

Job Stress and Its Implications for Employee Productivity and Organizational Performance in Adama Beverages Limited

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Abstract

This paper investigates the effect of job stress on employee job performance at Adama Beverages Limited, Yola. The research aims to identify key stressors such as workload, role ambiguity, conflicting instructions, time pressure, and physical work conditions and evaluate their influence on employees' ability to meet organisational goals. A quantitative research design was adopted using a structured questionnaire administered to 304 employees drawn from production, administration, and marketing departments. Data were analyzed using simple percentages, frequencies, and graphical presentations. Findings reveal that excessive workload, unclear job roles, and conflicting supervisory instructions significantly reduce employee effectiveness. Time pressure and unfavorable physical conditions, including noise and temperature, were also found to lower productivity. Furthermore, job-related stress emerged as a critical factor reducing employees' commitment to organisational objectives. The study concludes that job stress negatively impacts employee performance, threatening overall productivity. It recommends implementing workload management strategies, improving communication, enhancing supervisory coordination, and providing stress management programs to promote employee well-being, organisational efficiency, and long-term competitiveness.

Keywords: job stress, employee job performance, workload, role ambiguity, time pressure, physical work conditions, organisational commitment.

INTRODUCTION

The modern workplace has become increasingly dynamic and demanding, influenced by globalization, technological advancement, heightened competition, and the need for cost efficiency. These forces have intensified job requirements and created environments where employees are expected to work longer hours, meet tight deadlines, and adapt to constant organizational changes. When these demands exceed employees' abilities and resources, job stress occurs. Job stress is defined as the harmful physical and emotional responses that arise when the requirements of a job do not match the capabilities, resources, or needs of the worker (World Health Organization [WHO], 2020). It is recognized as a major occupational hazard worldwide, with implications for employee well-being and organizational performance.

Scholars have consistently linked job stress to a range of negative outcomes, including absenteeism, burnout, low morale, and reduced productivity (Lazarus & Folkman, 1984; Cooper & Quick, 2017). In Nigeria, manufacturing firms are particularly susceptible because of unstable economic conditions, rising production costs, infrastructural challenges, and the pressure to meet high output targets. Employees in such settings often experience heavy workloads, role ambiguity, long working hours, and job insecurity, all of which have been shown to reduce performance and job satisfaction (Longe, 2017; Nonyelum, Agu, & Joy, 2018).

The beverage industry exemplifies these challenges. It is characterized by continuous production cycles, strict quality-control standards, and sensitivity to market demand. Workers in beverage manufacturing plants must frequently operate under strict deadlines while ensuring hygienic standards, leading to physical and psychological strain. According to Tojue, Audu, and Nnamani (2023), stressors such as excessive workload, time pressure, and limited decision latitude are common in Nigerian manufacturing firms and have significant negative effects on employee output and overall productivity. Uzor, Nzewi, and Dibua (2022) similarly reported that workplace stress in cable manufacturing companies significantly reduced both the quality and quantity of employee performance.

Adama Beverages Limited, located in Yola, Adamawa State, is one of the leading beverage producers in northeastern Nigeria. Like many other companies in the sector, it faces competitive pressures from both domestic and international brands, fluctuating raw material costs, and distribution challenges caused by regional infrastructure and security concerns. These factors may place unique stress on its workforce. Yet, there is little empirical evidence on how job stress specifically affects employees' job performance within this organization or the broader north-eastern region of Nigeria. Most Nigerian studies on job stress have been conducted in southern states such as Lagos, Anambra, and Enugu (Longe, 2017; Nonyelum et al., 2018; Uzor et al., 2022), leaving a significant research gap concerning the northern context where socio-cultural norms, work environments, and economic conditions may differ.

This paper therefore examines the effect of job stress on employee job performance in Adama Beverages Limited, Yola. Specifically, it addresses the major sources of job stress, examine how stress influences productivity, and assess the relationship between stress and factors such as job satisfaction and employee commitment. The study also proposed practical strategies for reducing stress and enhancing performance.

By addressing these objectives, the research will contribute to both theory and practice. Theoretically, it will extend the Job Demand–Control Model (Karasek, 1979) and the Effort–Reward Imbalance Model (Siegrist, 1996) to a northern Nigerian beverage manufacturing context. Practically, it will provide Adama Beverages Limited and similar firms with actionable recommendations for improving employee well-being and sustaining high performance despite the challenges of a competitive market. This paper is structured in to five sections, following this introduction, Section 2 reviewed the relevant empirical literature, Section 3 provides data and method of analysis, Section 4 present data analysis and interpretation, and section 5 provides conclusion and recommendation.

METHOD

Research Design

This study adopts a quantitative cross-sectional survey design, primary data were collected from employees of Adama Beverages Limited using a structured questionnaire containing validated scales for job stress and performance. The design enables the measurement of variables at a single point in time, allowing for statistical analysis of relationships.

The study population is the 560 staff of the Adama Beverage Limited Yola (Department of Human Resource, Adama Beverage Limited Yola, 2024). The research instrument is a survey on the staff of the organization considering the fact that they all fall under the category of employees within an organization. The study adopted a convenience sampling because it describes the data collection process from a research population that is easily reachable to the researcher (Rahi, 2017). The sample size was calculated using the sample size determining table of Krejcie & Morgan, (1970). The sample size for the study is therefore, two hundred and thirty-four (234) for the study population of five hundred and sixty (560) of the organisations

under study. To address this and make adequate provision for uncooperative respondents, the sample size was increased by 30% in line with the suggestion by (Sekaran 2003; Sekaran & Bougie 2016). The new sample size was determined to be 304. Data were analyzed using descriptive statistics and inferential statistics to test hypotheses and determine the strength and direction of the stress–performance relationship (Creswell & Creswell, 2018).

Method of data Analysis

Data collected through the structured questionnaire were carefully coded and entered into Statistical Package for Social Sciences (SPSS) version 26 for analysis. Descriptive statistics, specifically simple percentages and frequency distributions, were employed to summarize respondents' demographic characteristics such as age, gender, job role, and years of service. Graphs were used to visually present these demographic patterns for clarity.

RESULT AND DISCUSSION

Demographic Profile of the Respondents

Descriptive analysis of the demographic profile of respondents for this study is described using frequency and percentage. As such the characteristics examined are gender, qualification, employment status, age and experience.

Table 1. Respondents Demographic Profile

	Frequency (n = 270)	Percentage
Gender:		
Male	203	75.2
Female	67	24.8
Total	270	100
Age:		
Below 30 years	40	14.8
31 – 40	108	40.0
41 – 50	104	38.5
Above 50 years	18	6.7
Total	270	100
Qualification:		
O' level Certificate	44	16.3
ND/NCE	113	41.9
B.Sc./HND	88	32.6
Others	25	9.3
Total	270	100
Employment status:		
Casual	86	31.9
Non-casual	97	35.9
Senior staff	65	24.1
Junior staff	22	8.1
Total	270	100
Experience:		
Below 4 years	30	11.1
5 – 8 years	93	34.4
9 – 12 years	133	49.3
Above 12 years	14	5.2
Total	270	100

Source: Authors Field Survey 2025 via SPSS

Table 1 shows the frequency analysis of the respondents which discloses that out of 270 respondents 203 (75.2%) are male and 67 (24.8%) are female. Furthermore, on age, 40 respondents (14.8%) are ages below 30 years old, while 108 (40.0%) are ages between 31 – 40 years old, 104(38.5%) are respondents ages between 41 – 50 years old and 18(6.7%) represent respondents ages above 50 years. Regarding the educational qualification out of the 270 respondents 44(16.3%) had secondary school leaving certificate, 113(41.9%) has either diploma or NCE and its equivalent, while, 88(32.6%) had degree or HND and its equivalent, 25(9.3%) of the total respondents had other qualifications.

Descriptive statistics also reveal employment status out 270 respondents, 86 respondents representing 31.9% were casual staff, while 97 (35.9%) were non-casual, 65(24.1%) were senior staff, and 22 (8.1%) were junior staff. Lastly, on the experience the results indicate out of the total respondents of 270, 30 (11.1%) have less than 4 years, 93 (34.4%) having 5 – 8 years' experience, 133 (49.3%) are with 9 – 12 years' experience, finally, those with more than 12 years' experience were 14 which constitute 5.2%.

All things considered from the description of the demographic profile of the respondents of this study, it can be deduced that the respondents provide sufficient variance on their characteristics.

Effect of Job Stress on Employee Job Performance

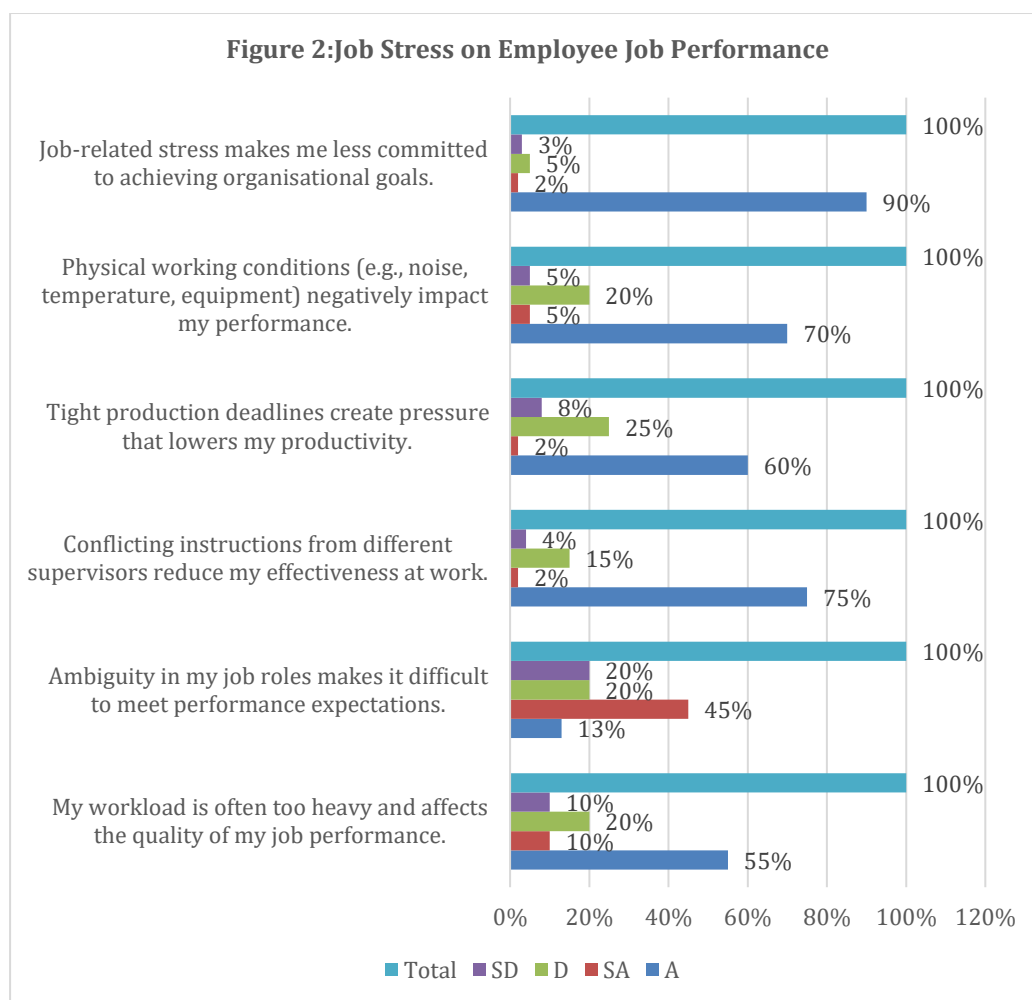


Figure 2 highlights how different sources of job stress affect the performance of employees at Adama Beverages Limited. The results reveal a clear pattern those stressors are widely perceived to hinder productivity and commitment.

First, workload pressure emerges as a key factor: a combined 65% of respondents (55% Agree and 10% Strongly Agree) believe that heavy workload reduces the quality of their job performance. This suggests that employees frequently experience excessive tasks or unrealistic targets, which can lead to fatigue, errors, and lower efficiency.

Role ambiguity is another significant stressor. More than half of the employees (58%, with 13% Agree and 45% Strongly Agree) report that unclear job responsibilities make it difficult to meet performance expectations. This indicates a need for clearer communication of job descriptions and responsibilities to minimize confusion and stress.

A striking 77% (75% Agree and 2% Strongly Agree) identify conflicting instructions from different supervisors as a source of reduced effectiveness, revealing a potential management coordination problem. Similarly, time pressure remains a challenge, with 62% agreeing that tight production deadlines lower productivity. This reflects the demanding nature of beverage production schedules.

The physical work environment also contributes to stress, as 75% of employees (70% Agree, 5% Strongly Agree) feel that noise, temperature, or equipment conditions negatively impact their performance.

Most importantly, 92% (90% Agree and 2% Strongly Agree) state that job-related stress decreases their commitment to organisational goals, signaling risks of disengagement and turnover.

In general, the results show that excessive workload, ambiguous roles, managerial conflicts, strict deadlines, and unfavorable physical conditions significantly undermine employee performance. Addressing these issues through workload management, clear communication, improved coordination, and better working conditions is critical for sustaining productivity and employee loyalty.

Discussion

The findings of this study demonstrate that job stress is a critical determinant of employee job performance at Adama Beverages Limited, Yola. Analysis of the survey data reveals that multiple stressors including excessive workload, ambiguous roles, conflicting instructions, time pressure, and poor physical working conditions collectively reduce employee efficiency, commitment, and overall productivity. These results align with established organisational stress theories, notably the Job Demand–Control (JDC) Model (Karasek, 1979), which argues that high demands coupled with low decision-making autonomy produce psychological strain and decreased performance.

Workload pressure emerged as a primary stressor, with 65% of respondents agreeing that heavy tasks negatively affect the quality of their performance. This mirrors the findings of Tojue et al. (2023), who reported that manufacturing employees in Nigeria experience higher error rates, fatigue, and absenteeism when faced with excessive production targets. Likewise, Opene (2023) found that unrealistic workloads in industrial firms lead to reduced efficiency and higher turnover intentions. These studies confirm that when employees perceive demands as exceeding their resources, performance inevitably suffers.

Role ambiguity, identified by 58% of respondents as a factor limiting their ability to meet performance expectations, highlights the importance of clear job descriptions and communication. This is consistent with Uzor et al. (2022), who showed that employees in the

Nigerian food-processing sector experienced significant performance declines when responsibilities were not well defined. Clearer communication of duties and expectations is therefore vital to reduce uncertainty and stress.

A particularly striking finding is the impact of conflicting instructions, with 77% of employees stating that inconsistent directives from different supervisors reduce their effectiveness. Akintunde-Adeyi et al. (2023) reported similar outcomes in a study of Nigerian beverage and bottling plants, where poor coordination among supervisors created confusion, reduced morale, and lowered output. This highlights an urgent need for better managerial alignment and a unified chain of command to prevent mixed messages.

Time pressure also emerged as a significant stressor, with 62% of respondents linking tight deadlines to diminished productivity. The beverage sector's continuous production cycles often demand rapid output, a reality confirmed by Tojue et al. (2023), who found that strict schedules in industrial plants created anxiety and fatigue, ultimately slowing work. Comparable evidence from Yilmaz et al. (2025) in Türkiye's healthcare sector shows that unrelenting time constraints lead to burnout and performance deficits across different industries.

The role of the physical work environment cannot be overlooked. Seventy-five percent of respondents agreed that factors such as noise, heat, and equipment conditions negatively influence their performance. This aligns with Opene (2023), who observed that harsh environmental conditions in manufacturing facilities contributed to heightened stress and lower task quality. Addressing these physical factors such as improving ventilation, reducing noise, and ensuring equipment reliability can therefore reduce stress and enhance productivity.

Perhaps the most concerning finding is that 92% of employees believe job-related stress lowers their commitment to organisational goals, signalling a risk of disengagement and turnover. This corroborates the results of Uzor et al. (2022), who noted that chronic stress erodes loyalty and fosters intentions to quit. International evidence further supports this, with Yilmaz et al. (2025) reporting similar patterns among healthcare workers where stress diminished morale and organisational attachment.

While these findings strongly support much of the literature, they contrast with a few studies suggesting that moderate stress can be motivating. For example, Adetunji (2021) argued that manageable stress may enhance focus and drive performance by pushing employees to meet challenging targets. However, the overwhelming response from Adama Beverages employees indicates that stress in this context is largely debilitating rather than motivational.

CONCLUSION

The study set out to examine the effect of job stress on employee job performance at Adama Beverages Limited, Yola, and the findings clearly show that workplace stress significantly reduces productivity, lowers commitment, and threatens overall organisational effectiveness. Major stressors identified include excessive workload, unclear job roles, conflicting instructions from supervisors, tight production deadlines, and challenging physical working conditions. Notably, a very high percentage of employees agreed that job-related stress diminishes their dedication to organisational goals, indicating a strong risk of disengagement and potential turnover if these challenges remain unresolved.

The results highlight that job stress in this setting is more harmful than motivating. Instead of encouraging higher performance, it creates fatigue, confusion, and reduced efficiency. Without deliberate interventions, the organisation risks increased absenteeism, reduced morale, and declining output. It is therefore essential to adopt targeted strategies that

address the root causes of stress while fostering a healthier and more supportive work environment.

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