

**INFLUENCE OF OCCUPATIONAL STRESS AND ORGANIZATIONAL CULTURE ON  
JOB PERFORMANCE AMONG THE STAFF OF FEDERAL UNIVERSITY OYE  
EKITI, EKITI STATE NIGERIA**

**BY**

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## CERTIFICATION

I certify that this study was carried out by BOROKINI ESTHER (PSY\13\1269) of the Department of Psychology, Faculty of Social Sciences, Federal University, Oye-Ekiti.



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## **DEDICATION**

This work is dedicated to Almighty God for the grace, favor, mercy and his loving kindness he bestowed on me throughout my undergraduate program.

This work is also dedicated to my parents, guardian and siblings.

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With great gratitude, I acknowledge God Almighty for His favor, mercy, grace, direction, wisdom, knowledge, and understand throughout my stay as an undergraduate in Federal university Oye Ekiti, Ekiti State.

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## ABSTRACT

This study examined the influence of Occupational stress, and organizational culture on the employee's job performance at the federal university oye ekiti (Fuoye). Data used in this study was primary data which were collected through closed questionnaire with 1-5 Likert format, karasek scale, and Goodman and svyantek job performance scale 1999. The sample of this study was 200 staff of Federal University Oye-Ekiti. Research carried out was analyzed using Statistical package for social science (SPSS). The first hypothesis was tested using independent t-test. The results of this study shows that employees with low occupational stress ( $X=3.6948$ ) did not report significantly higher Job Performance than those with High Occupational Stress ( $X=3.2560$ ). The result indicates that occupational stress does not have significant influence on job performance. ( $t=-1.654$ ;  $df=198$ ;  $p>.05$ ). Therefore, hypothesis one was rejected. The second hypothesis was tested using simple regression. Results shows that organizational culture significantly predicts Job Performance. ( $f_{199}=137.036$ ;  $R^2=.409$   $P<.05$ ). Therefore hypothesis two was accepted. The third hypothesis was tested using multiple regression. These variables statistically predicted Job performance.  $F_{2, 197} = 72.628$ ,  $P<.05$ .  $R^2=.424$ . We therefore accept hypothesis three and conclude that occupational stress and culture jointly predicts job performance of staffs of Fuoye. Implementation of the following strategies will yield widespread positive result, making the culture of the organization less rigid by getting the opinion of employees before making decision, Also organization should provide training opportunity for their employees for more productivity



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND OF STUDY**

Job performance is one of most essential elements of organizational behavior research that has been considered as significant indicator for the effective organizations. Thus the success of an organization is dependent on good performance of its employee, as the quality of an organizational process is influenced by employee's job performance. Therefore, effective job performance of employees is essentially for the improvement of organizational productivity as a whole, In this regard the main issue of those behaviors of employees which constitute good performance. Traditionally such behaviors are related to the performing of core activities of job (Campbell, 1990) but later on it has been expanded to diverge behavioral aspects which are not only related to core activities but also related to activities other than core (Cai & Lin, 2006). In this way it was argued that the job performance should not only measure the core activities (task performance) but also other activities (contextual performance) in order to grasp this concept in a holistic way (Motowidlo, 2003).

The core activities include procedural and declarative knowledge, ability, experience and technical tasks involved in the job (Cai & Lin, 2006; Griffin, Neal, & Neale, 2000), whereas the contextual activities are not related to the technical core but support the organizational and social (Borman & Brush, 1993) by focusing on factors like occupational stress and organizational culture (Brotheridge, 2001) define stress as an unpleasant psychological state related to emotions of fear, anxiety, disturbance, anger, sadness and grief. Stress involves physiological and psychological

responses to excessive and usually unpleasant stimulation and to threatening events in the environment.

For the employees, the stresses they face on the job are psychological or emotional in nature, such as an argument with the supervisors, the belief that they have been treated unfairly or due to concern about their increment and promotion. If stressors occur frequently in the workplace, the body remains in a state of high physiological arousal and alertness for long periods, a condition that can lead to physiological damage as well as psychosomatic illness.

Pay or salary is the main objective of the employees to work. There is always a positive relationship between pay and job performance which also affects job and organizational behavior. The perceived equality or fairness of one's pay can be more important issue than the actual amount. Dissatisfaction with pay could be another reason to decrease in the yearly production and job performance.

An organization can recruit and select the best employees, train them thoroughly, provide outstanding leaders and an optimal organizational climate to maximize job performance, but if the working environment and physical working conditions are uncomfortable, the productivity will suffer. Uncongenial work settings could be one of the reasons that lead to decreased productivity.

Occupational stress and job performance among the employees, indicated that employees who work longer hours reported significantly have higher job performance and job involvement. But the negative side is the feeling of alienation from their family and high level of conflict between work and family. Basically there are two types of fatigue, psychological fatigue that is similar to boredom and physiological fatigue that is caused by excessive use of the muscles. Both types of fatigue can cause poor job performance and lead to errors, accidents and stress at work.

Employees, who are experiencing workload problems, are no doubt aware of experiencing strain, irritability and weakness when they are excessively tired, or finding it difficult to concentrate, think coherently and work effectively.

Occupational stress has become one of the most serious health issues in every organization. And in recent years, occupational stress has become one of the most popular topics for applied research in psychology, and in the broader areas of social science, occupational stress has become an important topic for study of organizational behavior for several reasons: because Stress has harmful psychological and physiological effects on employees,

Stress is a major causes of employee turnover and absenteeism, Stress experienced by one employee can affect the safety of other employees, by controlling dysfunctional stress, individual and organization can be managed more effectively, when the occupational stress occurs, it will directly affect the performance of worker and managers to the organization. Mostly, the occupational stress comes from the job that they are doing.

Many people were not aware of occupational stress that occur in the organization and they did not care about the occupational stress. They assume that the occupational stress will only affect their performance of work but also affect their health like heart attack, migraine that can lead to death. If people were not aware about job stress, it will become worst.

The International Labor Organization (ILO) asserts that all countries, professions and all categories of workers, families and societies are affected by occupational stress (Ogon, 2001). Additionally, research has demonstrated that as workload and work-associated stress increase, turnover rates of workers are also noted to increase. Thus, occupational stress results in costs to organizations in terms of absenteeism, loss of productivity, and health care resources, Lack of

productivity due to occupational stress and its related effects, including staff conflicts, recruitment and retention problems, burnout.

Also the World Health Organization (WHO, 2002) estimates the cost of stress and stress-related problems to organizations to be in excess of \$150 billion annually. Job stressors and low job control have also been shown to be risk factors for patient safety and to lead to poor job performance including reduced quality of productivity.

Research has further demonstrated that the sources of occupational stress, its levels and effects vary greatly depending on local forces such as nature of work, work setting and cultural orientation. At present, there are scant data about sources of occupational stress and its relationship with and job performance in African countries. There is, therefore, a need to understand the predictors of occupational stress and the levels and relationships of occupational stress, and job performance.

Organizations and managers are willing to get employees commitment, which leads to improve the productivity. Management would like to introduce employee with norm, values and objectives of the organization which is importance to understand the organizational culture. It is the responsibility of the management to introduce the organizational culture to its employees that will assist the employees to get familiar with the system of organization.

Management must try to always keep learning environment in the organization. Proper understanding of organizational culture should leads towards improvement of employee's performance. As per organizational development is concerned, employees performance consider as a back bone for the organization. So organization's wants to get the loyalty of their employees towards organization.

The complete knowledge and awareness of organizational culture should help to improve the ability to examine the behavior of organization which assists to manage and lead. It is necessary for the management to identify the norms and values of the organization of the employees. It should be needed that culture of the organization should be developed in a way to improve the style of employee's performance and continuous develop the quality awareness.

Culture idea must be learned and shared in the organizations, Pettigrew (1979) argued that cultures of organization is based on cognitive systems which help to explain how employees think and make decision. He also noted the different level of culture based on the multifaceted set of beliefs, values and assumptions that determine ways organizations to conduct its business.

According to Tichy (1982), organizational culture is known as "normative glue" means to hold the overall organization together. The concept of organizational culture also makes available a base for determination, the differentiation that may survive in-between the organizations that are doing business in the same national culture standard (Schein, 1995). Hodgetts and Luthans (2003), define the different characteristics that are associated with the culture of organization.

Culture may defined as system of common values which can be estimated that people describe the similar organization culture even with different background at different levels within the organization. Organization's norms and values have a strong effect on all of those who are attached with the organization. It is considered that norms are invisible but if the organizations want to improve the performance of the employees and profitability, norms are places first to look.

Four types of culture explain how management can implement their norms and values in the organization, the first one is *Counter Culture*, Shared beliefs and values which are in directly opposite to the values and beliefs of the broader organizational culture recognized as countercultures, it mostly formed around a forceful manager or leader (Kerr, J., & Slocum, J. W., Jr. 2005). This type of culture may be bearded by the firm whenever positively contributing to the improvement of the organizational performance. But it is considered as a danger for the original organizational culture.

The second is *Sub-Culture*, subculture is the segments of culture which show different norms, values, beliefs and behavior of people due to difference in geographical areas or departmental goal and job requirements (within organization). Perception of employees about subculture was connected to employee's commitment towards the organization (Lok, Westwood and Crawford, 2005). Some groups may have a similar enough culture within to allow for social interaction outside the workplace.

The third is *Strong Culture*, Culture of organization is considered strong, where the greater part of the employees holds the same type of beliefs and values as concern to the organization. Culture of organization is believed strong, where the greater part of the employees embraced the same sort of beliefs and values as concern to the organization (Deal and Kennedy, 1982). They agreed that managers should try to reduce the gap between employees to develop a strong relationship. Management also considered that employees are more important than rules in the organization.

The fourth is *Weak Culture* a weak culture of organization could be one that is loosely knit. Some time it may push individual thought, contributions and in a company that needs to grow through innovation, it could be a valuable asset, sometime not. According to Deal and

Kennedy (1982), a weak culture of organization could be one of that is loosely joined. Rules are imposed strictly on the employees that may create diversity between the person's personal objectives and organizational goals.

## **1.2 Statement of problem**

The workplace is an important source of both demands and pressures causing stress, and structural and social resources to counteract stress. The workplace factors that have been found to be associated with stress and health risks can be categorized as those to do with the content of work and those to do with the social and organizational context of work. Those that are intrinsic to the job include long hours, work overload, time pressure, difficult or complex tasks, lack of breaks, lack of variety, and poor physical work conditions (for example, space, temperature, light).

Unclear work or conflicting roles and boundaries can cause stress, as can having responsibility for people. The possibilities for job development are important buffers against current stress, with under promotion, lack of training, and job insecurity being stressful. Other sources of stress, or: relationships at work, and the organizational culture. Managers who are critical, demanding, unsupportive or bullying create stress, whereas a positive social dimension of work and good team working reduces it.

An organizational culture of unpaid overtime or "presenteeism" causes stress. And also, a culture of not involving people in decisions, keeping them unformed about what is happening in the organization, and not providing good amenities and recreation facilities reduce stress. Organizational change, especially when consultation has been inadequate, is a huge source of stress. Such changes include mergers, relocation, restructuring or "downsizing", individual

contracts, and redundancies within the organization. The following research question will be provided with answer at the end of the study;

1. Does occupational stress influence job performance
2. Does organizational culture influence job performance
3. Will occupational stress and organizational culture interactively influence job performance

### **1.3 Purpose of Study**

The main purpose of this study was to examine the influence of occupational stress and organizational culture on job performance among the staff of Federal university Oye-Ekiti (Fuoye staff). Specific objective are as follows:

1. To examine occupational stress difference on job performance among Fuoye staff
2. To examine influence of organizational culture on job performance among Fuoye staff
3. To examine if occupational stress and organizational culture will interactively influence job performance of fuoye staff

### **1.4 Significance of study**

The findings of the study is believed to be helpful in giving information's to the organization, companies to understand the needs of their employees and to motivate them to achieve the vision and goals of their organization. This will help them to plan, evaluate and solve problems related to employees' satisfaction and job performance at work towards better performance. Indirectly, it will increase the quality and performance of the employees. The



management could take the right action needed to improve the employee job performances in the future, which at the same time lead to job satisfaction.

This study will also add to the body of knowledge by providing new ideas and knowledge about how to deal with job performance issues to the management. Thus, strategic action plans could be planned to achieve maximum productivity. The findings of this study can be used by management to head towards a win-win achievement to both the management and the employees.

The findings of this study will also provide both empirical and theoretical benefit, the data collected for this study will be useful for government, employers, managers, and researchers. It will give insight into the negative effects of occupational stress that impair performance and reduce productivity, diminishing levels of customer service, through absenteeism, turnover, alcohol and drug use.

## CHAPTER TWO

### LITERATURE REVIEW

## 2.1 Theoretical Frame Work

### 2.1.1 Person-Environment Fit

Another theoretical model which has been in existence for a considerable amount of time, and which to a large extent has underpinned other approaches to stress and well-being of employees, is the *Person-Environment Fit* (P-E fit) perspective. This account of the stress process stems from the early work and theorizing of Lewin (1935) and Murray (1938), reacting to prevailing mechanistic views of human behavior which attributed the causes of behavior solely to the environment, and psychodynamic approaches which tended to conceive behavior as emerging from personality characteristics (traits). Lewin conceptualized the interaction between the person and environment ( $P \times E$ ) as the key to understanding people's cognitive, affective and behavioral reactions. His early thinking therefore provided the foundation for the modern perspective of P-E fit. In particular, he foreshadowed the notion that optimal fit between the person and his/her environment is needed for effective human functioning, that is the environment determine employees job performance

In the occupational stress and well-being literature, the fit concept has been characterized as having two components: (a) the degree of match, congruence, or correspondence between the demands people confront at work and their abilities to meet those demands, referred to as *demands-ability fit*; and (b) the match, congruence or correspondence between the person's needs (including physical and psycho-social needs) and the resources available to him/her. The latter is referred to as *needs-supplies fit*. Most research on the relationship between P-E fit and

stress or well-being has focused on the second of these types of fit, as it is assumed that a lack of fit (that is, mis fit) between needs and resources will have a pronounced impact on stress levels and overall well-being. However, demands-ability fit can also be important in terms of a person's well-being. For instance, if person's workload is high and they do not have the time or energy to perform what is expected from them, this can induce a high level of psychological strain. A (very simplified) depiction of the basic theory relating to P-E fit is provided in the theory hinges on the amount of a "stimulus" (for example, workload, work complexity, level of authority).

### **2.1.2 Theory of Planned Behavior**

Human behavior is guided by different subjective probabilities, which means beliefs about the consequences of the behavior, beliefs about the normative expectations of other people and beliefs about the presence of factors which may facilitate or impede performance of the behavior. Beliefs are based on a wide range of background factors. In their aggregates, behavioral beliefs produce attitude towards behavior, normative beliefs result in subjective norms and control beliefs generate perceived behavior control. The combination of all these elements leads to the formation of a behavioral intention. Behavioral intention could be described as "... instructions that people give to themselves to behave in certain way". In other words, intention represents the motivation of an individual's conscious plan to exert effort to perform the behavior. Intention could be understood as an immediate antecedent to behavior the concept of social influence has been assessed by social norm and normative belief in both the theory of reasoned action and theory of planned behavior. Individuals' elaborative thoughts on subjective norms are perceptions on whether they are expected by their friends, family and the society to perform the

recommended behavior. Social influence is measured by evaluation of various social groups. For example, in the case of job performance, Subjective norms from the coworker include thoughts such as, "Most of my colleague don't work hard," or "I feel ashamed anytime I realize am the only one working", Subjective norms from the family include thoughts such as, "All of my family are hardworking, and it seems natural to be hard working," or "My parents were really mad at me because I don't have their time"; and Subjective norms from society or culture include thoughts such as, "Everyone is against being hardworking," and "We just assume everyone is not hardworking. "Human behavior is guided by three kinds of consideration, "behavioral beliefs," "normative beliefs," and "control beliefs." In their respective aggregates, "behavioral beliefs" produce a favorable or unfavorable "attitude toward the behavior"; "normative beliefs" result in "subjective norm"; and "control beliefs" gives rise to "perceived behavioral control. In combination, "attitude toward the behavior," "subjective norm," and "perceived behavioral control" lead to the formation of a "behavioral intention". In particular, "perceived behavioral control" is presumed to not only affect actual behavior directly, but also affect it indirectly through behavioral intention.

As a general rule, the more favorable the attitude toward behavior and subjective norm, and the greater the perceived behavioral control, the stronger the person's intention to perform the behavior in question should be. Finally, given a sufficient degree of actual control over the behavior, people are expected to carry out their intentions when the opportunity arises

### **2.1.3 McClelland's Theory of Needs**

David McClelland proposed theory of Needs in the early 1960's. This theory is also known as David McClelland's Three Needs Theory or as The Learned Needs Theory. According to

McClelland, individual specific needs are acquired over time and are shaped by one's life experiences. Regardless of gender, culture or age, all human have three motivating drivers and one of these will be the dominant motivating driver. This dominant motivator is largely dependent on the culture and life experiences. The three motivators are achievement, affiliation and power. A person's motivation and effectiveness in certain job functions are influenced by these three needs. People who have achievement as their dominant motivator have a strong need to set and accomplish challenging goals. They will also take calculative risks to accomplish their goals and prefer to receive regular feedback on their progress and achievements. People motivated by achievement work very effectively either alone or with other high achievers. There is evidence showing that people who have a high need for achievement perform better at work. Employees with a high need for achievement would have a clear and complete plan to help themselves achieve their goal. However, employees having a low need for achievement perform better with money incentive. Affiliation motivators need harmonious relationships with other people and need to feel accepted by other people. They want to belong to the group, to be liked by others and will often go along with whatever the rest of the group wants to do. Those who are motivated by affiliation also favor collaboration over competition and at the same time they do not like high risk or. Employees who are high in need for affiliation would be suitable in roles responsible for creating strong long-term relationships. However, they could be less effective in decision-making, which could lead to conflict. These employees will create satisfaction and enjoyment in doing their job if the work environment provides close interactions among staff.

Power motivators want to control and influence others' behaviors directly or indirectly. They like to win arguments and enjoy competition and winning status and recognition. Therefore, it is important for the employees to be in the leadership position. McClelland

proposed two types of need for power. The first kind is known as the personalized power, which refers to those who enjoys power for its own sake, use it to advance personal interest and want it for status symbol. The second type is the socialized power and it is used to help others (Vredenburg and Brender, 1998). Leaders with a high need for socialized power tend to be more effective than those with a high need for personalized power.

#### **2.1.4 Role Theory**

Role theory has been used effectively by researchers in psychology, organization behavior, and human resource management since the early 1930s. Multiple researchers have concluded that roles play an important part in social structure (Mead, 1934; Turner, 1978), and roles have been recognized as central to understanding employee behavior in organizations (Katz & Kahn, 1978). In the strictest sense, roles are positions within a social framework (Oeser & Harary, 1964); however, they also are defined by the individuals who occupy them (Callero, Howard, & Piliavin, 1987; Oeser & Harary, 1964).

According to role theory, individuals' role expectations are influenced by both their personal attributes and the context in which they exist. Thus, role theory suggests that employee performance will be a function of both the individual and the organization. This theory represents a major advancement in explanations for performance since it combines both a psychological (individual contributions) as well as sociological (organizational framework) perspective. Previous attempts to theoretically explain performance have sought either individual predictors or environmental predictors, neglecting to recognize that both can contribute simultaneously.

An important contribution of role theory to performance management is its ability to provide direction for how to avoid measurement errors in performance appraisal tools. Although not using role theory specifically, researchers have suggested using roles as the basis for job descriptions as well as for specifying organizational expectations and performance requirements (Ilgen & Hollenbeck, 1992; Van Dyne, Cummings, & Parks, 1995). Despite this recognition of the importance of roles, and the fact that employees choose to enact multiple roles in the organization, research has continued to measure employee performance as if only one role (the job holder) exists. As a result, performance systems that rely on evaluating only those work behaviors defined by the organization as related to a specific job may exhibit deficiency error. In order to correct for this measurement error, role theory suggests that performance management systems need to account for multiple roles at work. In fact, recently, researchers have begun to recognize the importance of using roles as a way to conceptualize work performance (Ilgen & Hollenbeck, 1992; Jackson & Schuler, 1995). Ilgen & Hollenbeck (1992) offer a theoretically-based model of work roles, which provides a major contribution to viewing work performance from this perspective. The omission of roles, in any approach to performance, is deficient, also argue that role theory only suggests roles as a way to conceptualize multiple behaviors at work; it does not provide a way to define which dimensions of performance (or roles) should be included or excluded in a multidimensional measure of performance. The number of potential roles employees may take on at work is limitless. One theory that may help in understanding which roles should be measured in an instrument that focuses on behavior at work is identity theory.

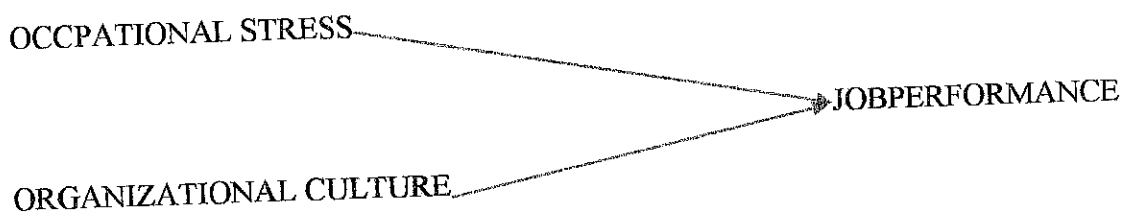
#### Identity Theory

According to identity theory, it is not the existence of roles, but their saliency, which affects behavior (Burke, 1991; Thoits, 1992). Identity theory suggests a process by which people

use an internal control system to filter information. The likelihood that an event or information will trigger behavior, is associated with the saliency of a particular role (Thoits, 1991; 1992). According to Thoits "the more salient the role identity, the more meaning, purpose and behavioral guidance the individual should derive from its enactment. In other words, those roles which are most salient to us provide us with the strongest meaning or purpose. In turn, the more meaning we derive from a role, the greater the behavioral guidance that ultimately leads to the enactment of behaviors associated with that role. Thus, organizations can affect behavior of employees at work by influencing the saliency of work-related roles.

Combined with role theory and identity theory, these two criteria provided us with five unique roles: job, organization, team, career, and innovator., which suggest that employees enact multiple roles beyond just "the job" (role theory), and by employing identity theory, which suggest that those roles that are considered important from the organization's perspective should be measured in a comprehensive assessment of employee performance. Compensation systems are one of the tools used by organizations to communicate their intentions. Therefore, compensation systems provide a 'clue' for uncovering which roles should be measured at work because they are one of the mechanisms by which firms communicate which particular roles are considered important for the firm's success

## 2.2 THEORETICAL CONCEPTUALIZATION





## 2.3 RELATED EMPEIRICAL STUDY

### 2.3.1 Stress and organizational performance

The stress experienced by different occupation types and job roles has been discussed in many studies with a number of different occupations being described as experiencing above average levels of stress.

In a study involving 846 employees in high-tech industries in Israel and in England, the investigator found a significant positive relationship between the need for achievement and job performance. The higher the measured achievement motivation, the higher was the employee's job performance (Baruch, 2004).

A survey of more than 3200 workers in Britain showed that factors such as money and recognition were not the primary sources of motivation. In line with Herzberg's theory, the motivator needs played a more important role in the job performance of these employees (Bassett- Jones & Lloyd, 2005).

( Johnson et al, McCormick, 1997; 2005; Brown & Uehara, 2008). Furthermore, role demands could be stressful when they are excessive (role overload) (Johnson et al, 2005). For instance, academic overload comes when teachers experience increased responsibilities .The daily interactions with students and co-workers and the incessant and fragmented demands of teaching often lead to overwhelming pressures and challenges, which may lead to stress (Brown & Uehara, 2008). Several studies have revealed that both role conflict and role ambiguity are associated with low satisfaction, absenteeism, low involvement, low expectancies and task characteristics with a low motivating potential and tension, which all affect the productivity and efficiency at the organisation (Conley & Woosley, 2000; Koustelios et al, 2004; Nwadiani, 2006; Chang and Lu, 2007). Role ambiguity refers to the uncertainty, on the part of employees, about

key requirements of their jobs, and about how they are expected to behave in those jobs (Nhundu, 1999; Conley & Woosley, 2000; Koustelios et al, 2004). Role conflict

Research has shown that organizational change, such as downsizing, implementation of new equipment or plant and restructuring, can and often does lead to stress and increases in injury/illness (Savery & Luks, 2001; Morris et al, 2006). In a study conducted by Sharpley and co-workers (1997) on university staff, the most commonly reported sources of job stress were (in order of frequency): "lack of regular feedback about how well I am doing my job"; "lack of promotion opportunities"; "uncertainty about how amalgamations will influence me"; "overwork"; "being expected to do too much in too little time"; "lack of necessary equipment and/or infrastructure support". Lack of participation by workers in decision making, poor communication in the organization (Reskin, 2008), lack of family friendly policies, poor social environment and lack of support or help from co-workers and supervisors as well as at home as considered job stressors (Dua, 1994; Johnson et al, 2005).

Goodman and Svyantek's (1999) The study has used for assessing Job Performance level of 677 university teachers, working in both public and private universities of Pakistan. In past this scale has yielded reliable and valid results for e.g. Chung & Angeline (2010) have found it a consistent and valid scale for assessing employees' performance level (Chung & Angeline, 2010). Similarly Arnold & Matthijs (2010) have also reposted its validity and reliability after its use in assessing the performance of starting Dutch Teachers (Arnold & Matthijs, 2010). In continuation to findings of past studies, the results of present study showed that this scale is possessing reliability and validity. The reliability statistics shows that 25 items possessed mean Cronbach's Alpha Coefficient up to 0.82 and mean Item-total Correlation up to 0.70, which is evidence of internal consistency. Apart from this the inter-scale correlations among the three dimensions of

Job Performance Scale also ranged up to 0.83, which also proves its reliability. Similarly the validity statistics also shows that the scale is defect free and it measures what it ought to measure. The results of Exploratory Factor Analysis showed that factor loading ranged from 0.60 to 0.94. Likewise the communalities also ranged from 0.65 to 0.87. The Kaiser-Meyer-Olkin measure of sample adequacy was within range of 0.82. Similarly the total Eigen values for all the 25 items was above 01. Such results suggest sufficient evidence of convergent validity for Goodman & Svyantek (1999) Job Performance Scale. The further validity was determined by running Confirmatory Factor Analysis in order to know item structure and fitness. The three factor model was much more consistent with data and showed better fit in comparison to both model one and two, i.e.  $X^2/df = 1.83$ ,  $RMSEA = 0.098$ ,  $CFI = 0.88$  and  $GFI = 0.92$ .

### **2.3.2 Organizational Culture and Job Performance**

A Study carried out by Olulana Bamidele Samuel (2015), The Perception of National examinations council (NECO) Staff about Organizational Culture the perception of the staff of NECO TDD about the organizational culture that is in existence in their Division. The findings are anchored in the belief of the TDD staff and their agreement with the elements that stand for the different types of organizational culture that is in existence in their organization derived from Competing Value Framework (CVF). OCU1, OCU2 and OCU3 stood for rational culture, OCU4, OCU5 and OCU6 stood for group culture, OCU7 and OCU8 stood for developmental culture, OCU9 and OCU10 stood for Hierarchical culture

A statistical summary of the strength of agreement plus the ranking of the types of organizational culture that exists at the NECO, is presented thus: statistical summary of organizational culture, Statistical summary of Job Stress, statistical summary of commitment, interpretation of organizational culture statistical analysis.

There is consensus in the department on how the job is to be completed. (OCU 2), which has to follow a bureaucratic process (OCU 10), and that the department is highly formalized (OCU 9). OCU 2, OCU 10 and OCU 9 have mean scores of 3.86, 3.82 and 3.78 respectively, Items OCU 7 and OCU 8 have the weakest agreement meaning that the department is dynamic and Entrepreneurial. (OCU7) and (OCU8) indicates the willingness of the employees in the department to take risks. The mean scores for (OCU7) and (OCU8) are  $M= 3.12$  and  $M= 3.05$  respectively. The conclusion that can then be drawn is that the culture of the NECO, (TDD) department is bureaucratic and therefore operates hierarchical culture. The perception of the employees about the existence of stress about their Job and the workplace. The statistics shows the strength of employees of NECO in respect of the existence of stress in this study and indicates that the largest agreement is in sample JS10- I have too many assignments to complete at a time. The mean score is  $M= 3.23$  and the standard deviation  $SD= 1.17$  indicate that the departmental culture is unsympathetic.

Items JC 8 and JC 4 expressed the weakest agreement in respect of welfare packages and the rewarding systems. The mean scores are  $M= 3.10$  and  $M=2.82$  respectively, showing that the concern for workers' welfare is nil. The employees are dissatisfied with the award of welfare packages as well as the organization's rewarding system.

#### Correlation of Organizational Culture, Workplace Stress and Job Commitment

To correlate this, highest mean for organizational culture and work stress and the lowest mean for commitment are selected. To test their correlations, item (OCU9) explains that the structure of the organization are formalized, item (OCU10) explains that the employees are governed by bureaucratic rules. Items of organizational culture are (OCU9) and (OCU10) standing for the hierarchical culture of the organization. Item JS10- 'I have too many assignments to complete at

a time' is selected for job stress, while items JC 4 and JC 8 are selected for job commitment. JC4- The reward system is satisfactory. JC8- I am pleased with the welfare packages for the staff.

The result of the correlation coefficient test explains the correlates between JS10 and items JC4 and JC8 the most dissatisfied items in Job commitment which is the main cause of stress. On Job stress, JS10 correlates significantly with the hierarchical culture of the organization represented by (OCU9 and OCU10). Job commitment JC4 and JC8 also correlate significantly with item OCU 9 on culture. The conclusion that can thus be drawn is that there is a negative correlation between workplace stress and job commitment while job stress is positively correlated with hierarchical culture. While commitment has negative correlation with the hierarchical culture of test.

## **2.4 STATEMENT OF HYPOTHESIS**

This study seeks to investigate whether occupational stress and organizational culture has relationship with job performance amongst Fuoye staff.

The hypothesis are;

1. Employees with high occupational stress will report significantly low on job performance than those with low
2. Organizational culture will significantly influence job performance
3. Both occupational stress and organizational culture will significantly interactively influence job performance

## 2.5 OPERATIONAL DEFINITION OF TERMS

**Occupational stress** is stress related to one's job. Occupational stress often stems from unexpected responsibilities and pressures that do not align with a person's knowledge, skills, or expectations, inhibiting one's ability to cope. Occupational stress can increase when workers do not feel supported by supervisors or colleagues, or feel as if they have little control over work processes. It was measured using occupational stress scale developed by Karasek, R.A (1979),

**Organizational culture** encompasses values and behaviors that "contribute to the unique social and psychological environment of an organization. Organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. It was measured using organizational culture scale developed by Renesis Likert (1932),

**JOB PERFORMANCE**. The work related activities expected of an employee and how well those activities were executed. Many organization personnel directors assess the job performance of each employee on an annual or quarterly basis in order to help them identify suggested areas for improvement.

**Job performance** assesses whether a person performs a job well, is an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables.

Job performance is the quality and quantity expected in a particular job from an employee to perform their job well, which is most of the time determined, by motivation and the will and ability of the individual employee to do the job. it was measured using job performance scale developed by the Goodman, S.A and svyantek, D, J (1999).

## **CHAPTER THREE**

### **METHOD**

This chapter consist of the methodology for this study which focus on the following areas: Research design, study population, research instrument, psychometrics properties (reliability and validity) of research instrument, and administration of the instrument: distribution and collection of the questionnaires.

#### **3.1 Research Design**

The study utilized Ex-facto research design; this research design. This research design was the best for the research because the behaviour was survey with the use of structured questionnaire, the items included were selected based on previous studies, which means none of this variable were manipulated, the independent variables are occupational stress and organizational culture and the dependent variable is job performance

#### **3.2 Setting**

The study population comprises staff of Federal University Oye Ekiti, fifty (50), participant were first used for the pilot study to know the reliability and validity of the scale in Nigeria, therefore, 200 Fuoye staff were purposely selected to represent employees population in Nigeria and to know the effect of occupational stress and organizational culture on the job performance of Nigeria employees. The sampling technique that was used is purposive sampling technique, is non-probability sampling, is a sampling technique in which researcher judge and choose member of population that will participate in the study



### **3.3 Sample**

The sample used in the study were the staff of Federal University Oye Ekiti, the mean age accounted for 40.43, the sample was made up of two hundred (200), FUYOYE staff selected, using purposive sampling techniques. The sample was made up of two hundred (200), fuoye staff which were selected among the staff of federal university oye ekiti, male and female staffs accounted for 54.5% and 45.5%, respectively, and 58.5% staff were Christians, 33.5% were Muslims while 6% were Traditional worshippers and 2% indicated other religions apart from the normal religions. Based on their Educational Qualifications, 13% of the respondents are Senior Secondary School Certificates, 21% had Ordinary Diplomas or Certification of Education, 42.5% of the research sample were first degree holders and 23% had post Graduate Educational Qualifications. 43% were of Yoruba Ethnicity, people from Ibo Tribe accounted for 31.5%, and staffs from Hausa tribe were 22.5%. The percentage of those from other tribes in Nigeria was 3%.

### **3.4 Research Instrument**

The study made use of the questionnaire to gather relevant information from the participants. The questionnaire was divided into four section. Section A is the socio demographic variables which provide information about the participant, such as ,age ,sex, religion, educational qualification ,ethnicity, Section B presented items on occupational stress, Section C presented items on organizational culture and Section D presented items on job performance

Below is a valid and standard instrument which is used to gather data from the participant:

### **3.4.1 Section A: Socio – Demographic Variables**

This section includes participants' bio data such as gender, age, religion, education qualification, ethnicity, in section age were not categories, participant were ask to write their age in the space provided, gender has two categories male and female, religion has four categories Christian, Islam ,traditional ,and other religion, education qualification has four categories ,SSCE/GCE, ond/nce, first degree/HND ,postgraduate ,ethnicity has four categories, Yoruba, Ibo, Hausa, and other tribe, it is important to collect data on these personal information to examine how it influence employee occupational stress and organizational culture towards job performance

### **3.4.2 Section B: Occupational stress scale**

This section seek data on participant perception of occupational stress, the karasek, R.A (1979), scale of occupational stress were used to gather information from the participant, the response format were coded as; 1, yes, 2 no, the reliability was determine using cronbachs alpha, in sample from 50 employees of fuoye staff, cronbachs alpha range from .763 to .765, and the validity of the scale is of content validity

### **3.4.3 Section C organizational culture scale**

This section sought participants opinion on organizational culture, Renesis Likert (1932), scale of organizational culture were used to collect data from participant , the response format were coded as; 5 for strongly agree, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree, the reliability was determine using cronbachs alpha, in sample from 50 employees of fuoye staff, cronbachs alpha is .737 .

### **3.4.4 Section D job performance**

This section seek participant opinion on job performance, using the Goodman, S.A and svyantek, D, J (1999), job performance scale to gather information from participant, the response format were coded as; 5 for strongly agree, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree, the reliability was determine using cronbachs alpha, in sample from 50 employees of fuoye staff, cronbachs alpha is .921.

### **3.5 Procedure**

The require permission was obtain from the organization authorities by writing letter and the letter was approved, participant were approach and the purpose of the study was briefly explain to them in their various department and they were assure of confidentiality and discretion of the study, direction on how to fill the questionnaire were given to them and after the completion, 230 questionnaire was distributed but 200 were recovered, so 200 questionnaire was used for data analysis.

### **3.6 Statistical Method**

The data were analyzed and the research hypothesis was tested using independent t test and, multiple regression and simple regression, Occupational stress, organizational culture, and job performance data collected in this study was analyze using statistical package for social science, The socio demographic information of the participant were analyzed using descriptive statistic such as mean, frequencies table and percentage, standard deviation, the hypotheses stated above was tested using inferential statistics to determine the influence of the independent variable on the dependent variable. The hypotheses one was tested using independent t test, hypotheses two

was tested using simple regression analysis, hypotheses three was tested using multiple regression analysis

## CHAPTER FOUR

### RESULTS

Hypothesis one states that organizational stress will significant influence on Job performance of employees in Fuoye. The hypothesis was tested using independent t-test. Result is presented in table 4.2.

**Table 4.2:- The summary of independent t-test of the influence of organizational stress on Job performance of employees in Fuoye**

Occupational stress	N	Mean	Std deviation	df	T	P
High		3.2560	.76869	198	-1.654	>.05
Low	200	3.6948	.58121			

Table 4.2 shows that employees with low occupational stress ( $X=3.6948$ ) did not report significantly higher job performance than those with high occupational Stress ( $X=3.2560$ ).

The result indicates that occupational stress does not have significant influence on job performance. ( $t=-1.654$ ;  $df=198$ ;  $p=>.05$ ). Therefore, hypothesis one was rejected.

Hypothesis two states that organizational culture will significantly predict job performance. The hypothesis is tested using simple regression. Result is presented in Table 4.3

**Table 4.3: Simple Regression Table showing prediction of Job performance from**

### Organizational Culture.

Predictors	B	T	P	R	Adj R <sup>2</sup>	F	P
Organizational culture	.640	11.706	< .05	.604	.119	137.036	< .05

Table 4.3 is a summary of simple regression analyses to explain the prediction of Job Performance from organizational culture. Results shows that organizational culture significantly predicts Job Performance. ( $f_{199}=137.036$ ;  $R^2= .409$   $P <.05$ ). Therefore hypothesis two is accepted

Hypothesis three states that occupational stress and organizational culture will jointly predict job performance of employees in Fuoye. Hypothesis is tested using multiple regression. Result is presented in table 4.4.

**Table 4.4: Multiple Regression Table showing joint prediction of from Job performance from Occupational stress and organizational culture.**

Predictors	B	T	P	R	Adj R <sup>2</sup>	F	P
Organizational Culture	.641	11.857	< .05	.651	.419	72.628	<
Occupational Stress	.124	.2.295	<.05				.05

A multiple regression was run to predict job performance from occupational stress and organizational culture. These variables statistically predicted Job performance.  $F_{2, 197} = 72.628$ ,  $P <.05$ .  $R^2=.424$ . We therefore accept hypothesis three and conclude that occupational stress and culture jointly predicts job performance of staffs of fuoye.

## CHAPTER FIVE

### DISCUSSION, CONCLUSION, RECOMMENDATION AND LIMITATION OF STUDY

#### 5.1 Discussion

The study examined the influence of occupational stress and organizational culture on job performance among the staff of federal university Oye Ekiti

The first hypothesis states that Employees with high occupational stress will report significantly low on job performance, the result show that employees with low occupational stress did not report significantly higher on Job Performance than those with High Occupational Stress. The result indicates that occupational stress does not have significant influence on job performance, which means that the stress the employee are going through at work place does not affect the level of their performance, because employee that are low on occupational stress did not perform higher at work place. Related research has shown that organizational change, such as downsizing, implementation of new equipment or plant and restructuring, can and often does lead to stress and increases in injury/illness (Savery & Luks, 2001; Morris et al, 2006). In a study conducted by Sharpley and co-workers (1997) on university staff, the most commonly reported sources of job stress were (in order of frequency): "lack of regular feedback about how well I am doing my job"; "lack of promotion opportunities"; "uncertainty about how amalgamations will influence me"; "overwork"; "being expected to do too much in too little time"; "lack of necessary equipment and/or infrastructure support". Lack of participation by workers in decision making, poor communication in the organization (Reskin, 2008), lack of family friendly policies, poor social environment and lack of support or help from co-workers and supervisors as well as at home as considered job stressors (Dua, 1994; Johnson et al, 2005).

The second hypothesis state that organizational culture will significantly influence job performance, Results shows that organizational culture significantly predicts Job Performance., this means that the culture, which are norms, rules and regulation of organization will determine the performance of employees at work place, if the culture of organization is too rigid them it to affect the performance of employees.

The third hypothesis state that both occupational stress and organizational culture will significantly influence job performance, the result show that these variables significantly predicted Job performance, this means that both will affect the performance of employees, it means that occupational stress alone can't affect employees job performance but if the organizational culture are too rigid then it can lead to stress for the employee which will reduce job performance. A Study carried out by Olulana Bamidele Samuel, concluded that there is a negative correlation between workplace stress and job commitment while job stress is positively correlated with hierarchical culture. While commitment has negative correlation with the hierarchical culture of test.

## **5.2 Conclusion**

Occupational stress as one of the factor that influence job performance, increase when workers do not feel supported by supervisors or colleagues, or feel as if they have little control over work processes, and also organizational culture represents the collectives values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits Job performance is an individual-level variable, or something a single person



does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables. The research was able to give answers to the research questions and meet up with the research objective by testing the proposed hypotheses in the study. From the analysis of the data collected and interpretation of results, the study concluded that Employees with high occupational stress would report significantly low on job performance, despite that they are less stressed at work place. Also, the study states that organizational culture significantly predicts Job Performance., and also that both occupational stress and organizational culture significantly influence job performance.

### **5.3 Recommendation**

The current study contributes to the existing knowledge and expands the understanding of the influence of occupational stress and organizational culture on job performance. However, based on the study the following recommendations are made;

Organizational management should make the culture of the organization less rigid by getting the opinion of employees before making decision, and management should satisfy the needs of their employees.

It has been establish in this study that employees with low occupational stress did not report significantly higher on Job Performance than those with High Occupational Stress. So employees should try to worker hard in order to achieve their aims, because some benefits in the organization are based on performance appraisal. Employees should not see their normal task as stressful.

Also organization should provide training opportunity for their employees for more productivity

## **5.4 Limitation of Study**

The researcher experience several important limitations in the current study.

First, the research participants were limited to fuoye staff only, other university staff were not given chance to participate. Future researcher should also include other university staff.

Secondly, data was collected using self-report questionnaire; answer to the questions may be biased due to individual unwilling to disclose their personal information concerning their job

Thirdly, the generalization of the study is limited, considering the population of fuoye staff that were available

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## APPENDIX

Dear respondent,

The researcher seeks for your cooperation in completing the questionnaire, all information given by you shall be treated with confidentiality and used for research purpose only, it would be appreciated if you could respond to the questionnaire as honestly and as best as you can. Thank you for your anticipated cooperation.

### SECTION A

AGE.....

SEX; .FEMALE (  ) MALE (  )

RELIGION; CHRISTAIN (  ) ISLAM (  ) TRADITIONAL (  ) OTHER RELIGION (  )

EDUCATIONAL QUALIFICATION; SSCE\GCE (  ), OND\NCE (  ), FIRST DEGREE\HND (  ), POSTGRADUATE (  )

ETHNICITY; YORUBA (  ), IGBO (  ), HAUSA (  ), OTHEFR TRIBES (PLEASE SPECIFY .....)]

NUMBER OF YEARS AT WORK .....

MONTHLY INCOME .....

### SECTION B;

Please respond by picking the best option that suits your feeling as follow.

SN	QUESTION	YES	NO
1.	Do you do shift work		
2.	Do you have to work long or unsociable hours		
3.	Do you have unpredictable working hour		
4.	Do you work in an environment where the level of background noise disturbs your concentration		
5.	Do you have to work very fast		
6.	Are your tasks such that others can help you if you do not have enough time		
7.	Does your work demand a high level of skill or expertise		
8.	Do you have choice to decide how you do your work		
9.	I have a say in choosing who I work with		
10.	I can decide when to take a break		
11.	Did you get consistent information from the management		
12.	My superior listen to my problem		
13.	I get help and support from my colleagues		
14.	As soon as I get up in the morning I start thinking about work problem		



15.	People close to me say I sacrifice myself too much for my job		
16.	If I postpone something that I was supposed to do today, I will have trouble sleeping at night		
17.	I have constant time pressure due to a heavy workload		
18.	I am often under pressure to work overtime		
19.	My job security is poor		
20.	Your job involves a lot of travel away from home		

This instruction is for section C AND D, to what extent does each of the following statements describe your feeling regarding your work, please use the following scale to record an answer for each statement listed below.

Strongly agree (SA), Agree (A), Undecided (U), strongly disagree (SD), disagree (D)

SECTION C

SN	QUESTION	SA	A	U	D	SD
1.	My company has welcomed the initiative and innovation					
2.	In my company the management prefer to do things in a typical way without innovation					
3.	In my company organization goals are clear for the staff					
4.	In my company lack of clear goals and priorities be seen					
5.	In my company each part works independently					
6.	In my company different parts work coordinately together					
7.	In my company managers are working with the coordination and agreement					
8.	In my company if a problem occurs for me, I can count on my managers support					
9.	My manager support my activities and efforts in my company					
10.	In my company possibility of getting help from my manager when I make a mistake					
11.	My manager trust me in my company					
12.	Employees control over their work in my company					
13.	In my company the destiny and success of organization is highly important to me					
14.	In my company my goals are different from the organizations					
15.	I do my best to organizations success					
16.	My job does not satisfy me					
17.	In my company rewards is based upon the performance					
18.	I feel my reward is according to my performance					
19.	In my company rewards is based on relations and connection					
20.	In my company managers pay attention to employees opinions even if they disagrees with them					
21.	Problems are solved without confrontation					
22.	In my company I can get help from others when I face a problem					
23.	In my company it is difficult to contact with managers when a problem occurs					

## SECTION D

SN	QUESTIONS	SA	A	U	D	SD
1.	<b>Helps other employees with their work when they have been absent.</b>					
2.	<b>Volunteers to do things not formally required by the job.</b>					
3.	<b>Takes initiative to orient new employees to the department even though not part of his/her job description.</b>					
4.	<b>Helps others when their work load increases (assists others until they get over the hurdles)</b>					
5.	<b>Assists me with my duties.</b>					
6.	<b>Makes innovative suggestions to improve the overall quality of the department.</b>					
7.	<b>Willingly attends functions not required by the organization, but helps in its overall image.</b>					
8.	<b>Exhibits punctuality arriving at work on time in the morning and after lunch breaks.</b>					
9.	<b>Takes undeserved work breaks.</b>					
10.	<b>Exhibits attendance at work beyond the norm, for example, takes fewer days off than most individuals or fewer than allowed.</b>					
11.	<b>Coasts toward the end of the day.</b>					
12.	<b>Gives advance notice if unable to come to work.</b>					
13.	<b>Spends a great deal of time in personal telephone conversations.</b>					
14.	<b>Does not take unnecessary time off work.</b>					
15.	<b>Does not take extra breaks.</b>					
16.	<b>Does not spend a great deal of time in idle conversation</b>					
17.	<b>Achieves the objectives of the job</b>					
18.	<b>Meets criteria for performance</b>					
19.	<b>Demonstrates expertise in all job-related tasks</b>					
20.	<b>Fulfills all the requirements of the job</b>					
21.	<b>Could manage more responsibility than typically assigned</b>					
22.	<b>Appears suitable for a higher level role</b>					
23.	<b>Is competent in all areas of the job, handles tasks with proficiency</b>					
24.	<b>Performs well in the overall job by carrying out tasks as expected</b>					
25.	<b>Plans and organizes to achieve objectives of the job and meet deadlines</b>					

# PILOT STUDY

## Frequency Table

SEX	Frequency	Percent	Valid Percent	Cumulative Percent
Valid female	27	54.0	54.0	54.0
Valid male	23	46.0	46.0	100.0
Total	50	100.0	100.0	

## RELIGION

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Christian	23	46.0	46.0	46.0
Valid Islam	21	42.0	42.0	88.0
Valid traditional	4	8.0	8.0	96.0
Valid other religion	2	4.0	4.0	100.0
Total	50	100.0	100.0	

## EDUCATIONAL QUALIFICATION

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid ssce/gce	1	2.0	2.0	2.0
Valid ond/nce	17	34.0	34.0	36.0
Valid first-degree/hnd	17	34.0	34.0	70.0
Valid postgraduate	15	30.0	30.0	100.0
Total	50	100.0	100.0	

## ETHNICITY

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yoruba	27	54.0	54.0	54.0
Valid ibo	13	26.0	26.0	80.0
Valid hausa	10	20.0	20.0	100.0
Total	50	100.0	100.0	

## Reliability for Occupational Stress

**Case Processing Summary**

		N	%
Cases	Valid	50	100.0
	Excluded	0	.0
	Total	50	100.0

a. List wise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.763	.765	20

**Item Statistics**

	Mean	Std. Deviation	N
occupationalstress1	1.60	.495	50
occupationalstress2	1.84	.370	50
occupationalstress3	1.80	.404	50
occupationalstress4	1.82	.388	50
occupationalstress5	1.62	.490	50
occupationalstress6	1.58	.499	50
occupationalstress7	1.48	.505	50
occupationalstress8	1.42	.499	50
occupationalstress9	1.34	.479	50
occuationalstress10	1.38	.490	50
occupationalstress11	1.10	.303	50
occupationalstress12	1.06	.240	50
occupationalstress13	1.16	.370	50
occupationalstress14	1.70	.463	50
occuapotionalstress15	1.72	.454	50
occupationalstress16	1.70	.463	50
occuapotionalstress17	1.66	.479	50
occupationalstress18	1.74	.443	50
occuapotionalstress19	1.82	.388	50

occuapotionalstress20	1.84	.370	50
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	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
occupationalstress1	29.78	13.359	.052	.775
occupationalstress2	29.54	12.498	.441	.747
occupationalstress3	29.58	12.289	.473	.744
occupationalstress4	29.56	12.333	.480	.744
occupationalstress5	29.76	12.513	.299	.756
occupationalstress6	29.80	12.327	.347	.752
occupationalstress7	29.90	12.378	.326	.754
occupationalstress8	29.96	13.835	-.079	.785
occupationalstress9	30.04	13.631	-.019	.780
occuationalstress10	30.00	13.469	.023	.777
occupationalstress11	30.28	13.675	.011	.770
occupationalstress12	30.32	13.569	.093	.765
occupationalstress13	30.22	13.359	.109	.767
occupationalstress14	29.68	11.528	.652	.728
occuapotionalstress15	29.66	11.698	.608	.732
occupationalstress16	29.68	11.610	.624	.730
occuapotionalstress17	29.72	11.471	.645	.728
occupationalstress18	29.64	11.745	.609	.732
occuapotionalstress19	29.56	12.537	.402	.749
occuapotionalstress20	29.54	12.213	.557	.740

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
31.38	13.791	3.714	20

## Reliability for Organizational Culture Scale

### Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded <sup>a</sup>	0	.0
	Total	50	100.0

a. List wise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.737	23

### Item Statistics

	Mean	Std. Deviation	N
organizationalculture1	4.38	1.141	50
organizationalculture2	1.94	1.406	50
organizationalculture3	4.28	1.031	50
organizationalculture4	3.26	1.242	50
organizationalculture5	3.28	1.512	50
organizationalculture6	3.80	1.212	50
organizationalculture7	4.04	1.106	50
organizationalculture8	4.00	1.161	50
organizationalculture9	4.02	1.097	50
organizationalculture10	4.00	1.245	50
organizationalculture11	4.16	1.095	50
organizationalculture12	2.78	1.582	50
organizationalculture13	4.22	1.148	50
organizationalculture14	2.46	1.515	50
organizationalculture15	4.26	.944	50
organizationalculture16	2.46	1.568	50
organizationalculture17	4.00	1.178	50
organizationalculture18	3.68	1.421	50
organizationalculture19	2.52	1.632	50
organizationalculture20	3.76	1.393	50
organizationalculture21	2.98	1.558	50

organizationalculture22	3.86	1.294	50
organizationalculture23	2.46	1.669	50

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
organizationalculture1	76.22	125.767	.397	.721
organizationalculture2	78.66	147.494	-.359	.774
organizationalculture3	76.32	123.120	.570	.712
organizationalculture4	77.34	128.719	.247	.730
organizationalculture5	77.32	136.875	-.055	.755
organizationalculture6	76.80	120.082	.590	.707
organizationalculture7	76.56	121.435	.598	.709
organizationalculture8	76.60	118.980	.667	.703
organizationalculture9	76.58	120.330	.652	.705
organizationalculture10	76.60	120.898	.540	.710
organizationalculture11	76.44	125.598	.425	.720
organizationalculture12	77.82	121.947	.366	.721
organizationalculture13	76.38	125.506	.404	.720
organizationalculture14	78.14	129.960	.144	.739
organizationalculture15	76.34	130.351	.278	.729
organizationalculture16	78.14	130.449	.121	.742
organizationalculture17	76.60	122.612	.507	.713
organizationalculture18	76.92	118.483	.541	.707
organizationalculture19	78.08	136.891	-.061	.758
organizationalculture20	76.84	120.872	.470	.713
organizationalculture21	77.62	138.485	-.101	.759
organizationalculture22	76.74	118.360	.611	.704
organizationalculture23	78.14	139.021	-.116	.763

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
80.60	137.224	11.714	23

### Case Processing Summary

		N	%
Valid		50	100.0
Cases Excluded <sup>a</sup>		0	.0
Total		50	100.0

a. Listwise deletion based on all variables in the procedure.

## Reliability for Job Performance Scale

### Reliability Statistics

Cronbach's Alpha	N of Items
.921	25

### Item Statistics

	Mean	Std. Deviation	N
jobperformance1	3.72	1.144	50
jobperformance2	3.70	.995	50
jobperformance3	3.54	1.073	50
jobperformance4	3.80	1.010	50
jobperformance5	3.62	1.048	50
jobperformance6	3.88	1.023	50
jobperformance7	3.66	1.081	50
jobperformance8	3.70	1.074	50
jobperformance9	2.56	.972	50
jobperformance10	2.84	.976	50
jobperformance11	3.22	1.075	50
jobperformance12	3.76	1.117	50
jobperformance13	2.94	1.168	50
jobperformance14	3.68	1.301	50
jobperformance15	3.64	1.156	50
jobperformance16	3.70	1.298	50
jobperformance17	4.26	.986	50
jobperformance18	4.14	1.069	50
jobperformance19	4.14	1.069	50
jobperformance20	3.94	1.018	50
jobperformance21	3.78	.996	50
jobperformance22	4.04	.880	50
jobperformance23	4.12	.940	50
jobperformance24	4.12	.895	50



jobperformance25	4.10	.953	50
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**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
jobperformance1	88.88	218.842	.630	.916
jobperformance2	88.90	222.459	.607	.917
jobperformance3	89.06	220.221	.631	.916
jobperformance4	88.80	219.714	.692	.916
jobperformance5	88.98	220.673	.633	.916
jobperformance6	88.72	222.328	.593	.917
jobperformance7	88.94	222.425	.555	.918
jobperformance8	88.90	222.133	.568	.918
jobperformance9	90.04	239.060	.049	.926
jobperformance10	89.76	238.472	.068	.925
jobperformance11	89.38	234.322	.182	.924
jobperformance12	88.84	225.117	.451	.920
jobperformance13	89.66	228.841	.319	.922
jobperformance14	88.92	214.565	.662	.916
jobperformance15	88.96	226.407	.394	.921
jobperformance16	88.90	229.439	.263	.924
jobperformance17	88.34	219.658	.713	.915
jobperformance18	88.46	218.172	.701	.915
jobperformance19	88.46	218.825	.680	.916
jobperformance20	88.66	219.209	.704	.915
jobperformance21	88.82	217.906	.768	.914
jobperformance22	88.56	222.211	.705	.916
jobperformance23	88.48	218.540	.793	.914
jobperformance24	88.48	222.010	.699	.916
jobperformance25	88.50	220.214	.719	.915

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
92.60	241.469	15.539	25

**SPSS PRINT OUT FOR CHAPTER FOUR**

**Frequencies**

**Statistics**

		SEX	RELIGION	EDUCATIONAL QUALIFICATIO N	ETHNICITY
N	Valid	200	200	200	200
	Missing	0	0	0	0
Mean		1.46	1.52	2.76	1.86
Std. Error of Mean		.035	.050	.067	.062
Median		1.00	1.00	3.00	2.00
Mode		1	1	3	1
Std. Deviation		.499	.702	.954	.870
Variance		.249	.492	.910	.758
Range		1	3	3	3
Minimum		1	1	1	1
Sum		291	303	551	371

**SEX**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	109	54.5	54.5	54.5
	Male	91	45.5	45.5	100.0
	Total	200	100.0	100.0	

**RELIGION**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Christian	117	58.5	58.5	58.5
	Islam	67	33.5	33.5	92.0
	traditional	12	6.0	6.0	98.0
	other religion	4	2.0	2.0	100.0
	Total	200	100.0	100.0	

**EDUCATIONAL QUALIFICATION**

	Frequency	Percent	Valid Percent	Cumulative Percent
ssce/gce	26	13.0	13.0	13.0
ond/nce	43	21.5	21.5	34.5
Valid firstdegree/hnd	85	42.5	42.5	77.0
postgraduate	46	23.0	23.0	100.0
Total	200	100.0	100.0	

**ETHNICITY**

	Frequency	Percent	Valid Percent	Cumulative Percent
Yoruba	86	43.0	43.0	43.0
Ibo	63	31.5	31.5	74.5
Valid Hausa	45	22.5	22.5	97.0
other tribe	6	3.0	3.0	100.0
Total	200	100.0	100.0	

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**Group Statistics**

	occupational stress	N	Mean	Std. Deviation	Std. Error Mean
performance	high occupational stress	5	3.2560	.76869	.34377
	low occupational stress	195	3.6948	.58121	.04162

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
performance	Equal variances assumed	.825	.365	-1.654	198	.100	-.43877	.26522	-.96179	.08425
	Equal variances not assumed			-1.267	4.118	.272	-.43877	.34628	-1.38941	.51187

**REGRESSION**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.640 <sup>a</sup>	.409	.406	.45328	.409	137.036	1	198	.000

a. Predictors: (Constant), organizational culture

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	28.156	1	28.156	137.036	.000 <sup>b</sup>
Residual	40.682	198	.205		
Total	68.837	199			

a. Dependent Variable: job performance

b. Predictors: (Constant), organizational culture

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
	(Constant)	.851	.244				3.484
Organizational culture	.808	.069	.640	11.706	.000	.672	.944

a. Dependent Variable: job performance

## Regression

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

Model	Variables Entered	Variables Removed	Method
1	occupational stress, organizational culture		Enter

a. Dependent Variable: job performance

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.651 <sup>a</sup>	.424	.419	.44847	.424	72.628	2	197	.000

a. Predictors: (Constant), occupational stress, organizational culture

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.215	2	14.608	72.628	.000 <sup>b</sup>
	Residual	39.622	197	.201		
	Total	68.837	199			

a. Dependent Variable: job performance

b. Predictors: (Constant), occupational stress, organizational culture

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.076	.471		-.162	.871	-1.005	.852
	Organizational culture	.810	.068	.641	11.857	.000	.675	.945
	occupational stress	.466	.203	.124	2.295	.023	.066	.867

a. Dependent Variable: job performance