



International Journal of Multidisciplinary Research and Growth Evaluation



International Journal of Multidisciplinary Research and Growth Evaluation

ISSN: 2582-7138

Received: 04-05-2021; Accepted: 22-05-2021

www.allmultidisciplinaryjournal.com

Volume 2; Issue 3; May-June 2021; Page No. 420-429

Relationship between work-related stress and employees' productivity in selected marine companies in Lagos state

Dike Remigius Amarachi

Institute of Maritime Studies, University of Nigeria, Enugu Campus, Nigeria

Corresponding Author: Dike Remigius Amarachi

Abstract

In today's world, stress has become a worldwide phenomenon which occurs in various forms in every workplace. Stress is a biological term which refers to the consequences of the failure of a human or animal body to respond appropriately to emotional or physical threats to the organism, whether actual or imagined. The study evaluated the relationship between work-related stress and employees' productivity in selected marine companies in Lagos State. Other specific objectives are as follows: (i) to assess the relationship between excessive task load and employees' decrease in task completion time; (ii) to determine the relationship between pressure of task deadline and decrease in quality of employees' output. The research design of the study was descriptive survey research method. The sample size of 133 respondents was drawn from population of the study which consists of 200 junior permanent staffs of Zircon Marine Ltd, Mariteam Nig. Ltd, and GLS Marine Ltd, all in Lagos State, Nigeria. Research questions were answered using mean score and standard deviation. The hypotheses stated were tested using Pearson's correlation technique. The result of the findings ascertained that The study revealed that

there was significantly negative relationship between excessive task load and employees' decrease in task completion time in selected marine companies in Lagos State since long working hours result to compulsive behavior thereby decreases employees' task completion time and also excessive task load results to ill-health thereby decreases employees' task completion time (r – statistics (-0.944), P – values (0.000); The study also revealed that there was significantly negative relationship between pressure of task deadline and decrease in quality of employees' output in selected marine companies in Lagos State since pressure of task deadline cause panic attacks thereby decrease in quality of employees' output and also pressure of task deadline results to irritability thereby decrease in quality of employees' output (r – statistics (-0.789), P – values (0.000). The study recommended that management of marine companies in Lagos State should adopt division of labour in order to reduce excessive task load; management of marine companies in Lagos State should reschedule the working hours and provide break time for employees in order to reduce work stress.

Keywords: Work-Related Stress, Employee's Productivity

Introduction

In today's world, stress has become a worldwide phenomenon which occurs in various forms in every workplace. As the work life progresses, employees generally work for longer hours, as the rising levels of responsibilities require them to exert themselves even more strenuously to attain to the rising expectations on work performance (Mark, 2012) ^[44]. Stress is a complex and dynamic concept. Undesirable level of stress affects overall performance of an 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 (Kamalakumati & Ambika, 2013) ^[36].

Stress is a biological term which refers to the consequences of the failure of a human or animal body to respond appropriately to emotional or physical threats to the organism, whether actual or imagined. Stress refers to the strain from the conflict between our external environment and us, leading to emotional and physical pressure. In our fast-paced world, it is impossible to live without stress, whether you are a student or a working adult. There is both positive and negative stress, depending on each individual's unique perception of the tension between the two forces. Stress at work is a relatively new phenomenon of modern lifestyles. The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. They have touched almost all professions, starting from an artist to a surgeon, or a commercial pilot to a sales executive. With change comes stress will appear automatically. Work-related stress poses a danger to physical health.

Work related stress in the life of organized workers, consequently, affects the health of organizations. Job stress is a chronic disease caused by conditions in the workplace that negatively affect an individual's performance and overall well-being of his body and mind.

Stress is a condition of worry that crops up from a genuine or apparent demand that requires a change in behavior. Stress commonly has been defined as a displeasing emotional state, which is said to happen when there have been extended, increasing or new forces that are considerably superior to the coping resources. Stress caused owing to a person's job or employment is termed as occupational stress. Job stress, or occupational stress is used interchangeably (Cheung 2016)^[18].

Stress is a universal element and individual in every walk of life have to face it. The employees working in different organizations must deal with stress. Especially, Bankers are under great stress due to much antecedents of stress. The stress contributes to decreased organization performance, decreased employees' overall performance, high staff turnover and absence due to health problems (Islam, 2012)^[30]. Work stress is physical and emotional action that takes place when there is a gap between job requirements, capabilities and resources. Employees' productivity is an essential element of organization success. Employees' productivity can be significantly delayed by high levels of stress experienced in the work environment.

Stress can be external and related to the environment, but may also be created by internal perceptions that cause employees to have anxiety, causing feelings of dissatisfaction, and irritability (Aronson, Wilson & Akert, 2013)^[51]. Lack of motivation, work overload, lack of appropriate working tools or resources for work, lack of clear lines of command, and lack of proper channels of communication can also cause stress in organizations (organizational stress) and can have negative effect on employee performance (Bickford, 2011)^[14].

Quick and Henderson (2016)^[54] emphasized that stress can lead to serious glitches in the workplace which unconstructively affect employee wellbeing and organizational productivity. Stress can bring about problems such as low commitment, job dissatisfaction, alcoholism, absenteeism, physical ailment and reduced job performance. If managers know how to avoid and cope with stress, productivity can be augmented. Quick and Henderson (2016)^[54] reported that a stress inventory obtainable from a stress-management program can aid executives and managers in evaluating employee stress.

With regard to job demands, the maritime industry includes both universal demands, such as high workload and pressure, and more occupation specific demands such as high potential for risks and hazards. For instance, maneuvering of the ship has many mentally demanding aspects in littoral waters, during night time and heavy trafficked straits. Workers on deck and the engine room crew will be exposed to heavy lifting, confined work spaces, noise and mentally loading (Elo, 1985)^[19]. As for job-resources, ship leadership, safety routines and measures, as well as team cohesion between crew members are obvious factors. As an example, findings from the offshore petroleum industry have shown that high levels of risk perceptions are associated with the reduced job satisfaction, but that this effect is attenuated in cases where the workers rated their safety climate as positive (Nielsen, Mearns, Matthiesen, & Eid, 2011)^[50]. Hence, high levels of

safety seem to be a job resource that protects employees from the negative effects of risks and accidents.

Shipping companies employ people from many different countries, and nearly 50% of the total crew members in Norwegian registered vessels are foreigners, with Filipinos constituting the largest group (Havold, 2005)^[28]. The multicultural and multinational aspects of the maritime industry might contribute to differences in perceptions of safety and well-being across ships in the same trade or even from the same company (Johnsen, Meeus, Meling, 2012)^[35]. For instance, empirical evidence show that vessels with crews from a single nationality or with only 2 nationalities revealed more positive attitudes towards safety and risk than those with multinational crews (Hetherington, Flin, Mearns, 2006)^[29]. An implication of this multinational composition of crew members is therefore that cultural differences between employees should always be taken into consideration when investigating work environment, safety, health, and well-being in this specific industry.

In most circumstances, stress is credited to negative situation such as a formal reprimand by one's superior for the poor performances could also bring about job stress, such as job promotion and transfer to another location, job stress has attracted considerable attention in recent times especially within the context of organization behavior (Kazini, 2008, Shahu & Cole 2008; Nilifar, 2009)^[59]. Most research finding suggested that when an individual comes under stress, his cognitive performance and decision making may be adversely affected. Kazini, (2008) investigated the effect of job stress on employees' productivity and found that there is a negative relationship between work-related stress and job productivity. Shahu and Gole (2008)^[59], inquired if there was any relationship between job productivity, job satisfaction and job stress and found that higher stress levels are related to lower productivity, Santiago 2003, examine the negative effect of internal stress on employees performance and found that the negative stress that often results from organizational setting through poor management can be devastating, there are confirmation to suggest that, there are ways in which an organization can help to reduce instance of work-related stress. However, there is the need to evaluate the relationship between work-related stress and employees' productivity in selected marine companies in Lagos State.

Statement of the Problem

Most organizations with the aim of attaining higher productivity end up saddling employees with overload of work in order to meet deadline and this might have psychological and physical effects on the employees which may result in something contrary to what these organizations intend to achieve. Although organizations pay more attention now than in the past to the consequences of the ordeal which their employees go through when they place extra-ordinary demands on them, there is still more room for improvement. Essiam, Mensah and Gyamfi, (2015), in their article that an organization work cannot be done under pressure as it could be the reason of the low productivity, disappointment and bad physical health. A number of factors are effects on employee job satisfaction such as overload of work, separation, wide hours worked, tough affairs between co-workers and role uncertainty, irritation and shortage of chances or inspiration to development in ones skill level.

Work stress threatens the wellbeing of organizations and employees' productivity (Musyoka, 2012)^[49]. The issue is

becoming a serious problem for many organizations due to organization cost and other negative effects towards organizations and employees' productivity. Azizolla, (2013)^[7] states that work stress exists when people experienced difficulties in coping with the demands relating to work and when sense of wellbeing is jeopardized. Crew members are often exposed to high levels of physical and mental stress, which often persist for months. Relationships with families and lifestyle change as a result of social isolation were deemed to be the most influential antecedent of perceived stress. Job stress, in the current study, could be emerged in the surroundings (i.e., the workplace) or in work itself, and may emanate from role ambiguity, overworked, role conflicts, and time pressure. Marine job stress has been found to be linked to employee's productivity and psychoticism, and has been served as one of the major causes of maritime accidents and seafarer burnout. Stress leads to reduced job satisfaction and hinders seafarers in performing their tasks effectively (Panganiban, & Garcia, 2017)^[53]. Many of the stressors faced by seafarers are long-term, and extended exposure to the marine surrounding causes higher stress. Further, Slišković and Penezic (2016)^[61] noted that the level of gastrointestinal symptoms of seafarers was higher under longer onboard duration and contract compliance. Since work stress increases health risk and reduces safety performance, long-term work stress can affect safe behavior and increase workplace injury risk. It can be argued that a seafarer has to withstand great stress, resulting from long-time separation from family. Such stress may engender reduced job satisfaction, and subsequently performance.

Organizations, be it small or medium organization is naturally a stressful place to work, with long working hours, slue competition, ethical dilemmas regulatory bottlenecks and difficult customers. The issue of work-related stress among Nigerian employees could be better addressed if the factors responsible for stress were appropriately identified and evaluate. Therefore, a study as this intends to ascertain the relationship between work-related stress and employees' productivity in selected marine companies in Lagos State.

Objectives of the Study

The main objective of this study is to evaluate the relationship between work-related stress and employees' productivity in selected marine companies in Lagos State. Other specific objectives are as follows;

1. To assess the relationship between excessive task load and employees' decrease in task completion time in selected marine companies in Lagos State.
2. To determine the relationship between pressure of task deadline and decrease in quality of employees' output in selected marine companies in Lagos State.

Conceptual Framework

Stress

Stress can be defined as pressure work stress can be elaborated as resistance to come to work and a feeling of continuous pressure. Hence work stress is physical and emotional action that takes place when there is a gap between job requirements, capabilities and resources. Stress is defined as a dynamic condition in which the individual is confronted with an opportunity, limitation, or demand related to what he or she wishes for and which the outcome is perceived to be both uncertain and important. Also, Bashir (2010)^[10] defines stress as the force, pressure, or tension subjected upon an

individual who resists these forces and attempts to maintain its true state.

Stress is an unavoidable fact in anyone life, caused by many factors either at work, or with the family at home, or at the external environment (Jarinto, 2011)^[34]. It affects both the human resources and the management at the same time. It is basically an internal as well as external stimuli developed in person towards the surrounding around him, moreover this stress are related to individual as well as skillful life of persons too. Stress is the programmed response of the individual towards a group of threats called stressors.

Bowing Harvey (2001)^[16], stress occurs with the interaction between an individual and the environment, which produces emotional strain affecting a person's physical and mental condition. Stress is caused by stressors, which are events that create a state of disequilibrium within an individual. These authors 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 16 working days a year because of stress, anxiety or depression.

Factors that Causes Stress

Arnold, Robertson and Cooper (1993)^[5], identified five major causes of stress as: factors intrinsic to the job, role in the organization, relationships at work, career development and organizational structure and climate.

• Factors Intrinsic to the Job

They explained the factors intrinsic to the job to include:

1. **Long Working Hours:** Many jobs require long working hours which in turn take its toll on employees' health and makes them suffer a lot of stress. For instance, an individual or a worker who may have had no sleep for long hours may find that both his/her work quality suffer. Also, the individual's health may be affected as well.
2. **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 is prepared to react to any incident without hesitation, it brings about rush, respiration changes and muscles tension which are seen as potentially threatening to in the long-term.
3. **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.
4. **Work Overload:** This is where the employee has too much work to do because of imposition of datelines which often causes stress in employees. Role overload is the degree to which role demands are perceived by the respondents as exceeding personal and workplace resources and their perceived inability to accomplish the expected workload. Role overload, therefore, can be seen as relating to the performance of a given amount of work in a given period and it is experienced when an individual decides to conform to some tasks and to refuse some in a given period.
5. **Work Under-Load:** This describes the problem of

employees not being sufficiently challenged by their jobs. Job under-load is associated with repetitive routine, boring and under-stimulating work which causes a lot of stress for employees who find themselves in such situations. This means when employees are not given work which challenges their abilities and capabilities, they suffer high level of stress. This also, defines the situation whereby employees find their jobs not challenging enough or under their capabilities. This may be caused by doing the same work over and over which becomes a routine, work that is boring and not stimulating enough. This may lead to employees' dissatisfaction which can lead to stress (Anbazhagan, 2013) [3].

6. **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 caused stress to employees.
7. **Physical Environment:** Working conditions of jobs have been linked to physical and mental health. Physical environment that can be sources of stressors includes exposure to hot room temperatures, frequent light outs, and dangerous poisonous substances. Some researcher found that poor mental health related directly to unpleasant work conditions, physical effort and speed in job performance and excessive, inconvenient hours (e.g. shifts). Also, researchers have found increasing evidence that repetitive and dehumanizing environment adversely affect physical health.

- **Role in the Organization**

When the role and expectations of an individual in an organization are defined clearly and understood it minimizes stress. However, role in the organization when unclear can bring about stress. Some of these roles include the following:

- a. **Role Conflict**

According to Jahanzeb (2010) [10], role conflict occurs when employee are confronted with incompatible role expectations in the various social statuses they occupy. It can also be connected either a short period or a long period, and to situational experiences. Employees experience a high rate of stress when two superiors are demanding conflicting things and when attending to one will mean they are disobeying the other superior. This makes employees confused and frustrated. For example, workers may often feel themselves torn between two groups of who demand different types of behavior or who believe the job entails different functions. Luthans (2002) [43] differentiates three major types of role conflict. One type is the conflict between the person and the role. For example, a production worker and a member of a union are appointed to head up a new production team. This new team leader may not really believe in keeping close control over the workers and it would go against this individual's personality to be hardnosed but that is what the head of production would expect. A second type of intra role conflict creates contradictory expectations about how a given

role should be played. Finally, inter role conflict results from differing requirements of two or more roles that must be played at the same time. For example, work roles and non-work roles are often in such conflict.

Luthans (2002) [43] is of the opinion that although all the roles that men and women bring into the organizations are relevant to their behavior, in the study of organizational behavior the organizational role is the most important. Roles such as digital equipment operator, clerk team leader, sales person engineer, systems analyst, departmental head, vice president and chairperson of the board often carry conflicting demands and expectations. This author further stated that recent research evidence showed that such conflict could have a negative impact on performance and also be affected by cultural differences.

- b. **Role Ambiguity**

This arises when employees do not know what is expected of them at the workplace and how their work performances are evaluated. That is, employees do not know how and where they fit into the organization and they are not sure of any reward no matter how well they may perform. Yongkang, (2014) [69], defined role ambiguity as the degree to which clear and specific information is lacking with role requirements. In order word, the main employee perceived that he or she is in a difficult situation which the job obligation is unclear and not stated in straightforward manner. According to Yongkang, (2014) [69], it has also been established to be an aspect of job dissatisfaction, influence employee creativity and tendency to quit in the organization.

- c. **Responsibility**

In an organization, there are basically two types of responsibility: Responsibility for people and responsibility for things such as budgets, equipment etc. Responsibility for people causes a lot of stress. Being responsible for people usually requires spending more time interacting with them, attending meetings and attempting to meet their needs, resolving conflicts and disputes between them and making unpleasant interpersonal decisions.

- **Relationship at Work**

How people relate at the workplace affects them and their work greatly, working in a stable environment where employees get to know one another very well helps to facilitate work and reduces pressure. When employees are able to deal with their bosses, peers, and subordinates very well, it affects how they feel but when an employee experiences poor working relationship with superiors, colleagues, and subordinates his stress level increases. People who are in high need of relationships, work best in solid work teams and may suffer stress in unstable work teams and probably may not be able to give out their best. Stoetzer, (2010) [63] argued that this is because most employees spend so much time at the workplace and thereby poor working relationship can affect them adversely.

- **Career Development**

Organizations have become flatter, meaning that power and responsibility now radiates throughout the organization. The work force has become more diversified. Jobs and careers get scarcer. For the person who had been determined to rise through an organization, the challenge had recently become greater. Opportunities to learn new skills are now becoming

requirements. Career development causes a lot of stress to employees through their working lives. Staying the same is quickly becoming an inadequate approach to work. Lack of job security, fear of redundancy, obsolescence and numerous performance appraisals can cause pressure and strain. In addition, the frustration of having reached one's career ceiling, or having been over promoted can result in stress (Mark 2012) ^[44].

• **Organization Structure and Climate**

When employees do not have sense of belonging in the organization, they lack adequate opportunities to participate. These make them feel unimportant which could lead to strain and job-related stress.

However, Betts (1994) argued that the causes of work stress vary among individuals since they come from different backgrounds. That is to say, one form and level of stress may affect one person more than another. The two divisions are physical and psychological causes. He went further to state that, the physical causes include physical workload and physical environment – temperature, humidity, vibration etc. The psychological causes include mental workload and mental environment.

On the other hand, Robbins (2004) identified the following as causes of stress at work:

1. **Economic Uncertainties**

When the economy is contracting, people become increasingly anxious about their job security and this could lead to an increase on their stress level.

2. **Technological Uncertainties**

Innovations can make an employees' skills and experience obsolete in a very short time. Computers, robotics, automation and similar forms of technological innovation are a threat to many employees and therefore could cause stress.

3. **Organizational Leadership**

This represents the managerial style of the organization's senior executives. Many senior executives create a culture characterized by tension, fear and anxiety. They establish unrealistic pressures to perform in the short run, impose excessively tight controls and routinely dismiss employees who do not measure up to standard.

Employee Productivity

Steers (2001) ^[62] advised that managers and employers should evaluate their working environment and identify some of the factors that can contribute to stress among the employees. They should also evaluate whether the factors contribute to long-term and short-term stress and if the factors can easily be remedied. Another scholar, Thomson & McHugh (2005) ^[65], wrote that when people try to understand the process of stress in the workplace, they should consider people individually since each employee works under different environments and hence can have different stressors. For instance, the stressors of a company driver are not the same stressors as for a secretary in the same organization. In the same case, the driver also has a different personal life and so does the secretary. Therefore, the two-different people cannot have the same stressors a hence are likely to be influenced by different factors. Therefore, Harvey (2001) ^[27] states that it is important that the company evaluates the different factors both work-related and personal

while evaluating the best model to use to solve stress among employees. A company can opt to use the U curve to measure the effects of stress on the way the company performs (Blumenthal, 2003) ^[15]. In this case, at the onset of stress, the level of performance increase until the level of stress reaches an optimum point. From this optimum point, the level of performance will start to decrease. From the curve, we can see there is a 'healthy' level of stress, but once it is persistent and increasing, the effect is negative on the organization. The best explanation to this is that a human being is due always to have stress but what varies is the length of the stress period and the magnitude of it. Therefore, companies should always aim at putting the stress to manageable levels since increased stress can make the company deviates from the major objective (Blumenthal 2003) ^[15]. Stress can also affect them employees to be sick hence leading to employee absenteeism and hence decreased productivity.

According to Mathis & Jackson (2000) ^[45], there a primary factor that one must factor in when measuring the productivity of an employee. This is the cost of labor in relation to the output. In this case, in every amount of output, what is the cost incurred in paying for the labor. Therefore, an organization can still have high output and faces losses since to produce that output incurred high costs when paying for the human resource. In another case, a person level of output can depend on their ability to do the task, the amount of hard work, the determination they put in the work and the level of support the fellow employees and management give them (Bewell, Ismaila, & Owotunse, 2014) ^[13].

There is another measurement of productivity put across by Chase & Aquilano (2005). This measurement factors that productivity is the best measured in terms of output per hour of the labor incurred. This measurement, however, doesn't factor the effect when the output is not sold but stored. In this case, there is no money generated from the output. The best method that may portray whether productivity has increased or not is through checking the movement of the inventory. In this case, if the movement of the inventory is high, the level of productivity is hence high. Secondly, the probability should be viewed regarding the operational expenses. If the operational expenses are increasing, the level of productivity is decreasing and vice versa. Therefore, in this regard, productivity can be referred as anything that makes the company reach its goals which is increasing profitability. The third definition of productivity comes from Mathis & Jackson (2000) ^[45]. In this case, they referred productivity as measuring the costs incurred in getting a given output with the quantity and quality of the output.

The positive thing is that most organizations are becoming much more aware of the effects of stress hence are coming up with measures of reducing stress among the employees. Such effects make the company decrease their probability and also reduce their innovative growth. (Garrison & Bly, 2007). Additionally, having stressed employees are also costly to the organization since they will be paying employees that are not in a capacity to work hence that is wasted labor costs. For these reasons, companies should aim at investing on research an employee stress and also take an initiative to understand its employees.

Empirical Literature

So many researchers have been conducted in this area of study; some of these studies are presented below; Kazmi and Amjad (2008) ^[38] and Kula (2011) ^[41] focused on

the impact of work stress on the performance of the employees. Structured questionnaire was used in data collection and descriptive and correlation analyses were conducted to check the relationship between stress and performance. The findings of the studies revealed that job stress does not impact employees' job performance.

Bashir and Ramay (2010) ^[11] investigated the impact of stress on employee performance in the Pakistan banking industry. Their result showed that there is a significant with negative correlation between job stress and job performances and shows that job stress significantly reduces the performance of an individual. Rizavi, Ahmed and Ramzan (2011) ^[1] study proved in their study that job stress can be a main factor in increasing turnover rate in the banking sector of Pakistan.

Shikieri and Musa (2011) conducted an empirical study on the effects of job stress towards employees' performance in Sudanese universities. The main objective of the study was to determine the factors associated with occupational stress and their relationship with organizational performance. Questions on assessing the level of stress were based on a three-point Likert scale form and were grouped into sections according to the job stressor they assessed. There were sections about role ambiguity and role conflict; promotion, development, training opportunity and feedback; participation in decision making and authority; workload; working condition and interpersonal relations. The researchers found that the staff in Sudanese university suffered from high job stress level.

Ayupp and Naguok (2011) ^[6] found that work climate and organizational structure were the main stressors in the Malaysian banking sector and have a negative effect on employees' job satisfaction. They tried to find out the negative consequences of job stress on job satisfaction among the employees in spite of their high workload were satisfied. Shahid, Latif, Sohail and Ashraf (2012) ^[58] empirically investigated work stress and employee performance in banking sector evidence from district Faisalabad Pakistan using six components of stress such as lack of administrative support, excessive work demand, problematic customer relations, coworker's relationship, family & work life balance and riskiness of job cause great stress in bankers and then decrease their performance.

Azizollah, and Muazza (2013) ^[8] conducted an empirical study to assess the relationship between Job stress and performance among the hospital's nurses. The main objective of their study was to examine stressors, stress level, and the impacts on nurses' job performance. The research technique in the study was correlational descriptive. Survey questionnaire was used to collect the level of job stress to six sub scales; change, relationship, support, control, demand and role. Questions were based on a five-point Likert scale form. The results of the researchers showed that participants agree to the questions differently, where by some respondents strongly perceived that the level of stress was high and a number of respondents reported that the level of stress was low. Thus, respondent experienced high levels of stress.

Muaza (2013) ^[48] examined the relationship between job stress and employee performance in hospital context. Data were obtained through questionnaire and analyzed using the statistical methods including descriptive statistics, spearman, correlation and multiple regressions. The analysis showed strong support for the hypothesis that there is an inverse relationship between job stress and job performance indicating that job stress in hospital environment result into low job performance.

Mkumbo, (2014) ^[46] conducted a study on work stress; the study investigated the prevalence of and factors causing work stress among academic staff in public and private universities. The results show that work stress is a common event among institutions of higher education with its related outcome such low job satisfaction, which is likely to affect staff's efficiency.

Methodology

Study Area was Lagos State. The research design of the study was descriptive survey research method. The study used structured questionnaire to obtain data. The choice of location was based on proximity, effective coverage and cost minimization. The sample size of 133 respondents was drawn from population of the study which consists of 200 junior permanent staffs of Zircon Marine Ltd, Mariteam Nig. Ltd, and GLS Marine Ltd, all in Lagos State, Nigeria. Research questions were answered using mean score and standard deviation. The hypotheses stated were tested using Pearson's correlation technique.

Data Presentation and Analysis

Table 1: Comprehensive Demographic distribution of junior management staffs of Zircon Marine Ltd, Mariteam Nig. Ltd, and GLS Marine Ltd, all in Lagos State. Sources: Field Survey, 2021

Title	Frequency	Percentage
Questionnaire Distribution		
Questionnaires Distributed	133	100%
Returned Questionnaires	130	98%
Not Returned Questionnaires	3	2%
Gender		
Female	79	60.8%
Male	51	39.2%
Age Bracket		
20-30 Years	62	47.7%
31-40 Years	49	37.7%
41-50 Years	17	13.1%
51 Years– above	2	1.5%
Marital Status		
Married	90	70.0%
Single	37	28.5%
Widow/widower	2	1.5%
Qualification		
SSCE	22	16.9%
OND/NCE	40	30.8%
B.sc/BA	62	47.7%
MBA/M.sc	6	4.6%
Length of Service		
Below 5 Years	44	33.8%
6-10 Years	27	20.8%
11-20 Years	44	33.8%
21- above	15	11.5%

One hundred and thirty three (133) copies of questionnaires were designed and distributed to the respondents. Out of the 133 Questionnaires distributed, 130 (98%) were completed and returned while 3 (2%) were not returned. Therefore, 98 percent respondents were a good representation. The table showed the respondents profile in frequency and percentage distribution of gender, age bracket, marital status, educational qualification, working experience and position in the organization.

Data Analysis

load and employees’ decrease in task completion time?

Question (1) what is the relationship between excessive task

Table 2: Mean rating of responses of respondents on what is the relationship between excessive task load and employees’ decrease in task completion time

S/N	Question Items	VGE	GE	ME	LE	VLE	Mean	SD
1	Excessive task load results to ill-health thereby decreases employees’ task completion time	38(29)	30(23)	25(19)	20(15)	17(13)	3.400	0.0351
2	Long working hours causes concentration difficulty thereby decreases employees’ task completion time	30(23)	37(28)	24(18)	21(16)	18(14)	3.307	0.0269
3	Excessive task load result to fatigue thereby decreases employees’ task completion time	33(25)	28(21)	26(20)	23(17)	20(15)	3.238	0.0209
4	Long working hours result to compulsive behavior thereby decreases employees’ task completion time	42(32)	34(26)	21(16)	19(14)	14(10)	3.546	0.0479
	Grand Mean						3.373	0.0327

Source: Field Survey, 2021

This table showed the opinion of respondents on what is the relationship between excessive task load and employees’ decrease in task completion time. The research items 1,2,3,4 have mean score of above 3.0 point respectively and it was rated moderate extent by respondents. Thereby study revealed that excessive task load and employees’ decrease in task completion time had a significant influence on

employees’ productivity in selected marine companies in Lagos State. The respondents are in agreement with all the items. (The grand me 3.373 was greater than the cutoff point 3).

Question (2) what is the relationship between pressure of task deadline and decrease in quality of employees’ output?

Table 3: Mean rating of responses of respondents on what is the relationship between pressure of task deadline and decrease in quality of employees’ output

S/N	Question Items	VGE	GE	ME	LE	VLE	Mean	SD
1	Pressure of task deadline results to difficulty sleeping thereby decrease in quality of employees’ output	41(31)	30(23)	23(17)	19(14)	17(13)	3.454	0.0398
2	Pressure of task deadline cause panic attacks thereby decrease in quality of employees’ output	42(32)	34(26)	21(16)	19(14)	14(10)	3.546	0.0479
3	Pressure of task deadline results to headaches thereby decrease in quality of employees’ output	39(30)	27(20)	24(18)	22(16)	18(13)	3.362	0.0317
4	Pressure of task deadline results to irritability thereby decrease in quality of employees’ output	38(29)	34(26)	23(17)	20(15)	15(11)	3.462	0.0405
	Grand Mean						3.456	0.1113

Source: Field Survey, 2021

This table showed the opinion of respondents on what is the relationship between pressure of task deadline and decrease in quality of employees’ output. The research items 1,2,3,4 have mean score of above 3.0 point respectively and it was rated moderate extent by respondents. Thereby study revealed that pressure of task deadline and decrease in quality of employees’ output had a significant influence on employees’ productivity in selected marine companies in Lagos State. The respondents are in agreement with all the

items. (The grand me 3.456 was greater than the cutoff point 3).

Test of Hypotheses

The hypotheses postulated in chapter one was tested using correlation technique.

Test of Hypothesis One

H₁: There is no significant relationship between excessive task load and employees’ decrease in task completion time.

Correlations

		Employees' decrease in task completion time	Excessive task load
Employees' decrease in task completion time	Pearson Correlation	1	-.944**
	Sig. (2-tailed)		.000
	N	130	130
Excessive task load	Pearson Correlation	-.944**	1
	Sig. (2-tailed)	.000	
	N	130	130

** . Correlation is significant at the 0.01 level (2-tailed).

In testing this hypothesis, excessive task load was correlated with employees’ decrease in task completion time. The result of the single-correlation analysis summarized in table 4.3.1 showed the model to determine the relationship between excessive task load and employees’ decrease in task completion time in selected marine companies in Lagos State.

The empirical result showed that the coefficient of excessive task load has negative influence on employees’ decrease in task completion time; it means that excessive task load had negative and indirect influence on employees’ decrease in task completion time. Again, our empirical result showed that the Pearson product moment correlation analysis (r) was -

0.944 and p-value (0.000). The strength of relationship between the two variables was high. However, we rejected the null hypothesis and conclude that there was significantly negative relationship between excessive task load and employees' decrease in task completion time in selected

marine companies in Lagos State.

Test of Hypothesis Two

H₂: There is no significant relationship between pressure of task deadline and decrease in quality of employees' output.

Correlations

		Decrease in quality of employees' output	Pressure of task deadline
Decrease in quality of employees' output	Pearson Correlation	1	-.789**
	Sig. (2-tailed)		.000
	N	130	130
Pressure of task deadline	Pearson Correlation	-.789**	1
	Sig. (2-tailed)	.000	
	N	130	130

** . Correlation is significant at the 0.01 level (2-tailed).

In testing this hypothesis, pressure of task deadline was correlated with decrease in quality of employees' output. The result of the single-correlation analysis summarized in table 4.3.1 showed the model to determine the relationship between pressure of task deadline and decrease in quality of employees' output in selected marine companies in Lagos State.

The empirical result showed that the coefficient of pressure of task deadline had negative influence on decrease in quality of employees' output; it means that pressure of task deadline had negative and indirect influence on decrease in quality of employees' output. Again, our empirical result showed that the Pearson product moment correlation analysis (r) was -0.789 and P-value (0.000). The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that there was significantly negative relationship between pressure of task deadline and decrease in quality of employees' output in selected marine companies in Lagos State.

Summary of the Findings

The following are the major findings of the study:

1. The study revealed that there was significantly negative relationship between excessive task load and employees' decrease in task completion time in selected marine companies in Lagos State since long working hours result to compulsive behavior thereby decreases employees' task completion time and also excessive task load results to ill-health thereby decreases employees' task completion time (r – statistics (-0.944), (P-values (0.000)).
2. The study revealed that there was significantly negative relationship between pressure of task deadline and decrease in quality of employees' output in selected marine companies in Lagos State since pressure of task deadline cause panic attacks thereby decrease in quality of employees' output and also pressure of task deadline results to irritability thereby decrease in quality of employees' output (r – statistics (-0.789); P-values (0.000)).

Conclusion

The study concluded that there negative and significant relationship between work-related stress and employees' productivity in selected marine companies in Lagos State. Stress in the workplace is a commonality throughout the world in every business. Managing stress has become vital in

order to keep up job performance as well as relationship with co-workers and employers. It was discovered in the study that work related stress has a negative significant influence on employees' productivity enhance reducing the productivity of the company since long working hours can result to compulsive behavior and ill-health thereby decreases employees' task completion time, pressure of task deadline can cause panic attacks and irritability thereby decrease in quality of employees' output. Work stress threatens the wellbeing and growth of organizations and employees' productivity because the higher the work stress the lower the employees' productivity thereby reducing the growth, development and productivity of the organization and at the end affects the society as a whole.

Recommendation

Based on the findings of this study, the following recommendations are made.

1. Management of marine companies in Lagos State should adopt division of labour in order to reduce excessive task load. Management of marine companies in Lagos State should reschedule the working hours and provide break time for employees in order to reduce work stress
2. Management of marine companies in Lagos State should reduce pressure of task deadline by giving out work to the employees earlier to reduce much urgent works that cause stress. Management of marine companies in Lagos State should adopt the working rule called "higher task, longer deadline" to help reduce pressure on employees.

References

1. Ahmed A, Ramzan M. Effects of job stress on employees job performance a study on banking sector of Pakistan. IOSR Journal of Business and Management. 2011; 11(6):61-68.
2. Alam Z, Gouhar S, Shafiq ur R. The Impact of Job Stress on Employee's Performance: Investigating the Moderating Effect of Employees Motivation. City University Research Journal. 2015; 5(1):120-129.
3. Anbazhagan A, Soundar Rajan LJ, Ravichandran A. Work stress of Hotel Industry Employees in Puducherry. Asia Pacific Journal of Marketing & Management Review. 2013; 2(5):85-101.
4. Arnold J, Cooper L, Robertson IT. Work Psychology. London: Pitman Publishing, 1993.
5. Aronson E, Wilson TD, Akert RM. Social psychology (8th ed). New York, Pearson River, NJ: Prentice Hall,

- 2013.
6. Ayupp K, Nguok TM. A study of workplace stress and its relationship with job satisfaction among officers in the Malaysian banking sector. *Interdis. J. Contemp. Res. Bus.* 2011; 2(11):40-417.
 7. Azizollah, Muazza A. Work environments and job performance of librarians in the public universities in South west Nigeria. *International Journal of Library and Information Science.* 2013; 5(11):457-461.
 8. Azizollah. Work environments and job performance of librarians in the public universities in South –west Nigeria. *International Journal of Library and Information Science.* 2013; 5(11):457-461.
 9. Ball M. *Supply & Demand.* New York: Rosen Publishers, 3rd Edition, 2012.
 10. Bashir U. Impact Of Stress On Employees Job Performance A Study On Banking Sector Of Pakistan. *International Journal of Marketing Studies,* 2010.
 11. Bashir U, Ramay M. Impact Of Stress On Employees Job Performance A Study On Banking Sector Of Pakistan. *International Journal of Marketing Studies,* 2010.
 12. Betts PW. *Supervisory Management.* 6th Ed. London: Pitman Publishing, 1993.
 13. Bewell H, Yakubu I, Owotunse D, Ojih EE. Work-Induced Stress and Its Influence on Organizational Effectiveness and Productivity among Nigerian Workers. *An International Multidisciplinary Journal, Ethiopia.* 2014; 8(1):112-125.
 14. Bickford Melanie. *Stress in the workplace: a general overview of the Causes, the effects, and the solutions – Canadian, mental health Association,* 2011.
 15. Blumenthal I. *Services SETA. Employee Assistance Conference Programme.* 2003; 2(2):5-21.
 16. Bowing RB, Harvey D. *Human Resource Management an Experiential Approach.* 2nd Ed. New Jersey: Prentice Hall, 2001.
 17. Chase RB, Aquilano NJ. *Production and Operations Management, Manufacturing and Service.* USA Van Hoffmann Press Inc, 1995.
 18. Cheung IOL. *An exploration of the stressors and coping factors of parents of children with autism spectrum disorder, with focus in the impact of christian faith and implications for local churches.* Biola University, 2016.
 19. Elo AL. *Health and stress of seafarers.* *Scand J Work Env Hea.* 1985; 11:427-432.
 20. Erkutlu HV, Jamel C. *Relationship between leadership power base and job stress of subordinates: example from boutique hotels,* *Management Research News.* 2006; 29(5):287.
 21. Essiam JO. *Service Quality and Patients Satisfaction with Healthcare Delivery: Empirical Evidence from Patients of the Out Patient Department of a Public University Hospital in Ghana.* *European Journal of Business and Management.* 2013; 5(28):52-59.
 22. Garrison M, Bly ME. *Human Relations; Productive Approaches for the Work Place.* Massachusetts: Allyn & Bacon, 1997.
 23. George D, Mallery P. *SPSS for windows step by step: A simple guide and reference, 11.0 update.* Allyn and Bacon, 2008.
 24. Gore A, Bondre A. *Impact of job stress on performance of Indian managers.* *Golden Res. Thoughts.* 2012; 1(10):1-4.
 25. Govender H. *The influence of stress and satisfaction on productivity.* MPRA Paper, 2008, 1-27.
 26. Gyamfi GD. *Influence of Job Stress on Job Satisfaction: Empirical Evidence from Ghana Police Service.* *International Business Research.* 2014; 7(9):108.
 27. Harvey D. *Human Resource Management an Experiential Approach* 2nd Ed. New Jersey: Prentice Hall, 2001.
 28. Havold JI. *Safety-culture in a Norwegian shipping company.* *J Safety Res.* 2005; 36:441-458.
 29. Hetherington C, Flin R, Mearns K. *Safety in shipping: The human element.* *J Safety Res.* 2006; 37:401-411.
 30. Islam JN, Mohajan HK, Datta R. *Stress Management Policy Analysis: A Preventative Approach,* *International Journal of Economics and Research,* 2012, 3(4).
 31. Jahanzeb H. *The Impact of job stress on job satisfaction among academic faculty of a mega distance learning institution in Pakistan. A case study of Allama Iqbal Open University.* *Mustang Journal of Business & Ethics.* 2010; 1:31-48.
 32. Jamal M. *Job Stress, Job Performance & Organizational Commitment in a Multinational Company: An Empirical Study in two Countries.* *International Journal of Business & Social Science,* 2011, 1-9.
 33. Jamshed K Khattak, Muhammad A Khan, Ayaz Ul Haq, Muhammad Arif, Amjad A. *The job is killing me: The impact of job characteristics on correctional staff job stress.* *Journal of Applied Psychology.* 2011; 3(2):117-142. Luthans, F. *Organisational Behaviour.* New York: McGraw-Hill Companies, Inc. Crossref Publishing Ltd.
 34. Jarinto K. *Understanding Stress: Comparing between US, Japanese and Thai Management Styles,* 2011. Available at SSRN: <http://ssrn.com/abstract=2282280> or <http://dx.doi.org/10.2139/ssrn.2282280>.
 35. Johnsen BH, Meeus P, Meling J, *et al.* *Cultural differences in emotional intelligence among top officers on board merchant ships.* *Int. Marit Health.* 2012; 63:90-95.
 36. Kamalakumati K, Ambika P. *A study on the effect of Stress on performance of employees in Commercial Bank of Ceylon in the Eastern Province.* *European Journal of Business and Management.* 2013; 7(27):87-95.
 37. Kayal M. *Coping Resources and Sense of Coherence of Male Police Officers in the South Africa Police Service.* Unpublished M.A. Thesis. University of Fort Elizabeth, 2014.
 38. Kazmi R. *Occupational Stress and its Effects on Job Performance; A Case Study of Medical House Officers of District Abbottabad,* *First Proceedings of International Conference on Business and Technology,* Pages 182-186, Iqra University Islamabad, 2008.
 39. Kazmi R, Amjad S, Khan D. *Occupational Stress and its effect on Job Performance: A case study of medical house officers of district Abbotabad.* *Journal of Ayub Medical College.* 2008; 20(3):135-139.
 40. Kimani A. *Work related Stress Perception and hypertension amongst health workers of a mission hospital in Oyo State, South-Western Nigeria,* *African Journal of Primary Health Care Family Medicine.* 2010; 4:1-7.
 41. Kula S. *Occupational stress, supervisor support, job satisfaction, and work-related burnout: Perceptions of Turkish National Police (TNP) members.* *Police Practice*

- & Research. 2011; 18(2):146-159. <https://doi.org/10.1080/15614263.2016.1250630>.
42. Kwaku NE. Occupational stress and its effects on job performance: A case of Koforidua Polytechnic. A thesis submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology (KNUST) in partial fulfillment of the requirements for the degree of Commonwealth executive master's of business administration, 2012, 17-19.
 43. Luthans F. *Organizational Behavior: An Evidence-based Approach*. New York: McGrawHill/Irwin, 2002.
 44. Mark AD. *Stress and its Effect on Employees Productivity*. A Research Project Kwame Nkrumah University of Science and Technology, Ghana, 2012.
 45. Mathis RL, Jackson JH. *Human Resource Management*. Ohio: South Western Collage Publishing. mega distance learning institution in Pakistan. A case study of Allama Iqbal Open University. *Mustang Journal of Business & Ethics*. 2000; 1:31-48.
 46. Mkumbo K, Shakeri MT, Gharavi MM. The Relationship between Occupational Stress and Work Ability among Midwives in Mashhad, Iran. *Journal of Midwifery and Reproductive health*, 2014, 188-195.
 47. Morash M, Haarr R, Kwak DH. Multilevel influences on police stress. *Journal of Contemporary Criminal Justice*. 2010; 22(1):26.
 48. Muaza A. Work environments and job performance of librarians in the public universities in South-west Nigeria. *International Journal of Library and Information Science*. 2013; 5(11):457-461.
 49. Musyoka M, Ogotu M, Awino Z. Employee stress & Performance of Companies Listed in the Nairobi Securities Exchange. *DBA Africa Management Review*, 2012, 115-129.
 50. Nielsen MB, Mearns K, Matthiesen SB, Eid J. Using the Job Demands- Resources Model to Investigate Risk Perception, Safety Climate and Job Satisfaction in Safety Critical Organizations. *Scand J Psychol*. 2011; 52:465-475.
 51. Nilufar A, Zaini A, David YGF, Syed SA. A Study of Job Stress on Job Satisfaction among University Staff in Malaysia: Empirical Study. *European Journal of Social Sciences*. 2009; 8(1):121-131.
 52. Ongoro BO, Oloko M. Effects of stress on job performance among police officers: A case of Migori County, Kenya. *The International Journal of Business & Management*. 2015; 3(4):288-304.
 53. Panganiban AU, Garcia OB. Contributory to stress and fatigue of Filipino seafarers. *Asia Pac. J Marit. Educ*. 2017; 3:1-14.
 54. Quick JC, Henderson DF. Occupational stress: Preventing suffering, enhancing wellbeing. *International journal of environmental research and public health*. 2016; 13(5):459.
 55. Rahman MI. Measuring Organizational Change," in Paper Presented during the 21st National Conference of I.A.A.P. (Jodhpur: Department of Psychology, J.N.V. University), 1993.
 56. Robbins SP. *Organizational Behavior*, 7th Edn, New Delhi: Prentice Hall of India Pvt. Ltd, 2003.
 57. Santiago D. Cynicism and Job Dissatisfaction Negative Effects of Internal Stress on Police Performance. School of Police Staff and Command, September, 2003.
 58. Shahid MN, Latif K, Sohail W, Ashraf MA. Work stress and employee performance in banking sector evidence from district Faisalabad Pakistan, *Asian Journal of Business and Management Sciences*. 2012; 1(7):38-47.
 59. Shahu R, Gole SV. Effect of Job Stress and Job Satisfaction on Performance: An Empirical Study. *AIMS International Journal of Management*. 2008; 2(3):237-246.
 60. Shikieri AB, Musa HA. Factors associated with occupational stress and their effects on organizational performance in a Sudanese University. *Creative Education*. 2012; 3(1):134-144.
 61. Slišković A, Penezić Z. Testing the associations between different aspects of seafarers' employment contract and on-board internet access and their job and life satisfaction and health. *Arch. Ind. Hyg. Toxicol*. 2016; 67:351-363.
 62. Steers HS. Creating Safer and Healthier Workplaces: Role of Organizational Factors and Job Characteristics. *American Journal of Industrial Medicine*. 2001; 40:319-334
 63. Stoetzer U. Interpersonal relationships at work: Organization, working conditions and health. Unpublished Doctoral Thesis, Department of Public Health Science Karolinska Institute, Sweden, 2010.
 64. Taylor S. *Managing People at Work*. London: Reed Educational and Professional, 1995.
 65. Thompson P, McHugh D. *Work organizations: A Critical introduction*. 2nd Ed. Hampshire: Macmillan Press Ltd, 2005.
 66. Walt J. Cost of illness of glaucoma: A critical and systematic review. *Pharmaco Economics*. 2009; 27:189-198.
 67. Williams J, Smith A. Stress, job satisfaction and mental health of NHS nurses M. Anderson (Ed.), *Contemporary ergonomics and human factors*, Taylor & Francis, Cambridge, UK (2013) Google Scholar, 2013.
 68. Yahaya N, Yahaya A, Tamyas FA, Ismail J, Jaalam S. The Effect of Various Modes of Occupational Stress, Job Satisfaction, Intention to Leave and Absentism Companies Commission of Malaysia, *Australian Journal of Basic and Applied Sciences*. 2010; 4(7):1676-1679.
 69. Yongkang Z, Weixi Z, Yalin H, Yipeng X, Liu T. The relationship among role Conflict, role ambiguity, role overload and job stress of Chinese middle-level cadres. *Chinese Studies*. 2014; 3(1):8-11.