

## **Organizational Stress and Employees' Productivity: A Study of Selected Manufacturing Companies in South-South, Nigeria**

<sup>1</sup>Prof. Godwin Demaki, <sup>2</sup>ADISE, Adaeze Toniafranklyn

<sup>1</sup>*Department of Business Administration Faculty of Management Sciences  
Delta State University, Abraka, Nigeria*

<sup>2</sup>*Department of Business Administration Faculty of Management Sciences  
Delta State University, Abraka, Nigeria*

**ABSTRACT:-** This study examined the effect of organizational stress on productivity of employees among selected manufacturing companies in south-south, Nigeria. Survey design was used and questionnaire was the major instrument of data collection, which was administered on one hundred and twenty-seven (127) employees of six (6) manufacturing companies. Two (2) variants of organizational stress (role ambiguity, and work-family interaction) and two(2) employees' productivity measures (quality of work and quality of product) were employed. Data obtained were assessed using descriptive (Cronbach alpha, mean, standard deviation, kurtosis, skewness and Pearson correlation) and inferential (multiple regression) statistical tools. Findings of the study indicated that role ambiguity ( $F=12.88$ ;  $p=0.0000$ ) and work-family interaction ( $F=22.07$ ;  $p=0.0000$ ) negatively and significantly affect the productivity of employees. The study recommended that management should incessantly carry out stress audits to reduce the stress level, particularly with the role(s) assigned to employees. Again, management should encourage employees to spend more time with their family members, by reducing work stress limiting work-family interaction.

**Keywords:** -Employees productivity; Role ambiguity; Work-family interaction; Quality of work; Quality of product; Organizational stress; Stress management

### **I. INTRODUCTION**

Stress has been a foremost dilemma organizations and their workforce are facing because employers of labour appeared not to adhere to the International Labour Standards (ILSs) and international best practices which advocate that employers of labour should establish a stress management policy. Thus, the lack of organizations' conformity to the ILSs and international best practices has made employees to experience one form of stress or the other in the course of discharging their responsibilities and duties (Obi, 2020; Arubayi 2023 and Ananthalakshmi, 2017). In the literature, stress management has occupied a central place both as a conceptual and empirical discuss (Sahni, 2020; Harry, 2020; Obi, 2020; Rasool, Wang, Zhang & Samma, 2020; Kachi, Inoue, Eguchi, Kawakami, Arubayi 2023; Tiemo, and Arubayi 2012).

While the literature suggests that stress is both disadvantageous (negative) and advantageous (positive), it can stimulate employees in realizing their responsibilities and in preventing them from being impaired (Harry, 2020; Odiri, *et al* 2019; Tiemo and Arubayi, 2012; Arubayi 2023 and Adim, Ibekwe & Odunayo, 2018). Equally, disproportionate amount of stress level can result to abnormal behaviours such as employees' absenteeism, anger, and decreased productivity among others. Thus, it is pertinent for management of organizations to take note of the level of stress employees are facing and therefore make attempts to assist them surmount it (Chung, 2018; and Obi, 2020). The move by management of organizations to surmount stress level brings about what is termed as stress management.

Stress refers to pressures or strains influencing the physical state or emotional wellbeing of employees, which makes them mentally and physically unstable (Adim, Ibekwe & Odunayo, 2018). On the other hand, stress management refers to the strategies or techniques of reducing stress and the negative effect it may have on the mental or physical welling of employees (Arubayi 2023 ; Awino, Ogutu & Musyoka, 2018). Predominantly, stress can emanate from the environment of business and employees homes (Chung, 2018). The main source of organizational stress as observed by Harry (2020), stems from workloads, role ambiguity, work-family interaction, leadership style, among others.

The failure of most organizations to initiate effective stress management has made employees to show some signs of depression, absenteeism, lack of job satisfaction, anxiety, physical and mental disarray (Obi, 2020; Sahni, 2020; and Odiri, *et al*, 2019), which usually culminate in decreased employees' productivity. Notably, stress occupies a central place in the Nigerian manufacturing sector, given the competitiveness of the sector; hence stress management has become a major area of interest to both management and researchers alike (Arubayi 2023 ;Kachi, 2020; and Obi, 2020). In this study, two (2) variants of organizational stress (role ambiguity, and work-family interaction) and two (2) employees' productivity measures (quality of work and quality of product) were employed in order to assess whether organizational stress impact on the level of employees' productivity among selected manufacturing companies in south-south region of Nigeria.

### **Statement of the Problem**

Many organizational, manufacturing companies inclusive are experiencing abysmal increase in the negative impacts of organizational stress on employees' productivity (Obi, 2020; Arubayi & Eruvbedede2022 & Rasool, Wang, Zhang & Samma, 2020). For organizations to realize increased productivity, they sometimes end up engaging the workforce with work overload, and decreased work-family interaction in order to meet their targets and this may have mental and physical effects on employees. Organizational stress arises from stressors and these stressors are challenging and unreasonable in the workplace. The stressors include but not limited to poor leadership style, increased level of organizational politics, and arduous organizational culture, which creates amplified dysfunctional between the employees and the organization (Traverse & Cooper, 2020; Arubayi, & Ejeta 2022 and Trayambak, Abbasi &Janjua, 2016).

Furthermore, ineffective career development, sexual harassment, and inequality in employees' remunerations, have been observed as some sources of increased organizational stress which tends to affect employees' productivity. Thus, when these stressors are inadequately managed, it affects the realization of organizational goals, which then transcends into poor performance of both the organization and employees. Consequently, this study was carried out with the view to assessing the effect of organizational stress (role ambiguity, work-family interaction) on employees' productivity (quality of work and quality of product)

### **Objectives of the Study**

The broad objective of this study is to assess the effects of organizational stress on the level of employees' productivity of manufacturing companies in south-south, Nigeria. The specific objectives are:

1. To examine the relationship between role ambiguity and employees' productivity in manufacturing companies in south-south, Nigeria.
2. To ascertain the link between work-family interaction and employees' productivity in manufacturing companies in south-south, Nigeria.

### **Research Questions**

In line with the specific objectives of the study, the following research questions were raised:

1. To what extent does role ambiguity affect employees' productivity in manufacturing companies in south-south, Nigeria?
2. What effect does work-family interaction have on the productivity of employees in manufacturing companies in south-south, Nigeria?

### **Hypotheses of the Study**

In view of the specific objectives and research questions, the following hypotheses were formulated:

- H<sub>0</sub>1: There is no significant relationship between role ambiguity and the productivity of employees.  
H<sub>0</sub>2: There is no significant link between work-family interaction and the productivity of employees

## **II. REVIEW OF RELATED LITERATURE**

### **Organizational Stress**

The concept of organizational stress has been broadly defined in the management literature. It refers to as an emotional, cognitive behavioral and physiological rejoinder to aggressive and harmful aspect of work itself, environment and organizational climate (Mohammed, Mariam & Khlood 2022). Organizational stress ensues when employees or the workforce has to deal with demands, tasks, and goals beyond their capabilities (Cameron, 2012).

There are diverse organizational stress types: organization-demand stress, effort/reward-balance, organizational change, social support, work-family interaction, role ambiguity, role conflict, work overload, etc. (Arubayi, & Odiri, 2023; Mohammed, *et al*, 2022; Obi, 2022; Arubayi,, Eromafuru & Egbule 2020 and Odiri, *et al*, 2019).

Mohammed, *et al* (2020) observed that organizational stress can have insightful effects on motivation and productivity in the work environment. In this study, organizational stress was measured using dimensions of role ambiguity and work-family interaction.

First, role ambiguity refers to nonexistence of lucidity of the roles assigned to an employee in the work environment. Ekundayo (2014); Kihara and Mugambi (2018) contended that employees are indecisive to foresee management's reaction to their tasks as either adequately accomplished or inadequately accomplished. Sikuku, Wamalwa and Katiba (2017) asserted that *Roam* results to employee stress since employees' assigned tasks have not been clearly premeditated by management.

Notably, when there is the existence of role ambiguity which when not well managed, would result to decreased employees performance (Ali, Raheem, Nawaz & Imamuddin, 2014; and Hubbard, 2019). Extant literature (Sahni, 2020; Harry, 2020; Obi, 2020; Rasool, *et al*, 2020; and Osazevaru & Yahaya, 2019) showed that role ambiguity is related with organizational or employees' performance. Given the above viewpoints, we thus used role ambiguity as a dimension of organizational stress.

Second, work-family interaction has been found to adversely affect employees' productivity (Obi, 2020); however, empirical findings on the use of work-family interaction as a measure of organizational stress have received less academic researches. For instance, interactions between employees and family are perceptible and may have positive or negative effect on the work environment. Organizational stress models showed that a convivial interactions between employees and family results in improved job performance (Kihara & Mugambi, 2018; and Traverse & Cooper, 2020).

When there is work overload and job control, employees do not see them as organizational stress or stressors, as long as there is convivial interactions between them and their family. The study by Obi (2020) showed that work-family interaction has a negative correlation with employees' productivity; the resultant effect is linked with decreased employees' satisfaction, involvement, expectancies, and absenteeism, which affect productivity of the workforce.

### **Employees' Productivity**

The term employee productivity has been well used in the management literature. It entails the maximization of the workforce potentials, skills, and schemes to reduce expenses and increase employees' satisfaction. Other authors (Ekundayo, 2014; Obi, 2020; Rasool, *et al*, 2020; Arubayi, & Arukaroha, 2022 and Mohammed, *et al*, 2022) see employees' productivity as suitably maximizing human resource utilization towards realizing the goals of the organization with low time and expenses. Cameron (2012) defined employees' productivity as a way of measuring quality and quantity of work done while taking into cognizance, the cost of resources the employees used in carrying out the work.

Harry (2015) opined that employees' productivity is a useful parameter to assess diverse counter-productive behavior of the employees, particularly from a managerial viewpoint. In the same vein, Hubbard (2019) sees employees' productivity as the employee's capability to produce goods and services in line with expected standards set by management. Thus, we see employees' productivity as how effective and efficient the human resource (input) is brought together and used for the overall production of goods and services (outputs) required by the consumers.

Productivity according to Obi (2020) is all the events and/or actions that bring an organization nearer to its specified objectives and goals. In the views of Kachi, *et al* (2020), increased productivity implies more profits for management while decreased productivity suggests low profits for management; hence, every organizations desire to attain increased productivity via reduction of stress in the workplace, creating a comfortable work environment, motivating the workforce, among others. In this study, we measured employees' productivity using quality of work done and quality of product. These measures are similar to those used by Ekundayo (2014); Odiri, *et al* (2019); and Obi (2020)

### **Theoretical Framework**

This study is premised on the Person-Environment Theory (PEFT); the theory advocates that organizational stress ensues from a misfit between the employee (person) and the workplace (environment). Thus, for organizational stress to occur, there must be a misfit between these two components (person & environment) and not discretely (Kachi, Inoue, Eguchi, Kawakami, Shimazu & Tsutsumi, 2020; and Maharaj, Lee & Lal, 2019). Olulana (2015); and Olusegun, Oluwasayo and Olawoyin (2014) contended that PEFT shows that when employees perceive the work environment as a 'poor-fit' with their needs, they tend not to put in their utmost best in order to increase productivity.

More importantly, what triggers organizational stress is the poor perception of environmental demands (e.g. work requirements, organizational culture, job-role expectations, group norms, organizational norms, etc.) which the employees consider as a misfit (Plattner & Mberengwa, 2014; Manabete, John, Makinde & Duwa, 2016). Consequently, overcoming environmental demands *inter-alia*, increases the skills, energy and aptitudes of the workforce which then translates to become improved employees' productivity (Sun & Chiou, 2014).

The PEFT has been used by prior researchers in assessing the relationship between stress and employees' performance, productivity, efficiency, and growth. The relevance of the PEFT to this current study is that when there is incongruity between the employee (person) and the workplace (environment), there is the likelihood that organizational stress will ensue but this can be controlled or managed when the organizational is able to strike a balance between what is obtaining in environment by the employee and management.

### **Empirical Studies**

In management literature, there are robust empirical evidences suggesting that organizational stress affects employees' productivity; however, there is lack of empirical studies assessing whether organizational stress (such as role ambiguity and work-family interaction) affects the productivity level of employees (in terms of quality of product and quality of work done). In this section, we reviewed some empirical studies from 2017-2022 on the research theme. For example, Mohammed, *et al*, (2022) examined the impact of workplace stress management strategies on employees' performance in Malaysia via descriptive statistics. Findings showed that stress intervention programme and training and development had significant impact on the performance of employees, thus making it necessary for organization to institute resources to mitigate stress.

Similarly, Harry, (2020) studied how workplace stress management influence employees' performance in Nigeria. The workplace stressors employed comprised of work overload, role ambiguity, and role conflict. The regression results indicated that the workplace stressors had positive and significant influence on the performance of employees.

In Jordan, Kachi, *et al* (2020) evaluated how occupational stress impacts on the turnover of employees via descriptive survey design. The regression result showed that occupational stress (particularly social support, physical, low and high job controls stress) significantly had impact on employees' turnover.

Obi (2020) investigated the effect of stress on employees' productivity in South-East Nigeria using questionnaire. Data obtained were analyzed using multiple regression and findings revealed that work-family interaction exerts significant and negative effects on employees' productivity and organizational climate. On the other hand, role ambiguity had significant and positive impact on employees' productivity.

In Saudi-Arabia, Sahni (2020) studied the role COVID-19 plays on employees' behaviour and their ability to cope with stress while working from home. The descriptive survey design was used and the regression result indicated that COVID-19 significantly and negatively play a major role in influencing employees' behaviour and stress coping strategies of the workforce.

Rasool, *et al* (2020) investigated the relationship between sustainable work performance and workplace violence and occupational stress using questionnaire in Malaysia. The regression results indicated that there is a significant relationship between sustainable work performance and workplace violence and occupational stress.

Odiri, *et al* (2019) evaluated the moderating place of organizational policy on the relationship between workplace stressors and organizational performance in Nigeria using the descriptive survey design. The study used three workplace stressors, namely workload, role ambiguity and conflict while organizational performance was measured using product quality. Findings of the structural equation modeling results indicated that while workplace stressors (workload and role ambiguity) positively and significantly influence organizational performance, role conflict was found to insignificantly affect organizational performance. More so, the study showed that organizational policy plays a moderating role on the link between workplace stressors and organizational performance.

In a study done by Kihara and Mugambi (2018) on the role workplace stress management strategies play in influencing employees' performance in Kenya, it was found via the simple regression result that workplace stress management strategies positively and significantly plays a major role in influencing the performance of employees.

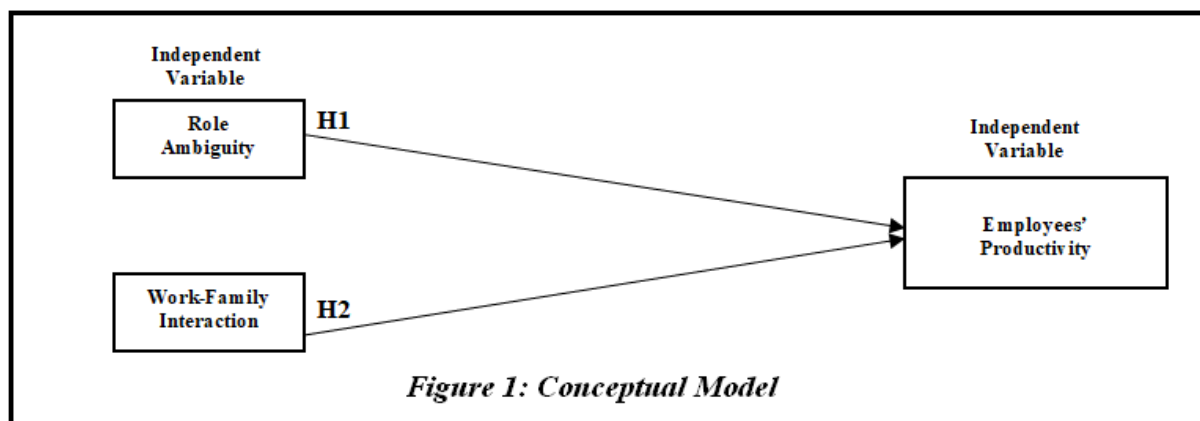
Adim, Ibekwe and Odunayo (2018) examined the link between stress management and the performance of employees in Nigeria using questionnaire involving seven (7) deposit money banks in Port-Harcourt. Spearman's rank correlation results showed that stress management had a significant and positive association between stress management and the performance of employees. Thus, stress management plays a major role in influencing the performance of employees.

Awino, *et al* (2018) investigated the moderating role of work-culture on the relationship between workplace stress management and organizational performance in Kenya. Regression results revealed that workplace stress management had a positive and significantly effect on the performance of organizations.

Sikuku, Wamalwa and Katiba (2017) carried out a study to establish whether organizational stress influence work performance in Kenya. The study used a descriptive survey design and the descriptive results indicated that stress is a major hindrance affecting the performance of employees. Thus, it the result implies that organizational stress negatively and significantly affects the performance of employees.

### Conceptual Model of the Study

In view of the conceptual review, Figure 1 was conceptually designed to show the relationship between organizational stress and employees' productivity. Within this framework, the independent variable is organizational stress (measured using role ambiguity and work-family interaction) while the dependent variable is employees' productivity (quality of work and quality of product)



### III. RESEARCH METHOD

The study adopted the survey design via the administration of questionnaire administered. The study population is made up of two hundred and ten (210) employees of six (6) selected manufacturing companies in south-south, Nigeria, namely Nigeria Brewery Plc., Guinness Nigeria Plc., Cadbury Nigeria Plc., Flour Mills Nigeria Plc., Vitafoam Nigeria Plc., and PZ Cusson Nigeria Plc. The sample size 137 was arrived at via probabilistic sampling (Taro-Yamane sample size formula). The questionnaire draws from prior literature on stress and employees' productivity and those extensively used in the literature (Harry, 2020; Obi 2020; and Odiri, *et al*, 2019). The research instrument was designed on a 5-point scale of strongly agree (SA), agree (A), undecided (UD), disagree (D) and strongly disagree (SD).

The research instrument was administered on a face-to-face basis to employees of the selected manufacturing companies. Data obtained were analysed by means of descriptive statistics (Cronbach alpha, mean, standard deviation, and Pearson correlation) and inferential statistics (simple regression). Thus, organizational stress dimensions (independent variable) were modeled against employees' productivity dimensions (dependent variable) as shown in the following models:

### IV. DATA PRESENTATION AND ANALYSIS

**Table 1: Demographic Variables of the Respondents**

S/No.	Variables	Respondents	Frequency N=127	Percent
1	Gender	Male	78	61.42%
		Female	49	38.58%
		<b>Total</b>	<b>127</b>	<b>100%</b>



<b>2</b>	Age	25-30years	44	34.65%
		31-35years	56	44.09%
		36-40years	17	13.39%
		41years and above	10	7.87%
		<b>Total</b>	<b>127</b>	<b>100%</b>
<b>3</b>	Marital Status	Single	28	22.05%
		Married	92	72.44%
		Others	7	5.51%
		<b>Total</b>	<b>127</b>	<b>100%</b>
<b>4</b>	Respondent Type	Nigeria Brewery Plc.	24	18.89%
		Guinness Nigeria Plc.	22	17.32%
		Cadbury Nigeria Plc.	21	16.53%
		Flour Mills Nigeria Plc.	20	15.75%
		Vitafoam Nigeria Plc.	21	16.53%
		PZ Cusson Nigeria Plc.	19	14.98%
		<b>Total</b>	<b>127</b>	<b>100%</b>

**Source: Field Survey, 2023**

Presented in Table 1 are the demographic variables(gender, age, marital status & respondents' type) of the respondents. The result showed that 78(61.42%) of the respondents are males while 49(38.58%) are females. Also, it was shown that 44(34.65%) and 56(44.09%) of the respondents are within age bracket 25-30years and 31-35years respectively while 17(13.39%) and 10(7.87%) 36-40years and 41years and above respectively. In terms of their marital status, it was shown that 28(22.05%) are single, 92(72.44%) are married while the remaining respondents representing 7(5.51%) are either divorced or separated.

In addition, it was shown that 24(18.89%) and 22(17.32%) of the respondents were sampled from Nigeria Brewery Plc. and Guinness Nigeria Plc., 21(16.5%) and 20(15.75%) from Cadbury Nigeria Plc., and Flour Mills Nigeria Plc. while the remaining respondents representing 21(16.53%) and 19(14.98%) from Vitafoam Nigeria Plc. and PZ Cusson Nigeria Plc. respectively.

**Table 2: Results of Reliability Test**

Parameters	Cronbach Alpha
Role Ambiguity	0.84
Work-Family Interaction	0.89
Quality of Product	0.77
Quality of Work Done	0.76

**Source: Field Survey, 2023**

Presented in Table 2 are the results of the Cronbach Alpha reliability test; all the Cronbach alpha values were above 0.7, which exceeded the minimum benchmark, suggesting that the research instrument is reliable to carry out further investigation.

**Table 3: Results of Descriptive Statistics (Mean, Standard Deviation and Pearson Correlation)**

Parameters	Mean	Std. Dev	Qup	Qwd	Roam	Wtfint
Quality of Product (Qup)	3.14	0.53	1.0000			
Quality of Work Done (Qwd)	3.22	0.59	0.0389	1.0000		
Role Ambiguity (Roam)	3.40	0.66	-0.0303	0.0209	1.0000	
Work-Family Interaction (Wtfint)	3.04	0.50	-0.0493	0.0311	0.0403	1.0000

**Source: Field Survey, 2023**

Presented in Table 3 are the results of the descriptive statistics (mean, standard deviation and Pearson Correlation). The mean and standard deviation values showed that the respondents' perception on organizational stress(role ambiguity & work-family interaction) and employees' productivity are comparable; mean value (role ambiguity =3.40) and work-family interaction is 3.04, while quality of product is 3.14 and quality of work done is 3.22, which are above the mean benchmark of 2.50

The Pearson correlation result revealed that the relationship between organizational stress (role ambiguity & work-family interaction) and employees' productivity (quality of product & quality of work done) were negative; an indication that there is negative relationship between organizational stress and employees' productivity. Remarkably, all the correlation coefficients did not exceed 0.8; an indication of the non-existence of multicollinearity among pairs of the dimensions of organizational stress variables (role ambiguity and work-related interaction).

**Table 4: Results of Variance Inflation Factor (VIF)**

Parameters	VIF	1/VIF
Role Ambiguity (Roam)	1.04	0.961538
Work-Family Interaction (Wtfint)	1.02	0.980392
Mean VIF	1.03	

Source: Field Survey, 2023

Presented in Table 4 is the result of the VIF; the Mean VIF= 1.03 and is not greater than the VIF threshold of 10.0. This clearly indicates that there is nonexistence of multicollinearity problem in the empirical model of organizational stress and employees' productivity.

**Table 5: Results of Regression for Role Ambiguity (Roam) and Employees' Productivity**

Estimator Variable	Coefficients	Probability
Quality of Work Done (Qwd)	-0.0016 (-5.05)	0.0000
Quality of Product (Qup)	-0.2727 (-3.89)	0.0001
_Constant	2.1378 (6.33)	0.0000
R-Squared	0.7630	
R-Squared Adjusted	0.7310	
F-ratio	12.88	
Probability F	0.0000	
Df (2, 125)		

Source: Field Survey, 2023

Presented in Table 5 is the regression result for role ambiguity (Roam) and the dimensions of employees' productivity (quality of work done & quality of product). The result showed that R-squared is 0.763, suggesting that role ambiguity explained about 76.3% of the systematic variation in quality of work done and quality of product. Also, the t-values for the dependent variables (quality of work done = -5.05; & quality of product = -3.89), indicate a negative and significant relationship between role ambiguity (independent variable) and quality of work done and quality of product. In addition, the F-value (12.88) was used to validate the research hypothesis of the study; given the above probability of the F-value (0.0000), which is less than 0.05, the null hypothesis was rejected while the alternate hypothesis was accepted. This implies that there is significant relationship between role ambiguity and the productivity of employees.

**Table 6: Results of Regression for Work-Family Interaction (Wtfint) and Employees' Productivity**

Estimator Variable	Coefficients	Probability
Quality of Work Done (Qwd)	-0.0347 (-8.04)	0.0000
Quality of Product (Qup)	-0.0874 (-5.33)	0.0000
_Constant	3.0255 (12.03)	0.0000
R-Squared	0.8122	
R-Squared Adjusted	0.8010	
F-ratio	22.07	
Probability F	0.0000	
Df (2, 125)		

Source: Field Survey, 2023

Presented in Table 6 is the regression result for work-family interaction (Wtftint) and the dimensions of employees' productivity (quality of work done & quality of product). The result showed that R-squared is 0.8122, suggesting that work-family interaction explained about 81.2% of the systematic variation in quality of work done and quality of product. Also, the t-values for the dependent variables (quality of work done = -8.04; & quality of product = -5.33) indicate a negative and significant relationship between work-family interaction (independent variable) and quality of work done and quality of product. In addition, the F-value (22.07) was used to validate the research hypothesis of the study; given the above probability of the F-value (0.0000), which is less than 0.05, the null hypothesis was rejected while the alternate hypothesis was accepted. This implies that there is significant relationship between work-family interaction and the productivity of employees.

## V. DISCUSSION

Although numerous studies had examined the relationship between organizational stress and employees' productivity, these studies failed to assess if role ambiguity and work-family interaction affect employees' productivity (particularly as it concerns quality of work done and quality of product) of manufacturing companies in south-south, Nigeria. In fact, there are prevalent viewpoints that when organizational stress is managed effectively and efficiently, employees' productivity is enhanced (Harry, 2020; Obi, 2020; and Odiri, *et al*, 2019). While the above viewpoints are plentiful in the management literature, there are other assertions that organizational stress negatively affects employees' productivity (Rasool, *et al*, 2020; and Awino, Ogutu & Musyoka, 2018).

Given the positions of extant literature, this study was carried out with the view to assessing the effect of organizational stress on productivity of employees among selected manufacturing companies in south-south, Nigeria. Two (2) variants of organizational stress (role ambiguity, and work-family interaction) and two (2) employees' productivity measures (quality of work and quality of product) were used. Findings indicated that role ambiguity ( $F=12.88$ ;  $p=0.000$  quality of work done=-5.05; quality of product=-3.89) and work-family interaction ( $F=22.07$ ;  $p=0.0000$ ; quality of work done=-8.04; quality of product=-5.33) negatively and significantly affect the productivity of employees. Findings of the study agree in part with the views shared by Rasool, *et al*, (2020); and Awino, *et al* (2018) who found a negative and significant relationship between organizational stress and employees' productivity and/or performance.

## VI. CONCLUSION AND RECOMMENDATIONS

In this study, we examined the effect of organizational stress on employees' productivity of six (6) manufacturing companies in south-south, Nigeria. Given simple regression results, the study established that organizational stress (role ambiguity and work-family interaction) negatively and significantly affects employees' productivity (quality of work done and quality of product). In view of the results, the study recommends that management should incessantly carry out stress audits to reduce the stress level, particularly with the role(s) assigned to employees.

Furthermore, management should encourage employees to spend more time with their family members, by reducing work-related stress limiting work-family interaction. The study contributes to knowledge by filling the literature gap on the link between organizational stress and employees' productivity. Besides, the study contributes to knowledge by showing that organizational stress dimensions of role ambiguity and work-family interaction negatively and significantly affect employees' productivity dimensions of quality of work done and quality of product.

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<sup>1</sup>Prof. Godwin Demaki,

<sup>1</sup>Department of Business Administration Faculty of Management Sciences  
Delta State University, Abraka, Nigeria