

**WORK STRESS, INFORMATION TECHNOLOGY AND EMPLOYEE  
PERFORMANCE OF INDEPENDENT NATIONAL ELECTORAL COMMISSION  
(INEC) IN IMO STATE**

**BY**

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**A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT  
TECHNOLOGY, SCHOOL OF MANAGEMENT TECHNOLOGY  
FEDERAL UNIVERSITY OF TECHNOLOGY OWERRI**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF  
MASTER OF SCIENCE (M. Sc) IN MANAGEMENT TECHNOLOGY**

**SUPERVISORS:            PROF. J. I. OGOLO  
   DR. K. E UGWU**

**MAY, 2024**

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## **DECLARATION**

I, Enamutor Russell with Registration Number 20124822908 declare that the work in this Thesis on Work Stress, Information Technology and Employee Performance of Independent National Electoral Commission (INEC) in Imo State was carried out by me; that it is my original work and that it has not been submitted wholly or in part for the award of a degree in any institution.

Enamutor, Russell

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**CERTIFICATION**

This is to certify that this work was carried by “Work Stress, Information Technology and Employee Performance of Independent National Electoral Commission (INEC) in Owerri, Imo State” and was carried out by Enamuotor Russell 20124822908 in partial fulfilment for the award of the degree of (M.Sc.) in Management in the Department of Management Technology of the Federal University of Technology Owerri, Imo State.



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## **DEDICATION**

This research work is dedicated to Almighty God.

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## ABSTRACT

The study investigated the relationship between work stress, information technology, and employee performance of the Independent National Electoral Commission (INEC) in Imo State Nigeria. The study used a correlational survey design and questionnaire as instruments for data collection using a five-point Likert scale. The total population was 342 (Three Hundred and Forty-Two) permanent and ad hoc personnel. The sample size of 184 was obtained using the Taro Yamane formula. Bowley's allocation formula was used in the distribution of the questionnaire using simple random sampling techniques. Research hypothesis one was tested using a bivariate correlation method with the use of Statistical Package for Social Sciences (SPSS) version 20. Research hypotheses two, three, and four were tested and analysed statistically using a simple regression method, Analysis of Variance. The findings of research hypothesis one found that there is a strong (positive) correlation between work content and employee engagement. The findings of research hypothesis two showed that the virtual work environment contributes significantly to employee satisfaction. Findings of research hypothesis three found that personal factors significantly influence employee commitment. The findings of research hypothesis four showed that workplace quality significantly influences employee motivation. It was recommended that the Independent National Electoral Commission (INEC) in Imo State should conduct regular surveys and feedback sessions with employees to better understand their perception of work content and its impact on their engagement. It was further recommended that INEC should create a culture where employees feel valued and appreciated to reduce employee burnout. INEC is advised to create less work-related stress and more productive employees by having strong onboarding processes and encouraging employees to take time off to maintain a healthy work-life balance.

**Keywords:** *Work Stress, Work Content, Virtual Work Environment, Personal Factor, Employee Performance, Employee Engagement, Employee Satisfaction and Employee Commitment.*

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.2 Background Information**

In today's changing environment, Information Technology (IT) plays a pivotal role in contemporary workplaces, transforming the nature of work and communication. The integration of advanced technologies, such as artificial intelligence, cloud computing, and collaboration tools, has undoubtedly enhanced the efficiency and productivity of employees. Work stress in the Independent Electoral Commission, INEC, has been associated with various negative consequences, including burnout, reduced job satisfaction, and impaired mental well-being. Organizations must recognize and address the impact of information technology on employee stress to foster a healthy work environment (Smith, 2021; Johnson, & Martinez, 2022; Jones, & Smith, 2023; Garcia & Patel, 2022).

The relationship between work stress, information technology and employee performance in the context of information technology is complex and multifaceted. While some stress can motivate and drive individuals to perform at their best, chronic and excessive stress can have detrimental effects on employee performance. Studies have shown that important levels of work stress in IT professionals can lead to decreased concentration, impaired decision-making, and diminished overall job performance (Johnson, & Martinez, 2022). Organizations are encouraged to implement strategies to mitigate work stress, such as providing adequate training and support, promoting a positive work culture, and fostering a healthy work-life balance. Therefore, addressing work stress in the Independent National Electoral Commission, INEC and other organizations is paramount to improving employee well-being and enhancing overall firm performance and productivity (Smith, 2021; Jones, & Smith, 2023; Garcia & Patel, 2022).

Work stress has become an inherent part of employee lives. The demands of modern workplaces, characterized by tight deadlines, elevated expectations, and constant change, can lead to considerable stress that not only affects individual well-being but also has broader implications for work stress (Nielsen, Nielson, Ogbonhaya, Kansala, Saari & Isaksson, 2019). Recognizing the significance of addressing work-related stress, organizations are increasingly focusing on implementing effective work-stress strategies to enhance employee well-being and bolster overall performance.

Employee performance refers to the effectiveness and efficiency with which an individual carries out their job responsibilities within an organization (Prahan, & Jena, 2016). It is a comprehensive assessment that considers various aspects of an employee's contributions, skills, behaviors, and outcomes. Different organizations may have specific criteria and metrics to evaluate performance, but common elements often include job-related competencies, interpersonal skills, goal achievement, and overall productivity. Another component is goal attainment, where employees are assessed based on their ability to achieve individual and organizational objectives. This may involve meeting sales targets, completing projects on time, or contributing to the overall strategic goals of the company.

The Independent National Electoral Commission (INEC) is a crucial institution responsible for organizing and overseeing elections in Nigeria, ensuring their fairness and credibility (INEC, 2020). Given the intricate nature of the electoral process, its successful execution relies heavily on the performance of INEC employees. However, the demanding nature of election administration, particularly in states like Imo State, poses significant challenges that can lead to work-related stress among employees.

To accomplish this goal, occupational stress has been recognized as a significant roadblock (Okolie & Mgbemena, 2018). Work stress is a significant obstacle to achieving this goal

because it can reduce employee performance and jeopardize the quality-of-service delivery in the electoral process. Employees who experience stress while contributing to the success of the organization cannot give their best effort unless the factors that caused the stress are successfully controlled by the employee or the organization (Hassard, Teoh, Cox & Zhu, 2018). According to Robbins, Judge, and Sanghi (2009), work stress impairs worker stress performance, which results in subpar work and wasted time when completing tasks.

Understanding the relationship between work stress, information technology, and employee performance is crucial for the success of the INEC. Effective management of work-related stress can lead to enhanced employee well-being and performance, thereby contributing to the credibility and integrity of elections (European Agency for Safety and Health at Work, 2014). The study of work stress management and employee performance in the context of INEC in Imo State is vital, especially considering past elections. This research holds multiple benefits, including a comprehensive understanding of the causes of work stress among INEC employees.

It is appropriate to point out that many academic studies have been done on work-stress management and employee performance with mixed findings. A recent study by Simanjuntak, Suhud, and Susita (2023) found that an elevated level of work environment had a positive effect on job satisfaction in Indonesia. A study by Pandey (2020) using a Nepalese bank found that work stress components (such as employment overload, lack of job security, poor communication, and work type) significantly decrease employee performance. Another study by Hassan, Shafin, and Akter (2023) also found that employee stress significantly contributes to workplace bullying and negatively affects the productivity of employees.

However, there appear to be few academic studies done to determine the relationship between work-stress management and employee performance in the Independent National Electoral Commission (INEC) electoral process, particularly in Imo State. This study aims to bridge the

gap in the existing literature by examining the extent to which work environment, work content, and personal factor influences employee engagement, employee satisfaction, and employee commitment within the context of the Independent National Electoral Commission (INEC) employees in Imo State, Nigeria. It is upon these gaps in the use of concepts, perspectives, scope, population of the study, and analytical tools that study objectives are formulated to fill the research gap in knowledge.

### **1.3 Problem Statement**

The rapid pace of technological advancements has also contributed to increased work stress among employees. The need to adapt to added information systems, handle information overload, and meet stringent deadlines imposes challenges on employees during elections. This can lead to elevated stress levels. Difficulty in using the Bimodal Voters Accreditation System (BVAS) to collect data during the election can contribute to work stress and can have far-reaching implications for employees of INEC. Power outage or dead battery can affect its functionality leading to inaccurate results. Some employees may not be comfortable using BVAS due to its peculiarity and may require IT skills to operate it. Due to its peculiarity, some employees may prefer the traditional paper ballot method because e-voting can disenfranchise them. In a situation where the software or hardware has technical problems, it could prevent voters from voting. This could result in voter disenfranchising. Considering the above, information technology advancement can result in work stress leading to burnout, reduced job satisfaction, and impaired mental well-being.

Apart from burnout, employees may experience excessive work stress because using an inconducive work environment can negatively affect employee performance and organization. When workers are not comfortable with the level of advancement of information technology

which requires them to improve their skills themselves, their level of commitment and productivity would drop.

In real-life situations, advancement in technology is expected to boost employee morale and commitment. The Independent National Electoral Commission, INEC, needs to enhance its staff skills in the form of training and adopt a virtual work environment to reduce work-related stress targeted to enhance job satisfaction and productivity among employees.

The above gaps or problems motivate the researcher's attention to embark on this study on work stress, information technology, and employee performance. It is against this backdrop of the problem statement that this study's objectives are formulated below.

#### **1.4 Objectives of the Study**

This study aims to examine the relationship between work stress, information technology, and employee performance of the Independent National Electoral Commission in Imo State, Nigeria. Drawn from the general objectives above, the specific objectives seek to:

- I. Determine the relationship between work content and employee engagement of the Independent National Electoral Commission (INEC) in Imo State.
- II. Ascertain the relationship between information technology or virtual work environment and employee satisfaction of the Independent National Electoral Commission (INEC) in Imo State.
- III. Examine the extent to which personal factors influence employee commitment to the Independent National Electoral Commission (INEC) in Imo State.
- IV. Determine the extent to which work quality influences employee motivation of the Independent National Electoral Commission (INEC) in Imo State.

## **1.4 Research Questions**

To accomplish research objectives, the following research questions are formulated to guide this study.

- I. To what extent does work content relate to employee engagement in the Independent National Electoral Commission (INEC) in Imo State?
- II. How does the information technology/virtual work environment contribute to employee satisfaction in the Independent National Electoral Commission (INEC) in Imo State?
- III. How do individual personal factors influence employee commitment to the Independent National Electoral Commission (INEC) in Imo State?
- IV. To what extent does work quality influences employee motivation in Independent National Electoral Commission (INEC) in Imo State?

## **1.5 Research Hypotheses**

The following hypothesis were formulated in Null form and tested:

- I. H<sub>01</sub>: There is no significant relationship between work content and employee engagement of Independent National Electoral Commission (INEC) in Imo State.
- II. H<sub>02</sub>: Information technology/virtual work environment do not contribute to employee satisfaction of Independent National Electoral Commission (INEC) in Imo State.
- III. H<sub>03</sub>: Individual personal factors do not influence employee commitment to Independent National Electoral Commission (INEC) in Imo State.
- IV. H<sub>04</sub>: Work quality does not influence staff motivation of Independent National Electoral Commission (INEC) in Imo State.

## **1.6 Justifications of the Study**

There are practical justifications and theoretical justifications stated as follows.

### **1.6.2 Practical Justification**

Given the importance of effective stress management in the public sector, this work will be helpful to Independent Electoral National Commission (INEC) in Imo State and throughout Nigeria. Therefore, managers and decision-makers in the sector may wish to use the suggested strategy to address the difficulties relating to work-stress and benefit from a more productive and transformative working relationship. The results show how these stressors might be controlled to improve employee performance.

### **1.6.1 Theoretical Justification**

Theoretically, scholars in management and social science fields will gain a great deal from this work, particularly identifying causes of workplace stress and how to manage them to boost employee satisfaction and performance. Students, on the other hand, will gain from it because it will aid some of them who will later conduct further research on issues related to managing work-related stress and employee performance.

### **1.7 Scope of the Study**

The geographical scope of this study is limited to three (3) senatorial zones of INEC offices in Imo State. They include; Imo East/Owerri Zone, Imo North/Okigwe Zones and ImoWest/ Orlu Zone of independent national electoral commission (INEC) offices operating in Imo State, Nigeria.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Conceptual Review

##### 2.1 Work Stress

Numerous authors have attempted to define work stress. It refers to the physical and emotional strain experienced by individuals in response to job-related demands and pressures (Smith, & Johnson, 2023). The authors explain that a great deal of work stress can be caused when someone finds himself or herself in a job-related situation that is not a match to his/her capabilities and knowledge. The difficulty of coping with such situation can lead to work related stress that can negatively influence performance of the individual (White, 2022). Work stress refers to the process of job stressors or stimuli in the workplace, leading to strains, or negative responses or reactions (Glazer & Lie, 2017).

Work Stress in an actual sense is the management of any perceived physical or emotional weight on a person (Michie, 2002; Arif, Respati & Nasir, 2022). Thus, it is the management of the state of physical or emotional draining, which is brought about by a hostile or circumstance, which is in collaboration with a stressful situation and the person(s) involved. It is the ability to manage any form of mental strain when person (s) is not strong enough to withstand the demands from their environment Stress is therefore a threat to both the firm and individuals at every level, because the employee is going to experience at some point.

There are numerous studies that focused on the causes and consequences of work stress on individuals and organizations. A recent study by Senaratne and Rasagopalasingam, (2016) also identified that key sources of stress related to tasks include; organizational settings, physical conditions, and personal situations. Although general studies showed both positive and

negative impact of stress on performance. The positive impact of stress at a certain level is favorable and positively affects performance. In contrast, the authors also found that stress is also unfavorable and negatively impacted on task, interpersonal and organizational performance. Similar studies by Conley and You (2014) found that lack of extrinsic motivation and absence of incentives are direct causes of stress at work. Study found that workplace harassment was found to be another source of work stress (Neall & Tuckey, 2014). Another study conducted by Allen, Herst, Bruck, and Sutton (2013) revealed that job stressors (e.g., high workload, role ambiguity) result to decreased job satisfaction, increased absenteeism, and impaired physical and mental health. A similar study by Pandey (2020) identified employment overload, lack of job security, poor communication, and work type to be the most crucial factors that cause work stress among the staff. However, some studies have identified benefits of stress management. On the other hand, Dewa, Thompson and Jacobs (2019) emphasize that well-designed stress management programs can lead to improved morale, job satisfaction, and employee engagement. The authors posit that organizations should prioritize work stress initiative to enhanced performance, reduced turnover, and an improved overall work stress climate. By nurturing a work environment that actively addresses and manages stressors, organizations create a positive culture that supports employee health and performance.

Similarly, Kossek and Thompson (2016) highlight that stress management initiatives provide employees with greater control over their work schedules and allow for a better work-life balance, can lead to reduced stress levels and increased job satisfaction. Lukic and Lazarevic (2019) have identified solution-focus coping strategy as a remarkably effective measure for stress relief. The author argues that solution-focus techniques involve changing a situation to provide a solution to a problem confronting someone. It is also applicable talking to someone when a person feels depressed.

However, Bakker, Demerouti, and Sanz-Vergel (2014) have identified workload management as an effective method of work stress management. According to the authors, effective workload distribution, realistic deadlines, and prioritization of tasks can prevent excessive job demands and reduce stress. Cheng & McCarthy (2018) have emphasized that teaching employees effective coping skills (such as problem-solving and emotion-focused coping strategies) are methods of managing work-related stressors effectively. Employees can use time management techniques such as setting priorities, delegating tasks, and organizing work schedules to improve efficiency and reduce stress (Häusser et al., 2010). Similarly, Glazer and Lie (2017) state that the goal of stress management interventions is to minimize problems in the work environment, intensify aspects of the work environment that create a sense of a quality work context, enable people to cope with stressors that might arise, and provide tools for employees and organizations to manage strains that might develop despite all best efforts to create a healthy workplace.

While the benefits of work stress management are undeniable, its implementation is not without challenges. Hurrell, Nelson and Simmons (2016) highlight that barriers such as resistance to change, limited resources, and insufficient management support can hinder the successful adoption of stress management initiatives. Overcoming these challenges requires a multifaceted approach that involves fostering a culture of openness, training leaders to recognize and address stressors, and dedicating resources to well-structured stress management programs.

### **2.1.1 Work Content**

Work content tends to represent the sum total of contributory activities relating to work that seem to complete the work circles (Ghosh, Bhattacharjee & Chau, 2004). The authors explained that work content entails some psychological, physical, and emotional job hazards

that inhibit one's liberty and bring about work-stress. They also revealed that workload relates to stressors. This means that the pace at which work is conducted and completed, and the level of involvement and control needs can bring about a prominent level of stress on the person that carries out the task (Grynderup, 2013). The components or composing parts of a job that influences its design has several parts which include job-threat, and related pitfalls or impending dangers that are associated with lack of use of required skills that is needed to undertake such task, lower levels of commitment to assigned task, low lack of value for things that constitute skillful performance of the activities.

Unpredictability or lack of variability to work approach, high insistence and peremptory request, or differing demands with little resources at the disposal for the parties involved (Ghosh, Bhattacharjee & Chau, 2004). In real terms, the lack of certainty about workflow can be expressed in dissimilar ways that could result in lack of conclusive or feedback for the task undertaken, which could be one interpretation, and job insecurity leading to higher levels of work-stress.

Moreover, work content impacts employees' well-being and psychological health. Jobs with important levels of task variety and autonomy are associated with lower levels of job stress and burnout (Schaufeli & Bakker, 2004). Employees who have control over their work and experience a sense of accomplishment from completing meaningful tasks are less likely to experience detrimental effects on their mental health. Furthermore, work content influences employee development and career satisfaction. Jobs that provide opportunities for skill utilization, learning, and growth contribute to employees' professional development and career advancement (Grant & Parker, 2019). Employees who perceive their work as challenging and developmental are more likely to experience higher levels of career satisfaction and increased opportunities for advancement within the organization.

Work content comprises several key elements that shape employees' experiences and perceptions of their jobs. These elements include task variety, task significance, task identity, autonomy, and feedback. Task variety refers to the extent to which employees engage in a range of different activities and encounter diverse challenges in their work (Hackman & Oldham, N.D). Task significance refers to the degree to which employees perceive their work as meaningful and having a positive impact on others or society (Grant & Parker, 2019). Task identity refers to the extent to which employees can see the completed outcome of their work and perceive the contribution they make to the overall task. Autonomy refers to the level of independence and decision-making authority employees have in carrying out their tasks (Hackman & Oldham, N.D). Lastly, feedback refers to the provision of information about employees' performance and the outcomes of their work, which allows them to assess their progress and adjust to it.

Work content plays a vital role in employee performance, satisfaction, and well-being. When employees perceive their work content as meaningful and challenging, they are more likely to experience higher levels of motivation, job satisfaction, and engagement (Grant & Parker, 2019). Meaningful work content fosters a sense of purpose and fulfillment, which contributes to employees' overall well-being and job commitment (Wrzesniewski & Dutton, 2020). Moreover, work content influences employees' perception of their competence and skill development opportunities. Jobs that offer task variety and allow employees to use and develop a range of skills enhance their sense of competence and mastery (Grant & Parker, 2019). This, in turn, promotes job satisfaction and job performance.

### **2.1.2 Information Technology (Virtual Work Environment**

A virtual work environment refers to a setting where employees can perform their job duties remotely with the aid of digital technologies and communication tools (Johnson, Davis, &

Patel, 2021). It allows individuals to work from various locations, breaking away from the traditional, centralized office setup. In a virtual work environment, collaboration, communication, and task execution occur through digital platforms, enabling flexibility in work hours and locations.

The advancement of digital communication tools, cloud computing, and collaborative platforms has helped organizations in adopting virtual work arrangements to facilitate flexibility and remote collaboration among employees (Johnson, Davis, & Patel, 2021). This shift is particularly evident in the use of electronic voting which accelerated the adoption of virtual work practices. Virtual work environments allow employees to work from distinct locations, promoting a more diverse and inclusive workforce by breaking down geographical barriers. The flexibility of virtual work arrangements can enhance work-life balance and attract talent from various regions, contributing to a more dynamic and agile workforce.

However, the virtual work environment is not without challenges. Communication barriers, feelings of isolation, and difficulty in maintaining team cohesion are common issues faced by remote workers (Jones & Smith, 2023). Establishing effective communication channels and fostering a sense of community within virtual teams are critical aspects of mitigating these challenges. Organizations need to invest in technologies that support seamless collaboration and provide opportunities for social interactions, such as virtual team-building activities. Additionally, leaders must adapt their management styles to effectively lead and motivate virtual teams, recognizing the importance of trust-building and clear communication.

Recent research has explored the impact of virtual work environments on employee well-being and performance (Johnson, Davis, and Patel, 2021). Studies suggest that when implemented strategically, virtual work arrangements can lead to increased job satisfaction, reduced commuting stress, and improved overall mental health among employees. Organizations that

prioritize the well-being of their virtual workforce are more likely to see positive outcomes in terms of employee engagement and performance.

Recent research sheds light on the various dimensions of virtual work environments. A study by Johnson, Davis and Patel (2021) defines a virtual work environment as one that leverages information and communication technologies to create a seamless and connected workspace for distributed teams. The authors highlight the role of digital collaboration tools and cloud-based platforms in facilitating remote work and emphasize the importance of organizations adopting a technology-driven approach to support virtual work arrangements effectively.

Furthermore, a comprehensive review by Smith and Brown (2022) discusses the evolution of virtual work environments and provides a nuanced definition that encompasses the dynamic nature of remote work. They emphasize the role of virtual work environments in promoting work-life balance, reducing commuting stress, and fostering a diverse and inclusive workforce. The review underscores the need for organizations to adapt their policies and infrastructure to optimize the benefits of virtual work while addressing associated challenges.

According to Herrity (2023), work environment refers to all elements affecting daily productivity. It is the setting, social features, and physical conditions in which some perform his or her job. These elements can impact feelings of well-being, workplace relationships, collaborations, efficiency, and employee health. According to Harvard Business Review (HBR, 2015) cited in Workland (2022) stressful workplace environment and strict corporate cultures have reduced employee willingness to work, which can be detrimental to both outreach and company reputation. A well-equipped workplace encourages communication and collaboration between colleagues. Teams that work in co-working spaces that are tailored to the individual needs of the company are more likely to share a variety of ideas. A modern and inspiring workplace benefits employees much more, so that employee productivity and enthusiasm

contribute to the achievement of business goals. A positive environment, good relationships with colleagues and supervisors, create a positive work environment. Employees feel more secure in a positive work environment. However, employees who do not feel respected and valued in their workplace may face certain psychological issues.

The work environment encompasses physical factors such as office layout, noise levels, and ergonomics, as well as psychological factors like job design, task characteristics, and workload (Bakker, Demerouti, & Sanz-Vergel, 2014). A positive work environment that supports employee well-being, fosters collaboration, and provides the necessary resources enhances job satisfaction and performance. Work internal environment significantly influences employee performance, job satisfaction, and well-being. A positive work internal environment fosters a supportive and engaging work environment that contributes to employee motivation, commitment, and work stress success. A conducive work environment, both physically and psychologically, enhances employee well-being and performance. An ergonomic and comfortable physical environment, along with job design that offers autonomy and challenging tasks, contributes to employee satisfaction and engagement (Bakker et al., 2014). Positive social dynamics, characterized by supportive coworker relationships and supervisor support, create a sense of belonging and reduce job strain (Eisenberger et al., 2002). Employees who experience positive social interactions and support are more likely to be engaged in their work and have higher levels of well-being.

### **2.1.3 Personal Factor**

Personal factors play a significant role in the experience of work stress. While work stress can arise from various work stress and job-related factors, it is essential to recognize the influence of individual characteristics on employees' stress levels and well-being. Several individual

characteristics can influence an employee's vulnerability to work stress. These include personality traits, coping mechanisms, emotional intelligence, locus of control, and resilience. Personality traits, such as neuroticism, perfectionism, and Type A behavior pattern, have been linked to increased susceptibility to work stress (Cheng & McCarthy, 2018; Spector & Jex, 2018). Individuals with high neuroticism may experience heightened emotional reactivity and tend to interpret situations as more stressful. Perfectionistic tendencies may lead individuals to set excessively exacting standards, resulting in increased stress levels. Type A behavior, characterized by competitiveness, time urgency, and a sense of urgency, can contribute to chronic work stress.

Coping mechanisms, the strategies individuals use to manage stress, also influence their experience of work stress. Effective coping strategies, such as problem-solving, seeking social support, and positive reframing, can help individuals manage and reduce stress levels (Folkman & Lazarus, 2020). On the other hand, maladaptive coping mechanisms, such as avoidance, denial, or substance use, can exacerbate stress levels. Personal factors also shape the coping mechanisms individuals employ to manage work stress. Personality traits, such as extraversion or neuroticism, can influence whether individuals seek social support, engage in problem-solving, or adopt avoidance strategies (Carver & Scheier, 1994). An individual's cultural background and upbringing may also contribute to their preferred coping styles. For instance, a person from a collectivist culture may emphasize seeking social support, while an individual from an individualistic culture might focus on problem-solving.

Personal factors significantly impact employee well-being in the internal environment of work stress. Individuals with certain personality traits, such as high neuroticism or perfectionism, may experience higher levels of stress and exhibit symptoms of psychological distress (Cheng & McCarthy, 2018; Spector & Jex, 2018). Chronic exposure to work stress can lead to adverse health outcomes, including increased risk of burnout, anxiety, depression, and physical health

problems (Schaufeli, Leiter, Maslach, & Jackson, 1996). Effective coping mechanisms, such as problem-solving and seeking social support, can mitigate the negative impact of work stress on employee well-being (Folkman & Lazarus, 2020). Individuals who employ adaptive coping strategies are more likely to experience lower levels of stress and higher levels of psychological well-being (Sears, Urquijo, & Evans, 2015).

#### **2.1.4 Workplace Quality**

Work quality refers to the standard of excellence or the degree of excellence exhibited in the performance of tasks and responsibilities within a professional or organizational context. It encompasses the precision, accuracy, and overall effectiveness with which an individual or team completes their work. High work quality is often characterized by attention to detail, adherence to standards, and the ability to meet or exceed expectations (Robbins, Judge & Sanghi, 2009; Cross, 2019). One key aspect of work quality is consistency. Consistent performance at an elevated level over time demonstrates reliability and a commitment to maintaining standards. This involves not only producing high-quality outputs but also ensuring that the processes and methods used to achieve those outcomes are reliable and repeatable. Consistent work quality contributes to a positive reputation for individuals and organizations, fostering trust among colleagues, clients, and stakeholders.

It is associated with several key attributes that collectively contribute to the attainment of work quality, such as task completion, timeliness, cost-performance, accountability, and consistent delivery of sub-processes). The achievement of work quality is pivotal in achieving success in various professional contexts. It reflects the performance and efficiency with which tasks and projects are executed, and it plays a significant role in determining the overall performance of an individual, team, or organization (Robbins, Judge & Sanghi, 2009).

Mooney (2023) asserts that a quality workplace is essential to keep employees on task and working efficiently. An excellent work environment is marked by such attributes as

competitive wages, trust between the employees and management, fairness for everyone, and a sensible workload with challenging yet achievement goals. One of the best ways to create a quality workplace is by showing employees they are quality workers. The most tangible way to express this is by providing competitive compensation and benefits to your staff.

Beaton, Bombardier, and Escorpizo (2019) note that work quality reflects the ability to meet and exceed set objectives. It encompasses not only the final product but also the efficiency with which the project is completed, adherence to timelines, and the optimization of resources to ensure cost-effectiveness. Campbell (2019) emphasizes the importance of accountability in achieving work quality. This dimension underscores the responsibility of individuals and teams to take ownership of their work, ensuring that tasks are executed with precision and within the stipulated times. Accountability is integral to quality as it ensures that work is carried out with dedication and a commitment to excellence. The delivery of high-quality work is not only a matter of excellence but also holds significant commercial relevance and value for businesses.

Halbeslebe and Wheeler (2018) highlight that the quality of work, when consistently maintained at a prominent level, serves as a critical factor that can positively influence customer behavior. This influence is achieved through the fine-tuning of services to ensure compliance with established standards and regulations. Moreover, delivering work of exceptional quality can exceed customer expectations, influencing their subscription decisions.

One of the foundational elements of the quality of work is job design. A well-designed job is one that aligns with an individual's skills, interests, and abilities. Jobs that are engaging, challenging, and provide opportunities for personal and professional growth tend to enhance job satisfaction and overall well-being (Hackman & Oldham, N. D). When individuals find their work meaningful and fulfilling, they are more likely to experience higher levels of job

satisfaction and life satisfaction. Workplace conditions also significantly impact the quality of work.

Work-life balance is another vital aspect of the quality of work. Achieving a balance between professional and personal life is essential for overall job satisfaction and well-being. High-quality work allows individuals to meet their work commitments while having time for personal pursuits, family, and leisure (Greenhaus & Allen, 2011). This balance not only contributes to reduced stress but also improves relationships and overall life satisfaction. The quality of work also extends to the relationships individuals have within the workplace. Positive, supportive, and respectful work relationships with colleagues and supervisors play a critical role in job satisfaction and overall psychological well-being (Eisenbeiss, Knippenberg, & Boerner, 2008). A workplace characterized by healthy interpersonal dynamics fosters a sense of belonging, reduces stress, and enhances overall job satisfaction.

In addition, Judge, Bono, Thoreson, and Patton (2001) highlight the importance of employee well-being in terms of job satisfaction and performance. When employees feel valued, supported, and experience a prominent level of well-being at work, they are more likely to be engaged, committed, and productive. High-quality work is associated with greater job satisfaction, lower stress levels, and improved overall well-being (Warr, 2007). When individuals are engaged in meaningful and fulfilling work that aligns with their skills and interests, they experience higher levels of psychological and emotional well-being.

The quality of work content significantly affects various employee outcomes. Employees who perceive their work as meaningful and engaging are more likely to experience higher levels of job satisfaction, work stress commitment, and work engagement (Grant & Parker, 2009; Wrzesniewski & Dutton, 2020). Meaningful work content provides employees with a sense of purpose and alignment with their personal values, leading to greater job satisfaction and

commitment to the organization. In addition, work content influences employees' motivation and performance. When employees have autonomy and decision-making authority over their work tasks, they experience a greater sense of control and ownership, which enhances their motivation and job performance (Hackman & Oldham, N.D). Autonomy allows employees to exercise their creativity and problem-solving skills, leading to higher levels of innovation and performance (Wrzesniewski & Dutton, 2020).

### **2.1.5 Employee Performance**

Ciner (2019) Cited in Ogbennia (2022) defined employee performance as how an employee fulfills their job duties and executes their required tasks. According to the authors thinking, it is a measure of the effectiveness, quality, and efficiency of employee output. Performance also contributes to our assessment of how valuable an employee is to the organization. Each employee is a serious investment for a company, so the return that each employee provides must be significant.

According to Kimberlee (2019) Cited in Ogbennia (2022), the objective of employee performance is to achieve goals. Successful employees meet deadlines, make sales, and build the brand via positive customer interactions. When employees do not perform effectively, consumers feel that the company is apathetic to their needs and will seek help elsewhere. Employees who perform effectively get things done properly the first time. Imagine if the person who created customer reports was always late in completing them. The client services department would always be waiting, looking unprofessional, and incompetent. Another objective of employee performance is to create a positive work environment. When people are doing their jobs effectively, morale in the office gets a boost. Employees who are not motivated to get the job done as indicated can bring down an entire department. It is important to foster a

positive, energetic work environment. Cultivate a positive work environment by rewarding high-performing employees with incentives and group recognition during meetings. High-performing offices also attract quality talent in recruiting because the office feels alive and that it's working toward goals.

Epstein (2004) highlighted the importance of managing hardships, minimizing wastage, and implementing revisions in various processes. By doing so, organizations can achieve not only a qualitative but also a quantitative increase in productivity per individual, resulting in higher output and improved quality of their products or services (Epstein, 2004). One of the key outcomes of these strategic practices is their direct contribution to the achievement of work stress standards and goals. This aligns with the understanding that meeting and exceeding objectives is crucial for the success of any business. In practical terms, when companies effectively minimize losses and optimize their processes, they can deliver better products or services to their customers. This not only satisfies the clients but also aligns with their desired specifications and expectations (Pulakos, 2004).

Many basic ideas or doctrines of the workforce's performance are embodied in the abilities and resources of highly performance employees (Green, 2004). Highly performance employees consistently demonstrate exceptional performance and make significant contributions to their organization which is why employee performance is pivotal for success as it directly impacts productivity, job satisfaction, and overall performance.

In other words, employees must be effective if service are to survive (Ukachukwu & Theriohamma, 2013). Employee performance is defined as an individual's capacity to accomplish both personal goals and employer expectation (Dada, Adeyemo & Ilesanmi, 2017). Employee performance is crucial to the smooth operation of free, fair, and credible elections in the context of the INEC in Imo State (Nwankwo & Onwujekwe, 2021). Effective workers

should be highly motivated, productive, and dedicated to their jobs to improve the services rendered during the electoral process.

### **2.1.6 Employee Engagement**

It refers to the extent to which employees feel towards their work, team and organization both mentally and emotionally (Kristin, 2021; Cited in Ugwu & Ofor, 2023). Employee engagement measures how employees feel about their organization. Based on their perception of the workplace, employees are categorized into four main groups; highly engaged, moderately engaged, barely engaged and disengaged employees. According to the author, highly engaged employees hold very favorable opinions of their place of work. This implies that they are likely to put extra effort into helping their organization succeed due to the love and positive feelings they have for it. Similarly, moderately engaged employees see their organization in a moderately favorable light. This category of employees like their organization but sees opportunity for improvement. On the other hand, barely engaged employees feel different towards their place of employment. The category of employees does not like their position and may be searching for job opportunities in other firms. Disengaged employees have a negative attitude to their job and organization. They lack commitment to their position, responsibilities and are disconnected from the mission, goals, and future of their organization.

Employee Engagement also describes the level of enthusiasm and dedication a worker feels towards their job (Smith & Rathburn, 2020). Employee engagement can be critical to a company's success, given its links to job satisfaction and employee morale. Communication is a critical part of creating and maintaining employee engagement. Engaged employees are more likely to be productive and higher performing. They tend to display a greater commitment to a company's values and goals. Employers can encourage employee engagement in many ways;

including communicating expectations clearly, offering rewards, and promotion for excellent work, keeping employees informed about company performance, discussing career advancement, and providing regular feedback.

Engagement refers to involvement, commitment, passion, enthusiasm, absorption, focused effort, and energy. For instance, Merriam-Webster dictionary describes engagement as emotional involvement or commitment and as the state of being in gear (Schaufeli, 2014). Contrary to those who suffer from burnout, engaged employees have a sense of energetic and effective connection with their work; instead of stressful and demanding they look upon their work as challenging. Accordingly, engagement is characterized by energy, involvement, and efficacy, which constitute the direct opposites of the three burnout dimensions exhaustion, cynicism, and reduced accomplishment. In this view, engagement and burnout are inherently linked and can therefore be assessed with the same instrument.

Meanwhile, Schaufeli and Bakker (2020) define work engagement as the mental state that accompanies an individual's committed investment of personal energy. The previously mentioned interpretations of this concept illustrate that an engaged employee is intellectually and emotionally connected to the organization, possesses an intense sense of dedication to its objectives, and is resolute in upholding its values.

Several studies indicate that higher levels of employee engagement reduce the intention to leave the organization (Maslach et al., 2001; Saks, 2006). Engaged employees are enthusiastic about their roles, committed to stressful work goals, and willing to invest discretionary effort.

### **2.1.7 Employee Satisfaction**

Employee Satisfaction is a term used to describe whether employees are happy and fulfilling their desires and needs at work (Kaliska, 2007; Cited in Ugwu, Ijeoma & Nnaji-Ihedinmah, 2020). It is the extent to which people like or dislike their jobs. Employee Satisfaction

describes employees' level of enthusiasm and happiness with an individual's work. It further explains how pleased employees are and contented with their job. In the same way, Armstrong (2006) defined Employee Satisfaction as the attitude and feelings people have about work. According to the authors, thinking a favorable (positive) attitude towards work increases job satisfaction while an unfavorable (negative) attitude towards the job decreases job satisfaction which is built on the job and is internally motivated.

Similarly, Writer (2020) also defined Employee Satisfaction as a situation individual feels happy and contentment with work. It describes a positive emotional response of employees at their current work. Job Satisfaction varies from one employee to another because what appeases someone may not appease another person. It can lead to lower turnover in the workplace. Turnover means loss of output per person in the organization. The existence of top talent can affect organizational productivity especially in the unit or station where the person works. It will take organizational time and huge resources to recruit, train and nurture fresh talents. It can be one of the highest costs incurred by the human resource department. Although, turnover can be good for business because the exit of an old employee can open a new window for fresh talent to join the workforce which offers firms great opportunity to discover new talents which can in turn used for future organizational succession planning.

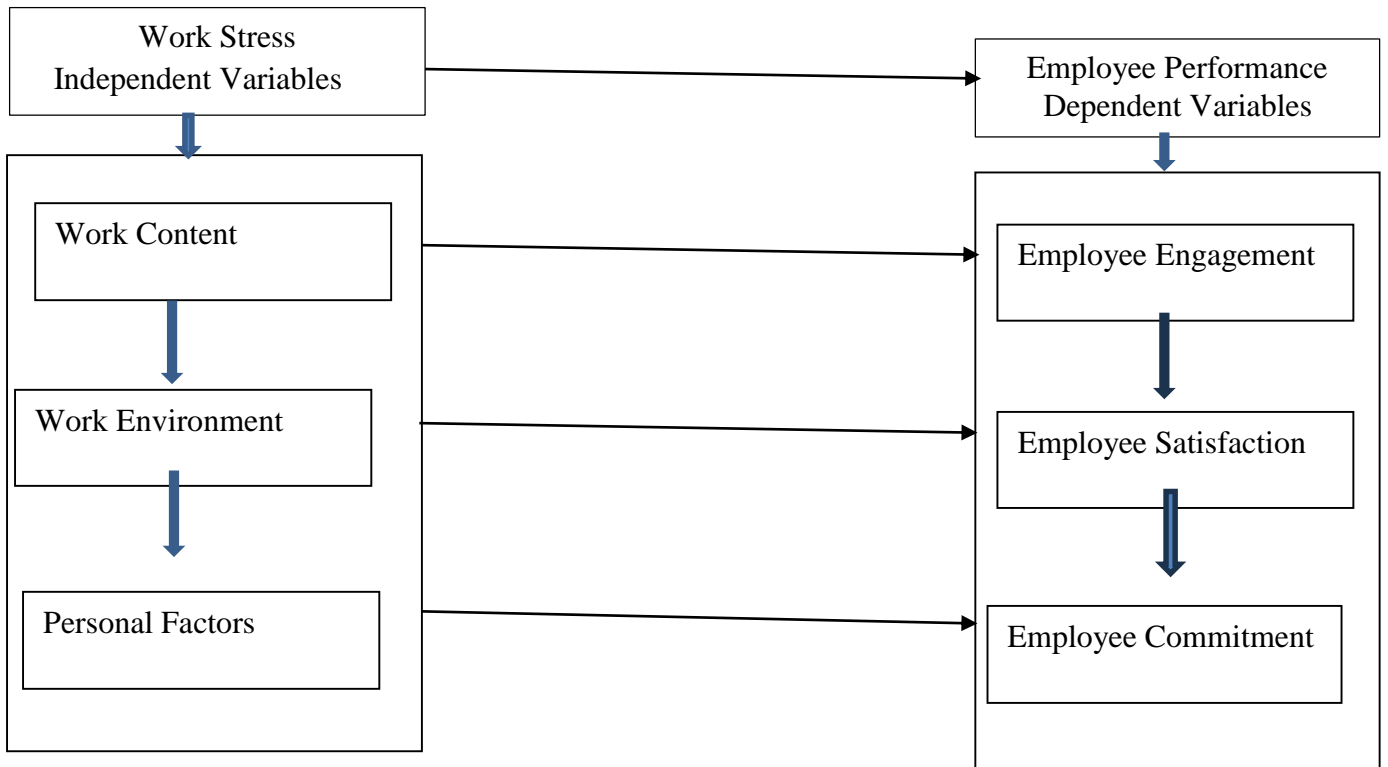
According to Cole (2005) factors contributing to employee satisfaction include motivation (treating the employee with respect), providing regular employee recognition, career advancement, growth opportunities, work conditions (offering above industry benefits and compensation), company policy and administration, job security among others. Among the above-mentioned drivers of the employee satisfaction index, employee motivation is considered among other factors because factors leading to satisfaction are intrinsic and internal in the organization.

### **2.1.8 Employee Commitment**

According to Andrew (2017), cited in Ugwu and Ofor (2023) employees are a valuable asset in achieving firm goals and maintaining competitiveness in the corporate climate. Organizations rely on devoted people to build and sustain competitive advantages and achieve outstanding performance (Riasat, Aslam & Nisar, 2016). According to Helfat and Peteraf (2003), companies strive to achieve long-term organizational solutions, by establishing top-down organizational structures that focus on the creation and continuous development of firm-specific capabilities to deal with organizational problems in a flexible manner. Firms' operations differ due to their organizational capacities, and business performance is determined by how much their personnel are devoted to the organization.

Employee Commitment can be defined as an employee's attachment to a company (Princy & Rebeka, 2019). It demonstrates the amount of employee satisfaction and engagement. As a result, an increase in an employee's degree of commitment would result in an increase in organizational capabilities. Employees, on the other hand, are driven to work for a company that offers a good salary, steady employment, and advancement opportunities. When employees are disengaged, the organization stands to lose the most skilled employees in a competitive market. Employees with a strong sense of purpose prefer to dedicate their effort and time to achieving the company's objectives and values.

**Figure 1: Summary of Conceptual Framework that Shows the Relationship between the Variables**



**Source: (Author’s Own Creation).**

The figure above represents the relationship between work stress, information technology and employee performance of Independent National Electoral Commission, INEC Imo State, Nigeria. To this study, work stress represents the independent variable (X). Work stress is proxy to work content (X1), virtual work environment (X2) and personal factors (X3). Similarly, information technology is acting as a moderating variable mediating the relationship between work stress and employee performance. On the other hand, employee performance represents the dependent variable (Y) and is proxy to employee engagement (Y1), employee satisfaction (Y2) and employee commitment (Y3). Therefore, the pairwise combination between the independent variables and dependent variables was sought to formulate research objectives, research questions and research hypotheses. The cause-and effect relationship between X and Y was represented in the above figure.

## **2.2 Theoretical Framework**

This study is anchored on translational leadership theory and Job Demand-Control (JDC) theory.

### **2.2.1 Transactional Leadership Theory**

This study was anchored on transactional leadership theory perspectives to illuminate the relationship between work stress management and employee performance. The Transactional Leadership Theory (Bass & Avolio, 1994) provides insights into leadership practices that influence stress management and performance. The Job Demand-Control-Support Model (Karasek, 1979) offers a framework to examine the interaction between work stressors, control, and social support and the Coping Theory by Lazarus & Folkman (1984) emphasizes on the cognitive phenomenological processes that enable individuals to attribute meaning to their environment, emphasizing the relational, dynamic nature of the transaction in which stress may arise. These theories provide a foundation for understanding how leadership and work stress factors mediate the impact of work stress on employee performance.

### **2.2.2 Job Demand-Control-Support Theory**

The Job Demand-Control (JDC) theory stands as a pivotal and widely recognized theoretical framework that illuminates the intricate interplay between work characteristics and the experience of stress among employees. Conceived by Robert Karasek in the 1970s, the JDC theory has fundamentally shaped the field of occupational stress research by providing a comprehensive model to understand how job demands and the extent of employees' control over their work contribute to stress levels and overall well-being. Rooted in the context of increasing concerns about occupational stress and its impact on health and performance, Karasek's Job Demand-Control-Support (JDC) theory emerged as a pioneering response to address the complex relationship between job characteristics and stress. It was formally

introduced in the seminal paper "Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign" (Karasek, 1979). This theory recognized the need to move beyond simplistic views of stress, acknowledging that job factors, alongside individual attributes, play a vital role in shaping the stress experience.

According to Karasek (1979) the Job Demand-Control theory, job demands refer to the physical, psychological, social, or work stress aspects of work that require effort from employees. These demands can include workload, time pressure, emotional demands, and conflicting role expectations. On the other hand, job control represents the extent to which employees have autonomy and decision-making authority over their work. It includes aspects such as decision authority, skill variety, and task discretion.

The theory proposes that high job demands coupled with low job control create a stressful work environment, leading to increased job strain and negative health outcomes. High job demands without sufficient control can leave employees feeling overwhelmed and lacking the resources to effectively manage their work responsibilities (Karasek, 1979). Conversely, high job control, even in the presence of high demands, can mitigate the negative effects of stress by providing employees with a sense of autonomy and the ability to make decisions about their work (Van der Doef & Maes, 1999). Research has shown that job strain resulting from high demands and low control is associated with various negative outcomes, including increased job dissatisfaction, decreased job performance, and higher levels of psychological distress (Bakker, Demerouti, & Euwema, 2005). Additionally, job strain has been linked to adverse physical health outcomes, such as cardiovascular diseases and musculoskeletal disorders (Chandola, Britton, Brunner, Hemingway, & Malik, 2008).

The Job Demand-Control theory provides valuable insights into understanding the relationship between work characteristics and stress, offering practical implications for improving

employee well-being and work stress outcomes. In the internal environment of the workplace, the theory emphasizes the importance of balancing job demands and control to promote employee well-being and job satisfaction. Organizations can use the principles of the JDC theory to design jobs that offer a good fit between demands and control, allowing employees to performance manage their workload while having a sense of autonomy and decision-making authority (Van der Doef & Maes, 1999). Furthermore, the JDC theory highlights the role of work stress factors in managing job stress. Supportive work stress policies and practices, such as providing resources, training, and opportunities for participation in decision-making processes, can enhance employees' sense of control and reduce job strain (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001).

The Job Demand-Control theory also has implications for understanding the impact of work characteristics on employee health. High job strain resulting from high demands and low control has been associated with increased risk of mental health problems, such as anxiety and depression (Chandola et al., 2008). By identifying job characteristics that contribute to job strain, organizations can implement interventions to reduce stress and improve employee well-being, leading to enhanced work stress performance. The Job Demand-Control theory provides a valuable framework for understanding the impact of job demands and control on employee stress and well-being. By considering the interplay between job demands and control, organizations can design jobs and implement strategies that promote a healthier and more satisfying work environment. Understanding the Job Demand-Control theory can contribute to the development of effective stress management interventions and policies, benefiting both employees and work stress.

### **2.3 Empirical Review**

Several researchers have carried out studies on workplace stress, information technology and employee performance with different findings. Some of the studies done in both Nigeria and the rest of the globe were revealed below.

Anis and Emil (2022) investigated the impact of job stress on deviant workplace behavior in Egyptian firms. Hypothesis was tested and analyzed using multiple regression to investigate the relationship between variables. The study results found that job stress had no direct effect on deviant workplace behavior.

Jaco, Sebulen and Lorenzo (2023) evaluated stress and coping strategies in Philippines. The study used a case study of international Filipino educators. The study utilized a descriptive correlational survey design and questionnaire as an instrument for data collection. Primary data was obtained from a total population of 132 participants. Purposive sampling technique was utilized in the distribution of the survey. The hypothesis was tested and analyzed using structural equation modelling Pearson Correlation technique. The result confirmed that a meaningful relationship exists between stress and utilization of coping strategies.

Simanjuntak, Suhud and Susita (2023) examined the impact of work environment on employee engagement mediated by job satisfaction in Indonesia. The study used a survey method and questionnaire as an instrument for data collection. Primary data was collected from a total population of 893 respondents via online. The hypothesis was tested and analyzed using structural equation modelling (SEM). Findings confirm that a higher level of work environment had a positive effect on job satisfaction. Findings also revealed that job satisfaction related to employee engagement.

Pandey (2020) carried out study on work stress and employee performance in Nepal. The study employed correlational survey approach and questionnaire as instrument of data collection. Out

of 200 copies of questionnaires distributed to the participants only 120 were returned and utilized in the study. The hypothesis was statistically tested and analyzed using frequency percent and correlation technique. Findings showed that work stress components (such as employment overload, lack of job security, poor communication, and work type) significantly decrease employee performance.

Assiddiki (2023) analyzed the influence of leadership and work environment on job satisfaction and employee performance. Slovin formulae was used to determine the sample size and calculated as 205. Copies of questionnaires were sent to the participants using simple random sampling techniques. The hypothesis was tested and analyzed using regression method and path analysis method to obtain result. Findings showed that leadership had a positive and significant effect on job satisfaction, work environment had a positive and significant effect on job satisfaction.

Bony (2023) explored the impact of workplace factors on employee commitment in India. The study adopted correlational survey method and questionnaire as instrument for data collection. Primary data was collected through an online survey. Pearson correlation was used to test and analyze the hypothesis. Findings showed that a positive relationship exists between altruism and employee commitment.

Nwikiabeh, Zeb-Obipi, Ledee, Barine and Ilekun (2022) examined the association between self-development and employee commitment in Telecommunication firms, Nigeria. A cross-sectional survey was adopted to determine the relationship between the variables. Out of 550 copies of the questionnaire given to the participants only 226 were utilized for the study. The hypothesis was tested and analyzed using Pearson Correlation. The results showed a significant relationship between self-development and employee commitment.

Handayani, Muhtadi, Dewi and Handayani (2023) looked at the relationship between job stress and employee satisfaction. A cross-sectional survey approach was used as instrument for data collection. The hypothesis was tested and analyzed using multiple regression. Findings showed that job stress and employee satisfaction are insignificant.

Hasan, Shafin, and Akter (2023) analyzed the role of employee stress in the workplace bullying and its effect on organizational performance in Bangladeshi. Primary data was collected through interviews and focus groups with participants. Content analysis was employed in the analysis of data. Findings revealed that work overload and personal factors contribute to employee stress. Findings also revealed that employee stress contributes significantly to workplace bullying and negatively affects productivity of employees.

Senaratne and Rasagopalasingam, (2016) identify the critical stressors causing work stress with their effects on the performance of construction project managers (CPMs) in Sri Lanka. Primary data were collected through conducting a survey of CPMs who work in a variety of construction entities and the data was statistically analyzed using correlation. The findings revealed that key sources of stress related to tasks are organizational settings, physical conditions, and personal situations.

Ugwu and Ofor (2023) examined the correlation between employee commitment and organizational capabilities of Nigerian Bottling Firms, South-east, Nigeria. The study adopted correlational survey design and questionnaire as instruments for data collection. The study's total population comprised 610 participants from the senior, middle and lower management cadre. The sample size was determined using Taro Yamane formula and calculated as 242. A simple random sampling technique was used in the questionnaire distribution via face-to-face. The hypothesis was tested and analyzed using simple regression. Findings showed a significant positive correlation between employee motivation and organizational competitiveness.

Warrach, Ahmed, Ahmad and Khoso (2014) investigated on the Impact of Work Stress on Job Performance using an Empirical study of the Employees of Private Sector Universities of Karachi, Pakistan. The study population comprised of 133 employees of Universities in Karachi that are providing education in the disciplines of Business Administration, Engineering, Medicine, Textile and Fashion. Pertinent data was collected through questionnaires based on closed-ended questions. Multiple Linear Regression technique was used to test the hypothesis. The results revealed that workload, role conflict, and inadequate monetary reward contribute to stress among employees.

Adewole, Eboh and Odumu (2021) assessed the Effect of human resource variables and work-related stress in the Nigerian banking industry. 1024 questionnaire was administered to employees of the selected banks. The Spearman Rank correlation coefficient was used to test the relationship between the variables under review. The Findings revealed a positive and meaningful relationship between performance appraisal, training and development, career management, and work-related stress. Findings revealed that human resource variables have a considerable influence on work related stress.

Barinem, Amah and Okocha, (2022), examined the relationship between stress management and employee performance in Nigeria. The study adopted stress management as predictor variable with role ambiguity stress, role overload stress and role conflict stress as its measure while employee performance was utilized as the criterion variable with its measures covering task performance and internal environmental performance. The findings from the study confirmed a statistical relationship between stress management and employee performance.

Tahir (2011) investigated the performance of teaching stress on academic performance of college teachers in Pakistan. The study sampled out 106 college teachers of public and private sector selected through stratified sampling technique. The regression analysis t-test, one-way

ANOVA and two ways ANOVA were applied. The study revealed that intrinsic and extrinsic variables have a positive effect on academic performance of college teachers. The study also showed that significant difference was found between the academic performance of teachers of public and private colleges.

Meier, Cho and Cropanzano (2018) investigated the impact of stress management interventions on employee performance in a sample of healthcare professionals. The findings revealed that employees who participated in stress management programs reported lower levels of stress and higher levels of job performance compared to those who did not receive the intervention.

Nwagboso, Onuoha and Akhigbe, (2016) investigated the relationship between leadership behavior and employee job satisfaction among selected paramilitary workers in Benin City of Edo State. Primary data was administered to 200 participants out of which 113 were utilized for the whole study. The study applied random sampling technique in the distribution of questionnaires. The study findings revealed a significant correlation between leadership behaviors and employee satisfaction.

Nwokolo and Onuoha, (2023) looked at the relationship between remote work and workers satisfaction of deposit money banks in Imo State. The outcome of their study revealed that a significant relationship exists between the dimensions of remote work with the measures of workers satisfaction.

Amaechi and Onuoha (2023) examined the relationship between workplace environment and employee satisfaction of SMEs in Owerri, Imo State. The cross-sectional research design was adopted for the study. A population of 110 employees of selected SMEs across Owerri was used for the study. The findings of the study showed that a significant relationship exists between the dimensions of workplace environment and employee satisfaction.

Another study conducted by Nielsen et al. (2019) examined the relationship between psychosocial work environment, stress management, and employee performance in a sample of Danish public-sector employees. The results demonstrated that employees who perceived a positive work environment exhibited higher levels of effectiveness, including better job performance and job satisfaction.

Dappa and Eketu (2015) examined the relationship between Employee Empowerment and Job Satisfaction. The outcome of the study revealed that employee empowerment is positively and significantly related to job satisfaction. It was then recommended that organizations empower their employees to be satisfied with their jobs since empowered employees are expected to perform their work more effectively than non-empowered employees. Firms in Nigeria should implement empowerment practices with the hope of overcoming employee dissatisfaction and reducing the costs of absenteeism, turnover, and poor-quality working condition.

Akhigbe, et al., (2014) investigated the effect of transactional leadership style on employee satisfaction in selected banks in Imo state of Nigeria. The study population consisted of 160 employees from the 20 selected banks. The Spearman Rank-order correlation coefficient was used to test the relationships between the variables under review while the multiple regression analysis was adopted to evaluate the moderating effects of corporate culture on the relationship between transactional leadership and employee satisfaction. Findings from the study revealed that there is a positive and significant relationship between all the dimensions of transactional leadership style and employee satisfaction except passive management by exemption. Based on the findings above it was concluded that transactional leadership enhances employee job satisfaction.

Begum (2012) conducted in Indonesia shows the Effect of work- related dimensions on work-stress. The method of analysis used for this study is Linear Regression and Pearson Moment

Correlation. The result showed that work-related dimensions (work hours and workplace) have a significant effect on salespeople's work-stress.

Akhigbe and Gail (2017) examined the relationship between job burnout and work stress cynicism of employees in Nigerian Banks. The study employed correlational survey methods and questionnaires as instruments for data collection. The study population comprised of 499 employees of commercial banks in River State. The sample size was determined by Rejcie and Morgan (1970) approach and calculated as 214. Copies of the questionnaire were distributed to the participants. The hypothesis was tested statistically and analyzed using correlation method. Study findings revealed that there is a significant relationship between the two dimensions of job burnout used in this study and work-stress cynicism.

Akhigbe and Akhigbe (2021) empirically examined the relationship between work engagement and individual work performance of microfinance banks in Imo State. The study concludes that work engagement is positively correlated with on the degree of individual work performance among microfinance banks in Imo State, Nigeria.

Ofobruku and Nwakoby (2015) evaluated consequences of training on employees' performance in Nigeria's insurance company. The method of analysis of the study is Quantitative method and Spearman's Rank Order Correlation Coefficient. The result indicates that effective training has a positive effect on performance in insurance firms.

Akhigbe and Osita-Ejikeme (2021) examined the nexus between corporate culture and employee engagement of insurance enterprises in Imo state, Nigeria. Based on their findings, it was discovered that the dimensions of corporate culture had a substantial relationship with employee engagement. The research revealed that an organization's dominant culture influences workers' psychological well-being and, as a result, may help them become more engaged in the workplace.

Peyman, Kamran and Abedin, (2015) investigated the Consequences of corporate culture on employee performance in Iran. Using survey data from public and private banking sector of Iran. Stratified sampling technique was employed to select the respondents that completed the questionnaire. The generated data were analyzed using Pearson product moment correlation. The result revealed that corporate culture has a significant effect on employee performance.

Issifu (2014) examined the relationship between employees' attitudes and employee effectiveness at an electric company in Ghana. The study took a survey approach and data collected from a sample of 219 employees from nine firms across Ghana. The major instrument for data collection was a five-point Likert scale questionnaire and the data gathered was analyzed with the Non-Parametric Kruskalwallis (H) test using the 20.0 version of the statistical package for social sciences (SPSS). The major finding revealed that employee attitude is positively related to performance.

Yamoah (2013) examined the relationship that exist between compensation and employee effectiveness in Ghana. The study employed survey research design. Stratified sampling technique was employed to select the respondents that completed the questionnaire. The generated data were analyzed using linear spearman rank order correlation coefficient. The result reveals that compensation has a meaningful relationship with employee performance.

## **2.4 Gap in Literature**

This chapter presents a conceptual, theoretical, and empirical analysis of the link between work stress management and employee performance. To the best of the researcher's knowledge, as obtained from the review of empirical studies, the researcher discovered that while there is ample research on organizational stress and stress management in various occupational

settings, a research gap has been identified in the area of population of study, sample size, use of concepts, empirical framework and methodology as pointed out by (Kumar, 2020).

Previous work already by Anis and Emil (2022) investigated the impact of job stress on deviant workplace behavior in Egyptian firms; Jaco, Sebulen and Lorenzo (2023) evaluated stress and coping strategies in Philippines. The study used a case study of international Filipino educators; Simanjuntak, Suhud and Susita (2023) examined the impact of work environment on employee engagement mediated by job satisfaction in Indonesia; Assiddiki (2023) analyzed the influence of leadership and work environment on job satisfaction and employee performance; Bony (2023) explored the impact of workplace factors on employee commitment in India; Nwikiabeh, Zeb-Obipi, Ledee, Barine and Ilekun (2022) examined the association between self-development and employee commitment in Telecommunication firms, Nigeria; Handayani, Muhtadi, Dewi and Handayani (2023) looked at the relationship between job stress and employee satisfaction; Hasan, Shafin and Akter (2023) analyzed the role of employee stress in the workplace bullying and its effect on organizational performance in Bangladeshi; Ugwu and Ofor (2023) examined the correlation between employee commitment and organizational capabilities of Nigerian Bottling Firms, South-east, Nigeria; Warraich, Ahmed, Ahmad and Khoso (2014) investigated on the Impact of Work Stress on Job Performance using an Empirical study of the Employees of Private Sector Universities of Karachi, Pakistan; Adewole, Eboh and Odumu (2021) assessed the Effect of human resource variables and work-related stress in the Nigerian banking industry; Yamoah (2013) examined the relationship that exist between compensation and employee effectiveness in Ghana; while present work seek to investigate the influence This study aims to bridge the gap in the existing literature by examining the extent to which work environment, work content and personal factor influences employee engagement, employee satisfaction and employee commitment within the context of the Independent National Electoral Commission (INEC) employees in Imo State, Nigeria. It is

upon these gaps in the use of concepts, perspectives, scope, population of the study, and analytical tool that study objectives are formulated to fill the research gap in knowledge.

**Table 1: Summary of Empirical Literature on Work Stress, Information Technology and Employee Performance**

S/N	Author (s)	Topic	Context	Methodology	Findings	Methodological Gaps in Current Study
1.	Jaco et al., (2023)	Stress and Coping Strategies in	A Case Study of International Filipino Educators.	Descriptive Correlational Survey Design and questionnaire, Data analyzed using Pearson correlation techniques.	The result confirmed that a meaningful relationship exists between stress and utilization of coping strategy.	My present study is in Imo State. Hypothesis was tested using Pearson Correlation and Simple Regression Method.
2.	Simanjuntak et al., (2023)	Work Environment on Employee Engagement mediated by job satisfaction in Indonesia	Indonesia	Survey method and questionnaire hypothesis tested using structural equation modelling (SEM).	The study found that a higher level of work environment had a positive effect on job satisfaction.	The current study used a case study of Independent National Electoral Commission INEC, Imo State.
3.	Assiddiki (2023)	Influence of Leadership and	Indonesia.	Slovin formulae was used to	Findings showed	The present study used Taro Yamanne

		Work Environment on Job Satisfaction and Employee Performance		determine the sample size and hypothesis tested using regression method and path analysis.	that leadership had a positive and significant effect on job satisfaction , work environment had a positive and significant effect on job satisfaction .	Sampling techniques.
4.	Bony (2023)	Impact of Workplace Factors on Employee Commitment	India.	Study adopted correlational survey method and questionnaire as instrument for data collection. Primary data was collected through online survey and data analyzed using pearson correlation	Findings showed that a positive relationship exists between altruism and employee commitment.	The present study used survey and data was collected via face-to-face.

5.	Nwikiabeh et al., (2022)	The Relationship between Self-Development and Employee Commitment in Telecommunication firms.	Nigeria	A cross-sectional survey and questionnaire for data collection. Sample size calculated as 226. Analysis done using pearson correlation.	The results showed that there is a meaningful relationship that exists between self-development and employee commitment.	Sample size estimated as 184.
6.	Handayani (2023)	Relationship between job stress and employee satisfaction.	India	The study hypothesis tested and analyzed using multiple regression methods.	Findings showed that job stress and employee satisfaction are insignificant.	Present study adopted quantitative approach.
7.	Hasan, Shafin and Akter (2023)	The role of employee stress in the workplace bullying and its effect on organizational performance.	Bangladesh	Primary data was collected through interviews and focus groups with participants. Content analysis was employed	Findings revealed that work overload and personal factors contribute to	Present study obtained data with the aid of questionnaire.

				in both testing and analysis of data.	employee stress.	
8.	Warraich et al. (2014)	Impact of Work Stress on Job Performance using an Empirical study of the Employees of Private Sector Universities of Karachi.	Pakistan.	Multiple Linear Regression technique was used to test the hypothesis.	Results revealed that workload, role conflict, and inadequate monetary reward contribute to stress among employees	Present study found that
9.	Adewole, Eboh and Odumu (2021) industry.	Effect of human resource variables and work-related stress in Nigerian banking	Nigeria.	The Spearman Rank correlation coefficient was used to test the hypothesis.	Findings revealed a positive and meaningful relationship between performance appraisal, training and development, career management and work-	Present study found that

					related stress.	
10.	Amah and Nwuchwe, (2013)	The effect of size on corporate culture and work stress performance in the Nigerian banking industry.	Nigeria	Data collections were done using questionnaire and oral interview.	The findings revealed that size is significantly related to corporate culture and work stress performance.	The present study utilized questionnaire for instrument of data collection.
11.	Tahir (2011)	Investigated the performance of teaching stress on academic performance of college teachers in Pakistan.	Pakistan	The study sample size was calculated as 106. The study used stratified sampling technique. The hypothesis was tested and analyzed using regression analysis, t-test, Analysis of Variance (ANOVA)	The study also showed that significant difference was found between academic performance of teachers of public and private colleges.	The present study focused on work stress management and employee performance.
12.	Ali and Abid (2015),	The influences of stress antecedents on work stress and to further explore the effect of work	India	A population sample of 180 employees was used, including managers and	Results showed that stress antecedents positively	The present study also used a population of 184 employees of INEC in the study.

		stress on employee performance in Punjab, India.		officers of public sector banks.	influence work stress, and organizational stress negatively impacts employee performance.	
13.	Nwagboso, Onuoha and Akhigbe, (2016)	Investigated the relationship between leadership behavior and employee job satisfaction among selected paramilitary workers in Benin City of Edo State	Edo State Nigeria	They used a random sampling technique in the distribution of questionnaire.	The study findings revealed a significant correlation between leadership behaviors and employee satisfaction	Present study was carried out in Imo State, Nigeria.
14.	Amaechi and Onuoha (2023)	The relationship between workplace environment and employee satisfaction of SMEs in Owerri, Imo State.	Imo State	The cross-sectional research design was adopted for the study. A population of 110 employees of selected SMEs across Owerri was used for the study.	The findings of the study showed that a significant relationship exists between the dimensions of	The present study was carried out using INEC staff in Imo State.

					workplace environment and employee satisfaction .	
15.	Ugwu and Ofor (2023)	Correlation between employee commitment and organizational capabilities of Nigerian Bottling Firms	Southeast Nigeria	Correlational survey design and questionnaire for data collection	Findings showed a significant positive correlation between employee motivation and organizational competitiveness.	The present study was carried out in Imo State.

**Source: (Authors Own Creation).**

## **2.5 Independent National Electoral Commission, INEC, Imo State**

Imo State came into existence in 1976 along with other new states created under the leadership of the late military ruler of Nigeria, Murtala Mohammad. The state was previously part of East-Central State named after the Imo River and prominent Nigerian family with the family name Imo, who were the chiefs of Imo State before the ratification of a more formal government. Part of Imo State was split off in 1991 as Abia State and another part became Ebonyi State (Abdul, 2019).

Imo State was created at Ngwoma and the meetings for the state creation which began after the Nigerian Civil War ended in 1970. Imo State consists of 27 local government areas and three senatorial zones/districts, namely; Imo East, Imo North, and Imo West. Imo East Senatorial (Owerri Zone) districts comprised of 9 local governments such as: Aboh Mbaise, Ahiazu Mbaise, Ezinihitte Mbaise, Ikedure, Mbaitolu, Ngor Okpala, Owerri Urban, Owerri North and Owerri West Local Government Area, LGA (Abdul, 2019).

Imo North senatorial (Okigwe Zone) districts comprise of; Ehime Mbano, Ihitte Mbano, Isiala Mbano, Obowo, Okigwe and Onuimo. Imo West Senatorial (Orlu Zone) District also comprise of; Ideato North, Ideato South, Isu, Njaba, Nwangele, Nkwerre, Oguta, Ohaji/Egbe, Orlu, Orsu, Oru East and Oru West Local Government Area, LGA (Abdul, 2019).

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Research Design

Research design is a crucial component of any scientific inquiry, providing the blueprint for the systematic investigation of a research question (McCombes, 2021). It encompasses the overall strategy that guides the collection, analysis, and interpretation of data, ensuring a logical and well-organized approach to the study. The research design outlines the research's structure, detailing the methods and procedures used to address the research objectives. It involves decisions regarding the type of study (e.g., experimental, correlational, descriptive), the selection of participants, the data collection instruments, and the statistical techniques for data analysis. A well-designed research study not only enhances the validity and reliability of findings but also facilitates the replication of the study by other researchers, contributing to the cumulative nature of scientific knowledge (McCombes, 2021; Bhandari, 2023).

For this study's purpose, correlational research design was adopted. Correlational research design is a type of scientific investigation that examines the statistical relationship between two or more variables without manipulating them (Bhandari, 2023). In this design, researchers aim to determine whether there is a correlation, or association, between variables, and to what extent changes in one variable are related to changes in another. Correlation does not imply causation, meaning that even if two variables are correlated, it doesn't necessarily mean that one variable causes the other. Instead, correlational research helps identify patterns and associations between variables.

### 3.2 Population of the Study

The study population comprised of employees of INEC. The information derived from the Nigerian civil service situation room it shows that there are 27 Independent Electoral National Commission (INEC) offices in Imo state but for the purpose of the study, the accessible population was three Independent Electoral National Commission (INEC) offices in Imo State. In this study, the accessible population is comprised of three hundred and forty-two (342) permanent and ad-hoc employees of three Senatorial Zones/Districts of Independent Electoral National Commission (INEC) offices namely; Imo East (Owerri Zone), Imo North (Okigwe Zone) and Imo West (Orlu Zone) Senatorial Districts. The names of the selected study location of INEC office and employees are listed in the table below:

**Table 2: Population Distribution of Three Senatorial Zones/Districts in Imo State**

S/N	INEC Offices	Number of Employees
1.	Imo East (Owerri Zone) INEC Office	163
2.	Imo North (Okigwe Zone) INEC office	48
3.	Imo West (Orlu Zone) INEC Office	131
	Total	342

**Source: (Personal Records of Independent National Electoral Commission, INEC).**

### 3.3 Sampling Size

Babbie, (2016) defines a sample as a subset of individuals, items, or entities chosen from a broader population with the intention of doing research and drawing conclusions about the overall population. Researchers can explore, examine, and draw conclusions using it as a manageable representation without having to look at every single component of the population. The study element consists of three hundred and forty-two respondents from three INEC offices through the simple random sampling approach, a form of probability sampling technique, was applied. This study will use Taro Yamane (1968) formula in determining the sample size for

the study. Furthermore, Bowley's (1964) formula was used in assigning questionnaires to each firm. The formula is below.

Yamane formula:

$$n = \frac{N}{1 + N(e)^2}$$

Were,

n = sample size to be determined

N = population size

e = the error of sample at 5% or 0.05 significant level

Yamane formula is stated as follows:

n = The total sample size; N = The population.

$$n = \frac{342}{1 + 342(0.05)^2}$$

$$n = \frac{342}{342(0.05)^2}$$

The sample size is  $184.36 = 184$

To distribute the questionnaire to the selected firm, the formula for Bowler's proportional allocation method was used, with 184 as the sample size. The Bowlers proportional allocation formula is stated below as follows:

$$nh = \frac{nNh}{N}$$

Where nh = Bowley's allocation formula

Nh = Number of items in each stratum in the population.

n = Sample size

N = Population size

Applying the formula, we have:

i). Imo East (Owerri Zone) INEC Office       $nh = \frac{184(163)}{342} = 87.70$

ii). Imo North (Okigwe Zone) INEC Office nh	=	$\frac{184 (48)}{342}$	=	25.83
iii). Imo West (Orlu Zone) INEC Office nh	=	$\frac{184 (131)}{342}$	=	70.48

### 3.4 Sources of Data

The researcher's data gathering methods were utilized using quantitative methods. Furthermore, information could be obtained through primary and secondary sources coming from books, records, or literature.

The data employed for this work was sourced from both primary and secondary sources. The primary data was obtained through the use of a questionnaire instrument which is structured in an open ended and multiple-choice format. This questionnaire is sub divided into two parts; the first section involves questions to elicit personal profile and demographic representation of the respondents. While the second section contains questions to produce respondents' idea regarding the variables under study, the secondary data will be generated from textbooks, journals and dissertations.

### 3.5 Methods of Data Collection

The researcher carefully and simply created a questionnaire that was thorough enough to collect all the essential items for the variables and constructs, and this questionnaire was used to generate the data. For the respondents' ease of reading and comprehension, technical errors were carefully avoided.

#### 3.5.1 Instrumentation

The "SMEE Questionnaire" instrument had two parts, parts I and II, with sections B through E making up part II. The respondents' demographic information was included in Part I. Questions

for the predictor, criteria, and organizational elements were included in Part II (Sections B–E), respectively. All of the questions in these sections used a 5-point Likert scale with the following interval scales: "Strongly Agree, SA" = 5, "Agree" AG = 4, "Undecided" UN= 3, "Disagree" DA = 2, and "Strongly Disagree" SD = 1.

### **3.6 Test of Validity of the Instrument**

However, the researcher adopted both content and face validity to achieve study objective. Content validity refers to how much the items on a test represent the entire domain the test seeks to measure (Salkind, 2010). It therefore provides adequate coverage of the topic under study. It ensures the instrument's content is captured in the questionnaire's design. On the other hand, face validity demonstrates that the instrument is validated on the face value. It ensures that the question covers the topic the researcher worked on. To carry out both content and face validity, an expert in the field of management was sought to ensure the instrument provides adequate coverage of the topic the researcher is interested in. The senior lecturers and professors were consulted to ensure the instrument contained appropriate items that measured up with what is studied.

### **3.7 Test of Reliability of the Instrument**

The instrument's reliability was achieved by serving tests at two separate times to the same individuals and determining the correlation of the two sets of scores (test-retest reliability). The Cronbach Alpha was used in testing the reliability of the research instrument with the aid of Statistical Package for Social Sciences (SPSS) version 21, only items with alpha values equal to, or more than 0.7 were used. The test below was conducted:

**Table 3: Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.9251	.994	5

Source: (SPSS Version 20).

### **3.8 Method of Data Analysis**

The data generated from the research question (hypothesis) one was statistically tested and analyzed using Linear Pearson Correlation method to determine the relationship between independent and dependent variables. On the contrary, research question (hypothesis) two, three and four was statistically tested and analyzed using bivariate simple regression to generate result.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Presentation of Data

The aim of this study is to examine the relationship between work stress, information technology and employee performance of the Independent National Electoral Commission in Imo State, Nigeria. To achieve this objective, the data were presented following the order of the research questions. Data were collected, tabulated, and analyzed using Statistical Package on Social Science (SPSS Version 20). Out of 185 copies of questionnaire distributed to the respondents, only 165 were filled and returned, while the remaining 20 were not returned and used for the analysis.

**Table 4: Schedule of Questionnaire Response Rate**

S/N	INEC	Population	Copies Distributed	Copies Filled and Returned
1.	Imo East (Owerri Zone)	163	88	81
2.	Imo North (Okigwe Zone)	48	26	20
3.	Imo West (Orlu Zone)	131	70	64
	<b>Total</b>	<b>342</b>	<b>184</b>	<b>165</b>

Source: (Field Survey, 2023).

#### 4.2 Analysis of Research Question One

To what extent does work content relate to employee engagement in Independent National Electoral Commission (INEC) in Imo State?

Table 4 shows participant response to research question one using five-point Likert scales.

Instruction: Please tick (✓) a response according to your own opinion using; strongly agree (SA=5), agree (AG=4), undecided (UN=3), disagree (DA=2) and strongly disagrees (SD=1).

**Table 5: Investigative Questions on Work Stress, Information Technology and Employee Performance**

S/N	Questions	SA	AG	UN	DA	SD	Total
<b>A. Work Content (Independent Variable)</b>							
1	I can learn new things at work.	87	82	9	2	4	184
2	Most times, I do repetitive tasks.	81	89	7	1	6	184
3	Sometimes, I do not have access to information I need to make decisions.	78	86	14	4	2	184
4	Opportunities for training programmes enable me to develop job-specific skills.	80	87	12	2	3	184
5	Most times, I am not allowed to make decisions on my own.	82	83	18	0	1	184
6	My boss gives us the guidelines on what to do.	79	84	13	5	3	184
7	Well-designed job scope can lead to improve performance	78	83	15	2	6	184
<b>B. Employee Engagement (Dependent Variable)</b>							
1	My job requires me to be creative.	93	82	8	1	0	184
2	I have in-depth knowledge of my job.	90	81	7	4	2	184
3	Sometimes, i feel dissatisfied when my workload is bulky.	89	86	3	1	5	184
4	Most times, I read books and watch videos to learn new things on the job.	87	91	2	0	4	184
5	I have greater control over my job.	86	93	3	1	1	184
6	Employees with important levels of skills perform their work well.	84	91	7	2	0	184
7	Effective stress management programmes can boost employee morale.	83	88	6	3	4	184

Source: (Field Survey, 2023).

### 4.3 Test of Hypothesis One

H<sub>01</sub>: There is no significant relationship between work content and employee engagement of Independent National Electoral Commission (INEC) in Imo State.

#### 4.3.1. Decision Rule

Reject the null hypothesis when the p-value is less than 0.05; otherwise accept the alternative hypothesis (H<sub>A</sub>). Table 6 displays the results of the hypothesis test conducted using bivariate Pearson correlation method. Considering the p-value. The null hypothesis—that there is no relationship between work content and employee engagement was rejected because p-value

(000) is less than the critical value (0.05); while alternate hypothesis— that there is a relationship between work content and employee engagement was accepted.

The study results showed a strong (positive) correlation between the independent and dependent variables.

**Table 6: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
WCT	184	.00	89.00	36.8000	38.37186
ENG	184	.00	93.00	36.8000	42.05445
Valid N (listwise)	184				

Source: (SPSS Version 20).

**Table 7: Test Result of Bivariate Pearson Correlations**

		WCT	ENG
WCT	Pearson Correlation	1	.993**
	Sig. (2-tailed)		.000
	N	184	184
ENG	Pearson Correlation	.993**	1
	Sig. (2-tailed)	.000	
	N	184	184

Source: (SPSS Version 20).

\*\* . Correlation is significant at the 0.01 level (2-tailed).

WCT represent work content

ENG represent employee engagement

#### 4.4 Analysis of Research Question Two

To what extent does information technology or virtual work environment contribute to employee satisfaction in Independent National Electoral Commission (INEC) in Imo State?

**Table 8: Investigative Questions on Information Technology or Virtual Work Environment and Employee Satisfaction**

S/N	ITEMS	SA	AG	UN	DA	SD	Total
<b>A.</b>	<b>Virtual Work Environment (Independent Variable)</b>						
1	We have break away from traditional to electronic system of voting.	92	83	7	2	0	184
2	The shift is evident in the use of bimodal voter accreditation system (BVAS) which affords us the opportunity to enhance operational efficiency.	89	82	6	3	4	184
3	The flexibility of virtual work arrangement can allow remote work and collaboration between employees.	90	86	4	1	3	184
4	The virtual work environment is unsuitable for some employees, especially with poor IT skills.	84	93	2	1	4	184
5	BVAS requires high IT skills, employees who are not technological compliant find it difficult to adapt it in collation of electoral results.	85	91	3	3	2	184
6	When confronted with technical challenges or power outage, BVAS can give inaccurate results.	82	93	6	2	1	184
7	I worked in a conducive environment and feel happy doing my job.	81	87	9	3	4	184
<b>B.</b>	<b>Employee Satisfaction (Dependent Variable)</b>						
1	I feel good working in this organization.	86	83	10	2	3	184
2	Most times, I do not receive extra pay for overtime hours	80	87	8	4	5	184
3	We introduce stress programmes to support the well-being of staff.	79	85	11	7	2	184
4	In my organization, we prioritize stress to reduce high turnover.	81	88	8	3	4	184
5	Most times, my organization gives us work flexibility during work peaks.	83	82	16	2	1	184
6	We allow employees to choose work schedules that match them.	78	85	12	6	3	184
7	I have gained enough experience and exposure on the job.	77	84	13	2	8	184

Source: (Field Survey, 2023).

#### 4.5 Test of Research Hypothesis Two

H<sub>02</sub>: Information technology or virtual work environment do not influence employee satisfaction of Independent National Electoral Commission (INEC) in Imo State.

##### 4.5.1. Decision Rule

Reject the null hypothesis when the p-value is less than 0.05; otherwise accept the alternative hypothesis (H<sub>A</sub>). Table 13 displays the results of the hypothesis test conducted using linear

regression method. Considering the p-value. The null hypothesis—that information technology or virtual work environment do not contribute to employee satisfaction was rejected because p-value (000) is less than the critical value (0.05); while alternate hypothesis— that information technology or virtual work environment contributes to employee satisfaction was accepted. The study results showed a strong (positive) correlation between the independent and dependent variables.

**Table 9: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
VWEV	184	.00	93.00	36.8000	41.70611
ESF	184	1.00	88.00	36.8000	38.23365
Valid N (listwise)	184				

Source: (SPSS Version 20).

**Table 10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.995 <sup>a</sup>	.991	.991	3.67789

Source: (SPSS Version 20)

VWEV represent Virtual work environment; ESF represent employee satisfaction

a. Predictors: (Constant), VWEV.

**Table 11: Analysis of Variance (ANOVA<sup>a</sup>)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49255.213	1	49255.213	3641.286	.000 <sup>b</sup>
	Residual	446.387	33	13.527		
	Total	49701.600	34			

Source: (SPSS Version 20).

a. Dependent Variable: ESF

b. Predictors: Constant, VWEV

**Table 12: Result of Linear Regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.216	.834		3.854	.001
	WEV	.913	.015	.995	60.343	.000

Source: (SPSS Version 20).

a. Dependent Variable: ESF

The R-square value of .991 in table 10 of the model summary above shows that the independent variable, information technology or virtual work environment, or VWEV, explains 99.1 percent changes in the dependent variable, employee satisfaction, or ESF. Thus, we can say that the model is reliable, and the test result is accurate. The adjusted R2 (R-square) value is also shown as .991; this means that work environment (the explanatory) accounts for 99.1 percent of changes in employee satisfaction, with the remaining 0.9 percent was being explained by variables not included in the model. Furthermore, the ANOVA regression result demonstrates the suitability of the model with F= 3641.286 and 0.000 significant, supporting the accuracy of the findings above.

#### **4.6 Analysis of Research Question Three**

To what extent do individual personal factors influence employee commitment of Independent National Electoral Commission (INEC) in Imo State?

**Table 13: Investigative Questions on Personal Factors and Employee Commitment**

S/N	ITEMS	SA	AG	UN	DA	SD	Total
<b>A.</b>	<b>Personal Factors (Independent Variable)</b>						
1	I am proactive in recognizing stress.	88	84	7	2	3	184
2	I have the resilience to work under pressure.	80	89	6	4	5	184
3	I have a good relationship with my boss and co-workers.	81	87	9	7	0	184
4	I always meet work expectations and deadlines.	83	90	8	0	2	184
5	Often, my job is too stressful; I strive to manage my time effectively.	80	94	6	3	1	184
6	I attend seminars regularly to improve my skills and abilities to be relevant on the job.	87	87	1	6	3	184
7	The feedback I receive from my superiors affords me the chance to develop myself.	76	85	13	2	8	184
<b>B.</b>	<b>Employee Commitment (Dependent Variable)</b>						
1	Job stress can lead to deficient performance.	88	82	9	1	4	184
2	I have the freedom to decide how to do my job.	82	89	4	3	6	184
3	I have required skills to perform well.	80	87	8	7	2	184
4	I am committed to doing my job.	82	88	6	3	5	184
5	My colleagues respect me for the quality job that I do.	86	84	10	3	1	184
6	My organization offers training programmes to help employees perform better.	79	87	9	6	3	184
7	I can easily get permission from my boss to be absent when I feel depressed.	77	84	13	2	8	184

Source: (Field Survey, 2023).

#### 4.6.1. Decision Rule

Reject the null hypothesis when the p-value is less than 0.05; otherwise accept the alternative hypothesis (H<sub>A</sub>). Table 17 displays the results of the hypothesis test conducted using linear regression method. Considering the p-value. The null hypothesis—that individual personal factors do not influence employee commitment was rejected because p-value (000) is less than the critical value (0.05); while alternate hypothesis— that individual personal factors influence employee commitment was accepted. The study results showed a strong (positive) correlation between the independent and dependent variables.

**Table 14: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
PSF	184	.00	94.00	36.7714	40.20395
ECM	184	1.00	89.00	36.8000	39.18943
Valid N (listwise)	184				

Source: (SPSS Version 20).

PSF represent personal factors; ECM represent employee commitment

**Table 15: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.997 <sup>a</sup>	.994	.993	2.97463

Source: (SPSS Version 20)

a. Predictors: (Constant), PSF

**Table 16: Analysis of Variance (ANOVA<sup>a</sup>)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	51925.602	1	51925.602	5868.349	.000 <sup>b</sup>
	Residual	291.998	183	8.848		
	Total	52217.600	34			

Source: (SPSS Version 20)

a. Dependent Variable: ECM

b. Predictors: (Constant), PSF

**Table 17: Test Result of Linear Regression Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.057	.686		1.541	.133
	PSF	.972	.013	.997	76.605	.000

Source: (SPSS Version 20)

a. Dependent Variable: ECM

The R-square value of .994 in table 15 of the model summary above indicates that the independent variable, personal factor, or PSF, explains 99.4 percent of the changes in the dependent variable, employee commitment, or ECM. Thus, we can say that the model is reliable, and the test result is accurate. The adjusted R2 (R-square) value is also shown as .993; this means that personal factor (the explanatory) accounts for 99.3 percent of changes in employee commitment, with the remaining 0.6 percent being explained by variables not included in the model. Furthermore, the ANOVA regression result demonstrates the suitability of the model with F= 5868.349 and 0.000 significant, supporting the accuracy of the findings in table 16 above.

#### 4.7 Analysis of Research Question Four

To what extent do workplace quality influence employee motivation in Independent National Electoral Commission (INEC) in Imo State?

**Table 18: Investigative Questions on Work Quality and Employee Motivation**

S/N	ITEMS	SA	AG	UN	DA	SD	Total
<b>A.</b>	<b>Workplace Quality (Independent Variable)</b>						
1	My job is technically demanding.	88	85	9	2	0	184
2	My job requires adequate concentration.	82	89	7	4	2	184
3	I have gained new insight working in this organization.	81	87	6	7	3	184
4	My work aligns with set objectives.	83	90	7	5	1	184
5	The quality of work environment reduces work stress.	85	84	9	2	4	184
6	My boss has confidence in the manner I do my job.	81	86	8	6	3	184
7	My job requires me to work faster.	78	84	5	9	8	184
<b>B.</b>	<b>Employee Motivation (Dependent Variable)</b>						
1	I find my work interesting.	87	80	6	8	3	184
2	The amount of work assigned to me seems appropriate.	81	88	9	6	0	184
3	I have everything I require to do my job properly.	83	84	4	7	6	184
4	I am satisfied with the stride of my work.	80	89	7	0	8	184
5	I feel happy meetings with job targets.	84	86	6	2	6	184
6	Most times, I am paid for the extra work that I do.	79	88	2	6	9	184
7	I feel irritable when my best is not valued by my superiors.	83	85	6	2	8	184

Source: (Field Survey, 2023).

#### 4.7.1 Decision Rule

Reject the null hypothesis when the p-value is less than 0.05; otherwise accept the alternative hypothesis (HA). Table 23 displays the results of the hypothesis test conducted using linear regression method. Considering the p-value. The null hypothesis—that work quality does not influence employee motivation was rejected because p-value (.000) is less than the critical value (0.05); while alternate hypothesis— that work quality influences employee motivation was accepted.

**Table 19: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
WPQ	184	.00	90.00	36.8571	39.58174
EPM	184	.00	89.00	36.8000	39.27040
Valid N (listwise)	184				

Source: (SPSS Version 20)

**Table 20: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.996 <sup>a</sup>	.993	.992	3.35291

Source: (SPSS Version 20)

a. Predictors: (Constant), WPQ

**Table 21: Analysis of Variance (ANOVA<sup>a</sup>)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	52062.615	1	52062.615	4631.092	.000 <sup>b</sup>
	Residual	370.985	183	11.242		
	Total	52433.600	184			

Source: (SPSS Version 20)

a. Dependent Variable: EPM

b. Predictors: (Constant), WPQ

**Table 22: Result of Linear Regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.362	.780		.465	.645
WPQ	.989	.015	.996	68.052	.000

Source: (SPSS Version 20)

a. Dependent Variable: EPM

The R-square value of .993 in table 20 of the model summary above indicates that the independent variable, workplace quality, or WPQ, explains 99.3 percent of the variation in the dependent variable, employee motivation, or EPM. Thus, we can say that the model is reliable, and the test result is accurate. The adjusted R<sup>2</sup> (R-square) value is also shown as .992; this means that workplace quality (the explanatory) accounts for 99.2 percent of changes in employee motivation, with the remaining 0.8 percent being explained by variables not included in the model. Furthermore, the ANOVA regression result demonstrates the suitability of the model with F= 4631.092 and 0.000 significant, supporting the accuracy of the findings in table 18 above.

### **4.3 Discussion of Findings**

The aim of this study is to examine the relationship between work stress management and employee performance of Independent National Electoral Commission in Imo State, Nigeria. The research hypothesis one was tested statistically using bivariate correlation method. The p-value (0.000) was less than the critical value at 5 % level of significance, the null hypothesis which states that there is no relationship between work content and employee engagement was rejected. In contrast, the alternate hypothesis— that there is a relationship between work content and employee engagement was accepted. It was discovered that there is a strong (positive) correlation between work content and employee engagement.

Similarly, the research hypothesis two was tested statistically using linear regression method. Since the p-value (.000) was less than the critical value (0.05) at 5% level of significance, the null hypothesis which states that work environment does not contribute to employee satisfaction was rejected. In contrast, the alternate hypothesis which states that work environment contributes to employee satisfaction was accepted. The results of the study showed that work environment contributes significantly to employee satisfaction.

Furthermore, research hypothesis three was tested statistically using linear regression method. Since the p-value (.000) was less than the critical value at 5% level of significance, the null hypothesis which states that individual personal factors do not influence employee commitment was rejected. On the contrary, the alternate hypothesis which states that individual personal factors influence employee commitment was accepted. The results of the study confirmed that individual factors significantly influence employee commitment.

Finally, research hypothesis four was tested statistically using linear regression method. Since the p-value (.000) was less than the critical value at 5 % level of significance, the null hypothesis which states that workplace quality does not influence employee motivation was rejected. On the contrary, the alternate hypothesis which states that workplace quality influences employee motivation was accepted. The result established that workplace quality significantly influences employee motivation.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Summary of Findings

The summary of the findings are as follows:

- i. Findings of research hypothesis one shows that work content positively relates with employee engagement of INEC in Imo state. The result confirms positive result with the value of ( $p = .000$ ,  $r = .993$ ,  $N = 187$ ).
- ii. Findings of research hypothesis two indicate that information technology or virtual work environment significantly contribute to employee satisfaction of INEC employees in Imo state.
- iii. Findings of research hypothesis three also indicate that individual factors significantly influence employee commitment of INEC employees in Imo state.
- iv. Findings of research hypothesis four indicate that quality of work environment significantly affects motivation of INEC employees in Imo state.

#### 5.2 Conclusion of the Study

The broad objective of this study is to examine the relationship between workplace stress management and employee performance of Independent National Electoral Commission in Imo State, Nigeria.

The result of research objective one confirms that work content is positively related to employee engagement of INEC. This result is in agreement with the findings of Barinem et al. (2022) which revealed that stress management significantly influences employee performance.

Again, the result of research objective two showed that information technology or virtual work environment significant contribute to employee satisfaction of INEC employees. This result is

in harmony with findings of Simanjuntak et al. (2023) which revealed that a higher level of work environment had a positive effect on job satisfaction. The findings is also in support of the works of Nielsen et al. (2016) which highlight that a positive work environment exhibited higher levels of effectiveness, including better job performance and job satisfaction.

The result of research objective three established that personal factors significantly influence employee commitment of INEC employees in Imo state. This finding is in harmony with the study of Bony (2023) which showed that altruism significantly influences employee commitment. This result is in harmony with the findings of Nwkiabeh et al. (2022) which found that self-development enhances employee commitment.

The result of research objective four established that quality of work environment significantly affects motivation of INEC employees in Imo state. This finding also agrees with studies of Yamoah (2013) which revealed that compensation enhances employee performance. This finding is in tandem with studies of Muda et al. (2014) which found that motivation contributes to employee's performance.

Considering the above, this study established that work content, work environment, personal factor and work quality contribute significantly to employee engagement, satisfaction, commitment, and employee motivation. This study therefore concludes that there is a connection between findings and literature.

### **5.3 Recommendations**

Based on the findings and conclusion of the study, the following recommendations were made.

- i. The Independent National Electoral Commission (INEC) in Imo State should create a culture where employees feel valued and appreciated to reduce employee burnout. They

should recognize outstanding work and celebrate employee performance by introducing incentive mechanisms.

- ii. INEC are advised to create less work-related stress and more productive employees by having strong onboarding processes and encourage employees to take time off in order to maintain a healthy work-life balance.
- iii. The Independent National Electoral Commission (INEC) should create an inclusive and virtual work environment to encourage open communication, team-building activities, and productivity. Use of technological devices can enhance communication and collaborations between employees via digital platforms.
- iv. The Independent National Electoral Commission (INEC) should develop and enforce policies and practices that promote a positive and harmonious work environment. Encourage collaboration, provide adequate resources, and address any sources of workplace stress to ensure a conducive internal environment that directly contributes to the quality of work produced.
- v. The Independent National Electoral Commission (INEC) should offer workshops and training programs focused on personal development, resilience, and stress management for employees. Additionally, provide opportunities for employees to set personal and professional goals and align them with their roles within INEC, enhancing their sense of purpose and engagement.
- vi. The Independent National Electoral Commission (INEC) should encourage a healthy work-life balance and provide support for employees facing personal challenges. When employees are equipped to manage their personal factors effectively, they are more

likely to maintain a high standard of work quality. Promote well-being programs to assist employees in achieving this balance.

- vii. Cultivate a corporate culture that values stress management as an essential part of employee performance. Ensure that stress management initiatives are integrated into the work stress culture and supported at all levels. Regularly assess the impact of these initiatives on employee performance and adapt the corporate culture accordingly.

#### **5.4 Suggestions for Further Studies**

The limitations of the study as identified, suggests the following for further studies are;

1. Replication of this study can be ascertained using other public offices to examine the findings differently from those in the study. Future studies are advised to increase the geographic coverage among 27 LGA in Imo State to be able to achieve generalization of findings.
2. Other research designs like the longitudinal survey can be adopted for future studies. This will help to capture dynamics of changing times and situations
3. Apart from the INEC and other public offices and institutions, this study could be done in other industries like manufacturing, construction, health sector, among others.

#### **5.5 Contribution to Knowledge**

The conceptual framework in this study presents an innovative approach to assess and ascertain the influence of work-stress management on employee performance, where the application of work content, work internal environment, quality of work and personal factor as proxies of work-stress management, and employee engagement, satisfaction, commitment and

satisfaction as measures of employee performance were adopted. This work's outcome can be relied on to build and enhance relevant literature, especially because of its empirical nature. In essence, it offers a new literature and contributes to existing knowledge, because it has succeeded in establishing that the dimensions and measures used are effective in curbing, controlling, and/or eliminating performance stress.

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## Appendix 1: Persona Letter

Owerri

Federal University of Technology

School of Management Technology,  
Department of Management Technology,  
Imo State.  
19<sup>th</sup> June 2023.

Dear Respondents

### **COMPLETION OF QUESTIONNAIRE WORK STRESS, INFORMATION TECHNOLOGY AND EMPLOYEE PERFORMANCE IN INEC, IMO STATE**

I am a Master of Science (M.Sc.) student of the Federal of Technology Owerri FUTO. Having successfully completed the course work, I am currently working on my dissertation, which is a major part of the requirements for the award of the degree. I am studying ‘Work Stress, Information Technology and Employee Performance of INEC in Imo State’.

Kindly fill in and complete the attached questionnaire to enable me to accomplish the objectives of this study. I promise to protect your personal information throughout this exercise. It is purely an academic exercise and the information sought herein will be treated with strict confidentiality. Precautions will be taken to protect the confidentiality of the respondents. As you will observe, respondents are not required to supply their names.

You are kindly requested to provide honest answers to the questionnaire questions to enable proper analysis. I appreciate your kind and prompt response.

Yours sincerely,  
ENAMUOFOR RUSSEL  
(Researcher)

## Appendix 2: Participants Information

### Section A: Respondents Demographic Data

1. Gender: Male  Female
2. Age Range: less than 25 years  25-34  35-44  45-54  55+
3. Marital status: Single  Married
4. Educational level and qualification:
  - a) Primary school
  - b) Secondary school
  - c) HND/B.Sc.
  - d) PGD/Masters
  - e) Ph.D.
5. Position in the organization [Executive] [Director]  
[ Deputy Director] [ Assistant Director]  
[ Senior Manager] [ Manager]
6. Work Experience
  - a) Less than 2 years
  - b) 2 – 5 years
  - c) 6 – 10 years
  - d) Above 10 years

## Section B

### Appendix 3: Proposed Questionnaire on Work Stress, Information Technology and Employee Performance of INEC, Imo State

The table below shows participant responses on research question one using five-point Likert scale. Instruction: Please tick ( ) a response according to your own opinion using: Strongly Agree (SA=5), Agree (AG=4), Undecided (UN=3), Disagree (DA=2), and Strongly Disagree (SD=1).

Analysis of Research Question One

To what extent does work content relate to employee engagement in Independent National Electoral Commission (INEC) in Imo State?

**Table 3: Investigative Questions on Work Stress, Information Technology and Employee Performance**

S/N	Questions	SA	AG	UN	DA	SD	Total
<b>A. Work Content (Independent Variable)</b>							
1	I can learn new things at work.						
2	Most times, I do repetitive tasks.						
3	Sometimes, I do not have access to information I need to make decisions.						
4	Opportunities for training programmes enable me to develop job-specific skills.						
5	Most times, I am not allowed to make decisions on my own.						
6	My boss gives us the guidelines on what to do.						
7	Well-designed job scope can lead to improve performance						
<b>B. Employee Engagement (Dependent Variable)</b>							
1	My job requires me to be creative.						
2	I have in-depth knowledge of my job.						
3	Sometimes, i feel dissatisfied when my workload is bulky.						
4	Most times, I read books and watch videos to learn new things on the job.						
5	I have greater control over my job.						
6	Employees with elevated levels of skills perform their work well.						
7	Effective stress management programmes can boost employee morale.						

Source: (Field Survey, 2023).

## Appendix 4: Data Analysis

### Test of Research Hypothesis One

H<sub>01</sub>: There is no significant relationship between work content and employee engagement of Independent National Electoral Commission (INEC) in Imo State.

**Table 4: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
WCT	184	.00	89.00	36.8000	38.37186
ENG	184	.00	93.00	36.8000	42.05445
Valid N (listwise)	184				

Source: (SPSS Version 20).

**Table 5: Test Result of Bivariate Pearson Correlations**

		WCT	ENG
WCT	Pearson Correlation	1	.993**
	Sig. (2-tailed)		.000
	N	184	184
ENG	Pearson Correlation	.993**	1
	Sig. (2-tailed)	.000	
	N	184	184

Source: (SPSS Version 20).

\*\* . Correlation is significant at the 0.01 level (2-tailed).

WCT represent work content

ENG represent employee engagement

## Test of Research Hypothesis Two

H<sub>02</sub>: Work environment does not contribute to employee satisfaction of Independent National Electoral Commission (INEC) in Imo State.

**Table 6: Investigative Questions on Information Technology or Virtual Work Environment and Employee Performance**

S/N	ITEMS	SA	AG	UN	DA	SD	Total
<b>A.</b>	<b>Work Environment (Independent Variable)</b>						
1	We have break away from traditional to electronic system of voting.						
2	The shift is evident in the use of bimodal voter accreditation system (BVAS) which affords us the opportunity to enhance operational efficiency.						
3	The flexibility of virtual work arrangement can allow remote work and collaboration between employees.						
4	The virtual work environment is unsuitable for some employees, especially with poor IT skills.						
5	BVAS requires high IT skills, employees who are not technological compliant find it difficult to adapt it in collation of electoral results.						
6	When confronted with technical challenges or power outage, BVAS can give inaccurate results.						
7	I worked in a conducive environment and feel happy doing my job.						
<b>B.</b>	<b>Employee Satisfaction (Dependent Variable)</b>						
1	I feel good working in this organization.						
2	Most times, I do not receive extra pay for overtime hours						
3	We introduce stress programmes to support the well-being of staff.						
4	In my organization, we prioritize stress to reduce high turnover.						
5	Most times, my organization gives us work flexibility during work peaks.						
6	We allow employees to choose work schedules that match them.						
7	I have gained enough experience and exposure on the job.						

Source: (Field Survey, 2023).

## Appendix 5: Data Analysis

**Table 7: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
WEV	184	.00	93.00	36.8000	41.70611
ESF	184	1.00	88.00	36.8000	38.23365
Valid N (listwise)	184				

Source: (SPSS Version 20).

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.995 <sup>a</sup>	.991	.991	3.67789

Source: (SPSS Version 20)

WEV represent work environment; ESF represent employee satisfaction

a. Predictors: (Constant), WEV.

**Table 9: Analysis of Variance (ANOVA<sup>a</sup>)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49255.213	1	49255.213	3641.286	.000 <sup>b</sup>
	Residual	446.387	33	13.527		
	Total	49701.600	34			

Source: (SPSS Version 20).

a. Dependent Variable: ESF

**Table 9: Analysis of Variance (ANOVA<sup>a</sup>)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49255.213	1	49255.213	3641.286	.000 <sup>b</sup>
	Residual	446.387	33	13.527		
	Total	49701.600	34			

Source: (SPSS Version 20).

a. Dependent Variable: ESF

b. Predictors: (Constant), WEV

**Table 10: Result of Linear Regression Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.216	.834		3.854	.001
	WEV	.913	.015	.995	60.343	.000

Source: (SPSS Version 20).

a. Dependent Variable: ESF

### Test of Research Hypothesis Three

H<sub>03</sub>: Individual personal factors do not influence employee commitment of Independent National Electoral Commission (INEC) in Imo State.

**Table 11: Investigative Questions on Personal Factors and Employee Commitment**

S/N	ITEMS	SA	AG	UN	DA	SD	Total
<b>A.</b>	<b>Personal Factors (Independent Variable)</b>						
1	I am proactive in recognizing stress.						
2	I have the resilience to work under pressure.						
3	I have a good relationship with my boss and co-workers.						
4	I always meet work expectations and deadlines.						
5	Often, my job is too stressful; I strive to manage my time effectively.						
6	I attend seminars regularly to improve my skills and abilities in order to be relevant on the job.						
7	The feedback I receive from my superiors affords me the chance to develop myself.						
<b>B.</b>	<b>Employee Commitment (Dependent Variable)</b>						
1	Job stress can lead to deficient performance.						
2	I have the freedom to decide how to do my job.						
3	I have required skills to perform well.						
4	I am committed to doing my job.						
5	My colleagues respect me for the quality job that I do.						
6	My organization offers training programmes to help employees perform better.						
7	I can easily get permission from my boss to be absent when I feel depressed.						

Source: (Field Survey, 2023).

## Appendix 6: Data Analysis

**Table 12: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
PSF	184	.00	94.00	36.7714	40.20395
ECM	184	1.00	89.00	36.8000	39.18943
Valid N (listwise)	184				

Source: (SPSS Version 20).

PSF represent personal factors; ECM represent employee commitment

**Table 13: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.997 <sup>a</sup>	.994	.993	2.97463

Source: (SPSS Version 20)

a. Predictors: (Constant), PSF

**Table 14: Analysis of Variance (ANOVA<sup>a</sup>)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	51925.602	1	51925.602	5868.349	.000 <sup>b</sup>
	Residual	291.998	183	8.848		
	Total	52217.600	34			

Source: (SPSS Version 20)

a. Dependent Variable: ECM

a. Predictors: (Constant), PSF

**Table 15: Test Result of Linear Regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.057	.686		1.541	.133
PSF	.972	.013	.997	76.605	.000

Source: (SPSS Version 20)

a. Dependent Variable: ECM

#### **Test of Research Hypothesis Four**

H<sub>04</sub>: Work quality does not influence staff motivation of Independent National Electoral Commission (INEC) in Imo State.

**Table 15: Investigative Questions on Work Quality and Employee Motivation**

S/N	ITEMS	SA	AG	UN	DA	SD	Total
<b>A.</b>	<b>Workplace Quality (Independent Variable)</b>						
1	My job is technically demanding.						
2	My job requires adequate concentration.						
3	I have gained new insight working in this organization.						
4	My work aligns with set objectives.						
5	The quality of work environment reduces work stress.						
6	My boss has confidence in the manner I do my job.						
7	My job requires me to work faster						
<b>B.</b>	<b>Employee Motivation (Dependent Variable)</b>						
1	I find my work interesting.						
2	The amount of work assigned to me seems appropriate.						
3	I have everything I require to do my job properly.						
4	I am satisfied with the stride of my work.						
5	I feel happy meetings with job targets.						
6	Most times, I am paid for the extra work that I do.						
7	I feel irritable when my best is not valued by my superiors.						

Source: (Field Survey, 2023).

## Appendix 7: Data Analysis

**Table 16: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
WPQ	184	.00	90.00	36.8571	39.58174
EPM	184	.00	89.00	36.8000	39.27040
Valid N (listwise)	184				

Source: (SPSS Version 20)

**Table 17: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.996 <sup>a</sup>	.993	.992	3.35291

Source: (SPSS Version 20)

a. Predictors: (Constant), WPQ

**Table 18: Analysis of Variance (ANOVA<sup>a</sup>)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	52062.615	1	52062.615	4631.092	.000 <sup>b</sup>
	Residual	370.985	183	11.242		
	Total	52433.600	184			

Source: (SPSS Version 20)

a. Dependent Variable: EPM

b. Predictors: (Constant), WPQ

**Table 19: Result of Linear Regression Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.362	.780		.465	.645
	WPQ	.989	.015	.996	68.052	.000

Source: (SPSS Version 20)

a. Dependent Variable: EPM