



## OCCUPATIONAL STRESS AND INDUSTRIAL RELATIONS OUTCOMES: EVIDENCE FROM SELECTED MANUFACTURING ORGANIZATIONS IN LAGOS METROPOLIS, NIGERIA

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### *Summary*

*Purpose: The study investigated the relationship between occupational stress and industrial relations outcomes using the manufacturing organizations in Lagos Metropolis as the unit of analysis. The study identified two dimensions of occupational stress (psychological and physiological stress) and four industrial relations outcomes*

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*(quit, absenteeism, industrial actions, and management-employee relations). Methodology: The study made use of multi-sampling techniques for the preservation of the characteristics and status of the respondents and the research questionnaire was administered randomly to the selected sample size of 363 respondents. Findings and implications: It was found that there exists a positive and significant relationship between and among all the variables of occupational stress and industrial relations outcomes with absenteeism as the potent force. It was concluded that occupational stress is dominant and permanent in the selected manufacturing organizations and manifested in the form of absenteeism. Limitations: The study concentrated on the Lagos Metropolis, but further studies can look farther into other geopolitical zones in Nigeria to further expand the frontier of knowledge in the area of study. Originality: The study provides a more comprehensive understanding of occupational stress dimensions on industrial relations outcomes, thus, expanding the existing literature in the area of study.*

**Keywords:** *occupational stress; physiological stress; psychological stress; industrial relations outcomes; absenteeism.*

## 1. INTRODUCTION

The modus operandi in today's world of business termed modern business organizations is somewhat at variance with that of traditional business organizations on account of the premium placed on the management of people at work to minimize occupational hazards as heralded by technological developments in the world of work, thus, focusing on the physical and mental activities of people at work in addition to concern for productivity. Modern business organizations believe that these people are unique in terms of natural endowment which distinguishes them from other materials available to business organizations to prosecute the profit maximization objective. Unlike the traditional organizations that prioritized productivity over the mental and emotional being of people at work although the volume of business activities and nature of the technology that characterized this era were relatively low with less demand on the mental and physical being of the people at work (Ugoji, 2018). The implication is that modern business organizations are constantly evolving thereby exposing their workforce to the frequent array of work schedules under different conditions that might come with high risk in terms of illness or injury and the manufacturing sector of the Nigerian economy is not left out of this array of work schedules together with the associated costs and the resultant outcome is occupational stress on the workforce as well as prices paid by the organization itself.

Occupational stress is among the many aspects of the occupational hazards in the world of work whether under traditional or modern business organizations and it comes under different names such as job stress, work stress, employee stress, labor stress, etc. irrespective of the choice of name, it has the same meaning (Adewale, 2019). Stress in the workplace has become an integral part of daily living because of individual desire for self-esteem as enshrined in a good standard of living via the income generated as a member of a business organization despite the high cost of living and likewise on the part of business organization, the pursuit of profit maximization objective in the wake of inflation and the dynamic technological environment of business. The two positions invariably place pressure on the workforce in the organization manifesting in different ways ranging from industrial relations outcomes to physical and mental outcomes which are often considered to be beneficial as a motivational factor and harmful as health care cost.

Business organizations consist of people with a common interest which has created a network of an employment relationship between employer and employees in an industrial setting, however, the complexity characterizing the surrounding of the work atmosphere has put pressure on the people thus inducing work stress that has affected this relationship. The relationship between employer and employees in the workplace has been strained on account of the quest for profit maximization in the wake of the economic meltdown which has changed the nature of the job requirements in the workplace thus placing high demand on the physical and emotional state of employees and the consequence response to this is occupational stress which can either be physiological or psychological stress. This demand emanating from the change in the nature of the job requirements is somewhat outside the resources, needs, and capabilities of the employees. This demand will also make the employees shift the focus of their expectations from the employer to better and improved terms and conditions in their employment contract to cushion the aftermath of the occupational stress heralded by the job requirements with longer hours, frequent changes in structure, and culture as well as the technological characteristics of the organization and work environment. And where an employer cannot meet these expectations, the resultant result is a breakdown in the employment relationship with industrial relations outcomes that would inhibit the attainment of the objectives of two parties in the workplace. However, the nature of the organization and individual differences had been a good factor in predicting whether certain job requirements will result in occupational stress or not and this explains the rationale behind the use of manufacturing organizations in the Lagos Metropolis being among the sectors in Nigeria considered to be high occupational stress zone and dominate by male gender (Adesanya, 2019).

In the wake of demands and pressure placed on employees in the workplace because of globalization, technology, the quest for new ideas, profit maximization, etc. occupational stress becomes inevitable. This explains the interest of many scholars in this area and studies in recent times in behavioural sciences have adduced forward research findings in the areas of occupational stress regarding job satisfaction (Narban, Narban, and Singh (2016); Vandana, 2014; Shaheerah, Muharratul, Norhasniza, Roha & Mardhiah, 2013), job performance (Gharib, Jamil, Ahmad & Ghouse, 2016; Ekundayo, 2014; Kuo-Shun & Chiou, 2011), and employee burnout (Muhammed, Irfan & Muhammed, 2015; Madala, Ishmael, Guillermina & Adolf, 2014; Shahram, Somayeh & Behnam, 2014) as well as turnover intention (Ulabor and Agelebe (2019); Oginni & Omoyele, 2018; Addison & Yankyera, 2015; Oginni, Afolabi & Erigbe, 2013) while little research has been conducted in the area of occupational stress and industrial relations outcomes among employees but none in the manufacturing sector of the Nigerian economy. The few available ones were on one of the aspects of industrial relations outcomes i.e. absenteeism and have been poorly researched in the manufacturing or service organizations in Nigerian Metropolis (Oginni & Famolu, 2020; Oginni & Faseyiku, 2018). Therefore, the thrust of the study focused on the identification of the occupational stress variables and industrial relations outcomes as available in the manufacturing organizations in the Lagos Metropolis, to determine which of the variables have a high frequency in terms of occurrence and examine the relationship between variables of occupational stress and industrial relations outcomes.

## **2. LITERATURE REVIEW**

### **2.1. Occupational stress**

Occupational stress is universal irrespective of the nature of the organization whether it is a manufacturing or service-oriented, social, or business, profit or non-profit organization and it is about the interactional relationship between and among individuals, environment, and the stressor in a holistic transaction resulting into a stress response. However, the degree of stress being experienced differs and it is contingent upon the nature of the organization and the environment. To Kyriacou (2019), it is the experience of negative emotions in response to the demands and pressures associated with their work on a daily basis such as anxiety, tension, anger, frustration, or depression. Mahiri and Orwa (2016) see stress as the reactionary behaviour exhibited by an individual to new or threatening factors in their work environment which often result in emotional, behavioural, and physiological changes. Narban, Narban, and Singh (2016) described occupation stress as the sum of experiences concerning work that affects the

psychological and physiological homeostasis of the workers while Oginni and Famolu (2020) believed that occupation stress is the summary of what an individual feels when such an individual lost control of events or activities in the workplace because of job demands and resources available. This position was buttressed by Animashaun (2021) who argued further that it is an expression of discrepancy feelings between the demands of one's job and the ability to respond effectively. It is therefore obvious that occupational stress stems from two different sources, i.e. job demands and job resources with recourse to their degree of congruence.

The degree of congruence between the two sources of occupational stress explains the level/degree of variation in the expression of occupational stress by individuals in their workplace although personality threshold plays a significant role in this evaluation and reaction (Mahiri & Orwa, 2016). To them, stress threshold is an internal factor and varies from individual to individual. Some individuals have a high threshold while some people have a low threshold. For example, an individual with a low threshold reaction is greatly affected by the slightest change in job demands or job resources and such a change might not bring any significant change in the reaction of an individual with a high threshold personality (Animashaun, 2021; Oginni & Famolu, 2020). Similarly, the type 'A' and 'B' personalities. Individuals with Type 'A' personality is stress lover as they constantly thrive under stress and aside from being aggressive and competitive, do set high standard and enjoy placing excessive demands on themselves even during their leisure time while Type 'B' personality is the opposite of the Type 'A'. Individuals with Type 'B' are stress averters as they tend to be more relaxed, and easy-going, not only, these individuals accept the situation and work within them without any recourse to act competitively thus, less prone to stress (Oginni & Famolu, 2020; Addison & Yankera, 2015). The position of Adejumo (2021) summarizes what accounts for the degree of variation in the tolerance levels of an individual by placing a high premium on individual differences variables. These two main sources of occupational stress i.e. job demands and job resources can manifest in different forms but can also be summarized under two broad dimensions namely physiological and psychological stress (Adetayo, Ajani & Olabisi, 2014).

Physiological stress is usually perceived as a physiological reaction of the body chemistry to different elements at the workplace that triggers stress directly and it carries a negative reaction that has an impact on the individual's productivity, quality of work, effectiveness, and personal health (Gharib, et al, 2016). The impact of these different elements triggering stress manifesting through a physiological reaction of the body chemistry can be in singular or multiple folds depending on the cause such as migraine, headache, sleep disturbance, pains within the abdominal region, chest pains, backache, heart palpitation, etc. and psychological stress is perceived as emotional reaction being

experienced by individuals because of stimulant from the workplace. It also has an impact on individual and organizational outcomes productivity, quality of work, effectiveness, and personal health. Psychological stress manifests in the form of anxiety, depression, nervousness, anger, job alienation, frustration, tension, hostility, boredom, etc. (Oginni & Famolu, 2020; Gharib, et al, 2016; Saeidi, Pasand & Laki, 2014). It is therefore evident that the existence of occupational stress in the workplace can be viewed and understood under two different perspectives i.e. eustress and distress perspective. Under the eustress perspective, occupational stress occurs when the knowledge, skills, and attitudes as well as abilities of employees can match or cope with work demands and pressures within and outside the organizations.

However, where there are differences between employee knowledge, skills, abilities, and work demands and pressure, the employees are never overwhelmed by the differences but rather balanced and use the differences as an impetus to achieve greater things. In this case, stress is portrayed as positive because it has a beneficial effect on emotional well-being, motivation, and health as well as performance and satisfaction. After all, the feeling of joy and happiness releases endorphins into the body that help to relieve pain and stress and improve moods although it becomes inimical when it persists for a long period (Adejumo, 2021). In a nutshell, occupational stress is good when it is eustress as it enhances organizational productivity, and quality of work, and facilitates prompt response to deadlines. The other one is i.e. distress perspective. From the distress perspective, occupational stress came into being when the knowledge, skills, and attitudes as well as abilities of an employee cannot match or cope with work demands and pressures within and outside the organization. The degree of the differences correlates with the degree of stress experienced by employees in the organization i.e. the higher the differences, the higher the degree of occupational stress and thus, shows that the distress perspective is being portrayed as negative because employees seem to be helpless and overwhelmed by their inability to give an appropriate or actionable solution which tends to yield worry and anxiety to them and it is being protracted, it will become chronic distress with an adverse effect on employee's mood, health, and functioning. The implication is that different situations or circumstances can make occupational stress to be positive thus leading to eustress and could also be interpreted negatively and thus, leading to distress (Adejumo, 2021; Oginni & Famolu, 2020; Mahiri & Orwa, 2016; Gharib *et al* 2016; Alkubaisi, 2015).

Eustress form of occupational stress is caused by either or a combination of factors such as the birth of a newborn baby, an upcoming event that a person is hosting, job security, a promotion at work, performing in a great concert, salary increment, fulfilling promise made, moving to a new city, recognition in the place of work, all these contributed immensely to organizational overall well-being while the cause of distress

form of occupational stress is numerous but few are mentioned to include political climate, downsizing, violence or crime, media overload, money, work stress, poor nutrition, physical health or illness sleep deprivation, parenthood (single mothers and married mothers) all these have a negative impact on the overall well-being of the organization (Williams, 2021; Adewale, 2019; Ugoji, 2018; Gharib, et al, 2016). However, Williams (2021) opined that eustress form of occupational stress could be sustained or made better in the workplace by instituting different motivational strategies such as a good working environment (psychological and physical), safety at the workplace, workmen compensation for an injury sustained in the course of employment, fair wages and salaries, health insurance scheme, welfare support facilities, job enrichment, while distress form of occupational stress could be improved by understanding the source and find a balance between the source and the present reality. Other scholars like Kyriacou (2019); Narban *et al* (2016); Addison and Yankera, (2015); and Adetayo *et al*, (2014) believed that both eustress and distress forms of occupational stress could be improved through job flexibility, communication, supervision, job security, medical care facilities, emotional stability, and anxiety reducer while Lazarus and Smith (2022) identified value clarification (individual's priority) as a way to improve both eustress and distress forms of occupational stress since the degree of stress somewhat varies from individual to individual.

## **2.2. Industrial relations outcomes**

Industrial relation is about the relationship between employer and employees in the world of work brought about by contract of employment and this explains why it is described as a network of the employment relationship which exists between and among employer and employees in the workplace for the furtherance of peace, employee satisfaction, and organizational growth. The resultant outcomes of the employment relationship between employer and employees may be good or bad and where the employment relationship is cordial and good, the outcome manifests in the form of healthy labour-management relations, the existence of industrial peace, and the settlement of all disputes in such a manner that there is no strikes or lockouts and witnesses labour participation in the industry which is often referred to as Industrial democracy. However, where the employment relationship is somewhat not cordial, the resultant outcomes of the employment relationship manifest in form of industrial actions, quit (voluntary labour turnover), absenteeism as well as dispensary visits, and poor management-employee relations (Williams, 2021). As posited by Oginni and Faseyiku (2018) the manufacturing sector of the Nigerian economy experienced more industrial negative consequences than the service sector with relatively stable employment relationships and minimum industrial relations outcomes. It is on this premise that the Industrial Relations outcomes are

predicated to include quit, absenteeism, and industrial action as well as management-employee relations.

### *2.2.1. Quit (voluntary labour turnover)*

The movement of employees into and out of organizations is a permanent feature and this movement is known as labour turnover which could be voluntary or involuntary. It is voluntary when it is by employee's volition and involuntary when it is by employer's compulsion, however, it represents a cost to the two parties which can be positive or negative depending on the rationale behind the decision (Oginni and Omoyele, 2018). In the works of Adamu (2015), many factors were postulated to be responsible for either of the two, however, to quit is a voluntary labour turnover decision caused by many factors such as; when employees are overwhelmed by the amount of work, lack of recognition, company culture, poor superior-subordinate relationship, lack of work flexibility, remuneration, and benefits, poor learning and development opportunities, non-satisfaction with current role, job dissatisfaction, relocation, etc. Zeb-Obipi, Obiekwe, and Ateke (2019) agreed with this position and argued further that an employee's decision to quit is usually a function of dissatisfaction with the current employment over a period on the premise that it is a gradual build-up. It starts with an intention to quit and if not addressed in time, it results in a decision to quit. Ulabor and Agelebe (2019) corroborated and espoused that nursing intention to quit is the source of employee stress which has a greater impact on their commitment to the course of the organization thus, manifesting deviant behavior. Therefore, to ameliorate the stress in the workplace, the employer should secure the commitment of employees to their service through various good human resource management practices in the direction of retention strategies.

### *2.2.2. Absenteeism*

This is described as any failure to report for or remain at work as scheduled, regardless of the reason (Cascio & Boudreau, 2015) while Oginni and Omoyele (2018) see it as a time away from work with or without permission. Adewale (2019) posited that it is a device put in place by employees to equalize the number of hours employees wish to work vis-a-vis the number of hours employees are supposed to work. However, it was agreed by these scholars that absenteeism can be deliberate and not deliberate or planned and unplanned. This summation was deeply rooted in the views expressed by Balchin and Wooden (1995) that absenteeism was a function of the opportunity cost of dismissal contingent on the degree of absence from the workplace and the mechanism put in place by management to control it. It is planned or deliberate when an employee stays away from work for a reason not associated with illness, injury, or approved leave and not deliberate or planned when it is vice versa. Adewale (2019) opined further that the



manifestation of planned or deliberate absenteeism in the workplace is a pointer to the inadequacy or dissatisfaction feelings in the terms and conditions of employment i.e. psychological (transactional and relational) contract and employment contract by employees. Adejumo (2021) positioned that the intention to quit is an undertone of stress and absenteeism is a key indicator of what employees are experiencing in their workplace. It was concluded that absenteeism and intention to quit have a positive relationship with occupational stress accounting for stress in the organization although this position was rebuffed by Akpan and Anibaba (2019) who argued that the claim of a positive relationship between absenteeism and intention to quit was bogus as it was not a direct relationship for all categories of employees as espoused by Adejumo (2021) rather contingent upon career goals and aspiration of individual employees. According to Akpan and Anibaba (2019), employees with high career aspirations with enabling developmental opportunities will show an inverse relationship between absenteeism and intention to quit and vice versa. Olalokun (2019) believed that whatever the conclusion on absenteeism, it has a severe impact on the workplace and can be used to gauge the atmospheric condition or temperature within the workplace. To buttress this position, some indicators were put forward such as excessive absenteeism which can indicate problems within the workforce or organizational culture, and incessant complaints among employees speak volumes about organizational policies found operational at any given time (Zeb-Obipi et al, 2019). Therefore, at the recruitment point, individual career aspirations should be understood and met through various human resource strategies (Ojomu, 2019; Cascio & Boudreau, 2015; Oginni, et al, 2013; Balchin & Wooden, 1995).

### *2.2.3. Industrial Actions*

In the views expressed by Asafa (2015) industrial action is the expression of dissatisfaction by employees over working conditions that are considered to be unfavourable and manifested in the form of the temporary stoppage of work, which is known as a strike, work to rule, slow down, go slow, etc. it is a deliberate decision or refusal to work by employees until the unfavourable concern expressed is met (Oginni & Omoyele, 2018). This expression of dissatisfaction through industrial action entrenched low productivity in the workplace and it has remained a tool used to force an employer to improve these areas considered unfavourable in the working conditions otherwise suffer a setback in the actualization of the profit maximization objective (Adewale, 2019). However, this is organized by the trade unions to represent a collective action to show concern for members' welfare but usually emanates from the dissatisfaction of an individual that was not properly addressed as posited by Ojomu (2019). It was argued further that most of the industrial actions in the workplace could be traced to inadequacies in the working conditions at the workplace which had been a catalyst for building tension

and anxiety among employees while discharging their duties and responsibilities Animashaun (2021) agreed with this position and espoused that occupational stress is a source of employees' dissatisfaction with the terms and conditions of employment and deviant behaviours at the workplace thus, buttressing the earlier work of Adewale (2019). However, the position of Ugoji (2018) was at variance with this. Ugoji believed that the area of commonality between occupational stress and industrial action was technology. The argument was that technology ushered in different challenges that had changed work processes and modus operandi in the workplace with the possibility of reducing the workforce.

#### *2.2.4. Management-Employee Relations*

This is the true measure and reflection of the other three industrial relations outcomes (quit, absenteeism, and industrial actions) earlier discussed because it presented the avenue to the understanding of the state of the employment relationship between the management and the employees as well as work environment atmosphere (Asafa, 2015). In the works of Akpan and Anibaba (2019) on management-employee relations and industrial conflict among bank workers in Nigeria, it was expressed that management-employee relations could be likened to a thermometer measuring the temperature in the organization and by which state of the activities or mood in an organization could be understood or gauged. An indirect positive relationship was established between management-employee relations and industrial conflict i.e. where management-employee relation is good, the level of industrial conflict will be low and vice versa. Ojomu (2019) opined that the management-employee relationship was a summary of reality in the workplace as measured or revealed by the degree of labour turnover, absenteeism, and industrial actions as well as dispensary visits being experienced. It was found to be distinct from these outcomes because it is not about expressing dissatisfaction but with a motivational undertone deeply rooted in trust, cooperation, and harmonious interaction as well as dignity and recognition given in the workplace. Williams (2021) posited that management-employee relations has its focus on the individual and collective relationship in the workplace and it is a function of many variables such as communication, leadership, accountability, and performance as well as vision and values, culture, rewards and recognition, professional and personal growth (Zeb-Obipi et al, 2019).

The implication is that the degree of fairness in these variables will have a bearing on the management-employee relations in terms of hostility and cordiality i.e. autocratic and democratic leaders can never have the same effect on management-employee relations and industrial relations outcomes. However, the position of Adejoorin (2018) was at variance with these summations. It was espoused that an unstable work environment or non-fairness concerning the atmosphere surrounding management-

employee relations variables will not lead to high labour turnover, absenteeism, industrial actions, and dispensary visits or vice-versa as long as there are unfavourable economic conditions and absence of immediate alternative jobs. In such situations, occupational stress is further enshrined, and frustration becomes prevalent in the workplace characterized by tension, anxiety, and anger or depression. Therefore, occupational stress is a permanent feature in a business organization especially environment with unfavourable economic conditions.

### **2.3. Theoretical review**

Many theories have been propounded and espoused in the area of occupational stress such as self-efficacy, emotional-centered, person-environment fit, transactional model, job-demand control, cognitive arousal, physical stress, etc. However, the study made use of self-efficacy and cognitive arousal theories on account of their dual roles for the study's variables i.e. both occupational stress and industrial relations outcomes were adequately captured by the two theories.

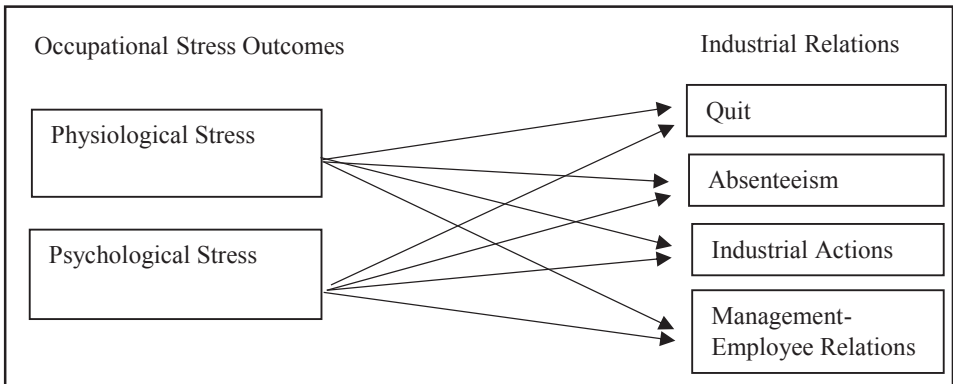
#### *2.3.1. Self-Efficacy Theory*

This theory was propounded by Bandura in 1977 to be an offshoot of social cognitive theory. The self-efficacy theory of Bandura domiciled in the individual, especially the individual's perception of a phenomenon in a given situation, and thus, emphasized individuals to be the chief determinant of behavioural outcomes although acknowledged that environmental factors have profound effects on outcomes i.e. individual's motivational process is a key factor in self-efficacy theory because this is affected by both personal and environmental variables which invariably determines the outcomes in respect of the degree of efforts to be dissipated, choices to follow, persistence, and tolerance as well as survival and achievement. Therefore, the degree could be somewhat high or low depending on one's cognitive self-evaluations wherein the outcome of these evaluations will reflect the degree of confidence in the ability to exert control over one's motivation, behaviour, and the social environment i.e. if the evaluation of an individual has a high degree of self-efficacy, such individual will not invoke negative cognitive thoughts and vice-versa. The application of this theory to the study shows that an individual with high self-efficacy believed to exert control over his emotional processes and this will effectively decrease job stressors, improve psychological and physiological stress with positive industrial relations outcomes and vice-versa such as intention to quit, absenteeism, and awkward labour-management relations as well as industrial actions.

2.3.2. *Cognitive Arousal Theory*

The proponents of this theory were Ursin and Eriksen in 2002 which was in support of the two-factor theory of emotion earlier propounded by Schachter and Singer in 1962 with a focus on physiological arousal and cognitive label. Ursin and Eriksen’s theory placed the utmost premium on the perception and feelings expressed towards a phenomenon, i.e. how a given situation is perceived would determine what would be the commensurate feelings exhibited. A situation such as a state of hopelessness, alienation, and discontentment as well as deprivation, helplessness, and uncertainty in a workplace would arouse or trigger stress feelings. However, the theory was criticized on account of the misattribution of arousal by Dutton and Aron (1974) and his followers i.e. a misinterpretation of emotion based on physiological state thereby recognizing the role of the new phenomenon without a clue and external simulation. The application of this theory to the study shows what would be the resultant effect of stressful conditions or stressors on industrial outcomes, especially the inability to cope with these conditions. It is the inadequacy in meeting or coping with these conditions that would herald corresponding feelings such as frustration, discontentment, and dissatisfaction as well as alienation and deprivation thus, manifesting in industrial outcomes such as intention to quit, absenteeism, and awkward labour-management relations as well as industrial actions.

**Figure 1.** Conceptual framework of the study



The study presents an investigation on the influence of occupational stress (physiological and psychological stress) on industrial relations outcomes (quit, absenteeism, industrial actions, and management-employee relations) in the

manufacturing organizations within Lagos Metropolis. Based on this conceptual framework in Fig 1, eight hypotheses were formulated as follows

*H1: Physiological stress influences the decision to quit.*

*H2: Psychological Stress influences the decision to quit.*

*H3: Physiological stress influences employee absenteeism.*

*H4: Psychological Stress influences employee absenteeism.*

*H5: Physiological stress influences industrial actions.*

*H6: Psychological Stress influences industrial actions.*

*H7: Physiological stress influences management-employee relations*

*H8: Psychological Stress influences management-employee relations*

### 3. METHODOLOGY

The data for this research work were collected using primary and secondary methods of data collection. The primary data were collected through a structured questionnaire i.e. the research instrument chosen for the study which was developed in line with Likert five-point rating scales wherein the respondents have options ranging from strongly agree = 5, agree = 4, neutral = 3, disagree = 2 and strongly disagree = 1 and the benchmark for the agreement was set at the weighted mean of  $\geq 3.0$  and disagreement criterion was set at the weighted mean of  $\leq 3.0$ . The questionnaire has two sections labelled Section A and B. Section A focused on the biodata of the respondents and Section B was designed to elicit relevant information on the independent and dependent variables of the study i.e. occupational stress and industrial relations outcomes. The questionnaire was administered to the respondents in the selected organizations in the three Senatorial Districts of Lagos State i.e. West, East, and Central with the help of six (6) research assistants who supported the researchers in the course of administering the questionnaire over a period of 7 months from June 2022 to December 2022.

The population of the study totalling 3,882 was obtained from the manufacturing organizations in the three Senatorial Districts of Lagos State, 363 respondents were chosen as the sample size through Yamane's formula and the composition of the sample size in the three Senatorial Districts has West = 154, East = 97 and Central = 112. However, the sampling technique adopted was a multi-stage sampling technique such that the study made use of proportional, purposive, and simple random sampling techniques to ensure even distribution in the choice of number chosen/selected from each of the organizations in the three Senatorial Districts, preserve the defined characteristics, and status of the respondents as well as giving equal opportunity to be chosen as part of the studied group.

Secondary data were used to obtain data through the review of relevant literature in journal articles and textbooks. For the analysis and interpretation of the data collected, descriptive statistics (percentage and frequency distribution table), Kendall coefficient of agreement, and correlation were used.

#### 4. RESULTS

Table 1 indicates that the selected manufacturing was dominated by the male gender with 66% and 55% of the respondents were married while the respondents were also literate since about 92% have qualifications after secondary school certificates.

**Table 1.** Analysis of the demographic information of the respondents

<b>Variables</b>	<b>Frequency Distribution</b>	<b>Percentage</b>
<b>Gender</b>		
Male	238	66%
Female	125	34%
<b>Total</b>	<b>363</b>	<b>100%</b>
<b>Marital Status</b>		
Single	75	21%
Married	200	55%
Divorced	30	8%
Widow	58	16%
<b>Total</b>	<b>363</b>	<b>100%</b>
<b>Educational Qualifications</b>		
WAEC 'O' Level	30	8%
OND/NCE	90	25%
B.Sc./HND	185	51%
M.Sc/MBA	45	12%
Others	13	4%
<b>Total</b>	<b>363</b>	<b>100%</b>
<b>Age Bracket</b>		
Less than 25 years	42	12%
26yrs – 35yrs	49	13%
36yrs – 45yrs	91	25%
46yrs – 55yrs	119	33%
56yrs & above	62	17%
<b>Total</b>	<b>363</b>	<b>100%</b>

<b>Work Experience</b>		
Less than 5years	98	27%
6yrs - 10yrs	200	55%
11yrs - 20yrs	45	12%
21yrs and above	20	6%
<b>Total</b>	<b>363</b>	<b>100%</b>

Source: Field Survey 2022

The workforce of these selected manufacturing organizations was relatively young as 58% of the respondents were within the range of 36-55 years and, at the same time, enjoyed relative stability because most of the respondents representing 73% have identified with the organization for 6 years and above.

**Objective 1: To determine which of the industrial relations outcomes have a high frequency in terms of occurrence in manufacturing organizations.**

From the review of literature, many industrial relations outcomes were identified however, the peculiarity of manufacturing organization in the Lagos Metropolis as evident from the conduct of the pilot study, four elements were identified to include quit, absenteeism, industrial actions, and management-employee relations and these formed the basis of objective 1 i.e., to determine which of the industrial relations outcomes is prevalent among the industrial relations outcomes.

**Table 2.** Descriptive analysis of industrial relations outcomes in the selected manufacturing organizations

Industrial Relations Outcomes	Measurement Scales/Percentage (%)					Mean Scores	Std. Deviation	Rank Score	R
	SD(1)	D(2)	N(3)	A(4)	SA(5)				
Quit	73(20)	88(24)	25(7)	85(23)	92(25)	3.096	1.342	4	A
Absenteeism	-	-	54(15)	133(37)	176(48)	4.336	1.320	1	A
Industrial Actions	10(3)	21(6)	52(14)	92(25)	188(52)	4.176	1.103	2	A
Management-Employee Relations	87(24)	117(32)	79(22)	51(14)	29(8)	3.187	1.122	3	A

Source: Field Survey, 2022

Remarks = R where Agreement (A) is  $\geq 3/0$  and Disagreement (D) is  $\leq 3.0$

Table 2 reveals that all the industrial relations outcomes were linked to occupational stress in the selected area of study and met the benchmark criterion for the

decision set for agreement at the weighted mean of  $\geq 3.0$ . Based on this, absenteeism ranked highest among other industrial relations outcomes with a mean score of 4.336 and a standard deviation was 1.103 followed by industrial actions with a mean score of 4.176 and a standard deviation of 1.320. Next to this, was management-employee relations with a mean score of 3.187 and a standard deviation of 1.22 while quit was ranked last to have a mean score of 3.096 with a standard deviation of 1.342. The result implied that absenteeism was prevalent, and the most visible avenue chosen by employees to express the manifestation of occupational stress in their day-to-day work activities while quitting was ranked last to imply the last option adopted when employees can no longer cope with the occupational stress in their workplace. The descriptive result in Table 2 was further subjected to Kendall's coefficient of concordance to know the extent of agreement among the respondents and the result was presented in Table 3.

**Table 3.** Mean Rank Statistics of Kendall's W Test

<b>Industrial Relations Outcomes</b>	<b>N</b>	<b>Mean Rank</b>	<b>Kendall's W</b>	<b>Chi-Square (X<sup>2</sup>)</b>	<b>Df</b>	<b>Asymp. Sig.</b>	<b>Rank Score</b>
Quit	363	2.934	.768	157.764	3	.000	4
Absenteeism	363	4.021					1
Industrial Actions	363	3.452					2
Management- Employee Relations	363	3.056					3

Source: Field Survey, 2022

The result in Table 3 was that of Kendall's coefficient of concordance which measures the extent of agreement among respondents and in comparison, Table 2 result, showed that the mean scores of the two methods ranked the industrial relations outcomes the same way. This showed the extent of agreement among the respondents on industrial relations outcomes and was found very strong among the respondents as  $W = 0.768$ ,  $X^2 = 157.764$ ,  $Df = 3$ , and  $Sig. = 0.000$ . However, the result did not satisfy the decision criterion for agreement for all the industrial relations outcomes which was set at a weighted mean of  $\geq 3.0$  as the quit mean score was  $\leq 3$  to indicate disagreement. This further buttressed the position of Adejoorin (2018) that the decision to quit on account of stress would be contingent on the availability of alternative jobs since occupational stress is a permanent feature in the world of work. Therefore, objective 1 seeks to identify industrial relations outcomes as manifest in the manufacturing organizations in Lagos Metropolis and determine which of the outcomes have a high frequency in terms of occurrence achieved.



**Objective 2: To examine the relationship between variables of occupational stress and industrial relations outcomes.**

**Table 4.** Spearman’s Correlational Matrix for the variables of the study

Row	Variables	1	2	3	4	5	6
1	Physiological stress	1.000					
2	Psychological Stress	0.646	1.000				
3	Quit	0.536	0.631	1.000			
4	Absenteeism	0.783	0.742	0.844	1.000		
5	Industrial Actions	0.671	0.561	0.574	0.636	1.000	
6	Management- Employee Relations	0.548	0.593	0.661	0.552	0.613	1.000

\*\*Correlation is significant at < 0.05 level (2-tailed)

The results of Table 4 show that there exists a positive relationship between and among different components of the study’s variables and the relationship was significant while Table 5 indicates the summary of various hypotheses tested.

**Table 5.** Summary of Spearman’s correlation results for eight (8) hypotheses tested

Hypotheses	1	2	3	4	5	6	7	8
Correlation	0.536	0.631	0.742	0.844	0.671	0.561	0.548	0.593
Sig.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Remarks	Confirmed	Confirmed	Confirmed	Confirmed	Confirmed	Confirmed	Confirmed	Confirmed

Based on the results in Table 5, it was hypothesis four (4) that has the highest positive correlation to imply that psychological stress influences employee absenteeism and similarly, physiological stress also influences employee absenteeism. It is therefore evident that occupational stress influences employee absenteeism. This result confirmed that employee absenteeism manifests in the workplace when there is anxiety, depression, nervousness, anger, job alienation, frustration, tension, hostility, boredom, and the physiological stress has implications on employees’ health manifesting in the form of migraine, headaches, sleep disturbance, pains within abdominal region, chest pains, backache, heart palpitation thus, compelling employees to stay away from work.

## 5. DISCUSSION OF FINDINGS

From the results of the study, it was evident that the respondents were more of male gender than female gender which also confirmed the earlier position of Adesanya (2019) that the manufacturing sector within the Lagos Metropolis is dominated by male gender. Similarly, the study identified quit, absenteeism, industrial actions, and management-employee relations as common industrial relations outcomes in the manufacturing sector which agreed with the positions of many of the scholars in the area (Adejumo, 2021; Adewale, 2019; Akpan & Anibaba, 2019; Olalokun, 2019; Adejoorin, 2018). However, the study revealed that absenteeism is more prominent because of the work environment which indicated the presence of stress in the sector. This outcome of the study corroborated the works of Adewale (2019) that absenteeism in the workplace is a pointer to the inadequacy or dissatisfaction feelings in the terms and conditions of the contract of employment and that of Adejumo (2021) that intention to quit is an undertone of stress and absenteeism is a key indicator of what employees are experiencing in their workplace. It was also evident that industrial actions stem from occupational stress, especially where management-employee relation is relatively poor which also buttress the earlier position of Akpan and Anibaba (2019) on management-employee relations and industrial conflict where it was concluded that management-employee relation is the thermometer measuring the temperature in the organization which was also corroborated by Olalokun (2019) position that elements of industrial relations outcomes can be used to gauge the atmospheric condition or temperature within the workplace. However, the position of Adejoorin (2018) deviated from this when it was posited that occupational stress is a permanent feature and the presence will not lead to high labour turnover, absenteeism, industrial actions, and dispensary visits or vice-versa if there are unfavourable economic conditions and absence of immediate alternative jobs.

The study showed that there is a positive correlation between the dimensions of occupational stress (physiological and psychological) and the variables of industrial relations outcomes (quit, absenteeism, industrial actions, and management-employee relations). This result buttressed the earlier work of Adejoorin (2018) where it was posited that occupational stress is a permanent feature in a business organization which does not amount to quitting the organization as long as there are no alternative jobs. Olalokun (2019) concluded that the degree of absenteeism in the workplace can be used to gauge the atmospheric condition or temperature of occupational stress within the workplace. Adejumo (2019) supported the existence of a positive direct relationship between absenteeism and occupational stress although the position of Akpan and Anibaba (2019) negated the outcome of the study on account that the relationship is not a direct

relationship for all categories of employees because of the differences in personality and career aspirations (Animashaun, 2021; Oginni & Famolu, 2020; Mahiri & Orwa, 2016).

## 6. CONCLUSION

The study focused on the nexus between occupational stress and industrial relations outcomes using manufacturing organizations in the Lagos metropolis as the unit of analysis. It was based on the significance of industrial relations in today's business climate characterized by technology which has made the world of work constantly target skilled employees on account of changes in work demands heralded by technology. This has serial implications on stress encountered by employees on a daily basis which may be eustress or distress although, it is more of distress than eustress in the study area. The study examined the four (4) aspects of industrial relations outcomes such as quit, absenteeism, industrial actions, and management-employee relations vis-à-vis the physiological and psychological components of occupational stress to establish the relationship between the two concepts (industrial relations outcomes and occupational stress), especially how occupational stress influences the industrial relations outcomes. The findings revealed that there exists a positive and significant relationship between and among all the variables of occupational stress and industrial relations outcomes. Based on the findings of the study, it was concluded that occupational stress is dominant in the selected manufacturing organizations and manifested in the form of absenteeism while quitting was considered the last option even when management-employee relations seem to be poor because of the absence of alternative jobs. It was also evident to be one of the major reasons behind many of the industrial actions in the study area and recommended that management in the selected area of study should understand the permanent nature of stress in the workplace and the tendency of the employee to respond to the stress in many ways which may not be healthy and ethical to the sustainability of organizational objectives. Therefore, management should put in place retention strategies consistent with the peculiarity of the industries to ameliorate the stress.

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## PROFESIONALNI STRES I ISHODI INDUSTRIJSKIH ODNOSA: DOKAZI IZ ODABRANIH PROIZVODNIH ORGANIZACIJA U LAGOS METROPOLISU, NIGERIJA

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### *Sažetak*

*Svrha: Studija je istraživala odnos između profesionalnog stresa i rezultata industrijskih odnosa koristeći proizvodne organizacije u Lagos Metropolisu kao jedinicu analize. Studija je identificirala dvije dimenzije profesionalnog stresa (psihološki i fiziološki stres) i četiri ishoda industrijskih odnosa (prestanak rada, izostanak s posla, industrijske akcije i odnosi između uprave i zaposlenika). Metodologija: Korištena je tehnika višestrukog uzorkovanja za očuvanje karakteristika i statusa ispitanika, a upitnik istraživanja primijenjen je slučajnim odabirom na uzorku od 363 ispitanika. Rezultati i implikacije: Utvrđeno je da postoji pozitivan i značajan odnos između svih varijabli profesionalnog stresa i ishoda radnih odnosa s izostankom s posla kao moćnom silom. Zaključeno je da je profesionalni stres dominantan i permanentan u odabranim proizvodnim organizacijama, a manifestira se u obliku izostanaka s posla. Ograničenja: Studija se usredotočila na Lagos Metropolis, ali daljnje studije trebaju istraživati druge geopolitičke zone u Nigeriji kako bi se dodatno proširile granice znanja u području proučavanja. Znanstveni doprinos: Studija omogućuje sveobuhvatnije razumijevanje dimenzija profesionalnog stresa i utjecaja na ishode industrijskih odnosa, čime se proširuje postojeća literatura u području istraživanja.*

***Ključne riječi:** profesionalni stres; fiziološki stres; psihološki stres; rezultati industrijskih odnosa; izostajanje s posla.*