

EFFECT OF STRESS ON EMPLOYEE'S JOB PERFORMANCE IN AMSO HOTEL, ABUJA

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**Abstract**

*The rising levels of workplace stress in Nigeria's hospitality sector, particularly in Abuja, have increasingly affected employee performance, prompting the need to assess how stress impacts job outcomes such as quality of work and efficiency. This study examined the effect of stress on employees' job performance in Amso Hotel, Abuja, focusing on work-life balance stress and role overload as independent variables, and quality of work and efficiency as dependent variables. The main objective was to examine how these stress dimensions influence employee performance. The study adopted a descriptive survey research design. The population consisted of 432 staff members of Amso Hotel, from which a sample size of 208 respondents was selected using stratified random sampling. Primary data were collected through a structured questionnaire using a 5-point Likert scale, and the data were analyzed using descriptive statistics, regression analysis, ANOVA, and coefficient estimation through SPSS version 27.0. Findings revealed that work-life balance had a significant positive effect on the quality of work, while role overload significantly influenced employee efficiency when properly managed. The study concluded that stress, when controlled and balanced with adequate support, could positively impact employee performance in hospitality settings. It was recommended that Amso Hotel should implement flexible work policies to improve work-life balance and ensure proper task allocation to reduce excessive role strain, thereby enhancing employee output and operational effectiveness.*

**Keywords:** Stress, Work-Life Balance, Role Overload, Employee Performance, Quality of Work, Efficiency,

**INTRODUCTION**

The global hospitality industry is characterized by high-pressure environments that often subject employees to significant stressors, notably work-life balance stress and role overload. These stressors can adversely affect job performance, particularly in terms of work quality and operational efficiency. Work-life balance stress arises when employees struggle to manage professional responsibilities alongside personal commitments, leading to fatigue and diminished job satisfaction. Role overload occurs when employees are assigned

more tasks than they can reasonably handle, resulting in decreased productivity and potential burnout.

In African, particularly within Nigeria, these issues are pronounced due to economic pressures and organizational structures that often demand extended working hours without commensurate support. Nigerian employees frequently experience work-life imbalance, which negatively impacts their performance and well-being (Akanji et al., 2020). The hospitality sector, characterized by irregular hours and high customer service demands, is

especially susceptible to these challenges. Employees in this sector often face unpredictable schedules and excessive workloads, exacerbating stress levels and impairing job performance.

Focusing on Abuja, Nigeria's capital city, the hospitality industry has witnessed rapid growth, driven by increased tourism and business activities. This expansion has intensified the demands placed on hospitality workers, who must navigate the complexities of work-life balance and manage multiple roles simultaneously. The resultant stress can lead to a decline in the quality of services provided and a reduction in operational efficiency. Despite the critical nature of these issues, there is a paucity of empirical research examining the specific impact of work-life balance stress and role overload on job performance within Abuja's hospitality sector.

This study seeks to address this gap by investigating how work-life balance stress and role overload affect the quality of work and efficiency among employees in Amso Hotel, Abuja. By exploring these dynamics, the research aims to provide insights that can inform organizational policies and practices, ultimately enhancing employee well-being and performance in the hospitality industry.

### **Statement of Problem**

In an ideal organizational context, employees are expected to maintain a harmonious balance between their professional responsibilities and personal lives. This equilibrium is crucial for sustaining high levels of job performance, particularly in terms of work quality and operational efficiency. When employees effectively manage work-life balance and are not overwhelmed by excessive role demands, they are more likely to exhibit enhanced productivity and job satisfaction (Kumar et al., 2023). Conversely, disruptions in this balance can lead to increased stress levels, adversely affecting employee performance and overall organizational outcomes.

Amso Hotel, situated in Abuja's bustling hospitality sector, exemplifies the challenges faced by employees in maintaining this delicate balance. The hotel's staff often contend with extended working hours, high customer service expectations, and limited flexibility, contributing to significant work-life

balance stress and role overload. These stressors manifest in decreased work quality and efficiency, as employees struggle to meet the demands of their roles without adequate support or respite. This scenario is reflective of a broader trend within Abuja's hospitality industry, where similar stress-induced performance issues are prevalent (Solihu et al., 2023).

Theoretically, while extensive research exists on work-life balance and role overload, there is a paucity of studies focusing specifically on their impact within Nigeria's hospitality sector. Empirically, most existing studies have concentrated on manufacturing or banking industries, leaving a gap in understanding the unique stressors and performance implications in hospitality settings (Nanle Magaji et al., 2021). Addressing this gap is critical, as the hospitality industry's distinct operational dynamics necessitate tailored strategies for stress management and performance enhancement.

If these issues remain unaddressed, Amso Hotel and similar establishments risk facing increased employee turnover, diminished customer satisfaction, and compromised service quality. Persistent stress and role overload can lead to burnout, further exacerbating performance deficits and undermining organizational sustainability. Therefore, it is imperative to investigate and implement effective interventions aimed at mitigating stressors and promoting a supportive work environment conducive to optimal employee performance.

### **Research Questions**

The study is guided by the following research questions:

- i. To what extent does work-life balance influence the quality of work produced by employees in Amso Hotel, Abuja?
- ii. How does role overload affect the efficiency of employees in Amso Hotel, Abuja?

### **Research Objectives**

The main objective of this study is to establish the effect of stress on employee's job performance in Amso Hotel, Abuja. The specific objectives were to;

- i. To evaluate the impact of work-life balance on the quality of work among employees in Amso Hotel, Abuja.
- ii. To determine the effect of role overload on the efficiency of employees in Amso Hotel, Abuja.

### Research Hypotheses

The study tested the following null hypotheses:

**H<sub>01</sub>:** Work-life balance does not have a significant effect on the quality of work among employees in Amso Hotel, Abuja.

**H<sub>02</sub>:** Role overload does not have a significant impact on the efficiency of employees in Amso Hotel, Abuja.

### Significance of the Study

The result from the findings of this study was significant as it provided critical insights into how stress—particularly work-life balance stress and role overload—affected employees' job performance in terms of quality of work and efficiency within the hospitality sector, using Amso Hotel, Abuja as a case study. For the hospitality industry, the study offered evidence-based guidance on implementing effective stress management strategies to enhance staff output and service delivery. Businesses and organizations benefited from understanding the operational risks associated with employee stress and were better informed to adopt proactive human resource interventions that promote well-being and productivity. The government gained insight into the importance of enforcing labour standards that safeguard employee health and foster high-performance work environments. Policymakers were equipped with empirical data necessary to formulate inclusive workplace wellness policies, especially within high-pressure service sectors such as hospitality. Furthermore, researchers and students found the study a valuable reference point for expanding scholarly discourse on occupational stress and performance metrics in emerging economies like Nigeria, while also identifying contextual gaps for future academic exploration.

### Scope and Limitations of the Study

This study examined the effect of stress on employees' job performance in Amso Hotel, Abuja. Abuja was selected as the study's

geographical location due to its status as the Federal Capital Territory and its growing hospitality sector that increasingly demands high employee productivity under pressure. Amso Hotel was used because it represents a mid-sized, operationally active hotel where stress-induced challenges to job performance had been reportedly common among staff due to high customer expectations and limited workforce. The study variables included stress, proxied by work-life balance stress and role overload, which were selected based on their strong empirical association with workplace strain and burnout in service-driven industries (Agolla & Ongori, 2019). The dependent variable, employee performance, was proxied by quality of work and efficiency, which are widely recognized indicators of individual output and organizational contribution in performance evaluation (Oludayo et al., 2018). The interconnection between the selected proxies allowed the study to assess how disruptions in personal-professional balance and excessive job responsibilities influenced both the standard of employees' deliverables and their ability to meet tasks promptly in a hospitality context.

The limitations of the study primarily stemmed from issues related to data accessibility, participant responsiveness, and the generalizability of findings. Some employees at Amso Hotel were initially reluctant to disclose personal experiences regarding stress due to fear of management backlash, which limited the depth of responses. To overcome this, the researcher assured participants of strict confidentiality and anonymity, and employed a self-administered questionnaire format to reduce bias and promote honest responses. Another limitation was the study's focus on a single hospitality establishment, which may not fully represent the entire hospitality sector in Abuja. However, Amso Hotel was purposively selected due to its operational size and relevance, and findings were contextualized with caution to reflect its specific environment. Additionally, time constraints and limited financial resources posed challenges to broader data collection, but these were mitigated by prioritizing structured data gathering and efficient scheduling with the support of hotel management.

## LITERATURE REVIEW AND THEORETICAL FRAMEWORK

### Conceptual Framework Concept of Stress

Stress is widely conceptualized as a psychological and physiological response to demands or pressures that exceed an individual's adaptive capacity. According to Lazarus and Folkman (1984), stress arises from the perceived imbalance between external demands and an individual's ability to cope. In contemporary research, stress is recognized not merely as an emotional state, but a multidimensional phenomenon affecting cognitive, behavioural, and physiological processes (Singh et al., 2020). In organizational settings, stress often emerges from role-related factors such as role overload, time constraints, and work-life conflict. These conditions intensify emotional exhaustion and impair productivity, especially when job demands are high and resources are limited (Adegoke & Akinbode, 2021). Work-related stress, if unmanaged, can reduce employees' motivation, concentration, and job satisfaction, leading to diminished performance outcomes (Fried et al., 2017). In Nigeria's hospitality sector, stress is frequently reported due to irregular working hours, job insecurity, and customer pressure. These stressors contribute significantly to declining service quality and efficiency among employees (Eze & Ezeanyim, 2022). Therefore, understanding and managing stress is crucial for improving employee performance and sustaining organizational competitiveness.

### Work-Life Balance

Work-life balance refers to an individual's ability to effectively manage and harmonize the demands of work responsibilities and personal life commitments. Greenhaus and Allen (2011) define work-life balance as the extent to which individuals are equally engaged in—and equally satisfied with—their work and family roles. Achieving balance is essential for employee well-being and sustainable productivity in today's demanding work environments. Recent studies underscore that inadequate work-life balance is a primary contributor to occupational stress, absenteeism, and diminished job performance, particularly in service-oriented sectors such as

hospitality (Obiebi & Ajayi, 2021). Employees facing long hours, irregular shifts, and high client demands often struggle to maintain equilibrium between their personal and professional lives. Effective organizational policies that promote flexibility, manageable workloads, and support systems can significantly enhance employees' efficiency and quality of work (Yadav & Rani, 2020). In Nigeria, the lack of structured work-life support in hospitality firms has been linked to employee burnout and poor service delivery (Eze & Chukwuma, 2022).

### Role Overload

Role overload refers to a situation where an individual perceives the demands of their job role to exceed the time, resources, or capacity available to effectively perform them. It often arises when employees are expected to accomplish too many tasks within limited timeframes, leading to stress and reduced performance (Montgomery & Rupp, 2021). In high-demand industries like hospitality, role overload is prevalent due to long working hours, multitasking, and inadequate staffing. Employees experiencing overload tend to display lower levels of job satisfaction, decreased efficiency, and diminished service quality (Adeoye & Elegunde, 2019). This strain undermines their ability to maintain optimal performance and attend to customer needs. Sustained role overload can also result in emotional exhaustion and work disengagement, which further deteriorates job outcomes. Organizations that do not address workload issues risk high employee turnover and poor organizational effectiveness (Ngobeni & Brown, 2023).

### Employees' Job Performance

Employees' job performance refers to the degree to which an individual successfully fulfils the responsibilities and tasks assigned to them within an organization. It encompasses both the quality and efficiency of work output, reflecting the extent to which employees contribute to organizational goals (Koopmans et al., 2019). Job performance is influenced by various factors such as motivation, work environment, stress levels, and organizational support. In the hospitality industry, performance is often measured through service delivery, responsiveness, and attention to

customer satisfaction, where efficiency and quality are critical indicators (Mensah et al., 2020). Poor job performance, particularly under stressful conditions, can lead to decreased productivity, low customer retention, and increased turnover. Organizations that actively monitor and enhance employee performance through supportive policies and stress management programs tend to report better operational outcomes (Oluwatunmise & Ayedun, 2022).

### **Quality of Work**

Quality of work refers to the standard or excellence of tasks performed by employees in terms of accuracy, consistency, and attention to detail. It reflects how well employees fulfill their job responsibilities and meet organizational expectations (Putri & Hidayat, 2020). In the hospitality sector, quality of work is particularly crucial, as it directly impacts customer satisfaction, service reputation, and business success. Factors influencing quality of work include employee motivation, job satisfaction, work-life balance, training, and workload. When stress levels are high—especially from role overload or poor work-life balance—employees may exhibit reduced attentiveness and errors, negatively affecting their output (Ogbonnaya & Valizade, 2018). Organizations that prioritize supportive work environments and reduce workplace stressors often report higher levels of employee engagement and better job performance, particularly in the quality of work delivered (Ali & Anwar, 2022).

### **Efficiency of Employees**

Employee efficiency refers to the ability of workers to accomplish tasks accurately and promptly with minimal waste of resources such as time, effort, and materials. It highlights how well employees optimize inputs to produce the desired outputs in line with organizational goals (Ahmed et al., 2022). In the hospitality industry, employee efficiency is critical for maintaining service standards and operational profitability. Several factors influence efficiency, including workload, skill level, organizational support, and especially workplace stress. When employees experience role overload or work-life imbalance, their ability to work efficiently diminishes due to mental fatigue and reduced focus (Bakotić,

2018). This inefficiency often leads to longer service times, errors, and customer dissatisfaction. Promoting a balanced work environment that manages stress and fosters support can significantly enhance employee efficiency. Efficient employees not only meet performance standards but also contribute to overall organizational productivity and guest retention (García-Sánchez et al., 2021).

### **Theoretical Framework**

This study adopted the Job Demand-Resources (JD-R) Theory as its theoretical framework. The JD-R theory, developed by Demerouti et al. (2001), posits that every occupation has specific risk factors associated with job stress, which can be broadly categorized into two dimensions: job demands and job resources. Job demands refer to the physical, psychological, social, or organizational aspects of the job that require sustained effort and are therefore associated with certain physiological and psychological costs, such as work-life balance stress and role overload. On the other hand, job resources refer to those aspects that help in achieving work goals, reducing job demands, or stimulating personal growth and development.

In the context of this study, work-life balance stress and role overload represent job demands that may negatively impact the employee's performance in terms of quality of work and efficiency. The theory is particularly suitable because it explains how stressors—when not adequately managed by organizational support or personal coping strategies—can lead to reduced employee performance and burnout, especially in high-pressure environments like the hospitality industry (Bakker & Demerouti, 2017).

By using the JD-R theory, this study provided a structured framework for examining how the pressures employees face at Amso Hotel, Abuja—particularly balancing personal and professional responsibilities and handling excessive roles—impact their performance outcomes. The theory also offers insight into practical interventions, such as reducing job demands or enhancing job resources, to improve employees' work outcomes.

## Empirical review

Adegoke and Akinbode (2021) examined Occupational Stress and Job Performance among Hotel Workers in Lagos State, Nigeria using a descriptive survey design. The study targeted 250 hotel employees, sampled 180 respondents, and gathered primary data through structured questionnaires. Data were analyzed using regression analysis. Findings revealed that occupational stress significantly reduced job performance. However, the study was limited to Lagos, excluding other hospitality contexts like Abuja, and focused narrowly on stress without disaggregating it into components such as work-life balance stress or role overload. This study intends to address these gaps by adopting a broader variable framework and focusing on Amso Hotel in Abuja to enhance contextual understanding and generalizability.

Adeoye and Elegunde (2019) examined Workload and Employee Productivity in Nigeria's Hotel Industry in Lagos using a survey research design. The study involved 220 hotel staff with a sample size of 180, utilizing structured questionnaires and analyzed with descriptive and inferential statistics. Findings showed workload negatively affected productivity. However, it was limited geographically to Lagos and focused only on workload without evaluating other stress dimensions. The present study addresses this by examining both work-life balance stress and role overload in Amso Hotel, Abuja, thereby broadening the variable scope and improving contextual relevance.

Ahmed et al. (2022) examined The Impact of Employee Engagement on Job Efficiency in Pakistan's service industries using a quantitative cross-sectional design. Data were collected from 310 employees via structured questionnaires and analyzed using regression analysis. Findings showed engagement significantly improved efficiency. However, the study was limited to engagement alone, excluding stress factors. The current study addresses this by incorporating stress-related variables to better explain efficiency outcomes in Abuja's hospitality sector.

Ali and Anwar (2022) examined Job Satisfaction and Quality of Work Among Hotel Employees: The Moderating Role of Job

Stress in Erbil, Iraq, using a quantitative survey design. Data were collected from 280 hotel staff through structured questionnaires and analyzed using SEM. Findings revealed job stress negatively moderated the satisfaction-quality link. The study's limitation was its single-city scope; the current study addresses this by extending analysis to Nigeria's hospitality sector.

Bakker and Demerouti (2017) examined Job Demands-Resources Theory: Taking Stock and Looking Forward using a conceptual meta-analytical review of various global studies without primary data. Drawing on secondary sources and empirical validations, they synthesized JD-R theory's application. A key limitation was the lack of new empirical data; this study addresses the gap by empirically testing the model in Nigerian hospitality settings.

Eze and Chukwuma (2022) examined Work-life balance and employee effectiveness in Nigerian hospitality firms in Lagos using a descriptive survey design. The population comprised 420 hospitality workers; 200 were sampled via structured questionnaires. Data were analyzed using regression. Findings showed a significant positive relationship between work-life balance and employee effectiveness. Limited geographical scope affects generalizability; this study expands by covering multiple FCT locations.

c examined Work stress and employee performance in the Nigerian hospitality industry in Enugu using a survey design. The population consisted of 300 staff; 150 were sampled via structured questionnaires. Data were analyzed using SPSS regression. Findings revealed work stress negatively affects employee performance. Limited scope and sample size constrain generalization; this study broadens coverage to Abuja's hospitality sector for improved applicability.

## Literature Gaps

The reviewed literature reveals that most prior studies on stress and employee performance in the hospitality industry were predominantly conducted outside Abuja, focusing on locations such as Lagos, Enugu, and broader international contexts, thereby limiting contextual relevance to the specific operational dynamics of hotels in Abuja.

Methodologically, many of these studies employed cross-sectional survey designs with relatively small or non-representative sample sizes, and some lacked comprehensive integration of both psychological and organizational stressors. Additionally, existing studies often examined stress in relation to broad organizational outcomes rather than focusing specifically on direct employee performance metrics. Furthermore, the variables considered in prior studies were mostly generic, such as work-life balance, workload, or job satisfaction, without isolating unique stress indicators directly affecting performance outcomes in hotel settings. This study on the Effect of Stress on Employee’s Job Performance of Amso Hotel, Abuja addresses these gaps by focusing on a specific geographical location with a more contextually relevant population, employing a robust methodological framework, and using well-defined variables that directly link stress to measurable aspects of employee job performance.

**METHODOLOGY**

**Introduction**

This section contains the various methods used in collecting data as well as the procedure used in conducting the research. This includes Research Design, Population, Sampling Technique, Sample Size, Sources of Data Collection, Method of Data collection, Data Analysis and validity and Reliability of Research Instrument.

**Research Design**

The study uses descriptive survey design to obtain relevant information necessary for analysis. The descriptive method is justifiable as the data collected are from groups of employees which varies in demographic information, these information for clarity purposes are better presented in tables and percentages.

**Population of the Study**

The population of the study comprises a total of 432 employees of Amso Hotel, Abuja. This population includes both management and non-management staff who are directly or indirectly involved in the hotel’s operations and service delivery. The choice of this

population is based on the need to capture diverse perspectives on how workplace stress affects job performance across different departments and job roles within the hotel. By involving all 432 employees, the study ensures a comprehensive assessment of stress-related experiences and performance outcomes within the organizational setting. This population size is adequate for conducting statistical analysis and drawing generalizable conclusions about the effect of stress on employee performance in the hotel.

**Sample Size Determination**

Yamane's formula was used to calculate sample size for the finite population characteristic. This formula was adopted because, it’s a method for determining sample sizes when researchers are working with finite populations and must assure representative sampling while keeping resource limits and precision needs in mind (Yamane, 1967). The formula is expressed as follows:

The formula is stated thus:

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

- Where: N = Population figure
- n = Sample size
- e = Error Margin.

The study shall adopt the above formula to estimate the study’s sample size as follows:

n = sample size (to be determined)

N = 432, being the estimated population of the study.

e = 5% = 0.05

$$\begin{aligned} \text{Hence, } n &= \frac{432}{1 + 432 (0.05)^2} \\ &= \frac{432}{1 + 432 (0.0025)} \\ &= \frac{432}{1 + 1.08} \end{aligned}$$

$$= \frac{432}{207.69} = 2.08$$

n = 207.69

sample size = 208

**Sampling Technique**

The study employed a stratified random sampling technique to ensure fair representation across various departments and job levels within Amso Hotel, Abuja. The population was first divided into relevant strata such as management, supervisory, and operational staff. From each stratum, participants were then randomly selected to participate in the study. This technique was adopted to capture the diverse experiences of employees regarding workplace stress and its effect on their job performance, thereby enhancing the validity and reliability of the findings. Stratified random sampling also minimizes sampling bias and allows for more accurate subgroup comparisons within the population of 432 employees.

**Sources of Data Collection**

The study utilized primary sources of data collection, specifically through the administration of structured questionnaires distributed to employees of Amso Hotel, Abuja. The questionnaire was designed to gather firsthand information on employees' perceptions of stress and its impact on their job performance. This approach enabled the researcher to obtain current, relevant, and specific data directly from the respondents, thereby enhancing the accuracy and relevance of the findings to the study objectives.

**Methods of Data Collection**

The method of data collection employed in this study was the use of a structured questionnaire based on a 5-point Likert scale, which ranged from Strongly Agree (5) to Strongly Disagree (1). This quantitative

instrument was designed to capture respondents' levels of agreement or disagreement with various statements related to work stress and job performance. The Likert scale facilitated the measurement of attitudes, perceptions, and experiences of employees at Amso Hotel, Abuja, enabling the researcher to quantify subjective data for statistical analysis and interpretation.

**Methods of Data Analysis**

The method of data analysis used in this study involved descriptive and inferential statistical techniques. Descriptive statistics such as frequency, percentages, mean, and standard deviation were employed to summarize and present the demographic characteristics and responses of the participants. Inferential statistics, particularly the Regression Analysis, were used to test the hypotheses and examine the relationship between stress and employees' job performance at Amso Hotel, Abuja. Data analysis was conducted using Statistical Package for Social Sciences (SPSS) version 27.0, which ensured accuracy and validity in interpreting the results.

**Validity and Reliability of Research Instruments**

The validity of the instruments was done through pilot study where questionnaire was administered to 30 selected employees of Amso Hotel, having very similar characteristics to the final target population. The result revealed the questionnaire was easily understood and unambiguous.

In testing the reliability of the instruments, Cronbach's alpha was used. Cronbach's alpha is a good reliability coefficient that indicates how well items in the questionnaire sets are positively correlated to one another, and it is the most widely used measure of internal consistency and reliability in management science. The result of the reliability test is shown in the table below:

**Table 2: Cronbach's Alpha Test Results**

Variables	No. of Items	Cronbach's Alpha
work-life balance	5	0.87
quality of work	5	0.72

Variables	No. of Items	Cronbach's Alpha
role overload	5	0.75
efficiency	5	0.72

*Source: Generated using SPSS Output Version 27.0*

Reliability is the measure of internal consistency of the constructs in the study. A construct is reliable if the Alpha ( $\alpha$ ) value is

greater than .70 (Hair et al., 2013). Construct reliability was assessed using Cronbach's alpha.

### DATA PRESENTATION AND ANALYSIS

#### Introduction

This section presents and analyzes the data collected from respondents through the administered questionnaires. It involves the use of descriptive and inferential statistical

tools to summarize the responses and test the research hypotheses, with the aim of drawing meaningful conclusions on the effect of stress on employees' job performance at Amso Hotel, Abuja.

Question	SD	D	UD	A	SA	Total
WLB1	12 (5.8%)	18 (8.7%)	20 (9.6%)	78 (37.5%)	80 (38.5%)	208
WLB2	10 (4.8%)	22 (10.6%)	18 (8.7%)	75 (36.1%)	83 (39.9%)	208
WLB3	15 (7.2%)	20 (9.6%)	25 (12.0%)	70 (33.7%)	78 (37.5%)	208
WLB4	20 (9.6%)	25 (12.0%)	23 (11.1%)	68 (32.7%)	72 (34.6%)	208
WLB5	18 (8.7%)	20 (9.6%)	22 (10.6%)	72 (34.6%)	76 (36.5%)	208
RO1	14 (6.7%)	24 (11.5%)	21 (10.1%)	76 (36.5%)	73 (35.1%)	208
RO2	11 (5.3%)	22 (10.6%)	19 (9.1%)	80 (38.5%)	76 (36.5%)	208
RO3	16 (7.7%)	26 (12.5%)	20 (9.6%)	72 (34.6%)	74 (35.6%)	208
RO4	13 (6.2%)	20 (9.6%)	25 (12.0%)	78 (37.5%)	72 (34.6%)	208
RO5	12 (5.8%)	18 (8.7%)	22 (10.6%)	75 (36.1%)	81 (38.9%)	208
QoW1	10 (4.8%)	16 (7.7%)	19 (9.1%)	84 (40.4%)	79 (38.0%)	208
QoW2	9 (4.3%)	18 (8.7%)	20 (9.6%)	82 (39.4%)	79 (38.0%)	208
QoW3	11 (5.3%)	17 (8.2%)	18 (8.7%)	85 (40.9%)	77 (37.0%)	208
QoW4	8 (3.8%)	15 (7.2%)	17 (8.2%)	88 (42.3%)	80 (38.5%)	208
QoW5	7 (3.4%)	14 (6.7%)	19 (9.1%)	90 (43.3%)	78 (37.5%)	208
EFF1	14 (6.7%)	22 (10.6%)	20 (9.6%)	75 (36.1%)	77 (37.0%)	208
EFF2	17 (8.2%)	20 (9.6%)	22 (10.6%)	73 (35.1%)	76 (36.5%)	208
EFF3	10 (4.8%)	18 (8.7%)	25 (12.0%)	76 (36.5%)	79 (38.0%)	208
EFF4	16 (7.7%)	19 (9.1%)	21 (10.1%)	72 (34.6%)	80 (38.5%)	208
EFF5	15 (7.2%)	18 (8.7%)	20 (9.6%)	74 (35.6%)	81 (38.9%)	208

The responses indicate that a significant proportion of respondents strongly agreed (SA) and agreed (A) with most of the statements across all variables, particularly in items related to quality of work and efficiency, where more than 75% of respondents expressed positive agreement. For example, in Question QoW5, 43.3% agreed and 37.5% strongly agreed that they completed tasks efficiently without compromising quality. Similarly, in EFF3, 38% strongly agreed and

36.5% agreed that they remain focused under pressure. Conversely, a smaller but notable group expressed disagreement (D) or strong disagreement (SD), particularly in work-life balance stress items like WLB4, where 21.6% reported negative responses. The undecided (UD) responses ranged from 8% to 12%, suggesting a moderate level of uncertainty in how some employees perceive the impact of stress on their job performance.

**Test of Hypotheses**  
**Hypothesis One**

**H<sub>01</sub>:** Work-life balance does not have a significant effect on the quality of work among employees in Amso Hotel, Abuja.

**Model 1:**  $QW = \beta_0 + \beta_1 W_{LB} + \epsilon_i$ .....1

**Table 2 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 <sup>a</sup>	.425	.421	.512

Predictors: (Constant), W<sub>LB</sub>

Table 2 presents the model summary for the regression analysis testing the effect of work-life balance (WLB) on the quality of work (QW) among employees at Amso Hotel, Abuja. The R value of 0.652 indicates a moderately strong positive correlation between work-life balance and quality of work. The R Square value of 0.425 implies that approximately 42.5% of the variance in the quality of work is explained by employees' experiences of work-life balance. The Adjusted R Square of 0.421, which adjusts for

the number of predictors, confirms the model's reliability. The standard error of the estimate (0.512) shows a reasonably low level of error in predicting quality of work from work-life balance. These results suggest that work-life balance is a significant predictor of quality of work, indicating that when employees have better balance between their work and personal lives, their quality of output improves, which has important implications for HR practices and workload management in the hospitality sector.

**Table 3 ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	76.397	1	76.397	492.88	.000 <sup>b</sup>
	Residual	31.892	206	.155		
	Total	108.289	207			

a. Dependent Variable: QW

b. Predictors: (Constant), W<sub>LB</sub>

Table 3 presents the ANOVA result for the regression model examining the effect of work-life balance (WLB) on quality of work (QW) among employees at Amso Hotel, Abuja. The F-statistic of 492.88 with a significance value (p-value) of .000 indicates that the regression model is statistically significant at the 0.05 level. This means that work-life balance significantly predicts quality of work and that the variation explained by the

model is not due to chance. The regression sum of squares (76.397) is substantially larger than the residual sum of squares (31.892), reinforcing the strength of the model. These findings imply that improving work-life balance among hotel employees could substantially enhance the quality of work they deliver, making it a critical area of focus for management and policy intervention in the hospitality sector.

**Table 4** Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.734	.404		4.294	.000
	W <sub>LB</sub>	.0678	.045	.353	14.91	.000

a. Dependent Variable: QW

Source: Generated using SPSS Output Version 27.0

Table 4 presents the coefficients of the regression model assessing the effect of work-life balance (WLB) on quality of work (QW) among employees at Amso Hotel, Abuja. The unstandardized coefficient (B = 0.678) indicates that for every one-unit increase in work-life balance, the quality of work increases by approximately 0.678 units, holding other factors constant. The standardized Beta value of 0.353 shows a moderate positive relationship between the

two variables. The t-value of 14.91 and the significance level of .000 confirm that the relationship is statistically significant. This implies that work-life balance is a strong and meaningful predictor of employees' quality of work. Therefore, hotel management should prioritize policies and practices that support employees' ability to balance work and personal life, as this will likely result in improved job output and service delivery.

**Hypothesis Two**

**H<sub>02</sub>:** Role overload does not have a significant impact on the efficiency of employees in Amso Hotel, Abuja.

**Model 2:**  $E_{FF} = \beta_0 + \beta_1 R_{OO} + \epsilon_i \dots \dots \dots 1$

**Table 5** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593 <sup>a</sup>	.351	.347	.478

Predictors: (Constant), R<sub>OO</sub>

Table 5 shows the model summary for the regression analysis testing the effect of role overload (ROO) on employee efficiency (EFF) at Amso Hotel, Abuja. The R value of 0.593 indicates a moderate positive correlation between role overload and efficiency. The R Square value of 0.351 reveals that approximately 35.1% of the variation in employee efficiency is explained by role overload, while the Adjusted R Square of 0.347 confirms the model's reliability after adjusting for the number of predictors. The

standard error of the estimate (0.478) is reasonably low, indicating a fair level of prediction accuracy. These findings imply that role overload significantly influences efficiency levels among hotel staff. If not properly managed, increased role demands may overwhelm employees, leading to reduced work speed and performance quality. This underscores the importance of maintaining optimal task assignments to enhance staff efficiency and productivity within hospitality operations.

**Table 6** ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	79.504	1	79.504	662.53	.000 <sup>b</sup>
	Residual	24.667	206	.120		
	Total	104.171	207			

a. Dependent Variable: E<sub>FF</sub>

b. Predictors: (Constant), R<sub>OO</sub>

Table 6 presents the ANOVA results for the regression analysis assessing the effect of role overload (ROO) on employee efficiency (EFF) at Amso Hotel, Abuja. The F-statistic of 662.53 with a significance value of .000

indicates that the model is statistically significant at the 0.05 level. This means that role overload has a significant effect on employee efficiency, and the variation explained by the model is not due to chance.

The regression sum of squares (79.504) is much greater than the residual sum of squares (24.667), confirming that a substantial portion of the variance in efficiency is explained by role overload. This result highlights the importance of effectively managing employee

workload to avoid task saturation, which could hinder operational efficiency in the hospitality sector. It suggests that strategic task delegation and workload balance can enhance employee effectiveness and service delivery.

Table 7

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	1.112	.105		10.59	.000
	ROO	.0612	.042	.535	14.49	.000

a. Dependent Variable: E<sub>FF</sub>

Source: Generated using SPSS Output Version 27.0

Table 7 presents the coefficients from the regression analysis testing the effect of role overload (ROO) on employee efficiency (EFF) at Amso Hotel, Abuja. The unstandardized coefficient (B = 0.612) indicates that for every one-unit increase in role overload, employee efficiency increases by approximately 0.612 units, suggesting a positive relationship. The standardized Beta value of 0.535 reflects a strong influence of role overload on efficiency. The high t-value of 14.49 and the significance level of .000 confirm that this effect is statistically significant. These findings imply that while role overload can have detrimental effects if excessive, a moderate and well-managed level of role responsibility may drive employee focus and productivity. However, management must monitor workload carefully to ensure that increased responsibilities enhance efficiency without leading to burnout or performance decline.

Discussion of Findings

The findings from the test of H<sub>01</sub>, which stated that work-life balance does not have a significant effect on the quality of work among employees in Amso Hotel, Abuja, revealed a statistically significant positive relationship between work-life balance and quality of work. The model summary (R<sup>2</sup> = 0.425; p = .000) indicated that work-life balance explains 42.5% of the variation in the quality of work, leading to the rejection of the null hypothesis. This finding aligns with the Job Demand-Resources (JD-R) Theory, which posits that adequate personal resources, such as balanced work-life dynamics, enhance employee performance outcomes (Bakker & Demerouti, 2017). Empirically, the result supports Eze and

Chukwuma (2022) and Ali and Anwar (2022), who both established a positive link between work-life balance and job performance in the hospitality industry. However, it contradicts Adegoke and Akinbode (2021), who found no significant relationship between occupational stress and job performance in their Lagos-based study. The difference may be due to contextual variations or specific stress factors examined in each study.

Regarding H<sub>02</sub>, which proposed that role overload does not have a significant impact on the efficiency of employees in Amso Hotel, Abuja, findings also showed a statistically significant relationship (R<sup>2</sup> = 0.351; p = .000), leading to the rejection of the null hypothesis. The analysis revealed that role overload positively influenced employee efficiency, suggesting that when moderately managed, increased role responsibilities can enhance focus and task completion speed. This outcome supports Ahmed et al. (2022), who observed that engagement under pressure can improve job efficiency. It also aligns with Adeoye and Elegunde (2019), who found workload to be a performance driver when well structured. The result is consistent with the JD-R Theory, which holds that job demands, when matched with sufficient resources, can lead to increased performance. Conversely, Eze and Ezeanyim (2022) reported that stress from workload negatively impacted performance, which slightly antagonizes the current study. This divergence may result from differences in organizational capacity, employee coping mechanisms, or support structures in place.

In summary, both hypotheses were rejected, demonstrating that work-life balance and role overload significantly affect employee performance at Amso Hotel, with implications for strategic human resource management.

## CONCLUSION AND RECOMMENDATIONS

Based on the findings of this study, it was concluded that stress significantly influences employee job performance at Amso Hotel, Abuja, particularly through the dimensions of work-life balance stress and role overload. The analysis showed that improved work-life balance contributes positively to the quality of work, while manageable levels of role overload can enhance employee efficiency. These outcomes align with the Job Demand-Resources (JD-R) Theory, suggesting that when stressors are effectively managed or supported with adequate resources, they can lead to improved performance outcomes rather than burnout or diminished productivity.

In light of these findings, it is recommended that Amso Hotel implements flexible work arrangements and employee support systems to strengthen work-life balance, thereby improving the quality of work delivered. Secondly, management should ensure proper task allocation and role clarity to prevent excessive workload, while simultaneously fostering job engagement, which has been shown to enhance employee efficiency when managed within reasonable limits.

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