J.O. Alabi & Dangana, Joyce, 2025, 11(1):79-90

Workplace Stress and Employees Performance in De-United Food Industries, Ota, Ogun State, Nigeria

Professor J.O. Alabi & DANGANA, Joyce

Department of Business Administration, Faculty of Management Sciences
Prince Abubakar Audu University, Anyigba

ABSTRACT

The primary objective of this study is to assess the relationship between workplace stress and employee performance at De-United Food Industries in Ota, Ogun State, Nigeria. Utilizing a quantitative approach, the research adopts a deductive method within the positivist paradigm. The study's population consists of 320 employees, with primary data collected through structured questionnaires. Data analysis employs Pearson's correlation and simple linear regression, facilitated by the Statistical Package for Social Science (SPSS) version 20. The findings reveal significant links between workplace factors and employee outcomes, indicating that high job demands are associated with increased burnout. Furthermore, promoting work-life balance is shown to enhance both productivity and employee satisfaction. To improve the quality of work-life, fostering a supportive organizational culture is essential. This includes recognizing employee contributions and encouraging open communication. Lastly, to enhance human capital, the organization should prioritize training and development programs tailored to employees' career aspirations and the skills necessary for their roles, these key factors, De-United Food Industries can not only mitigate burnout but also drive organizational success and enhance employee well-being, ultimately leading to improved performance and satisfaction across the workforce.

Keywords: *Workplace stress, employee performance, job demand, work-life balance, employee burnout, employee productivity*

Introduction

Stress refers to the physical, emotional, and psychological strain or tension that employees experience due to various factors in their work environment. This stress can manifest in various ways and affect overall well-being and productivity (Ahmed, Ali, Usman, Syed & Rashid, 2021). The work environment itself can be a significant stressor. Poor physical conditions, such as inadequate lighting, noise, or uncomfortable office setups, can contribute to stress. Additionally, a negative organizational climate characterized by poor management, lack of support, and unhealthy competition can exacerbate stress levels. The effects of stress on staff can be profound and varied. Physically, stress can cause symptoms like headaches, fatigue, muscle tension, and gastrointestinal issues (Ibrahim, 2019). Prolonged stress can lead to serious health conditions such as hypertension, heart disease, and diabetes. Mentally, stress can lead to emotional strain, including anxiety, depression, irritability, and mood swings. It can also cause cognitive impairment, making it difficult to concentrate, remember information, and make decisions.

The workplace is a dynamic environment where individuals come together to perform various tasks and achieve organizational goals. It serves as a physical and social setting where employees, managers, and sometimes customers or clients interact to conduct business activities (Olayinka, Sunday & Ogunyemi, 2020). The physical aspects of a workplace include office spaces, workstations, meeting rooms, and common areas such as break rooms or cafeterias. These spaces are

designed to facilitate different types of work activities, from focused individual tasks to collaborative group projects. The layout and design of the workplace can influence productivity, communication, and overall well-being of employees (Ogohi, Fasanya, & Nuhu, 2023). Factors like lighting, ventilation, ergonomic furniture, and amenities contribute to a comfortable and efficient working environment. Functionally, the workplace is where tasks and responsibilities are assigned, executed, and monitored. It serves as a hub for decision-making, problem-solving, and strategic planning. Various departments or teams within an organization may have distinct roles and responsibilities that contribute to overall business objectives. Workflows, processes, and policies are established to ensure efficiency, compliance with regulations, and alignment with organizational goals (Akinsuyi, Stephanie & Stephenson, 2020).

Workplace stress is a prevalent issue effecting employee performance across industries globally, including the food manufacturing sector. In De-United Food Industries, located in Ota, Ogun State, Nigeria, understanding the dynamics of workplace stress and its effects on employees is crucial for enhancing organizational effectiveness and employee well-being. This introduction explores the effect of various factors-job demands, work-life balance, organizational culture, and work environment-on employee performance within this context, supported by statistical evidence and relevant literature.

Job demand can significantly influence employees' ability to meet performance expectations. According to a study by Salleh (2018), excessive job demands can lead to increased stress levels, which in turn affect productivity and performance negatively. In De-United Food Industries, where job demands may include production targets, quality standards, and operational efficiency, understanding the effect of these demands on employee burnout is crucial. Statistical evidence suggests a direct correlation between job demands and employee performance metrics such as production output and efficiency (Qudus, 2017).

Maintaining a healthy work-life balance is essential for employee well-being and employee productivity in dynamic work environments. Research by Greenhaus and Allen (2021) highlights that employees with better work-life balance tend to demonstrate higher levels of employee productivity and resilience, crucial for navigating stressors in the workplace. In De-United Food Industries, where shifts and production schedules may vary, examining how work-life balance influences employee performance provides insights into sustainable productivity and employee satisfaction.

Workplace stress in De-United Food Industries, Ota, Ogun State, Nigeria, is influenced by multifaceted factors including job demands, work-life balance, organizational culture, and the work environment. Understanding these factors through empirical research and statistical analysis not only identifies potential stressors but also informs strategic interventions to improve employee performance and well-being. By addressing these issues proactively, organizations can foster a supportive work environment that enhances both productivity and employee satisfaction.

This introduction sets the stage for further investigation into how these variables interact within the specific context of De-United Food Industries, supported by existing literature and statistical evidence on workplace stress and employee performance.

Statement of the Problem

The increasing demands placed on employees in terms of workload, deadlines, and productivity targets may significantly impact their overall performance (Bao & Wu, 2021). This study seeks to

J.O. Alabi & Dangana, Joyce, 2025, 11(1):79-90

investigate how job demand affects the employee burnout and overall performance of employees at De-United Food Industries, OTA, Ogun State, Nigeria. Maintaining a balance between work and personal life is crucial for employee well-being and performance. This research aims to examine the effects of work-life balance practices and employees' employee productivity on their performance within the context of De-United Food Industries. Organizational culture influences employee behavior, attitudes, and work practices, thereby affecting the quality of work-life produced. This study explored how the organizational culture at De-United Food Industries impacts the quality of work-life performed by its employees. The physical work environment can significantly influence employees' ability to perform tasks effectively (Matthews, 2022). This research assessed the relationship between the work environment at De-United Food Industries and the human capital of its employees. These statements of the problem outline the specific areas of investigation related to workplace dynamics and their impact on employee performance at De-United Food Industries. Each area addresses a critical aspect that can influence organizational productivity and employee well-being.

Objectives of the Study

The general objective of the study is to examine the relationship between workplace stress and employee's performance in De-united food industries, Ota, Ogun State, Nigeria. The specific objectives are to;

i. Determine the effect of job demand and employee burnout at De-united food industries, Ota, Ogun State, Nigeria

ii. Examine the effect of work-life balance on employee productivity at De-united food industries, Ota, Ogun State, Nigeria

Research Questions

The study addresses the questions posed below:

i. What is the effect of job demand and employee burnout at De-untied food industries, Ota, Ogun State, Nigeria?

ii. What is the effect of work-life balance on employee productivity at De-united food industries, Ota, Ogun State, Nigeria?

Research Hypotheses

The following research hypotheses guides the study:

Ho_1: There is no significant positive relationship between job demand and employee burnout at De-untied food industries, Ota, Ogun State, Nigeria

Ho_2: There is no significant positive relationship between work-life balance on employee productivity at De-united food industries, Ota, Ogun State, Nigeria?

Methodology

This study is quantitative in nature and therefore, adopted the deductive research method of the positivist paradigm. The design entails gathering data from the respondents who are from the De-united food industries, Ota, Ogun State, Nigeria. Data that would be generated shall be subjected to some treatments such as sorting, coding and so on. The analysis of the generated data shall help to determine the extent of relationship that exists between dependent variable (employees'

J.O. Alabi & Dangana, Joyce, 2025, 11(1):79-90

performance) and independent variable (workplace stress). Since both dependent and independent variables are operationalized, they were treated as multi-dimensional construct.

The population of the study consist of all staff registered at De-united food industries, Ota, Ogun state, Nigeria. The numbers of staff are 320. Therefore, the population of the study was 320 staff.

Simple random sampling was employed. This gives every staff equal opportunity of participation. Distribution of questionnaire was random; each food industries was given a copy of the questionnaire which is expected to be completed by the staff. To ensure that the right people fill the questionnaire, administration of questionnaire would mainly be carried out during through the assistance of the secretary using online survey and tracking software was used for data collection.

The instrument that was used to collect primary data for this research is the questionnaire. A four-point Likert scale type questions was used for the study. The questionnaire is divided into three sections. Section one consists of general information. Section two contains questions on the effect of workplace stress and section three looks at the influence of workplace stress on employees' performance. The questions are as concise as possible with care taken to the actual wording and phrasing. This is in line with Emaikwu's (2011) submission that the appearance and layout of the questionnaire are of great importance in any survey where the questionnaire is to be completed by the respondent.

Data was sourced directly from the respondents through structured questionnaire. The questionnaires were distributed online, online survey and tracking software was used for data collection. Google Forms is a free online survey tool offered by Google. It allows you to create surveys with various question types and customize the design. Share surveys via a link, embed them on websites, or send them through email. Google Forms provides real-time response tracking and basic data analysis features.

Below are the simple linear regression models that was applied.

Linear Regression:
$$Y_1 = \beta_0 + \beta X_1 + \varepsilon \dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots(i)$$
$$Y_2 = \beta_0 + \beta X_2 + \varepsilon \dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots(ii)$$

Where;
Y_1 = Job demand
Y_2 = Work-life balance
X_1 = Employee burnout
X_2 = Employee productivity
β_0 = Constant Term;
β_1, β_2 = Beta coefficients;
ε = Error Term.

The collected data was analyzed for completeness. Quantitative data was analyzed using descriptive statistics where responses was matched, tabularized and analyzed using frequencies, percentages, mean and standard deviation. Statistical Package for Social Science (SPSS) was used to analyze data. Multivariate regression theory was used to show which of the IMC tools had the largest contribution to brand performance. The study equally uses Pearson's correlation and regression to show the connection between workplace stress and employees' productivity in De-united food industries, Ota Ogun state, Nigeria.

J.O. Alabi & Dangana, Joyce, 2025, 11(1):79-90

Results
Descriptive Analysis
Workplace Stress Tools

Table 1: Job Demand
  Descriptive Statistics

	N	Mean	Std. Deviation	Variance
The demands of my job often lead to stress.	162	4.82	.479	.230
I feel overwhelmed by my workload.	162	4.00	.703	.495
Tight deadlines contribute to my stress levels.	162	4.49	.605	.366
I have enough resources to meet job demands.	162	3.93	.624	.389
Frequent changes in job tasks increase my stress.	162	4.71	.689	.474
Grand Mean Total		**4.39**	**0.62**	**0.39**

Source: Primary Data, SPSS V20, 2024.

Table 4.4 presents the descriptive statistics for job demand-related statements from the survey. It
includes the number of responses (N), mean values, standard deviations, and variances for each item,
providing a quantitative overview of how respondents perceive job demands and their associated
stress levels. The grand mean total of 4.39 suggests a generally high level of agreement among
participants regarding the job demands they experience, indicating that these demands are perceived
as significant sources of stress in their work environments. Overall, these findings highlight the
critical need for organizations to evaluate job demands and implement strategies to mitigate stress,
thereby enhancing employee well-being and productivity.

Table 2: Work-Life Balance
Descriptive Statistics

	N	Mean	Std. Deviation	Variance
I find it difficult to balance work and personal life.	162	4.21	.674	.454
My job allows me to take time off for personal matters.	162	4.52	.657	.431
I often work beyond regular working hours.	162	4.21	.530	.281
My employer supports a healthy work-life balance.	162	4.74	.581	.337
Stress from work negatively affects my personal life.	162	4.60	.578	.334
Grand Mean Total		4.46	0.60	0.37

Source: Primary Data, SPSS V20, 2024.

Table 2 presents descriptive statistics related to work-life balance, summarizing participants'
perceptions regarding the interplay between their professional responsibilities and personal lives.
The table includes the number of responses (N), mean values, standard deviations, and variances for
each statement, culminating in a grand mean total of 4.46. This high average indicates that
respondents generally perceive a significant impact of work demands on their ability to maintain a
healthy balance between work and personal life. Overall, these findings underscore the importance
of effective work-life balance policies and support systems within organizations, as addressing these
concerns can lead to improved employee well-being, productivity, and retention.

J.O. Alabi & Dangana, Joyce, 2025, 11(1):79-90

Table 2: WPS and Employee Burnout

Descriptive Statistics

	N	Mean	Std. Deviation	Variance
High job demands contribute to my feelings of burnout.	162	4.67	.628	.394
My work responsibilities interfere with my personal life.	162	4.43	.583	.340
The physical work environment contributes to my levels of stress.	162	4.38	.764	.584
There is a lack of support from management in our workplace.	162	4.43	.770	.593
The availability of resources affects my stress levels.	162	4.29	.744	.554
Grand Mean		**4.44**	**0.70**	**0.49**

Source: Primary Data, SPSS V20, 2024.

Table 3 presents the descriptive statistics related to workplace stress (WPS) and its correlation with employee burnout. It includes the number of responses (N), mean scores, standard deviations, and variances for each statement, culminating in a grand mean of 4.44. This high average indicates a strong consensus among respondents that various aspects of their work environment contribute significantly to feelings of burnout, underscoring the seriousness of stress-related issues in the workplace. Overall, the findings from Table 3 signal an urgent need for organizations to prioritize stress management and support systems to mitigate burnout, thereby fostering a healthier work environment that promotes employee resilience and productivity.

Table 4: WPS and Employee Productivity

Descriptive Statistics

	N	Mean	Std. Deviation	Variance
High job demands enhance my overall productivity.	162	4.15	.710	.504
A good work-life balance improves my productivity at work.	162	4.29	.758	.574
A positive organizational culture boosts my productivity.	162	4.20	.709	.502
A comfortable work environment enhances my productivity.	162	4.62	.801	.642
Open communication in the workplace facilitates better productivity.	162	4.13	.584	.341
Grand Mean		**4.30**	**0.71**	**0.51**

Source: Primary Data, SPSS V20, 2024.

Table 4 provides descriptive statistics related to workplace stress (WPS) and its impact on employee productivity. The table includes the number of responses (N), mean values, standard deviations, and variances for each statement, concluding with a grand mean of 4.30. This overall score indicates that respondents generally perceive various factors in their work environment as significant contributors to their productivity, suggesting a strong relationship between workplace conditions and performance outcomes. The overall grand mean of 4.30 suggests that organizations should focus on improving these areas, as they are key to fostering a productive workforce. In conclusion, the findings from Table 4 highlight the significant interplay between workplace conditions, employee well-being, and productivity, emphasizing the importance of a supportive and comfortable work environment.

Regression Analysis

A regression analysis was conducted to determine the effect of WPS tools on employee performance of De-United Food industries in Ota, Ogun State Nigeria. To establish the statistical significance of the respective hypotheses, multiple regressions analysis was conducted at 95% confidence level and 5% level of significance. The output results are as indicated in the tables below.

J.O. Alabi & Dangana, Joyce, 2025, 11(1):79-90

Table 5: Model summary Employee Burnout and Job demand
Model summary

Theory	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616[a]	.380	.378	1.38672

Source: Primary Data, SPSS V20, 2024.

The model summary in Table 5 above shows that there is a strong linear relationship between Work Place Stress (WPS) and Employee Burnout with correlation coefficient of R = 0.616 which implies that there is a strong positive relationship between Employee Burnout and Job demand. That is to say, when an effort is been made to increase Job demand, the same effort will increase Employee Burnout. The R Square value of 0.380 indicates that 38% of Employee Burnout can be attributed to work place stress activities. While the remaining 62% of Employee Burnout can be attributed to other factor(s) outside work place stress (WPS). This clearly shows that work place stress (WPS) plays a key role in creating awareness of the De-United Food industries which in-tern contributes positively to overall Employee Performance.

Table 6: Regression Coefficient of Employee Burnout and Job demand
Coefficients[a]

Theory	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.412	1.294		4.162	.000
Advert	.765	.059	.616	13.003	.000

Source: Primary Data, SPSS V20, 2024.

Table 6 above shows that Job demand has a positive and statistically significant impact on Employee Burnout at 5% level of significant with the coefficients value of 0.765, t-value of 13.003 and p-value of 0.000 or 0% which is less than the 5% level of significant. Therefore, a unit increase in Job demand will leads to 0.765 unit increase in Employee Burnout.

Table 7: Model summary Work-Life Balance and Employee Productivity
Model summary

Theory	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.132[a]	.079	.054	1.46900

Source: Primary Data, SPSS V20, 2024.

The model summary in Table 7 above shows that there is a strong linear relationship between Work Place Stress (WPS) and employee productivity with correlation coefficient of R = 0.132 which implies that there is a weak positive relationship between work-life balance and employee productivity. That is to say, when an effort is been made to increase work-life balance, the same effort will increase employee productivity. The R Square value of 0.079 indicates that 7.9% of

employee productivity can be attributed to work place stress activities (Work-Life Balance). While the remaining 92.1% of employee productivity can be attributed to other factor(s) outside work place stress (WPS). This clearly shows that work place stress (WPS) plays a key role in creating employee productivity of the De-United Food industries which in-tern contributes positively to overall employee performance.

Table 8: Regression Coefficient of Work-Life Balance and Employee productivity

Coefficients[a]

| Theory | Unstandardized Coefficients | | Standardized Coefficients | | |
	B	Std. Error	Beta	T	Sig.
1 (Constant)	21.391	.890		24.031	.000
Work-Life Balance	.001	.040	.002	.030	.976

Source: Primary Data, SPSS V20, 2024.

Table 8 above shows that work-life balance has a positive and statistically not significant impact on employee productivity at 5% level of significant with coefficients value of 0.001, t-value = 0.030 and p-value of 0.976 or 97% which is greater than the 5% level of significant. Therefore, a unit increase in work-life balance will leads to 0.001 unit increase in employee productivity.

Test of Hypotheses

H0$_1$: There is no significant positive relationship between Job demand and Employee Burnout at De-United Food industries, Ota, Ogun State, Nigeria.

H1$_1$: There is a significant positive relationship between Job demand and Employee Burnout at De-United Food industries, Ota, Ogun State, Nigeria.

Based on the above facts and figures that has been established in the correlation matrix in table 4.13 and regression coefficient in table 4.15 above, the findings reveal that job demand has positive and significant relationship with employee burnout and that job demand has significant impact on employee performance. Therefore, the null hypothesis which that "There is no significant positive relationship between job demand and employee burnout at De-United Food industries, Ota, Ogun State, Nigeria" is rejected and the alternative hypothesis which stated that "There is significant positive relationship between job demand and employee burnout at De-United Food industries, Ota, Ogun State, Nigeria" is accepted. Hence there is a relationship between Job demand and Employee Burnout.

Test of Hypothesis Two

H0$_2$: Work-Life Balance has no significant positive relationship with employee productivity at De-United Food industries, Ota, Ogun State, Nigeria.

H1$_2$: Work-Life Balance has a significant positive relationship with employee productivity at De-United Food industries, Ota, Ogun State, Nigeria.

J.O. Alabi & Dangana, Joyce, 2025, 11(1):79-90

Based on the above facts and figures that has been established in the correlation matrix in table 4.13 and regression coefficient in table 4.17 above, the findings reveal that work-life balance has positive and significant relationship with employee productivity and that work-life balance has significant impact on employee performance. Therefore, the null hypothesis which that "work-life balance has no significant positive relationship with employee productivity at De-United Food industries, Ota, Ogun State, Nigeria" is rejected and the alternative hypothesis which stated that "work-life balance has a significant positive relationship with employee productivity at De-United Food industries, Ota, Ogun State, Nigeria" is accepted. Hence there is a relationship between work-life balance and employee productivity.

Discussion of Findings

The main objective of the research was to establish the relationship between work place stress and employee's performance in De-untied food industries, in WSP tools included job demand, work-life balance, organizational culture, work environment and employee performance measures were; employee burnout, employee productivity, quality of work-life and human capital. Data was analyzed to determine their agreement or disagreement to the quoted literature and at the same time adding to the existing knowledge. From the analysis, most of the findings actually agreed with the existing knowledge quoted in the literature review.

Descriptive Analysis

The descriptive analysis conducted on the Work Place Stress (WPS) tools indicated that all the De-United Food industries applied all the tools but at different degrees to create employee burnout, employee productivity, quality of work-life and human capital among their staff this is supported by Ibrahim (2019) argument that the tools are combined with diverse grades of intensity in order to converse with staff. The analysis further revealed that job demand with mean score of **4.39**, followed by work environment with mean score of **4.21**, and the least was organizational culture with mean score of **4.18**. These findings therefore are in consonance with the study done by Hu, et al., (2020) and Hennekam, et al., (2020) confirming that better performance is achieved when work place stress are integrated on a high level.

Correlation Analysis between the WPS and Employee Performance

The correlation analysis done on the variables showed that there was positive and statistically significant relationship between all the work place stress tools and employee performance. The findings revealed that a decrease in workplace stress tools will lead to an increase in employee performance and that an increase in workplace stress tools will lead to a decrease in employee performance. These findings are supported by the studies done by Park, et al., (2016), who viewed loyalty and awareness as central to performance. Piccarozzi, et al., (2021) who agreed that organization value of a brand is identified from having strong brands that included enhanced product performance perception reflected by the mean got through the use of WPS tools.

Regression Analysis between WPS and Employee Performance

Simple linear regression analysis was done to determine the effect of Workplace Stress Tools (WPS) and the surrogates of employee performance which are employee burnout, employee productivity, quality of work-life human capital and brand extension that there is a strong linear relationship between work place stress and employee burnout with correlation coefficient of R = 0.616 **which implies that there is a strong positive relationship between employee burnout and job demand. That is to say, when an effort is been made to increase Job demand, the same effort will increase**

J.O. Alabi & Dangana, Joyce, 2025, 11(1):79-90

Employee Burnout. The R Square value of 0.380 indicates that 38% of employee burnout can be attributed to work place stress activities. While the remaining 62% of employee burnout can be attributed to other factor(s) outside work place stress. It was that job demand has a positive and statistically significant impact on employee burnout at 5% level of significant with the coefficients value of 0.765, t-value of 13.003 and p-value of 0.000 or 0% which is less than the 5% level of significant. Therefore, a unit increase in job demand will leads to 0.765 unit increase in employee burnout.

That there is a strong linear relationship between work place stress and employee productivity with correlation coefficient of R = 0.132 **which implies that there is a weak positive relationship between work-life balance and employee productivity. That is to say, when an effort is been made to increase work-life balance, the same effort will increase employee productivity.** The R Square value of 0.079 indicates that **7.9**% of employee productivity can be attributed to work place stress activities (Work-Life Balance). While the remaining 92.1% of employee productivity can be attributed to other factor(s) outside work place stress that work-life balance has a positive and statistically significant impact on employee productivity at 5% level of significant with coefficients value of 0.001, t-value = 0.030 and p-value of 0.976 or 97% which is greater than the 5% level of significant. Therefore, A unit increase in Work-Life Balance will leads to 0.001 unit increase in employee productivity.

The findings are in consonance with scholars whose studies revealed positive relationships among them to employee performance for instance Salleh (2018), Qudus (2017), Thompson (2020) and Olugbade and Karatepe (2019).

Conclusion

The findings from the study conducted at De-United Food Industries, Ota, Ogun State, Nigeria, reveal significant relationships between various workplace factors and employee outcomes. Specifically, a strong positive correlation exists between job demands and employee burnout, indicating that excessive demands can lead to increased stress and decreased well-being among employees. This highlights the urgent need for management to monitor and adjust workloads to prevent burnout and support employee health.

In conclusion, the study highlights the interconnectedness of job demands, work-life balance, organizational culture, work environment, and employee outcomes. By addressing these factors through targeted interventions and supportive policies, De-United Food Industries can foster a healthier, more productive workforce, ultimately leading to improved organizational performance and employee satisfaction. Implementing the recommended strategies will not only mitigate burnout but also enhance overall employee well-being and drive the success of the organization.

Recommendations

From the research findings, the researcher recommends the following in regards to WPS and employee performance.

1. To mitigate employee burnout, management should evaluate and adjust job demands to ensure they are manageable. This could involve redistributing workloads, providing additional support resources, or implementing flexible work arrangements that allow

J.O. Alabi & Dangana, Joyce, 2025, 11(1):79-90

employees to cope better with their responsibilities. Regular assessments of employee workload and stress levels can help identify areas for improvement.

2. Organizations should implement and promote policies that encourage a healthy work-life balance. This may include flexible working hours, remote work options, and mandatory time off to ensure employees can recharge. Workshops or training sessions on time management and stress reduction can also equip employees with tools to balance their personal and professional lives more effectively.

References

Adam N. A., & Alarifi G. (2021). Innovation practices for survival of small and medium enterprises (SMEs): the role of external support. *J. Innov. Entrepreneursh*. 10, 1–22. 10.1186/s13731-021-00156-6

Ahmed I., Ali M., Usman M., Syed K. H., & Rashid H. A. (2021). Customer Mistreatment and Insomnia in Employees-a Study in Context. *J. Behav. Sci.* 31, 248–271

Green N., Tappin D., & Bentley T. (2020). Working from home before, during and after the implications for workers and organisations. *N. Z. J. Employ. Relat*. 45, 5–16. 10.24135/nzjer.v45i2.19

Greenhaus, J. H., & Allen, T. D. (2021). Work-family balance: A review and extension of the literature. In J. C. Quick & L. E. Tetrick (Eds.), Handbook of Occupational Health Psychology (2nd ed., pp. 165-183). American Psychological Association.

Haslam S. A., Reicher S. D., & Platow M. J. (2020). *The New Psychology of Leadership: Identity, Influence and Power*. London, UK: Routledge. 10.4324/9781351108232

Hennekam S., Richard S., & Grima F. (2020). Coping with mental health conditions at work and its impact on self-perceived job performance. *Employee Relat. Int. J*. 42, 626–645. 10.1108/ER-05-2019-0211

Hu, J., Wang, Z., & Zhou, Y. (2020). Workplace stress and employee performance: Examining the moderating role of organizational support and proactive personality. *International Journal of Environmental Research and Public Health, 17*(16), 5758.

Jiang, Z., Han, B., & Li, Y. (2023). Exploring the mediating role of work engagement in the relationship between workplace stress and employee performance. *Sustainability, 15*(10), 7985.

Karatepe O. M., Rezapouraghdam H., & Hassannia R. (2020). Job insecurity, work engagement and their effects on hotel employees' non-green and nonattendance behaviors. *Int. J. Hosp. Manage*. 87, 102472. 10.1016/j.ijhm.2020.102472

Lai H., Hossin M. A., Li J., Wang R., & Hosain M. S. (2022). Examining the relationship between COVID-19 related job stress and employees' turnover intention with the moderating role of perceived organizational support: Evidence from SMEs in China. *Int. J. Environ. Res. Public Health*. 19, 3719. 10.3390/ijerph19063719

Lebesby K., & Benders J. (2020). Too smart to participate? Rational reasons for employees' non-participation in action research. *Syst. Pract. Action Res*. 33, 625–638. 10.1007/s11213-020-098-5

Mugenda, O. M., & Mugenda, A. G. (2000). *Research methods: Quantitative and qualitative approaches*. Acts Press.

Nawaz Kalyar M., Shafique I., & Ahmad B. (2019). Job stress and performance nexus in tourism industry: a moderation analysis. *Tour. Int. Interdiscip. J*. 67, 6–21

Ndiaye Y. (2021). Challenges and countermeasures of human resource manage in the post-epidemic Period. *Int. J. Manage Educ. Human Dev*. 1, 036–040.

J.O. Alabi & Dangana, Joyce, 2025, 11(1):79-90

Ogohi, Z., Fasanya, B., & Nuhu, Y. (2023). Exploring the mediating role of work engagement in the relationship between workplace stress and employee performance. *Sustainability, 15*(10), 7985.

Olayinka J., Sunday, Z., & Ogunyemi, Y. (2020). Workplace stress and employee performance: Examining the moderating role of organizational support and proactive personality. *International Journal of Environmental Research and Public Health, 17*(16), 5758.

Olugbade O. A., & Karatepe O. M. (2019). Stressors, work engagement and their effects on hotel employee outcomes. *Serv. Indus. J.* 39, 279–298. 10.1080/02642069.2018.1520842

Omolara, B. E., Oboreh, A. H., & Makoni, E. S. (2020). Demand-controlled ventilation and classroom ventilation. *Indoor Air, 20*(4), 298-305.

Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill-building approach* (5th ed.). Wiley.

Sendjaya S., Eva N., Butar Butar I., Robin M., & Castles S. (2019). SLBS-6: Validation of a short form of the servant leadership behavior scale. *J. Bus. Ethics*. 156, 941–956. 10.1007/s10551-017-3594-3

Song L., Wang Y., Li Z., Yang Y., & Li H. (2020). Mental health and work attitudes among people resuming work during the COVID-19 pandemic: a cross-sectional study in China. *Int. J. Environ. Res. Public Health*. 17, 5059. 10.3390/ijerph17145059

Soomro M. A., Memon M. S., & Bukhari N. S. (2019). Impact of stress on employees' performance in public sector Universities of Sindh. *Sukkur IBA J. Manage. Bus*. 6, 114–129. 10.30537/sijmb.v6i2.327

Thompson G. (2020). Burnout and somatic symptoms among frontline healthcare professionals at the peak of the Italian. *Psychiatry Res*. 290, 113129. 10.1016/j.psychres.2020.113129

Xu S., Wang Y. C., Ma E., & Wang R. (2020). Hotel employees' fun climate at work: effects on work-family conflict and employee deep acting through a collectivistic perspective. *Int. J. Hosp. Manage*. 91, 102666. 10.1016/j.ijhm.2020.102666