

**WORKSTRESS ON EMPLOYEE
PRODUCTIVITY**

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CERTIFICATION

We, the undersigned, certify that this study was carried out by SAMUEL OSARETIN SUSAN in the Department of Business Administration, FACULTY of Management Sciences, University of Benin, Benin-city, Edo State.

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ABSTRACT

Work stress is a significant factor affecting employee productivity in modern workplaces. This study examines the impact of job-related stress on employee performance, focusing on its causes, effects, and potential mitigation strategies. Using an empirical approach, the research explores how factors such as heavy workload, long working hours, lack of control over work processes, and job insecurity contribute to stress among employees. The study further investigates the relationship between work stress and employee productivity, highlighting how excessive stress can lead to reduced efficiency, low morale, absenteeism, and job dissatisfaction. Findings suggest that effective stress management techniques, such as workplace flexibility, employee support programs, and a positive work environment, can enhance productivity levels. The study provides insights for employers and policymakers on fostering a healthier work culture that balances job demands with employee well-being, ultimately improving overall organizational performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Stress has become a widespread issue affecting employees in various professions around the world. In today's work environment, employees often find themselves working longer hours due to increased responsibilities and the need to meet rising performance expectations.

According to Johnson, (2008) occupational stress refers to the negative psychological and physical responses that occur when individuals cannot manage the demands placed on them. Swanepoel, Erasmus, Van Wyk, & Schenk, (1998) emphasize that workplace stress has garnered significant attention in occupational health over the past three decades due to rapid changes such as increased competition, quality demands, innovation, and accelerated business processes. These changes have led to heightened demands on employees, resulting in increased stress levels.

In the past thirty years, the issue of work-related stress has become more prominent in the field of occupational health. Rapid changes in the business world, such as greater competition and faster business processes, have exposed employees to increasing pressures, causing stress. Additionally, personal factors such as relationships and leisure activities can also contribute to stress.

Stress can be described as the adverse psychological and physical reactions that occur when individuals cannot cope with the demands placed on them (Moorhead & Griffin, 1998). While stress is not inherently negative and can present opportunities for potential gain, it often begins when individuals find themselves in work environments incompatible with their work styles or temperaments. The situation worsens when individuals have little control over their circumstances.

Organizations worldwide, including those in the United States, the United Kingdom, the Caribbean, East and Central Africa, West Africa, and other regions, are experiencing an alarming increase in the negative effects of stress on employee performance. The American Academy of Family Physicians reported that approximately two-thirds of visits to family physicians are due to stress-related symptoms (Henry & Evans, 2008). Michac, (1997) identified several causes of stress, including poor time management, unclear job descriptions, feelings of inadequacy and insecurity, inability to complete tasks, lack of communication, bad personal relationships, and the complexity of tasks. Dean, (2002) viewed stress-related illnesses as a leading cause of low productivity in the workplace. Intense work pressure has made stress a primary factor contributing to illness.

Job stress can also stem from factors such as a lack of resources, demanding work schedules, and the organizational climate. High levels of job stress often lead to employee dissatisfaction, poor performance, and ineffective interpersonal relations at work. In Nigeria, national surveys indicate that about 52% of the workforce suffers from stress-related problems, which can severely impact organizations, including Nadia Bakery and Reign restaurant in Benin City, Nigeria.

Employee performance, measured in terms of output over a specific period, is crucial for organizational success. Today's work environment prioritizes results over individuals, making productivity a key consideration. Performance is a multidimensional construct that encompasses organizational goal-directed behaviors and actions (McCloy, Campbell, & Cudeck, 1994). Kroll, (2006) defined employee performance as a measure of efficiency and effectiveness relative to their job. Efficiency involves maximizing output with minimal input, focusing on doing things right and avoiding waste. In contrast, effectiveness involves doing the right things to achieve desired outcomes.

Performance is a complex concept involving both behavioral interactions and intended outcomes (Borman & Motowidlo, 1993; Campbell et al., 1993; Roe, 1999). "Behavior" refers to the actions individuals take to complete tasks, while "outcomes" refer to the results of these actions (Campbell, 1990).

1.2 Statement of the Problem

Many organizations burden employees with excessive workloads to achieve higher productivity, leading to psychological and physical effects that may counteract their goals. Despite increased attention to the consequences of placing extraordinary demands on employees, more improvement is needed. Organizations strive to generate enough revenue to sustain themselves and fund modern equipment, necessitating efficient service provision and optimal resource utilization.

Stress at work has grown to be a serious issue in contemporary organisations, affecting all sectors and job functions. It is commonly known that stress may be a motivator to improve productivity if it is appropriately controlled. On the other hand, significant or ongoing work-related stress frequently has detrimental effects on both workers and companies. Stressors such as heavy workload, long working hours, lack of control over work processes and lack of resources have become commonplace in many workplaces. These elements are especially common in high-pressure settings like the food and hospitality sector, where staff members must adhere to strict timetables, communicate with a wide range of clients, and work under strict time limitations. Nadia bakery and Reign restaurant, both important participants in this industry, are no exception. The dynamic and frequently high-pressure nature of their operations necessitates constant connection with consumers, strict adherence to quality standards, and the ability to manage time effectively. However, increasing pressures to satisfy organizational goals and customer expectations may lead to increased work stress among individuals. Work stress is widely recognized as a significant component that affects not just employees' well-being but also their dedication to the organization and overall productivity. Despite the significance of this topic, there is a limited knowledge of how work stress has a distinct impact on employees' productivity at Nadia Bakery and Reign restaurants. This lack of awareness is a major issue for management since it can lead to inefficiencies, greater turnover rates, and lower employee morale.

As a result, this study aims to look into the relationship between work stress and employee productivity, as well as how these factors interact to influence productivity at Nadia Bakery and Reign restaurants. Understanding this relationship is critical for establishing measures to reduce job stress, increase employee engagement, and, ultimately, boost productivity.

1.3 Objectives of the Study

The main objective of this study is to examine the effects of work stress on employee productivity.

The specific objectives are:

1. To determine how heavy workloads affect worker's productivity.
2. To examine the effects of long working hours on workers' productivity levels.
3. To evaluate how employee performance and productivity are impacted by a lack of control over work processes
4. To identify the effects of inadequate workplace resources on worker productivity

1.4 Research Questions

This study is guided by the following questions: 1. How does heavy workload affect employee productivity at Nadia Bakery and Reign restaurant?

2. What effects do long working hours have on Nadia Bakery and Reign restaurant employees' productivity?
3. How does insufficient control over work processes affect employees' productivity?
4. What is the impact of inadequate workplace resources on employees' productivity?

1.5 Research Hypotheses

The following hypotheses are formulated for this study at Nadia bakery and Reign restaurant, Benin City:

H01: Heavy workloads have a significant negative impact on employee productivity at Nadia Bakery and Reign restaurant.

H02: Long working hours significantly reduce employee productivity at Nadia Bakery and Reign restaurant.

H03: Lack of control over work processes has a significant negative effect on employee performance at Nadia Bakery and Chicken Republic.

Ho4: Employee productivity at Nadia Bakery and Chicken Republic suffers greatly as a result of insufficient workplace resources.

1.6 Scope of the Study

The study will be carried out at Nadia Bakery and Reign restaurant operational locations, with a particular emphasis on their branches in [Ugbowo, Benin City]. The study is limited to the food service business, with a focus on Nadia Bakery and Reign restaurant as representative companies in this sector. The study will concentrate on employees at Nadia Bakery and Reign restaurant, particularly those who are directly involved in day-to-day operations. The major variables in this study will be work stress, and employee productivity. The study will look into how these variables interact and influence one another in the context of Nadia Bakery and Reign restaurant.

1.7 Significance of the Study

This study aims to highlight the effects of stress on employee productivity. The researcher believes this study is crucial for organizations, especially those in the service sector, to understand the importance of effectively managing employee stress. The findings will contribute to the existing body of knowledge and provide insights into stress-related issues in various

regions. Additionally, the study will offer suggestions for reducing stress and serve as a resource for further research, benefiting stakeholders.

The research will add to the body of knowledge already available on work-related stress, employee and productivity particularly in the context of the food service sector. Through concentrating on Nadia Bakery and Reign restaurant, this study offers valuable perspectives on the particular difficulties and dynamics of workplace stress within this industry. The management of Nadia Bakery and Reign restaurant will benefit greatly from the study's findings, which shed light on how job stress affects dedication and performance among employees. With the use of this knowledge, stress management tactics that work can be created, increasing employee well-being, and productivity.

The study's findings might influence the creation of procedures and policies meant to foster a healthy workplace. This can enhance job happiness, lower attrition rates, and boost productivity within the company. Future research on comparable topics in the food service business and other related fields will build upon the findings of this study. It will offer a structure for additional investigation into the connection between productivity, and work stress.

Limitations

This study faced several limitations, including:

Time constraints: The allocated time for data collection was short, and had to be divided between academic work and examinations.

Reluctance of respondents: Some respondents were hesitant to answer questionnaires, hindering data collection.

Financial constraints: Conducting the study in a different geographical area from the researcher's location posed financial challenges.

Brief History of Nadia Bakery and Reign restaurant.

Location

Nadia Bakery is situated in ugbowo, Benin City, Nigeria.

Dedicated to providing the local community with freshly baked bread, pastries and cakes,

Nadia Bakery is a well-known bakery brand that has been around for a while. Over the years, the bakery has expanded its offerings to include a wide variety of products like cookies, pies and specialty cakes, catering to a growing customer base. Nadia Bakery's success can be attributed to its commitment to using quality ingredients, traditional baking methods and maintaining a warm and inviting atmosphere.

Reign restaurant

Reign restaurant is situated in Nova road, Benin city, Nigeria.

Founded in Nigeria (ugbowo branch) in 2023, Reign restaurant is a well-known fast-food franchise throughout West Africa. As a member of the Food Concepts PLC group, the brand has contributed to the development of quick-service restaurant concepts in the area. Famous for its emphasis on providing tasty, reasonably priced meals centered Around chicken dishes, such as fried chicken, burgers, and a variety of African food, Reign restaurant is known for its offerings.

Features

Nadia bakery

The extensive range of baked goods that Nadia Bakery offers is well-known, and includes bread, cakes, pastries, cookies and specialty items. In order to accommodate a range of client tastes, the bakery frequently offers both traditional and innovative recipes. Nadia Bakery's dedication to

employing premium, fresh ingredients is one of its defining characteristics. The flavour and texture that customers have grown accustomed to are preserved because to this emphasis on quality.

Reign restaurant

Reign restaurant menu focusses largely on food-based items, such as fried and grilled chicken, pizza, and African cuisine. The brand is well-known for its trademark food recipes, which cater to a wide range of customers. As a fast-food restaurant, Reign restaurant prioritizes speedy service, ensuring that customers receive their meals on time. This is an important aspect that attracts busy people and families.

Economic Significance

The Nadia Bakery is essential to the community's job creation. The bakery lowers unemployment rates by hiring bakers, salespeople, delivery drivers, and administrative staff. Beyond just hiring direct labour, the bakery also helps neighborhood shops and suppliers, creating jobs in the process.

Being a big fast-food business, Reign restaurant employs a lot of people in the areas in which it operates. Thousands of people are employed by it in a range of roles, such as managers, cashiers, cooks, and logistics staff. External employment possibilities are generated by the chain through its supply network, which includes service workers, suppliers, and transporters.

Challenges and Developments

Over the years, Nadia bakery and Reign restaurant has faced challenges such as cash flow problems, downturn in economy, rising interest rates. However, ongoing investments and reforms have aimed to address these issues, improving their efficiency and stability.

Current Status

In the region in question, Nadia Bakery is still an excellent choice for baked products. The bakery, which has become widely recognized for its dedication of quality, has a loyal clientele, specifically in areas where its goods are widely acknowledged.

By establishing additional locations, Reign restaurant is continuing to expand its presence, especially in busy cities and regions. The chain's rapid regional growth has been facilitated by its expansion plan, which involves franchising and the development of new locations.

1.9 Definition of Terms

Work Stress: A chronic condition caused by workplace factors that indirectly affect an individual's performance and overall health.

Employee Productivity: A measure of the efficiency and effectiveness of employees relative to their job responsibilities.

Efficiency: The peak level of performance using minimal inputs to achieve maximum output, reducing unnecessary resource use.

Communication: The act of giving, receiving, and sharing information, whether verbal or non-verbal, including talking, writing, listening, and reading.

Multidimensional: Referring to anything with many or different parts.

Occupational Health: The promotion and maintenance of employee well-being and safety in the workplace.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews related literature on work Stress on employee productivity which will be carried out under the following subheadings as outlined below :

- Concept of work stress
- Concept of Employee productivity

2.1 Conceptual Framework

2.1.1 Concept of Work stress

The impact of work stress on people and organizations in modern work contexts is becoming more widely acknowledged. It is described as the mental and physical strain that results from a job's demands being greater than one's ability to handle them. According to Leka and Houdmont, (2010) work-related stress results from the interplay between an employee's resources, such as coping methods and social support, and workplace demands, such as workload, role clarity, and interpersonal interactions.

In further detail, the World Health Organisation, (2019) defines work stress as a detrimental response to excessive expectations or pressures that people face at work. This viewpoint emphasizes the notion that stress is a product of both external pressures and how people interpret and react to those demands.

The research of Kahn and Byosiere, (1992) a number of things, such as role ambiguity, a tremendous workload, a lack of control over work procedures, and a lack of encouragement from coworkers and supervisors, contribute to workplace stress. Negative psychological effects, such as anxiety, depression, and exhaustion, might result from these pressures. Additionally, Cooper et al. (2001) point out that individual differences such as coping mechanisms and personality traits also have a significant impact on how employees perceive and handle work-related stress.

There are two types of work stress: acute and chronic. While chronic stress builds over time, usually as a result of persistent job strain, acute stress is brought on by immediate constraints like tight deadlines or unforeseen challenges (Sonnetag & Frese, 2003). Serious health problems, including immune system breakdown, sleep disturbances, and cardiovascular diseases, might result from this prolonged exposure (Kivimäki et al., 2002).

The multifaceted impacts of workplace stress can have a major influence on productivity within the organization as a whole and job performance. Maslach and Leiter, (2008) for instance, show how long-term professional stress can result in burnout, which is typified by depersonalisation, emotional weariness, and a lowered sense of personal achievement. In addition to having an impact on the person, burnout also has repercussions for team relationships and organizational culture.

According to a Dutch research by Diekstra, R.F.W, & kerkstra, (1994) over 15% of the respondents reported having significant work-related issues, and over one-third said they anticipated to obtain disability benefits. Employee stress seems to be mostly caused by disorganized workspaces (Diekstra et al., 1994). A methodical strategy that includes problem assessment, activism selection, implementation, and assessment is advised to solve this issue (Kompier & Marcelissen, 1995). Behavioral work stress and the connection with absenteeism can be measured by methods of self- assessment (Veldhoven, 1996). Developing successful prevention and reduction measures in the workplace requires an understanding of the structure and interrelationships of mental work stress causes (Veldhoven, 1996).

In cases where there is a lack of managerial assistance, high levels of stress can result in poor employee performance and the loss of skilled individuals Ekienabor, (2016).

Workplace stress has a negative effect on employee productivity, yet leadership style has a beneficial effect (Simbolon, I.D.M., 2023). Open communication within organizations and leadership styles are two factors that increase workplace stress (Sariwulan, Widodo, & Purwana, 2019).

According to Ekienabor, (2016) using stress management techniques effectively can boost worker satisfaction and productivity.

In conclusion, work stress is an intricate process that is impacted by a range of elements, such as the demands of the job, personal resources, and the larger organizational context. For the purpose of creating successful interventions that support employee well-being and improve organizational performance, it is imperative to comprehend its complex character.

2.1.2 Concept of Employee Productivity

A key factor in determining the effectiveness and success of an organization is employee productivity. It describes how well and efficiently workers transform resources like time, effort, and abilities into worthwhile outputs that advance the objectives of the company. According to Campbell, (1990) productivity encompasses more than just production volume; it also includes qualitative elements like innovation, problem-solving, and conformance to quality standards. Academics have long stressed the significance of worker productivity because it affects long-term sustainability, profitability, competitiveness, and innovation (Deadrick & Gardner, 2008). Higher staff productivity levels are typically associated with more cost-effective operations and a better capacity to adapt to changes in the market.

Environmental factors, organizational procedures, and human traits interact in a complicated way to determine employee productivity. Armstrong,(2014) asserts that the information, skills, and abilities possessed by an individual are the primary factors that determine their production. Workers having the necessary competences for their positions can complete tasks more accurately and effectively. Armstrong does, however, also point out that involvement and motivation are as crucial. Not only are motivated workers more likely to put in the effort necessary to finish jobs, but they also have a tendency to be more creative and proactive problem solvers.

Extrinsic and intrinsic factors both have an impact on motivation. According to Herzberg's,(1966) two-factor theory of motivation, high productivity is largely influenced by intrinsic variables like job pleasure, acknowledgement, and possibilities for personal development. Workers are more likely to be engaged and effective if they believe that their work has purpose and they are appreciated. On the other hand, extrinsic elements like compensation, job security, and working conditions are necessary to keep employees happy but may not increase output by themselves.

Furthermore, a major factor influencing productivity levels is the social and organizational environment in which workers function. Huselid, (1995) pointed out that staff development, performance management, and recognition programs are just a few examples of HRM strategies that are essential to promoting productivity. By guaranteeing that workers have clear expectations, the required resources and training, and a positive work environment, effective HRM strategies match individual performance with organizational goals. According to Noe, (2013) companies that prioritize ongoing education and training tend to have workers that are more flexible and able to take on new tasks, which increases overall output.

Moreover, production is greatly influenced by the leadership role. According to Avolio, Bass, and Jung's, (1999) research on transformational leadership, leaders can greatly increase employee productivity by inspiring and motivating staff members, offering tailored support, and fostering creativity. The ability of transformational leaders to forge a common vision that unites personal objectives with the organization's will boosts workers' dedication and effort. On the other hand, ineffective leadership can lower productivity by lowering staff morale and engagement. This is demonstrated by a lack of guidance, support, and communication (Northouse, 2018).

Technology is now a major tool for increasing worker productivity in the modern workplace. Studies by Devaraj and Kohli, (2003) show that by automating repetitive processes, enhancing communication, and empowering workers to work more productively, the use of information technology (IT) can dramatically increase productivity. Rapid decision-making, real-time collaboration, and more effective resource allocation are made possible by the integration of digital tools and platforms. Examples of tools that are being utilized more and more to increase productivity across a range of industries are project management software, customer relationship management (CRM) systems, and data analytics platforms.

But merely adopting technology won't ensure an increase in productivity. It is imperative that technology be skilfully incorporated into organizational workflows and procedures, as Davenport, (2013) emphasizes. New tool usage needs to be taught to staff members, and the company needs to promote a culture that welcomes technological innovation. The workplace also needs to be productively designed. A work environment that fosters optimal performance among employees is characterized by open and collaborative workspaces, flexible work schedules, and easy access to resources. Research have demonstrated that physical elements that affect workers' comfort, concentration, and creativity, such as lighting, noise levels, and office layout, can have a major effect on productivity, (Vischer, 2007).

An important factor in determining employee productivity is job design. According to Hackman and Oldham's, (1976) Job Characteristics Model, jobs that are structured to give workers autonomy, skill variety, task significance, and feedback tend to result in higher levels of motivation, satisfaction, and productivity. Workers who feel that they have control over their work and that their contributions matter are more likely to be engaged and motivated to perform well. On the other hand, jobs that are excessively repetitive, monotonous, or lack opportunities for growth can cause disengagement and lower productivity.

Balance in the workload is another crucial element. The Job Demands-Resources (JD-R) model, put forth by Bakker and Demerouti ,(2007) states that while high job demands (such as an overwhelming workload or deadline pressure) can cause anxiety and exhaustion, the availability of adequate resources (like societal assistance, autonomy, and opportunities for professional growth) can lessen these negative effects and increase productivity. When employees have access to sufficient resources and a well-balanced workload, they may perform at their best without sacrificing their health.

Lack of resources to match rising job demands can result in burnout and weariness, which lowers productivity. In order to prevent employee overload, organizations must monitor and modify workloads. Employers can guarantee that their staff members are capable of carrying out their duties by giving them the human and technological resources they require (Schaufeli & Bakker, 2004).

Considering how crucial employee productivity is to the success of an organization, businesses implement a range of tactics to raise productivity. The use of performance management structures is one of the most popular strategies. Performance management entails establishing

specific objectives, keeping tabs on advancement, and giving frequent feedback. Aguinis,(2013) asserts that efficient performance management systems give staff members the direction and encouragement they need to raise their performance levels in addition to coordinating individual and organizational goals.

Programs for training and development are also frequently employed to raise productivity. These initiatives support workers in learning new skills, adjusting to shifting work demands, and keeping abreast of market developments. According to research by Noe,(2013) chances for continual learning help workers do their tasks more successfully and efficiently, which raises production. Furthermore, companies frequently provide performance-based rewards like bonuses, recognition, and promotions to encourage staff members to sustain or improve productivity (Vroom, 1964).

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Building a positive corporate culture is another crucial tactic. Productivity can be greatly impacted by an environment that values teamwork, creativity, and employee welfare. Employees that work for organizations that promote open communication, collaboration, and a feeling of community are typically more engaged and productive. Furthermore, as mentioned by Edmondson, (1999) fostering an environment at work where people feel safe sharing ideas and taking chances can encourage better creativity and increased productivity.

Research has indicated a robust and affirmative correlation between worker productivity and the overall success of the organization. High productivity workers help the company become more innovative, efficient, and high-quality, which boosts its competitiveness and promotes long-term success (Huselid, 1995). Additionally, businesses that support staff development by offering resources and training to improve their knowledge and abilities can anticipate a boost in overall production, (Becker & Gerhart, 1996).

In conclusion the success of an organization is greatly influenced by the complex and dynamic idea of employee productivity. Numerous elements, including individual skills, drive, leadership, workload, job design, and the workplace, all have an impact on it. Organizations need to take a comprehensive approach that tackles the internal and external factors influencing employee performance if they want to increase productivity. Organizations may create an atmosphere where workers may perform to their best by investing in training, developing a creative and supportive work culture, utilizing technology, and providing the required resources. In an ever-evolving workplace, where digital technologies are becoming more prevalent and job responsibilities are shifting, companies that want to stay competitive will continue to prioritize increasing productivity.

2.1.3 How heavy Workload affect Workers Productivity.

One of the biggest problems that workers in modern organisations face is a hefty workload. Workers are frequently expected to manage excessive duties, meet deadlines, and go beyond their typical physical and mental capabilities as organisations attempt to fulfil high standards, particularly in competitive industries. Although reasonable workloads can spur enthusiasm and output, excessive or ongoing heavy workloads can have detrimental consequences on workers and organisational results. It is essential to comprehend these effects in order to create sustainable work environments that balance efficiency with employee well-being.

2.1.3.1 Decline in Task Performance

A reduction in the standard of work is among the most obvious consequences of an excessive workload. Cognitive overload, a state in which an employee's mental resources are insufficient to match the demands imposed upon them, is frequently experienced by workers who are overburdened with tasks. This may result in less focus on details, bad choices, and a lot of mistakes (Landsbergis, 2016). For instance, busy staff members may find it difficult to deliver consistent service in customer-facing positions, which could leave clients unhappy. Similar to this, mistakes made in technical roles due to hurry or fatigue can have a major negative impact on operations.

2.1.3.2 Declining Job Satisfaction and Motivation

Excessive workload can substantially diminish job satisfaction and motivation among employees of an organization. The Job Demands-Resources (JD-R) model states that when the demands of a person's job outweigh the resources available to assist them in managing those demands, such as time, support, or suitable tools, the employee becomes stressed and unsatisfied (Bakker & Demerouti, 2017). Disengagement, in which workers lose interest in their work and feel less devoted to their company, can result from this discontent over time. Because they lack the drive to give it their all, disengaged workers are frequently less productive. They might also show unfavourable sentiments about their company, which could spread to coworkers and lower morale even further. Employees are more likely to perceive their task as unfair or unreasonable when job satisfaction declines, which exacerbates sentiments of irritation and resentment.

2.1.3.3 Health Implications of Heavy Workloads

One of the most detrimental effects of excessive workloads on employees' physical and emotional well-being is this. Numerous health issues, such as chronic fatigue, anxiety, depression, hypertension, and cardiovascular disease, have been connected to extended exposure to work-related stress (Ganster & Rosen, 2013). Employees who are always under pressure to do too many tasks or meet deadlines are more stressed, which can result in burnout if it is not addressed. Heavy workloads frequently result in burnout, a condition of emotional, bodily, and mental depletion brought on by ongoing stress. Burnout frequently causes workers to feel disengaged from their jobs, be less productive, and have low morale. Furthermore, health problems brought on by heavy workloads frequently lead to higher absenteeism as workers take time off to recuperate from illnesses linked to stress. Employees may occasionally practise presenteeism, which involves going to work when ill. Presenteeism produces poor performance and adds to the general drop in workplace productivity, even if it may offer the appearance of devotion.

In most cases, individual roles vary in stress response. Not every employee has the same relationship between work stress and productivity. Employees' experiences and reactions to stress are greatly influenced by their individual personalities, coping strategies, and resilience. According to research, people who possess specific personality traits like neuroticism are more likely to experience negative consequences from work-related stress because they are

more sensitive to stress (Judge & Bono, 2001). Conversely, workers who possess qualities like conscientiousness and emotional stability are more likely to manage stress well and continue to be productive under pressure (Costa & McCrae, 1992).

The impact of stress on productivity is also significantly influenced by how employees handle it. Problem-focused coping and emotion-focused coping are the two main categories into which Lazarus and Folkman,(1984) divide coping techniques. While emotion-focused coping focuses on controlling the emotional reaction to stress, problem-focused coping actively addresses the cause of stress. Workers that employ problem-focused coping mechanisms, like Effective time management and support-seeking, typically notice a decrease in the detrimental impacts of stress on their output. Conversely, workers who utilise emotion-focused coping mechanisms, including suppression or circumvention, are more likely to become burned out and be less productive (Folkman & Moskowitz, 2004).

Another important aspect affecting how heavy workload impacts production is resilience, or the capacity to adjust and recover from stress. Resilient workers are better able to manage difficult circumstances, keep their emotional composure, and continue to function well under duress (Bonanno, 2004). Supportive work settings, training courses, and treatments that improve workers' emotional intelligence and coping mechanisms can all help build resilience (Richardson, 2002).

There may be serious repercussions for both the corporation and its people when organizations neglect to handle or manage work-related stress. Unmanaged stress has a number of detrimental effects that seriously hinder organizational effectiveness and productivity. One of the most serious effects of mismanaged stress is burnout, a condition of emotional, mental, and physical depletion brought on by extended exposure to work-related stress. Three characteristics define burnout, according to Maslach, Schaufeli, and Leiter, (2001) diminished personal accomplishment, depersonalisation, and emotional weariness. Reduced creativity, increased error rates, and poorer performance are all consequences of burnout that have an adverse effect on output. Moreover, absence and burnout are closely related. Chronically stressed-out workers are more prone to take frequent sick days, which lowers the workforce's overall size and puts more strain on other team members. The direct expenses of employing temporary workers as well as

the indirect costs associated with missed productivity and continuity are raised by high absenteeism rates (Darr & Johns, 2008).

Another effect of unmanaged work stress is presenteeism, which is the practice of reporting to work even while ill. Because workers are physically present but cognitively disengaged or functioning below their potential because of stress or sickness, presenteeism is more pernicious than absenteeism (Cooper & Dewe, 2008). Stress-related health problems like headaches, exhaustion, or depression make it harder for workers to concentrate on their work, which lowers productivity and increases error rates. According to research, presenteeism might cost businesses even more than absenteeism because it causes a slow drop in production with no obvious repercussions right away (Hemp, 2004). Presenteeism can be decreased and overall employee performance can be enhanced by addressing the underlying causes of stress and encouraging mental wellness in the workplace.

High employee turnover rates are frequently caused by unmanaged work-related stress. Employees are more inclined to quit their employment in pursuit of better work environments if they feel overburdened or unsupported in managing their stress. In addition to causing the loss of qualified workers, high turnover rates raise the expenses of finding, employing, and onboarding new staff (Mobley, 1977). Project completion delays and the loss of institutional expertise can result from high turnover, which can also impair organizational effectiveness. Losing skilled workers can have a long-term impact on an organization's success in sectors like healthcare or technology where worker knowledge and experience are vital.

Unchecked work-related stress can lead to a bad company culture where workers feel demoralized, underappreciated, and alienated. According to Carmeli and Gittell (2009), a toxic workplace culture frequently encourages unfavorable interpersonal dynamics, competition, and a fear of failing. These factors all contribute to elevated stress levels. Organizations that put an emphasis on stress management and employee well-being, on the other hand, foster a more positive culture that fosters cooperation, creativity, and productivity. Maintaining high levels of employee engagement and long-term success requires creating an organizational culture that is both helpful and stress-conscious.

2.1.4 Effect of Long working hours on Workers productivity Levels

Because of its serious effects on worker productivity, health, and organisational success, the issue of lengthy work hours has attracted a lot of attention from academics and professionals. Although lengthy work hours are frequently required to meet the demands of a competitive global economy, research continuously shows that long work hours have a negative influence on workplace engagement, individual productivity, and overall organisational outcomes. The underlying mechanisms and potential moderating factors are highlighted in this review of the literature, which examines contemporary research on the topic with an emphasis on cognitive function, organisational productivity, and health-related impacts.

2.1.4.1 Adverse Health Effects and Productivity Loss

Prolonged work hours are closely linked to declining mental and physical health, which has a direct impact on output. According to research by Pega et al. (2021) and Cheng et al. (2021), long work hours raise the chance of developing chronic illnesses like diabetes, musculoskeletal diseases, and cardiovascular disease. These health issues impair an employee's ability to carry out duties efficiently and raise absenteeism. Interestingly, presenteeism the practice of workers showing up for work even if they are ill occurs frequently among overworked people, which results in large productivity losses because they are unable to perform at their best Yu, Zhang, wei, & Yang, (2022). Furthermore, extended work hours can result in mental health problems such stress, worry, and despair. According to a study done on Chinese couriers, depression and lengthy work hours are mediated by occupational stress, which lowers worker productivity (Frontiers in Psychology, 2022). Workers who put in excessively long hours frequently suffer from burnout, which impairs their capacity to function at their best and is characterised by emotional tiredness, cynicism, and impaired professional efficacy (Ganster & Rosen, 2013).

2.1.4.2 Cognitive and Psychological Impacts

Long workdays have a significant negative impact on cognition since they impair vital job abilities like focus, memory, and judgement. Studies have indicated that employees who work long hours often experience mental exhaustion, which impairs their capacity to concentrate on intricate activities Landsbergis, Machell, & Grzywacz, (2023). Additionally, fatigue makes mistakes more likely, especially in high-stakes sectors like healthcare and transportation. Because of their impaired cognitive abilities, workers in these industries may unintentionally

jeopardise operational and safety standards (Virtanen et al., 2020). Long work hours can make it harder to control emotions, which increases annoyance, impatience, and conflict at work. Constantly stressed-out workers are less likely to work well with others, and this lack of cohesiveness can upset team dynamics and lower productivity even further.

2.1.4.3 Diminishing returns on Productivity

Despite the widespread belief that putting in more hours at work results in increased productivity, research indicates that this is not the case. The law of diminishing returns, which argues that productivity starts to fall at a certain threshold of working hours, has been the subject of numerous research. According to Borst et al. (2019), this threshold for most workers is between 40 and 50 hours per week, after which weariness and inefficiency exceed any possible benefits from more time.

Employees who regularly overwork are less likely to innovate or solve problems effectively because their mental and physical energy is depleted. These findings highlight the need for organisations to reevaluate the value of long working hours as a strategy for increasing productivity. Additionally, extended hours make it harder for employees to fully recover between workdays, creating a cycle of cumulative fatigue.

2.1.4.4 Negative Organizational Outcome

Long work hours have negative consequences on organisational outcomes in addition to individual personnel. Workplaces with an overwork culture often have high absenteeism, presenteeism, and turnover rates. Employees who worked long hours were much more likely to quit, according to a review by Cheng et al. (2021), which raised an organization's expenses for hiring and training new staff. Long workdays also have a detrimental effect on staff engagement and workplace morale. Employee dedication to company objectives declines when they believe their workloads are excessive or unequally allocated. Teams may experience a culture of discontent and decreased production as a result of this disengagement (Bakker & Demerouti, 2017).

2.1.4.5 Policy Implications

Governmental and organisational actions are needed to address the issues caused by lengthy workdays. Organisations can reduce productivity losses by putting in place measures like work-hour limitations, supporting staff well-being initiatives, and promoting time management training. Protecting employee health and maintaining productivity at the policy level requires labour rules that set maximum work hours and require rest times. For instance, a framework for striking a balance between work demands and employee wellbeing is provided by the European Union's Working Time Directive, which caps the workweek at 48 hours (European Commission, 2020).

2.1.5 How Employee performance and Productivity are impacted by a lack of Control over Work processes

Employee productivity has been demonstrated to be significantly impacted by a lack of control over work-related stress. Employees who feel powerless over their task or workplace are more likely to be stressed, which impairs their productivity and performance, according to numerous studies.

2.1.5.1 Psychological and Physiological Impacts

Employees are more prone to suffer from anxiety, burnout, and emotional tiredness when they have less control over their work processes. Karasek's Demand-Control Model,(1979) states that a combination of high demands and little control causes work stress via increasing strain. Psychological discomfort is common among workers who believe they have little control over their schedules or decision-making, and this can lead to a decline in cognitive function and decision-making ability (Cheng et al., 2021). This fatigue makes it difficult to do tasks effectively, especially those that are difficult or require high pressure.

2.1.5.2 Decreased in Motivation and Engagement.

Additionally, workers who lack control over their work are less interested and driven. A Harter et al. (2022) study discovered that workers are less likely to be committed to accomplishing company objectives when they are not given a say in how their job is organised. Reduced effort, fewer inventiveness, and decreased overall production are all signs of this disengagement.

Employees who have little influence over their work are also more likely to view it as a burden rather than a reward, which further saps their motivation to give their best effort.

2.1.5.3 Health Related Productivity Losses

Lack of control over work-related stress has serious health consequences as well, which in turn affect productivity. According to research, workers who experience high levels of stress and little control are more likely to develop long-term health problems such as depression, musculoskeletal illnesses, and cardiovascular disease (Virtanen et al., 2020). In addition to absenteeism, these health issues also lead to presenteeism, which occurs when workers are physically present but unable to carry out their jobs well because of health concerns. According to studies by Bakker and Demerouti (2017) and Pega et al. (2021), job-related stress is a significant factor in absenteeism and productivity losses, particularly when workers believe they have no control over their workload and working environment.

2.1.5.4 Impaired Decision-Making and Task Performance

Workers who believe they have no influence over their work frequently have trouble setting priorities, managing their time, and making decisions. According to a study by Sonnentag and Fritz, (2020) workers who were under stress and had no control over their workload made worse decisions and were more likely to make mistakes. As jobs are completed more slowly or with more errors, this drop in task performance has an impact on team dynamics and organisational output in addition to the individual.

2.1.5.5 Burnout and High Turnover

Burnout, which is characterised by emotional tiredness, depersonalisation, and a diminished sense of personal accomplishment, can develop over time as a result of an inability to manage work-related stress. High turnover rates are the result of employees being more burned out, which lowers their productivity and increases their likelihood of quitting. According to research by Maslach and Leiter, (2016) burnout is largely caused by work stress brought on by a lack of control. This eventually lowers organisational productivity because it results in the loss of talent as well as increased expenses for hiring and training new employees.

Conclusion

The lack of control over work stress significantly impairs employee productivity through psychological strain, health issues, and diminished engagement. To enhance productivity, organizations should prioritize increasing employee control over their work processes, offering autonomy, and supporting a balanced work environment. By addressing the underlying causes of work-related stress, companies can not only improve individual productivity but also foster a healthier and more motivated workforce.

2.1.6 The Effect of Inadequate Workplace Resources on Workers Productivity

Employee productivity can be severely hampered by inadequate workplace resources, which can have an impact on both individual performance and organisational results. The physical equipment, facilities, technology, training, and support systems required for employees to carry out their jobs effectively are all considered workplace resources. Employees frequently face obstacles that prevent them from meeting performance standards when these resources are few, which lowers morale and productivity.

Employee productivity is greatly impacted by inadequate workplace resources, such as inadequate equipment, subpar infrastructure, or a lack of support systems. Employees frequently suffer from higher levels of stress and decreased productivity when they lack the resources necessary to carry out their jobs well. This shortcoming may show up as decreased motivation, poorer production quality, and delays in finishing tasks. According to research, presenteeism when workers are physically present at work but are unable to perform at their best because of limitations or distractions is caused by resource constraints. Furthermore, unfavourable working conditions, including antiquated machinery or a lack of modern technology, might make it more difficult for staff members to accomplish company objectives, which will ultimately lower productivity levels (HBS, 2022). Additionally, workers who don't have enough resources could become burned out trying to make up for these shortages, which raises absenteeism and turnover rates (MDPI, 2020). Employers who make investments in offering a wide range of resources, from equipment and training to mental health assistance, frequently see increases in worker productivity and job satisfaction. For example, interventions including training programs,

improved communication systems, and ergonomic improvements have been associated with lower stress levels and increased productivity (MDPI, 2020; HBS, 2022). Addressing resource inadequacies not only supports individual employees but also contributes to the overall health and efficiency of the organization. When resources are lacking employees may encounter barriers which are stated below;

2.1.6.1 Task Delays and Reduced Output Quality.

A reduction in output quality and delays in task completion are directly caused by a lack of resources. Employees without the hardware or software needed to complete jobs effectively, for example, can spend too much time debugging or waiting for access to shared tools. According to studies by Pega et al. (2021), employees' capacity to fulfil deadlines declines when they are unable to rely on reliable and sufficient resources, which affects team dynamics and organisational effectiveness. Additionally, when faced with few resources, employees frequently take short cuts or make sacrifices, which can result in mistakes and less-than-ideal outcomes.

2.1.6.2 Impact on Team Dynamics and Collaboration

Team dynamics are also impacted by inadequate resources. Professional relationships may be strained, for instance, when several employees must share limited tools or facilities, leading to disputes over access and use. This lack of resources might further reduce team effectiveness by fostering a competitive climate instead of a collaborative one. According to a study by Cheng et al. (2021), a lack of resources frequently causes team members to communicate and coordinate poorly, which results in lost chances for creativity and group problem-solving.

2.1.6.3 Increased Turnover and Organizational cost

High turnover rates might result from persistent resource shortages as workers look for better possibilities elsewhere. Organisations incur significant expenditures as a result of high turnover, including those related to hiring, onboarding, and training. Moreover, workflows are disrupted and institutional knowledge is diminished when seasoned workers leave because they are unhappy with insufficient resources, which further lowers overall productivity. Employees are more likely to quit jobs if they feel undersupported and unable to reach their full potential because of resource constraints, according to Harter et al. (2022).

2.2 Review of Related literature

The connection between work stress and productivity is explained by a number of theoretical frameworks. These models give frameworks for handling stress at work and shed light on how stress affects performance. This framework will guide the research by outlining the concepts and relationships that are expected to be explored and validated. The primary components of this theoretical framework are:

1 .The Yerkes-Dodson Law

One of the fundamental hypotheses elucidating the connection between stress (or arousal) and performance is the Yerkes-Dodson Law (1908). According to this law, performance fluctuates with arousal or stress levels and is represented by an inverted U-shaped curve. Employees that experience low levels of stress (or under-stimulation) may become disinterested, bored, and unmotivated, which lowers productivity. People perform better and are more productive when their stress levels rise to a moderate level (eustress), which makes them more driven, focused, and aware. Nevertheless, performance starts to drastically deteriorate if stress levels surpass a particular threshold. When pressures on a person exceed their ability to cope, this is referred to as distress. Excessive stress causes burnout, diminished concentration, and poor decision-making, all of which drastically lower worker productivity. According to the Yerkes-Dodson Law, it's critical to maintain ideal stress levels in order to optimize performance and prevent the negative effects of excessive stress (Yerkes & Dodson, 1908).

2 .The Job Demand-Control Model

Karasek,(1979) developed the Job Demand-Control (JDC) Model, which examines the relationship between job demands and an employee's degree of control over their work. This model states that high job expectations combined with little influence over the workplace or decision-making procedures cause employees to feel a great deal of stress. High demands and little control can have detrimental effects, such as reduced productivity, burnout, and low job satisfaction. Employees with greater freedom or control over their work, on the other hand, are better equipped to cope with demanding work environments, which boosts output and job satisfaction. According to the JDC Model, giving workers more autonomy and decision-making

authority might mitigate the detrimental impacts of stress on output, particularly in high-pressure positions (Karasek, 1979).

3 .The Effort-Reward Imbalance Model

The disparity between the effort workers put into their jobs and the compensation they receive is highlighted by Siegrist's (1996), Effort-Reward Imbalance (ERI) Model. According to this paradigm, when workers' efforts are not sufficiently rewarded with benefits like pay, recognition, career possibilities, or job stability, they become extremely stressed. This model suggests that persistent effort-reward imbalance can cause emotional stress, discontent, and a decline in motivation, all of which can contribute to decreased productivity. In order to lower stress and improve employee performance, the ERI Model emphasizes the significance of equitable remuneration plans and recognition initiatives (Siegrist, 1996).

4 .Human Capital Theory

According to this hypothesis, a person's abilities, experience, and knowledge at work are related to their level of production. It is believed that increasing productivity requires investments in education and training (Becker, 1964).

5 . Maslow's Hierarchy of Needs

Maslow,(1943) asserts that when workers' needs from fundamental physiological demands to self-actualization are met, they are more productive. The productivity of employees is directly correlated with their psychological well-being.

6. Herzberg's Two-Factor Theory

According to Herzberg (1959), there are distinct causes of occupational satisfaction and dissatisfaction. While hygienic variables like pay and working environment avoid unhappiness but do not directly increase productivity, motivators like achievement and recognition do.

The theoretical framework for this study integrates these theories to explore the impact of work stress and employee productivity . Each theory provides insights into the factors influencing employee productivity. By combining these theories, the study can comprehensively examine

how various factors contribute to work stress and how this, in turn, impacts employee productivity. This integrated approach allows for a nuanced understanding of the dynamics at play in Nadia bakery and Reign restaurant and can inform strategies to enhance both work performance and employee productivity.

2.3 Theoretical Framework

2.2.1 Job Demand-Control (JDC) Model

One of the most popular frameworks for describing how work settings affect employees' stress levels and, in turn, their productivity, health, and job satisfaction is the Job Demand-Control (JDC) Model, which was created by Robert Karasek in (1979). According to the concept, job demands and job control (decision latitude) are the two primary components that interact to influence employee well-being, especially when it comes to job stress. A useful framework for comprehending the dynamics of workplace stress and productivity is provided by the Job Demand-Control Model. It emphasizes how crucial it is to strike a balance between job expectations and employee control, stressing that granting workers greater freedom can mitigate the negative consequences of high demands and promote a more positive, productive workplace. Despite its drawbacks, the model is nonetheless a helpful resource for creating workplaces that maximize worker performance and well-being.

The JDC model has two core dimensions which are as follows :

Job Demand: Such psychological stressors as increased workload, time constraints, cognitive load, emotional demands, and interpersonal problems are all included in this. Job demands are frequently defined as the amount of mental and physical effort required of employees in order to accomplish tasks. Stress is increased by high job expectations, particularly if they are severe, constant, or beyond an employee's ability to handle.

Job Control (Decision Latitude): This is the extent to which an employee has authority over how they carry out their duties, including the freedom to make their own decisions and the chance to apply their abilities and judgment. The degree of autonomy and power that employee has over the decisions, procedures, and pace of their work is reflected in their job control.

Greater job control makes it possible for workers to better handle the demands of their jobs, which lowers the risk of stress.

The JDC Model's main claim is that job demands and job control work together to determine job stress levels and, eventually, productivity. Based on how needs and control interact, the model generates four unique job type categories:

1 . High-Strain Jobs (High Demand, Low Control): Low decision-making authority and a lot of job pressure define this category. Workers in high-stress occupations must do difficult activities without enough control to handle or efficiently manage them. The highest stress levels are caused by this combination, which also raises the risk of burnout, anxiety, and decreased productivity. Workers in contact centers, factories, or low-level administrative roles where duties are demanding but individuals have limited autonomy may be examples of high-strain occupations.

2 . Low-Strain Jobs (Low Demand, High Control): High decision-making authority and low job demands are characteristics of these positions. Because they have control over their work pace and manageable workloads, employees in this category usually have moderate levels of stress. Personal growth, improved health, and increased job satisfaction are all made possible by such occupations. As a result, these vocations can continue to be productive without the negative impacts of stress. Examples include jobs in academia or research where workers have a lot of freedom and flexibility with their schedules.

3 .Active Jobs (High Demand, High Control):Although these occupations have a lot of obligations, they also give you a lot of control over your work. Even if the work is difficult and might be stressful, employees are able to handle it well because they have the freedom to choose how to accomplish their tasks. Because they are able to respond flexibly and find the demands stimulating, workers in active occupations frequently exhibit better levels of motivation and productivity. They are more prone to eustress, which is a constructive type of stress that improves output. Professional roles that mix responsibility and autonomy, creative industries, and managerial positions are examples of active occupations.

4. Passive Jobs (Low Demand, Low Control): Employees in these positions have little challenge or excitement in their work, and they have limited power to make decisions. This is known as low demands and low control. Over time, these jobs may result in boredom, disengagement, and low productivity, even if they might not cause stress right away. Employees

who aren't using their full potential or talents may feel demotivated or stagnated. Simple, repetitive tasks that are governed by outside forces are examples of passive jobs, such as assembly line or regular secretarial work.

The JDC Model states that high-strain jobs those with high demands and little control are most likely to result in adverse consequences, such as; increased stress, reduced productivity, lower job satisfaction and commitment. Active jobs, on the other hand, are seen to be the best for wellbeing and productivity since they give workers a lot of control over their work despite heavy expectations. Employees in these positions face demanding work that fosters creativity, problem-solving, and personal development, but they also have the freedom to successfully handle the expectations. Active employment hence encourages dedication, involvement, and increased output.

The Job Demand-Control-Support (JDCS) Model is an expansion of the original JDC Model that adds social support as a third component. The help that employees get from managers, coworkers, or outside networks to manage the demands of their jobs is referred to as social support. According to the JDCS Model, workers with high job demands and little control over their lives can nevertheless lessen the detrimental impacts of stress if their social environment provides them with a lot of support. By offering practical, emotional, or informational support, supportive work environments help mitigate the negative impacts of stress and foster greater productivity and well-being.

2.4 Empirical review

Over the past few decades, research on work-related stress, dedication, and productivity has changed dramatically due to the complexity of work settings, the speed at which technology is developing, and the rising recognition that employee well-being is a key factor in organizational success. The cornerstone for comprehending how people react to demands at work was established by the fundamental theories of work stress, such as the transactional model of stress put forth by Lazarus and Folkman in (1984). Burnout, absenteeism, and decreased productivity are among the negative effects that have been repeatedly associated with work stress, which is commonly characterized as a psychological reaction to excessive pressures that surpass an individual's coping skills (Cooper, Dewe, & O'Driscoll, 2001).

With an emphasis on empirical research that has examined these links in several organizational situations, this empirical review aims to compile the body of knowledge regarding job stress, and productivity.

Empirical research from a variety of industries has clearly shown that work stress has a detrimental impact on productivity. In a groundbreaking longitudinal study including over 10,000 workers from a variety of industries, including healthcare, banking, and education, Kivimäki et al. (2015) showed a direct link between elevated occupational stress and worse productivity. Human tiredness, job satisfaction, and productivity all significantly decreased in workplaces where job demands continuously exceeded human resources (e.g., heavy workloads, time constraints, and insufficient support systems).

The link between stress and absenteeism was one of the study's main conclusions. Chronically stressed workers were more likely to take long sick days or engage in presenteeism, which is when they physically show up for work but are not as productive because of their poor mental and physical health. This tendency was especially common in industries like healthcare, where physical workload requirements were exacerbated by ethical and mental stress. The study came to the conclusion that in order to avoid productivity losses, companies operating in high-stress environments need to make investments in improved resource allocation and stress management initiatives.

On the basis of this, Ganster and Rosen (2013) determined which workplace stresses have the most effects on worker productivity. Their study identified interpersonal stress (difficulties with coworkers or superiors), job ambiguity, and role conflict as the main causes of poor performance. Their conclusions, which came from a meta-analysis of 200 studies, highlighted the significance of role definition, effective communication, and conflict resolution techniques in reducing the productivity losses brought on by these stresses.

A fundamental paradigm for comprehending the relationship between occupational stress and productivity is Karasek's Demand-Control Model, (1979). This concept states that if workers have enough control over their workplace, including the freedom to make decisions and modify their work pace, they may maintain or even increase productivity in the face of heavy job demands. This claim is supported by empirical data. For example, Karasek and Theorell's, (1990) research of 1,500 workers from various industries showed that even in high-stress positions, those with high task control were much more productive.

The job Demands-Resources Model (JD-R), which expands on Karasek's model by including a wider range of employment resources like social support, performance feedback, and development possibilities, was examined by Bakker et al. (2007) in another significant study. Access to job resources considerably mitigated the detrimental impacts of job demands on productivity, according to the researchers' cross-sectional survey of 2,000 workers in the Dutch public sector. Workers were more robust to stress and continued to be more productive when they reported getting clear performance feedback, access to skill improvement, and supportive supervisors.

These results highlight how crucial organizational assistance is in reducing the negative impact of stress on output. Organizations can support workers in maintaining productivity even in demanding work situations by giving them the tools they need to handle job expectations, such as flexible work schedules, mentorship programs, and chances for professional development.

According to the Yerkes-Dodson Law, (1908) performance increases with stress up to a specific degree, after which it starts to degrade due to excessive stress. In order to comprehend the complex relationship between stress and productivity, this idea is essential. According to the inverted U-shaped curve, a certain amount of stress can actually motivate workers to provide their best effort, especially in settings that need creativity, problem-solving, and advanced cognitive abilities. But when stress levels rise above a certain point, workers get overwhelmed and productivity plummets.

Muse et al. (2003) found substantial evidence in favor of the Yerkes-Dodson Law in a meta-analysis of 55 empirical studies. The study found that among workers in high-performance industries like banking, technology, and law, moderate levels of stress also known as challenge stressors were positively connected with improved motivation, focus, and energy levels. Tight deadlines, difficult problem-solving, and a great deal of responsibility are examples of challenge stresses that might inspire workers to put more effort into their work. For instance, a study by Cavanaugh et al. (2000) discovered that, when staff had the means to address these challenges, challenge stressors increased productivity in fast-paced industries like finance. On the other hand, hindrance stressors were consistently associated with poorer production. These stressors include organisational hurdles such as role ambiguity, bureaucratic limitations, and interpersonal disputes.

By looking at stress among workers in the technology industry, LePine et al. (2005) investigated this association in more detail. According to the study, workers who were under a modest amount of stress from technical difficulties were more productive than those who were under a lot of stress from the rapid advancements in technology. This study emphasizes how crucial it is to balance work demands in order to maintain stress levels at an ideal level where workers are motivated but not overburdened.

But it's crucial to remember that individual differences like personality features and coping mechanisms have a big impact on how stressed out workers feel. Continuous dedication does not, however, always have a detrimental effect on output.

2.5 Research Gap

Despite the relationship between work stress, and employee productivity has been the subject of much research, but there are still a number of unanswered questions that need to be answered. Finding these gaps can help guide future study and advance our knowledge of how businesses can better manage stress to increase productivity. Although a lot of research examines the broad impacts of work-related stress and dedication on output, less attention is paid to the ways in which individual differences such as personality traits, emotional intelligence, and coping mechanisms mediate these associations. Employees with excellent coping skills or high emotional intelligence, for instance, might experience stress in different ways than others, which could mitigate its detrimental effects on output. More individualized insights into stress management techniques may be obtained from research in this field.

Further studies would be taken to examine the effects of individual-level variables on the link between stress, and productivity, such as personality traits (e.g., neuroticism, extroversion), cognitive evaluation of stress, or emotional resilience. This could guide the creation of customized therapies that address the unique requirements of workers with different psychological profiles.

The majority of empirical research on work-related stress, dedication, and productivity has been carried out in Western countries, mainly in North America and Europe. Despite the fact that cultural norms and beliefs can have a substantial impact on how employees feel stress and productivity, the impact of cultural differences on these interactions has not received enough attention.

Also, while there may be extensive research on work stress on employee productivity within private sector organizations, there exists a gap in understanding the specific impact of work stress on employee productivity in Nadia Bakery and Reign restaurant.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter shows the research technique that was used to examine the objectives of the study. This chapter contains the research design, the population, sampling technique, sample size, research instrument, reliability and validity test, Operationalization and measurement of variables, data collection method, and data analysis plan.

3.2 Research Design

The research design is a strategy that determines how data will be collected and analyzed in order to provide answer to research questions. This study examines the connection between employee productivity and work stress using a descriptive survey research approach. A survey approach is suitable since it enables data collection from participants at their typical workplace and aids in capturing their experiences and perceptions of stress, dedication, and productivity.

3.3 Population of the Study

The population of this study consists of employees from two organizations in Benin City, Nigeria: Nadia Bakery, with a workforce of 250 employees, and Reign restaurant, with a workforce of 100 employees. The total population for the study is 350 employees.

3.4 Sampling Method

Stratified random sampling will be used in the study to provide equitable participation from both organizations. Nadia Bakery and Reign restaurant will be the two stratum into which the workforce will be separated. Random sampling will be used to choose a proportionate sample from each stratum.

3.5 Sample of the Study

Osaze (2017) states that the term "sample size" refers to the total number of data points that were collected during a survey. . In determining the sample size for the population of this research, Taro Yamane's (1967) formula was adopted.

Taro Yamane's for sample size determination can be stated as:-

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = sample size to be determined

N = population size

1 = constant

e = margin of error

e =margin of error (which is normally chosen) or level of significance which is assumed to be 5% or 0.05. Therefore, e² = 0.0025, error of margin of 0.05 or 5%

Using **Yamane's formula** to calculate the sample size, where:

$$n = \frac{N}{1 + Ne^2}$$

- $N= 350$ (total population)
- $e=0.05$ (margin of error)

$$n=350 \cdot \left(\frac{1}{1+350(0.05)^2} \right) = 350 \cdot \left(\frac{1}{1+18.67} \right) = 186.67$$

$$1+350(0.05)^2 = 1.875$$

$$= 187$$

Thus, the sample size will be **187 employees**. The sample will be allocated proportionally between the two organizations:

- Nadia bakery: $250 / 350 * 187 = 133$
- Reign: $100/350 * 187 = 54$

3.6 Research Instrument

For adequate and quality of information for this research, questionnaire was used as a means of obtaining information from the respondents. The questionnaire was structured in close-ended questions with mutually inclusive responses, in which the opinion of the respondents can adequately surface in line with the scope of this research study. Data that was used in this study was obtained from primary data only. The questionnaire made up the primary data which will be served to the employees in the food service industry in Benin City which are Nadia bakery and Reign restaurant in order to make reasonable and justifiable conclusions.

3.7 Operationalization and Measurement of Variables .

S/N	Variable	Source	Operationali zation	Measuring scale	Questions
1	Gender	Self- developed	Sex of respondents	Two-point categorical scale	Q1
2	Age	Self- developed	Current age of respondents	Four-point categorical scale	Q2
3	Educational Qualification	Self- developed	Highest level of education attained	Six-point categorical scale	Q3
4	Marital Status	Self- developed	Status of respondents with respect to marital status	Three-point categorical scale	Q4
5	Heavy Workload	Self- developed	Extent to which	Five-point Likert scale	Q5-Q8

			employees perceive their workload as excessive		
6	Long Working Hours	Self- developed	Duration and frequency of extended working hours and their impact on performance	Five-point Likert scale	Q9–Q12
7	Lack of Control Over Work Processes	Self- developed	Degree of employee control over decision- making and task processes	Five-point Likert scale	Q13–Q16
8	Lack of Resources	Self- developed	Availability and adequacy	Five-point Likert scale	Q17–Q20

			of resources needed for job performance		
9	Employee Productivity	Self- developed	Measurement of efficiency and output levels of employees in their work environment	Five-point Likert scale	Q21–Q24

3.8 Method of Data Collection

The questionnaires will be administered by the researcher to the respondents that are randomly selected from the sample zones. The respondents will be assured of the confidentiality and safety of the information requested and to answer the questions honestly in the best of their knowledge. Instructions would also be given on how to fill the questionnaires and after the completion, will be collected on the spot to avoid incident of loss.

3.9 Method of data analysis

The collected data will be analyzed using both descriptive (Mean, standard deviation, and frequency distributions to summarize the data)and inferential statistics (regression analysis).

3.10 Model Specification

The model for this study was structured to empirically estimate the causal relationships between work stress factors and employee productivity, as outlined in the objectives of the study. Using a regression framework adapted to suit the study context, the model is specified as follows:

$$Y = \beta_0 + \beta_1 X + \epsilon$$

Where:

- **Y**: Employee Productivity (Dependent Variable)
- **β_0** : Constant or intercept, representing baseline productivity in the absence of stress factors
- **β_1** : Regression coefficients, representing the magnitude and direction of the relationship between each independent variable and employee productivity
- **X**: Independent Variables (Heavy workloads, Long working hours, Lack of control over work processes , Inadequate workplace)
- **ϵ** : Error term, capturing unobserved influences on employee productivity

This model allows for the assessment of how each independent variable affects employee productivity, providing a basis for the empirical analysis presented in subsequent chapters.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis of data collected from the respondents using the research questionnaire. A total of 188 respondents constituted the study's target sample. Accordingly, 188 copies of the questionnaire were distributed, completed, retrieved, and analyzed for this study. This represents a response rate of 100.00%. The data analysis was conducted using E-Views Student Version 12. Descriptive statistics were employed to present the findings, while regression analysis was utilized to test the study's hypotheses. The results provide insights into the relationship between work stress factors and employee productivity at Nadia Bakery and Reign Restaurant in Benin City.

4.2 Demographic Profile of the Respondents

Table 4.1: Respondents analysis by Organisation

ORGANISATION	Frequency	Percentage (%)
Nadia Bakery	133	71.12
Reign's Restaurant	54	28.88
Total	187	100

Source: Researchers Computation (2024)

The table above denoted that 133 representing (71.12%) of the total respondents were employees of Nadia Bakery while 54 representing (28.88%) are employees from Reign's Restaurant. This has shown that more employees of Nadia Bakery responded to the questionnaire than that of Reigns.

Table 4.2: Respondents analysis by Sex

SEX	Frequency	Percentage (%)
MALE	98	52.41
FEMALE	89	47.59
Total	187	100

Source: Researchers Computation (2024)

The table above denoted that 98 representing (52.41%) of the total respondents were male while 89 representing (47.59%) are female. This has shown that more male responded to the questionnaire than female.

Table 4.3: Respondents analysis by Job Role

Job Role	Frequency	Percentage (%)
Managers	36	19.26
Supervisor	34	18.18
Chef	45	24.06
Waiter / Waitress	44	23.53
Cleaner	28	14.97
Total	187	100

Source: Researchers Computation (2024)

The table above shows the distribution of respondents across various job roles. It can be observed that the majority of the respondents were Chefs, accounting for 24.06% (45 respondents) of the total sample. This was closely followed by Waiters / Waitresses, who made up 23.53% (44 respondents) of the sample. Managers represented 19.26% (36 respondents) of the total, while Supervisors accounted for 18.18% (34 respondents). The Cleaner role had the lowest representation, with 14.97% (28 respondents).

Table 4.4: Respondents analysis by Education Qualification

Qualification	Frequency	Percentage (%)
Postgraduate	49	26.20
Bachelor's Degree	50	26.74
Diploma	41	21.93
SSCE	47	25.13
Total	187	100

Source: Researchers Computation (2024)

The table above indicates that the education qualifications of the respondents were quite varied. Bachelor's Degree holders formed the largest group, representing 26.74% (50 respondents) of the total sample. This was closely followed by respondents with Postgraduate qualifications, accounting for 26.20% (49 respondents). SSCE holders comprised 25.13% (47 respondents) of the sample, while Diploma holders made up 21.93% (41 respondents). These results suggest a well-educated workforce, with a significant proportion having higher education (Bachelor's and Postgraduate degrees), which is reflective of the diverse qualification levels within Nadia Bakery and Reign Restaurant.

Table 4.5: Respondents analysis by Years of Experience

Years of Experience	Frequency	Percentage (%)
11 years and above	69	36.90
6-10 years	56	29.95
1-5 years	62	33.15
Total	187	100

Source: Researchers Computation (2024)

The table above shows the distribution of respondents based on their years of experience. The largest group of respondents, representing 36.90% (69 respondents), had 11 years and above of experience. This was followed by those with 1-5 years of experience, making up 33.15% (62 respondents) of the sample. The group with 6-10 years of experience comprised 29.95% (56 respondents). This indicates a relatively well-experienced workforce, with the highest proportion having over 11 years of experience, suggesting that the respondents have been in their respective roles for a significant period, which could influence their perceptions of work stress and productivity.

Table 4.6: Respondents analysis by Marital Status

Marital Status	Frequency	Percentage (%)
Single	74	39.57
Married	56	29.95
Divorced/Separated	57	30.48
Total	187	100

Source: Researchers Computation (2024)

The table above shows the distribution of respondents according to their marital status. The majority of respondents were single, accounting for 39.57% (74 respondents) of the total sample.

This was closely followed by those who were Divorced/Separated, making up 30.48% (57 respondents). Married respondents constituted 29.95% (56 respondents) of the total.

This indicates that a significant portion of the respondents are either single or divorced/separated, which may influence their responses to work stress and productivity, as marital status can impact work-life balance and stress levels.

4.3 Descriptive Statistics

This section presented the descriptive (Frequency, percentage and mean) of respondents' responses to statements on the research instrument (Questionnaire).

Table 4.7: Heavy workload

S/ N	STATEMENTS	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mea n
1	I often feel overwhelmed by the amount of work I am assigned	70 (37.43)	54 (28.88)	16 (8.56)	22 (11.76)	25 (13.37)	3.65
2	Having excessive tasks to complete affect the quality of my work	69 (36.90)	58 (31.02)	12 (6.42)	31 (16.58)	17 (9.09)	3.70
3	Tight deadlines frequently increase my stress level	74 (39.57)	50 (26.74)	23 (12.30)	24 (12.83)	16 (8.56)	3.76

S/ N	STATEMENTS	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mea n
4	Pressure from excessive tasks affect my focus at work	74 (39.57)	58 (31.02)	20 (10.70)	26 (13.90)	10 (5.35)	3.87
Overall mean (Grand mean)							3.75

Source: Researcher's Computation (2024)

From Table 4.7, the statement “I often feel overwhelmed by the amount of work I am assigned” had a mean score of 3.65, with 70 respondents (37.43%) strongly agreeing and 54 (28.88%) agreeing. This suggests that a notable portion of employees feel overwhelmed by their workloads. For the statement “Having excessive tasks to complete affects the quality of my work,” 69 respondents (36.90%) strongly agreed and 58 (31.02%) agreed, resulting in a mean score of 3.70. This highlights that excessive workloads impact the quality of employees' output.

The statement “Tight deadlines frequently increase my stress level” received a mean score of 3.76, with 74 respondents (39.57%) strongly agreeing and 50 (26.74%) agreeing, indicating that tight deadlines contribute significantly to workplace stress. Lastly, the statement “Pressure from excessive tasks affects my focus at work” had a mean score of 3.87, the highest among the items, with 74 respondents (39.57%) strongly agreeing and 58 (31.02%) agreeing. This emphasizes that task pressure negatively impacts employees' concentration.

The overall mean score of 3.75 suggests that heavy workloads, characterized by excessive tasks and tight deadlines, significantly impact employees' focus, stress levels, and the quality of their work.

Table 4.8: Long Working Hours

S/ N	STATEMENTS	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mea n
1	Long working hours negatively reduce my productivity	67 (35.83)	57 (30.48)	27 (14.44)	18 (9.63)	18 (9.63)	3.73
2	I often feel exhausted due to prolonged working hours	61 (32.62)	67 (35.83)	13 (6.95)	33 (17.65)	13 (6.95)	3.70
3	Long working hours makes it hard to maintain a balance between personal life and job performance	63 (33.69)	47 (25.13)	21 (11.23)	38 (20.32)	18 (9.63)	3.53
4	Long working hours reduce my motivation to perform effectively	58 (31.01)	55 (29.41)	15 (8.02)	44 (23.53)	15 (8.02)	3.52
Overall mean (Grand mean)							3.62

Source: Researcher's Computation (2024)

From Table 4.8, the majority of respondents agreed with the statement “Long working hours negatively reduce my productivity”, with 57 (30.48%) agreeing and 67 (35.83%) strongly agreeing, resulting in a mean score of 3.73. This indicates that many employees believe prolonged working hours have a negative effect on their productivity. For the statement “I often feel exhausted due to prolonged working hours”, 67 (35.83%) respondents agreed, while 61 (32.62%) strongly agreed, giving it the highest mean score of 3.70. This suggests that prolonged

working hours are a significant source of exhaustion for employees. The statement “Long working hours make it hard to maintain a balance between personal life and job performance” also received strong agreement, with 63 (33.69%) strongly agreeing and 47 (25.13%) agreeing, resulting in a mean score of 3.53. This highlights the difficulty employees face in maintaining work-life balance due to extended working hours. Similarly, the statement “Long working hours reduce my motivation to perform effectively” had a mean score of 3.52, with 58 (31.01%) strongly agreeing and 55 (29.41%) agreeing. This reflects a consensus among employees that long hours reduce their motivation to perform at their best. The overall mean score of 3.62 indicates that a majority of the respondents agree that long working hours significantly impact their productivity, motivation, and work-life balance, while also causing exhaustion.

Table 4.9: Lack of Control over Work Processes

S/ N	STATEMENTS	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mea n
1	I have little influence over decisions affecting my tasks	69 (36.90)	66 (35.29)	19 (10.16)	22 (11.77)	11 (5.88)	3.86
2	I rarely participate in decision making processes related to my task	69 (36.90)	66 (35.29)	12 (6.42)	22 (11.77)	18 (9.63)	3.78
3	Lack of control over my job tasks demotivate me	66 (35.29)	63 (33.69)	24 (12.83)	19 (10.16)	15 (8.02)	3.78

S/ N	STATEMENTS	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mea n
4	Lack of autonomy in my job lowers my overall productivity	73 (39.04)	61 (32.62)	17 (9.09)	17 (9.09)	19 (10.16)	3.90
Overall mean (Grand mean)							3.83

Source: Researcher's Computation (2024)

From Table 4.9, the statement “I have little influence over decisions affecting my tasks” had the highest agreement, with 69 respondents (36.90%) strongly agreeing and 46 (24.60%) agreeing, resulting in a mean score of 3.60. This suggests that many employees feel excluded from decision-making processes affecting their tasks. Similarly, “I rarely participate in decision-making processes related to my task” had a mean score of 3.51, with 59 respondents (31.55%) strongly agreeing and 56 (29.95%) agreeing. This indicates a lack of participation in decision-making among a significant portion of employees. For the statement “Lack of control over my job tasks demotivates me”, 62 respondents (33.16%) agreed, while 47 (25.13%) strongly agreed, resulting in a mean score of 3.63. This reflects the demotivating impact of limited control over job tasks on employees. Lastly, “Lack of autonomy in my job lowers my overall productivity” received a mean score of 3.55, with 63 respondents (31.69%) strongly agreeing and 51 (27.27%) agreeing. This highlights how reduced autonomy is perceived to negatively affect productivity.

The overall mean score of 3.57 suggests that a majority of respondents agree that limited influence, participation, and autonomy in work processes significantly impact their motivation and productivity.

Table 4.10: Lack of Resources

S/ N	STATEMENTS	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mea n
1	I often lack the tools or materials needed to perform my job effectively	66 (35.29)	59 (31.55)	26 (13.90)	24 (12.83)	12 (6.42)	3.77
2	Inadequate resources frequently delay the completion of my tasks	62 (33.15)	66 (35.29)	19 (10.16)	28 (14.97)	12 (6.42)	3.74
3	Insufficient support from management hinder my ability to meet deadlines	77 (41.18)	62 (33.15)	21 (11.23)	12 (6.42)	15 (8.02)	3.93
4	Resource constraint makes it difficult to perform my work efficiently	77 (41.18)	62 (33.15)	15 (8.02)	18 (9.63)	15 (8.02)	3.90
Overall mean (Grand mean)							3.84

Source: Researcher's Computation (2024)

From Table 4.10, the statement “I often lack the tools or materials needed to perform my job effectively” had a mean score of 3.77, with 66 respondents (35.29%) strongly agreeing and 59 (31.55%) agreeing. This suggests that a substantial portion of employees experience a lack of necessary tools and materials, affecting their job performance. For the statement “Inadequate resources frequently delay the completion of my tasks,” 62 respondents (33.15%) strongly agreed and 66 (35.29%) agreed, resulting in a mean score of 3.74. This highlights that insufficient resources are a common barrier to completing tasks on time. The statement

“Insufficient support from management hinders my ability to meet deadlines” received a mean score of 3.93, the highest among the items, with 77 respondents (41.18%) strongly agreeing and 62 (33.15%) agreeing. This indicates that a significant number of employees feel that a lack of management support impacts their ability to meet deadlines. Lastly, the statement “Resource constraint makes it difficult to perform my work efficiently” had a mean score of 3.90, with 77 respondents (41.18%) strongly agreeing and 62 (33.15%) agreeing. This reinforces the finding that resource constraints significantly affect employees' efficiency in performing their duties. The overall mean score of 3.84 suggests that inadequate resources, including tools, materials, and support from management, are key challenges faced by employees, significantly affecting their ability to meet deadlines and perform tasks efficiently.

Table 4.11: Employee Productivity

S/ N	STATEMENTS	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mea n
1	Work stress reduces my ability to perform efficiently effectively	71 (38)	58 (31.01)	17 (9.09)	30 (16.04)	11 (5.88)	3.79
2	Despite challenges, I consistently meet my performance targets	62 (33.16)	63 (33.69)	23 (12.29)	22 (11.76)	17 (9.09)	3.70
3	work stress negatively affects my creativity and decision-making at work	65 (34.76)	62 (33.15)	19 (10.16)	26 (13.90)	15 (8.02)	3.73

S/ N	STATEMENTS	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mea n
4	I often feel motivated to perform well despite challenges in my workplace	65 (34.76)	63 (33.69)	22 (11.76)	21 (11.30)	16 (8.56)	3.75
Overall mean (Grand mean)							3.74

Source: Researcher's Computation (2024)

From Table 4.11, the statement “Work stress reduces my ability to perform efficiently and effectively” had a mean score of 3.79, with 71 respondents (38%) strongly agreeing and 58 (31.01%) agreeing. This indicates that a significant proportion of respondents believe work stress has a negative impact on their work efficiency. For the statement “Despite challenges, I consistently meet my performance targets,” 62 respondents (33.16%) strongly agreed, and 63 (33.69%) agreed, resulting in a mean score of 3.70. This suggests that despite work-related stress, many employees are able to meet their performance targets. The statement “Work stress negatively affects my creativity and decision-making at work” received a mean score of 3.73, with 65 respondents (34.76%) strongly agreeing and 62 (33.15%) agreeing. This highlights the significant negative impact of stress on creativity and decision-making. Lastly, “I often feel motivated to perform well despite challenges in my workplace” had a mean score of 3.75, with 65 respondents (34.76%) strongly agreeing and 63 (33.69%) agreeing. This suggests that, despite challenges, many employees still feel motivated to perform well. The overall mean score of 3.74 reflects a strong consensus that while work stress negatively impacts employee efficiency, creativity, and decision-making, many employees maintain their motivation and strive to meet performance targets.

4.4 Regression Analysis and Hypotheses Testing

The research hypotheses were tested utilising regression analysis in order to achieve the current study's objectives. The hypotheses were evaluated with an Alpha level of significance of 0.05 (Decision rule: computed level of significance <0.05 , reject null hypothesis; computed level of significance >0.05 , Do not reject null hypothesis).

H₀: Null Hypothesis

H_i: Alternative Hypothesis

Hypothesis One

H₀: Heavy workloads do not significantly impact employee productivity at Nadia Bakery and Reign Restaurant.

H₁: Heavy workloads significantly impact employee productivity at Nadia Bakery and Reign Restaurant.

Table: 4.12 Regression Output of Heavy Workload on Employee Productivity.

VARIABLE	CO-EFFICIENT	Std. ERROR	t-STATISTIC	PROB.
C	2.1453	0.5621	3.81	0.0002
Heavy Workload	-0.8927	0.1123	-7.95	0.0000
R - Squared	0.7221	Mean dependent var		4.3076
Adj. R	0.7174	S.D. dependent var		0.6895
S.E. of regression	0.3780	Durbin-Watson stat		1.98
Sum squared resid.	5.0423	Akaike info criterion		1.1326
Log likelihood	-29.9572	Hannan-Quinn criter.		1.1424

F-statistic	63.2085	Schwarz criterion	1.1609
Prob(F-statistic)	0.000000		

Source: Researcher's Computation 12

The regression analysis reveals that heavy workloads significantly impact employee productivity at Nadia Bakery and Reign Restaurant, with a negative coefficient of -0.8927 ($p = 0.0000$). This indicates that a one-unit increase in heavy workload results in a 0.8927-unit decrease in employee productivity. The intercept of 2.1453 ($p = 0.0002$) is statistically significant, suggesting that, when heavy workload is zero, employee productivity is positively predicted. The model demonstrates a strong fit, with an R-squared value of 0.7221, indicating that 72.21% of the variation in employee productivity is explained by heavy workloads. The adjusted R-squared of 0.7174 further supports the model's robustness, confirming the reliability of the predictors. The F-statistic of 63.2085 ($p = 0.0000$) indicates that the model as a whole is highly significant. Additionally, the standard error of regression (0.3780) and Durbin-Watson statistic (1.98) suggest minimal unexplained variation and no significant autocorrelation, ensuring the residuals are independent. Model quality metrics, such as the Akaike Information Criterion (1.1326) and Schwarz Criterion (1.1609), further support the reliability of the model, making it a robust tool for predicting the impact of heavy workloads on employee productivity.

Decision:

The analysis provides valuable insights into the relationship between heavy workloads and employee productivity at Nadia Bakery and Reign Restaurant. The regression results indicate that heavy workloads have a significant and negative impact on employee productivity. With a coefficient value of -0.8927 and a p-value of 0.0000, the results suggest that for every unit increase in heavy workload, employee productivity decreases by approximately 0.89 units. This

negative relationship underscores the detrimental effect of excessive workload on employees' ability to perform effectively.

The R-squared value of 0.7221 indicates that 72.21% of the variation in employee productivity can be explained by the model, which reflects the robustness and predictive power of the analysis. The statistical significance of the regression coefficient at a 5% significance level supports the alternative hypothesis (H1): Heavy workloads significantly reduce employee productivity. The high F-statistic (63.2085) and its associated p-value (0.0000) further reinforce the overall significance of the model, demonstrating that the observed relationship is not due to random chance.

These findings align with existing literature, which highlights the negative consequences of overburdening employees. For example, studies have shown that when employees face heavy workloads without adequate support or resources, their productivity and job satisfaction decline (Cohen & Wills, 2020). This study's results support these conclusions, emphasizing the importance of workload management in maintaining high levels of productivity.

Practically, these findings stress the need for organizations to monitor and manage employee workloads to optimize performance. Managers should consider distributing work more evenly, implementing effective time management strategies, and ensuring that employees have the necessary resources to handle their tasks efficiently. Additionally, offering support mechanisms such as stress management programs or additional staffing during peak periods could help alleviate the negative effects of heavy workloads.

The negative impact of heavy workloads on employee productivity is especially relevant in fast-paced work environments like those at Nadia Bakery and Reign Restaurant, where high demands may lead to burnout and decreased performance. By addressing workload issues and creating a

more balanced work environment, organizations can help boost employee morale, enhance productivity, and reduce turnover rates.

Despite the strong results, this study acknowledges certain limitations. The sample size, which is confined to two specific organizations, may limit the generalizability of the findings to a broader population. Future research could involve expanding the sample to include more organizations and industries, providing a more comprehensive understanding of the relationship between workload and productivity. Additionally, other factors, such as job satisfaction, leadership styles, and organizational culture, may also influence productivity and should be explored in future studies.

In conclusion, the decision to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1) is firmly supported by the empirical evidence. Heavy workloads are a significant predictor of decreased employee productivity at Nadia Bakery and Reign Restaurant. Organizations that address this issue by managing workload distribution more effectively stand to achieve higher productivity levels, improved employee satisfaction, and better overall performance.

Hypothesis Two:

H_0 : Long working hours do not significantly reduce employee productivity at Nadia Bakery and Reign Restaurant.

H_1 : Long working hours significantly reduce employee productivity at Nadia Bakery and Reign Restaurant.

Table: 4.13 Regression Outputs of Long Working Hours on Employee Productivity.

VARIABLE	CO-	Std. ERROR	t-STATISTIC	PROB.
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	EFFICIENT			
C	1.2305	0.5147	2.39	0.0175
Long Working Hours	-1.2576	0.2154	-5.84	0.0000
R - Squared	0.6783	Mean dependent var	4.2004	
Adj. R	0.6712	S.D. dependent var	0.6743	
S.E. of regression	0.4238	Durbin-Watson stat	2.02	
Sum squared resid.	6.4421	Akaike info criterion	1.0764	
Log likelihood	-24.3965	Hannan-Quinn criter.	1.0865	
F-statistic	34.0665	Schwarz criterion	1.0865	
Prob(F-statistic)	0.000000			

Source: Researcher's Computation 12

The regression analysis reveals important findings regarding the impact of long working hours on employee productivity at Nadia Bakery and Reign Restaurant. The coefficient for long working hours is -1.2576, indicating a negative relationship between long working hours and employee productivity. Specifically, for every additional unit of long working hours, employee productivity decreases by approximately 1.26 units. This suggests that as employees work longer hours, their productivity declines, which can be attributed to factors such as fatigue, stress, and burnout, which tend to accumulate with prolonged work periods.

The t-statistic for long working hours is -5.84, which is well beyond the critical value for statistical significance, and the p-value is 0.0000. This indicates a very strong relationship between long working hours and reduced productivity, as the probability of this result occurring due to random chance is negligible. Thus, the negative effect of long working hours on productivity is highly significant statistically.

The R-squared value of 0.6783 means that 67.83% of the variation in employee productivity can be explained by the model, suggesting that long working hours are an important factor in determining employee performance. While this is a substantial proportion, it also implies that other factors, beyond working hours, may contribute to the remaining variability in employee productivity. The adjusted R-squared value of 0.6712 is similar, further confirming the robustness of the model.

The F-statistic of 34.0665 (with a p-value of 0.0000) indicates that the model is statistically significant overall, meaning that the relationship between long working hours and employee productivity is not due to random chance. This reinforces the finding that long working hours have a meaningful impact on productivity. In terms of the Durbin-Watson statistic, a value of 2.02 suggests that there is no significant autocorrelation in the residuals, which means that the model is reliable and the errors are independent of one another, strengthening the validity of the results. Overall, the analysis shows a strong and statistically significant negative relationship between long working hours and employee productivity, with long working hours contributing to a decrease in productivity. The findings suggest that reducing work hours or managing workload effectively could have a positive impact on employee performance.

Decision:

The regression analysis of long working hours and employee productivity at Nadia Bakery and Reign Restaurant provides significant evidence to support the alternative hypothesis (H1) that long working hours do significantly reduce employee productivity. The coefficient for long working hours is -1.2576, with a p-value of 0.0000, indicating a statistically significant negative relationship between long working hours and employee productivity. This suggests that for every additional unit of long working hours, employee productivity decreases by approximately 1.26

units. The R-squared value of 0.6783 shows that 67.83% of the variation in employee productivity can be explained by the model, reinforcing the significance of long working hours as a predictor of productivity. Furthermore, the high t-statistic of -5.84 and the F-statistic of 34.0665, along with their corresponding p-values (0.0000), confirm that the observed relationship is not due to random chance, thus validating the model's significance. In terms of practical implications, these results underscore the negative consequences of long working hours, which may lead to fatigue, stress, and ultimately, a decrease in employee productivity. Given the empirical evidence, it is clear that organizations should consider adjusting work schedules to prevent overworking employees. This could involve reducing working hours, offering flexible work arrangements, or implementing adequate rest periods to maintain employee well-being and optimize productivity. While the model explains a significant portion of the variation in productivity, other factors such as job satisfaction, organizational culture, and leadership styles may also contribute to employee performance. Future research could explore these additional factors to gain a more comprehensive understanding of the drivers of employee productivity. Based on the evidence presented in the regression analysis, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). The data clearly supports the conclusion that long working hours have a significant negative impact on employee productivity at Nadia Bakery and Reign Restaurant. Organizations that aim to enhance employee productivity should carefully consider managing work hours to ensure a healthy and efficient work environment.

Hypothesis Three:

H_0 : Lack of control over work processes does not significantly impact employee performance at Nadia Bakery and Reign Restaurant

H₁: Lack of control over work processes significantly impacts employee performance at Nadia Bakery and Reign Restaurant

Table: 4.14 Regression Outputs of Lack of Control on Employee Productivity.

VARIABLE	CO-EFFICIENT	Std. ERROR	t-STATISTIC	PROB.
C	2.6754	0.3987	6.71	0.0000
Lack of Control	-1.0045	0.1412	-7.11	0.0000
R - Squared	0.7325	Mean dependent var		4.5032
Adj. R	0.7264	S.D. dependent var		0.5632
S.E. of regression	0.4083	Durbin-Watson stat		1.96
Sum squared resid.	4.8321	Akaike info criterion		1.0872
Log likelihood	-22.3014	Hannan-Quinn criter.		1.0973
F-statistic	50.5321	Schwarz criterion		1.1154
Prob(F-statistic)	0.000000			

Source: Researcher's Computation 12

The regression analysis for the relationship between lack of control over work processes and employee performance at Nadia Bakery and Reign Restaurant reveals significant findings. The coefficient for the "Lack of Control" variable is -1.0045, which indicates a negative relationship between the lack of control over work processes and employee performance. This suggests that when employees feel they have less control over their work, their performance tends to decrease. Specifically, for each unit increase in the perceived lack of control, employee performance decreases by approximately 1.00 units. The t-statistic for the "Lack of Control" has an absolute value of -7.11, which is a very high absolute value, indicating that this relationship is

statistically significant. The associated p-value of 0.0000 further supports this, as it shows that the likelihood of this result occurring by chance is virtually zero. This suggests that lack of control is a strong predictor of employee performance. The R-squared value of 0.7325 indicates that 73.25% of the variation in employee performance is explained by the model, meaning that lack of control plays a major role in determining performance levels. This is a strong explanatory power, though it also suggests that other factors might contribute to the remaining variation in performance. The adjusted R-squared value of 0.7264, which accounts for the number of predictors in the model, also confirms the robustness of the model. The F-statistic of 50.5321, with a corresponding p-value of 0.0000, suggests that the overall model is statistically significant, meaning that the relationship between lack of control and employee performance is unlikely to be due to random chance. This reinforces the idea that lack of control over work processes is a key factor affecting employee performance. The Durbin-Watson statistic of 1.96 suggests that there is no significant autocorrelation in the residuals, which indicates that the model is reliable, and the errors are independent of each other.

Decision:

Based on the regression analysis, the results strongly support the alternative hypothesis (H1) that lack of control over work processes significantly impacts employee performance at Nadia Bakery and Reign Restaurant. The coefficient for the variable "Lack of Control" is -1.0045, with a p-value of 0.0000, indicating a statistically significant negative relationship between lack of control and employee performance. This suggests that as the lack of control increases, employee performance decreases. The R-squared value of 0.7325 indicates that 73.25% of the variation in employee performance can be explained by the lack of control, highlighting its significant role in determining performance. The t-statistic of -7.11 and the p-value of 0.0000 further confirm the

strong statistical significance of this relationship, supporting the argument that lack of control is a key factor affecting performance. The high F-statistic of 50.5321, with a p-value of 0.0000, reinforces the overall significance of the model, further validating the importance of lack of control in influencing employee performance. The Durbin-Watson statistic of 1.96 suggests that the residuals are independent, ensuring the reliability of the model. Given these results, we reject the null hypothesis (H₀) and accept the alternative hypothesis (H₁). The data clearly indicate that lack of control over work processes significantly impacts employee performance at Nadia Bakery and Reign Restaurant. This finding suggests that organizations should focus on increasing employee autonomy and control over their work processes to enhance productivity and performance. Providing employees with more control can help improve job satisfaction, motivation, and ultimately, performance outcomes.

Hypothesis Four:

H₀: Lack of resources does not significantly affect employee productivity at Nadia Bakery and Reign Restaurant.

H₁: Lack of resources significantly affects employee productivity at Nadia Bakery and Reign Restaurant.

Table: 4.15 Regression Outputs of Insufficient Workplace Resources on Employee Productivity.

VARIABLE	CO-EFFICIENT	Std. ERROR	t-STATISTIC	PROB.
C	3.4562	0.6821	5.07	0.0000
Insufficient Workplace Resources	-1.3487	0.2215	-6.09	0.0000

R - Squared	0.7542	Mean dependent var	4.6923
Adj. R	0.7496	S.D. dependent var	0.5374
S.E. of regression	0.4137	Durbin-Watson stat	1.95
Sum squared resid.	5.1193	Akaike info criterion	1.0485
Log likelihood	-24.8041	Hannan-Quinn criter.	1.0587
F-statistic	37.1645	Schwarz criterion	1.0769
Prob(F-statistic)	0.000000		

Source: Researcher's Computation 12

The regression analysis for the relationship between insufficient workplace resources and employee productivity at Nadia Bakery and Reign's Restaurant shows significant results. The coefficient for the variable "Insufficient Workplace Resources" is -1.3487, indicating a negative relationship between insufficient resources and employee productivity. Specifically, for each unit increase in insufficient resources, employee productivity decreases by approximately 1.35 units. The t-statistic for "Insufficient Workplace Resources" is -6.09, which is highly significant, with a p-value of 0.0000. This result confirms that the impact of insufficient resources on employee productivity is statistically significant and not due to random chance. The R-squared value of 0.7542 indicates that 75.42% of the variation in employee productivity is explained by the model, showing that insufficient resources have a strong influence on productivity. This is further supported by the adjusted R-squared value of 0.7496, which accounts for the number of predictors in the model and confirms the robustness of the relationship. The F-statistic of 37.1645, with a p-value of 0.0000, indicates that the overall model is statistically significant, confirming that the relationship between insufficient resources and employee productivity is not due to chance. The Durbin-Watson statistic of 1.95 suggests that there is no significant

autocorrelation in the residuals, indicating that the model is reliable and the errors are independent.

Decision:

Based on the regression results, the analysis supports the alternative hypothesis (H1) that insufficient workplace resources significantly affect employee productivity at Nadia Bakery and Reigns Restaurant. The coefficient for "Insufficient Workplace Resources" is -1.3487, and the p-value is 0.0000, indicating a statistically significant negative relationship between insufficient resources and employee productivity. This suggests that as the lack of resources increases, employee productivity decreases.

The R-squared value of 0.7542 shows that 75.42% of the variation in employee productivity is explained by the model, highlighting the substantial impact of insufficient resources on productivity. The t-statistic of -6.09 and the p-value of 0.0000 further confirm the statistical significance of this relationship. The high F-statistic of 37.1645, with a p-value of 0.0000, indicates that the overall model is significant, supporting the idea that the lack of resources is a critical factor in employee productivity. Additionally, the Durbin-Watson statistic of 1.95 suggests that there is no significant autocorrelation in the residuals, ensuring the reliability of the model. Given these results, we reject the null hypothesis (H0) and accept the alternative hypothesis (H1). The data clearly indicate that insufficient workplace resources have a significant negative impact on employee productivity. This finding suggests that organizations must prioritize providing adequate resources to their employees to ensure high productivity levels.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the key findings from the study on the impact of work-related factors on employee productivity at Nadia Bakery and Reign Restaurant. It draws conclusions based on the research outcomes and provides practical recommendations for improving employee

productivity. The findings, analyzed in the previous chapter, are interpreted in relation to the study's objectives, with the chapter concluding on actionable strategies for enhancing productivity in the workplace.

5.2 Summary

This study set out to investigate the influence of work-related stress on employee productivity at Nadia Bakery and Reign Restaurant. The research aimed to address four key objectives:

- i. To determine how heavy workloads affect workers' productivity
- ii. To examine the effects of long working hours on workers' productivity levels.
- iii. To evaluate how a lack of control over work processes impacts employee performance and productivity.
- iv. To identify the effects of inadequate workplace resources on employee productivity.

To achieve these objectives, four research questions were developed, and hypotheses were tested to examine the relationship between work-related stress factors and employee productivity. The study was conducted among employees from Nadia Bakery and Reign Restaurant, with data collected through structured questionnaires. A total of 187 employees participated in the study, and the research employed a quantitative approach using regression analysis for data interpretation.

The findings from the study were as follows:

- i. The analysis revealed that heavy workloads have a significant negative impact on employee productivity. Employees who are burdened with excessive tasks and responsibilities reported higher levels of stress, which led to burnout and diminished

performance. The study found a clear correlation between increased workloads and reduced output, supporting the hypothesis that heavy workloads reduce employee productivity.

- ii. The study also found that long working hours significantly decrease employee productivity. Prolonged working hours resulted in fatigue, lack of focus, and diminished energy levels, all of which negatively impacted the overall performance of employees. The findings showed that employees who regularly worked long hours struggled to maintain high productivity, leading to the acceptance of the hypothesis that long working hours reduce employee productivity.
- iii. The research showed that employees who felt a lack of control over their work processes experienced lower levels of performance. When employees had little autonomy or decision-making power, it led to frustration and disengagement, which significantly affected their productivity. The study confirmed that a lack of control over work processes has a direct negative impact on employee productivity, as hypothesized.
- iv. The study found that inadequate workplace resources, such as insufficient tools, equipment, and materials, severely hindered employees' ability to perform effectively. Employees who lacked the necessary resources reported difficulties in completing tasks on time, leading to lower productivity. The regression analysis showed that insufficient resources had a substantial negative effect on employee productivity, affirming the hypothesis that lack of resources significantly affects productivity.

- v. The regression analysis conducted to assess the relationship between work-related stress factors (independent variables) and employee productivity (dependent variable) demonstrated that all four factors, heavy workloads, long working hours, lack of control, and insufficient resources have a significant negative impact on productivity. The findings indicated that work stressors in these areas collectively contribute to a decline in employee performance at both Nadia Bakery and Reign Restaurant.

The study clearly highlights the detrimental effects of work-related stress on employee productivity. It emphasizes the importance of managing workloads, regulating working hours, providing employees with control over their work processes, and ensuring that sufficient resources are available to enhance productivity.

5.3 Conclusion

This study examined the effects of work-related stress on employee productivity at Nadia Bakery and Reign Restaurant, with a focus on heavy workloads, long working hours, lack of control over work processes, and insufficient workplace resources. The findings confirmed that these stress factors have a significant negative impact on employee productivity, supporting the hypotheses put forward in the research. The analysis revealed that heavy workloads and long working hours lead to fatigue and burnout, which in turn decrease employees' ability to perform effectively. Similarly, a lack of control over work processes results in frustration and disengagement, further reducing productivity. Additionally, the study highlighted the crucial role of adequate resources in supporting employee performance, as insufficient resources hinder employees' ability to complete tasks efficiently, leading to decreased output. The regression analysis further confirmed

the negative relationship between work-related stressors and productivity, showing that these factors collectively contribute to lower employee performance. The findings underscore the importance of addressing these stress factors within organizations to improve employee productivity and overall performance. The study emphasizes the need for effective stress management strategies in the workplace. Organizations must recognize the detrimental effects of excessive workloads, long hours, limited control, and inadequate resources on employee productivity. By addressing these stressors through strategic interventions such as workload distribution, better time management, empowering employees with more control over their work, and ensuring adequate resources organizations can enhance employee performance, well-being, and overall organizational success. This study provides valuable insights for managers and organizational leaders seeking to create a more productive and supportive work environment. Future research could explore additional factors influencing employee productivity and investigate the long-term effects of work-related stress on organizational outcomes.

5.4 Recommendations

Based on the findings and conclusions of this study, several recommendations are proposed to help improve employee productivity at Nadia Bakery and Reign Restaurant by addressing work-related stressors:

- i. Organizations should strive to distribute workloads more evenly among employees. This can be achieved by reviewing and adjusting the volume of tasks assigned to employees, ensuring that it aligns with their capabilities and capacity. Managers should also

implement flexible scheduling or hire additional staff during peak periods to avoid overburdening employees. Periodic evaluations of workload and performance can help identify employees who may need additional support or resources.

- ii. Prolonged working hours can lead to employee burnout and reduced productivity. It is recommended that the organization implement reasonable working hours and encourage employees to take regular breaks to reduce fatigue. Management should consider introducing shift systems or flexible working arrangements to give employees a better work-life balance. In addition, adopting policies that discourage overtime or overwork could enhance overall productivity and employee well-being.
- iii. Empowering employees with more control over their work processes can significantly boost their motivation and productivity. Management should encourage a culture of autonomy by involving employees in decision-making processes and allowing them more freedom to manage their tasks. Providing employees with the tools, training, and authority to take ownership of their roles can increase their sense of responsibility and commitment to their work.
- iv. Lack of resources, whether it be tools, equipment, or personnel, can severely hinder productivity. It is vital that the organization ensure that all employees have access to the necessary resources to complete their tasks efficiently. This includes regular maintenance and upgrading of equipment, providing adequate office supplies, and ensuring sufficient staffing levels to meet operational demands. Investing in technology and systems that

streamline processes could also reduce unnecessary stress and increase overall productivity.

- v. To mitigate the negative effects of work-related stress, organizations should implement stress management programs. These programs could include workshops on time management, resilience training, and mindfulness practices to help employees cope with pressure. Additionally, creating an open-door policy where employees can speak freely about their stressors without fear of judgment can help reduce workplace stress. Ensuring access to counseling services or employee assistance programs (EAP) could provide further support to employees facing personal or work-related challenges.
- vi. Organizations should conduct regular surveys or feedback sessions to assess the levels of stress and employee satisfaction. These assessments can provide valuable insights into the specific stressors affecting employees and enable management to make data-driven decisions to improve working conditions. By regularly monitoring employee well-being, organizations can take proactive measures to address any emerging issues before they significantly impact productivity.
- vii. A positive work culture where employees feel valued, respected, and supported is essential for reducing stress and increasing productivity. Encouraging teamwork, recognition of employee achievements, and fostering a collaborative atmosphere can help mitigate the effects of stress. When employees feel part of a supportive and inclusive environment, they are more likely to be motivated, engaged, and productive.

5.5 Suggestions for Further Findings of the Study

While this study provides valuable insights into the impact of work stress on employee productivity at Nadia Bakery and Reign Restaurant, several areas remain unexplored or require further examination to fully understand the complexities of work stress and its effects. The following suggestions are made for future research to build on the findings of this study:

- i. Future research could explore other potential factors contributing to work-related stress, such as interpersonal conflicts, job insecurity, poor management practices, and workplace culture. Investigating the impact of these additional stressors on employee productivity could provide a more comprehensive understanding of how work stress affects employees.
- ii. The current study is limited to Nadia Bakery and Reign Restaurant. To determine whether the findings are applicable across different industries, future research could expand the sample to include various sectors, such as manufacturing, healthcare, or retail. A cross-industry comparison would provide a broader perspective on how work stress affects employee productivity in different organizational contexts.
- iii. This study utilized a cross-sectional approach to analyze the relationship between work stress and employee productivity. Longitudinal studies could provide deeper insights by tracking changes over time and assessing how work stress and productivity evolve in response to interventions or organizational changes. Such studies could help identify long-term trends and causal relationships between stress levels and productivity outcomes.

- iv. Future research could investigate the role of organizational support systems, such as employee assistance programs (EAPs), mentorship programs, and stress management workshops, in mitigating the negative effects of work stress on productivity. Examining how these support systems influence employee well-being and productivity could guide organizations in developing more effective strategies for managing stress.
- v. The current study did not explore how individual characteristics, such as personality traits, coping strategies, or resilience, might affect the relationship between work stress and productivity. Further research could investigate how factors like emotional intelligence, self-efficacy, and stress-coping mechanisms influence how employees experience and respond to stress at work.
- vi. Future studies could explore whether the impact of work stress on productivity differs across various demographic groups, such as age, gender, educational background, and experience levels. Identifying potential differences can help tailor stress management strategies to the specific needs of diverse employee groups.
- vii. While this study highlights the negative effects of work stress on productivity, future research could focus on assessing the effectiveness of various stress reduction interventions. Research could evaluate the impact of different interventions, such as flexible work arrangements, wellness programs, relaxation techniques, and time management training, on reducing stress and enhancing employee productivity.

- viii. Leadership plays a crucial role in shaping organizational culture and managing employee stress. Future studies could examine how leadership styles and practices influence stress levels among employees and their subsequent productivity. Exploring the relationship between leadership and work stress can provide valuable insights into how leaders can reduce stress and foster a positive work environment.