



## MEDIATING ROLE OF WORK ENGAGEMENT ON THE RELATIONSHIP BETWEEN JOB STRESS AND EMPLOYEES' PRODUCTIVITY IN ADAMA BEVERAGE LIMITED, ADAMAWA STATE, NIGERIA

### ABSTRACT

*Excessive job stress is a growing concern in many organizations, leading to reduced employee productivity and well-being. This study explored the mediating role of work engagement in the relationship between job stress and employees' productivity at Adama Beverage Limited, Adamawa State, Nigeria. Using a descriptive survey design, data were collected from 161 employees out of a population of 270, selected through stratified random sampling and determined using the Taro Yamane formula. A structured questionnaire was used, and data were analyzed using percentages and multiple regression analysis. The findings revealed that job stress significantly reduces productivity and negatively affects work engagement, while work engagement positively influences productivity and mediates the effect of stress. The study concluded that excessive job stress leads to reduced efficiency, increased absenteeism, and low work enthusiasm. It recommended that Adama Beverage Limited implement stress management strategies such as employee assistance programs, relaxation techniques, and workload redistribution. Management should also enhance engagement by promoting career development, recognizing employee efforts, and fostering a supportive work culture.*

**Keywords:** Job Stress, Work Engagement, Employee, Productivity

### INTRODUCTION

Employee productivity is crucial for organizational success, particularly in competitive sectors like manufacturing. In firms such as Adama Beverages Limited, increasing job stress due to high demands, role ambiguity, and tight deadlines can negatively impact performance (Xanthopoulou et al., 2020). Conversely, work engagement characterized by vigor, dedication, and absorption can counter these effects and enhance productivity (Schaufeli, 2021). The Nigerian manufacturing industry often exposes workers to stress due to limited resources and operational pressures, making engagement a critical buffer.

Recent research highlights that job stress significantly contributes to burnout and decreased job satisfaction (Schaufeli & Taris, 2021), while work engagement enhances resilience and sustained performance, even in high-pressure environments (Bakker & Albrecht, 2021).

D. V. Bello

Department of Business Administration  
Faculty of Social and Management  
Sciences  
Modibbo Adama University, Yola

Sylvester Akyuku

Department of Business Administration  
Faculty of Social and Management  
Sciences  
Modibbo Adama University, Yola

J. T. Ndaghu

Department of Business Administration  
Faculty of Social and Management  
Sciences  
Modibbo Adama University, Yola

### \*Corresponding Author:

D. V. Bello

Department of Business Administration  
Faculty of Social and Management  
Sciences  
Modibbo Adama University, Yola

However, in Nigeria's manufacturing sector, the mediating role of work engagement in the relationship between job stress and productivity remains largely underexplored. Globally, interventions such as wellness programs, flexible work arrangements, and transformational leadership development have been shown to effectively mitigate stress and promote employee engagement (Sonnentag & Niessen, 2020; Knight, Patterson, & Dawson, 2019). Unfortunately, the adoption of these practices in Nigerian organizations is limited due to resource constraints and lack of awareness. This study adopts the Job Demands-Resources (JD-R) model, which asserts that job resources (e.g., autonomy, supervisor support, feedback) can buffer the adverse effects of job demands such as work pressure and stress (Bakker & Demerouti, 2017). Applying this framework at Adama Beverages Limited offers practical insights into how enhancing engagement can mediate stress impacts and improve productivity, thereby contributing to evidence-based strategies for employee well-being and organizational efficiency in the Nigerian context.

### **1.1 Statement of the Problem**

Employee productivity is crucial for organizational success but is often hindered by persistent job stress in Nigeria's manufacturing sector, particularly at Adama Beverages Limited. Common stressors like heavy workloads, limited resources, and poor work-life balance negatively impact performance (Okafor et al., 2019). While global research emphasizes the buffering role of work engagement against stress (Schaufeli & Bakker, 2019), such insights remain underexplored in Nigeria's unique work environment. Existing local studies often overlook the mediating role of engagement, and many organizations lack effective strategies to manage stress and foster engagement (Edeh & Umeh, 2021). This study addresses these gaps by examining how work engagement mediates the relationship between job stress and productivity at Adama Beverages Limited, offering evidence-based recommendations to enhance employee well-being and performance.

### **1.2 Objectives of the Study**

The general objective of this study is to investigate the mediating role of work engagement in the relationship between job stress and employees' productivity in Adama Beverage Limited, Adamawa State, Nigeria. The specific objectives are:

- i. To ascertain the effect of job stress on employees' productivity
- ii. To assess the effect of work engagement on employees' productivity
- iii. To evaluate the mediating role of work engagement in the relationship between job stress and employees' productivity

### **1.5 Research Hypotheses**

The main hypotheses formulated are:

H<sub>0i</sub>: There is no significant effect of job stress on employees' productivity

H<sub>oiii</sub>: There is no significant effect of work engagement on employees' productivity

H<sub>oiii</sub>: There is no mediating role of work engagement on the relationship between job stress and employees' productivity

## 2.0 LITERATURE REVIEW

### 2.1 Concept of Stress and Stress Management Strategies

Stress is a complex physiological and psychological response to external or internal demands that exceed an individual's coping capacity. Originating from Hans Selye's biological concept, stress involves stimuli (stressors) that trigger physical, emotional, and cognitive reactions. While it can be positive in motivating action, chronic stress can lead to severe health problems like heart disease, depression, and immune suppression (Taylor, 2021).

Stress management strategies are categorized into individual and organizational approaches. Individually, stress can be mitigated through exercise, relaxation techniques, social support, and journaling (Robbins, 2020). Claude and Cole (2022) emphasize employee autonomy, participation, clear goals, safe environments, and recognition as critical for reducing workplace stress. Together, these approaches enhance coping mechanisms, reduce burnout, and promote employee well-being and productivity.

### 2.2 Work Engagement

Work engagement is a vital concept in organizational behavior, defined as a positive, fulfilling state characterized by vigor, dedication, and absorption (Knight et al., 2019). Engaged employees exhibit energy, commitment, and deep involvement in their roles, leading to improved productivity and innovation (Bakker & Albrecht, 2018). Personal resources like self-efficacy and resilience also contribute positively (Bakker & Demerouti, 2017). Lack of resources, however, may lead to disengagement and higher turnover. In the Nigerian setting, particularly in Adama Beverage Limited, cultural values like communal work ethics and strong interpersonal relationships play a significant role in shaping employee engagement.

### 2.3 Concept of Employees' Productivity

Employees' productivity is fundamentally linked to the ability, effort, and support provided to workers, as emphasized by Mathis and Jackson (2020), who define productivity through the equation:  $Performance (P) = Ability (A) \times Effort (E) \times Support (S)$ . They also stress that both the quantity and quality of output are essential in measuring true productivity. Chase and Aquilano (2021) note that while productivity can be measured by output per labor hour, it does not always indicate profitability if excess output becomes unsold inventory. Productivity is also influenced by stress levels in the workplace. Blumenthal (2023) presents the inverted U-curve model, where moderate stress boosts performance, but

excessive stress leads to a decline in both performance and well-being, ultimately affecting organizational productivity.

#### **2.4 Stress and Employee Productivity**

Employee productivity is the ability of an individual to complete tasks efficiently while utilizing available resources, contributing to organizational goals through both task and contextual performance (Christian et al., 2021). Task performance involves the execution of job-specific duties, while contextual performance refers to voluntary efforts like cooperation, adherence to rules, and commitment to organizational values. Prolonged job stress can significantly impact an employee's productivity and overall well-being. Stress-related symptoms include physical health issues like headaches, backaches, and gastrointestinal problems, as well as psychological problems such as anxiety and depression. In extreme cases, stress may lead to harmful behavioral habits like smoking, excessive alcohol consumption, and substance abuse (Gholamzadeh, Sharif & Rad, 2016). These health issues negatively affect productivity, work quality, and lifestyle. Therefore, stress management is crucial, particularly for workers in high-pressure sectors such as Adama Beverages Ltd., where occupational stress contributes significantly to health-related costs and organizational inefficiencies.

#### **2.5 Work Engagement and Employees' Productivity**

Work engagement is strongly linked to employee productivity, with research showing that engaged employees are more efficient, produce higher-quality work, and adapt better to change (Harter et al., 2018). They often go beyond their job roles, leading to reduced absenteeism and turnover, which in turn lowers recruitment and training costs (Bakker et al., 2018). In manufacturing, engagement enhances attention to detail and continuous improvement, which is crucial for firms like Adama Beverage Limited (Christian et al., 2018). However, poor leadership, limited resources, and workplace conflicts can hinder engagement. A holistic approach focusing on leadership development, employee empowerment, and positive organizational culture is essential.

#### **2.6 Mediating Role of Work Engagement in the Relationship between Job Stress and Employees' Productivity**

Recent studies emphasize the mediating role of work engagement in the relationship between job stress and employee productivity. While job stress typically reduces productivity, high levels of engagement can buffer this effect by helping employees remain focused and effective under pressure (Schaufeli, 2021). The Job Demands-Resources (JD-R) model supports this view, suggesting that job resources enhance engagement while simultaneously lowering stress perception (Bakker & Demerouti, 2017). Resources such as training, recognition, and supportive leadership can thus help sustain productivity in high-pressure environments.

At Adama Beverage Limited, where employees often face demanding conditions, promoting engagement through career development and skill-building opportunities can foster resilience and enhance performance. In collectivist societies like Nigeria, fostering collaboration and mutual support through team-based engagement initiatives proves especially impactful (Okafor et al., 2021). Tailoring interventions to these cultural dynamics is crucial for optimizing outcomes.

## 2.3 Theories Relevant to the Study

### 2.3.1 Job Demands-Resources (JD-R) model

The theoretical framework of this study is based on the Job Demands-Resources (JD-R) model by Bakker and Demerouti (2007), which explains how job demands and job resources influence employee well-being and productivity. Job demands refer to aspects of a job such as workload, role conflict, and harassment that require sustained effort and may lead to stress or burnout. At Adama Beverage Limited, applying the JD-R model can guide the development of effective strategies to enhance employee productivity. These include regular workload assessments, clearly defined job roles, supportive work environments, professional development opportunities, and the promotion of work-life balance. Such initiatives not only address work-related stressors but also foster employee satisfaction and organizational performance. In summary, the JD-R model provides a comprehensive lens for understanding how factors like work overload, peer competition, and harassment can affect productivity. It also highlights the critical role of job resources in mitigating these challenges and boosting employee engagement.

## 2.4 Empirical Review

Several empirical studies have examined the impact of work stressors on employee productivity. Momoh et al. (2024) study examined the effects of job stressors work overload, role conflict, harassment, and peer competition on employee performance among 341 health workers in Jos, Plateau State. Using a survey method and multiple regression via SPSS, findings revealed that work overload, role conflict, and harassment significantly and negatively affected performance. However, peer competition showed no significant impact. Entrapment was found to mediate the relationship between job stress and performance. The study recommended management interventions to enhance coping strategies and job resources like autonomy and organizational support. Both studies explored the negative impact of job stress on employee outcomes and employed multiple regression analysis. Each study also introduced a *mediator* between job stress and performance *entrapment* in Momoh et al., and *work engagement* in the current study highlighting the importance of intermediary factors in the stress-productivity relationship. While Momoh et al. focused on the healthcare sector, the current study is based in the manufacturing industry. The nature of stressors and work environment varies significantly between these sectors. Moreover, the mediator in the current study (*work engagement*) emphasizes positive psychological states, whereas *entrapment* in Momoh et al. reflects a more negative psychological condition. Momoh et al. provided valuable insights but lacked a theoretical framework,

unlike the current study which is anchored in the Job Demands-Resources (JD-R) model. Also, the absence of a sectoral comparison limits the generalizability of Momoh et al.'s findings.

Harmandeep (2023) reviewed three scientific papers to evaluate the impact of organizational stress on employee performance. It found that stress, driven by time pressure, excessive workload, and lack of motivation, significantly reduces productivity and employee wellness. About 97% of employees reported stress affecting their wellness, while 99% noted performance impacts during work hours. Time pressure was highlighted as a major stressor. The study emphasized the importance of addressing workplace stressors such as unclear job roles and high demands to enhance overall productivity and employee satisfaction. Both studies underscore the detrimental effects of job stress on productivity. They also emphasize stressors like excessive workload and time pressure, which are commonly encountered in the Nigerian manufacturing sector, including Adama Beverage Limited. Harmandeep's study is a review and not empirical, unlike the current study which uses primary data from a Nigerian organization. Additionally, while Harmandeep focused broadly on stress and productivity, the current study adds a significant dimension by evaluating the *mediating role* of work engagement. Though informative, Harmandeep's work lacks empirical depth, and its generalizability is limited due to the absence of sector-specific data or regional context. The current study, by using real-time data and an established model (JD-R), offers a more structured and localized analysis.

Moorthy, Kumar and Silambanan (2023) conducted in a South Indian teaching hospital, this cross-sectional study assessed stress and coping strategies among 228 young medical graduates during the COVID-19 pandemic. Using the PSS-10 scale, results showed that 79.4% experienced moderate stress and 20.6% had high stress, with males reporting higher stress levels than females. Stress levels and coping mechanisms varied by gender. The study recommended stress-coping training, social support, resource provision, and organizational support to help young doctors achieve a balanced work-family interface and manage stress more effectively. Both studies acknowledge the high prevalence of job stress and recommend institutional interventions like stress coping mechanisms, support systems, and resource provision. Additionally, both studies emphasize how stress can affect productivity and psychological well-being. The current study investigates a non-health sector (manufacturing), focuses on *productivity outcomes*, and incorporates *work engagement* as a mediator components absent in Moorthy et al.'s work. Their focus was more on coping strategies and gender-based stress variance, without analyzing its impact on work performance. Moorthy et al. effectively identify stress levels and recommend support, but the study lacks a productivity-related outcome variable and a theoretical lens. The current study contributes more by linking stress to productivity outcomes and examining mediating variables through a structured framework.

Valentine and Moses (2022) study investigated job stress among junior doctors in tertiary and state-owned hospitals in Benin City using an interviewer-administered questionnaire. Among 277 doctors,

findings revealed high stress levels, particularly in the tertiary hospital (36% severely stressed). Doctors aged 31–40 years in UBTH and 21–30 years in Central reported the most stress. Job satisfaction was higher in UBTH (23%) than Central (7.3%). The study found an inverse relationship between training level and job stress, and a direct link between training level and satisfaction. Respondents in Obstetrics & Gynecology showed the highest job satisfaction levels in both hospitals. Both studies explore job stress and its influence on employee outcomes such as satisfaction and productivity. Each recognizes that stress impacts vary across demographics and professional roles. The current study similarly highlights how unmanaged stress leads to absenteeism and low enthusiasm. Valentine and Moses focused on job satisfaction and stress across demographics in a healthcare context, while the current study evaluates *productivity* and *work engagement* within a single manufacturing firm. Furthermore, their study lacks a mediating variable or structured model like JD-R. While offering valuable demographic insights, Valentine and Moses's study is limited by its lack of theoretical grounding and mediation analysis. The current study improves on this by providing a clear model to understand the mechanism through which stress impacts productivity.

## 2.6 Research Gaps

There is a lack of comprehensive studies on employee productivity within the Nigerian beverage industry, specifically focusing on Adama Beverage Limited. Research is needed to explore how industry-specific challenges, local cultural factors, and organizational practices impact productivity. Identifying and addressing these gaps is crucial for improving employee well-being and organizational performance. The mediating role of work engagement remains underexplored in the context of Adama Beverages Limited. While anecdotal evidence suggests that highly engaged employees are more resilient to stress, systematic research is needed to validate these claims.

## 3.0 METHODOLOGY

This study employed a survey approach for data collection due to its cost-effectiveness and ease of access to information. The study population comprised 270 employees across 13 departments at Adama Beverage Limited, Adamawa State. Departments included production, administration, marketing, and distribution. A sample of 161 employees was selected using the Taro Yamane formula and stratified random sampling. Data were collected through a structured questionnaire and analyzed using inferential statistics. Inferential statistics, specifically regression analysis at a 0.05 significance level, tested the study's hypotheses. The regression model assessed the impact of job stress on employee productivity.

## 4.0 RESULTS AND DISCUSSION

### 4.1 Hypotheses Testing

To analyze the stated hypotheses regarding the effects of job stress on employee productivity, mediating role of work engagement in Adama Beverage Limited, multiple regression analysis is a suitable statistical technique. This approach allows for the simultaneous assessment of multiple independent variables (predictors) on a single dependent variable, which in this case is employee productivity. Below is an extensive discussion on how multiple regression analysis was used for the hypotheses testing.

**H<sub>oi</sub>:** There is no significant effect of job stress on employees' productivity in Adama Beverage Limited, Adamawa State, Nigeria

**Table 1: Coefficients<sup>a</sup> for Hypothesis One**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.773	.168		4.722	.000
	Job Stress	.694	.063	.893	16.243	.000
R-value = 0.729						
f-value (1,159) = 271.090						

a. Dependent Variable: Emp\_Prod

Source: SPSS Out Put Ver. 27.0 (2025)

**H<sub>oii</sub>:** There is no significant effect of work engagement on employees' productivity in Adama Beverage Limited, Adamawa State, Nigeria

Table 1, the model summary, indicates that the R-squared value is 0.578, which implies that approximately 57.8% of the variation in employees' productivity can be explained by work engagement. The results demonstrate that work engagement has a strong and significant positive effect on employees' productivity in Adama Beverage Limited.

**Table 2: Coefficients<sup>a</sup> for Hypothesis Two**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.824	.185		4.446	.000
	Work Engagement	.788	.050	.760	15.750	.000



r-square value = 0.578

F(1,159) = 218.172

a. Dependent Variable: Emp\_Prod

Source: SPSS Out Put Ver. 27.0 (2025)

Table 2, the F-statistic of 218.172 is highly significant ( $p = 0.000$ ), indicating that the model is statistically significant and that work engagement significantly predicts employees' productivity. The model summary, indicates that the R-squared value is 0.578, which implies that approximately 57.8% of the variation in employees' productivity can be explained by work engagement. The coefficients table, provides further insights into the nature of the relationship. The constant (intercept) has a value of 0.824 with a significant t-value of 4.446 ( $p = 0.000$ ). The t-value of 15.750 ( $p = 0.000$ ) confirms that work engagement is a statistically significant predictor of employees' productivity.

**H<sub>0iii</sub>:** There is no mediating role of work engagement on the relationship between job stress and employees' productivity in Adama Beverage Limited, Adamawa State, Nigeria

The summary of effects reveals that the total effect of job stress on employee productivity is significant ( $\beta = 0.694$ ,  $SE = 0.063$ ,  $p = 0.000$ ), with the direct effect being  $\beta = 0.631$  ( $SE = 0.074$ ,  $p = 0.000$ ). The indirect effect of job stress on employee productivity through work engagement is also significant ( $\beta = 0.336$ ,  $SE = 0.078$ ,  $p = 0.000$ ), with a confidence interval (LLCI = 0.241, ULCI = 0.537) that does not contain zero, confirming mediation. The ratio of the indirect effect to the total effect is 48.4%, indicating that nearly half of the impact of job stress on productivity is mediated by work engagement. Contrary to the hypothesis, work engagement does play a mediating role in the relationship between job stress and employee productivity.

**Table 4.14: Test of Hypothesis Three**

SUMMARY					
	Coeff.	SE	LLCI	ULCI	P-Value
Total Effect	0.694	0.063	0.817	0.894	0.000
Direct Effect	0.631	0.074	0.347	0.735	0.000
Indirect Effect	0.336	0.078	0.241	0.537	0.000
Total Variance explained, $R^2 = 0.786$					
Ratio of indirect effect to total effect = 48.4%					

Source: SPSS Out Put Ver. 27.0 (2025)

### 4.3 Discussion of Findings

The study found that job stress significantly reduces employee productivity at Adama Beverage Limited, primarily by causing fatigue, loss of focus, and burnout (Leka et al., 2019). Supporting studies by Jex and Britt (2018) and Akgunduz et al. (2020) confirm that excessive stress decreases efficiency and increases absenteeism. Similarly, Adebayo and Yusuf (2021) identify work overload as a major cause of

burnout and reduced performance. In the beverage industry, Okafor (2022) observed that fast-paced work environments heighten stress and hinder productivity. This suggests that job stress and work overload are industry-wide challenges impacting employee performance.

The study also established that work engagement positively influences employee productivity. Engaged employees are more dedicated, energetic, and committed, leading to improved performance (Bakker & Albrecht, 2018). This aligns with the Job Demands-Resources (JD-R) model, which emphasizes how engaged workers effectively utilize job resources (Demerouti & Bakker, 2020). Supporting studies by Saks (2019) and Christian et al. (2021) show that engagement enhances job performance and reduces turnover. While peer competition can be motivating, the study found that excessive competition causes conflict and hampers teamwork.

The study revealed that work engagement mediates the relationship between job stress and productivity. High stress reduces engagement, which in turn lowers performance. However, engaged employees can buffer stress's negative effects (Schaufeli & Taris, 2020). Mazzetti et al. (2018) also found that fostering engagement helps mitigate productivity loss due to stress. In the banking sector, Adeyemo (2019) reported similar outcomes, noting that harassment reduces job satisfaction and increases turnover. These findings emphasize the need for stress management and engagement strategies to maintain productivity.

## **5.0 CONCLUSION AND RECOMMENDATIONS**

### **5.1 Conclusions**

This study investigated the effects of job stress and work engagement on employees' productivity at Adama Beverage Limited, Adamawa State. The findings revealed that job stress significantly reduces productivity and negatively affects work engagement. Conversely, work engagement positively influences productivity and serves as a mediator in the relationship between job stress and performance. This suggests that while stress undermines efficiency, strong engagement can help mitigate its impact. The results support the Job Demands-Resources (JD-R) model, emphasizing the importance of reducing stress and fostering engagement to enhance employee performance.

### **5.2 Recommendations**

Based on the findings of this study, the following recommendations are made: Adama

- i. Beverage Limited should introduce stress management initiatives such as employee assistance programs, relaxation techniques, and workload redistribution to help employees cope with job-related stress.

- ii. Supervisors and managers should be trained on transformational and servant leadership approaches to create an engaging and supportive work environment that reduces stress and enhances performance.

## REFERENCES

- Abubakar, A., & Okeke, C. (2019). The impact of teamwork and collaboration on organizational performance in Nigerian manufacturing firms. *Journal of Management and Business Studies*, 6(2), 112-125.
- Adebayo, S. O., & Yusuf, I. O. (2021). Work overload and employee performance in selected manufacturing companies in Ogun State, Nigeria. *International Journal of Social Sciences and Management Research*, 7(1), 1-15.
- Adeyemo, D. A. (2019). Organizational climate and job satisfaction among bank employees in Nigeria. *Journal of Business and Management Studies*, 5(3), 89-102.
- Akgunduz, Y., Alkan, T., & Kılıç, S. (2020). The effect of job stress on hotel employees' performance: A study in Turkey. *Journal of Tourism, Hospitality & Culinary Arts*, 12(2), 1-15.
- Bakker, A. B., & Albrecht, S. (2018). Work engagement: Current trends in theory and research. In *Work Engagement* (pp. 1-13). Routledge.
- Bakker, A. B., & Albrecht, S. L. (2021). Work engagement: Current trends. *Career Development International*, 26(2), 145–156. <https://doi.org/10.1108/CDI-11-2020-0286>
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Blumenthal, J. A. (2023). *Stress and health: Psychological, behavioral, and biological determinants*. Guilford Press.
- Christian, J. S., Christian, M. S., & Christian, R. (2018). *Organizational behavior: Improving performance and commitment in the workplace*. McGraw-Hill Education.
- Christian, J. S., Christian, M. S., & Christian, R. (2021). *Organizational behavior: Improving performance and commitment in the workplace*. McGraw-Hill Education.
- Claude, H., & Cole, P. (2022). *Workplace stress and its management*. Palgrave Macmillan.
- Demerouti, E., & Bakker, A. B. (2020). The Job Demands-Resources model: A comprehensive perspective on wellbeing and performance. *Organizational Psychology Review*, 10(1), 1-28.
- Edeh, F. O., & Umeh, A. M. (2021). Work-life balance and employee productivity: A study of selected manufacturing firms in Enugu State, Nigeria. *International Journal of Management Sciences and Business Research*, 10(3), 1-13.

- Gholamzadeh, S., Sharif, F., & Rad, F. A. (2016). The relationship between job stress and self-efficacy among nurses in selected hospitals in Shiraz, Iran. *Iranian Journal of Nursing and Midwifery Research*, 21(6), 570–576.
- Harmandeep, K. (2023). A systematic review of organizational stress and its impact on employee performance. *International Journal of Management and Applied Science*, 9(3), 23-28.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2018). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 93(2), 269-281.
- Jex, S. M., & Britt, T. W. (2018). *Organizational psychology: A scientist-practitioner approach*. John Wiley & Sons.
- Knight, C., Patterson, M., & Dawson, J. (2019). Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions. *Journal of Organizational Behavior*, 40(6), 783–803. <https://doi.org/10.1002/job.2365>
- Knight, C., Patterson, M., & Dawson, J. (2019). Development of an intervention to improve employee well-being and productivity: The healthy organization intervention. *Journal of Occupational and Organizational Psychology*, 92(2), 263-288.
- Knight, C., Patterson, M., & Dawson, J. (2019). Development of an intervention to improve employee well-being and productivity: The healthy organization intervention. *Journal of Occupational and Organizational Psychology*, 92(2), 263-288.
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer.
- Leka, S., Antomioli, A., & Ciarrochi, J. (2019). *Workplace stress: A critical review*. Routledge.
- Mathis, R. L., & Jackson, J. H. (2020). *Human resource management*. Cengage Learning.
- Mazzetti, G., Schaufeli, W. B., & Guglielmi, D. (2018). The mediating role of work engagement in the relationship between job crafting and job satisfaction. *Journal of Organizational Behavior*, 39(6), 727-740.
- Momoh, A., Adejo, A., & Sunday, O. (2024). Job stressors and employee performance among health workers in Jos, Plateau State. *Journal of Medical Sciences*, 14(1), 45-56.
- Moorthy, T., Kumar, P., & Silambanan, S. (2023). Stress and coping strategies among young medical graduates during COVID-19 pandemic in a teaching hospital in South India. *International Journal of Community Medicine and Public Health*, 10(2), 654-659.
- Okafor, E. E. (2022). Impact of fast-paced work environment on employee productivity in the Nigerian manufacturing industry. *Journal of Economics and Management Sciences*, 11(2), 45-58.
- Okafor, E. E., Okoye, E. I., & Eze, C. N. (2019). Impact of job stress on employee performance in manufacturing companies in Anambra State, Nigeria. *Journal of Business and Management*, 21(9), 23-32.

- Okafor, E. E., Okoye, E. I., & Eze, C. N. (2021). Work engagement and organizational performance in manufacturing firms in Nigeria. *International Journal of Business and Social Science*, 12(5), 10-25.
- Robbins, S. P. (2020). *Organizational behavior*. Pearson.
- Saks, A. M. (2019). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Schaufeli, W. B. (2021). Work engagement in the post-COVID-19 era: Trends and challenges. *Organizational Psychology Review*, 11(4), 312-327.
- Schaufeli, W. B., & Bakker, A. B. (2019). The Job Demands-Resources Model: State of the art. *Journal of Occupational Health Psychology*, 24(1), 1-18.
- Schaufeli, W. B., & Taris, T. W. (2020). A critical review of the Job Demands-Resources model: Implications for health and performance. *Journal of Occupational and Organizational Psychology*, 93(3), 519-541.
- Schaufeli, W. B., & Taris, T. W. (2021). A critical review of the Job Demands-Resources Model: Implications for improving work and health. *Current Opinion in Psychology*, 43, 98–104. <https://doi.org/10.1016/j.copsyc.2021.07.013>
- Sonnentag, S., & Niessen, C. (2020). To detach or not to detach? Two experimental studies on the affective consequences of detaching from work during non-work time. *Frontiers in Psychology*, 11, 560156. <https://doi.org/10.3389/fpsyg.2020.560156>
- Taylor, S. E. (2021). *Health psychology*. McGraw-Hill Education.
- Valentine, A. O., & Moses, E. O. (2022). Job stress among junior doctors in tertiary and state-owned hospitals in Benin City, Edo State, Nigeria. *Journal of Public Health and Epidemiology*, 14(3), 101-109.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2020). The role of personal resources in the Job Demands-Resources model. *International Journal of Stress Management*, 27(1), 74-84.