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## STRESS MANAGEMENT AND PERFORMANCE OF PUBLIC UNIVERSITY LECTURERS IN SOUTH EAST NIGERIA

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### **Abstract**

*Stress is a complex and dynamic phenomenon, and organizations need to recognize that employees' overall performance is impacted by unwelcomed stress levels. Organizational goals must be achieved, and stress-influencing factors need to be addressed if work is to be completed efficiently. This study was carried out to examine the impact of Stress Management on the Performance of Public University Lecturers in South East, Nigeria, the purpose for which was to ascertain certain component in the job that causes stress for the academic staff. This study employed the descriptive survey design, the study concentrated on ten public universities in the South East, Nigeria. The population of the study consisted of only academic staff of the public universities in the South Eastern region of Nigeria, involving Professors, Readers and Senior Lecturer and Lecturer 1 made up of Four Thousand Eight Hundred and Seventy-One (4871), as extracted from University Personnel Offices. Two methods of data collection involving quantitative and qualitative method were adopted for this study. The quantitative method made use of questionnaire, and the questionnaire designed was the likert-style on a 5 point scale, the scale was measured with options such as strongly agreed (5-SD), agreed (4-A), undecided (3-U), disagree (2-D) and strongly disagreed (1-SD). The research hypotheses were tested at 5% level of significance. Analysis was carried out with the aid of statistical package of social sciences (SPSS) IBM version 25. The finding of the study revealed that work overload management has a significant positive impact on job satisfaction of public university lecturers at a value of 65%, also that role conflict management has a significant positive impact on personal behaviour at a value of 64% which is greater than 0.50 or 50% but not more than 1.0 or 100%. The study recommended amongst others that University management should encourage the continuous mandate on team teaching in order to help the lecturer reduce to a barest minimum the volume of work that they do from time to time.*

**Keynote:** Stress, Depression, Work-overload, Role-Conflict, Management

## Introduction

These days, teaching staff members in higher education institutions, particularly those that are public, frequently exhibit strange attitudes and a reluctance to work. Lecturer roles as role models, advisors, or guidance are no longer commonplace, and most of the time, classes are skipped, abrupt, and handled carelessly (both formative and summative). Missing scripts and scores are also common. However, stress is now widely accepted as a theory to account for a variety of strange human behaviors. In Nigerian society, it is actually common to blame people's unpredictable and inexplicable behavior on work-related stress. Stress, however, is a process where environmental factors endanger a person's social well-being (Fourie, 2009). It seems that there are dangerous, difficult, and potentially fatal situations in Nigeria that negatively impact people's quality of life. Insecurity, driving on poorly maintained roads, intolerance towards religion, and unstable economies are all examples of this. In Nigeria, inadequate pay, the status of the profession, and the sense of inadequacy that comes with being a lecturer are among the professional and personal issues that seem to cause job stress in these educators. The nation's growing stressors have not spared Nigeria's universities in the present day. There is mounting evidence that there are no private, state, or federal universities that can truly claim to have access to the fundamental resources for teaching, learning, and research, despite the nation's declaration of the value of higher education in meeting labor demands and development of the country. The country's educational policies, which ought to be protected by academic considerations, have been perceived as being "played politics" by intellectuals and political elites, who are targeted by academics' attempts to make universities more receptive to industrial and economic demands (Lacy & Sheehan, 2000).

As a result, while trying to meet every student's individual learning and behavioral needs, some lecturers at modern universities are continuously faced with a complex array of stress-inducing factors. Stress at work is a major global trend among lecturers and working people. The World Health Organization refers to stress at work as a "global epidemic," and it has become an essential part of lecturers' daily lives. Stress impacts many lecturers globally and is associated with severe financial losses, human suffering, and mental illness (Kumar & Pragadeeswaran, 2011). Stress, according to the UK National Health Service (2001), is a weakness but, if ignored, it can gradually impair performance, cause ill health, and result in extended absences from work. University work spaces are becoming less comfortable than they formerly were, according to mounting data.

McGrath (2017) explained that stress is thought to be caused by an interaction between an individual and their environment, and the degree to which this interaction is stressful depends on a number of factors. He also said that stress can arise when an individual perceives an environmental situation to be posing a demand that is greater than their resources and capabilities to meet. In a similar vein, Hitt & Mit (2021) contend that stress is a factor that puts a person under physical and mental strain. He attempts to meet his students' demands while balancing them with their parents' expectations and connecting both to the needs of society as a whole. In a sense, he is positioned somewhere between the worlds of youth and adulthood. In addition to his academic responsibilities, he also serves as a character trainer who works with children's overall personality development. Lecturers are therefore subjected to high demands in addition to extreme stress from their work. Another reason for this could be that lecturers typically have a lot of work on their plates as they attempt to uphold the high standards and values that are expected of them. As a result, both variables contribute to the lecturers' perceived relatively high stress level.

### **Statement of the Problem**

Academic workload, student-related issues, role conflicts, role ambiguity, and performance pressure are some of the factors that have been found to contribute to the level of stress experienced by university academics (Akinmayowa & Kadiri, 2014; Ahsan, Abdullah, Fie & Alam, 2009). Among the major causes of stress for university teachers are research and publications, strikes and school disruptions, irregular salary payments, and delays in instruction (Abouserie, 1996). Nonetheless, issues arise with research, professional advancement, and interpersonal connections (Archibong, Bassey & Effiom, 2010). Nigerian public university lecturers have a difficult job. It's true that university lecturers in Nigeria deal with a variety of challenges on a daily basis, including packed classrooms, antiquated labs for research and instruction, and unfavorable ergonomics. "Publish or perish syndrome" is a stressor that appears on university campuses in Nigeria (Archibong *et al.*, 2010).

Factors such as work overload, work pressure, deadline or time pressure, long hours, the need to exert a lot of physical and mental energy while working quickly, role conflicts, responsibility for students and school facilities, Job inflexibility, role uncertainty etc, are not only intrinsic job-related factors of the setting under consideration but can be very distressful to lecturers in the university setting. Some lecturers sitting on borrowed seats and apartments, equipments in the offices borrowed too. Lecturers don't have leave if the undergraduates are on break the part-time and post graduates students are available. Universities in south east will attend to the needs of lecturers to alleviate their burden and less stress.

### **Objectives of the Study**

- i. Determine the impact of Work Overload Management on Job Satisfaction of Public Universities Lecturers in South East, Nigeria.
- ii. Assess the impact of Role Conflict Management on Personal Behaviour of Public Universities Lecturers in South East, Nigeria.

### **Research Questions**

- i. To what extent does Work Overload Management impact on Job Satisfaction of Public Universities Lecturers in South East, Nigeria?
- ii. To what degree does Role Conflict Management impact on Personal Behaviour of Public Universities Lecturers in South East, Nigeria?

### **Hypotheses**

- H<sub>01</sub>: There is no significant positive relationship between Work Overload Management and Job Satisfaction of Public Universities' Lecturers in South East, Nigeria.
- H<sub>02</sub>: Role Conflict Management does not have any impact on the Personal Behaviour of Public Universities' Lecturers in South East, Nigeria.

### **Review of Related Literature**

#### **Conceptual Review**

#### **Stress Management**

According to Nowak (2018), the term "stress management" refers to a variety of methods for regulating the intensity of psychologically stressful situations. Usually, the goal is to make daily functioning better. Numerous mental and physical symptoms of stress arise, and they vary depending on the circumstances. According to Shoss, Hunter & Penney (2016), stress can deteriorate physical health and cause clinical depression. One of the secrets to a successful and happy life in today's world is stress management. Stress management offers a

variety of strategies to control anxiety and preserve general wellbeing, even in the face of life's many demands, which can be challenging to meet.

Stress arises from any change, whether it is good or bad. Workplace stress is primarily caused by management styles, work overload, and non-work factors like relationships with coworkers and family. Stress is thought to be more frequently caused by job security in the public sector. Stress is complicated because it is not a physical substance and cannot be felt. Pressures that throw a person out of balance are what lead to stress. According to Blumenthal's (2016) perspective, stress is any circumstance that interferes with an individual's capacity to keep important variables which may be social, psychological, spiritual, or biological in nature within reasonable bounds. A demanding situation or event, along with the subjective distress experienced in its face, are what constitute stress. If someone considers an event to be distressing, they may experience stress from it.

According to Suleiman and Akinsanya (2011) & Selye (1950), stress is a complicated issue that has fascinated people since the beginning of time. A variety of definitions exist for stress. First it was thought to be external pressure, and later it was thought to be internal strain. The relationship between the individual and the situation is the widely recognized definition. An overall reaction of the body to external circumstances, stress can cause modifications in one's physical, emotional, behavioral, or mental states. Any factor like physical harm, deprivation, illnesses, and emotional disturbances that throw off the body's natural equilibrium is considered stress. According to Arikewuyo (2006), stress is the aftereffect of pushing someone past their breaking point; even if the cause is eliminated, the person might not revert to their pre-stressed state.

Through the years, the meaning of stress has evolved. Pressure from the surroundings was first thought to be the cause, followed by internal strain. An individual's experience stress when their resources are insufficient to meet the demands and pressures of their circumstances. Stress is a psychological and physical state that follows. Accordingly, some circumstances and people are more likely than others to experience stress (Mok, 2017). An individual's experience stress when they are unable to meet expectations. The condition can be summed up as follows: it is the experience of having a gap between one's desired and actual state. He also mentioned how unwinding can ease tension and promote mental clarity. According to Holman's (2018) definition, stress is any physical, chemical, or emotional factor that tenses up the body or mind and may contribute to the development of certain diseases. When the brain detects a threat, this is a typical response. The human body triggers its "fight or flight" response by releasing hormones when it perceives a threat. Stress is "a condition or feeling that a person experiences when she perceives that the demands exceed the personal and social resources the individual is able to mobilize," according to Lankeshwara & Wijesekara (2019).

### **Work Overload Management**

The process of strategically allocating work across the workforce to optimize application or employee skill and performance is known as work overload management. This is the portion of stress that lecturers experience at work because they attempt to handle multiple tasks at once. Procrastination and multitasking can both result in work overload, but lecturers can prevent this by setting and sticking to their own schedules. If you find yourself in a situation where you don't fit in, work overload will arise because you lack the necessary skills. Most of the work is calling what God has destined for you to survive. When people feel they can't handle or be productive with the amount of work assigned to them, it's called work overload (Coetzee & Villiers, 2010). This causes tremendous stress for these people.

According to Zhao (2018), workers who experience excessive pressure at work experience the following effects: they are unable to meet job demands; their sense of relaxation changes to exhaustion; their sense of satisfaction is replaced with feelings of stress; their motivation wanes; and they begin to lose interest in their work, which is why performance charts exhibit a negative trend (Wang, 2018). Because of their competence, good performers frequently take on more responsibilities; eventually, the pressure and weight of the work prevent them from doing their jobs to the best of their abilities. Li (2018) states that employees' attitudes regarding workload vary; some may find it easy to handle at work, while others may find it difficult to handle.

Udriyah & Utamingty (2018) assert that work overload is the stress that might come from excess work or multitasking in an organization like in a university where employees like lecturers engage in them. It can also appear when a lecturer don't manage time well, Work pressure can also come through procrastination, while procrastinating work keep on compiling. Lecturers that are scrambling for courses can cause work pressure because much time and effort will be spent attending to it. It is common to use the terms "work stress" and "work pressure" interchangeably. It seems like they are used interchangeably. Are they the same thing, though? We can respond succinctly and unequivocally "no" in this instance. Though they signify different things, the concepts are used in the same way.

Work pressure is the pressure that employees may encounter at work, according to Kimura, Bande & Fernandez-Ferrin (2018) when someone is under pressure, it's because they have a deadline and need to complete a specific number of tasks. Therefore, pressure at work comes from having to effectively complete a given number of tasks by a particular time. As a result, you have pressure to meet a deadline. Another reason you feel under pressure is that the tasks you complete must be completed accurately. Delivering anything at all is not an option; it must meet all requirements set forth by your supervisor or client. You might feel a lot of pressure from this. Particularly, with the current economic downturn and the shortage of workers. People in particular occasionally have to work two jobs. In particular, work stress is the response you have to this pressure.

### **Job Satisfaction**

Job satisfaction as defined by Locke (1976) is a satisfying or favorable emotional state brought on by an evaluation of one's employment or professional experience. Achmad, Noermijati, Rofiaty & Irawanto, (2023) assert that Job satisfaction has also been defined as a measure of the fulfillment that employees get from their jobs. Abraham (2012) stated that the more an employee's work tasks and working environment fulfills the employee's personal characteristics, needs and values, the higher the level of job satisfaction. Bellani, Ramadhani & Tamar, (2017) found that when employees are satisfied that their economic and social emotional needs are being met, that their positive attitudes towards their work and the organization and their willingness to contribute more, will increase. Job satisfaction is one of the drivers of the employees' sense of attachment to the company (Permana, Tjakraatmadja, Larso & Wicaksono, 2015).

Job satisfaction positively and significantly influences organizational commitment (Putra, Sapta & Suardhika, 2021). Widyani, Saraswati & Wijaya (2019) found that employees' job satisfaction negatively and significantly influences turnover intention. Risdayanti & Sandroto (2020) also found that job satisfaction has a significant, negative effect on intention to leave. Mehreza & Bakria (2019) found that individuals who are satisfied about their work have high levels of dedication and no plans to quit their jobs. Job satisfaction is the collection of

feelings and beliefs of the people about various aspects of their jobs, such as work environment, career prospects, interest in the tasks, etc.

According to Rahayu, Rasid & Tannady (2019), "Job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics." Basically, job satisfaction is about liking job and finding fulfillment in what do. Job satisfaction is a good or optimistic psychological state as a result of an appraisal of work or experience (Locke, 1976). According to Rainey (2009), Job satisfaction in the organizational analysis is the most commonly observed predictor which is important because people have what kind and specific characteristics of their job. Rice, McFarlin and Bennett, (1989) proposed that "Satisfaction is partly defined by the variations resulting from a subjective evaluation process involving the appraisal of current work performance against certain professional reference criteria." Job satisfaction is an important variable that provides an understanding of employees ' general feelings and ways of thinking about work (Okechukwu, 2017). Therefore, the employee's satisfaction with his work expectations and solutions are forwarding his task. Employment satisfaction depends on how fulfilled one's desires are in a career (Togia, Koustelios & Tsigilis, 2004).

Various research studies have demonstrated the positive effects of competitive awards and compensation strategy on employee performance. It is important to recognize that the compensation strategy should not be limited to standard bonuses and basic pay, but accounting should also include incentive, corporate support, and appreciation. Management should therefore consistently evaluate and re-examine the pay strategy and ensure that employee performance has a fair and equitable distribution. This increases employee productivity and satisfaction (Olabode, Yinusa & Oludele, 2019). It thus endorses the idea that the connection between incentives and compensation and the performance of employees exists in a positive and meaningful manner. Meyer (2002) proposed that low job satisfaction has a bad effect on the engagement of workers and successively results in achieving organizational goals and efficiency.

### **Role Conflict Management**

Incompatible demands made on an individual due to their position or jobs are referred to as role conflicts. When people respond to the multiple statuses they hold in different ways, role conflict arises. In addition to being situational experience, it can occur quickly. Intra-role conflicts arise in organizations when employees are asked to perform tasks that cannot be completed simultaneously by two supervisors, for example, or when demands are made within a single domain of life, such as the workplace. All spheres of life experience inter-role conflict. Relationships between individuals and between people are affected by role conflict in different ways. By definition, interpersonal relationships involve two or more people and can be temporary or long-lasting, which can result in conflict. Johnson, Cooper, Cartwright, Donald, Taylor & Millet (2019) claim that people in high-income modern countries have multiple responsibilities imposed by their various roles, such as mothers who work and raise children while also taking care of household duties. Sociologists define role conflict as conflict.

It is common for workers to be placed in uncertain work environments and in interdependent teams (Sverke, Hellgrsn & Naswall, 2016). Businesses give workers a good environment in which to practice working in collaborative teams. The demands placed on employees as a result of unclear expectations can cause confusion when they try to determine what is expected of them in terms of their duties. When an employee is subjected to demands and

unclear expectations regarding their job responsibilities from coworkers, customers, superiors, social expectations, and job-related factors, it's referred to as a role conflict. The notion of change was first introduced by Coetzee & Villiers (2010), who defined role conflict as the degree of stress that an individual experience as a result of ambiguous requirements or ongoing modifications to the performance standards, responsibilities, duties, and constraints that characterize their line of work. Role conflict is linked to inadequate knowledge of objectives and work environment requirements.

### Personal Behaviour

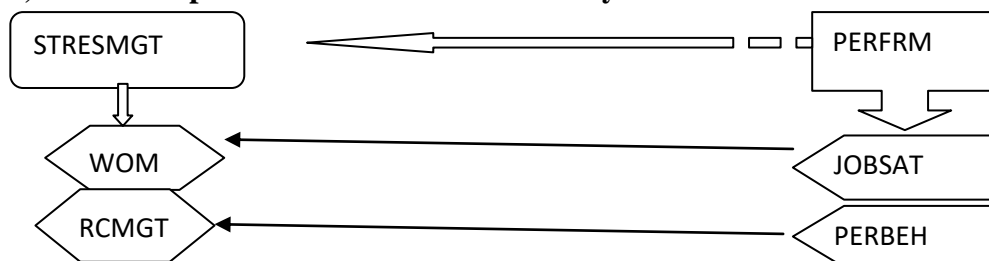
Personal behavior can be defined as a mix of responses to external and internal stimuli (Holzman, 2022). It is the way a person reacts in different situations and the way someone expresses different emotions like anger, happiness, love, etc. However, a customer's personal behaviour can be influenced by his or personality traits. Personality characteristic is a way of thinking, feeling and behaving. According to Holzman (2022) Personality embraces moods, attitudes, and opinions and is most clearly expressed during an interaction with people around us. It includes behavioral characteristics, both inherent and acquired, that distinguishes one person from another and that can be observed in people's relationship to their environment and to the social groups they belong.

Persson (2013) stated that the term personality has been defined in many ways, but as a psychological concept two main meanings have evolved. Holzman further affirm that the first pertains to the consistent differences that exist between people: in this sense, the study of personality focuses on classifying and explaining relatively stable human psychological characteristics. The second meaning as added by Holzman emphasizes on those qualities that make all people alike and that distinguish psychological man from other species, it directs the personality theorist to search for those regularities among all people that define the nature of man as well as the factors that influence the course of livelihood (Ziegert, 2007).

Whitley (2009) opined that these dual concepts may help explain the two directions that personality studies have taken: on the one hand, the study of ever more specific qualities in people. On the other, Williams, Whiten, Suddendorf & Perrett (2001) also added that the search for the organized totality of psychological functions that emphasizes the interplay between organic and psychological events within people and those social and biological events that surround them. It should be emphasized, however, that no definition of personality has found universal acceptance within the field (Williams, 2002).

### Conceptual Framework

Figure I; Conceptual Framework for the Study



Source: Ilonze, (2023)

**NB;**

***Independent Metrics***

*STRESSMGT:* Stress Management  
*WOM:* Work Overload Management  
*RCMGT:* Role Conflict Management

***Dependent Metrics***

*PERFRM:* Performance  
*JOBSAT:* Job Satisfaction  
*PERBEH:* Personal Behaviour

**Theoretical Review**

**Theory of Preventive Stress Management (TPSM)**

Preventive stress management theory shares the same public health lineage as public sanitation and personal hygiene programs and the widespread deployment of vaccines and antibiotics (Quick, 1989). Within the TPSM, preventive stress management theory is defined as ‘an organizational philosophy and set of principles that employs specific methods for promoting individual and organizational health while preventing individual and organizational distress’ (Quick, Quick, Nelson, & Hurrell, 1997). In this sense, preventive stress management theory is an important tool for promoting individual health, organizational health and ultimately organizational performance. Although the targets of preventive stress management activities exist at every level of the organization, effective preventive stress management is dependent upon committed leadership. Leaders have the responsibility to build and promote positive health within their organizations (Macik-Frey, Quick & Cooper, 2009).

Chief executive officers and other senior leaders have key roles in building and maintaining a culture; cultures determine the contexts in which individuals learn to cope with stressors (Quick, 1992). Not only should leaders strive to produce healthy organizations, but should also strive to build happy organizations (Quick & Quick, 2004). As with most organizational goals, commitment from top leadership is critical for the effective implementation of preventive stress management programs (Adkins, 1999). A critical consideration in preventive stress management is the ability to assess the effects of stress on individuals within an organization and the organization as a whole. A variety of measures and metrics exist that organizations can employ to assess stress (Hurrell, Nelson, & Simmons, 1998; Quick *et al.*, 1997). As with most management activities, sound managerial decisions are dependent upon good information.

**Relevance of the Preventive Stress Management theory (TPSM) to the study**

The Theory of Preventive Stress Management can help to understand throughout the techno-stress process, the experience of techno-stress can be reduced (Hargrove *et al.* 2011; Quick *et al.* 1997; Quick & Quick 1979). The theory includes a time perspective on different time windows for preventing stress. Effective stress management helps you break the hold stress has on your life, so you can be happier, healthier, and more productive. The ultimate goal is a balanced life, with time for work, relationships, relaxation, fun and the resilience to hold up under pressure and meet challenges head on. This theory further helps us to understand that job stress are inevitable, so lecturers and other categories of employee should accept that stress are abound where one makes a living, and for any amount of stress that beckons, there should be strategies either health or otherwise to assuage them in order to avert breakdown of the human system.

**Empirical Review**

Uzochukwu *et al.*, (2023) from Nigeria examined the effect of stress management strategies on performance of employee of deposit money banks in Enugu State Nigeria. Specifically, they sought to: determine effect of counseling services strategy on employee efficiency of



deposit money banks and examine effect of flextime programmes strategy on employee quality service delivery of deposit money banks, the research design was descriptive survey methods. The sample size of 394 was drawn from population of 25,275 employees of 25 Banks that achieved the recapitalization requirement as at December 2021. The hypotheses stated were tested using regression analysis. The empirical results show that counseling services strategy has significant effect employee efficiency of deposit money banks in Enugu State Nigeria (t-statistics = 7.312; P-value = 0.000 < Sig-value 0.005); flextime programmes strategy has significant effect on employee quality service delivery of deposit money banks in Enugu State Nigeria (t-statistics = 6.491; P-value = 0.000 < Sig-value 0.005), the study concluded that there was positive and significant effect of stress management strategies on performance of employee of deposit money banks in Enugu State Nigeria. The study recommended management of deposit money banks should design task and jobs in ways that would make for effectiveness and efficiency and bring about improvement in the performance of their work force and that flexible job schedules should be incorporated into human resource management strategies, policies and plan of deposit money banks to enhance easy employee performance and commitment that will increase corporate survival.

Ochuko & Kamorudeen, (2022) determined the dimensions of stress management vis a vis (physical responses, psychological responses, and behavioral responses on employees' performance). With the help of a designed and validated questionnaire, the study used a survey research design. The population of this study was made of employees of Purechem Industries Limited with a total population of 153 as of October 2022. Taro Yamane sampling formula was used in determining a sample size of 108. The acquired data were examined using a linear regression model and SPSS. The study's results showed a significant association between the characteristics of stress management and employees' performance, with a correlation value of (0.940, 0.815 and 0.940 respectively). The study concluded that employees' performance is significantly impacted by stress management. To have effective and efficient employee performance, it is advised that organizations make sure their work environment (physical, psychological, and behavioral) accommodates employees and has regulations that ensure flexibility in the workplace.

Prasad, Mookerjee, Rani & Srinivas, (2022) investigated if students of higher academic institutes experience stress in general and the factors associated with student stress. The data were collected using structured undisguised questionnaire and was published on google forms using Likert-type 12-item stress scale, 5-item performance scale, and 18-item Ryff's scale were used to gather the data. The responses from 848 respondents were subjected to data analysis. The results from the general linear model indicate that the effect of stress on student performance and psychological well-being is statistically significant. The influence of stress on performance ( $p < 0.001$ ) and psychological well-being sub-scales autonomy ( $p < 0.001$ ), environment mastery ( $p < 0.05$ ), and purpose of life ( $p < 0.05$ ) are statistically significant. Whereas, the model indicates no statistically significant results among gender and age groups. The results indicate moderate stress and its effect on psychological well-being of student community. The academic institutes should develop strategies to mitigate the stress and its ill effects. The students will be benefited from Yoga and Meditation.

Assibey-Ankrah, (2021) sought to examine the effect of stress management practices on employee performance at the University of Cape Coast, Ghana. The specific objectives that guided the study were; to assess the various stress management practices; to assess employee performance; and to examine the effect of stress management practices on employee performance. The population of the study was 923 administrative staff and the sample size of

269. The main instrument used for this study was a structured questionnaire with statistical tools including; mean, standard deviation (SD), frequencies, percentages and linear regression analysis. The study findings first indicated that psychological support, training and development, job redesign and employee welfare programmes were the various stress management practices at the University of Cape Coast. The study also revealed that there is a significant and strong positive relationship between stress management practices and employee performance. The study recommended that management of the University should practice a combination of all the practices of stress management discovered in this study in combating stress.

Joshua, Chehab, David & Salim, (2021) assessed the impact of work stress during COVID-19 epidemic on Job Satisfaction and Job Performance among nurses in Critical Care Units in one of the government hospitals in Dubai, United Arab Emirates. This study was carried out in one of the government hospital in Dubai, Dubai Health Authority (DHA), United Arab Emirates between the period July 2020 till December 2020. A convenience sample was recruited for the purposes of this study. The sample of this study consisted of 240 participants who worked in critical care units during the pandemic. Data were analyzed using Statistical Package for the Social Sciences (SPSS) Version 23. Results reveal that there was major impact of stress on job satisfaction and job performance. The empirical findings indicate statistical significance of job satisfaction and designations and staffs working long hours, as direct patient care providers are less satisfied. The stress level during the pandemic was very high among the staffs working in critical care units. Work place stress has a lot of impact on job satisfaction and job performance. 21%-36.8% staffs had high to very high level of stress during the pandemic crisis. The main factor leading to stress was the workload

A comparative study of occupational stress among teachers in Cross Rivers State Nigeria by David (2020). The aim of the study was determine the difference between the level of lecturers and non-academics perception of intrinsic nature of their job as a source of workers stress in Cross River State. The respondents were 120 workers consisting 60 academic and 60 non-academic staff. The intrinsic job factor stress inventory (IJFSI) was used to determine the workers level of perceived stress. The t-test statistics was used to analyze hypothesis formulated. The result shows that academic and non-academic staffs perceived the stressful nature of their work differently. Lecturers perceived higher level of stress than other categories of staff in cross River State. They concluded that lectures and non-teaching staffs in their perception of heavy workload, too much supervision and trying to maintain values and standards as sources of stress intrinsic to their job. He recommended that lecturers should develop awareness on how physically and emotionally they are, in respond to job situation and make a list of the stress producing situations.

Ates & Ihtiyaroglu, (2019) examined the impact of job stress on job security of employee performance of medical doctors in Rawalpindi. The universe of the study is Rawalpindi/Islamabad; the target-population is employees (medical officers and house officers) in main health/medical organizations of the universe. Field study was conducted with questionnaire as the primary data collection instrument. Data was analyzed using statistical techniques with SPSS Version 16. The factors affecting stress were identified; personal issues, lack of administrator support, lack of acceptance for work done, low span over work environment, unpredictability in work environment & inadequate monetary reward. Analysis showed immense support for negative relationship between stress and job performance; greatly affected career change over and job satisfaction. The results showed that with every unit; increase in personal dilemmas, decrease in financial reward, decrease in

influence over work environment, decrease in supervisor support there would be 0.513, 0.079, 0.266, 0.117 decreases in job performance respectively. All these results are statistically significant thus providing rigor and generalized in research.

Samuel, Osinowo & Chipunza (2019) investigated job stress and the psychological well-being of library employees. It closely looked into role predictors of job stress namely, role ambiguity and role conflict as well as physical work environment issues; to determine their relationships on the psychological well-being of library staff in selected University libraries in South-West Nigeria. Survey research design was used for the study. The population consisted of 125 library staff. Sampling was total enumeration so as to accommodate all the library staff. Structured questionnaire was employed for data collection. Data collected were analyzed using frequency, percentage counts and mean. The general findings on job stress revealed that respondents had challenges with technology and excess or quantity of workload. Job stress resulting from role ambiguity was that the respondents were not certain of how much authority they have. As regards role conflict, majority of the respondents stated that it did not cause them any job stress. They also perceived their work environment as stress free. Findings from the hypotheses revealed that role ambiguity, role conflict, and work environment have a positive significant relationship on psychological well-being of the respondents. Based on these findings, this study made some recommendations.

### **Gap in Literature**

#### **Population Gap**

This gap was closed by studying a population of Four Thousand Eight Hundred and Seventy One (4871) which comprised of only professors, readers and senior lecturer and lecturer 1 of public Universities in the South East.

#### **Geographical Gap**

Those studies which were carried out in Nigeria focused on states in the western part of Nigeria. To the best of my knowledge only Obi, (2020) had carried out a survey in the south eastern part of Nigeria. Hence, this study closed the geographical gap by also studying the south east region of Nigeria.

#### **Methodology**

This study employed the descriptive survey design, the study concentrated on ten public universities in the South East, Nigeria. The south eastern region of Nigeria is the home for the Igbo tribe. However, the Universities under survey comprised of; University of Nigeria, Nsukka; Enugu State University of Technology, Enugu; Nnamdi Azikiwe University Awka; Chukwuemeka Odumegwu Ojukwu University Igbariam; Federal University of Technology, Owerri; Imo State university, owerri; Michael Okpara University of Agriculture, Umudike; Abia State University, Uturu; Federal University, Nduka Alife Ikwo and Ebonyi State University, Abakaliki. The population of the study was a finite one, which consisted of only academic staff of the public universities in the South Eastern region of Nigeria, involving Professors, Readers and Senior Lecturer and Lecturer 1. The population will be Four Thousand Eight Hundred and Seventy-One (4871) as at July 2023 as extracted from University Personnel Unit as can be found in table 1 below.

**Table 1: Selected Universities in the South East, Nigeria**

S/N	Universities	Location	Population (Xn)
1	University of Nigeria	Nsukka/Enugu	800
2	Enugu State University of Techn.	Enugu/Agbani	577
3	Nnamdi Azikiwe University	Awka/Nnewi	792
4	COOU	Uli/Igbariam/Awka	559
5	Federal University of Technology	Owerri	488
6	Imo State University	Owerri	480
7	Michael Okpara University of Agriculture	Umudike	308
8	Abia State University	Uturu	356
9	Ebonyi State University	Abakaliki	311
10	Federal University Ndufui-Alike	IkwoAbakaliki	200
	Total		4871

Source: Personnel Unit, 2023

Sequel to a large population, the sample size for this study was determined using the Borg & Gall formula of (1973). Statistically, the Borg & Gall (1973) formula for sample size is given by  $n = (Zx)^2(e)[N]$

- $(Zx)^2$  = Confidence level at 0.50
- $E$  = Error of margin (0.05)
- $N$  = Population of Interest = 4871
- $X$  = Significance level

Thus, substituting values in the formula we have;

$$\begin{aligned}
 n &= (1.960)^2(0.05)[4871] \\
 &= 3.8416 \times 243.55 \\
 &= 936.71 \\
 \text{ans} &= 937
 \end{aligned}$$

Given the nature of this study, it was difficult to cover the entire population of (4871), so a fair representative sample of the population was deemed imperative. Accordingly, the stratified random sampling technique was adopted for the study as follows;

**Table 2; Strata of the Categories of the Sample**

S/N	Universities	No of items	Item Determination	Sample Distribution
1	University of Nigeria	800	800/4871 (937)	154
2	Enugu State University of Technology	577	577/4871 (937)	111
3	Nnamdi Azikiwe university	792	792/4871 (937)	152
4	Chuwkwuemeke Odumegwu Ojukwu University	559	559/4871 (937)	108
5	Federal University of Technology	488	488/4871 (937)	95
6	Imo State University	480	480/4871 (937)	92
7	Michael Okpara University of Agric	308	308/4871 (937)	59
8	Abia State University	356	356/4871 (937)	68
9	Ebonyi State University	311	311/4871 (937)	60
10	Federal University Ndufu Alike Ikwo	200	200/4871 (937)	38
	Total	4871		937

Source: Researchers Computation, 2023.

**Table 3; Distribution of Sample Population.**

S/N	Universities	XN	Xn	Professor	Reader	Lect I	Lect II
1	University of Nigeria	800	154	50	57	20	27
2	Enugu State University of Technology	577	111	28	40	21	22
3	Nnamdi Azikiwe University	792	152	52	36	20	44
4	Chukwuemeka Odumegwu Ojukwu University	559	108	29	15	19	45
5	Federal University of Technology	488	95	34	21	25	15
6	Imo State University	480	92	37	13	19	23
7	Michael Okpara University of Agriculture	308	59	19	8	12	20
8	Abia State University	356	68	18	25	15	10
9	Ebonyi State University	311	60	23	8	18	11
10	Federal University Ndufu Alike Ikwo	200	38	10	12	10	6
	Total	4871	937	300	235	179	223

Source: Researchers Computation, 2023.

Two methods of data collection involving quantitative and qualitative method were adopted for this study. The quantitative method made use of questionnaires and the questionnaire designed was the likert-style on a 5 point scale, the scale was measured with options such as Strongly Agreed (5-SD), Agreed (4-A), Undecided (3-U), Disagree (2-D) and Strongly disagreed (1-SD). The research hypotheses were tested at 0.05 level of significance. Analysis was carried out with the aid of statistical package of social sciences (SPSS) IBM version 25.

### Text of Hypothesis One

H<sub>01</sub>: There is no significant positive relationship between Work Overload Management and Job Satisfaction of Public Universities' Lecturers in South East, Nigeria.

$$\text{Model One; } Y_1 \text{ WOM} = \beta_0 + \beta_1 \text{ JOBSAT} + \mu \quad - \quad - \quad - \quad - \quad - \quad \mathbf{H_{01}}$$

Table 4 Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Work Overload Management <sup>b</sup>	.	Enter

a. Dependent Variable: Job Satisfaction

b. All requested variables entered.

The table above indicated the variables that were added and removed in the software package during the time of the analysis. This means that work overload management was entered as the independent variable, and job satisfaction was entered as the dependent variable. However, no variable from hypothesis one was removed.

Table 5 Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.583 <sup>a</sup>	.734	.339	.73097

a. Predictors: (Constant), Work Overload Management

b. Dependent Variable: Job Satisfaction.

Table 5 provided the  $R$  and  $R^2$  values. The  $R$  value represents the simple correlation at a value of 0.583 which indicates a high degree of correlation on the impact of work overload management on job satisfaction. The  $R^2$  value of 0.734 indicates how much of the total variation in the dependent variable (job satisfaction) which was explained by the independent variable (work overload management). This means that 73.4% was said to have had a high impact on the explained variables.

**Table 6 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	252.558	1	252.558	472.673	.000 <sup>b</sup>
	Residual	490.503	918	.534		
	Total	743.061	919			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Overload Management

Table 6 showed that the regression model predicts the dependent variable (job satisfaction) was significantly effective. This also indicates that the statistical significance of the regression model that was run adequately fits the data. Here,  $p < 0.000$ , which was less than 0.05 indicates the overall, and further showed that the regression model was statistically significant to predict the outcome variable, that is, it is a good fit for the data.

**Table 7 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.871	.121		15.500	.000
	Work Overload Management	.578	.027	.583	14.741	.000

a. Dependent Variable: Job Satisfaction

The Coefficients table provides us with the necessary information to predict the impact of work-overload management on job satisfaction, as well as determine to whether career development contributes significantly to the model one. At a t-value of 15.500 and coefficient of 0.000 we conclude that work overload management was positively significant to job satisfaction.

**Rationale for accepting or rejecting the null hypothesis;**

Based on the significant value, the null hypothesis will be rejected or not rejected. Consequent to; Sig value is  $<$  (less than) 0.05, the null hypothesis is rejected. Consequent to; Sig value is  $>$  (greater than) 0.05, then the null hypothesis is not rejected. If a null hypothesis is rejected, it means there is an impact.

**Decision;**

Since the p-value was 0.000 and less that the estimated sig value of 0.05 as the rule provided, we therefore reject the null hypothesis and conclude that work overload management has a significant positive impact on job satisfaction.

**Text of Hypothesis Two**

H<sub>02</sub>: Role Conflict Management does not have any impact on the Personal Behaviour of Public Universities' Lecturers in South East, Nigeria.

Model Two;  $Y_2 RCMGT = \beta_0 + \beta_1 PERBEH + \mu$  - - - - - **H<sub>02</sub>**

**Table 8 Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Role Conflict Management <sup>b</sup>	.	Enter

- a. Dependent Variable: Personal Behaviour
- b. All requested variables entered.

The table above indicated the variables that were added and removed in the software package during the time of the analysis. This means that role conflict management was entered as the independent variable, and personal behaviour was entered as the dependent variable. However, no variable from hypothesis one was removed.

**Table 9 Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 <sup>a</sup>	.806	.405	.68848

- a. Predictors: (Constant), Role Conflict Management
- b. Dependent Variable: Personal Behaviour

Table 9 provided the *R* and *R*<sup>2</sup> values. The *R* value represents the simple correlation at a value of 0.637 which indicates a high degree of correlation on the impact of role conflict management on personal behaviour. The *R*<sup>2</sup> value of 0.806 indicates how much of the total variation in the dependent variable (personal behaviour) which was explained by the independent variable (role conflict management). This means that 80.6% was said to have had a high impact on the explained variables.

**Table 10 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	296.947	1	296.947	626.464	.000 <sup>b</sup>
	Residual	435.136	918	.474		
	Total	732.083	919			

- a. Dependent Variable: Personal Behaviour
- b. Predictors: (Constant), Role Conflict Management

The table above indicated the variables that were added and removed in the software package during the time of the analysis. This means that role conflict management was entered as the independent variable, and personal behaviour was entered as the dependent variable. However, no variable from hypothesis one was removed.

**Table 11** Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.657	.114		26.524	.000
	Role Conflict Management	.630	.025	.637	25.029	.000

a. Dependent Variable: Personal Behaviour

The Coefficients table provides us with the necessary information to predict the impact of role conflict management on personal behavior, as well as to determine whether personal behavior contributes significantly to model one. At a t-value of 26.524 and coefficient of 0.000 we conclude that role conflict management was positively significant to personal behaviour.

**Rationale for accepting or rejecting the null hypothesis;**

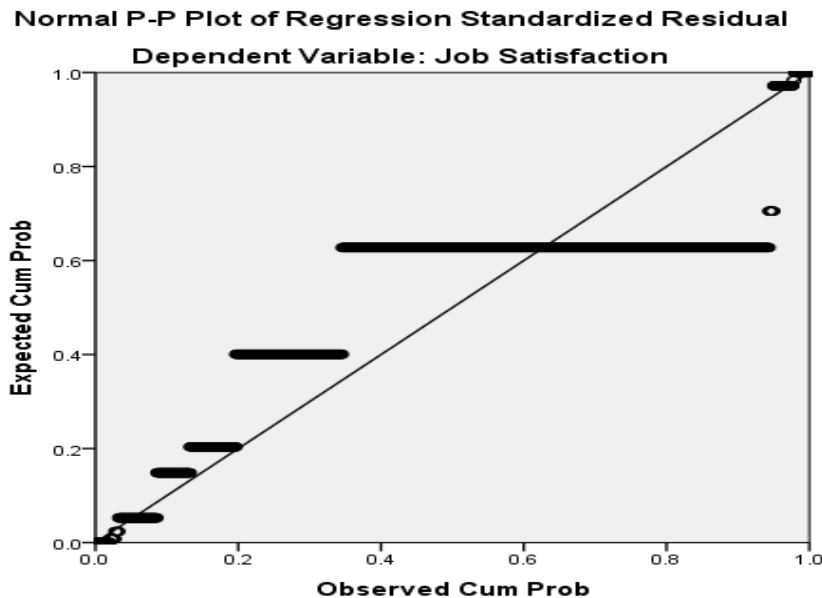
Based on the significant value, the null hypothesis will be rejected or not rejected. Consequent to; Sig value is < (less than) 0.05, the null hypothesis is rejected. Consequent to; Sig value is > (greater than) 0.05, then the null hypothesis is not rejected. If a null hypothesis is rejected, it means there is an impact.

**Decision;**

Since the p-value was 0.000 and less that the estimated sig value of 0.05 as the rule provided, we therefore reject the null hypothesis and conclude that role conflict management has a significant positive impact on personal behaviour.

**Findings**

**Figure 2**

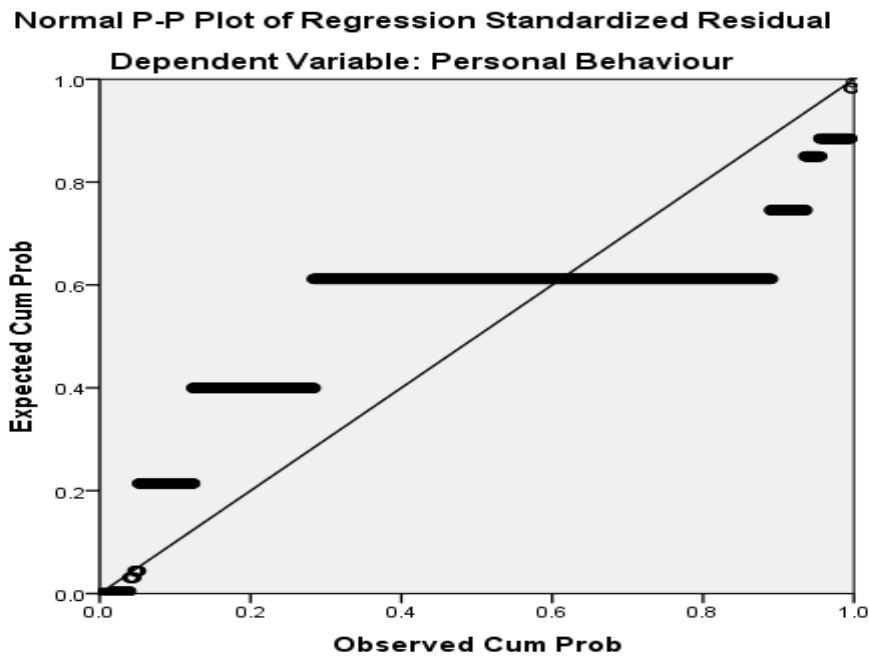


The diagrammatical illustration on figure 2 above shows the impact of work overload management on job satisfaction as expressed on hypothesis two. The horizontal dark lines were observed to be moving towards a parallel axis or towards the east at the same time from point 0.0 through 1.0. At the point of intersection between the thick line and light line, the curve recorded a value of 0.65 (0.8-0.15 or 0.6+0.5). The implication of this result indicates



that the independent variable (work overload management) has a significant positive impact on job satisfaction of public universities' lecturers at a value of 65%. This finding appears consistent with the findings of Anyamere, (2023); Dewi, Susanti, Sufiyati and Cokki, (2021) whose studies revealed that work overload management is positively significant to job satisfaction.

**Figure 3**



The diagrammatical illustration on figure 3 above shows the impact of role conflict management on personal behaviour as expressed on hypothesis five. The horizontal dark lines were observed to be moving towards a parallel axis or towards the east at the same time from point 0.0 through 0.9. At the point of intersection between the dark line and light line, the curve recorded a value of 0.64 (0.8-0.16 or 0.6+0.04). The implication of this result indicated that the independent variable (role conflict management) has a significant positive impact on personal behaviour at a value of 64% which is greater than 0.50 or 50% but not more than 1.0 or 100%. The finding of this study agrees with the finding of Samuel *et al*, (2019) that were of the view that Role ambiguity, role conflict, and work environment have a positive significant relationship on psychological well-being and behavior of people in an organization.

### **Conclusion**

Stress is a complex and dynamic phenomenon, and organizations need to recognize that employees' overall performance is impacted by unwelcomed stress levels. Organizational goals must be achieved, and stress-influencing factors need to be addressed if work is to be completed efficiently. This applies to both the manager and the organization. Although employees are a company's greatest asset, when they are under extreme stress, negative outcomes such as high absenteeism, low productivity, low motivation, and typically financial damages from lawsuits can arise.

## Recommendation

**Work overload management;** University management should encourage the continuous mandate on team teaching in order to help the lecturers reduce to a barest minimum the volume of work that they do from time to time.

**Role conflict management;** University management should as a matter of necessity reduce duplication of roles to avert boredom and more incidents that can accrue strains of stressors to Lecturers.

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