



EFFECT OF JOB STRESS ON EMPLOYEES PERFORMANCE ON SELECTED GENERAL HOSPITAL IN NASARAWA STATE, NIGERIA.

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ABSTRACT

General hospital is expected to provide quality services to patients at the time that the services is seriously needed but this is often not achieved because the proportion of patients needing the services on a daily basis continues to increase and the available capacity to meet the challenges is grossly inadequate and the general hospital has employed several strategies for managing stress such as good working conditions, training, payment of salaries on time, delegation of authority, welfare package among others. In spite of all these accessing the services is still entangled with job stressors like

Introduction

Background to the Study

Stress refers to emotional problems such as anxiety, depression, low self-esteem, anger that interfere with employee performance in an organization. Job stress in a health sector is one of the universal challenges influencing medical and non-medical activities around the globe. It is a common disease that creates emotional disruption either physically or psychologically that jeopardize general activities in the hospital. Indeed, stress is beneficial to the organization if it is not excessive but if it is excessively and employees are struggling to cope with the situation then emotional problems might occur. Employees in any organization are essential assets to their organizations but stress is a common challenge that affects employee performance. The general activities in the hospital management are among the group of activities that face tremendous challenges due to antecedents of stress, medical doctors and nurses perform different job in their respective hospital depending on their department.

Job stress in a hospital management is increasingly becoming an essential issue due to the fact that employees have different opinion about it but medical doctors and nurses are subjected to high level of stress which can influence their performance. It can be a positive or negative challenge which depends on the employee perception about it and employees see it as a positive challenge if it improves their performance and yield significant satisfaction while, if it cannot yield any significant satisfaction it becomes a negative challenge. Robbins (2001) cited in Ehsan & Ali (2019) asserted that stress is a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what the individual desires and for which the outcome is perceived to be both uncertain and essential. Job stress is an outcome or response to certain



perception, anxiety and workload. The objective of the study is to investigate the effect of job stress on the employees' performance in selected general hospital in Nasarawa state, Nigeria. Survey method was used and data was collected using a well-structured questionnaire which was analyzed using Regression analysis to test the formulated hypotheses with a population of 2000 employees' and a sample of 333 respondents using Taro Yamane's simplified formulae. The results showed that government at all levels are not sincere to reduce the brain-drain which creates a lot of job stressors in selected general hospital in Nasarawa state, Nigeria. In light of these, the study recommended that government at all levels should be sincere and work hard to reduce brain-drain by adequately wooing medical professionals who are leaving the country to work also, encourage creativity and innovation to manage employee's perception, build recreational centre for relaxation and adequately equip it to alleviate the anxiety.

Keywords: Employee, job, performance, stress and stressor.

stimuli in the environment and it has become more apparent and leads to low morale of employees (Vijayan, 2017).

The quality of services offered in general hospitals varies significantly and every hospital has a unique role to play towards attainment of their goals. However, medical activities need to be performed judiciously in every hospital towards service quality while stressful experience that transpires in a medical doctor's or nurse's life can easily affect the performance. Aguinis (2009) cited in Addai, Amoako & Adu-Gyamfi (2017) asserted that performance is about behaviour or what employees do and not what employees produce or the outcomes of their work. Meneze (2006) cited in Ehsan and Ali (2019) asserted that performance is the employee's ability to produce work or goods and services according to the expected standards set by the employers or beyond the expected standards. Performance in a hospital as an institution has several variables that determine it and if the variables are critically solve it can improve the quality of services in the hospital with minimal stress. Consider for example, good and hygiene working environment, working experience, educational qualification, training, recreational centres, recognition, etc. can significantly improve performance of employees in the hospital.

Statement of the Research Problem

General hospital is expected to provide quality services to patients at the time that the services is seriously needed but this is often not achieved because the proportion of patients needing the services on a daily basis continues to increase and the available capacity to meet the challenges is grossly inadequate and the general hospital has employed several strategies for managing stress such as good working conditions, training, payment of salaries on time, delegation of authority, welfare package among others. In spite of all these accessing the services is still entangled with job stressors like perception, anxiety, workload, depression and low self-esteem.

Research Questions

Based on the statement of the research problem, the following questions are formulated to guide the study:

(i). What is the effect of perception on employees' performance in selected general hospital in Nasarawa state, Nigeria?



- (ii). What is the effect of anxiety on employees' performance in selected general hospital in Nasarawa state, Nigeria?
- (iii). What is the effect of workload on employees' performance in selected general hospital in Nasarawa state, Nigeria?

Objective of the Study

The objective of the study is to investigate the effect of job stress on the employees' performance in selected general hospital in Nasarawa state, Nigeria. Besides, the study seeks to attain the following specific objective which includes:

- (i). Assess the effect of perception on employees' performance in selected general hospital in Nasarawa state, Nigeria.
- (ii). Examine the effect of anxiety on employees' performance in selected general hospital in Nasarawa state, Nigeria.
- (iii). Determine the effect of workload on employees' performance in selected general hospital in Nasarawa state, Nigeria.

Statement of Hypotheses

The following hypotheses were developed and tested:

- H₀₁:** Perception has no significant effect on performance of employees' in selected general hospital in Nasarawa state, Nigeria.
- H₀₂:** Anxiety has no significant effect on performance of employees' in selected general hospital in Nasarawa state, Nigeria.
- H₀₃:** Workload has no significant effect on performance of employees' in selected general hospital in Nasarawa state, Nigeria.

Significance of the Study

The significance of this study in today's competitive environment cannot be overemphasized especially on the realization that most general hospital in Nigeria still have problem towards managing stress. It provides the management of general hospital with the causes of their inefficiencies, the type of facilities to provide, avoiding complications due to service delays, ensuring prompt attention to patients and finding improvement opportunity for various units in terms of making policy and budgeting decisions.

Scope of the Study

The study covered eight local governments in the three senatorial zones (Nasarawa South: Awe, Doma, Lafia. Nasarawa North: Akwanga, Wamba. Nasarawa West: Karu, Keffi, Nasarawa) respectively. The choice of these local governments was as a result of patients patronage, cost and modern facilities.

Literature Review

Conceptual Review

Stress is an integral part of our life that employee undergo as a result of the daily activities. Erimife (2020) asserted that stress at work is one of the major psychosocial risks at work. The work related stress that influences performance are caused by poor work design, lack of recognition and unfavourable working conditions. According to Kihara and Mugambi (2018) stress is a psychological and physical reaction to prolong internal environmental conditions in which individual's adaptive capabilities



are over extended. Ehsan and Ali (2019) asserted that stress is a universal element and individual in every walk of life have to face it. Job stress can interfere with academic activities in an institution either negatively or positively due to either external or internal factors. It can affect performance negatively if the external factors such as competitive life style of an employee, changes in technology, government policy, etc. allow dominating the entire job with a lot of pressure to work but does not come out with any significant outcome. However, performance can be productive if opportunities are created for employees to work and motivate them to come up with something good and unique through reduction of workload, recognizing the output of an employee and good conducive environment for work.

Symptoms and Effects of Stress

Blackwell (1998) asserted that the symptoms of stress can be grouped in to three namely: Behavioural, Psychological and Physiological symptoms. The behavioural symptoms have to do with the behaviour of an employee such as cigarette smoking, absent for work, etc. which affect performance of an employee. Psychological symptoms have to do with the mental health of an employee which can be threatened by stress and lead to poor performance of an employee. Physiological symptoms have to do with the changes in the metabolism of an employee which increases blood pressure.

Theoretical Framework

Different practices and experiences have resulted in the evolution of different theories and beliefs in order to mitigate job stress in an organization. Employees experience different stress in discharging their responsibilities such as acute stress, traumatic stress and chronic stress. A few related theories underpinnings from which the study is grounded is adopted as theoretical framework and these include Transactional Theory of Work-related Stress, Psychological Job Control Theory, Social-technical System Theory, Expectancy Theory and Technology Acceptance Model (TAM).

Transactional Theory of Work-related Stress

The transactional theory of work-related stress laid the foundation for managing stress between an individual and their environment. It asserted that stress is the direct product of a transaction that threaten the general wellbeing of the parties involves in the transaction. Also, it is associated with exposure to particular workplace scenarios. According to Lazarus et al. (2001) cited in Pezaro (2017) it is the appraisal of transaction that offers a causal pathway that may better express the nature of the underlying psychological and physiological mechanisms which underpin the overall process and experience of stress.

Psychological Job Control Theory

The psychological job control theory entailed that a job with high demands and low control will lead to stress. Therefore, an understanding of how an employee carryout organizational tasks with high demand job that require high control and what the job require to enhance performance can reduce stress significantly. Kihara and Mugambi (2018) opined that job control theory has the perceptions of job control over work hours and perceived job autonomy. Besides, employees that their job is highly demanding usually experience significant level of stress.

Social-technical System Theory

The social-technical system theory described a holistic approach to workplace; it recognizes the interaction between employees and technology in workplace. Also, if number of employees is less than



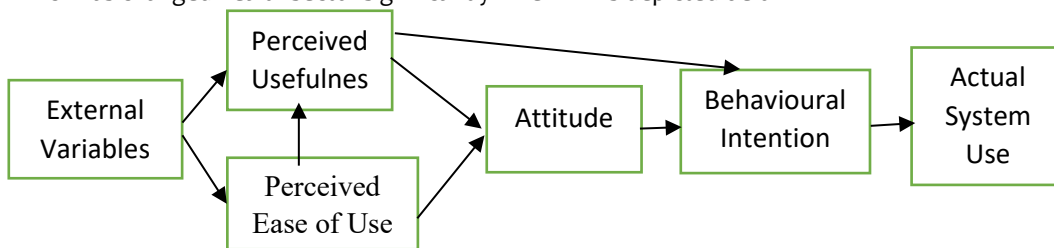
the require responsibilities in the organization then work overload may surface while, if the number of employees is more than the require responsibilities in the organization then high chance of resources to be scrambled may eventually emerge among the employees which can gradually create conflicts in the organization. According to Trist (1981) there are two compulsory and complementary subsystems that assist the organization to operate smoothly. The social and technical subsystems are complementing each other towards reduction of job stress however; the social subsystem involves the employees while technical subsystem involves the technical resources that assist employees to work.

Expectancy Theory

Expectancy theory was propounded by Victor Vroom in 1964. The theory stated that one’s effort will result in attainment of desired performance. Indeed, an individual will behave in a certain way because they are motivated. The implication of this theory is the fact that employees embraces creativity, innovation and utilize any opportunity to plan strategically towards goal attainment. Besides, an employee aims at improving effective and efficient performance through the available opportunities. The relevance of this theory is the expectation in the minds of every stakeholder in the general hospital with respect to managing stress to improve service quality significantly.

Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) laid the foundation on technological innovation on how individual comes to accept the innovations and use it to achieve their goals. Besides, using a particular technology enhance performance but depends on a number of factors influencing their decision. Davis (1989) opined that degree to which using a particular system would enhance performance depends on Perceived Usefulness (PU) while, Perceived Ease Of Use (PEOU) is the degree to which using a particular system would be free from effort. According to TAM, whenever an employee perceives an innovation in the technology the employee believed in a positive direction that the technology can perform. Besides, the PU has a constant effect on attitude while PEOU affects attitude. The relevance of this theory is the attitudes and intentions in the minds of decision makers with respect to managing stress which has changed health sector significantly. The TAM is depicted below:



Source: www.ischool.utexas.edu

Theoretical Framework for this Study

The transactional theory of work-related stress was adopted as the theoretical base for this study because it is the foundation for managing stress between an individual and their environment.

Empirical Review

Erimife (2020), carried out a study on stress and employees’ productivity in the University of Benin teaching Hospital with the objective to examine the effect of stress on employees’ productivity in the University of Benin teaching Hospital. Survey method was used and the study revealed that functional



stress has positive and significant effect on employee productivity while, dysfunctional stress has negative and significant effect on employees' productivity. One major shortcoming with Erimife (2020) as observed by this study was the used of quantitative approach to collect data from the selected employees' without justification.

Ehsan and Ali (2019), conducted a research on the impact of work stress on employee productivity with the objective to investigate the impact of work stress on employee productivity of banking staff in Faisalabad, Pakistan. Stratified random sampling technique was used to select fifty participants. Regression and correlation method was used to analyze the research hypotheses. The study revealed that there is significant relationship between work stress and employee's productivity in banking sector. It was recommended that the supervisors and managers need to explore the causes of the dissatisfaction of employees within the working environment. One major shortcoming with Ehsan and Ali (2019) as observed by this study was the used of stratified random sampling technique to select sample without justification, the policies to manage the stress in each organization cannot be generalized, this alone would not be sufficient and justifiable for a study of this magnitude. Consequently, it may be difficult to generalize these findings.

Kihara and Mugambi (2018), conducted a research on effect of stress management strategies on employees' performance in the public service with the objective to evaluate the influence of stress management strategies on employees' performance. Descriptive analysis and multiple linear regression model was used to study the relationship between stress management strategies and employees' performance with a population of seven hundred thousand respondents and a sample of four hundred. The study discovered that all variables studied indicated a significant effect on employees' performance of public service while, regression model indicated a positive relationship between employees' performance and the factor variables studies of relaxation techniques and counselling services. It was recommended that the management of the organization under study should create awareness to the employees to enable them be aware of utilization of stress management strategies available in the organization that can improve performance. One major shortcoming with Kihara and Mugambi (2018) as observed by this study was the methodology used to obtain the sample was not justified, the policies to manage the stress in each organization cannot be generalized, this alone would not be sufficient and justifiable for a study of this magnitude. Consequently, it may be difficult to generalize these findings.

Bala, Basit & Hassan (2017), conducted a research on impact of job stress on employee performance with the objective to analyze the impact of job stress on employee performance. The study used regression for the analysis of data with a population of 310 respondents. It was revealed that time pressure and role ambiguity have significant and negative influence on employee performance while workload and lack of motivation do not have any significant influence on employee performance. The study concluded that increasing time pressure and role ambiguity would reduce employee performance in all aspects. Managers and supervisors are strongly recommended to discuss the time allotment and task completion dates and duration of the task with their subordinates to avoid time pressure. One major shortcoming with Bala et al. (2017) as observed by this study was the methodology used to obtain the sample was not justified, the duration was not clearly specified and the policies to manage the stress in each sector cannot be generalized, this alone would not be sufficient and justifiable for a study of this magnitude. Consequently, it may be difficult to generalize these findings.

Addai, Amoako & Adu-Gyamfi (2017), conducted a research on the effect of work stress and its relationship with employee health with the objective to assess the effect of work stress and its relationship with employee health. A descriptive approach was employed with a population of forty



employees and a sample of thirty-six using Krejcie and Morgan formula. It was revealed that factors that bring about stress include lack of training to make work easier, work demands that outweigh abilities, working under poor working conditions, the risk factor associated with the work of employees, working under pressure from superior and dissatisfaction with job. The study concluded that can be managed ability to take mind off things, involvement in exercises, employee ability to understand their situation and talking over problems with colleagues at work. It was recommended that Sunyani West NHIS should invest in work stress which in return can pay huge dividends both in terms of reduced stress-related cost and increased job performance. One major shortcoming with Addai et al. (2017) as observed by this study was the methodology used to obtain the sample was not justified, the duration was not clearly specified and the policies of Sunyani West NHIS for managing stress cannot be generalized, this alone would not be sufficient and justifiable for a study of this magnitude. Consequently, it may be difficult to generalize these findings.

Vijayan (2017) conducted a research on impact of job stress on employees' performance in Aavin, Coimbatore with the objective to explore the major factors causing job stress and explains how it affects performance of the employees working using Aavin, Coimbatore. The study was based on quantitative approach with a descriptive research design and a sample of 100 respondents. The formulated hypotheses were tested using t-test, chi-square, correlation and regression analysis with the help of SPSS version 21. It was revealed that stress at workplace is the main cause of low productivity in an organization. In light of these, it was recommended that management should take necessary steps to control the job stress of employees to increase their performance. One major shortcoming with Vijayan (2017) as observed by this study was the methodology used to collect the data was not justified, the policy for managing job stress in Aavin, Coimbatore is not specified. Consequently, it may be difficult to generalize these findings.

Okeke, Echo & Oboreh (2016) conducted a research on effects of stress on employee productivity with the objective to examine the effect of stress on employee productivity in the Nigerian banking industry using five selected banks in Awka metropolis. The study adopted survey research method with a purposive sampling to select 250 employees. The data generated were analyzed using simple percentage and the formulated hypotheses were tested using chi-square statistical technique. It was revealed that workload pressure has significant effect on employee productivity and the study concluded that stress hinders effective performance of the employees. In light of these, it was recommended that remedial measures need to be taken by management to minimize the effect of job stress on permanent basis. One major shortcoming with Okeke et al. (2016) as observed by this study was the methodology used to collect the data cannot be generalized, the duration (time) is not vividly justified while, the organizational policy for managing stress differ and only five banks to represent the entire county is grossly inadequate this alone would not be sufficient and justifiable for a study of this magnitude. Consequently, it may be difficult to generalize these findings.

Ahmed and Ramzan (2013) carried out a study on effects of job stress on employees job performance with the aim of examine the relationship between job stress and job performance on bank employees in Pakistan. The study used a sample of 144 participants and data were obtained through close ended questionnaire. The formulated hypotheses were tested using regression and correlation analysis. The results of the study showed that there is a significant with negative correlation between job stress and job performance and the study concluded that job stress significantly reduces the performance of an individual. This study by Ahmed and Ramzan (2013) did not discuss the proportion and distribution of questionnaires to the different categories of participants nor was the employed distribution justified.



The study used 144 participants in the banking sector of Pakistan to represent the entire employees in Pakistan this is grossly inadequate for a study of this magnitude. Consequently, it may be difficult to generalize the findings.

Research Gap for the study

From the review of empirical studies, it was observed that several studies such as Erimife (2020), Ehsan & Ali (2019), Kihara and Mugambi (2018), Bala, Basit & Hassan (2017), Addai, Amoako & Adu-Gyamfi (2017), Vijayan (2017), Okeke, Echo & Oboreh (2016), Ahmed and Ramzan (2013) and many more have been carried out with similar or different objectives at similar or different locations and times using similar or different variables. It was observed that some studies concentrated on finding out the causes of stress while others focused on types of stress. It was discovered that no study focused on effect of job stress on employees’ performance on selected general hospital in Nasarawa state it is this gap that this study fills.

Methodology

This study adopted a survey method. The survey population of this research consists of selected employees’ of general hospital in Nasarawa state, Nigeria which comprises of three senatorial zones with thirteen local governments (Nasarawa South: Awe, Doma, Keana, Lafia and Obi. Nasarawa North: Akwanga, Nasarawa-Eggon and Wamba. Nasarawa West: Karu, Keffi, Kokona Nasarawa and Too) respectively. Indeed, a total of 2000 employees’ of all the three senatorial zones were selected randomly for this study. The choice of Nasarawa state was on the basis of their unique services. The primary instrument used for the collection of data for this study is the questionnaire administered to respondents.

The study sample was determined using Yamane’s (1967) simplified formulae. The Yamane (1967) formulae is given as: $n = N/1 + Ne^2$

Where: **n** = the calculated sample size, **N** = the population size, and **e** = the acceptable sampling error and the choice of 0.05 level of significance is purely and exclusive decision of researchers.

Thus, $n = \frac{2000}{1 + 2000(0.05)^2}$ $n = \frac{2000}{1 + 2000(0.0025)}$ $n = \frac{2000}{1 + 5}$ $n = \frac{2000}{6}$ $n = 333.3333$ $n \approx 333$ respondents

The regression model is:

$PER = \beta_0 + \beta_1PE + \mu_i$(i)

$PER = \beta_0 + \beta_1AN + \mu_i$(ii)

$PER = \beta_0 + \beta_1WO + \mu_i$(iii)

Whereas:

PER = Performance, PE = Perception, AN = Anxiety, WO = Workload, b_0 = Intercept or Constant, β = Slope of the regression line with respect to the independent variables, μ = error term and i denotes cross-sectional dimension.

Decision Rule

The null hypothesis is rejected if the P-value is less than or equal to the critical value. Also, the outputs show the coefficient of determination (R^2), which measures the proportion of the dependent variables that can be explained by the regression model. At the P-value of less than or equal to critical value the null hypothesis is rejected that there is a slope between the variables. The linear relationship exists when the P-value or significance level is less than or equal to the critical value.



Results and Discussion

This section contains the presentation and the analysis of data as well as the discussion of the findings. The administered copies of questionnaire were designed in line with the research questions, objectives and hypotheses in order to ascertain the relationship among the different adopted variables of job stressors and employee performance in Nasarawa state.

Table 1 Return Rate of Respondents

Responses	Questionnaire Administered	Questionnaire Not Returned	Questionnaire Returned	Percentage of Total Questionnaire Returned
Akwanga Loc. Govt.	42	6	36	12.2
Lafia Loc. Govt.	42	3	39	13.2
Doma Loc. Govt.	42	4	38	12.9
Karu Loc. Govt.	42	7	35	11.9
Keffi Loc. Govt.	42	6	36	12.2
Awe Loc. Govt.	41	5	36	12.2
Nasarawa Loc. Govt.	41	4	37	12.5
Wamba Loc. Govt.	41	3	38	12.9
Total	333	38	295	100

Source: Field Survey, 2023

The return rate of respondents on Table 1 displays the response rate on the numbers of questionnaires administered to each employee in the selected general hospital in Nasarawa state whom were the respondents for this study. It revealed that 42 questionnaires each were administered to employees of Akwanga local government, Lafia local government, Doma local government, Karu local government and Keffi local government and 41 questionnaires each were administered to employees of Awe local government, Nasarawa local government and Wamba local government respectively. Furthermore, 12.2%, 13.2%, 12.9%, 11.9% and 12.2% of the total questionnaires returned were from employees of Akwanga local government, Lafia local government, Doma local government, Karu local government and Keffi local government while, 12.2%, 12.5% and 12.9% were from employees of Awe local government, Nasarawa local government and Wamba local government. This table also shows that out of a total of 333 questionnaires administered, 295 representing 88.6% were retrieved and that is sufficient enough for the continuation of analysis.

Table 2:
Demographic Characteristics of Respondents

Variables	Respondents' Category	Freq.	Percentages
Gender	Male	178	60.3



	Female	117	39.7
	Total	295	100
Age	20-30 years	115	39.0
	31-40 years	72	24.4
	41-50 years	58	19.7
	51 years and above	50	16.9
	Total	295	100
Units	ANC	152	51.5
	A&E	79	26.8
	LAB	64	21.7
	Total	295	100

Source: *Field Survey, 2023*

Table 2 shows the demographic characteristics of the respondents of this study, 178 respondents representing 60.3% are male while 117 of them representing 39.7% are female. The responses showed preponderance of male more than female in the selected units. The age brackets of these respondents showed that 115 are between the ages of 20 – 30 years of age representing 39.0% while 72, representing 24.4% being between the ages of 31 and 40 years. 19.7% and 16.9% of the respondents are between the ages of 41 and 50 and above 51 years respectively. Further revelation by the table showed that 152 of these respondents representing 51.5% are from antenatal (ANC) unit. Besides, 79 of them representing 26.8% are from accident and emergency (A&E) unit. In addition, the table also revealed 64 or 21.7% are from laboratory (Lab) unit.

Test of Hypotheses

H₀: Perception has no significant effect on performance of employees' in selected general hospital in Nasarawa state, Nigeria.

Table 3:

Model Summary

Indicator	Coefficient
R	0.961
R ²	0.924
Adjusted R ²	0.923
Std. Error of the Estimate	0.421

Source: Field Survey, 2023

The regression results in Table 3 showed that the goodness of fit for the regression between performance and perception in the selected general hospital is adequate. The value of R= 0.961 represents simple correlation which shows the relationship between the variables also indicates a high degree of correlation while the value of R² = 0.924 represents the variables studied and other factors not studied in this work contribute to 7.6%. It shows that holding other factors constant 92.4% of the variances in performance is explained by the variations in perception. The value of adjusted R² = 0.923 represents the coefficient of determination that explains the variation in the dependent variable due to



changes in the independent variables. The value of standard error of estimate which is 0.421 represents the effect of the factors outside this study.

Table 4:
Analysis of ANOVA Variance

Indicator	Sum of Squares	Df	Mean Square	F	Sig.
Regression	532.795	1	532.795	3001.604	0.000
Residual	44.021	293	0.178		
Total	576.816	294			

Source: Field Survey, 2023

The ANOVA results in Table 4 revealed that the processed data had a significance level of 0.000 which shows that the data is optimal and the model is acceptable this was supported by F statistics of 3001.604 and reported probability was less than the conventional probability of 0.05 significance level is a clear indication that performance influenced perception in the selected general hospital.

Table 5:
Regression Coefficient Results

Variable	Beta	Std. Error	T	Sig.
Constant	0.079	0.046	1.719	0.087
PE	1.096	0.02	54.787	0.000

Source: Field Survey, 2023

The regression coefficient in Table 5 indicated that the relationship between performance and perception in the selected general hospital as depicted in the regression equation: $PER = 0.079 + 1.096PE$. It provides the constant value and the beta values for the factor variable studied. Indeed, there was a strong positive relationship between the study variables as indicated by a positive constant value of 0.079. The regression equation indicated a positive relationship between performances with a value of 1.096.

H₀₂: Anxiety has no significant effect on performance of employees' in selected general hospital in Nasarawa state, Nigeria.

Table 6:
Model Summary

Indicator	Coefficient
R	0.888
R ²	0.788
Adjusted R ²	0.787
Std. Error of the Estimate	0.673

Source: Field Survey, 2023

The regression results in Table 6 showed that the goodness of fit for the regression between performance and anxiety in the selected general hospital is adequate. The value of R= 0.888 represents simple correlation which shows the relationship between the variables also indicates a high degree of



correlation while the value of $R^2 = 0.788$ represents the variables studied and other factors not studied in this work contribute to 21.2%. It shows that holding other factors constant 78.8% of the variances in performance is explained by the variations in anxiety. The value of adjusted $R^2 = 0.787$ represents the coefficient of determination that explains the variation in the dependent variable due to changes in the independent variables. The value of standard error of estimate which is 0.673 represents the effect of the factors outside this study.

Table 7:
Analysis of ANOVA Variance

Indicator	Sum of Squares	Df	Mean Square	F	Sig.
Regression	416.810	1	416.810	921.009	0.000
Residual	112.234	293	0.453		
Total	529.044	294			

Source: Field Survey, 2023

The ANOVA results in Table 7 revealed that the processed data had a significance level of 0.000 which shows that the data is optimal and the model is acceptable this was supported by F statistics of 921.009 and reported probability was less than the conventional probability of 0.05 significance level is a clear indication that performance influenced anxiety in the selected general hospital.

Table 8:
Regression Coefficient Results

Variable	Beta	Std. Error	T	Sig.
Constant	0.505	0.072	7.017	0.000
AN	1.013	0.033	30.348	0.000

Source: Field Survey, 2023

The regression coefficient in Table 8 indicated that the relationship between performance and anxiety in the selected general hospital as depicted in the regression equation: $PER = 0.505 + 1.013AN$. It provides the constant value and the beta values for the factor variable studied. Indeed, there was a strong positive relationship between the study variables as indicated by a positive constant value of 0.505. The regression equation indicated a positive relationship between performances with a value of 1.013.

H_{03} : Workload has no significant effect on performance of employees' in selected general hospital in Nasarawa state, Nigeria.

Table 9:
Model Summary

Indicator	Coefficient
R	0.863
R ²	0.699
Adjusted R ²	0.698
Std. Error of the Estimate	0.801

Source: Field Survey, 2023



The regression results in Table 9 showed that the goodness of fit for the regression between performance and workload in the selected general hospital is adequate. The value of $R = 0.863$ represents simple correlation which shows the relationship between the variables also indicates a high degree of correlation while the value of $R^2 = 0.699$ represents the variables studied and other factors not studied in this work contribute to 30.1%. It shows that holding other factors constant 69.9% of the variances in performance is explained by the variations in workload in the selected general hospital. The value of adjusted $R^2 = 0.698$ represents the coefficient of determination that explains the variation in the dependent variable due to changes in the independent variables. The value of standard error of estimate which is 0.801 represents the effect of the factors outside this study.

Table 10:
Analysis of ANOVA Variance

Indicator	Sum of Squares	Df	Mean Square	F	Sig.
Regression	369.781	1	369.781	575.811	0.000
Residual	159.263	293	0.642		
Total	529.044	294			

Source: Field Survey, 2023

The ANOVA results in Table 10 revealed that the processed data had a significance level of 0.000 which shows that the data is optimal and the model is acceptable this was supported by F statistics of 575.811 and reported probability was less than the conventional probability of 0.05 significance level is a clear indication that performance influenced workload.

Table 11:
Regression Coefficient Results

Variable	Beta	Std. Error	T	Sig.
Constant	0.663	0.084	7.903	0.000
WL	0.988	0.041	23.996	0.000

Source: Field Survey, 2023

The regression coefficient in Table 10 indicated that the relationship between performance and workload in the selected general hospital as depicted in the regression equation: $PER = 0.663 + 0.988WL$. It provides the constant value and the beta values for the factor variable studied. Indeed, there was a strong positive relationship between the study variables as indicated by a positive constant value of 0.663. The regression equation indicated a positive relationship between performances with a value of 0.988.

Major Findings

The analysis of the respondents' views is significant and revealed that government at all levels are not sincere to reduce the brain-drain which creates a lot of job stressors in selected general hospital in Nasarawa state, Nigeria.

Conclusion and Recommendations

The results and analyses showed that, job stressors have a positive effect on employees' performance in selected general hospital in Nasarawa state, Nigeria. The findings showed that employee's



perception, employee's anxiety and workload has significant effect on employees' performance to a very large extent in selected general hospital in Nasarawa state, Nigeria. The study concluded that that job stressors affects employees' performance in selected general hospital in Nasarawa state, Nigeria. In light of these, the study recommended that the Nasarawa state hospital management should:

- (i). Government at all levels should be sincere and work hard to reduce brain-drain by adequately wooing medical professionals who are leaving the country to work also, encourage creativity and innovation to manage employee's perception through research witting.
- (ii). Build recreational centre for relaxation and adequately equip it to alleviate the anxiety and encourage employees' to go for annual leave.
- (iii). Employ qualify and professional employee to reduce the workload.

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