

**EFFECTS OF ANXIETY AND DEPRESSION ON JOB
PERFORMANCE AMONG EMPLOYEES IN NIGERIA**

BY

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CERTIFICATION

This is to certify that this research was carried out by **FASHINA ISAAC DUROTOLUWA** under my supervision and it is hereby approved.

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DEDICATION

This project is dedicated to God Almighty: The Father, Son and Holy Spirit.

ACKNOWLEDGEMENTS

With gladness of heart, I wish to express my heartfelt gratitude to God Almighty: The Father, Son and Holy Spirit, for His Grace, Mercy and Favour upon my life through which He chooses me among His people into the Holy order. May His name be forever praised in the name of Jesus Christ. Amen

I wish to express my hearty thanks to the Vice Chancellor of City University, Cambodia; for his relentless and untiring effort and contribution to the national building through the impartation of knowledge into the lives of the upcoming ones in the secular world. Your labour of love shall not be in vain in the name of Jesus Christ.

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ABSTRACT

Employees' performance is a measure of employee behaviours and productivity in the workplace. Productivity refers to effectiveness, quality and efficiency.

Anxiety and depression are reactions to stressful event or condition. Feeling of depression can become serious and intense and can even last for a long time. Anxiety and depression impair a person's from carrying out day to day activities. Depression affects how a person feels. It is an illness and this illness affect how a person behaves, thinks and acts. Anxiety and depression are psychological disorders.

Quality and efficient service delivery in Nigeria is on a downward trend in the recent times compared to what it was in the past. This research work will examine how anxiety and depression affect the employees of some organizations in Nigeria.

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CHAPTER ONE

Background of the study

Work performance can be defined as whether a person manages to fulfil his job duties and responsibilities well enough. Companies tend to assess their employee's performance on a quarterly or sometimes annual basis to clarify areas that may require improvement. Work performance is an important factor in organisational success. (Litmos, 2020) Job performance is the way an employee would perform at work and it is determined during job performance reviews with an employer, who

takes into consideration factors such as leadership skills, time management, organisational skills and productivity to analyse an employee (Hose, 2021). In other words, whether an employee has been doing their job well or not. It is important to take into account that individual job performance and should not be confused with measuring the outcome of their work. Job performance is very simple, the measurement of an employee's behaviour and attitudes. This is because the outcome of an individual employee's role depends on a variety of factors such as employee background, the mental condition of the employee, economy etc. (Culture IQ, 2018). Activity impairment represents the degree to which health problems affect regular activities, whereas absenteeism refers to the level of productivity lost due to health problems (Thoganian et al., 2018). Symptoms of GAD at the workplace could be translated into difficulty working with colleagues and clients, trouble concentrating and turning down assignments due to fear of failure (Thoganian et al., 2018). People who had experienced anxiety attacks had difficulties performing their tasks with precision and perfection. This is especially true for jobs that require manual labour. Employees who suffer from anxiety disorders often have muscle pains, which makes it difficult for them to do physical work. Besides, employees who handle sharp tools, hazardous equipment and poisonous substances are at risk of are harming themselves during episodes of anxiety attacks. These are common predictors of absenteeism in many employees with GAD. (Nash-Wright, 2011).

STATEMENT OF THE PROBLEM:

There are reported cases of anxiety and depression symptoms among employees of both private organizations and Government Service in Nigeria. These cases will be examined in order to determine the impacts of the two psychological disorders on the performance of the employees of private establishments and public Service as well.

In my office at the ONDO STATE LOCAL GOVERNMENT SERVICE COMMISSION, there was a week my Secretary came late to the office all through the days of the week and when I inquired from her why lateness was becoming her habit, I found from her explanation that she was suffering from anxiety due to several

unresolved family issues in her matrimony. This is what triggered my interest in carrying out a research on this topic so that I can contribute my own quota to the existing knowledge in an attempt to provide practical panacea to anxiety and depression among employees of both private organizations and government in Nigeria..

OBJECTIVES:

This thesis is aimed at achieving the following objectives:

1. To explain the meaning of anxiety and depression.
2. To find out how anxiety and depression affect the performance of the employees of various organizations in Nigeria..
3. To ascertain the level of impact of anxiety and depression on the job performance of the employees of various organizations in Nigeria..
4. To find out how anxiety and depression can be remedied and cures.

RESEARC QUESTION:

1. What is anxiety?
2. What is depression?
3. How does anxiety and depression affect the employees of both private organizations and Government Service?
4. What is the impact of anxiety and depression on the job performance of the employees of both private organizations and Government Service?
5. How can anxiety and depression be remedied?

RESEARCH HYPOTHESIS:

H1. There is significant connection between anxiety and stressful condition

H0. There is no significant connection between anxiety and stressful condition

H2. There is significant nexus between^X depression and stress.

HO. There is no significant nexus between depression and stress.

H3. Anxiety and depression affect the job performance of the employees of both private organizations and Government Service.

H0. Anxiety and depression does not affect the job performance of the employees of both private organizations and Government Service.

SIGNIFICANCE OF THE RESEARCH:

This study is important as it help the employees and government as well as researchers to understand how anxiety and depression can be remedied and cured in order to make the employees of the various organizations in Nigeria.

SCOPE OF THE RESEARCH:

This research work covers the meaning of anxiety and depression. It will cover the effect of anxiety and depression on the employees of the Ondo State Local Government Service. It will also take care of how anxiety and depression can be remedied.

SYNOPSIS OF CHAPTERS:

Chapter one takes care of the general introduction, background of the study, statement of the problem, objectives, significance of the study, research question, research hypothesis, scope of the study, Limitation of the study and synopsis of chapters.

Chapter two covers literature review.

Chapter three takes care of the methodology

Chapter four covers data analysis as result

Chapter five covers summary, recommendation, conclusion and suggestion for further research.

CHAPTER FIVE

FINDINGS

This chapter explores the results gathered from 121 survey participants, all employees of the Ondo State government, in more detail. The questionnaire initially examined various demographical elements such as gender, age group, relationship status, occupation, hours worked per week, and length of time in current role. Next, it explored levels of depression, anxiety, and stress among participants. Following from this, participants were asked to rate their work performance; firstly, rating quality and quantity of work in the previous week, then comparing quality and quantity of work to the previous year, before finally selecting how much they agreed with statements such as “I purposely worked slowly”. Lastly, the questionnaire examined employee perceptions of support from management, asking participants how much they agreed with statements such as “my supervisor pays attention to my feelings and problems and notices if I’m not feeling so well” and “in my workplace, management acts quickly to correct problems and issues that affect employees’ psychological health”. Overall, the questionnaire was tailored specifically for the intended research questions. Aside from the opening demographical questions, it was composed entirely of existing scales, all of which are tried and tested instruments of measurement for depression, anxiety, work performance, and support. The general aim of the study was to investigate the effects of anxiety and depression on employee performance within; the questionnaire was therefore aimed at those employed within this industry.

Participant Demographics Several demographical questions were included at the beginning of the questionnaire, in order to gain a better understanding of the participants while respecting privacy and anonymity. These questions, while seemingly trivial details, did form an important part of the study; in particular, the gender category, which was specified as male and female. Capturing this detail allowed testing of whether incidence of anxiety and depression were greater for gender groups, ultimately finding that females suffer significantly worse with anxiety and depression.

The main aim of this research study was to investigate how depression and anxiety affect employee performance; thus it is important for this area to be examined in depth. From literature review, we discovered that when Healthy Ireland conducted a survey in 2021, it found that females had higher levels of psychological stress with more females displaying negative mental illness symptoms. The WHO as cited in Hayden (2018) stated that females are twice as likely to be affected by depression and anxiety, for reasons such as income inequality, gender-based violence, and sexual violence they may have encountered. Furthermore, Remes (2022) argued that females are more likely to experience anxiety and depression due to brain chemistry and hormone fluctuations (Remes, 2022; Hayden, 2018). The average score for depression was moderate, indicating that a majority of employees do display symptoms of depression. For anxiety, the average score was severe, therefore anxiety was found to be more frequent than depression among employees. Overall, there is a worrying amount of anxiety and depression among employees.

When statistical analysis was completed on the effects of anxiety and depression on employee performance, we discovered that there was no significant relationship; as such, we could not reject the alternative hypothesis and not reject our null hypothesis, which states that there is no significant relationship between anxiety, depression, and employee performance. In the sample utilised for this study, analysis of the data

concluded that anxiety and depression do not affect employee performance. In this case, no statistically significant relationship was found between the DASS and IWPQ results. A related analysis was undertaken, comparing incidence rates of depression and anxiety within the sample against gender. In this case, a statistically significant correlation was identified; it was found that female employees experience anxiety and depression more frequently or more severely than their male counterparts, causing the null hypothesis to be rejected in favour of the alternative hypothesis, that females experience significantly higher levels of anxiety and depression.

Additionally, statistical analysis was conducted on support for employees with mental illness. Our alternative hypothesis was rejected, which stated that employees perceive their employers to be supportive regarding their anxiety and depression; we therefore did not reject the null hypothesis which states that employees perceive employers to be unsupportive with their anxiety and depression. The results can be interpreted as with Pearson Correlation; they indicate no significant correlation in both cases, with no correlative relationship found between DASS-Anxiety and PSC-12 scores, and similarly no correlation found between DASS-Depression and PSC-12 scores. As such, the alternative hypothesis is rejected, and null hypothesis is not rejected.

Statistical analysis was conducted in an attempt to determine whether employee performance is affected by support received from management, finding a statistically significant relationship between those variables; this indicates that the effectiveness of employer support is strongly associated with employee performance. The null hypothesis was therefore rejected, and the alternative hypothesis – that there is a significant relationship between employee performance and perception of managerial support – was not rejected. These findings are widely supported in the relevant literature. Seppala and Cameron (2015) argue that too many organisations have a high-pressure culture, which leads to harming employee performance in the long run. Effective management should foster some important principles such as showing empathy; managers and supervisors have an impact on how an employee feels and should therefore remain considerate and empathetic. A study as cited in Seppala and Cameron (2015) found that when employees recall a time where a manager or supervisor was unkind, they will tend to avoid interaction and will not reach out for support, no matter how much they are struggling. Employees should be encouraged by management to talk to them about their problems. Overall, a positive workplace environment promotes employee wellbeing (Seppala and Cameron, 2015).

A linear regression test was conducted in order to gauge predictability of the value of the dependent variable, employee perception of support, by the independent variables, depression and hours worked per week. Correlation was statistically significant for both independent variables, scoring a p-value of 0.015 in each case. For the independent variable depression, a b-value of -0.277 was determined, indicating that as employee depression increases, perception of support from management decreases. Similarly, for hours worked per week, a b-value of -4.019 was reached, indicating that as working hours increase, perception of support decreases. The negative correlation is significantly stronger for working hours compared to depression

The researcher has come up with the following findings from the research:

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1. That anxiety and depression are both psychological ailments
2. That anxiety and depression are manageable, treatable clinically and curable

3. That anxiety and depression lead to reduction in employees productivity
4. That anxiety and depression cause employees absenteeism from work place
5. That the government at different levels in Nigeria has not done enough to reduce the rate of occurrence of anxiety and depression among civil servants.
6. That Nigerian public servants prefer to work all round the year for monetary reward at the expense of leave or holidays.
7. There are no enough recreational facilities for rest recreational activities.
8. That younger persons especially unmarried ladies are more vulnerable to anxiety and depression.
9. That bad economy and poverty do aggravate anxiety and depression
10. That irregular and epileptic salary payment catalyses anxiety and depression.
11. That a major cause of anxiety and depression in an employee is stress.
12. That most employers does not support employees suffering from anxiety and depression.

SUMMARY

Employers share responsibility for protecting employee mental health, as it can have a massive impact on employee performance and therefore organisational profit. Most people spend a greater portion of their lives in work, thus it should not be a surprise to realise the impact it has on their wellbeing. Those with high job satisfaction and a positive relationship with their employer might not feel the strain, but particularly this is not the case for those faced with poor management, pressure to work at an unrealistic pace, or difficulties in communication (Farmer, 2012; Manson, 2012).

Mental illness is one of the top forms of employee disability (Jackson, 2019). Research by Unum as cited in Jackson (2019) revealed that 62% of employees had felt mentally unwell at work during the year, with 42% even working with suicidal feelings. Furthermore, 61% of employees agreed that mental health was stigmatised in the workplace, with 81% of employees and 51% of Human Resources (HR) administrators agreeing that this stigma prevents sufferers from seeking help. Battling these feelings limits productivity, performance, and quality of work. The affected employees are not the only ones suffering, however; their colleagues may be concerned about their behaviour, causing a ripple effect. Mental illness covers a wide range of conditions, but anxiety and depression are most common. An estimated 40 million adults around the world are suffering with anxiety, yet only 37% are receiving treatment. Similarly, around 16 million people were reportedly living with major depression in 2019 (Jackson, 2019). A survey conducted by research firm Ipsos MORI (2019), on behalf of Teladoc Health as cited in Bliss (2019), evaluated the opinions of 4,000 employees regarding mental health. Reportedly, employees aged 18 to 25 face more mental health challenges than any other age group; 38% of employees in that age group admitted they suffer with mental illness, with 61% admitting that it has a negative effect on their work performance. The study also found that employees will be more open to speaking about mental health when leadership drive by example; it is undoubtedly up to employers to

take mental health seriously, and 57% of survey respondents said more should be done by the organisation to improve the situation.

CONCLUSION

From the results of this study, it is evident that employees in the suffer badly with anxiety and depression; especially female employees. We established statistically that the support offered by employers has a significant impact on employee performance and should be taken seriously as a result. This finding is additionally suggestive of a relationship between mental health and performance which, while not found among this particular study sample, is broadly confirmed by existing research

Another aspect this study examined was whether employers are supportive of employee mental health, finding that on average, employees are not satisfied with the support offered by their employers; this was assessed using the PSC-12 scale, with statistically significant results. This sentiment is echoed throughout the relevant literature. Meikle (2018) has argued that employers do not try to understand what employees with anxiety and depression go through; most employers still allow mental health stigma to exist in the workplace, discouraging employees from seeking help (Meikle, 2019). Higgins (2020) also reported that a majority of managers abuse their power of authority, by not providing support and subjecting employees to unnecessary stress through poor management (Higgins, 2020). A survey on employee support conducted by Deloitte presented a damning view that employees receive insufficient support in the workplace; 72% of organisations were found to have absolutely no mental health policies. The authors argued that employers do not prioritise advocating for mental health or offering the appropriate means of support, partly because this has a high operational demand, for which organisational resources may not be available (Taylor and Hampson, 2017). Furthermore, in 2021, Silver Cloud Health published an employee mental health and wellbeing report, in which it was stated that employees' anxious and depressive symptoms were largely going unaddressed. Two-thirds of participants in the associated survey felt that their employer could do more to support them, with 81% of those reporting to be suffering from anxiety and depression desiring more support specifically. The report concluded that there is a major supply and demand issue for support in the workplace, with action needed on the part of employers. A majority of participants indicated they would prefer to access online support (Silver Cloud Health, 2021). In addition, research by CV Library as cited in Hancock (2018) revealed that employers aren't doing enough to support employees with depression and anxiety; 52.2% of participants disclosed that they wanted to resign due to lack of support. Similarly, The Caterer as cited in Price (2018) asked participants how they would like to be supported, finding that access to counselling and more staff were recurring requests. Lastly, research conducted by Hospitality Action in 2018 found that just 17% of participating managers and 9% of employees had been offered support for their mental health; when participants were asked if their employer invests in employee mental health, only 18% agreed (Price, 2018; Lewis, 2020). Although this study did not establish a statistically significant correlation between anxiety, depression, and managerial support, the literature clearly shows that support from employers is of crucial importance in managing the mental health of employees. The fact that this study could not validate these relationships may be explained by its demographics; many participants were employed in relatively small organisations, which tend to be lacking in support initiatives compared to larger companies. On this note, it would be interesting to repeat the study using employees of larger organisations which are known to offer support to some extent, in order to compare the results.

One of the most essential issues that organisations face is figuring out the cause of depression and Anxiety in their employees. Almost each employer goes through extensive change in shape, which incorporates remote places outsourcing, retrenchment, and international reforms. As a result of these adjustments, employees are less likely to rise to the pinnacle with performance. There are numerous different troubles that have been identified as causes of high turnover and lack of efficiency amongst people, which includes un fulfillment of simple obligations. Organizations must handle these difficulties in order to achieve efficient work, while personnel must be subjected to continuous learning programs. The majority of the time, employees have issues with personal, professional, and career development, which has a direct impact on employees' performance. To meet longtime strategic objectives, it is discovered that several of these troubles are still unresolved. It would undoubtedly wreck the worker's ability to execute efficiently for a specified length of time.

RECOMMENDATIONS

Government and employers of labour should be proactive at detecting employees suffering from anxiety and depression with a view to treating and alleviating the negative impacts of these mental ailments on employees.

Secondly, Government and employers at all levels should step up their gears on the welfare of employees.

Women and young persons are more vulnerable to anxiety and depression and as such, they must be specially and particularly protected socially, economically and educationally.

Government and employers at all levels should provide recreational facilities in work place as this will help to reduce stress.

Employees should be encouraged to go on leaves, holidays and other forms of off-work breaks.

Government and other employers of labour should consider prompt and regular payment of salary to employees a priority.

Employees suffering anxiety and depression should be supported by their employers sufficiently and promptly too.

SUGGESTION FOR FURTHER STUDY

A wide variety of suggestions that can be taken into consideration and completed for future studies. In future one should collect sample from different areas as well instead of just collecting samples from one region. Based on this, the outcome will be more powerful, strong and representative. Researchers may consider more variables so that we can obtain extra suitable findings. Future studies may, for example, look into the influence of tracking different areas of depression and anxiety.

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