employees and the employers to overcome their job stress and to improve their performance. The management can take necessary steps to control the job stress levels of employees hence increase their job performance. They may provide counseling, meditation programmers, and incentives, which improve the performance of the employees in the long run

Xhevdet and Wallace (2021) examined the impact of stress on teachers' performance as an important factor in the increase in educational quality. In the correlation study, 80 teachers were randomly selected from Tirana. The study found stress as a very dangerous potential risk of people. As it is known, stress is one of the most inflectional factors of a lot of different problems and disease, but also a factor which determines the success or failure of an organization. As a very negative factor, it is responsible for workers' passivity at work, and as a consequence

diminishes their performance and productivity. Factors such as demands, check, relationship, change, role and support are potential factors for stress at work (McGrath, 2016).

Methodology

This study examined the effect of job stress on employee's performance in the Nigerian Banking Sector using some selected banks. The study used survey research design; it used quantitative design and applied mono method which brought about our numerical data generated from questionnaire administered. It sought information from respondents on the four selected commercial banks in Nigeria. The population of the study is made up of four selected commercial banks in Nigeria. The banks include: Access bank Plc, First Bank of Nigeria Plc, Fidelity Bank Plc and Zenith Bank Plc. The researchers distributed 250 copies of the questionnaire to the respondents. Out of the 250 copies of the questionnaire distributed, 212 were properly filled and found relevant for the study, while the remaining 38 copies of the questionnaire were either not properly filled or misplaced by the respondents. The data presented and analyzed is based on findings from the questionnaire distributed. This shows a response rate of 85 percent. Likert-type items on a five point scale and open-ended questions were employed to measure the perceptions of the respondents on the effects of stress on employee productivity. Data obtained are presented using the tabular format, and analyzed using percentage method. From the analyzed data, chi-square statistical technique was used to test the hypotheses.

In testing this hypothesis, responses

Computation of Expected Frequencies

$$Fe = RT \times CT$$

GT

Where Fe = Expected Frequency

RT = Row Total

CT = Column Total

GT = Grand Total

The figures in brackets are the expected frequencies for each of the options.

Exploratory Factor Analysis for Independent Latent Constructs

The independent latent constructs in the model consist of individual level stress (ILS), group level stress (GLS), Organizational level stress (OLS), and extra-organizational level stress (ELT), The specifications for the analysis of exploratory factor analysis were conducted. The correlation matrix showing the interconnectivity amongst indicators revealed a discriminant coefficient of $0.11 > 0.1$ showing that the assumption of multi-collinearity is admissible implying questions were unique and did not explain each other.

Source: SPSS Output

The assumptions of sampling adequacy and inter-correlation were also tested. The Kaiser-Meyer-Olkin measure of sampling adequacy ($KMO = 0.597 > 0.5$) and the Bartlett's Test of Sphericity with Approx. Chi-Square ($X^2 = 208.525$), Degree of Freedom ($DF = 55$) and P-Value ($sig = 0.00 < 0.05$) both revealed adequacy of the sample size and the existence of at least 1 significant correlation in the data set as shown in the table below.

Table 6.KMO and Bartlett's

TestKaiser-Meyer-Olkin Measure of Sampling Adequacy.	.597		
Bartlett's Test of Sphericity	Approx. Square	Chi-	208.525
Df	55		
Sig.	.000		

Discussions and Conclusion

This study was carried out with the objective of establishing the factors that causes work place stress, investigating the effect of stress on employees' performance and examining the effectiveness of stress management strategies at Access bank Plc, First Bank of Nigeria Plc, Fidelity Bank Plc and Zenith Bank Plc. Relevant models with respect to employee performance and stress were examined and a research problem was formulated. Available literature with respect to employee stress and its impact on employee performance was scrutinized. The results of this study show that organizational level stress and group level stress as a mediating variable between individual level stress and the work performance of Access bank Plc, First Bank of Nigeria Plc, Fidelity Bank Plc and Zenith Bank Plc. Staff have a positive statistical significant effect on the performance of some selected banks staff. This can be seen (harmonized test of hypotheses) where the Value for the stated hypotheses are significant within a 99% confidence interval level. On the basis of the results obtained, it is concluded that stress has a significant effect on employee performance in some selected banks in Nigerian sectors and as a result has a negative effect on employees' performance and productivity. Therefore, it is strongly recommended that employers in the financial services sector should continually develop work stress management strategies such as developing a stress management policy in an attempt to reduce the high cost to the company associated with worker's stress.

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