

## EFFECT OF HUMAN RESOURCE MANAGEMENT FUNCTIONS ON EMPLOYEES' JOB STRESS IN OGUN OSUN RIVER BASIN DEVELOPMENT AUTHORITY ABEOKUTA, OGUN STATE, NIGERIA

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### ABSTRACT

The workplace in the 21<sup>st</sup> century is synonymous with stress which if left unattended can slow down employees' job performance. One of the activities of human resources management is to see to the overall well-being of the employees so that they can give their best to the organization. Therefore, the study examined the effect of HRM functions on the perception of job stress by employees of the Ogun Oshun River Basin Development Authority Abeokuta, Ogun State. A proportionate sampling method was used to select 133 respondents for the study out of which 122 of them completed the data collection process. Data was collected using a validated questionnaire. Relevant descriptive and inferential statistics were used to analyse the data collected. Results showed that the mean age of the respondent was 34 years and 63.1% of the respondents were males. Many (67.2%) of the respondents hold HND/B.Sc. and a majority (88.5%) had less than 10 years of work experience. About 53.3% of the respondents earned less than ₦50,000 (\$140) as monthly income. Results also showed that relationship within the organization is very good and thus ensures synergy ( $\bar{x}=3.22$ ) and that members of staff possess the required skills to perform their job effectively, hence less supervision is required ( $\bar{x}=3.04$ ). Chi-Square analysis showed no significant association between personal characteristics and perception of job stress while Correlation analysis showed a significant relationship between respondents' perception of human resource management functions and perception of job stress ( $r=0.634$ ,  $P<0.001$ ) and between respondents' responses to challenges of human resources management and perception on job stress ( $r=0.817$ ,  $P<0.001$ ). It was concluded that respondents' perception of HRM functions and responses to challenges to HRM plays significant roles in their perception of job stress.

**Keywords:** Human Resources, Management Functions, Challenges, Job Stress, Organization, Perception

### INTRODUCTION

Human resource is the most valuable resource for any organization in achieving organizational goals. According to Opatha (2009), the basic importance of Human Resource Management (HRM) is to develop and maintain a fitting and satisfied workforce. The most essential challenge for any organization is how to adhere to best practices and devise the best approach to recruiting and retaining skilful and proficient

employees who would achieve the mandate of the organization as well as providing the right atmosphere that would ensure employee effectiveness. HRM embraces the management of people within organizations from a macro standpoint-managing people within the paradigm of a collective relationship between employees and management. Thus, the human resource function is concerned with the notions of developing and empowering people, with a

focus on ensuring that the employment relationship is fulfilling for both the management and employees (Jean, 2011)

According to Itika (2011), HRM is a management function in which managers select, recruit, train and develop members of their organization. Thus, these four processes should be properly handled so that an organization could measure up with its personnel requirements and consequently achieve its stated goals and objectives. The human resource department functions to ensure the availability of the right mix of people with the right skills and experience within the organization. Also, it works to employ processes to ensure that employees display the behavioural imperatives of the organizational strategy. HRM is also used to describe the organizational activities concerned with appraising and rewarding as well as motivating and directing workers. In other words, it refers to a structure of values, strategies, procedures and practices for the administration of the relationship that exists between an employer and employee (Wilton, 2013).

Wilton (2013) stressed that HRM is used to describe a unique approach to managing people through its ability to contribute to both organizational performances and to engender employees' commitment to the organization. Therefore, any organization that will stand the test of time in a highly competitive environment must adopt a realistic HRM system (Ajayi, 2013). HRM, therefore, consists of all the activities undertaken by an enterprise to ensure the effective utilization of employees towards the attainment of individual, group, and organizational goals.

An organization's HRM function focuses on the people's side of management. It consists of practices that help the organization deal effectively with its people during the various phases of the employment cycle, including pre-hire, staffing, and post-hire. The pre-hire phase involves planning practices. The organization must decide what types of job openings will exist in the upcoming period and determine the necessary qualifications for performing these jobs. During the hiring phase, the organization selects its employees. Selection practices include recruiting applicants, assessing their qualifications, and ultimately selecting those who are deemed to be the most qualified (Raymond, 2006).

The term stress basically comes from physical science which means the force placed upon an object to cause damage, bend, or break. In the case of human beings, stress is often used to describe the body's responses to demands placed upon it (Weerasinghe and Batagoda, 2011). Stress is a condition which arises when an individual realizes that the pressure on him/her or the requirements of the situation is bigger than they can handle. Job stress in an employee arises from a situation where work demands exceed the capacity of the individual. Therefore, the structural setup within the organization may bring about challenges in the quality-of-service delivery.

From the foregoing, it is imperative that organizations aim for a better understanding of the functions and impact of HRM with a view to making improvements to operations in the organization. The challenge is whether the HRM functions and activities are strategic enough to reduce or eliminate job

stress encountered by employees in the delivery of their expected services. In light of these challenges, the study is intended to investigate the effect of HRM functions of the Ogun Oshun River Basin Development Authority (OORBDA) on the employees' perception of job stress. The study provided answers to the following research questions: What is the respondents' perception of HRM functions in the organization? What are the challenges facing the Human Resource Department of the Organization? What is the employees' perception of job stress in the Organization?

### **OBJECTIVES OF THE STUDY**

The broad objective of the study is to examine the effect of HRM functions on employees' job stress in OORBDA. Specifically, the study

1. described the personal characteristics of the employees of OORBDA;
2. examined employees' perception of the HRM functions in the organization;
3. described the challenges facing the HRM department of the Ogun organization; and
4. determined employees' perception of job stress in the Organization.

### **Hypotheses of the study**

The following hypotheses stated in the null form were tested in the study.

H<sub>01</sub>: There is no significant relationship between the personal characteristics of the employees and their perception of job stress.

H<sub>02</sub>: There is no significant relationship between employees' perception of HRM functions of the organization and their perception of job stress.

H<sub>03</sub>: There is no significant relationship between the challenges facing the human resource department of the organization and employees' perception of job stress.

### **METHODOLOGY OF THE STUDY**

The study was carried out at the Ogun Oshun River Basin Development Authority, Abeokuta in Ogun state. The population of the study were a total of 334 employees of the organization. The breakdown of the employees in the department was given as follows: Engineering Department (151), Finance and Administration (90), Planning and Design (24), Agriculture (18), and Services (51). A proportionate sampling method was used to select respondents for the study. Forty per cent of the total employees in each of the departments: Engineering (60), Finance and Administration (36), Planning and Design (10), Agriculture (7) and Services (20) were selected which summed up to 133 employees. These 133 employees were then selected using a simple random technique. Primary data were collected through the use of questionnaires while secondary data were sourced from previous works, journals and information from the organization's website. A total of 122 copies of the questionnaire were returned giving a return rate of 92 per cent. The returned 122 copies of the questionnaire were used in the data analysis. Variables studied included the personal characteristics of respondents; respondents' perception of the HRM functions in the organization; challenges facing the HRM of the organization and respondents' perception of job stress in the organization. Selected personal characteristics such as age, family size, length of service and monthly income were measured in the actual numbers.

Employees' perceptions of HRM functions were measured using 18 perceptual statements measured on a 4-point Likert scale of strongly agree (4), agree (3), disagree (2) and strongly disagree (1). The maximum obtainable score was 72 and the minimum obtainable score was 18. Also, challenges facing the HRM in the organization were measured using 10 statements on a 4-point rating scale of very high (4), high (3), low (2) and very low (1). The maximum available score was 40 and the minimum obtainable score was 10. Furthermore, the perception of job stress of the respondents was measured using a 20-item tool on a 4-point rating scale of strongly agree (4), agree (3), disagree (2) and strongly disagree (1). The minimum obtainable score was 20 and the maximum obtainable score was 80. Data collected were summarized using frequency, percentage, mean and standard deviation. Pearson Product Moment Correlation and Chi-Square analyses were used to test the stated hypotheses of the study.

## RESULTS AND DISCUSSION

### *Personal characteristics of the respondents*

As presented in Table 1, the mean age of the respondents was  $33.8 \pm 8.24$  years. Therefore, it can be asserted that the workforce of the organization is relatively young and within the economically active and productive age group. This age group could ensure efficient and effective service delivery as asserted by Wilton (2013) that an age-diverse workforce will feel more valued and more willing to contribute to business success. Many (63.1%) of the respondents were male while 67.2 per cent were Christians implying that the dominant religion among the employees is

Christianity and this result supports the fact that the southern part of Nigeria has a relatively larger population of Christians than other denominations (McKinnon, 2021). Also, 59 per cent of the respondents were married. Marriage could therefore work to reduce or increase job-related stress all things being equal.

Furthermore, many (64.8%) of the respondents have a family size of 4-6 individuals and most (72.1%) of them were university first-degree holders. It implies that the organization has a relatively skilled and qualitative workforce as pointed out by Dessler (2013) that HRM is involved in obtaining an appropriate skill mix of employees to accomplish the organization's objectives. Also, from the Table, the majority (89.3%) of the respondents had less than ten years in the service of the organization. Respondents' average length of service in the organization was  $6.47 \pm 5.47$  years. This implies that the majority of the employees are relatively new in the organization and according to Arowolo *et al.* (2013), experience plays a prominent role in any organization. Very little experience may affect an organization's performance and may in the long run give rise to other problems within the organization. Also from the table, 53.3% of the respondents earn less than ₦50,000 (\$140 at ₦357 to \$1 exchange rate) monthly. The average monthly income of the employee in the organization was ₦94,021.74  $\pm$  ₦16,203.75. Many (59.0%) of the respondents in the organization were married. This characteristic might help with coping with job stress on the positive side and also might compound job stress due to work-family imbalance.

**Table 1: Personal characteristics of respondents in OORBDA (n=122)**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Standard deviation</b>
<b>Sex</b>				
Male	77	63.1		
Female	45	36.9		
<b>Age (years)</b>				
≤ 30 years	53	43.4	33.86	8.24
31-40 years	50	41.0		
41-50 years	15	12.3		
51 years and above	4	3.3		
<b>Religion</b>				
Christianity	82	67.2		
Islam	40	32.8		
<b>Marital status</b>				
Single	49	40.2		
Married	72	59.0		
Widowed	1	0.8		
<b>Family size</b>				
≤ 3	33	27	4.41	1.75
4-6	79	64.8		
7 and above	10	8.1		
<b>Educational Qualification</b>				
SSCE	7	5.7		
NCE	13	10.7		
HND/B. Agric	88	72.1		
M. Agric	14	11.5		
<b>Length of service (years)</b>				
≤ 10 years	109	89.3	6.47	5.47
11-20 years	9	7.4		
21-30 years	4	3.3		
<b>Income</b>				
≤ ₦50000	65	53.3	₦94,021.74	₦16, 203.75
₦51000-₦100000	41	33.6		
Above ₦100000	16	13.1		

*Source: Authors analysis, 2017*

**Respondents’ Perception of HRM functions of OORBDA**

Results shown in Table 2 revealed the perception of employees toward HRM

functions in OORBDA. The result showed that the statement relationship within the organization is very good and thus ensures synergy ( $\bar{x}$ =3.22) led the perception of

employees towards HRM functions in the organization. This is in line with Dessler (2013) who submitted that one of the objectives of HRM is to help establish and maintain a harmonious employer/employee relationship. The statement members of staff of the organization possess the required skills to perform their job effectively, hence less supervision is required ( $\bar{x}=3.04$ ) ranked second and was followed by performance are always evaluated which has helped to improve employee efficiency in the organization ( $\bar{x}=3.03$ ). This finding supports Itika (2011) who submitted that the most successful organizations have the best strategies to utilize staff and measure their performance and ensure that performance targets for individuals and departments are set and agreed upon (Itika, 2011).

Also, from the Table, the attitude of an employee to work is always monitored to

ensure effectiveness on the job ( $\bar{x}=2.96$ ) ranked fourth. This according to Itika (2011) may imply that the way a job is organized or people are managed will influence their attitude towards work and may in the long run determine the level of satisfaction or stress they will experience. The statement staff are not always promoted as at when due ( $\bar{x}=2.33$ ) also play a significant role in shaping the perception of employees towards HRM functions in the organization. This issue of promotion to Gamedze (2012) is extremely important. It is expected that promotion is fair and consistent to encourage knowledge sharing and motivate workers without which employees may feel dejected and marginalized which may alter their psychological function and inevitably result in stress. Under-promotion or even over-promotion can be a precursor to employee stress at work (Cox *et al.*, 2000).



**Table 2: Employees' Perception of HRM Functions of OORBDA (n=122)**

S/N	Perception statements	SA	A	D	SD	( $\bar{x}$ )	S.D
1.	The employee relations within the organization are very good and thus it ensures synergy and co-operation.	34(27.9)	79(64.7)	9(7.4)	-	3.22	0.57
2.	Members of staff possess the required skills to do their job effectively hence less supervision is required	21(17.2)	87(71.4)	12(9.8)	2(1.6)	3.04	0.59
3.	Our performance is always evaluated which has helped to improve employee efficiency in the organization	20(16.4)	87(71.3)	13(10.7)	2(1.6)	3.03	0.59
4.	The attitudes of employees to work are always monitored to ensure effectiveness on the job.	14(11.5)	91(74.6)	15(12.3)	2(1.6)	2.96	0.56
5.	The HR department allows the formation of a union in the organization thus there is a high level of cooperation among staff	26(21.3)	67(55.0)	25(20.5)	4(3.3)	2.94	0.75
6.	The proper motivation of employees has been responsible for the success achieved so far by the organization	16(13.1)	84(68.1)	20(16.4)	2(1.6)	2.93	0.61
7.	The HR department co-ordinates interrelationship of employees in the organization which ensures harmony	9(7.4)	91(74.6)	21(17.2)	1(0.8)	2.88	0.52
8.	The HR department provides counselling for the employee when they are needed or sought	9(7.4)	76(62.3)	35(28.7)	2(1.6)	2.75	0.61
9.	We are adequately rewarded which has positively influenced our performance on the job	14(11.5)	61(50)	45(36.5)	2(1.6)	2.71	0.69
10.	There is no adequate welfare package in place by the HR department for staff	13(10.7)	59(48.4)	43(35.2)	7(5.7)	2.63	0.76
11.	Aside from monetary compensation, the HR department does not provide other compensation to employees	7(5.7)	69(56.6)	40(32.8)	6(4.9)	2.60	0.69
12.	The HR department does not react quickly to complaints by staff.	12(9.8)	40(32.8)	67(54.9)	3(2.5)	2.52	0.71
13.	There is always availability of raise in salary which further motivates employees	7(5.7)	49(40.2)	63(51.6)	3(2.5)	2.52	0.65
14.	Employee assistance programs are not available in the organization	7(5.7)	55(45.0)	47(38.5)	13(10.7)	2.45	0.77
15.	Employees are demoralized because incentives are not provided as of when due.	11(9.0)	39(32.0)	63(51.7)	9(7.4)	2.44	0.76
16.	Staff are not always promoted when due	8(6.6)	35(28.7)	67(54.9)	12(9.8)	2.33	0.75
17.	Our responsibilities are not clearly spelt out, hence too much time is wasted performing little tasks	6(5.0)	38(31.4)	53(43.0)	25(20.7)	2.21	0.83
18.	The organization does not have a clear mission statement and thus negatively affects our performance on the job	5(4.1)	19(15.6)	50(41.0)	48(39.3)	1.84	0.83

*Source: Authors analysis, 2017; SA=strongly agree, A=agree, D=disagree, SD=strongly disagree, S.D=standard deviation*

### Challenges of Human Resource Department of OORBDA

As presented in Table 3, the major challenges of the human resources department of OORBDA were: problems with staff strength ( $\bar{x}$ =3.17); the problem of funds availability for running the organization effectively ( $\bar{x}$ =2.73), the challenge of poor facilities in the organization ( $\bar{x}$  =2.73) and the involvement of the human resource department in resolving conflict among employees in the organization ( $\bar{x}$ =2.65). Also, from the table, the organization's level of use of Information Technology facilities to carry out its activities ( $\bar{x}$ =2.56) is another major challenge facing the human resources department. The HRD is a crucial department in any organization as it plays a crucial role

in the smooth running of the organization. However, when a department like HRD is short-staffed and struggles with insufficient funds as well as inadequate or poor facilities, then the capacity of the department in discharging its responsibilities is affected. Although, a level of conflict is needed for changes within the organization (Rollinson, 2008), however, when too much time and energy is absorbed in conflict resolution, the HRD may be overwhelmed and lacks time to attend to other important matters. This finding is in line with Byars and Leslie (2000) who asserted that the need for new technologies and better management approaches are among the challenges facing human resource managers today.

**Table 3: Challenges of Human Resource Department of OORBDA**

S/N	Challenges	VH	H	L	VL	( $\bar{x}$ )	(S.D)
1.	Problem with staff strength	37(30.3)	68(55.8)	17(13.9)	-	3.17	0.66
2.	Availability of fund	11(9.0)	71(59.1)	35(28.7)	4(3.3)	2.73	0.67
3.	Poor facilities	16(13.1)	62(51.1)	40(32.8)	4(3.3)	2.73	0.73
4.	Involvement in conflict resolution among employees	15(12.3)	59(48.4)	39(32.8)	9(6.6)	2.65	0.79
5.	Information and communication technology deployment	17(13.9)	41(33.6)	56(45.9)	8(6.6)	2.56	0.82
6.	Compensation packages of the organization	9(7.4)	43(35.2)	64(52.5)	6(4.9)	2.49	0.72
7.	Age diversity in the organization	11(9.0)	32(26.2)	75(61.5)	4(3.3)	2.42	0.71
8.	Differences in opinion between the human resources department and the management of the organization	6(4.9)	44(36.1)	57(46.7)	15(12.3)	2.35	0.76
9.	The cultural diversity of the employees	6(4.9)	16(13.1)	70(57.4)	30(24.6)	1.98	0.77
10.	Differences in religious beliefs among employees	7(5.7)	16(13.1)	56(45.9)	43(35.2)	1.89	0.86

*Source: Authors analysis, 2017 VH=very high H= High L= Low VL= Very low*

### Employees' Perception of Job Stress in OORBDA

Results in Table 4 revealed the perception of employees of OORBDA on the stress occasioned by their jobs in the organization. The workers opined that the workplace environment is very pleasant and safe ( $\bar{x}$ =3.37) because it is necessary that the work environment should meet workers' potentialities as a lack in this domain can

cause a greater problem between the person and the work. Furthermore, employees concluded that their work-life relationship is balanced ( $\bar{x}$ =2.89). This is due to the fact that if an employee's well-being is understood to be a product of work and non-work activities, then an incidence of stress can be prevented (Wilton, 2013). Also, the employees opined that they are always encouraged to come up with new and better ways of doing things



( $\bar{x}$ =2.88) and that they have some say over the way they work ( $\bar{x}$ =2.78). The above points could work towards reducing the job stress level employees experience within the organization. As presented in Table 4, the employees opined that their work-life balance affects their output ( $\bar{x}$ =2.25) and that their operations require lots of energy to accomplish ( $\bar{x}$ =2.23). In the words of Bickford (2005), job stress occurs when there is a mismatch between the demands of a job and the physical capabilities of the individual

worker to meet those demands. Therefore, requiring lots of energy to accomplish tasks might be a precursor to job stress. Also from the table, the employees concluded that they have unachievable deadlines for completing certain tasks ( $\bar{x}$ =2.11), and that their gender influences the stress they experience in their job ( $\bar{x}$ =2.02). This finding is in line with Park (2011) who submitted that women are more likely to experience the negative effect of stress than men.

**Table 4: Respondents' Perception of Job Stress in OORBDA**

S/N	Statements	SA	A	D	SD	( $\bar{x}$ )	S.D
1.	My workplace environment is very pleasant and safe.	46(37.7)	71(58.2)	4(3.3)	1(0.8)	3.37	0.565
2.	My work-life relationship is balanced	13(10.7)	86(70.5)	20(16.4)	3(2.5)	2.89	0.613
3.	I'm always encouraged to come up with new and better ways of doing things	16(13.1)	79(64.7)	24(19.7)	3(2.5)	2.88	0.664
4.	I have some say over the way I work	9(7.4)	76(63.1)	32(26.2)	4(3.2)	2.78	0.589
5.	I get encouragement from carrying out my duties effectively	12(9.8)	77(63.2)	27(22.1)	6(4.9)	2.77	0.694
6.	I get bored of doing the same thing every day (monotony).	12(9.8)	71(58.2)	30(24.6)	9(7.4)	2.69	0.757
7.	I always have lots of operations to cover daily	9(7.4)	68(55.5)	40(32.8)	5(4.1)	2.66	0.682
8.	Monotony contributes to the stress I experience at my workplace	16(13.1)	59(48.4)	37(30.3)	10(8.2)	2.65	0.820
9.	The HR department handles my complaints satisfactorily	9(7.4)	61(50.0)	50(41.0)	2(1.6)	2.62	0.655
10.	I get work leave on regular basis.	11(9.0)	56(45.9)	51(41.8)	4(3.3)	2.59	0.707
11.	I experience stress as a result of my workload	6(4.9)	62(47.5)	44(36.1)	10(8.2)	2.51	0.725
12.	I always have long working hours	3(2.5)	43(35.2)	69(56.6)	7(5.7)	2.36	0.634
13.	My job often interferes with my family and social obligations, or personal needs	5(4.1)	38(31.1)	70(57.4)	9(7.4)	2.33	0.680
14.	My responsibilities at work affect my work-life balance	5(4.1)	38(31.1)	67(54.9)	12(9.8)	2.31	0.715
15.	Relationships at work are strained	4(3.3)	31(25.4)	80(65.6)	7(5.7)	2.27	0.622
16.	My work-life balance affects my output	3(2.5)	31(25.4)	80(65.6)	8(6.6)	2.25	0.612
17.	My operations require lots of energy to accomplish	5(4.1)	27(22.1)	80(65.6)	10(8.2)	2.23	0.657
18.	I have unachievable deadlines for completing certain tasks	4(3.3)	24(19.7)	75(61.5)	19(15.6)	2.11	0.707
19.	My gender influences the stress I experience in my job	3(2.5)	19(15.6)	77(63.1)	23(18.9)	2.02	0.682
20.	I do not have breaks	6(4.9)	6(4.9)	90(73.8)	20(16.4)	1.98	0.653

*Source: Authors analysis, 2017*

**Hypotheses testing**

**H<sub>01</sub>:** There is no significant relationship between the personal characteristics of the respondents and their perception of job stress in the organization. Sex, religion, marital status and educational level were tested using the Chi-square analysis. The results showed that there was no significant association between all the selected personal characteristics of the employees and their perception of job stress. The values are presented in Table 5. Furthermore, age,

family size, length of service and income relationship with job stress was tested using correlation analysis. Results in Table 6 showed no significant relationship between the variables tested and the perception of job stress by employees in the organization. Thus, from the results, the null hypothesis is accepted that there is no significant relationship between the personal characteristics of the employees and their perception of job stress.

**Table 5: Test of association between personal characteristics and job stress**

Variable	Chi-square value ( $\chi^2$ )	Contingency coefficient	Degree of confidence	P-Value	Decision
Sex	1.204	0.099	1	0.273	Not significant
Religion	0.264	0.047	1	0.608	Not significant
Marital status	1.453	0.109	2	0.484	Not significant
Educational level	0.924	0.092	3	0.820	Not significant

*Source: Authors analysis 2017*

**Table 6: Test of significant association between personal characteristics and job stress**

Variable	Correlation value (r)	P-value	Decision
Age	0.020	0.837	Not significant
Family size	0.120	0.215	Not significant
Years in service	0.077	0.408	Not significant
Income	0.180	0.086	Not significant

*Source: Authors analysis, 2017*

**H<sub>02</sub>:** There is no significant relationship between respondents' perception of HRM functions in the organization and their perception of job stress. The result showed a significant relationship between the respondents' perception of HRM functions and their perception of job stress ( $r = 0.634$ ,  $P = 0.001$ ). It may be asserted that any alteration in the selected HRM functions of

the OORBDA will consequently have a corresponding effect on the stress employees perceived surrounding their duties. This supports Balaji's (2014) submission that employees' work-related stress and HR managers' roles are intrinsically correlated. This finding also supports Gamedze (2012) who submitted that HRM is a major determinant of job stress.

**Table 7: Test of the relationship between Respondents’ perception of HRM functions of OORBDA and Job Stress**

Variables	Correlation value (r)	P-value	Decision
Perception of HRM function	0.634**	0.001	Significant

*Source: Authors analysis, 2017      \*\*Correlation is significant at a 1% level.*

**H<sub>03</sub>:** There is no significant relationship between the challenges of the human resource department and employees’ perception of job stress. The analysis showed that there is a significant relationship between the challenges facing the human

resource department and respondents’ perception of job stress ( $r = 0.817, P = 0.001$ ). This implies that the higher the challenges facing the human resources department within the organization, the higher their perception of job stress.

**Table 8: Test of the relationship between respondents’ responses to challenges of Human Resource Department of OORBDA and job stress**

Variable	Correlation value (r)	P-value	Decision
Challenges facing HRM and job stress	0.817**	0.001	Significant

*Source: Authors analysis 2017      \*\*Correlation is significant at 1%.*

### CONCLUSIONS

Based on the findings of the study, the following conclusions were reached. The employees of OORBDA were relatively young and mostly males. The majority of the employees had a first degree at the point of entry and most of the employees joined the organization in the past six years. The average monthly income of the employees was much more than the minimum wage. It was concluded that the personal characteristics of the employees of OORBDA do not influence their job stress level, while their perception of the selected HRM function within their organization has a significant relationship with their job stress. Also, the study concluded that the challenges faced by the human resources department of the organization had a significant relationship with the job stress experienced by the employees.

### RECOMMENDATIONS

Based on the conclusions of the study, it is recommended that the organization should look into the challenges facing the human resources department to better position the department to discharge its duties for the betterment of the organization. Also, more awareness should be created among the employees to improve their perception of the various functions of the human resources department. This will facilitate the smooth relationship between the department and employees of the organization and work towards reducing the job stress perceived by the employees in the organization.

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