



ROLE OF AUTHENTIC LEADERSHIP STYLE ON JOB SATISFACTION AND EMPLOYEE ENGAGEMENT

Judith Amaka Odionu

University of Jos, Nigeria

judithamaka2020@gmail.com

Abstract

The study analysed the effect of flexible work hours and training seminars on performance of Firms in Jos North Local Government Area of Plateau State. The Nigeria mental health policy outlines a number of measures including access to treatment, training and seminars to enhance mental health in a work place. Despite this, firm performance has remained disappointing, this is seen in the poor performance of Nigeria industrial production index. The study employed a survey research using both descriptive and quantitative technique of analysis. The structural Equation Modeling method of analysis was applied in this study and findings reveal that Flexible Work Hours, and Training Seminars on mental health were statistically significant in improving firm performance respectively. Therefore, this study concludes that these variables are important determinants in improving work performance. Hence, the study recommended that flexible work hours such as work shift for the employees should be considered by the employers. This way, employees will have enough time to rest after every hectic work hour and Firms should design policies and programs to include training and seminars on mental health for employees. Training on mental health will empower employees to watch out for any red flag in their health. This will also create awareness on the pervasiveness of mental health problems, managing work load and building emotional stability in the work place.

Keywords: Mental Health, performance of firm, training seminar, flexible work hour



INTRODUCTION

The well-being of human resource in a firm can affect their level of productivity as well as turnover and poor mental health will surely take a toll in a business (Olushola, 2019). The nexus between firms and employee well-being therefore is the ability of firms to utilize human resources, in relation to organizational objectives which is in accordance with the demand of the business environment. Mental health has been described as a state of well-being in which an individual recognizes his or her own abilities, can cope with the normal stress of life, can work productively and fruitfully and is able to make contribution to his or her own environment (WHO, 2018). Mental health encompasses the individual's capacity to cope with internal needs as well as external needs, such as roles within employment (Benach, Muntaner & Santana, 2007).

Humans form part of every unit in the world, therefore for an organization to make accomplishments, these assets must be managed properly and used effectively. One way this can be achieved is by paying adequate attention to the mental well-being of human resources. Successful firms represent a key ingredient for developing nations such that many economists consider them similar to an engine in determining their economic, social and political development (Omar & Zineb, 2019). Mental health of employees in developed and developing countries have influenced workplace performance. In the United States, for example, approximately half of the overall cost of depression is attributable to the reduced productivity of workers (Greenberg, Kessler, Birnbaum, Leong, Lowe, Corey-Lisle & Berglund, 2003). The cost of working days lost in the United Kingdom as a result of stress related mental illness is estimated to be on average 3-4% of GDP (Ryan, Hill, Anczwska, Hardy, Kurek, Nielson & Turner, 2005). Further, estimates are that in the United Kingdom, stress resulting from poor mental health in the work place causes a loss of 6.5 million working days a year (Munn-Giddings, Hart & Ramon, 2005). Costs associated with mental illness in terms of absenteeism from work and productivity were estimated at \$51 billion in Canada (Lim, Jacobs, Ohinmaa, Schopflocher & Dewa, 2008). In the Netherlands, around 58% of the work-related disabilities are related to mental health (Grundemann, Nijboer, Schellart & Haag, 1991).

In developed countries, mental health promotion and management in the work place has been seen in some ways as separate from public health. This has meant that for example in many European countries there has been a lack of a coordinated effort to institute mental health promotion and intervention programmes in the workplace (McDaid, Curran & Knapp, 2005). WHO have called for an integrated approach to the promotion of mental health in workplaces in Europe. Specifically, there is a need for workplaces to be modified to be conducive to good mental health, including changes to working hours and patterns, exercise and supportive management, as well as providing specific attention to mental health in occupational health and

safety programmes (McDaid, Curran & Knapp, 2005). This study therefore, examined the effect of flexible work hours and training seminars on performance of Firms in Jos North Local Government Area of Plateau State. The order of the paper is as follows. Section two deals with the review of literature. Section 3 provides the data sources and analysis. Section 4 discusses the result while section 5 provides the conclusion and recommendation

LITERATURE REVIEW

Conceptual Review

Mental Health

Mental health has been defined variously by scholars from different fields as well as several organizations. The World Health Organization (WHO) defined mental health as a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community (WHO, 2013). Mental health includes subjective well-being, perceived self-efficacy, autonomy, competence, intergenerational dependence, and self-actualization of one's intellectual and emotional potential. Furthermore, mental health can be referred to as a state of mind in which an individual can effectively make use of his or her capacities by displaying psychological resilience in making personal and social changes to fit the changing environment within which a person co-exists with other persons (Mullen, 2010).

Firm Performance

Generally, performance can be defined from three levels: firm/organization, team and individual. Different levels presuppose different content and measurement methods (Wang, 2010). This study generally focused on firm performance. There is no operational definition of firm performance upon which majority of scholars consent, therefore there are diverse definitions to the concept (Taouab & Issor, 2019). There are various definitions and measurements of firms' performance from the 50's through the last decade of the twentieth century. According to Taouab and Issor (2019), the word performance covers various and different notions such as growth, profitability, return, productivity, efficiency, and competitiveness.

According to Georgopoulos and Tannenbaum (1957), firm performance represents the degree to which an organization as a social system with some limited resources and means, achieves its goals without an excessive effort from its members. Adam, (1994) considered firm performance as deeply dependent on the employees' performance quality. He believed that in order to ensure a high quality organizational performance, it is essential to have regular

exposure of the employees of the company to new and up-to-date knowledge and skills, which would, in turn, help them keep up with the new changes happening in the market, and, ultimately, increase the quality of organizational performance. Firm performance is also seen as a set of financial and nonfinancial indicators that offer information on the level of accomplishment of objectives and results of an organization (Lebans & Euske, 2006). Furthermore, Taouab and Issor (2019), consider firm performance as growth, profitability, return and productivity of an organization.

Theoretical Literature Review

Theory of the Firm

The theory of the firm was initiated in Coase's (1937) paper. It was work by Williamson (1971, 1973, 1975), Alchian and Demsetz (1972) and Jensen and Meckling (1976) that drove the upswing in interest in the firm as a significant economic institution. It was an attempt to explain the functions of a firm abstracted from its competitive environment. Coase's explanation was based upon the comparative efficiencies of coordinating resource allocation within a private profit-seeking hierarchical institution or through markets. The theory of the firm is a microeconomic concept in neoclassical economics. The theory of the firm states that a firm exists and make decisions to maximize profits. This theory influences decision-making in a variety of areas, including resource allocation, production techniques, pricing adjustments, and the volume of production (Chris, 2020). Similarly, according to Oliver (1989), this theory views the firm as a set of feasible production plans. A manager presides over this production set, buying and selling inputs and outputs in a market and choosing the plan that maximizes owners' welfare. Welfare is usually represented by profit.

Some strengths have been identified in this theory. According to Varian (1968), the theory is very useful for analyzing how a firm's production choices respond to exogenous change in the environment, such as an increase in wages or a sales tax. Again, the theory is also useful for analyzing the consequences of strategic interaction between firms under conditions of imperfect competition (Tirole, 1988). One major weakness of the theory of firm is that the theory has been debated and expanded to consider whether a company's goal is to maximize profits in the short-term or long-term. The theory of the firm sometimes distinguish between long-run motivations, such as sustainability, and short-run motivations, such as profit maximization. If a company's goal is to maximize short-term profit, it might find ways to boost revenue and reduce costs. However, companies that utilize fixed assets, like equipment, would ultimately need to make capital investments to ensure the company is profitable in the long-term. The use of cash to invest in assets would undoubtedly affect negatively, short-term profits

but would help with the long-term viability of the company (Chris, 2020). Again, according to Oliver (1989), the theory does not explain how production is organized within a firm, how conflicts of interest between the firm's various constituencies-its owners, managers, workers, and consumers are resolved, or, more generally, how the goal of profit-maximization is achieved. Within the context of the theory of the firm, in examining the relationship between mental health and firm performance, some factors will be taken into consideration. These factors include: labour input and volume of production. This is because the theory of the firm suggests that the performance of the firm is also affected by resource allocation, production technique and volume of production.

Human relations theory

Mayo, researched, theorized and developed the human relations theory based on an experiment on how to manage workers to improve production. The experiment examined the effects that differences in working conditions such as timing and frequency of breaks, had on productivity (Mayo, 1933). Human relations theory was developed from an empirical study of Mayo between 1920's and 1930's (Barnard, 1938). This study made popular the idea that attitudes of workers affect performance (Wilson & Rosenfeld, 1990). According to Steers, Porter and Bigley (1996), the aspect of human relations greatly affects the motivation of workers as it produced a collection of motivation strategies which emerged from the human relations model. First is the responsibility of making workers feel important, provide them with recognition and satisfy their psychological needs. Second, employees have the chance to make routine decisions which satisfy their feeling. According to Mayo, the main aim and basic interest of an organization's management should be the motivation of its employees, and to satisfy their psychological needs. Also, managers should increase workers' self-esteem (Boone & Bowen, 1987).

However, this theory was subject to some criticisms. Sonnenfeld (1985) criticized the methodology that been used in conducting the study. He criticized the use of a small sample of workers. Similarly, Reinhard and Lloyd criticized Mayo for generalizing his results from the studies. According to them, Mayo's research concerned small, isolated groups and it was not clear that the conditions and supervisions he achieved could have been replicated in large groups and factory settings (Hseuh, 2002). According to Stoner and Freeman (1989), the theory concentrated only on the psychological aspects of employee's in a work environment.

Individual behavior, the work environment and worker's motivation are the major variables in this theory that determine the performance of an organization. The theory is vital to this study because it suggests that the work place is a system where multiple factors such as

working conditions (timing and frequency of brakes), attitudes of worker's which is embedded in the psychological aspect of human being influence employee's performance which in turn affects organizational performance.

Empirical Review

Akinyomi and Adebayo, (2013), examined the effect of firm size on the profitability of Nigerian manufacturing sector. Using panel data set over the period of 2005 - 2012 obtained from the audited annual reports of the selected manufacturing firms listed in the Stock Exchange, results of the study revealed that firm size, both in terms of total assets and in terms of total sales, has a positive effect on the profitability of Nigerian manufacturing companies. This study considered the firm size - profitability relationship without considering the human factor which this study considered important if an organization must make accomplishments.

Adetayo and Ajani (2014), carried out a study to appraise job stress and performance of employee in a Nigerian tertiary hospital- Seventh-day Adventist hospital, Ile-ife, Osun State of Nigeria. The study was specifically carried out to analyze the effect of stress on employee performance, how the workers identify those stress factors and react to them. The descriptive method was used to analyze the data with aid of frequency and percentage for the research objectives. From the findings it was discovered that work overload, career development and work/family conflict are considered to likely cause a disruptive effect on performance of workers. The study reveals that workers performance were affected by the following factors; worry, unhappiness, weakness from long working hours, and anger. Based on the findings of this study, the study concluded that job stress has significant effect on employees' performance. This study considered job stress as a causal factor of reduced performance within a specific organization - Nigerian tertiary hospital. The current study differs in the sense that it encompasses a broad spectrum of factors associated with mental health such as depression, anxiety, and job stress. The current study also considers the impact of these mental health problems on the performance of the firm and not just its impact on employee's performance. It also uses firm level data.

Osinbanjo, Salau and Falola (2016), examined the implications of workplace stress on organizational performance in a Nigerian Public University. The survey method was deployed in sampling one hundred and seventy staff members of the University. Structural Equation Modelling was adopted. Results of the analyses indicate that role congruence, equity and recognition, have significant influence on organizational performance. The study concluded that it is imperative for organizations to invest necessary resources in developing strategies and interventions to reduce workplace stress. According to the study, if this is achieved, there will be

endless opportunities in terms of increased performance of the organization and overall sustainability. Just like Adetayo and Ajani (2014), this study considered job stress as a causal factor of reduced performance in a Nigerian public university but the current study considers other factors such as depression and anxiety that affect the performance of employees as it affects firms' performance.

Wooden (2017), analyzed the impact of mental health on productivity at work using a nationally representative panel data in Australia. Wooden (2017) analyzed the relationship between mental health and two alternative workplace productivity measures – absenteeism and presenteeism. The study found that absence rates at work are approximately five percent higher among workers who report being in poor mental health. The research concluded that work stress, depression, anxiety and fatigue are associated with higher absence rate from work as well as lower productivity while attending work. Wooden (2017) considered the various causative factors of mental health problems just like the current study. However, the current study uses primary data obtained from several organization's through a structured questionnaire whilst Wooden (2017) used a panel data.

Samuel (2018), investigated the impact of job related stress on employee performance and job satisfaction using a Nigerian bank as a case study. The objective of the study was to explore the stress related problems of bankers and examine the relationship between stress and performance and the impact of stress on employee performance which affects organizational performance. Data were collected through the administration of questionnaires and the Chi-Square (X^2) statistical test was employed. The study concluded that job stress significantly reduce the performance of an employee which poses as a challenge for the employer resulting in low productivity and increased absenteeism of employees. The current study differs from this study as it does not only consider the impact of job related stress on employee performance but considers other factors such as anxiety and depression that could impact on the mental health of an employee's as well as how mental health care benefits to employees affects these mental health problems which could impact on organization's performance.

Ajibade (2021), investigated the sources and effects of work-related stress among employees in foreign owned manufacturing companies in Ogun State, Nigeria. Data were collected using questionnaire and statistically analyzed using frequencies, percentages and weighted means. The study reveals factors such as unfavourable physical working conditions, job insecurity and long working hours fostering stress on employees in the sampled companies. The study further reveals that respondents suffered consequences such as restlessness, anxiety and inability to concentrate during work hours. The study concluded that emotional

harms such as restlessness, anxiety and inability to concentrate negatively affected the performance of the employees. The current study differs from this study as it uses firm level data rather than just manufacturing companies. The current study also includes depression as one of the causal factors of emotional harm on employees. Whereas this study considers job stress and anxiety as factors affecting job performance.

Yu, Yixin, Panqi, Xinglin, Lifang, Fang, Xiaoming and Hua (2022) examined the influence of long working hours, occupational stress and well – being on depression among couriers in Zhejiang, China. The objective of the study was to examine the association between long working hours, occupational stress, depression, and well-being, and to explore the intermediary effect of job stress and well-being between working hours and depression among the couriers. Structural equation model was employed using cluster random sampling method to select 1,200 couriers from mainstream express companies. The study found that decreasing working hours and reducing job stress would be effective for couriers to ward off depression and job stress.

METHODOLOGY

In this study, the survey research design was adopted and the data was collected through the distribution questionnaire. The nature of the questionnaire used for this study was a five-point Likert-scale, ranging from “strongly agree” to “strongly disagree” (5 = ‘Strongly Agree’, 4 = ‘Agree’, 3 = ‘Undecided’, 2 = ‘Disagree’ and 1 = ‘Strongly Disagree’).

This study applied the Cochran method of sample size determination for an unknown population. The formula is stated as: $s = Z^2(p)(q)/e^2$

Where: s= sample size, Z= confidence level; (95%), p = % of population picking a choice level of precision required, e= margin error =0.05, q=1-p.

Sample size (n2)

$$s = (1.96)^2 (0.5) (1-0.5) / (0.05)^2$$

s= 384. The sampling technique adopted for this study was simple random sampling, which implies that any man, woman or youth is eligible who is into small business activity.

The collected data was coded and subjected to Partial Least Square Structural Equation Modelling

ANALYSIS

Data analysis was conducted using partial least square (PLS). Partial Least Square Structural Equation Modelling (PLS-SEM) requires small sample size and little or no fitness tests. It can therefore be applied in a wide range of research situations. Two broad evaluations were done; the measurement model, and the structural model.

Measurement model

The measurement model is the extent of assessing of the constructs involved in the study, which is to determine whether the indicators such as, Composite reliability (CR), convergent validity, average variance extracted (AVE) and discriminant validity, as described by Hair et al. (2011), Hair, Sarstedt, et al. (2012) and Henseler, Ringle, and Sinkovics (2009) met their required threshold.

Table 1: Convergent Validity

	Indicators	Factor Loading	CR	AVE
Performance of Firms (FP)	FP1	0.911	0.901	0.720
	FP3	0.801		
	FP5	0.886		
Flexible Work Hours (FWH)	FWH1	0.672	0.721	0.567
	FWH2	0.826		
Training Seminars (TS)	TS1	0.777	0.904	0.653
	TS2	0.815		
	TS3	0.776		
	TS4	0.849		
	TS5	0.820		

The result in Table 1 shows the convergent validity for the constructs under study. The results thus demonstrated a high level of convergent validity of the latent construct and used in the model. An AVE value of at least 0.5 indicates sufficient convergent validity, meaning that a latent variable can explain at least half of the variance of its indicators on average.

Table 2: Fornell and Larcker Discriminant Validity

	FP	FWH	TS
FP	0.867		
FWH	0.469	0.753	
TS	0.391	0.204	0.808

Table 2 show the discriminant validity result of Fornell-Larcker. The result showed that the bolded diagonal values are greater than the inner unbolded values, signifying that discriminant validity was established among constructs.

The structural model

Table 3: Structural Fitness Indices

	Indicators	VIF	R ²	f ²
Performance of Firms (FP)	FP1	2.980	0.311	
	FP3	1.495		
	FP5	2.753		
Flexible Work Hours (FWH)	FWH1	1.019		0.229
	FWH2	1.019		
Training Seminars (TS)	TS1	1.878		0.132
	TS2	2.328		
	TS3	1.900		
	TS4	2.162		
	TS5	1.890		

Table 3 showed the result of the structural model fitness. It revealed that there is no problem of multicollinearity since the VIF values are below 4. The R² explains the change in the dependent variables as result of the changes in the independent variables. This implies that the dependent variable changes by 31.1%. The F-square explains the individual effect size of the independent variables. It can be small, medium or high. Cohen (1988), stated that .02 represents a “small”, .15 represents a “medium” effect, and .35 represents a “high” effect size. It can be said that the effect size for (FWH) is medium effect and (TS) is small effect.

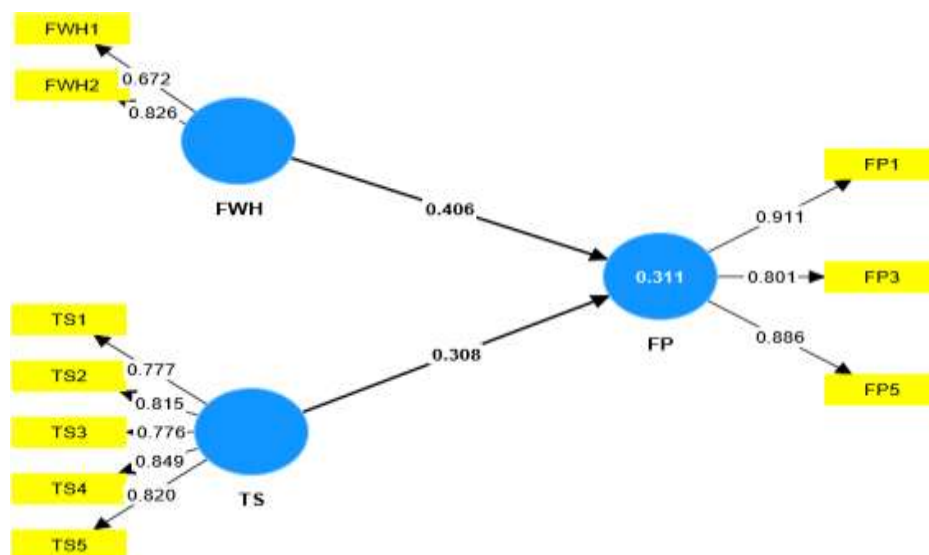


Figure 1: PLS-SEM structural model

Table 4: PLS-SEM Result

	Coeff.	Std error	t-test	P values
FWH -> FP	0.406	0.044	9.210	0.000
TS -> FP	0.308	0.047	6.565	0.000

Hypotheses Testing

Results of path analysis in line with hypothesized relationships were evaluated in Table 4. Findings reveal that:

(H1) the direct relationship that connects flexible work hour (FWH) and performance of firm generated a 0.406, t-value of 9.210, shows a positive relationship is established as hypothesized, it is statistically significant. This actually signifies that the flexible work hour increases firm performance of firms in Jos metropolis.

(H2) the hypothesis connecting training seminar and firm performance revealed a $\beta=0.308$, t-value of 6.565, which is strongly significant, suggesting that training seminar increases the performance of firm in Jos metropolis.

DISCUSSION OF FINDINGS

Flexible work hours has a significant effect on the performance of the firms in Jos north LGA of Plateau state. This result conforms to the *a priori* expectation that increase in flexible work hours will significantly increase the performance of the firms. This conforms to the human relations theory that timing and frequency of breaks in relation to working conditions affects employees. The implication is that employees who enjoy flexible work hour have stable health and better performers than employees who do not have flexible work hour. Stress related work can bring out low performance and hence, low productivity of an organization. This outcome is consistent with the work of Adetayo and Ajani (2014) and Yu et al., (2022).

Training seminars on mental health for employees has a significant effect on the performance of firms in Jos north LGA of Plateau state. The outcome of this result is in conformity with the *a priori* expectation, showing that better training seminars for employees will enhance their performance. The results revealed that consistent and effective engagement of employees in Training seminar on mental health, and how they can take steps in caring for their mental stability will result in the performance of their firms. Job stress occurs when efforts made on the job are not matched by the rewards provided by the job, such as support, respect, security, or opportunities for advancement and income. Job

stress can also occur when the demands of the workers are not matched by the decision making authority and skill level of the worker. This implies that if there was increase in Training seminar on mental health, it would positively influence the performance of firms in Jos north LGA of Plateau state. From this result, it consistent with the work of Osinbanjo, Salau and Falola (2016).

CONCLUSION AND RECOMMENDATIONS

This study investigated Flexible Work Hours and Training Seminars on Performance of Firms in Jos North Local Government Area of Plateau State. It concluded that Flexible work hours has a significant effect on the performance of the firms in Jos north LGA of Plateau state. Furthermore, Training seminars on mental health for employees has a significant effect on the performance of firms in Jos north LGA of Plateau state. This study therefore recommends that flexible work hours such as work shift for the employees should be considered by the employers. This way, employees will have enough time to rest after every hectic work hour and Firms should design policies and programs to include training and seminars on mental health for employees. Training on mental health will empower employees to watch out for any red flag in their health. This will also create awareness on the pervasiveness of mental health problems, managing work load and building emotional stability in the work place.

CONTRIBUTION TO KNOWLEDGE

This study contributes to existing knowledge by adding to the body of literature on the relationship between mental health and firm performance. The focus on Jos North LGA of Plateau state makes the findings of this study important as no such investigation was previously done in this area.

LIMITATIONS OF THE STUDY

A major limitation of this study is seen in the area of data collected for the study. It was difficult to find secondary data from the databases of the Central Bank of Nigeria, World Health Organization and other sources on Flexible work hours, training seminars on mental health for employees, mental health care benefits to employees and performance of the firms for Jos North. This limitation was overcome by the adoption of primary data. The variables were conceptualized and measured through the likert-scale.

AUTHOR'S CONTRIBUTION

Judith Amaka Okonkwo: Conceived, planned, collected data, Analyzed and interpreted the data; and wrote the paper.

FUNDING

This research did not receive any grant or funding from any agency in the public, commercial, or not-for-profit sectors. It was privately funded by the author.

REFERENCES

- Adam, E.E. (1994). Alternative quality improvement practices and organization performance. *Journal of Operations Management*, 12(1), 27-44.
- Adetayo, J.O. & Ajani, J.O. (2014). An overview of the effects of job stress on employees performance in Nigeria tertiary hospitals. *Journal of Economic Literature*, 60 (4), 139-153.
- Ajibade, D. (2021). Sources and effects of work related stress among employees in foreign owned manufacturing organizations in Ogun state, Nigeria.
- Akinyomi, O.J. & Adebayo, O. (2013). Effect of firm size on profitability: Evidence from Nigerian manufacturing sector. *Prime Journal of Business Administration and Management (BAM)*, 3(9), 1171-1175.
- Alchian, A., & Demsetz, H. (1972). Production, information costs and economic organization. *American Economic Review*, 62(5), 777-795.
- Barnard, C.I. (1938). *The function of an executive*. Cambridge, MA: Harvard University Press.
- Boone, L.E. & Bowen, D.D. (1987). *Organizational Behavior*. New York, Random House.
- Chris, B.M. (2020). *Theory of the firm*. Retrieved, 15/01/2022 from <https://www.investopedia.com/terms/t/theory-firm.asp#>
- Coase, R. H. (1937). The nature of the firm. *Economica*, 4(16), 386-405.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. Mahwah, NJ: Lawrence Erlbaum.
- Greenberg, P.E., Kessler, R.C., Birnbaum, H.G., Leong, S.A., Lowe, S.W., Berglund, P.A., Corey-Lisle, P.K. (2003). The economic burden of depression in the United States: How did it change between 1990–2000? *Journal of Clinical Psychiatry*, 64 (12), 1465–1475.
- Grundemann, R.W., Nijboer, D., Schellart, A.J., & Haag, D. (1991). *Ministry of Social Affairs and Employment: The work relatedness of drop out from work for medical reasons*. Ministry of Social Affairs and Employment, Netherlands.
- Hair, J. F.; Ringle, C. M.; & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice* 19(2): 139-152.
- Hair, J. F.; Sarstedt, M.; Pieper, T.; Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: A review of past practices and recommendations for future applications. *Long Range Planning* 45(5-6): 320-340.
- Henseler, Jörg; Ringle, Christian M.; & Sarstedt, Marko (2012). Using partial least squares path modeling in international advertising research: Basic concepts and recent issues. Pp. 252-276 in Okzaki, S., ed. *Handbook of partial least squares: Concepts, methods and applications in marketing and related fields*. Berlin: Springer.
- Hseuh, Y. (2002). The Hawthorne experiments and the introduction of Jean Piaget in American Industrial psychology, 1929- 1932. *History of Psychology*, 5(2), 163-189.
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behaviour, agency costs and ownership structure. *Journal of Financial Economics*, 3(4), 305-360.
- Lebans, M. & Euske, K. (2006). *A Conceptual and Operational Delineation of Performance: Business Performance Measurement*. Cambridge University Press.
- Lim, K. L., Jacobs, P., Ohinmaa, A., Schopfloch, D., & Dewa, C. S. (2008). *A new population-based measure of the economic burden of mental illness in Canada*. *Chronic Diseases in Canada*, 92-98.
- Mayo, E. (1933). *The human problem of an industrial civilization*. New York, NY: Macmillan.

- McDaid, D., Curran, C., & Knapp, M. (2005). Promoting mental well-being in the workplace: A European policy perspective. *International Review of Psychiatry*, 17(5), 73-365.
- Mullen, P.E. (2010). *Mental Health and the Law*. USA: McGraw Hills Publishers.
- Munn-Giddings, C., Hart, C., Ramon, S. (2005). A participatory approach to the promotion of wellbeing in the workplace. Lessons from empirical research. *International Review of Psychiatry*, 17(1), 409-417.
- Oliver, H. (1989). An economist's perspective on the theory of the firm. *Columbia Law Review*, (89) 7, 1757-1774.
- Olushola, L. (2019, April 11). Need for mental health awareness in workplace. Retrieved, 10/02/2021 from <https://guardian.ng/features/health/need-for-mental-health-awareness-in-workplace/>
- Omar, T. & Zineb, I. (2019). Firm Performance: Definition and measurement models. *European Scientific Journal*, 15 (1), 94.
- Osinbanjo, O. A., Salau., O. P., & Falola, H. O. (2016). *Workplace stress and performance: Implication for organizational performance in a Nigerian public university*. Lagos, Nigeria.
- Ryan, P., Hill, R., Anczwska, M., Hardy, P., Kurek, A., Nielson, K., & Turner, C. (2005). Team Based occupational stress reduction: A European overview from the perspective of the OSCAR project. *International Review of Psychiatry*, 17(1), 409-417.
- Samuel, A. (2018). *Effect of Stress on Employee performance and job satisfaction: A case study of Nigerian banking industry*. Retrieved, 26/01/2022 from <https://ssrn.com/abstract=3160620>
- Sonnenfeld, J.A. (1985). Shedding light on the hawthorne studies. *Journal of Occupational Behaviour*, 6(2), 111-130.
- Steers, R., Porter, L. & Bigley, G. (1996). *Motivation and leadership at work*. New York, McGraw-Hill.
- Stoner, J. & Freeman, R. (1989). *Management*. Englewood Cliffs, NJ, Prentice-Hall
- Taouab, O. & Issor, Z. (2019). Firm performance: Definition and measurement models. *European Scientific Journal*, 15(1), 1857-7881.
- Tirole, J. (1988). *The theory of industrial organization*. London, England. The MIT Press.
- Varian, H. (1968). The effects of specific and Ad. valorem taxes. *Quarterly Journal of Economics*, 82 (1), 198.
- Wang, C. (2010). An empirical study of the performance of university teachers based on organizational commitment, job stress, mental health and achievement motivation. *Canadian Social Science*, 6(4), 127-140.
- Williamson, O. E. (1971). The vertical integration of production: Market failure considerations. *American Economic Review*, 61(2), 112-23.
- Williamson, O. E. (1973). Markets and hierarchies: Some elementary considerations. *American Economic Review*, 63(2), 316-25.
- Williamson, O. E. (1975). *Markets and hierarchies: Analysis and antitrust implications*. New York: The Free Press.
- Wilson, D.C. & Rosenfeld, R.H. (1990). *Managing Organisations*. London, Mc Graw Hill Book Company.
- Wooden, M. (2017). *Mental Health and Productivity at Work: Does What You Do Matter?* Retrieved 23/01/2022 from doi:10.1016/j.labeco.2017.05.001
- World Health Organization (2018, March 30). *Mental health: strengthening our response*. World Health Organization. Retrieved, 18/02/2021 from <https://www.who.int/news-room/fact-sheets/detail/mental-health-strengthening-our-response>
- Yu, H., Yixin, Z., Panqi, X., Xinglin F., Lifang, Z., Fang, W., Xiaoming, L., & Hua, Z. (2022). The influence of long working hours, occupational stress and well – being on depression among couriers in Zhejiang, China. *Frontiers in psychology*, 13(1), 1 – 8