



**JOB STRESSORS AND PERSONALITY TRAITS AS
CORRELATES OF JOB PERFORMANCE AMONG SENIOR
STAFF OF LOCAL GOVERNMENTS EDUCATION
AUTHORITIES, EDO STATE, NIGERIA**

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Abstract:

This study examined the correlation among job stressors, personality traits and job performance of senior staff of Local Government Education Authorities in Edo State of Nigeria. Three hundred and forty senior staff, obtained through purposive sampling technique participated in the study. The Job Stressors, Personality Traits and Job Performance Scale (JSPFJPS), which was validated content-wise adopted to generate requisite data for the study. The study found among others that relationships exist among job stressors, personality traits and job performance of local government education senior staff. It was recommended that there is a pressing need to counsel employees in countering negative personality traits in order to enhance effective job performance in the workplace; and that workshop and seminars on job stressors, personality traits and job performance should be regularly organized so that the public can gain better understanding of the existing relationships among job stress, personality traits, and job performance that interface with sustainable development.

Keywords: job performance, job satisfaction, job stressors, personality traits, senior staff

1. Introduction

Stress is a common human experience. People are stressed over many events in life, like meeting set goals and how to brace up to meet challenges. Stress may be either motivating or devastating. Stress is certainly the result of difficulties that individuals face in getting their desired goals or losing what they desire. Stress manifests as the difference between what individuals can do and what they are expected to do. This is the reason that stress appears in various forms such as job/workplace, domestic, financial, academic, and stress in every form of human endeavor. These are the reasons stress is known to be strain emanating from conflicts between the external environment and the human, culminating in physical and emotional pressure. In fact, stress would always come as a result of demands on the individual's energy. According to Hudson, Moffett and McCabe (2015), *"stress results from the imbalance between the requirements of the environment and the individuals' ability to cope with it."*

Stress is the human physiological response to stressors caused by events that trigger physiological and psychological make-ups. D'Amato and Ziljlstra (2003) noted that *"from the psychological perspective, stress has often been defined as an unfavorable person-environment relationship."* (Lazarus & Folkman, 1984). Stress is a major threat to the health of the body just the same way injury, disease or worry would do. Stress is similar to the demand made upon the adaptive capacities of the mind and body. When such demand is continued beyond the body's capacity to respond, it would lead to its physical and psychological exhaustion and ultimate collapse.

Stress as noted by Otaru (2016) *"developed from being mostly associated with the experience of traumatic and life-threatening events like violence, injury, critical accident and disaster to the workplace challenges that the workers go through during working hours and after*

work". Job stress damages an employee's physical and emotional health. The employee's health may be impacted when employment does not fit their abilities and potential. Employees who experience high levels of job stress are less satisfied with their jobs and the organization as a whole. The current state of job stress has sparked a lot of curiosity in the fields of psychology, social science, and medicine. This is so because stress has a harmful psychological and physiological effect on individuals at the workplace and has an effect on employee performance. Arif, Rivai, and Yuliharsi (2022) noted that factors such as job stress, job satisfaction, and mental health extremely affect the performance of the employees, leading to the condition of being unable to think well and loss of interest in work. This situation can negatively affect the job performance of the employees.

Egwueyenga and Egbule (2002), Ebiai (2010), and Ifegwazi (2006, as cited in Ebiai, 2010) observed, in their studies, that stress was found to have negatively affected performance mostly among Nigerian workers. Shuwa (2021) investigated work stress and employee performance in the Central Bank of Nigeria. The sample size was 162 staff with at least tertiary education. The instruments used were structured questionnaires and other secondary sources. The data was analyzed using the person's moment correlation coefficient test. The result revealed that to achieve peak performance, stress should be managed effectively with the negative effects of stress minimized. The result served to prove that stress harmed the performance of employees at the Central Bank of Nigeria. This study did not investigate the personality traits of the employees. Akangbe and Tetteh (2015) observed that the level of stress experienced by the individual depended on the profession and the job demand. Thus, stresses vary with individuals according to his/her perceptions and abilities to cope with situations and the challenges that may occur. Additionally, there are three types of stress: acute, episodic, and chronic, with acute stress being the most prevalent.

Stressors are events or environments workers consider as challenging and threatening to their safety. These events may include environmental stressors, daily stress events, life changes, workplace/job stress (high job demand, low job control), chemical stressors, and social stressors. Job stressors are incidents or circumstances that cause stress or strain on the employee. Workload, unreasonable demands, organizational change, career and job ambiguity, lack of recognition, teamwork, supervision, and compensation are a few examples of workplace/job stressors. This situation can be challenging if an employee finds him/herself under this condition. For this study, the job stressors are the task of job completion, lack of interest, irregular salaries, irregular promotions, and absence of a project van. These job stressors are likely to affect job performance.

Regarding job stressors as an independent variable in this study, it comprises the absence of a project van, irregular promotions, irregular salaries, the task of job completion, and lack of interest. The reasons are that jobs refer to work/tasks that people do regularly to get money. They are positions of employment/activities done regularly and often to get payment. Job stress regarding this study is the harmful physical and emotional response that occurs when the requirements of the job do not match the

capabilities, resources, or needs of a worker. These stresses can affect the employees' health and may lead to poor job performance (Oyewole & Popoola, 2013)

Job performance relates to the act of doing a job/task. It refers to the ways people perform their duties. It is the means to get to the set goals within a job. Job performance assesses whether a worker performs the job well or not. It embraces task performance and contextual performance as well as describes the contributions of workers to the overall success of an organization. Job performance assessments are based on various factors. In this study, job performance included consulting with superiors and coworkers, dealing appropriately with confidential matters, meeting job deadlines, use of time effectively, and demonstrating of initiative. It was against this backdrop that this study examined job stressors, and personality traits as correlates of job performance among the senior staff of the Local Education Government Authority, Edo State, Nigeria.

Understanding job stressors would begin with identifying the sources of worries, strains, troubles, difficulties, issues, and events encountered by employees in the workplace that impede or slow down his/her pace of work and get the desired result. Work-related stress/job stress is the response people have when presented with work demands and pressures that are not matched to their knowledge and abilities and thus challenge their ability to work. When people are faced with the demands of work expectations and pressures that are not compatible with their knowledge and talents, their capacity to work is challenged resulting in work-related stress or job stress. So, when individuals face stressful events, their bodies respond by activating the nervous system and releasing, for instance, adrenalin and cortisone hormones. Such hormone causes physical changes in the body making the individuals respond or react quickly to get over the stressful situation. The hormones increase the heart rate, breathing, blood pressure, metabolism, and muscle tension of the individuals affected. The reactions to stressful conditions or stressors could be negative or positive. When the reactions are negative, it may lead to low productivity. When they are positive, the productivity may be high. Clarke and Copper (2004) agreed that lack of basic working tools, lack of amenities, irregular/inadequate salaries, and lack of promotion as and when due are employee stressors.

Lack of basic working tools, amenities and irregular or no salaries, at all, lack of imprest, irregular promotions and job deadlines create job stress in Nigeria. Job stressors according to Adenuga (2015) and Akangbe and Tetteh (2015) include workload, workplace relationships, role conflict, time pressure/job deadline as employee stressors in addition to lack of basic tools, amenities irregular/ inadequate salaries, lack of promotion as and when due. Other workplace or employee stressors are leadership styles, lack of autonomy and relationships with colleagues,

Coping and successfully handling stress is often related to an individual's personality. The term personality is a set of predictable behavior by which persons are recognized and identified. Personality as a "*behaviour differentiates one person from another, and are considered to be stable and steady throughout the work-life in personality behavior model*" (Beer & Brooks, 2011).

Sacket, Gruys, and Ellingson (2002) noted that “*personality traits provide acumen whether a person will do the same specific job, in comparison to others.*” Hogan and Shelton (2011) opined that personality theories examine the variance and similarities in a person. The similarities they noted can predict one’s performance and behavior because they provide the collective attributes of human nature. The variances, on the other hand, provide the measures of individual performance used to describe human performance and behaviour. Denissen et al. (2011) further noted that they have stable and long-term traits that affect their behavior at work.

Personality traits as Liao and Lee (2009) observed are characteristics that describe and predict human behaviour and not behavioural changes or development. Ahmad, Alther and Hussain (2014) noted that there are five (5) basic dimensions of personality that are often referred to as the Big Five Personality traits. These include extraversion, agreeableness, openness to experience conscientiousness, and neuroticism. These traits would determine how an individual or employee would behave or react to situations in his job life.

Persons with the personality trait of extraversion tend to seek fulfillment from sources outside the self or community. They are talkative and assertive (Barrack, Mount & Judge, 2001). High scorers tend to be very sociable, gregarious, ambitious, and expressive, while low scorers prefer to work on their projects alone. These individuals are outgoing and they are always centre of attraction and the life of the party. When such individuals come into a place, their actions and poise behavior change the atmosphere with laughter, joy, happiness, and excitement. Extraverts are energetic and are loved by people. They can easily mingle with people of various statuses, adults and children alike. For this reason, they can perform very well in jobs where they have to reach out to people like being a public relations officer of a company or a sales representative.

Soran, Balkam, and Serin (2014) investigated job stress and performance: the mediating effect of emotional intelligence. The sample size was two hundred and thirty-two [232] employees from small-medium enterprises. The result showed that job stress and emotional intelligence fully correlated with performance. It was further observed that emotional intelligence had a mediating effect on the relationship between job stress and performance.

The investigation by D'wamena (2012) to assess stress and its impact on workers' productivity in Ghana found that there were numerous stressors that the workers had to deal with, and the results showed that stress had an impact on workers' output. Additionally, the majority of the respondents reported working under pressure and feeling neglected by the business. The majority of respondents had thoughts of quitting their jobs and believed that their employers didn't care about them, which reflected a great deal of dissatisfaction and decreased productivity. Arif and Yuliharsi (2022) investigated the impact of job stress on the job performance of Health workers with work-life Balance as a mediating variable. The instrument used was the questionnaire. A total of 6583 questionnaires were distributed but 5845 were valid and analysed using a binary logistic regression model. The result revealed that when a job is done continuously, it will

bring up boredom which presents a reduction in job performance. This study did not investigate the personality traits of the workers.

The study conducted by Mokhtar et al. (2016) to investigate occupational stressors amongst nurses in the pediatric care unit of three major hospitals in Khartoum, “*revealed that nurses suffered from job stressors to a level that is above average; of all the stressors, lack of doctors’ support was negatively correlated with the nurses’ performance ($p=0.003$, $r = 0.21$).*” Ojo, Ogunleye, and Olatunji (2014) research on the impact of job stress on job performance among Nigeria Security and Civil Defense Corps (NSCDC) members revealed that work performance was not affected by age, gender, or years of experience either separately or jointly. They advised organizations to encourage functional stress or mild anxiety in order to increase performance, while also cautioning against overstressing employees in order to prevent organizational redundancy and poor job performance.

Uzeochina and Onusalogu (2009) looked into the effects of workplace stressors and how they affected the performance of career administrative employees during the implementation of university reform in Anambra State. It was done using a descriptive research design. The sample consisted of 183 career administrative staff members from the three (3) universities in the state of Anambra. As a result, the workload, facilities, student management, and administration caused stress for the university career administrative personnel.

Asaloei, Wolomasi, Werana (2020) studied work-related stress and performance among primary school teachers. The sample size was 352 primary school teachers in Boven Digoel district, Indonesia. The instrument used was the questionnaire and the data were statistically analysed using Pearson’s moment correlation analysis. This result indicated a significant negative correlation between work-related stress and the job performance of teachers working in the primary schools of the Boven Digoel district. Iskanto (2021) investigated stress and its impact on employee performance among company employees who were limited to the administration division and the sales division of Pan Baruna Pekanbaru Branch Indonesia. The sample size was 87 people. The research used quantitative methods. The data analysis and hypothesis testing were done using the SPSS Version 26. The test result indicated that work stress has a significant and negative effect on employees’ performance.

Sadeghi, et al. (2016) looked at the connection between teachers' job stress throughout the first period (guidance school) and second year of high school and the realist, investigative, and conventional personality types of John Holland (secondary school). By using the multistage cluster sampling approach, 327 instructors were chosen, and the Philip Rice Job Stress Questionnaire and John Holland's Job Personality Questionnaires were administered. When $p = 0.05$ was used as the level of significance, it was found that there was a reversed relationship between personality types and the level of stress. The correlation coefficient for this relationship was $r = -1.15$, and the correlation coefficient for the relationship between conventional personality type and job stress was $r = -1.17$. The result of the study shows no significant relationship between realist and investigative personality type with job stress of teachers. Gupta and Gupta (2020)

investigated the big five personality traits and their impact on the job performance of managers in the FMCG sector. The instrument used was the questionnaire. 350 questionnaires were well filled out by the 400 managers sampled. Method of the data collection was the interview, questionnaire, and WWW-Link. The analysis of data was done through descriptive statistics. The result of the research shows that the managers' personality traits affect their job performance in the organization.

Masood et al. (2017) looked at personality variables as potential indicators of police officer work performance. A sample of one hundred [100] police officers was selected for the cross-sectional research design using non-probability purpose sampling approaches from various police stations or Lahore. It was discovered that positive personality qualities like openness to experience, conscientiousness, extroversion, and agreeableness showed a positive link with job success while neuroticism did not. Further investigation found that openness to experience was the only valid indicator of workplace performance. As a result, open personalities create better police officers.

Cubel et al. (2016) investigated the relationship between personality traits and labour market outcomes in New South Wales. The sample size was three hundred and fifty-nine [359] participants. It was observed that in a real effort task, more neurotic subjects perform worse and that more conscientious individuals perform better. Delima, (2020) investigated the impact of personality traits on employee's job performance at Batticaloa Teaching Hospital Sri Lanka. The sample size was 205 nursing staff. The instrument used was the close-ended questionnaire. The data was analysed using multiple regression. The findings state that personality traits are positively correlated with job performance and conscientiousness is having attributes that directly relate to job performance of employees. Conscientiousness, extraversion, openness to experience, and agreeableness have a positive and significant impact on the job performance of employees and neuroticism has a negative and significant impact on the job performance of employees.

Minbashian, Earl, and Bright (2013) used a longitudinal design to investigate the relationship between openness to experience and four [4] years of job performance trajectories for a sample size of one hundred and twenty-nine [129] newly employed professionals in Australia. The findings show that for the average person, performance grew gradually over time, peaked at 2.93 years, and then began to deteriorate. Neither the initial performance difference nor the initial linear rates of performance growth were correlated significantly with openness. Individuals who scored well on openness, however, saw a slower pace of performance decline and a later onset of decline than those who scored poorly.

Oyewole and Popoola (2013) investigated the effect of the following "*psycho-social factors - self-concept, work-family conflict, job satisfaction, and job stress - on job performance of library personnel with significant outcome.*" According to Sinha (2004), quoted by Oyewole & Popoola (2013), a person's personality—including their self-concept—does not necessarily have a significant impact on how well they perform at work per se; instead, it might only depend on the kind of work that is being done. In a similar vein, Poon (2006,

as quoted in Oyewole & Popoola (2013) found that self-concept was positively correlated with employee performance. Poon evaluated the relationship between self-concept – characteristics, entrepreneurial orientation, and firm performance. In a meta-analysis, Judge, Heller, and Mount (2002) also pointed out that a strong sense of self-worth was one of the best indicators of job performance.

Rimscha (2015) investigated the impact of working conditions and personality traits on the job satisfaction of media professionals. The study looked at the personality traits, work conditions and job satisfaction levels of individuals from different media occupations in Switzerland. The sample size was two and fifty-nine [259] respondents. A standardized instrument from personnel psychology was adopted. It was observed that media workers more distanced from actual media production were satisfied with their jobs while those close to the media production were less satisfied, using a regression analysis it was observed that autonomy was the most important driver of job satisfaction for media producers. For those who are media sellers, their established contentment is determined by the match of their work with the persona of conviviality and the knowledge of tolerable compensation. This suggests that the drivers of job satisfaction differ according to the actual job role in the media industry. Kobasa, Maddi, and Kahn (1982, as cited in Ojo, Ogunleye, & Olatunji, 2014) worked on personality and stress and concluded that individuals high in hardiness tended to experience less stress; but *“hardy individuals can behave in an adaptive manner when stress is perceived or experienced”* (Williams, Wiebe & Smith, 1992).

2. Rationale for the Study

Understanding job stressors and personality traits as the indicators of job performance will be mutually reinforcing for synergy in the workplace in order to have sustainable development. Workers display acts of absenteeism, lateness to work, delay in the movement of files and duties as individuals. Job stressors (frustration) like inadequate salaries, lack of imprest/overhead cost, lack of project/official vehicles, job deadlines or pressure of task completion, and irregular promotion which the officers face may affect their job performance.

In furtherance to these stressors, the employees react in the form of protest, like work stoppages, strikes locks out, and work-to-rule. The trends above are detrimental to job performance in terms of employee effectiveness or efficiency in the workplace (Otaru, 2013). Common sense and scientific evidence, according to Demerouti, Backer, Leither (2014) and Soran, Balkan & Serin (2014), suggest that employees who are happy and engaged are also more productive, whereas individuals lacking in energy or other resources exhibit performance declines. Stress was also mentioned as a factor that could affect an employee's performance.

Nigeria being a developing country has its own challenges; it ranges from insecurity, poor basic utilities, and poor health care facilities to non-motivational job conditions. It is observed that the basic salary structure in Edo State is thirty thousand

naira only [N 30, 000] minimum wage. In practice, this salary is so small that before the end of the month, some workers may have to borrow money to meet their needs. In some organizations, officers are not provided with the basic working tools/equipment, yet such officers are expected to perform optimally. These situations give cause for concern as these may result in stress on the part of the employees. This is detrimental to the health and life of the employees and is likely to have adverse effects on the organization.

Based on the above problems, it is important to find out the relationship between job stressors and job performance. Again, because different persons with different personality traits work in the organization, it is also important to find out the relationship between personality traits and job performance. In what ways will their job performance be influenced by the job stressors and personality traits? To guide the study, the researchers hypothesized as follows:

- 1) There is no significant relationship between, job stressors with personality traits and job performance of senior staff.
- 2) There is no significant relationship between job stressors and job performance of senior staff.
- 3) There is no significant relationship between personality traits and job performance of senior staff.

3. Methods

3.1 Research Design

The correlational research design was adopted for the study. This was because the researchers were interested in finding out how the independent variables were correlated to the dependent variables. This study correlates Job Stress (absence of project van, irregular salaries, irregular promotions, lack of imprest, and task of Job completion/deadline), personality traits (agreeableness, conscientiousness, openness to experience, extraversion, and neuroticism), and job performance.

3.2 Participants

Three hundred and forty (340) senior staff, purposively sampled from a population of 430 senior staff of the Local Government Education Authority in Edo State participated in the study.

3.3 Measures

Three (3) adapted instruments were used to collect data for this study. They were structured into a questionnaire titled Job Stressors, Personality Traits, and Job Performance Scale (JSPFJPS). The research instrument consists of two parts.

Part A consists of the demographic characteristics of the respondents (senior staff), which includes the following: age, sex, marital status, religion, and highest level of educational attainment.

Part B of consists three (3) sections I, II, and III:

- Section I: This section covers the Big Five dimensions: extraversion, agreeableness, openness to experience, conscientiousness, and neuroticism,
- Section II covers variables on job stress, and
- Section III covers variables on job performance.

The instrument was rated on a Likert four-point scale as follows: Strong Agree = 4, Agree = 3, Disagree = 2, and Strongly Disagree = 1.

The three instruments used for this study are the Big Five Inventory (BFI), the Job Stress Inventory (JSI), and the Job Performance Scale (JPS). The instruments were content validated. The reliability coefficients of the Cronbach Alpha were 0.50, 0.70, and 0.50 for job stressors, personality traits, and job performance, respectively.

3.4 Procedures

The instrument (questionnaire) was administered to the three hundred and forty (340) respondents by the researchers. The researchers sought the permission of the Local Government Education Secretaries before administering the instrument. Each participant was made to sign the consent form and were all assured of the confidentiality of their response. It took two weeks to complete the exercise.

4. Results

Research Hypothesis One: There is no significant relationship between, job stressors with personality traits and the job performance of senior staff.

The result obtained is presented in the table below. Table 1 shows the joint contributions of job stressors and personality traits on the job performance of the senior staff of the LGEA in Edo State with a multiple regression (R)= 0.395, a multiple regression squared (R²), and F- ratio = 22.415 with P < 0.05. Therefore, the hypothesis that there was no significant correlation among job stressors, personality traits, and job performance of the senior staff of the LGEA in Edo State was rejected. This was because the probability (0.000) associated with the multiple regression coefficient was less than 0.05 level of significance. This implied that job stressors and personality traits were capable of jointly relating to the job performance of the senior staff of the LGEA in Edo State.

Table 1: Multiple regression analysis of job stressors,
personality traits and job performance of the senior staff

R = 0.395 R ² = 0.156 Adj R ² = 0.149 Std. Error = 0.364							
Model	Sum of Sq.	Df	MS	F	Sig	P	Remarks
Regression	5.938	2	2.969	22.415	0.000	<0.05	Sig.
Residual	32.052	242	0.132				
Total	37.990	244					
	Coefficients			T	Sig		
	Unstandardized Coefficients		Standardized Coefficients				
	B	Std Error	Beta				
(Constant)	1.349	0.215		6.273	0.000		
Personality traits	0.110	0.063		0.104	1.737	0.084	
Job stressors	0.289	0.047		0.365	6.102	0.000	

Note: Dependent variable: Job performance.

Research Hypothesis 2: There is no significant relationship between job stressors and job performance of the senior staff.

The result obtained is presented here in Table 2.

Table 2: Multiple Regression Analysis of Job Stressors and Job Performance of the Senior Staff

R = 0.440 R ² = 0.196 Adj R ² = 0.191 Std. Error = 0.378							
Model	Sum of Sq.	Df	MS	F	Sig	P	Remarks
Regression	9.276	1	9.276	65.087	0.000	<0.05	Sig.
Residual	38.623	271	1.143				
Total	47.899	272					
	Coefficients			T	Sig		
	Unstandardized Coefficients		Standardized Coefficients				
	B	Std Error	Beta				
(Constant)	1.445	0.142		10.167	0.000		
Job stressors	0.334	0.043		0.440	8.068	0.000	

Table 2 shows the joint contributions of job stressors on the job performance of the senior staff with multiple regression (R) of 0.440, multiple regression squared (R²) of 0.194, and an F-ratio of 65.087 with P<0.05. Therefore, the hypothesis that there was no significant correlation between job stressors and job performance of the senior staff was rejected. This was because the probability (0.000) associated with the multiple regression coefficient was less than 0.05 level of significance. This implied that job stressors were capable of relating to the job performance of the senior staff of the LGEA in Edo State.

Furthermore, as in Table 2, this study has found a moderately positive relationship between job stressors and the job performance of senior staff. Concerning irregular promotion, which is a job stressor, was found to have a positive correlation with job performance (meeting with job deadlines, using time effectively, demonstrating of initiative as appropriate, dealing appropriately with confidential matters, and consulting with superiors and co-workers), as in Table 2.

Research Hypothesis 3: There is no significant relationship between personality traits and the job performance of staff.

The result obtained is presented here in Table 3.

Table 3: Multiple Regression Analysis of Personality Traits and Job Performance of Senior Staff

R = 0.166 R ² = 0.027 Adj R ² = 0.024 Std. Error = 0.397							
Model	Sum of Sq.	Df	MS	F	Sig	P	Remarks
Regression	1.216	1	1.216	7.711	0.006	<0.05	Sig.
Residual	43.046	273	0.158				
Total	44.262	274					
	Coefficients			T	Sig		
	Unstandardized Coefficients		Standardized Coefficients				
	B	Std Error	Beta				
(Constant)	2.110	0.175				0.000	
Personality traits	0.177	0.064		0.166		0.006	

Table 3 shows the contributions of personality traits on the job performance of the senior staff of the LGEA in Edo State with multiple regression (R) of 0.166, multiple regression squared (R²) of 0.027, and F- ratio = 7.711 with P<0.05. Therefore, the null hypothesis that there was no significant relationship between personality traits and job performance of the senior staff was rejected. This was because the probability (0.006) associated with the multiple regression coefficient was less than 0.05 level of significance. This implied that personality traits were capable of relating to the job performance of the senior staff.

5. Discussions

The study showed that there is a relationship among job stressors, personality traits, and job performance of the senior staff of the LGEA in Edo State. Furthermore, job stressor was found to better relate to job performance (than did, personality traits). This study also found that lack of imprest has a positive correlation with job performance (meeting with job deadline, effective use of time, demonstration of initiative as appropriate, dealing appropriately with confidential matters, and consulting with superiors and co-

workers). This finding is not surprising because without monthly imprest managers will not be able to run their offices very well. Therefore, this finding agrees with those of Sadeghi et al. (2016) and Masood et al. (2017).

According to the study's findings, there is a connection between senior LGEA staff members' job performance and workplace pressures. This showed that workplace pressures could affect how well the senior personnel of the LGEA in Edo State performed their jobs. Additionally, this study discovered a marginally positive correlation between workplace pressures and senior staff at LGEA's job performance. Concerning irregular promotion, which is a job stressor, was found to have a positive correlation with job performance (meeting job deadlines, use of time effectively, demonstrating initiative as appropriate, dealing appropriately with confidential matters, and consulting with superiors and co-workers). These findings align with Mokhtar's (2016) investigation of job stressors, job performance, and job dedication. They observed that employees who experienced job stressors had increased job performance. The finding, however, negates the studies of Abu-Hussein, Abu-Salih, and Al Saket (2016). That study's results showed that there was a statistically significant negative effect of stress factors on each of the job performance. In contrast to the finding in this study, Alli et al. (2014) investigation revealed a positive relationship between job stressors and job performance of the sampled senior staff. The task of job completion has a weak positive relationship with job performance (meeting with job deadline, use of time effectively, demonstrating initiative as appropriate, dealing appropriately with confidential matters, and consulting with superiors and co-workers). Furthermore, this finding tended to agree with D'Wamena (2012).

The finding of the study showed that there was no significant relationship between personality traits and job performance of the senior staff of the LGEA in Edo State. This study found that the relationship between personality traits and job performance was weak. The findings of this study did not agree with that of Cubel et al (2016). Also, the results negate that of Rimscha (2015). Their study observed an overall correlation between personality and job performance. This study finding on the correlation between personality traits and job performance of the employees supported Abdullah, Rashid, and Omar's (2013) investigation. This finding is thus, in agreement with the "*investigation of the effect of Psycho-social factors on job performance of library personnel in Federal Colleges of Education of Nigeria,*" by Oyewole and Popoola (2013) "*that the self-concept, work-family conflict, job satisfaction, and job stress have a great influence on job performance of library personnel.*"

6. Conclusion

From the findings of the study, it can be concluded that there is a relationship among job stressors, personality traits, and job performance of the senior staff of LGEA in the Edo State of Nigeria. Therefore, the onus lies squarely on the employers and employees not to be unaware of these relationships for optimal job performance.

7. Recommendations

The results of the study informed the following recommendations made heretofore:

- 1) The pressing need to counsel employees in countering negative personality traits in order to enhance effective job performance in the workplace is hereby advocated.
- 2) Periodic organization of workshops and seminars on job stressors, personality traits, and job performance should be regularly organized so that the public can gain a better understanding of the relationship among job stress, personality traits, and job performance as they interface with sustainable development.
- 3) The provision of a conducive environment for the nature and nurturing of such positive personality traits as agreeableness, conscientiousness, extraversion, and openness to experience from childhood to adulthood and in workplaces.

Conflict of Interest Statement

The authors declare no conflicts of interest.

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