

RELATIONSHIP BETWEEN DELAYED PROMOTION AND JOB STRESS: A QUANTITATIVE STUDY OF CIVIL SERVANTS IN ENUGU STATE, NIGERIA

Mercy L. Ojobor*

Federal College of Education, Eha Amufu

***Corresponding Author**

ABSTRACT

Several disparate studies have highlighted the correlation between job promotion and workers' performance, commitment, and motivation. However, little is known about delayed promotion and employee stress. The study examined the correlation between delayed promotion and job stress. Two hundred and thirty-three civil servants were drawn from the Enugu state civil service and completed the self-report instrument used for data collection. The association between delayed promotion and job stress was analyzed using Pearson's product-moment correlation. Preliminary studies revealed that the association was linear, with both variables normally distributed ($p > .05$) and no outliers, as shown by the Shapiro test. Wilk's There was a modest positive connection between delayed promotion and job stress that was statistically significant, $r(231) = .36, p < .001$. Most importantly, it is observed that delayed promotion explained about 13.1% of the variation in employees' job stress.

KEYWORDS: *Delayed promotion, job stress, civil servants*

BACKGROUND

The civil service is an essential component in the development of every nation. Indeed, the institution is fundamental and strategic, particularly in Nigeria as a developing country (Okorie & Onwe, 2016). The Nigerian Civil Service is rooted in organizations established during the British colonial periods. It consisted of the federal and state civil services organized around government departments or ministries and different ministerial departments headed by ministers (national) and commissioners (state), who are appointed by the president and governors (Nwanolue & Iwuoha, 2012). Civil service as a government institution plays a vital role in ensuring that government policies result in a tangible benefit for the population (Ogunrotifa, 2012). They are the principal instrument through which the government implements and administers public policies and programs.

Most importantly, without the body of professional civil servants, the national government cannot operate effectively and efficiently. Thus, civil servants represent the essential drivers of the government's functioning and the development of any given society. Civil servants are career officers that are usually expected to remain in the service for a more extended period regardless of the changes in the government. The permanent nature of the civil servants ensures continuity in the functioning of the government. Indeed, they work behind the scenes and place their skills and energies at the disposal of their political leaders. Consequently, the performance of the civil servants has been constrained by various factors (Ayinde & Obawole, 2019; Eke, 2016; Kayode et al., 2021; Koko, 2020; Omiunu, 2014), including promotion issues and workplace stress.

Stress is a ubiquitous part of contemporary lives and a typical result of modern-day activities. Workplace stress is a multifaceted construct that may repeatedly be dynamic and evolve over time (Jetha et al., 2017). Job stress entails the general stress that occurs explicitly in the work setting (Wu et al., 2018). In the contemporary working environment, stress is becoming a significant issue of increasing concern to employees and organizations (Bewell et al., 2014). The phenomenon of workplace stress is increasingly experienced by many workforces worldwide (Osibanjo et al., 2016). The experience of workplace stress has been widely investigated and has continued to gain momentum in literature (Olomola, 2010). Job stress could be seen as the body's response to a change that involves a physical, mental or emotional adjustment or reaction to work responsibilities (Essiam et al., 2015). Work-related stress is a pattern of physical, emotional, cognitive, and behavioral responses to extreme taxing work content, work organization, and work environment (Bewell et al., 2014). Stress is a common element in any job, and people have to face it in almost every walk of life (Chinyere et al., 2019). Stress may be acute, psychological, emotional, social, or job-related (Chikwendu, 2016). Work-related stress has been linked with several personal and organizational issues, including behavioral, mental, and physical outcomes, performance, job satisfaction, and organizational commitment (Beheshtifar et al., 2011)

One of the organizational outcomes affected by job stress is performance (Bjaalid et al., 2020; Daniel, 2019; Deng et al., 2019; Gharib et al., 2016; Jalagat, 2017; Jamal, 2011; Kalyar et al., 2019; Mittal & Bhakar, 2018; Vijayan, 2017; Yang et al., 2021). Indeed, work-related stress negatively impacts productivity in that stress is accompanied by cognitive, affective, and behavioral implications capable of disrupting work-related inputs. Accordingly, Ashton (2017) noted that occupational stress produces employee absenteeism, intention to quit, interpersonal difficulties, and poor performance in an organization. Numerous research has underscored the causes of workplace stress in the Nigeria work setting (Adeniyi et al., 2010; Babatope, 2013; Duru, 2021; Ibem et al., 2011; Ifeanyichukwu Ojeka et al., 2019; Iyabo, 2013; Ofili et al., 2009; Ogboghodo & Edema, 2020; Oghenetega et al., 2014; Yusuf et al., 2015). For instance, factors such as downsizing, sudden reorganization and unexpected changes in the work schedules and competition for promotional opportunities (Armstrong-Stassen, 2005), work-family role conflict (Abdullah et al., 2021; An et al., 2020), poor working relationship (Lai et al., 2015). However, a possible correlate of workplace stress that has not received much research attention is delayed promotion.

Several disparate findings have underscored the importance of job promotion in job performance (Febrina, 2017; Pahlevi & Nohong, 2020; Ratemo et al., 2021; Tasman et al., 2021; Yuliza et al., 2021), commitment (Mends-Brew & Asiamah, 2020; Nalla et al., 2020; Shah, 2011), and motivation (Dasilfa et al., 2022; Jayawardena & Jayawardena, 2020; Tu et al., 2020). For instance, Saefullah (2021) studied the impact of job promotion on the performance of government officials at Banten province's regional office of the Ministry of Religion. According to the findings of this study, job promotion has a direct impact on employee performance. Also, Haryono et al. (2020) examined the effects of job promotion on work motivation and its implications on employee job performance. Their finding revealed that job promotion had a more dominant direct impact on improving employee job performance. Similarly, Ogini (2020) investigated the relationship between job promotion and employee commitment using a sample of 162 employees of public hospitals in Rivers State. Their findings revealed a significant positive relationship between job promotion and workers' commitment. Accordingly, a study showed that perceived procedural injustice in promotion decisions negatively impacts employee commitment, job performance, and career satisfaction (Wan et al., 2012). While previous studies have explored the determinants of job stress, relatively little attention has been paid to the role of promotions. Promotion is an essential issue in the workplace (Razak et al., 2018). and there could be a possible association between workplace promotion and job stress.

Delayed promotion and job stress

Promotion refers to the employee's shifting to a job of higher significance and higher compensation (Lazear, 2000). It relates to the development of an employee with an increased range of salary, higher employment, and a high level of job

responsibilities from one position to another position of the job (Zuhra et al., 2021). Promotion is supposed to be a normal progression in the workplace. It is commonly a significant concern for employees working either in the public or private sector, no matter at what levels they work. It has a direct relationship with job satisfaction. In Nigeria's civil service, issues relating to promotion procedures and criteria are stipulated in the civil service rules. Unfortunately, the timely promotion of civil servants has been a persistent challenge, especially in the state's civil service. The Enugu state civil servants have witnessed occasional delays in their rise over the years, despite government changes. The frustration accompanying the delay in expected promotion might trigger workplace stress and jeopardize mental and physical contributions to the work role. Indeed, rules, regulations, and policies of promotions in the ministries, departments, and agencies of the civil service are regulated for the motivation of workers and the improvement of their performance. The present paper examined the relationship between delayed workplace promotion and job stress.

Hypothesis: Delayed promotion will positively correlate with job stress

Method

Participants

The target population was employees in the Enugu state civil service commission. The participants included male and female employees of different ministries, departments, and agencies in state civil service. The participant comprised 109 males and 121 females. Their mean age was 53.38 (SD = 4.34), ranging from 35 to 65.

Measures

Job stress

Job stress was assessed using a developed Job Stress Scale designed to measure the stress relative to a workplace setting. The scale consists of 20 items assessing the workplace's cognitive and physiological stress. The response pattern was on a Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). A higher score indicated high job stress, while a lower score represented decreased job stress. A reliability coefficient of 0.78 was obtained in the study. Moreso, delayed promotion was assessed with an open-ended questionnaire. Participants are expected to indicate the past, present, and future state of their promotion and the extent to which they agree with the timely and delayed pattern of promotions. Higher scores indicate timely promotion, and lower scores indicate delayed promotion. A reliability coefficient of 0.72 was recorded for the scale.

Procedure

Five research assistants were recruited to distribute the study instrument in each department, agency, and ministry in the state secretariat. The research assistants were students trained in the field data collection procedures. They helped in the distribution and collection of the questionnaire at 2-month intervals. All participants were informed that their participation was voluntary and that data would remain confidential. About 250 copies of the questionnaire were distributed. Each set of the questionnaire could be completed in approximately 10 min. After completion and collection, correctly filled copies of the questionnaire (233) were used for the analysis.

Result

A Pearson's product-moment correlation was run to assess the relationship between delayed promotion and job stress. Two hundred and thirty-three participants were recruited. Preliminary analyses showed the relationship to be linear with both variables normally distributed, as assessed by Shapiro-Wilk's test ($p > .05$), and there were no outliers. There was a statistically significant, moderate positive correlation between delayed promotion and job stress, $r(231) = .36, p < .001$. Most importantly, it is observed that delayed promotion explained about 13.1% of the variation in employees' job stress.

Table 1:

Table showing the means, standard deviations, and correlations for delayed promotion and job stress.

Variables		<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>
1. Delayed promotion		2.89	0.31	.11**	
2. Job stress		4.76	0.44	-.36	.36**
<i>R</i> ²		.131			

Note. $N = 233, ** = p < .01$ (two-tailed).

Discussion

The study examined the correlation between delayed promotion and job stress. Two hundred and thirty-three civil servants were drawn from the Enugu state civil service and completed the self-report instrument used for data collection. The analysis conducted on the data revealed a positive correlation between delayed promotion and job stress, $r(231) = .36, p < .001$. The finding indicated that delayed promotion contributed to about 13.1% of the variation in employees' job stress. The result corroborates a previous study, which showed that job promotion was correlated with decreased self-reported health status and elevated symptoms of depression among men and women (Nyberg et al., 2017). The findings revealed that delayed promotion in the workplace positively predicts job stress. As witnessed in the world of work, the result indicates that obstructed promotion is a factor in job stress. Perhaps, the frequency of promotion in the workplace contributes to job-related stress. The probable explanation for this finding could be attributed to the fact that promotion is

a right and statutory obligation in the civil service, which every employee deserves. However, the established job promotion pattern in most Nigerian establishments has been fraught with challenges, including delay and total denial. Thus, the knowledge that a due promotion might not be received could potentiate the experience of frustration and instigate stress.

Conclusion

The current study concludes that workers' observed non-promotion in work is not contributing to job stress among workers. It is noted that when workers are not promoted as when due, the tendency for stress may arise. The finding has implications for employees' well-being and workplace-related output. However, caution should be applied in generalizing the result due to the sample size and the fact that there was no established cause-effect relationship. Future research should use more comprehensive samples and adopt an experimental approach. The study offers counselors, research, and human resources experts valuable data. Moreso, regular promotions are highly recommended.

REFERENCES

- [1] Abdullah, D. N. M. A., Omar, M. K., Dahalan, N. A., Zakaria, R., & Ibrahim, Z. (2021). Relationships between workload, role ambiguity, work-family conflict, workplace bullying, and job stress. *International Journal of Academic Research in Business and Social Sciences*, 11(7). <https://doi.org/10.6007/ijarbs/v11-i7/10587>
- [2] Adeniyi, S. O., Fakolade, O. A., & Adeyinka, T. (2010). Perceived causes of job stress among special educators in selected special and integrated schools in Nigeria. *New Horizons in Education*, 58(2).
- [3] An, J., Liu, Y., Sun, Y., & Liu, C. (2020). Impact of work-family conflict, job stress, and job satisfaction on seafarer performance. *International Journal of Environmental Research and Public Health*, 17(7). <https://doi.org/10.3390/ijerph17072191>
- [4] Armstrong-Stassen, M. (2005). Coping with downsizing: A comparison of executive-level and middle managers. *International Journal of Stress Management*, 12(2). <https://doi.org/10.1037/1072-5245.12.2.117>
- [5] Ayinde, A. T., & Obawole, A. (2019). Pay satisfaction and role ambiguity as predictors of job burnout among Osun state civil servants, Nigeria. *European Scientific Journal ESJ*, 15(8). <https://doi.org/10.19044/esj.2019.v15n8p41>
- [6] Babatope, I. S. (2013). Causes and effects of job-related stress among polytechnic librarians in Delta State, Nigeria. *International Journal of Library Science*, 2(1).
- [7] Beheshtifar, M., Hoseinifar, H., & Moghadam, M. N. (2011). Effect procrastination on work-related stress. *European Journal of Economics, Finance and Administrative Sciences*, 38.
- [8] Bewell, H., Yakubu, I., Owotunse, D., & Ojih, E. (2014). Work-induced stress and its influence on organizational effectiveness and productivity among Nigerian Workers. *African Research Review*, 8(1). <https://doi.org/10.4314/afrev.v8i1.9>
- [9] Bjaalid, G., Olsen, E., Melberg, K., & Mikkelsen, A. (2020). Institutional stress and job performance among hospital employees. *International Journal of Organizational Analysis*, 28(2). <https://doi.org/10.1108/IJOA-10-2018-1560>
- [10] Chinyere, M. P., Ngige, P. C. D., & Mojekeh, M. O. (2019). Effect of job stress on employee performance in selected banks in Nigeria. In *Scholars Journal of Economics, Business, and Management* (Vol. 6, Issue 1).
- [11] Daniel, C. O. (2019). Effects of job stress on employee's performance. *International Journal of Business Management and Social Research*, 6(2). <https://doi.org/10.18801/ijbmsr.060219.40>
- [12] Deng, J., Guo, Y., Ma, T., Yang, T., & Tian, X. (2019). How job stress influences job performance among Chinese healthcare workers: A cross-sectional study. *Environmental Health and Preventive Medicine*, 24(1). <https://doi.org/10.1186/s12199-018-0758-4>
- [13] Dina Dasilfa, L., Widagdo, S., & Indah Handayani, Y. (2022). Effect of position promotion and employee competency on employee performance through work motivation. *MBA - Journal of Management and Business Applications*, 5(1). <https://doi.org/10.31967/mba.v5i1.552>
- [14] Duru, I. U. (2021). Examination of the Causes and Consequences of International Migration in Nigeria. *Asian Development Policy Review*, 9(4). <https://doi.org/10.18488/journal.107.2021.94.180.193>
- [15] Eke, G. F. (2016). Corruption in the civil service: The dearth of effective service delivery. *AFRREV IJAH: An International Journal of Arts and Humanities*, 5(2). <https://doi.org/10.4314/ijah.v5i2.23>
- [16] Encep Saefullah. (2021). Effect of job promotion on the performance of civil servants at the regional office of the ministry of the religion of Banten province mediated by job satisfaction. *International Journal of Science, Technology & Management*, 2(2). <https://doi.org/10.46729/ijstm.v2i2.179>
- [17] Essiam, J., Mensah, M., Kudu, L., & Gyamfi, G. (2015). Influence of job stress on job satisfaction among university staff: analytical evidence from a public University Ghana. *International Journal of Economics, Commerce and Management*, III(2).
- [18] Febrina, S. C. (2017). Predicting employee performance by leadership, job promotion, and job environment in the banking industry. *Jurnal Keuangan Dan Perbankan*, 21(4). <https://doi.org/10.26905/jkdp.v21i4.1630>
- [19] Gharib, M. N., Jamil, S. A., Ahmad, M., & Ghouse, S. (2016). The impact of job stress on job performance: A case study on academic staff at Dhofar University. *International Journal of Economic Research*, 13(1).
- [20] Haryono, S., Supardi, S., & Udin, U. (2020). The effect of training and job promotion on work motivation and its implications on job performance: Evidence from Indonesia. *Management Science Letters*, 10(9). <https://doi.org/10.5267/j.msl.2020.1.019>
- [21] Ibem, E. O., Anosike, M. N., Azuh, D. E., & Mosaku, T. O. (2011). Work stress among professionals in the building construction industry in Nigeria. *Australasian Journal of Construction Economics and Building*, 11(3).

- <https://doi.org/10.5130/ajceb.v11i3.2134>
- [22] Ifeanyichukwu Ojeka, U., Serieke Dickson, R., & Edoga, G. (2019). Job-related stress among public junior secondary school teachers in Abuja, Nigeria. *International Journal of Human Resource Studies*, 9(1). <https://doi.org/10.5296/ijhrs.v9i1.13589>
- [23] Iyabo, O. M. B. (2013). Sources of workplace stressors among university lecturers in Southwest Nigeria: implication for counseling. *1st Annual International Interdisciplinary Conference*.
- [24] Jalagat, R. (2017). Determinants of job stress and its relationship to employee job performance. *American Journal of Management Science and Engineering*, 2(1). <https://doi.org/10.11648/j.ajmse.20170201.11>
- [25] Jamal, M. (2011). Job Stress, Job performance and organizational commitment in a multinational company: an empirical study in two countries. *International Journal of Business and Social Sciences*, 2(20).
- [26] Jayawardena, N. S., & Jayawardena, D. (2020). The impact of the extrinsic and intrinsic rewarding system on employee motivation in the Sri Lankan apparel sector. *International Journal of Business Excellence*, 20(1). <https://doi.org/10.1504/IJBEX.2020.104840>
- [27] Jetha, A., Kernan, L., & Kurowski, A. (2017). Conceptualizing the dynamics of workplace stress: A systems-based study of nursing aides. *BMC Health Services Research*, 17(1). <https://doi.org/10.1186/s12913-016-1955-8>
- [28] Kalyar, M. N., Shafique, I., & Ahmad, B. (2019). Job stress and performance nexus in the tourism industry: A moderation analysis. *Tourism*, 67(1).
- [29] Kayode, S. J., Ngozi Ifeanyi, U., & Temitope Komolafe, O. (2021). Housing affordability among civil servants in Ekiti State, Nigeria. *International Journal of Research and Review*, 8(10). <https://doi.org/10.52403/ijrr.20211051>
- [30] Koko, E. I. (2020). Civil service reforms and productivity in Nigeria. *FULafia Journal of Social Sciences*.
- [31] Lai, Y., Saridakis, G., & Blackburn, R. (2015). Job stress in the United Kingdom: Are small and medium-sized enterprises and large enterprises different? *Stress and Health*, 31(3). <https://doi.org/10.1002/smi.2549>
- [32] Lazear, E. P. (2000). Performance pay and productivity. *American Economic Review*, 90(5). <https://doi.org/10.1257/aer.90.5.1346>
- [33] Mends-Brew, E., & Asiamah, N. (2020). Improving health workers' organizational commitment: Drawing lessons from the interaction between internal marketing and key job characteristics. *International Journal of Healthcare Management*, 13(S1). <https://doi.org/10.1080/20479700.2018.1548152>
- [34] Mittal, M., & Bhakar, S. S. (2018). Examining the impact of role overload on job stress, job satisfaction, and job performance—a study among married working women in the banking sector. *International Journal of Management Studies*, V(2(7)). [https://doi.org/10.18843/ijms/v5i2\(7\)/01](https://doi.org/10.18843/ijms/v5i2(7)/01)
- [35] Nalla, M. K., Akhtar, S., & Lambert, E. G. (2020). Exploring the connection between job satisfaction and different forms of organizational commitment among police. *Criminal Justice and Behavior*, 47(5). <https://doi.org/10.1177/0093854819896611>
- [36] Nwanolue, B. O. G., & Iwuoha, V. C. (2012). The Nigerian civil service and promotion of sustainable human development : a critical analysis. *Oman Chapter of Arabian Journal of Business and Management Review*, 1(9). <https://doi.org/10.12816/0002157>
- [37] Nyberg, A., Peristera, P., Westerlund, H., Johansson, G., & Hanson, L. L. M. (2017). Does job promotion affect men's and women's health differently? Dynamic panel models with fixed effects. *International Journal of Epidemiology*, 46(4). <https://doi.org/10.1093/ije/dyw310>
- [38] Ofili, A. N., Usiholo, E. A., & Oronsaye, M. O. (2009). Psychological morbidity, job satisfaction, and intentions to quit among teachers in private secondary schools in Edo-State, Nigeria. *Annals of African Medicine*, 8(1). <https://doi.org/10.4103/1596-3519.55761>
- [39] Ogboghodo, E. O., & Edema, O. M. (2020). Assessment of burnout amongst resident doctors in Benin City, Edo State, Nigeria. *The Nigerian Postgraduate Medical Journal*, 27(3). https://doi.org/10.4103/npmj.npmj_37_20
- [40] Oghenetega, L. U., Ejedafiru, E. F., & Rabi, A. M. (2014). Comparative study of job stress among teaching staff of the library and information science in higher institutions in Nigeria. *Journal of Education and Practice*, 5(16).
- [41] Ogini, J. A. (2020). Job promotion and employee commitment of public hospitals in Rivers State, Nigeria. *IIARD International Journal of Economics and Business Management*, 6(1).
- [42] Ogunrotifa, A. B. (2012). Federal civil service reform in Nigeria: The case of democratic centralism. *A Journal of Radix International Education and Research Consortium*, 1(10).
- [43] Okorie, C. O., & Onwe, S. O. (2016). Appraisal of civil service reforms in Nigeria and options for stability. *Public Policy and Administration Research*, 6(9).
- [44] Olomola, A. S. (2010). Enhancing productivity, income and market access of rural producers in Africa: the case of contract farming in Nigeria. *Paper Presented at The Inaugural National Science Foundation (NSF) Joint Workshop of the African Economic Research Consortium (AERC) and the International Growth Centre (IGC) Held in Mombassa, Kenya*.
- [45] Omiunu, O. G. (2014). Demographic Characteristics, Discrimination at Work and Performance among Civil Servants in Nigeria. *Developing Country Studies*, 4(9).
- [46] Osibanjo, O. A., Salau, O. P., Falola, H. O., & Oyewunmi, A. E. (2016). Workplace stress: Implications for organizational performance in a Nigerian public University. *Business: Theory and Practice*, 17(3). <https://doi.org/10.3846/btp.2016.668>
- [47] Pahlevi, C., & Nohong, M. (2020). The effect of job promotion and mutation on the performance of Universitas Hasanuddin civil servants through job satisfaction. *Hasanuddin Journal of Applied Business and Entrepreneurship*, 3(3).

- [48] Ratemo, V., Bula, H., & Felistus, M. (2021). Job promotion and employee performance in Kenya forestry research institute headquarter in Muguga, Kiambu county. *European Journal of Human Resource Management Studies*, 5(1). <https://doi.org/10.46827/ejhrms.v5i1.1041>
- [49] Razak, A., Sarpan, S., & Ramlan, R. (2018). Influence of Promotion and Job Satisfaction on Employee Performance. *Journal of Accounting, Business, and Finance Research*, 3(1). <https://doi.org/10.20448/2002.31.18.27>
- [50] Shah, N. (2011). Investigating employee career commitment factors in a public sector organization of a developing country. *Journal of Enterprise Information Management*, 24(6). <https://doi.org/10.1108/17410391111166567>
- [51] Tasman, T., Siregar, Z. M. E., & Nasution, M. F. (2021). The influence of work environment, promotion, and job satisfaction on employee performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(3).
- [52] Tu, Y., Long, L., Wang, H. J., & Jiang, L. (2020). To prevent or promote: How regulatory focus moderates the differentiated effects of quantitative versus qualitative job insecurity on employee stress and motivation. *International Journal of Stress Management*, 27(2). <https://doi.org/10.1037/str0000139>
- [53] Vijayan, M. (2017). Impact of job stress on employees' job performance in Aavin, Coimbatore. *Journal of Organisation and Human Behaviour*, 6(3).
- [54] Wan, H. L., Sulaiman, M., & Omar, A. (2012). Procedural justice in promotion decisions of managerial staff in Malaysia. *Asia Pacific Business Review*, 18(1). <https://doi.org/10.1080/13602380903424167>
- [55] Wu, X., Li, Y., Yao, Y., Luo, X., He, X., & Yin, W. (2018). Development of construction workers job stress scale to study and the relationship between job stress and safety behavior: An empirical study in Beijing. *International Journal of Environmental Research and Public Health*, 15(11). <https://doi.org/10.3390/ijerph15112409>
- [56] Yang, S. Y., Chen, S. C., Lee, L., & Liu, Y. S. (2021). Employee stress, job satisfaction, and job performance: a comparison between high-technology and traditional industry in Taiwan. *Journal of Asian Finance, Economics, and Business*, 8(3). <https://doi.org/10.13106/jafeb.2021.vol8.no3.0605>
- [57] Yuliza, M., Desri, M., & Nasfi, N. (2021). Effect of work movements, job promotion, and compensation towards employee performance. *Jurnal Akuntansi, Manajemen Dan Ekonomi*, 23(1).
- [58] Yusuf, F. A., Olufunke, Y. R., & Valentine, M. D. (2015). Causes and impact of stress on teachers' productivity as expressed by primary school teachers in Nigeria. *Creative Education*, 06(18). <https://doi.org/10.4236/ce.2015.618199>
- [59] Zuhra, G. Muhammad., Khalid, Abbasi., & Ashfaq, A. B. (2021). Promotional policies and their impact on the performance of high school teachers (HSTs) of public secondary schools at district Badin. *Sjesr*, 4(1). [https://doi.org/10.36902/sjesr-vol4-iss1-2021\(77-88\)](https://doi.org/10.36902/sjesr-vol4-iss1-2021(77-88))