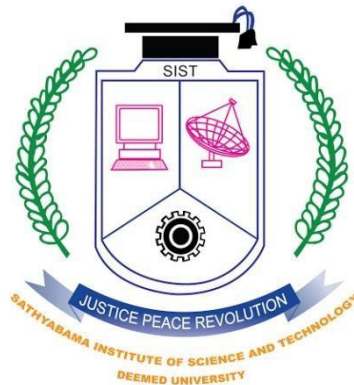


A STUDY ON THE EFFECTIVENESS OF STRESS MANAGEMENT SYSTEM

Submitted in partial fulfilment of the requirement for the award of

**Bachelor of Business Administration by
B. BALA MURUGAN (38280049)**



**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**
Accredited with Grade "A" by NAAC

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

APRIL 2022



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **B. BALA MURUGAN (38280049)** who carried out the project entitled "**A STUDY ON THE EFFECTIVENESS OF STRESS MANAGEMENT SYSTEM**" under our supervision from **January 2022 to APRIL 2022.**

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Submitted for Viva voce Examination held on_____

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DECLARATION

I **B. BALA MURUGAN** hereby declare that the Project Report entitled "**A STUDY ON THE EFFECTIVENESS OF STRESS MANAGEMENT SYSTEM** Chennai. done by me under the guidance of **DR. GANANATH KHILLA Assistant Professor of the Department of Business Administration at SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI** is submitted in partial fulfillment of the award of Bachelor of Business Administration.

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B. BALA MURUGAN

ABSTRACT

The purpose of this study is to examine the Impact of Stress Management within Organizations and its Effects on Employees' Performance. Stress is an unavoidable factor in everyone's lives. People deal with it more than once in their lifetime. Stress may be defined as a feeling of physical, psychological or emotional tension which is developed by different circumstances or events that occur in our lives. In every organization, employees are the backbone that ensures the smooth running of the business. But as a matter of fact, these employees are ordinary people who are vulnerable to any and all threats, be it physical, emotional and psychological and this includes stress. It can cause them to lose focus in their activities and accumulate low yield or performance in most or all their functions seeing as they will be too distracted thinking about their own problems to do their work. Despite that, stress can also be positive because it pushes people to do more and fulfil their obligations. It can add an extra boost to your way of thinking and their pace of doing their work. Moreover, stress is not uncontrollable. It can be managed in order to protect any sort of negative impacts/ effects. This is what is called stress management. It is defined as the method or techniques of handling or controlling stress. Stress management has a huge effect on employees and their performance as it brings about positivity and competence, therefore, it has an even greater impact on the organization because if their employees are stress free, they are at least 95% focused in their duties, thus the businesses advantages increase. This study therefor is undertaken to investigate what impact stress and stress management has on organizations and its effects on employees' performance, to determine what causes stress, to identify the different types or dimensions of stress and how to handle or manage stress. Questionnaires will be used the primary method of data gathering and desk research will also be used as secondary method of collecting data which will be analysed and put together for summary, recommendations and conclusion.

Table of contents

DECLARATION OF LEARNER	2
DECLARATION OF GUIDE	3
ACKNOWLEDGEMENT	4
DEDICATIONS	5
ABSTRACT	11
CHAPTER 1	12
1.0 INTRODUCTION	12
1.1 BACKGROUND OF THE STUDY	12
1.2 STATEMENT OF THE PROBLEM	15
1.3 RESEARCH QUESTIONS.....	15
1.4 OBJECTIVE OF THE STUDY	16
1.5 SIGNIFICANCE OF THE STUDY	16
1.6 SCOPE OF THE STUDY	17
1.7 STATEMENT OF HYPOTHESIS	17
1.8 DEFINITION OF TERMS.....	17
CHAPTER 2	19
2.0 LITERATURE REVIEW	19
2.1 INTRODUCTION	19
2.2 CONCEPTUAL DEFINITIONS	19
2.3 CAUSES OF STRESS	23

2.3.1 Environmental stressors:	23
2.3.2 Occupational stressors:	23
2.3.3 Social stressors:	23
2.3.4 Other stressors include	23
2.3.5 Common internal causes of stress include:	24
2.3.6 Work related causes	24
2.4 SYMPTOMS AND SIGNS OF STRESS	24
2.4.1 <i>Physical signs of stress:</i>	24
2.4.2 <i>Psychological signs of stress:</i>	25
2.4.3 Other symptoms include;	25
2.4.4 Signs of stress, Michie.	25
2.5 TYPES OF STRESS	26
2.5.1 Hans Selye's view	26
2.5.2. Sorenmekun's view (1998)	27
2.5.3 Okafor and Okafor's view (1998)	28
2.5.4 Olowu's view	28
2.5.5 Wai's view	29
2.5.6 American Psychological Association's view	29
2.5.7 Albrecht's view	30
2.5.8 Other forms of stress include	31
2.6 PROBLEMS CAUSED BY STRESS	34
2.7 HANS SELYE'S GENERAL ADAPTION SYNDROME (GAS)	34
2.8 OCCUPATIONAL STRESS	35
2.9 DEFINING OCCUPATIONAL STRESS	36

2.10 CAUSES OF OCCUPATIONAL STRESS	36
2.11 STRESS MANAGEMENT.....	38
2.11.1 Tips for Stress Management	39
2.12 STRESS MANAGEMENT STRATEGIES	40
2.12.1 Organizational strategy	40
2.12.2 Individual strategy.....	41
2.13 STRESS MANAGEMENT TECHNIQUES	41
2.13.1 Counselling Services	41
2.13.2 Flexitime Programmes	42
2.13.3 Meditation Techniques	42
2.13.4 Relaxation Techniques	42
2.14 STRESS MANAGEMENT METHOD THEORIES	43
2.14.1 Psychological Job Control Theory	43
2.14.2 Motivation and Work-Family Perspectives Theory	43
2.14.3 Psychoanalytic Theory on Counselling	44
2.14.4 Adlerian Theory on Counselling	44
2.14.5 The Cognitive Theory of Psychological Stress and Coping	44
2.14.6 Stress-Response Theory	45
2.15 IMPACT OF STRESS MANAGEMENT WITHIN AN ORGANIZATION	45
2.15.1 Other impacts include;	46
2.16 IMPORTANCE OF STRESS MANAGEMENT TO EMPLOYEES' PERFORMANCE	46

2.17 ADVANTAGES OF STRESS MANAGEMENT	47
2.17.1 Business advantages of stress management:	47
2.17.2 Health advantages of stress management:	47
2.18 DISADVANTAGES OF STRESS MANAGEMENT	47
2.19 MODELS OF STRESS MANAGEMENT	48
2.19.1 Transactional Model	48
2.19.2 Innate Health Model.....	48
CHAPTER 3	49
3.0 RESEARCH METHODOLOGY	49
3.1 INTRODUCTION	49
3.2 RESEARCH STRATEGY	49
3.3 RESEARCH QUESTIONS.....	50
3.4 RESEARCH DESIGN AND PLAN	50
3.5 POPULATION	51
3.6 DATA COLLECTION INSTRUMENTS AND SOURCES	52
3.7 DATA COLLECTION PROCEDURES	53
3.8 DATA ANALYSIS	54
3.9 RESEARCH RELIABILITY AND VALIDITY	55
3.9.1 Reliability	55
3.9.2 Validity	55
3.10 LIMITATION OF THE STUDY	55
CHAPTER 4	57
4.0 RESEARCH FINDINGS	57
4.1 INTRODUCTION	57
4.2 STATISTICS, VALID DATA ANALYSIS AND DISCUSSIONS	57
4.2.1 Section 1: Respondents Characteristics	57

4.2.1.1 Respondent's Gender	58
4.2.1.2 Age of Respondents	58
4.1.2.3 Working Experience	59
4.2.1.4 Employees' Position	59
4.2.1.5 Level of Education	60
4.2.1.6 Monthly Income	60
4.2.1.7 Marital Status	61
4.2.1.8 Number of Dependants	61
4.2.2 Section B: Stress Symptoms and Factors Influencing Work Stress	61
4.2.2.1 Symptoms of Stress that Employees Experience	62
4.2.2.2 Type of Difficulty Employees Feel in their Job	62
4.2.2.3 What makes Employees Overloaded with work?	63
4.2.2.4 Does stress show its impact on employee's health?	64
4.2.2.5 If yes, what health issues do they face?	64
4.2.2.6 How stress shows its ill effects on your job performance?	65
4.2.3 Section C: Stress Management in organizations	65
4.2.3.1 There is a stress management in your organization	66
4.2.3.2 If yes do you think it is effective?	66
4.2.3.3 Did you utilize stress management facilities offered by your workplace?	67
4.2.3.4 Stress affects' your work.....	67
4.2.3.5 Your superior often notices when you are overly stressed	68
4.2.3.6 Do they do anything to help reduce stress?	68
4.2.3.7 Stress or pressure sometimes pushes you to perform your obligations or pending tasks	68
4.2.3.8 Does stress management affect the organization positively or negatively	69
4.2.3.9. Does stress management affect your performance positively or negatively?	69
4.2.3.10. The organization implements strategies to handle stress	70

4.2.3.11. Employees are given a chance to express how they feel about their work	70
4.2.3.12. What are the coping strategies that you are practicing yourself to reduce stress?	71
4.2.3.13. Do you feel that some other coping strategies should be followed to reduce stress?	71
4.2.3.14. Those who answered ‘yes’ gave their own suggestions	72
4.2.3.15. To what extent, do you overcome the stress by utilizing stress management facilities and practicing coping strategies?	72
4.2.3.16. Is there often conflict in the organization?	73
4.2.3.17. There is effective communication in the organization.	73
4.2.3.18. Employees participate in the decision making process.	73
4.2.3.19. Employees are motivated to always go to work.	74
4.2.3.20. Stress Management will help improve employees’ and your organization’s performance.	74
4.2.4 Section D: Social Support Factors, Expectations and Suggestions	75
4.2.4.1. Sources of Social Support to Reduce Stress	75
4.2.4.2. What are your expectations from the management to make workplace stress free?	76
4.2.4.3. Employees’ suggestions to make workplace stress free.....	77
CHAPTER 5	78
5.0 DISCUSSION OF FINDINGS, ANALYSIS OF HYPOTHESIS, CONCLUSION AND RECOMMENDATION	78
5.1 INTRODUCTION	78
5.2 DISCUSSION OF FINDINGS	78
5.3 HYPOTHESIS ANALYSIS	81
5.4 CONCLUSION	82
5.5 RECOMMENDATIONS	84
5.6 SUGGESSTIONS FOR FURTHER STUDIES	85
REFRENCES	86

Appendix 1	
90	

CHAPTER 1

1.0 INTRODUCTION

1.1 BACKGROUND OF THE STUDY

In today's world, **people are often faced with numerous situations or circumstances, these situations not only carry its own burden but have outcomes.** In the process of dealing with these situations, functions, obligations or duties, be it personal or work related, people tend to face pressure just from dealing with them, moreover having to wait for the outcomes of the situation, decisions or your actions which was taken under such pressure. This kind of pressure is regarded as **stress**. The word stress is hailed from the Latin word —strictus, which means —to tighten. **Stress** may be defined as a feeling of emotional or physical tension, which rises or is developed by different circumstances or events that occur in our lives, which causes anger, frustration, panic, anxiety or in some cases it causes motivation and haste to beat a challenge.

In the society we live in now or even before, many years ago, people have been dealing with stress on daily basis either on a major or a minor level. It has been an issue over the years that affected us in many ways. Some people can often be affected by the smallest amount of stress. Stress as it may be, is not clearly understood and has no single definition; it means different things to different people (Jeremy Stranks, 2005). Stress is a non- specifically induced psychological state of an individual that develops because the individual is faced with situations that —tax or —exceed the available resources (internal or external), as appraised by the person involved. Stress is unavoidable, be it personal or work related (Henry L. Tosi, John H. Rizzo, Stephen J. Carrol, 1994). Stress at work is one of the major issues in the world that has been on the rise for decades, because not only does the work itself causes stress but also the pressure employees deal with from their personal lives and both of these factors combined affects how they perform and act. Stress is a changing phenomenon amongst the employers and employees (Michie, 2002). In this case, when employees are affected, the stress affects the entire organization and their performance. People will always go through stress, a way to help employees for not only their benefit but that of the organization is to provide them with resources to better handle their stress to get those times.

However, stress is not uncontrollable, there are tools, method, techniques or ways in which stress can be managed. This is called ***stress management***. Stress management may be defined as a technique that aims at decreasing stress or controlling a person's level of stress for the purpose of improving their everyday functions and performance. This research study will focus on examining and explaining the ***Impact Stress Management within Organizations and its Effects on Employees' Performance***. Since stress is unavoidable, in every organization employees are prone to stress and pressure at high levels given the fact that they deal and with both their persona and work lives equally. In previous studies, it is shown that organizations often notice that stress affects employee performance one way or another like performing their duties or their behaviour therefore; the theory of stress management was developed as a means to deal with stress in employees in an organization. It is very necessary for organizations to identify and handle stress in their employees because if left to develop, it affects their performance and this has a major impact on the organization.

Employee performance is what the employee does or does not do. Performance is defined as the extent to which an organizational member contributes to achieving the goals of the organization (Daisy Masters, 2012). Therefore, employees' performance affects and plays an important role in the overall organizational performance. Employees are the most important asset to an organization and despite the fact that it is unavoidable as well as uncontrollable, stress and its causes should be managed in order nurture and improve performance which will most definitely increase organizational performance, productivity, profitability and strength.

More importantly, in this study, we will learn that stress is two dimensional. There is negative which is harmful, it hinders work and it is associated with negative feelings like panic, anxiety, fear and more. While positive stress is associated with the fact that small amount of it can push them to function effectively, add a sense of urgency to whatever they are doing and it motivates them to carry out their obligations and tasks. But there is a fine line when employees become overly stressed; it takes a toll on both the employees and the organization. To ensure they have happy, healthy and engaged employees, stress management in the work place is a must.

In The Gambia, these issues are not always analysed and people are not aware of what level of stress helps and what doesn't. This project will serve as a platform to show how things like stress can be handled or used as a tool for high performance of employees in an organization and also in their daily lives and not to put pressure on people. In the world we now live in, yes it is true that people often need money but, it is not the root of every stress or problem. Financial compensation is not always the answer because sometimes people face a lot more serious issues than that whether it is physical or mental. Issues like marriage, education, psychological health or balance and more could be the cause of ones' stress.

These issues or causes of stress are called stressors. Stressors are defined the cause of tension or pressure and overall stress. According to (Kearns, 1973) stressor is a term which may be used to refer to the properties of the environment which are causally implicated. Organizations engage in different activities that measures employees' performance such as evaluation or appraisal. Through these processes they are able to determine how the employee is doing. These are the times when the organization notice if an employee is doing well or not. In cases where they are not or deteriorating, one of the leading factors for this is often stressed from different issues. It is the duty of the organization to identify the stressors and plans to handle them.

Stress as a state of mind always has a source. It is therefore necessary to have stress management and the tools of handling stress put in place to see to it that employees have a clear state of mind in order to be able to not only have a proper personal and work life balance but also they are comfortable enough to perform to their maximum capacity.

This research is a case study that will focus on three different companies in the Gambia. They are; Gambia Ports Authority (GPA) which is a government agency responsible for the governance and maintenance of the ports and port facilities of the Gambia. The second company is the Central Bank of the Gambia. Its main role is to act as banker to the Gambia Government and the commercial banks. They are also responsible for providing a secure & efficient payment & settlement system within the finance sector. The third company is Ministry of Petroleum and Energy.

Stress management is one of the most important tools that play a great role in putting employee's in check, have a clear state of mind and help improve employee's performance as well as the organizations.

1.2 STATEMENT OF THE PROBLEM

Stress is a feeling that everyone goes through. The main focus of the organization should be how to handle stress and ensure in the process that employees are not harmed. It is crucial to have an effective stress management strategy in place because it is easy for stressed employees to lose focus and for their emotions to spread and affect the other employees through their actions due to the influence of being under stressful situations.

Work stress is a cause of distraction and conflict within an organization. In some cases, stress is caused by the work or type of work employees do. If the work is too much to handle, it causes them to fail in their duties. They should be given work they can handle or at least trained to improve or else there will be dissatisfaction in both the employees and the organization. The existence in the work place causes depression, anxiety, sleeping difficulties, problem with coping with work and decrease in work performance. It is significant for organizations to recognize the fact that stress is a health and safety issue; therefore stress management should be put in place to identify and handle stress.

Stress can also increase workplace accidents. According to **David Spiegel**, medical director of the Stanford Centre on stress and health, —it is very clear that a big portion of safety problems are due to human error and some of that is stress related. There is direct correlation between an increase in work stress and an increase in work place accident.

There are many stressors (causes) that surround the environment and work place and it is up to organizations to manage them as much as they can. Stress has so many impacts and effects on people, their physical and mental state and also the organization. This serves as one of the main factors of low performance, productivity, profitability and more. In this research we will determine the impact of stress management within organizations and its effects on employees' performance.

1.3 RESEARCH QUESTIONS

The following questions will be used to guide the study.

- How does stress affect employees and organizations?
- What are the causes of stress?
- How do organizations identify and handle stress in employees?
- What is the impact of stress management on organizations and its performance?
- What are the effects of stress management on employees' performance?
- What are the tools to have an effective stress management strategy?

1.4 OBJECTIVE OF THE STUDY

The objectives of the study are as follows;

- To know the effects of stress and stress management on employees and their performance.
- To know the impact of stress and stress management within an organization.
- To identify the causes of stress in employees.
- To highlight stress as a rising issue and educate people about stress management.
- To identify the methods and tools of stress management.
- To help organizations to be able to detect stress in employees and handle it.
- To have an idea on how to have an effective stress management strategy in an organization.
- To know the different facets of stress and how to use stress management to improve employees' performance and welfare.

1.5 SIGNIFICANCE OF THE STUDY

The purpose or significant of the study is to determine or examine the impact of stress management within organizations and its effects on employees' performance. At the end of the study, the results will provide effective ways in which organizations can manage stress. It will show how stress management will improve or affect performance, it will also show how to identify stress and handle it. This study will help identify the techniques and tools of stress management and to determine the various stressors around us and how to control them. This research will show us that stress is not only negative, but can be positive when small amount of stress can push

people to carry out their functions better. Stress in organizations cannot be entirely eliminated, but a healthy amount leads to improved benefit.

finally, there is a fine line between being stressed enough to perform one's duties and being overly stressed to a point of it being harmful to cause you to lose concentration and comportsment. Therefore, in this study we will learn to know the effects and impacts of stress and stress management, the various causes and how to handle it.

1.6 SCOPE OF THE STUDY

The scope of the study is to know the impact of stress management within organizations and its effects on employees' performance. The study is to analyse stress and stress management in these organizations and how it affects performance. The research seeks to examine how effective stress management will be used as a tool to improve or enhance both employees and organizational performance. In this study, we will use three different organizations as our case study companies which are; Gambia Ports Authority (GPA), Central Bank of the Gambia and The Ministry of Petroleum and Energy, to see how stress affects employees and their performance and how they handle these issues.

1.7 STATEMENT OF HYPOTHESIS

A hypothesis is designed to solve problems, because, at the start of a research, it's based on some foundational information. In all of science, hypotheses are grounded in theory. Theory tells you what you can generally expect from a certain study or project. A hypothesis predicts the relationship between two variables.

H0: Stress has an impact within organizations and affects employees' performance.

H1: Stress does not have an impact within organizations and affects employees' performance.

H0a: Stress Management has an impact within an organization.

H1a: Stress Management does not have an impact within an organization.

H0b: Stress Management affects employees' performance.

H1b: Stress Management does not affect employees' performance.

1.8 DEFINITION OF TERMS

Stress: Stress may be defined as a feeling of physical or emotional tension which rises or is developed by different circumstances events that occurs in our lives.

Stress management: it may be defined as a technique or method that aims at decreasing stress or controlling a person's level of stress for the purpose of improving their everyday function and performance.

Performance: this may be defined as the accomplishment of a given task or work with the aim of producing substantial and productive results. It is the fulfilment of employees' obligation to an organization. Performance aims at achieving strategic objectives.

Employee Performance: this refers to how workers behave in the workplace and how well they perform their duties obligated to them. It includes effectiveness and efficiency at the task level.

Organizational Performance: it involves analysing an organization's performance against its objective and goals. It comprises real results or outputs compared with intended outputs. Organizational performance involves; shareholder value performance, financial performance, and market performance. There is a well-recognized competitive advantage.

Stressors: these are causes of stress in people. They are events or conditions that occur in our surroundings that trigger stress.

Tools and methods of stress management: these are techniques used to handle stress. It can be in form of physical or mental activities that helps in coping with stress.

CHAPTER 2

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

The researcher has chosen to base this research on the extensive use of literature study to give an expert opinion on the issue of stress and stress management. The types of literature will mainly include textbooks, articles and past studies.

This study will base not only on the quantity but also on the research to provide the individual with extensive knowledge on the subject of stress and its management. The researcher aims to make this study simple and understandable enough for the information to be easily absorbed by the reader.

This chapter seeks to examine previous works written by different scholars. A review of these papers or books were done in order to give more information about the impact of stress management within organizations and its effects on employees' performance and use some theories in an attempt to further understand the impact stress and stress management.

2.2 CONCEPTUAL DEFINITIONS

Stress in general is difficult to categorize, for many of those who study stress, the categorization of stress terms has often remained a complicated process. As stress researcher, **Hinkle (1987)** explained in his work on *Stress and Disease: The Concept after 50 Years* that —a difficulty for the study of stress is that the term ‘stress’ has a different meaning for researchers in various disciplines. In the biological literature, it is used in relation to single organisms, populations of organisms, and ecosystems. Biologists refer to things such as heat, cold and inadequate food supply as being sources of stress. Human biologists add to this microbial infection and taking of toxic substances. Social scientists, for their part, are more concerned about people's interaction with their environment and the resulting emotional disturbance that can sometimes accompany it.

For those who are non-experts stress definitions can also be very confusing. When people explain their own stress, this understanding often involves an array of other associated words rather than a simple stress definition.

When people describe the term stress they use words like worry, anxiety, burden, disquiet, dread, hardship, hassle, nervousness, strain, tension, apprehension, misgiving, fearfulness and more. However, what is stressful for one person may have little effect on another person. What feels like a pressure and a burden, causing great anxiety for one person may not be any strain at all on another person. Stress maybe often associated with worry, burden, strain and more but it is not always negative hence the fact that there is also positive stress which is based on reason like how people are able to accomplish their obligations under pressure and with little time.

Each person's definition and thinking about the term stress is uniquely personal. Earlier researchers who studied stress have developed different concepts about stress. According to an article from the *Global Organization for Stress* —the word stress itself began as a variant of the term the —distress in the fourteenth century. The medieval term actually meant physical hardship, pain, torture and starvation.

Hans Selye who is credited as being the modern day father of stress defined stress in **1936** as —the non-specific response of the body to any demand for change. Hans Selye's stress definition later expanded in **1979** as he explained further that —stress is a 'perception'. It is the demands that are imposed upon us because there are too many alternatives.

Holroyd and Lazarus in their research explained in **1982** that —psychological stress requires a judgment that environmental and/or internal demands exceed the individual's resources for managing them.

Whereas, **Skinner** in **1985** defined stress as —a reaction of a particular individual to a stimulus event.

Later in **1988**, **Eliot** concluded that —stress may be viewed as the body's response to any real or imagined event perceived as requiring some adaptive response and/or producing strain.

Meanwhile, **Selye (1976)** described stress in another way as a demand, threat or other events, which require an individual to cope. He further stated that it is a strain or interference that disturbs the functioning of an organism. When this is in force the individual may observe sleep disorder, eating disorder, weakness and pain of unexplained or unknown origin. Further view on stress by **McGrath (1976)** is generally seen as a dynamic condition in which an individual is confronted with an

opportunity, constraints, or demand on being, having and doing what he or she deserves.

Margot (1979) defined stress as any stimulus that upsets either the body's or the mind's homeostasis. She stated that a change in one's life style or life situation produces a tremendous amount of stress. The life situation includes marriage, divorce, pregnancy, a new job, being fired from a job. On his own part **Nweze (1984)** defined stress as a process in which environmental events or forces threaten the well-being of an individual in the society. Some of the environmental forces that can threaten the wellbeing of an individual in the society include: economic instability, driving on poorly maintained roads, religious intolerance and insecurity.

Franken (1994) studied a layman's/scientific perception of stress. He reported that a layman's view of stress is used to describe negative feelings such as difficulties in paying one's bills, annoyance and frustration of driving on a congested road but while a scientist see stress as a set of neurological reactions that serve some adaptive purpose. He further stated that how the individual responds to such reactions determines if they produce feelings of eustress (a positive feeling) or produce distress (negative feeling). Stress has been further conceptualized as flight or fight response (**Franken, 1994**). Basically, there are two ways that human beings can deal with threats. They either fight or flee. **Okoye (1997)** stated that stress in biological or medical term refers to the totality of the bodily responses to stimuli that tend to alter the existing equilibrium. It is worthy to note that the individual response to this stimulus varies from one individual to another as people react to situations differently. Stress has been looked as an excessive nervous strain in an individual (**Okpe, 1997**).

In 1990, **Steinberg and Ritzmann** considered that —stress can be defined as an under load or overload of matter, energy or information input to, or output from, a living system.

In 1992, **Humphrey** found that —stress can be considered as any factor, acting internally or externally that makes it difficult to adapt and that induces increased effort on the part of the person to maintain a state of equilibrium both internally and with the external environment.

McEwen and Mendelson (1993) explained that —stress is a term for certain types of experiences, as well as the body's responses to such experiences. The term generally refers to challenges, real or implied, to the homeostatic regulatory process of the organism.

Levi, 1996 in his research concluded that —stress is caused by a multitude of demands (stressors), such as an inadequate fit between what we need and what we are capable of, and what our environment offers and what it demands of us.

Then in **1998, Roger** described stress as a —pre-occupation with the negative emotion following the event. The latest evidence suggested however reveals that some stress is necessary for the well-being and a lack of it can be harmful (**Ogden Tanner, 1979**).

Stress, in common, can be defined as the response of a person to demands (stressors) forced upon him/her (**Erkutlu & Chafra, 2006**). The scholars explained the term stress, as a situation where the well-being of an individual is affected due to his failure to cope with the demands of the situation. Stress is defined as —a condition of tension that arises from an actual or perceived demand which calls for an alteration or adaptive behaviour. **Allen (2002)** stated that whenever we lose confidence in our ability/potential to face the situation, we feel stressed.

The term stress can have different meanings to different people. **Davis (1981)** studied stress as —A condition of anxiety on one's emotions, physical conditions and thought processes. **Di Martino (2003)** summarized the theory of stress as —the emotional and physical response which occurs when the requirements of demands of the job do not match the capabilities/potentials. Stress is not itself a completely negative condition. However, it is a reaction in which different people react differently according to their experiences.

Halgin and Whitbourne (2003) conceptualized stress as an unpleasant emotional reaction a person has when he or she perceives an event to be threatening. **Sisk (1977)** defined stress as a state of strain, tension or pressure and it is a normal reaction resulting from interaction between the individual and the environment. Strain means to make great demand on something; tension is a mental or emotional strain that makes natural relaxed behaviour impossible.

In every organization, employees deal with different stress inducing situations, be it their job, their co-workers or the environment etc. this is often referred to as work or occupational stress. According to **Cox (1993)**, ‘stress is now understood as a psychological state that results from people’s perceptions of an imbalance between job demands and their abilities to cope with those demands’. A further definition is ‘work stress is a psychological state which can cause an individual to behave dysfunctionally at work and results from people’s response to an imbalance between job demands and their abilities to cope’.

Fundamentally, workplace stress arises when people try to cope with tasks, responsibilities or other forms of pressure connected with their jobs, but encounter difficulty, strain, anxiety and worry in endeavouring to cope. **Beehr and Newman (1978)** perceived stress in an occupational setting to mean a condition wherein job-related factors interact with workers, to change their psychological and physiological conditions such that the person’s mind and body are forced to deviate from normal functioning.

Oboegbulem (1995) defined stress as a feeling which occurs when an individual’s working or living conditions or circumstances make demands beyond his capacity to handle such a situation physically or emotionally. When a person is faced with disturbing situations, a change in his normal behaviour is usually noticeable. Such an individual may be faced with emotional, cognitive and physiological disruption or malfunctioning which can disorganise and adversely affect his powers of reasoning.

2.3 CAUSES OF STRESS

Stress is caused by various factors around us called stressors. It is something that causes tension or anxiety. There are different stressors around us, which are as follows;

According to **Jeremy Stranks, 2005**, Stressors are;

2.3.1 Environmental stressors: such as those arising from extremes of temperature and humidity, inadequate lighting and ventilation, noise and vibration and the presence of airborne contaminants, such as dusts, fumes and gases.

2.3.2 Occupational stressors: associated with too much or too little work, over promotion or under-promotion, conflicting job demands, incompetent superiors, working excessive hours and interactions between work and family commitments.

2.3.3 Social stressors: namely those stressors associated with family life, marital relationships, bereavement, that is, the everyday problems of coping with life.

2.3.4 Other stressors include

- Major life changes □ Family stress
- Work or school □ Relationship difficulties
- Financial problems □ Children and family
- Being too busy

2.3.5 Common internal causes of stress include:

- Pessimism
- Inability to accept uncertainty
- Rigid thinking, lack of flexibility
- Negative self-talk
- Unrealistic expectations / perfectionism
- All-or-nothing attitude

2.3.6 Work related causes

- Pace / variety / meaningfulness of work
- Workload (overload and under load)
- Role conflict (conflicting job demands, multiple supervisors/managers)
- Career development opportunities
- Role ambiguity (lack of clarity about responsibilities, expectations, etc.)
- Management induced stress
- Organizational structure and policies
- The work environment

2.4 SYMPTOMS AND SIGNS OF STRESS

Stress, when it occurs in people manifest in different ways, either physically or mentally or psychologically.

According to **Allen Elkin, PhD**. Signs of stress include;

2.4.1 *Physical signs of stress:*

- Tiredness, fatigue, lethargy
- Heart palpitations; racing pulse; rapid, shallow breathing
- Muscle tension and aches
- Shakiness, tremors, tics, twitches
- Heartburn, indigestion, diarrhoea, constipation
- Nervousness
- Dry mouth and throat
- Excessive sweating, clammy hands, cold hands and/or feet
- Irritability, impatience, anger, hostility
- Worry, anxiety, panic
- Moodiness, sadness, feeling upset
- Intrusive and/or racing thoughts
- Memory lapses, difficulties in concentrating, indecision
- Frequent absences from work, lowered productivity
- Feeling overwhelmed
- Loss of sense of humour

- Rashes, hives, itching
- Nail-biting, fidgeting, hairtwirling, hair-pulling
- Frequent urination
- Lowered libido

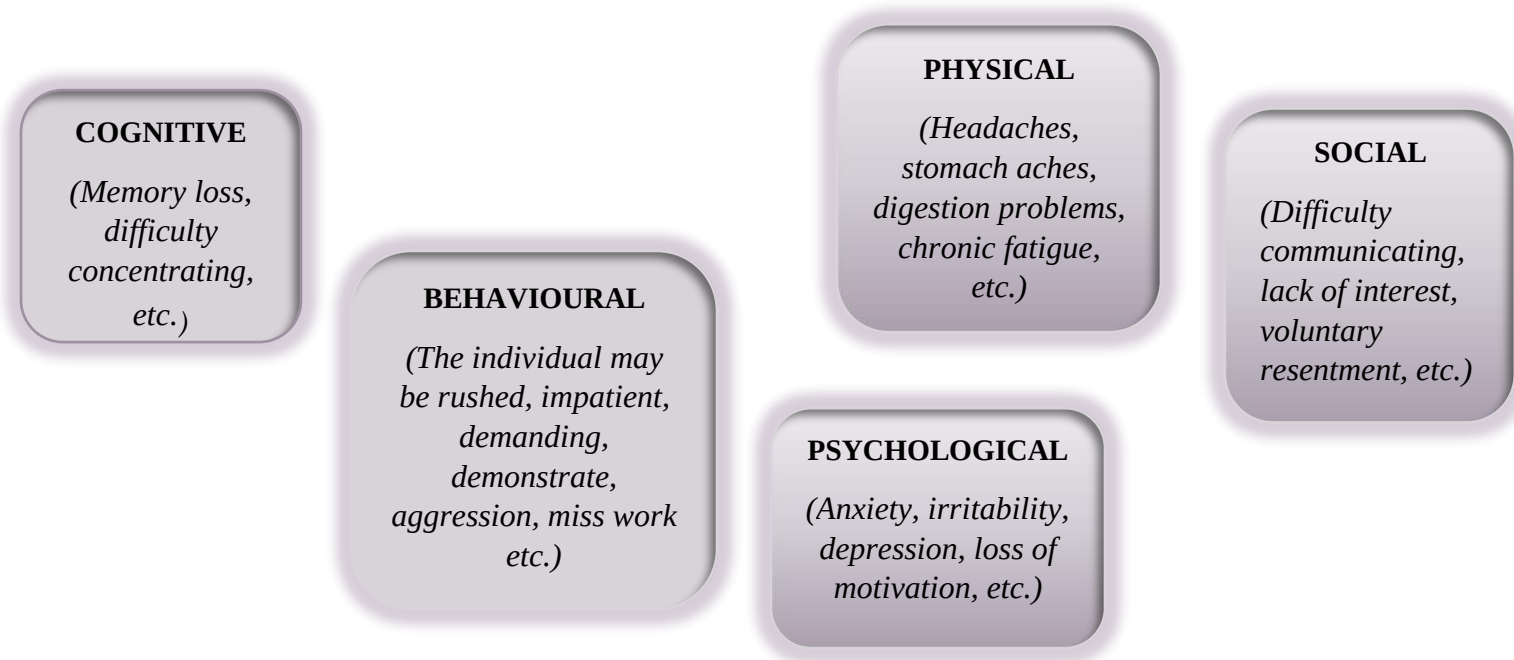
2.4.2 *Psychological signs of stress:*

- Overeating, loss of appetite
- Sleep difficulties
- Increased use of alcohol and/or drugs and medications

2.4.3 *Other symptoms include;*

- Low performance
- Frequent distractions
- Isolation
- Compulsive shopping

- Disruptive eating patterns (overeating or under eating)
- Harsh treatment of others
- Increased smoking or alcohol consumption



2.4.4 Signs of stress, Michie.

Table 1: Signs of stress

How you feel (emotions)	How you think (cognitions)
Anxious	Poor concentration and memory
Depressed/tired	Poor organization and decision making
Angry/irritable/frustrated	Less creative in problem solving
Apathetic/bored	Hypersensitive to criticism
How you behave	Increased absenteeism and turnover
Have accidents/make mistakes	Your body
Eating/sleeping problems	Sweating, dizzy, nauseous, breathless
Take drugs (e.g tobacco, alcohol)	Aches and pains
Problematic social behavior (e.g. withdrawal aggression)	Frequent infections
	Asthma, ulcers, skin complaints, cardiac problems

Source: (Michie, 2002, p. 68)

Signs of stress

Intense and prolonged, stress reduces performance and can have serious repercussions on one's health. Furthermore, reactions can vary, making it even more difficult to detect.

2.5 TYPES OF STRESS

Stress occurs in many ways. Past scholars have provided more than one kinds of stress in the environment. Some of their views about the different types of stress are as follows;

2.5.1 Hans Selye's view

Hans Selye presented a model in **1975**, in which he classified stress into *eustress* and *distress*.

Stress: Good or positive stress, it is called **Eustress** brings a positive impact on a person. Stress is achieved, when the brain and body of a person feel challenged and want to explore him/ her in order to respond the situation. This is caused when a person sees solution in every problem as (he or she):

- Has different ideas of probable solutions to any particular challenge (attitude towards —I AM Possible instead of Impossible)
- Has the positive attitude to solve the difficult task ("I can do it!")
- Has a proper control over what is happening ("I have choices or alternatives!")
- Had sufficient gap between his/her challenges.

Distress

When we have a discussion about bad or negative stress, actually we are discussing about a situation which becomes a cause to shrink the body and brain of an individual and its working capabilities, resulting in poor performance. Distress arises when a person feels threatened, nervous, embarrassed or is beaten with the feelings of frailty. It is caused when an individual experiences like s/he:

- Is being pressurized to face a challenge which s/he does not want to face ("I do not want to do it")
- Cannot even think about any possible solution for a challenge ("I do not know how")

- Feels scarcity of resources (inner feeling, as in the mind's aptitude, ability, or outer feeling as in materialistic) for solving the situation. ("I cannot do it")
- Does not have control over the situation ("I am helpless")

This opinion can be actual (sometimes when an individual has not any control over the situation) or imagined (perhaps the person could have some power to control the situation) but person feels the same as threatened and strained.

2.5.2. Sorenmekun's view (1998)

Sorenmekun (1998) has the view that stress is of four types, and she listed them as follows:

1. Eustress
2. Hypo stress
3. Distress and 4. Hyper stress.

Eustress: she described as feeling of happiness, euphoria and elation. She added that people refer to this as a positive stress. She further noted that an unprecedented feeling of elation, euphoria and happiness could place a lot of tension on the cardiovascular system (circulatory system) and consequently stress the body positively.

Hypo stress: is a feeling of boredom due to lack of stimulation. This describes a state of low moral as well as little or no encouragement. A state of depression in the life of several men forces some to commit suicide while some simply lack the dynamic of living.

Distress: describes a feeling of anxiety, frustration and anger. She stated that distress is the most destructive of the types mentioned. This manifests in anger against self, against place of work, against family and friends. She added that a feeling of extreme fatigue always accompanies distress.

Hyper stress is described as over stress and it is the opposite of hypo stress. It manifests in nervousness, poor attention, excitement, great expectation and over anxiety. She concluded that the resultant effect is the systematic failure of most body function, especially those related to cardiac excretory function.

2.5.3 Okafor and Okafor's view (1998)

Okafor and Okafor (1998) grouped stress into two as thus eustress and distress. They stated that *eustress* is not harmful rather; it is a desirable stress that is used to maintain life. They stated that Selye (1976b) described eustress as beneficial force. They further stated that eustress prepares the mind and body for optimum functioning. It includes the life events in which the individual is taxed, challenged and perceives a potential for personal growth. An example of eustress is an athlete or a performer getting ready for a competition or performance and doing a spectacular job.

Distress as Okafor and Okafor (1998) described it has a harmful effect. They stated that distress is used to mean too much stress in a given period of time. Broadly speaking, distress is to experience too many stressors in a short time. They further stated that it may also be too many stressors over a long time, exceeding your ability to cope effectively and remain in control. They concluded that intense, prolonged and unrelenting stress carries with it the potential to wear the mind and body down, affect system and organ functioning and upset physical and psychological balance.

2.5.4 Olowu's view

Further classification of stress led **Olowu (2000)** to classify it into six as thus:

1. Environmental stress:
2. Sport stress
3. Academic stress
4. Social stress
5. Economic stress and
6. Work stress

The environment as a result of bad roads, poor water and electricity supply, traffic jam, and pollution in the environment causes *environmental stress*. *Sports stress*, and *academic stress* that brought about the desire to pass all examinations with good achievement grades. Others according to him are *social stress*; desire to meet up with social obligations. *Economic stress* is as a result of poor economic situation and *work stress* that arise because of job.

2.5.5 Wai's view

Wai (2003) differentiated the categories of stress into three, namely:

1. Eustress
2. Neustress
3. Distress

He described Eustress as positive stress, which has to do with those situations that are inspiring or challenging that make one productive. Neustress has to do with those stimuli that have no consequential effect on us. Such situations are neither bad nor good. Distress as Wai (2003) described it is the type often considered stress because it has negative consequences. He stated that it is the one that requires attention because of its debilitating effect and could be acute stress when it appears suddenly with high intensity and disappears in a short time or chronic stress which may not be intense initially yet seem to linger for a long period of time example (working with difficult boss). It is associated with disease because the body is perpetually aroused.

2.5.6 American Psychological Association's view

Meanwhile, American Psychological Association enumerated three kinds of stress: **acute, chronic and traumatic stress.**

Acute stress is temporary and results from the steams of everyday life and can be brought under control. It involves unpleasant situations that need to be resolved immediately since they are temporary.

Chronic stress is long term. The sufferer sees no way out of a stressful situation like poverty, misery of a despised job or no job, caring for an infirmed relative. People tend to get used to this type of stress because it is old and familiar.

Traumatic stress is the impact of overwhelming tragedy, such as rape, accident or natural disaster. In the context of this work stress is classified into four namely frustration, conflict, change and pressure.

2.5.7 Albrecht's view

Albrecht's four common types of stress are:

1. Time stress.
2. Anticipatory stress.
3. Situational stress.
4. Encounter stress.

Time Stress

You experience time stress when you worry about time, or the lack thereof. You worry about the number of things that you have to do, and you fear that you'll fail to achieve something important. You might feel trapped, unhappy, or even hopeless. Common examples of time stress include worrying about deadlines or rushing to avoid being late for a meeting.

Anticipatory Stress

Anticipatory stress describes stress that you experience concerning the future. Sometimes this stress can be focused on a specific event, such as an upcoming presentation that you're going to give. However, anticipatory stress can also be vague and undefined, such as an overall sense of dread about the future, or a worry that "something will go wrong."

Situational Stress

You experience situational stress when you're in a scary situation that you have no control over. This could be an emergency. More commonly, however, it's a situation that involves conflict, or a loss of status or acceptance in the eyes of your group. For instance, getting laid off or making a major mistake in front of your team are examples of events that can cause situational stress.

Encounter Stress

Encounter stress revolves around people. You experience encounter stress when you worry about interacting with a certain person or group of people – you may not like them, or you might think that they're unpredictable.

Encounter stress can also occur if your role involves a lot of personal interactions with customers or clients, especially if those groups are in distress. For instance, physicians and social workers have high rates of encounter stress, because the people

they work with routinely don't feel well, or are deeply upset. This type of stress also occurs from "contact overload": when you feel overwhelmed or drained from interacting with too many people.

2.5.8 Other forms of stress include

Acute stress, episodic acute stress and chronic stress

Acute Stress: Acute stress is the most common form of stress. It comes from demands and pressures of the recent past and anticipated demands and pressures of the near future. Acute stress is thrilling and exciting in small doses, but too much is exhausting. A fast run down a challenging ski slope, for example, is exhilarating early in the day. That same ski run late in the day is taxing and wearing. Skiing beyond your limits can lead to falls and broken bones. By the same token, overdoing on short-term stress can lead to psychological distress, tension headaches, upset stomach and other symptoms.

Fortunately, acute stress symptoms are recognized by most people. It's a laundry list of what has gone awry in their lives: the auto accident that crumpled the car fender, the loss of an important contract, a deadline they are rushing to meet, and their child's occasional problems at school and so on. Because it is short term, acute stress doesn't have enough time to do the extensive damage associated with long-term stress. The most common symptoms are:

- I. Emotional distress is some combination of anger or irritability, anxiety and depression, the three stress emotions.
- ii. Muscular problems including tension headache, back pain, jaw pain and the muscular tensions that lead to pulled muscles and tendon and ligament problems.
- iii. Stomach, gut and bowel problems such as heartburn, acid stomach, flatulence, diarrhoea, constipation and irritable bowel syndrome.
- iv. Transient over arousal leads to elevation in blood pressure, rapid heartbeat, sweaty palms, heart palpitations, dizziness, migraine headaches, cold hands or feet, shortness of breath and chest pain.

Acute stress can crop up in anyone's life, and it is highly treatable and manageable.

Episodic Acute Stress

There are those, however, who suffer acute stress frequently, whose lives are so disordered that they are studies in chaos and crisis. They're always in a rush, but always late. If something can go wrong, it does. They take on too much, have too many irons in the fire, and can't organize the slew of self-inflicted demands and pressures clamouring for their attention.

They seem perpetually in the clutches of acute stress. It is common for people with acute stress reactions to be over aroused, short-tempered, irritable, anxious and tense. Often, they describe themselves as having "a lot of nervous energy." Always in a hurry, they tend to be abrupt, and sometimes their irritability comes across as hostility.

Interpersonal relationships deteriorate rapidly when others respond with real hostility. The workplace becomes a very stressful place for them. The cardiac prone, "Type A" personality described by cardiologists, Meyer Friedman and Ray Rosenman, is similar to an extreme case of episodic acute stress. Type A's have an "excessive competitive drive, aggressiveness, impatience, and a harrying sense of time urgency." In addition there is a "free-floating, but well-rationalized form of hostility, and almost always a deep-seated insecurity." Such personality characteristics would seem to create frequent episodes of acute stress for the —Type A individual. Friedman and Rosenman found Type A's to be much more likely to develop coronary heart disease than Type B's, who show an opposite pattern of behaviour.

Another form of episodic acute stress comes from ceaseless worry. "Worry warts" see disaster around every corner and pessimistically forecast catastrophe in every situation. The world is a dangerous, unrewarding, punitive place where something awful is always about to happen. These "awfulizers" also tend to be over aroused and tense, but are more anxious and depressed than angry and hostile.

The symptoms of episodic acute stress are the symptoms of extended over arousal: persistent tension headaches, migraines, hypertension, chest pain and heart disease.

Treating episodic acute stress requires intervention on a number of levels, generally requiring professional help, which may take many months.

Often, lifestyle and personality issues are so ingrained and habitual with these individuals that they see nothing wrong with the way they conduct their lives. They blame their woes on other people and external events. Frequently, they see their lifestyle, their patterns of interacting with others, and their ways of perceiving the world as part and parcel of who and what they are.

Sufferers can be fiercely resistant to change. Only the promise of relief from pain and discomfort of their symptoms can keep them in treatment and on track in their recovery program.

Chronic Stress

While acute stress can be thrilling and exciting, chronic stress is not. This is the grinding stress that wears people away day after day, year after year. Chronic stress destroys bodies, minds and lives. It wreaks havoc through long-term attrition. It's the stress of poverty, of dysfunctional families, of being trapped in an unhappy marriage or in a despised job or career. Example is the stress that the never-ending "troubles" have brought to the people of Northern Ireland; the tensions of the Middle East have brought to the Arab and Jew, and the endless ethnic rivalries that have been brought to the people of Eastern Europe and the former Soviet Union. Chronic stress comes when a person never sees a way out of a miserable situation. It's the stress of unrelenting demands and pressures for seemingly interminable periods of time. With no hope, the individual gives up searching for solutions.

Some chronic stresses stem from traumatic, early childhood experiences that become internalized and remain forever painful and present. Some experiences profoundly affect personality. A view of the world, or a belief system, is created that causes unending stress for the individual (e.g., the world is a threatening place, people will find out you are a pretender, and you must be perfect at all times). When personality or deep-seated convictions and beliefs must be reformulated, recovery requires active self-examination, often with professional help. The worst aspect of chronic stress is that people get used to it. They forget it's there. People are immediately aware of acute stress because it is new; they ignore chronic stress because it is old, familiar, and sometimes, almost comfortable.

Chronic stress kills through suicide, violence, heart attack, stroke and, perhaps, even cancer. People wear down to a final, fatal breakdown. Because physical and mental

resources are depleted through long-term attrition, the symptoms of chronic stress are difficult to treat and may require extended medical as well as behavioural treatment and stress management.

2.6 PROBLEMS CAUSED BY STRESS

Table 2: The problem of stress

For the individual Threats to:	For the workplace/organization
• Health • Well-being/quality of life • Functioning/goal achievement • Self-esteem/confidence • Personal development	• Increased absenteeism and turnover • Reduced quality and quantity of work • Reduced job satisfaction and moral • Poor communication and increased conflict

Source: Michie, (2002)

2.7 HANS SELYE'S GENERAL ADAPTION SYNDROME (GAS)

Hans Selye studied and found the impact of stress on rats and other animals by revealing them to harmful or unpleasant stimuli. He observed that all animals were showing a very similar sequence of reactions, resulting into three major stages. In 1936 Selye explained this common reaction to the stressors as the General Adaption Syndrome or GAS.

Alarm – This is the introductory stage where the stressor is recognised. A state of alarm is stress response of the body. In this level adrenaline is produced with the intention to get the ‘fight-or-flight’ response.

Resistance- It is next level of GAS. If the causes of stress remain constant, it becomes essential to find a solution to eliminate this. Although the body begins to try to settle with the demands of the environment, yet the body cannot continue this up indefinitely, so its resources gradually depletes.

Exhaustion is the end level of this model. In this stage, not only all the resources of a body stops but also not able to continue with the normal activities or daily functions. Here, the initial symptoms of an autonomic nervous system may rematerialize or recur (increased heart rate, sweating etc.) if this level exists

continuously, adrenal gland will be damaged and the immune system will also get exhausted. The result can manifest itself in obvious illnesses such as, depression, diabetes, problems with the digestive or cardiovascular system along with other psychological illnesses.

2.8 OCCUPATIONAL STRESS

Occupational stress means any physical and emotional response which is harmful and occurs when the demands of the work does not match with the skills, abilities and needs of the employees. Stress can be a major cause of unbalanced or poor health. Theory of job stress is directly perplexed with job challenge, but there is a slight difference between stress and challenge. Challenge motivates us physically and psychologically, hence it energizes employees to learn new skills continuously to develop their potential. When the key responsibilities are fulfilled successfully, a person feels satisfied and relaxed (U.S NIOSH, 1999). Hence, it is a significant element for productive and healthy work. Significance of challenges in our professional life possibly increases when we experience that —a little/ bit of stress is good for us. Stress is very common, now a days, be it in a workplace or in a person's life. People are becoming more competitive, they appear to be working overtime, taking on more responsibilities at the higher level and motivating themselves even more strenuously to meet higher expectations with their performance. Competition is increasing day by day. Someone is always ready to —step into one's shoes. This is, of course, a necessary part of life to grow.

However, too much stress affects psychological and physical health also, everyday performance and behaviour adversely. Daily problems, work related issues and pressure, dual role at the workplace and home, unrealistic expectations of others, all lead to a very stressful life. Stressors include individual stressors, physical stressors, family stressors, environmental stressors, inter personal stressors, career and job related stressors. There is a need to manage all these different stressors. Stress management is essential for good management practices. Stress has both positive and negative aspects. Both are required to enhance the performance to get a benefit. Job stress affects adversely mental and physical health of the employees adversely at the workplace as well as their contribution towards the effectiveness and efficiency.

2.9 DEFINING OCCUPATIONAL STRESS

Okebukola and Jedgede (1989) defined —occupational stress as a condition of physical and mental exertion which brought about as a result of dissatisfying factors, harassing events or general characteristics of the working environment.¶ Kyriacou (1987), defined stress as the experience of a teacher going through unpleasant emotions such as frustration, anger, depression and tension resulting from aspects of his or her work as a teacher

Borg (1990), concluded —teacher’s stress as a negative and harmful element to teachers’ health¶. The major element was teacher’s perception towards threat, which was based on the following three aspects of his/her job responsibilities:

1. Expectations are continuously increasing from him/her.
2. He/she is not able to fulfil the needs of the demand at the workplace.
3. As a result, s/he is facing mental and physical problems at the same time.

Work stress can be explained as —all harmful, emotional and physical responses which occur when the major requirements of the job do not match correctly with the skills, capabilities and needs of the employees and resources. According to Denise Allen, (2002), —Stress is a feeling or experience one undergoes when he/she lose their confidence in their capabilities to cope with a situation.¶

2.10 CAUSES OF OCCUPATIONAL STRESS

Personality and coping style are the most significant factors in any individual’s features to decide whether certain workplace conditions will result in stress. Consequently, it is not essential that factors which are creating stress for one person are responsible for the stress caused to someone else also. This perspective leads to coping strategies which can be helpful to employees to deal with different factors at a demanding workplace.

In addition, specific scientific evidence concluded that certain working conditions such as excess workload, low salary and over expectations are stressful almost to everyone. Job stress may be caused by many complicated reasons. Major causes of workplace stress are:

1. Employment Insecurity

Almost every organization is having experience of different strategic changes in modern society. Takeovers, mergers, cut-throat competition and other changes have become a major problem for employees. Though institutions are continuously trying to compete for their survival in the market, but these changes have increased the pressure of work on everyone.

2. High Expectations

Unrealistic or impractical expectations have increased unhealthy and unreasonable pressure on every worker, which is also a major source of stress. Workload, long working hours and excess pressure to perform at peak level throughout the year even on a very low salary, can be actually harmful to both physical and emotional health of the workers.

3. Hi-tech Technology

The diversification of technology such as- cell phones, laptops, fax machines, projectors and internet-has made work easier than before but along this benefit, it has also increased the expectations for high speed, efficiency and productivity from employees to work continuously without any complaint. There is also a constant pressure on employees to update their knowledge with technological breakthroughs and forcing them to learn new things continuously.

4. Culture at workplace

Workplace culture is a complicated issue itself, whether in a new company or not, it can be intensely stressful. Adjustment with new and competitive work culture is always been a big issue for employees. Various aspects of workplace culture such as strict policies, interpersonal relations, communication, dress code (if any) and hierarchy and most important, the behavioural and working style of the employer and colleagues, can be the causes of stress for any jobholder. Maladjustment with the workplace culture may be a major cause of subtle dispute with superiors or even with colleagues. Even institutional politics or gossips may also lead to occupational stress.

5. Personal and Family Problems

Generally, every employee experiences different kind of problems in their personal life, as a result, they have a tendency of carrying their problems and tensions to the workplace. Thus, this tendency becomes the cause of his/her occupational stress. It becomes more critical and harmful when it affects the performance, job responsibilities and behaviour of an individual.

6. Job Stress and Women

Today, women are suffering from much physical and mental harassment at their workplace, along with many other causes of work stress. Sexual harassment has always been a common cause of stress for a working woman. Working women also experience terrific stress like —'unsympathetic working environment', which is also known as 'offensive behaviour at workplace'.

These reasons can be regular sources of tension for working women in different sectors. Uncertainty at the workplace also has been a cause for high level of stress. Lack of proper information or actions of other people can adversely affect one's ability to perform. Causes of uncertainty can be:

- Not having a clear idea about future vision
 - Not having any career development strategy
 - Not knowing what your boss or colleagues think of your capabilities
 - Receiving vague or conflicting instructions
- Stressful elements of the

workplace also include:

- Poor physical working condition
- Excessive working hours and workload
- Internal politics and gossips
- Excessive bureaucracy
- Role conflict

2.11 STRESS MANAGEMENT

In every organization there is occupational stress. Therefore the employer has a general duty to ensure, so far as is reasonably practicable, the health of all his employees. ‘Health’ includes not only physical health but mental health. Schorr (2001), a stress-management consultant, stated that stress causes problems in the workplace which negatively affect employee health and organizational productivity. Stress can lead to problems such as job dissatisfaction, alcoholism, absenteeism, physical ailments, and poor job performance. If managers know how to prevent and cope with stress, productivity can be increased. Many companies instituted stress management programs that led to a decline in absenteeism, a decrease in sickness and accident costs, and/or an increase in job performance.

Schorr reported that a stress inventory, available from a stress management program, can assist executives and managers in assessing employee stress. The inventory can identify the sources of stress, which may include physical elements as well as other factors. Once these sources have been assessed, the program can provide the necessary skills for coping with the problems, and participants can learn that there are alternative ways of reacting to stress. It happens that managers often do not cope with the stress of their employees. They are afraid that if they acknowledge the stress in the workplace, employees will demand reduction of their workloads, better working conditions among others. They believe that stress does not belong among the obligations of employers, nor are sure that the anti-stress action, even if they have money, time and knowledge will bring them success.

Stress management can be defined as interventions designed to reduce the impact of stress in the work place. These can have an individual focus, aimed at increasing an individual’s ability to cope with stress (Mahisha Suramardhini, 2013)

Stress can be termed as a set of techniques and programs intended to help people deal more effectively with stress in their lives by analysing the specific stressors and taking positive actions to minimize their effects (Gale Encyclopaedia of Medicine, 2008).

There are many ways and methods of handling stress, organizations should make use of these techniques in order to reduce the harmful effects of stress, through stress management.

2.11.1 Tips for Stress Management

The following 7 tips are adapted from The American Psychological Association to support individuals with a stress management plan:

1. Understand your stress

How do you stress? It can be different for everybody. By understanding what stress looks like for you, you can be better prepared, and reach for your stress management toolbox when needed.

2. Identify your stress sources

What causes you to be stressed? Be it work, family, change or any of the other potential thousand triggers.

3. Learn to recognize stress signals

We all process stress differently so it's important to be aware of your individual stress symptoms. What are your internal alarm bells? Low tolerance, headaches, stomach pains or a combination from the above 'Symptoms of stress'.

4. Recognize your stress strategies

What is your go-to tactic for calming down? These can be behaviours learned over years and sometimes aren't the healthy option. For example, some people cope with stress by self-medicating with alcohol or overeating.

5. Implement healthy stress management strategies

It's good to be mindful of any current unhealthy coping behaviour so you can switch them out for a healthy option. For example, if overeating is your current go to, you could practice meditation instead, or make a decision to phone a friend to chat through your situation. The American Psychological Association suggests that switching out one behaviour at a time is most effective in creating positive change.

6. Make self-care a priority

When we make time for ourselves, we put our well-being before others. This can feel selfish to start, but it is like the airplane analogy—we must put our own oxygen mask on before we can assist others. The simplest things that promote well-being, such as enough sleep, food, downtime, and exercise are often the ones overlooked.

7. Ask for support when needed

If you're feeling overwhelmed, reach out to a friend or family member you can talk to. Speaking with a healthcare professional can also reduce stress, and help us learn healthier coping strategies.

2.12 STRESS MANAGEMENT STRATEGIES

2.12.1 Organizational strategy

Employee health and welfare: Various strategies are available for ensuring sound health and welfare of employees. These include various forms of health surveillance, health promotion activities, counselling on health-related issues and the provision of good quality welfare amenity provisions, i.e. sanitation, washing, showering facilities, facilities for taking meals, etc.

Management style: Management style is frequently seen as uncaring, hostile, uncommunicative and secretive. A caring philosophy is essential, together with sound communication systems and openness on all issues that affect staff.

Change management: Most organizations go through periods of change from time to time. Management should recognize that impending change, in any form, is one of the most significant causes of stress at work. It is commonly associated with job uncertainty, insecurity and threat of redundancy, the need to acquire new skills and techniques, perhaps at a late stage in life, relocation and loss of promotion prospects. To eliminate the potentially stressful effects of change, a high level of communication in terms of what is happening should be maintained and any such changes should be well managed on a stage-by-stage basis.

Specialist activity: Specialist activities, such as those involving the selection and training of staff, should take into account the potential for stress in certain work activities. People should be trained to recognize the stressful elements in their work and the strategies available for coping with these stressors. Moreover, job design and work organization should be based on ergonomic principles.

2.12.2 Individual strategy

There may be a need for individuals to:

- Develop new skills for coping with the stress in their lives like meditation, yoga and more
- Receive support through counselling and other measures
- Receive social support
- Adopt a healthier lifestyle and
- Where appropriate, use support from prescribed drugs for a limited period.

2.13 STRESS MANAGEMENT TECHNIQUES

2.13.1 Counselling Services

According to Lee (2010), counselling aims at changing the perception of stress allowing an individual to cope with situations that were previously triggering problems. Counselling helps one to evaluate threats and then provide resources to deal with them. Being able to control the environment around is a major part in developing self-confidence which enables an individual to face the challenges ahead. Counselling can help in managing stress and get on with life. Counsellors have to deal with stress on a personal level. When discussing stress and how it affects people, counsellor will talk about the relationship between the causes of the stress, and the effect of stress. The causes of stress are known as stimulus and the effects are the response. Identifying the cause and effect of stress is a key to stress management and the first step into building a coping mechanism.

2.13.2 Flexitime Programmes

According to Friedman (2012), flexibility is a way to define how and when work gets done and how careers are organized. It is a critical ingredient to overall workplace effectiveness. Companies use it as a tool for improving recruitment and retention, for managing workload, and for responding to employee diversity. Studies show that flexibility can also improve employee engagement and job satisfaction and therefore reduce stress due to work-life balance. Flexitime reduces stress and burnout. All forms of stress have been found to lead to other problems that affect productivity and are potentially costly to business. Earlier study has shown that workers who use work-life balance and flexibility programs are more committed and less burned out than those who do not use any of the programs. Employees who feel burned out tend to have less commitment and focus on when to leave the organization due to stress related circumstances. Job stress and burnout reduce

productivity and flexitime is a solution to managing the same (Friedman & Oprea, 2012).

2.13.3 Meditation Techniques

Stress occurs when you perceive that demands placed on you such as work, school or relations exceed your ability to cope. Untreated chronic stress can result in serious health conditions including anxiety, insomnia, muscle pain, high blood pressure and a weakened immune system. Research shows that stress can contribute to the development of major illnesses such as heart disease, depression and obesity. But finding positive, healthy ways to manage stress as it occurs, many of these negative health consequences can be reduced such as meditation. Meditation and prayers help the mind and body to relax and focus. Mindfulness can help people see new perspective, develop self-compassion and forgiveness. When practicing a form of mindfulness, people can release emotions that may have been causing like exercise. Research has shown that even meditating briefly can reap immediate benefits (Pipe et al., 2010).

2.13.4 Relaxation Techniques

Relaxation techniques are a great way to help with stress management. Relaxation is not just about peace of mind or enjoying a hobby but it is a process that decreases the effects of stress on your mind and body. Relaxation techniques can help you cope with everyday stress and with stress related to various health problems, such as cancer and pain (Mayo Clinic, 2016). Relaxation techniques can reduce stress symptoms and help an individual enjoy a better quality of life especially if one has an illness. Practicing relaxation techniques can reduce stress symptoms by slowing the heart rate, lowering blood pressure, slowing breathing rate, reducing activity of stress hormones, increasing blood flow to major muscles, reducing muscles tension and chronic pain, improving concentration and mind, lowering fatigue, reducing anger and frustration and boosting confidence to handle problems.

2.14 STRESS MANAGEMENT METHOD THEORIES

2.14.1 Psychological Job Control Theory

Job control theory has the perceptions of job control over work hours and perceived job autonomy. A key assumption of the literature on flexible work schedules is

relating positively to employee perception of job control over scheduling and increased job autonomy. Control is a concept from the demand-control model of work stress. It is defined as the decision latitude employees have over their job tasks (Kossek & Michel, 2010). The demand control model posts positive relationship between worker job demands and the ability to control how and when one performs a job, such as when and how they carry out tasks. It is assumed that a job with high demands and low control will lead to stress. However, if an individual in the same high demand job perceives high control, he/she will experience lower strain. Flexible work schedules are an intervention that could enable greater control by providing tangible and psychological resources to enhance well-being and improve on performance (Kossek, Valcour, & Lirio, 2014).

2.14.2 Motivation and Work-Family Perspectives Theory

Kossek and Michel (2010), who borrowed from Vroom's expectancy theory holds that individuals are more likely to be motivated to exert effort to perform for valued goals they think they can achieve. Under a motivation theoretical perspective, flexible work schedule users are assumed to be more likely to exhibit high performance because they would have greater resources which would enable them to perceive greater expectancy that they can perform both work and family roles well. A key issue to measure is the degree to which perceptions of efforts to perform are increased because of use of flexible work schedule. The individual perceives reduced constrained to performing well and increased expectancy to stay in the labour force that means employees with access to work-family benefits are more likely to exhibit higher organization citizenship behaviour (Chew, Girardi, & Entrekina, 2015).

2.14.3 Psychoanalytic Theory on Counselling

Psychoanalytic theory typically uses methods to bring unconscious material out in the open. Its main focus is leaned towards the development of the individual in the earlier years, where experiences are discussed, reconstructed, interpreted and analysed. With the help of transference relationship with the therapist, both client and therapist explores the past of the client, which will then, lead to character change. The primary tools of the trade of the psychoanalytic therapy are the analytic framework, free association interpretation and dream analysis, analysis of resistance

and analysis of transference. This theory holds that there are inner forces outside of individual's awareness that are directing our behaviour (Russell, 2013).

2.14.4 Adlerian Theory on Counselling

Alfred Adler believed that human behaviour is goal oriented and that humans can best be understood in terms of how they go about trying to achieve their goals. A person's unique lifestyle determines how they work towards their goals throughout their life. Adler believes emotional and psychological problems which cause stress occur because of mistaken lifestyle, about how to achieve life goals and these interferes with a person's ability to function and successfully achieve his goals (Evans & John, 2013). Counselling involves forming an effective relationship and assessing a person's lifestyle, particularly regarding mistaken beliefs. A client gains insight into the mistaken beliefs during the lifestyle assessment, and the therapist encourages the clients towards reorientation and change. Encouragement is a major therapeutic technique to manage stress and therefore improve on performance (Pearson Education, 2010).

2.14.5 The Cognitive Theory of Psychological Stress and Coping

Lazarus and Folkman's theory of psychological stress and coping is perhaps the most theoretically influential transactional theory. Sometimes known as the Cognitive-Relational approach, the individual and their environment are seen as coexisting in a dynamic relationship, where stress is the psychological and emotional state that is internally represented as part of a stressful transaction (Mark and Smith, 2010). Once possible coping methods are assessed and selected, then the final stage of the mode occurs, where coping is implemented. Coping has been characterized as cognitive and behavioural efforts to manage, reduce, minimize, master or tolerate the internal and external demands of the person-environmental transaction that is appraised as taxing or exceeding the person's resources. The cognitive-relational model gives weight to the job situation, subjective perceptions, and the potential influence or various individual differences factors and indeed Lazarus argues that many stress management interventions fail because they treat all people as if they were alike, and it is useful to view the individual, the group and the workplace as a single analytic unit, rather than separate variables which are to be manipulated independently.

2.14.6 Stress-Response Theory

Selye (1976a) initially proposed a triadic model as the basis for the stress-response pattern. The elements included adrenal cortex hypertrophy, thymicolymphatic (e.g., the thymus, the lymph nodes and the spleen) atrophy, and gastrointestinal ulcers. These three, he reasoned were closely interdependent; they seemed to accompany most illnesses and were provoked no matter what the stimulus or illness. Selye could evoke the response in laboratory rats with agents such as formalin, enzymes, hormones, heat and cold and he observed it in patients with such diverse health problems as infections, cancer and heart disease. He noted that the syndrome probably represented an expression of a generalized call to arms of the body's defensive forces in reaction to excessive demands or provocative stimuli. Selye (1936) called this nonspecific response to damage of any kind of stress. Later, he used the term stressor to designate the stimulus that provoked the stress response.

2.15 IMPACT OF STRESS MANAGEMENT WITHIN AN ORGANIZATION

Communication: stress management controls the harshness of employee's reactions when under stress. Stress management can bring about proper and smooth communication within the organization. There is less tension, which means that organizational harmony through effective communication will be in operation since employees are comfortable and at ease. The communication process becomes very effective

Motivation: motivation is one of the most importance tools for employees' satisfaction. Stress management within an organization will show employees that their employers care for their well- being and that they matter. This will motivate them to boost performance. If employee's performance increases, then organizations' performance rises.

Improved team work: stress free employees are always willing to work together. There is harmony amongst them, improved communication and increased outcomes.

Increased competitive advantage: stress management in organizations means that employees will be satisfied; this will lead to their increased performance and productivity. Therefore organizations will gain advantage over their competitors in terms of strength, productivity, performance, profitability, survival, recognition etc.

Enables you to provide space to employees: When employees are engaged in work and are continuously busy, they don't get time to take rest and relax which in turn creates stress. Use effective stress management skills and provide space to your employees so they can take a rest or a break. Allowing employees to take a breather at work helps them to regain their energy and reduce the effects of stress.

Helps in the performance appraisal of employees: Every employee has a different threshold of stress. Stress factor can be directly related to job performance. It also helps to judge how well employees work within the team. It is measurable also. Effective stress management skills help you to evaluate and do the performance appraisal of them.

2.15.1 Other impacts include;

- Improved health and morale
- Reduced levels of sickness absence
- Increasing levels of performance
- Improved relationships with work colleagues, clients and customers
- Reduced employee turnover
- Reduced employee costs
- Stress management helps maintain a good leadership style throughout the organization

2.16 IMPORTANCE OF STRESS MANAGEMENT TO EMPLOYEES' PERFORMANCE

- It improves performance and productivity
- It promotes ethical behaviour amongst employees
- It helps reduce conflict in the organizations
- Employees have clear minds to perform their duties
- It provides a healthy work environment
- Increases the chances of meeting deadlines
- Enables employees to work as team members

2.17 ADVANTAGES OF STRESS MANAGEMENT

2.17.1 Business advantages of stress management:

- Less absenteeism due to stress-related disorders.
- Less worker's compensation loss due to stress-related illness or accidents. □
Improved job performance.
- Less stressful, more efficient workplace.
- Improved employee attitude.
- Improved employee overall health.

2.17.2 Health advantages of stress management:

- Decreased stress-related symptoms.
- Improved sleep.
- Decreased anxiety.
- Decreased use of medication.
- Decreased pain, increased ability to manage pain.
- Increased ability to relax physiologically
- Increased sense of control and improved self-esteem.

2.18 DISADVANTAGES OF STRESS MANAGEMENT

Stress can be a motivator. For example, if you're stressed out because you have a big assignment due, this may motivate you to work on it and complete it. The stress can help you to put in your very best effort. If you're afraid of losing your job, stress may encourage you to raise your own standards and make improvements you most likely wouldn't have made without the threat of unemployment.

Stress is a disadvantage because it can potentially raise your heart rate and weaken your immune system. Also, it can be a factor in poor decision – making because under stress we may not think logically or consider the consequences of the choices we make.

While we all experience stress frequently in our daily lives, not everyone handles it in positive ways. The key for us all is to learn what strategies and behaviours help us to cope with stress in a positive manner.

2.19 MODELS OF STRESS MANAGEMENT

2.19.1 Transactional Model

According to Richard Lazarus and Susan Folkman, —Stress is the result of imbalance between demands and resources, or —as occurring when pressure exceeds one's perceived ability to cope.

In order to develop an effective stress management program it is first necessary to identify the factors that are central to a person controlling his /her stress, and to identify the intervention methods which effectively target these factors. Lazarus and Folkman's interpretation of stress focuses on the transaction between people and their external environment.

The model conceptualizes stress as a result of how a stressor is appraised and how a person appraises his / her resources to cope with the stressors. The model breaks the stressor-stress link by proposing that stressors are perceived as positive or challenging rather than a threat, and if the stressed person is confident that he / she possesses adequate rather than deficient coping strategies, stress may not necessarily follow the person of a potential stressor. The model proposes that stress can be reduced by helping stressed people change their perceptions of stressors, providing them with strategies to help them cope and improving their confidence in their ability to do so.

2.19.2 Innate Health Model

The health realization / innate health model of stress is also founded on the idea that stress does not necessarily follow the presence of a potential stressor. Instead of focusing on the individual's appraisal of so-called stressors in relation to his own coping skills (as the transactional model does), the health realization model focuses on the nature of thought, stating that it is ultimately a person's thought processes that determine the response to potentially stressful external circumstances. In this model, stress results from appraising oneself and one's circumstances through a mental filter of insecurity and negativity, whereas a feeling of well-being results from approaching the world with a —quite mind, inner wisdom and common sense.

This model proposes that helping stressed individuals understand the nature of thought especially providing them with the ability to recognize when they are in the grip of insecure thinking, disengage from it, and access natural positive feelings will reduce this stress.

CHAPTER 3

3.0 RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research is a form of scientific investigation, it is the expansion of original knowledge and it requires a continuous monitoring. It shows the way for advancement of knowledge regarding a specific topic (Garg et al, 2002). Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done.

This chapter discuss the overall methodology of this research. This includes the research strategy which includes the overall plan for this research, research questions, it focuses on the questions guiding the study, research design and plan, this focuses on the technique used in the study, selection of data sources and access (population) which includes the total population or the sample size of the study, data collection instruments (tools) and sources/ timing, this focuses on the tools used to carry out research and collect data (questionnaire), procedures for data collection which focuses on the ways in which the data collection process went, data analysis which involves the analysis of data collected, reliability and validity of the research, if show the authenticity and the cogency of this study and lastly, the limitations which involves on the problems faced in this research.

3.2 RESEARCH STRATEGY

This is a case study research with a deductive approach. According to Deborah, (2013), a deductive approach to a research usually begins with a hypothesis which is aimed at testing theory with emphasis on causality. A deductive approach is concerned with —developing a hypothesis (or hypotheses) based on existing theory, and then designing a research strategy to test the hypothesis (Wilson, J. 2010). It has been stated that —deductive means reasoning from the particular to the general. If a causal relationship or link seems to be implied by a particular theory or case example, it might be true in many cases. A deductive design might be used to test and see if this relationship or link did obtain on more general circumstances (Gulati, PM, 2009).

In studies with deductive approach, the researcher formulates a set of hypotheses at the start of the research. Then, relevant research methods are chosen and applied to test the hypotheses to prove them right or wrong (Dudovskiy, 2019). **See Figure.**

The deductive approach is preferred for this study due to the fact that there was an available wealth of literature in the subject area, short time available to complete the study and to avoid risk.



Source: “The Ultimate Guide to writing a dissertation in Business studies: A stepby-step Assistance”. John Dudovskiy(2018)

Moreover, since this research uses a deductive case study approach, the additional data obtained from the various involved respondents of the research will be put together and analysed.

3.3 RESEARCH QUESTIONS

In order to achieve the objective of this study, the researcher sought to answer the following research questions;

1. How does stress affect employees and organizations?
2. What are the causes of stress?
3. How do organizations identify and handle stress in employees?
4. What is the impact of stress management on organizations and its performance?
5. What are the effects of stress management on employees‘ performance?
6. What are the tools to have an effective stress management strategy?

3.4 RESEARCH DESIGN AND PLAN

The research design considered is a conclusive, as it is implied by the name, is applied to develop findings that are practically useful in forming conclusions or decision-making. In this type of studies, research objectives and data requirements are clearly defined, (Dudovskiy, 2018). Conclusive research design provides a way to verify and quantify findings of exploratory studies.

Conclusive research design often makes use of quantitative methods of data collection and data analysis. Moreover, conclusive studies tend to be deductive in nature and research objectives in these types of studies are achieved via testing hypotheses.

Quantitative research method is considered used in this study due to the fact that the data gotten can be analysed by statistical comparison and calculation. Controlled, objective testing and experimentation ultimately supports or rejects the hypotheses. Each step is standardized to reduce bias when collecting and analysing data. A big advantage of this approach is that the results are valid, reliable and generalizable to a larger population (Dowd, 2018). Also, the data obtained from a quantitative method is usually descriptive and often conclusive about people's views on issues. It provides clues for cause and effect. It can be quantified and verified, and is amenable to statistical manipulation (Business dictionary).

A simple random selection of participants will be employed for this study. Respondents from three different organizations in The Gambia which are; Gambia Ports Authority (GPA), Central Bank of the Gambia and The Ministry of Petroleum and Energy will be selected purposely based on their interest to participate in the study. The research method considered is a survey with tool used for data collection. The participants were given questionnaires to answer. The design is appropriate for the study since it intends to study the Impact of Stress Management within Organizations and its Effects on Employees' Performance.

3.5 POPULATION

According to Burns and Grove (1993:779), a population is defined as all elements (individuals, objects and events) that meet the sample criteria for inclusion in a study. The target geographic location of these companies was in The Gambia. The targeted population of the research are sixty (60) employees from three different

organizations namely; Gambia Ports Authority (GPA) which has its headquarters located in Banjul, Central Bank of the Gambia, which also has its headquarters in Banjul and The Ministry of Petroleum and Energy, which has its headquarters located in Brusubi. Hence the participants that took part in this research were randomly selected in the various headquarters.

For this study, the Taro Yamani formula for sample size estimation was used to determine the sample size for survey

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

Where: n = Sample Size

N = Population size

E = level of precision or sampling of error, which is 5% (0.05)

N=71 n =60

3.6 DATA COLLECTION INSTRUMENTS AND SOURCES

According to Krishnaswami (2002) data are facts, figures and other materials, past and present that serve as basis for the study and analysis. In this study, primary data and secondary data where used.

Secondary data means the data is readily available and is used by anyone besides researchers. This means that secondary data is not originally collected but rather obtained from published or unpublished sources. Secondary data has been collected from books, journals, and articles, which enabled the researcher to understand the problem area from different author's point of view and to gain a deeper insight about the proposed theory under study. Also different cases or scenarios concerning the topic of examination —stress and stress management— where studied in order to get a broader perspective of the subject matter.

Furthermore, the researcher has made use of libraries combined with desk research for information.

Primary data was collected from the organization under study through the use of questionnaires as data collection instrument. A questionnaire can be defined as a set of carefully designed questions given in exactly the same form to a group of people in order to collect data about some topic(s) in which the researcher is interested, (Jupp, 2016). A questionnaire is a printed self-report form designed to elicit information that can be obtained through the written responses of the subjects. The information obtained through a questionnaire is similar to that obtained by an interview, but the questions tend to have less depth (Burns & Grove 1993:368).

In this study, a well-structured questionnaire that solicited all the information needed to answer all research objectives was used. The questionnaire had openended questions in order to get information in the respondents own words but it mostly consisted of closed ended questions because they are easier to administer and to analyse. They are also more efficient in the sense that a respondent is able to complete more closed-ended items than open-ended items in a given period of time (Polit & Hungler 1993:203). Specifically, answers gotten with the use of closedended questions with multiple choice answer options are analysed using quantitative methods and they may involve tables and percentages. Answers obtained through open-ended questions are analysed using qualitative methods and they involve discussions and critical analyses without use of numbers and calculations (Dudovskiy, 2018).

Also, the use of structured questionnaire is suited for quantities that cannot be observed directly. More so, due to increased speed of data collection, low or no cost requirements, and higher levels of objectivity; questionnaires are preferred compared to many alternative methods of primary data collection. However, questionnaires have certain disadvantages such as selection of random answer choices by respondents without properly reading the question. Moreover, there is usually no possibility for respondents to express their additional thoughts about the matter due to the absence of a relevant question. (Dudovskiy, 2018).

The questionnaires were administered to randomly selected employees regardless of their position through different departments. They were administered using the respondent self-administering technique, where the participants had to fill the

questionnaires themselves. The data collected were further analysed and summarized for conclusions.

Questionnaires were drafted targeting to get information on the main areas of the research namely; Demographic Details, Stress Symptoms and Factors Influencing Work Stress, Organizational and Individual Strategies for Managing Stress and Social Support Factors. Fundamental questions were asked relating to each of these areas and responses received were used as basis for the analysis, findings, assumptions and recommendations.

3.7 DATA COLLECTION PROCEDURES

Questionnaires were personally distributed by the researcher for employees to complete. A letter of introduction was attached to the questionnaire seeking permission to conduct research and requesting the required assistance from staff. The letter clarified that the research is strictly for academic purposes. The questionnaires explained what the study was about and what the respondents were required to do. In one of the Organizations, their policy was that the questionnaires were given to the administrative office, wherein the responsible person will hand it out to employees because non-employees were not allowed to roam around the offices, they were highly secured. The questionnaires after being delivered, the researcher was asked to collect them after three days,

3.8 DATA ANALYSIS

According to Brink (1999), the aim of data analysis is to reduce and synthesize information to make sense out of it and to allow inference about a population, while the aim of interpretation is to combine the results of data analysis with value - statements, criteria and standards in order to produce conclusions, judgements and recommendations.

The first step in data analysis is the data-coding process. It is impossible to interpret data unless one codes them. Coding define categories, pooling a wealth of material into some order and structure.

The questionnaires of this research were drawn in such a way as to achieve the objective of the research. The questionnaire was divided into four sections. In each section, certain important questions were asked which aimed at directly answering

the research questions. Because of the well-organised manner of the questionnaire, the options chosen by individual respondents were easily identified in various groups and analysed.

The data collected was be analysed using both qualitative and quantitative techniques. Quantitative data will be analysed using tables, and simple percentages, these methods have the advantages of bringing more results of the researcher for easy and analysis.

Qualitative method will be used in understanding the data collected, the researcher analysed carefully by looking at how respondents answered questions, in order to identify consistencies and differences. Data will be coded according to categories identified by reading and re-reading the data collected.

3.9 RESEARCH RELIABILITY AND VALIDITY

3.9.1 Reliability

Polit and Hungler (1993:445) refer to reliability as the degree of consistency with which an instrument measures the attribute it is designed to measure. In simple terms, research reliability is the degree to which research method produces stable and consistent results. A specific measure is considered to be reliable if its application on the same object of measurement irrespective of the number of times produces the same results, (Dudovskiy, 2018). In this research, the findings were reliable because there is correlation and consistency in the answers. The results were found to be similar.

3.9.2 Validity

The validity of an instrument is the degree to which an instrument measures what it is intended to measure (Polit & Hungler 1993:448). Content validity refers to the extent to which an instrument represents the factors under study. Research validity can be divided into two groups: internal and external. It can be specified that —internal validity refers to how the research findings match reality, while external validity refers to the extent to which the research findings can be replicated to other environments|| (Pelissier, 2008, p.12).

3.10 LIMITATION OF THE STUDY

Research work often faces many problems especially in the process of data collection. The problems encountered include the fact that organizations are often wary of accepting the research questionnaires. The employees were unwilling to give out information because they want it to be confidential or they fear their superiors will analyse their answers themselves.

Another problem is getting employees to answer the questionnaires. The employees sometimes do not have time to answer the questionnaires and some answer it partially. Meaning not all questions are answered and this affects the data analysis. During the process of data collection, there was difficulty receiving the questionnaires. 60 questionnaires were given and 37 were received. This due to the fact that, they were to be very busy, during the time of the collection, there were public holidays and employees did not go to work.

Also all questionnaires were not received on time because the date to receive them was always extended and many excuses were given because they had not answered the questionnaires. A lot of time wasted.

Another limitation is the availability of ready information or data. It can be difficult to obtain information about your research topic especially books on the topic. It takes effort because the researcher has to look in numerous places and information can generally be difficult to find. This leads to a crucial problem which is timeliness. Time is an issue because it is limited. The research was done whilst other on-going courses were being completed. A lot of time was wasted whilst waiting for the questionnaires to be answered. There was a limited amount of people for the sample and not all the questionnaires were answered.

CHAPTER 4

4.0 RESEARCH FINDINGS

4.1 INTRODUCTION

This chapter focuses on the analysis and discussion of the findings to the study. The purpose of this study is to examine Impact of Stress Management and its Effects on Employees' Performance. This report will be the assessment of the data collected from the sample population. The data will be presented in the forms of tables and charts. Questions to the respondents were distributed in the form of questionnaires whereby each respondent from the selected was given a questionnaire to respond.

The questionnaire is divided into 4 sections, which are Section A, Section B, Section C and Section D. section A consist of the demographic details which includes the personal information of the respondents; Section B analyses stress symptoms and factors influencing work stress; Section C analyses Stress Management in organizations and Section D analyses the social support factors, expectations and suggestions of employees to make workplace stress free. The analysis done was univariate and includes frequencies distribution and percentages.

4.2 STATISTICS, VALID DATA ANALYSIS AND DISCUSSIONS

The data below represent respondent's answers to the questions asked in the questionnaire. The respondents answered most of the questions. This is summarized in the tables as well as statistics for each question. Also, discussions are provided which looks at the results and other exiting theories on the subject. It is divided into 4 sections as earlier explained in 4.0

4.2.1 Section 1: Respondents Characteristics

The sample frame of the study consists of 60 respondents from different organizations, namely; Gambia Ports Authority, Central Bank of The Gambia and Ministry of Petroleum and Energy. Twenty questionnaires were given to each. Out of the 60 respondents, 41of the respondents answered the questionnaires. This gave a 68.3% rate that is considered reasonable for research. 19 respondents failed to answer that was a rate of 31.6%.

The tables below represents the different characteristics of the participants and refer to answers for the **section 1** of the questionnaire used for this study.

4.2.1.1 Respondent's Gender

Table 4.1

	Frequency	Percentage (%)
Male	21	51.2
Female	20	48.8
Total	41	100

Source: Research Data, 2020

From the sample participants, 41 participants took part in the study with 21 being male giving a percentage of 51.2% who were males and 20 female giving a percentage of 48.8%. This reveals that the studied sample was not gender bias and therefore results could typically apply both to male and female.

4.2.1.2 Age of Respondents

Table 4.2

	Frequency	Percentage (%)
Under 30	10	24.4
31-40 years	18	43.9
41-49 years	6	14.6
50-60 years	7	17.1
Above 60 years	0	0
Total	41	100

Source: Research Data, 2020

From the research, it was observed that majority of the workers in the organization are aged between 31-40 years with a good number too below this range. From the data received, this means that 68.3% of the three different organizations were 40 years and below. 31.7% of the sampled workers were between 41-60 years of age. There were no employees above 60 years. With the huge diversities in ages, the employees are likely to face stress with the different activities in their lives and work

and also the various age gaps. An effective stress management will help to tackle these issues regardless of what age they are because it is all inclusive.

4.1.2.3 Working Experience

Table 4.3

	Frequency	Percentage (%)
Less than a year	1	2.4
1-10 years	21	51.2
11-20 years	13	31.7
Above 20 years	5	12.2
Missing	1	2.4
Total	41	99.9

Source: Research Data, 2020

From the research, it was observed that 2.4% of the respondents had worked for a less than a year, 51.2% had work for a period ranging from 1 to 10 years, 31.7% had worked for 11 to 20 years, while 12.2% had worked for the period above 20 years. There was a missing percentage of 2.4% for a respondent who didn't answer the question. This data analysis shows that the various employees in the different organization comprises of people new in the work force and those that have been in service for a long time. Since majority of 95.1% have been working for a while, they would be able to identify whether there is stress management in the organization or not, seeing as they will definitely know that they need it based on their long term experience and the stress accumulated over the years. This will enable the employers to set policies about it if they want to increase performance.

4.2.1.4 Employees' Position

Table 4.4

	Frequency	Percentage (%)
Managerial Level	16	39.0
Supervisor Level	13	31.7
Junior Level	12	29.3
Total	41	100

Source: Research Data, 2020

The table above shows the respondents position in the organization. It shows that 39.0% of the respondents hold managerial level positions, 31.7% are supervisors and 29.3% are at the junior level. The differences in the positions show that there will be different opinions from all levels of the organizations.

4.2.1.5 Level of Education

Table 4.5

	Frequency	Percentage (%)
High School	4	9.7
Diploma	12	29.3
Bachelor's Degree	12	29.3
Master's Degree	13	31.7
PhD	0	0
Total	41	100

Source: Research Data, 2020

The table above shows the respondent's level of education, it shows that 9.7% of the respondents hold high school certificates, 29.3% hold diploma certificates whilst 29.3% also have bachelor's degree and 31.7% hold master's degrees. There were no respondents holding PhD. The level of education attained would reflect the ability to understand instructions and give an informed feedback (NDUNG'U, 2011).

4.2.1.6 Monthly Income

Table 4.6

	Frequency	Percentage (%)
Below D5,000	2	5.0
Above D5,000	14	34.1
D10000-D20,000	16	39.0
Above 20,000	8	19.5
Missing	1	2.4
Total	41	100

Source: Research Data, 2020

From the research, it was analysed that 5.0% of the respondents earned below D5, 000 of monthly income, 34.1% earn above D5, 000. However, 39.0% of the respondents earn from D10, 000 to D20, 000, 19.5% earn above D20, 000. This shows that there are a number of respondents with very low salaries and some higher than others depending on positions. It is known that financial difficulties are factors that add to stress. There was of missing percentage of 2.4 of respondents that did not answer the question.

4.2.1.7 Marital Status

Table 4.7

	Frequency	Percentage (%)
Married	30	73.2
Unmarried	11	26.8
Total	41	100

Source: Research Data, 2020

From the table above, the data shows that 73/2% of the respondents are married and 26.8% are not married. It is most likely that they have families at home with them and this can either increase or reduce stress depending on how it is handled.

4.2.1.8 Number of Dependants

Table 4.8

	Frequency	Percentage (%)
Less than 4 people	13	31.7
5-7 people	13	31.7
More than 7	9	22.0
Missing	6	14.6
Total	41	100

Source: Research Data, 2020

From the research, the analysis in the table above show that 31.7% of the respondents have less than 4 dependants in their family, 31.7% have 5 to 7 dependants in their family, 22.0% of the respondents have more than 7 dependants and a total of 14.6% of the respondents did not answer the question. The difference in the number of

dependants shows that different individuals have different responsibilities in family ranging from small sized families to large extended families. The higher the dependants the bigger the responsibilities and mouths to feed and this coupled with work will most likely increase the level of stress.

4.2.2 Section B: Stress Symptoms and Factors Influencing Work Stress

This section analyses the different stress symptoms in employees and factors influencing work stress.

4.2.2.1 Symptoms of Stress that Employees Experience

Note: each response is out of 41 over 100%. In the table respondents had more than one options.

Table 4.9

Stress Symptoms	Frequency	Percentage (%)
Moody	22	53.7
Irritability	22	53.7
Short- temper	15	36.6
Accelerated speech	18	44.0
Nail-biting	7	17.1
Restlessness	23	56.1
Lack of confidence	8	19.5
Getting confused easily	8	19.5
Gain/Loss of weight	16	39.0
Feeling negative about everything	9	22.0
Worrying	26	63.4
Nervousness	14	34.1

Source: Research Data, 2020

From the analysis, it shows that 53.7% of the respondent show stress symptoms of being moody, 53.7% show signs of irritability, 36.6% of the respondents show signs of short- temperedness as a result of stress, 44.0% show symptoms of accelerated speech, 17.1% show signs of nail biting and 56.1% show signs of restlessness. Analyses also show that 19.5% have lack of confidence due to stress, 19.5% also get confused easily, and 39.0% gain or lose weight as a result of stress. As a result of

stress, 22.0% of the respondents feel negative about everything, 63.4% show signs of always worrying and 34.1% show symptoms of nervousness. This shows that stress affects us in many ways and these affects often shows its symptoms on individuals which can turn to bad habitual behaviours.

4.2.2.2 Type of Difficulty Employees Feel in their Job

Note: each response is out of 41 over 100%. In the table respondents had more than one options.

Table 4.10

	Frequency	Percentage (%)
Group Behaviour	11	26.8
Lack of Information	20	48.8
Office Politics	19	46.3
Excessive Interruptions	10	24.4
Lack of Recognition	15	36.6
All of the Above	3	7.3

Source: Research Data, 2020

Analysis in table 4.10 show that 26.8% of the respondents face difficulties as a result of group behaviour, 48.8% of the respondents face lack of information as a source of difficulty in their jobs while 46.3% say its office politics that serves a source of difficulty in their work place. Also, 24.4% of the respondents face difficulties due to excessive interruption in the work place, 36.6% face difficulties due to lack of recognition in the organization and 7.3% of the respondents stated that it is all of the above mentioned factors combined that causes difficulties in the work place. All these factors in the work place causes stress in employees.

4.2.2.3 What makes Employees Overloaded with work?

Note: each response is out of 41 over 100%. In the table respondents had more than one options.

Table 4.11

	Frequency	Percentage (%)
Shortage of required resources	16	39.0
Insufficient co-workers	11	26.8

More administrative paper work	15	36.6
Continuous and chaotic job demands	8	19.5
Shortage of help at work	6	14.6
Missing	3	7.3

Source: Research Data, 2020

The table 4.11 shows that 39.0% of the respondents are overloaded with work due to shortage of required resources, 26.8% are overloaded due to insufficient coworkers, 36.6% of the respondents say overload is caused by more administrative paper work, 19.5% are overloaded with work due to continuous and chaotic job demands while 14.6% of the respondents say the causes of work overload is due to shortage of help at work. Three of the respondents did not answer any of these questions which are represented by 7.3%. This shows that stress in the work place can also be caused by the workload the employees have and the resources available

4.2.2.4 Does stress show its impact on employee's health?

Table 4.12

	Frequency	Percentage (%)
Yes	32	78.0
No	9	22.0
Total	41	100

Source: Research Data, 2020

Stress can often affect our health as shown in the table above which indicates that 78.0% of the respondents say that yes, stress does show its impact on their health while 22.0% of the respondents say that no, stress does not show its impact on their health. The effects of stress on our health can either be physical pains or mental state of mind. It can either make you sick or mentally unstable.

4.2.2.5 If yes, what health issues do they face?

Note: each response is out of 41 over 100%. In the table respondents had more than one options.

Table 4.13

	Frequency	Percentage (%)
Headache	22	53.7
High blood pressure	5	12.2
Stomach disorder and Ulcer	3	7.3
Chest pain	8	19.5
Back pain	7	17.1
Skin irritation and allergies	2	4.9
Asthma	2	4.9
Fatigue	14	34.1
Sleep disturbances	15	36.6
Anxiety	12	29.3
Depression	11	26.8
Tendency to remain alone	10	24.4
Poor concentration	10	24.4

Source: Research Data, 2020

Table 4.13 analyses the health the issues that the respondents face due to stress. It shows that 53.7% of the respondents have headaches which are the most common, 12.2% experience high blood pressure, 7.3% say the experience stomach disorder or ulcer as a result of stress, 19.5% have chest pains and 17.1% have back pains. Also 4.9% of the respondents experience skin irritations and allergies, whilst 4.9% also experience asthma attacks due to stress, 34.1% say the encounter fatigue, 36.6% experience sleep disturbances, 29.3% go through anxiety and 26.8% go through depression as a result of stress. Furthermore, 24.4% have the tendency to remain alone and also 24.4% experience poor concentration. This goes to show that stress affects both our physical and mental health.

4.2.2.6 How stress shows its ill effects on your job performance?

Note: each response is out of 41 over 100%. In the table respondents had more than one options.

Table 4.14

	Frequency	Percentage (%)
Increased absenteeism	9	22.0

Decreased productivity	22	53.7
Wasted potentials and skills	23	56.1
Loss of goodwill	18	43.9
Reduced job satisfaction	23	56.1
Low morale	19	46.3
Low Performance	23	56.1
Reduced work effectiveness	30	73.2

Source: Research Data, 2020

From the research, it shows that 22.0% of the respondents say that increased absenteeism is as a result of stress, 53.7% agree that decreased productivity is an ill effect on job performance caused by stress, 56.1% say it causes wasted potentials and skills, 43.9% say an ill effect is loss of goodwill, 56.1% say reduced job satisfaction is an ill effect stress causes while 46.3% agree that low morale is an ill effect, 56.1% say low performance and 73.2% say reduced work effectiveness is an ill effect on job performance caused by stress which is the highest effect. There were a total of 5 respondents who did not answer this question.

4.2.3 Section C: Stress Management in organizations

This section deals with the organizational and individual strategies for managing stress

4.2.3.1 There is a stress management in your organization

Table 4.15

	Frequency	Percentage (%)
Strongly agree	1	2.4
Agree	3	7.3
Neutral	3	7.3
Disagree	13	31.7
Strongly disagree	21	51.2
Total	41	100

Source: Research Data, 2020

From the research it shows that 2.4% of the respondents strongly agree that there is stress management in their organizations, 7.3% say that they agree that there is stress

management in their organization and 7.3% of the respondents are neutral about the fact that stress management exists in the organization. However, 31.7% of the respondents disagree that there is stress management in their organizations and 51.2% of the respondents strongly disagree that there is stress management in their organization. This shows that there is practically no stress management in these organization because there is a combined amount if 82.9% of the respondents who say that there is no stress management in their organization.

4.2.3.2 If yes do you think it is effective?

Table 4.16

	Frequency	Percentage (%)
Strongly agree	2	28.6
Agree	2	28.5
Neutral	1	14.3
Disagree	1	14.3
Strongly disagree	-	-
Missing	1	14.3
Total	7	100

Source: Research Data, 2020

From the research, those who voted agree and neutral where asked if they think the stress management in place was effective, out of the 7 that agreed, 28.6% strongly agreed that it is effective, 28.5% agree that it is effective, 14.3% are neutral and 14.3% disagree that it is effective. There was no respondent who strongly disagreed. There was a total of 14.3% missing which is for the respondent whom did not answer the question.

4.2.3.3 Did you utilize stress management facilities offered by your workplace?

Table 4.17

	Frequency	Percentage (%)
Yes	7	17.1
No	34	82.9

Total	41	100
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Source: Research Data, 2020

Table 4.17 shows that 17.1% of the respondents say that they utilize stress management facilities offered by their work place and 82.9 % of the respondents say no, they do not utilize stress management facilities offered by their work place. This might be due to the fact that the majority said that there is no stress management in their organizations.

4.2.3.4 Stress affects' your work.

Table 4.18

	Frequency	Percentage (%)
Strongly agree	14	34.1
Agree	17	41.5
Neutral	4	9.8
Disagree	2	4.9
Strongly disagree	3	7.3
Missing	1	2.4
Total	41	100

Source: Research Data, 2020

The data in table 4.18 shows that 34.1% of the respondents strongly agree that stress affects their work, 41.5% agree that stress affects their work, 9.8% are neutral whilst 4.9% disagree and 7.3% strongly disagree that stress affects their work. However, there is a 2.4% for respondents whom did not answer this question. The combined amount of 75.6% who say that stress affects their work.

4.2.3.5 Your superior often notices when you are overly stressed

Table 4.19

	Frequency	Percentage (%)
Strongly agree	3	7.3
Agree	13	31.7
Neutral	12	29.3
Disagree	11	26.8

Strongly disagree	2	4.9
Total	41	100

Source: Research Data, 2020

From the research, it is discovered that 7.3% of the respondents strongly agree that their superiors notice when they are stressed, 31.7% agree that they notice. 29.3% are neutral whilst 26.8% disagree and 4.9% strongly disagree that their superiors notice when they are stressed.

4.2.3.6 Do they do anything to help reduce stress?

Table 4.20

	Frequency	Percentage (%)
Yes	16	39.0
No	25	61.0
Total	41	100

Source: Research Data, 2020

From the table above, it shows that 39.0% of the respondents agree that their superiors do things to help reduce stress whilst 61.0% of the respondents say no, that their superiors do not help reduce stress.

4.2.3.7 A little stress or pressure sometimes pushes you to perform your obligations or pending tasks

Table 4.21

	Frequency	Percentage (%)
Strongly agree	4	9.8
Agree	20	48.7
Neutral	6	14.6
Disagree	7	17.1
Strongly disagree	2	4.9
Missing	2	4.9
Total	41	100

Source: Research Data, 2020

From the data, it shows that 9.8% of the respondents strongly agree that a little stress pushes them to do their tasks, 48.7% also agree, 14.6% are neutral, 17.1% disagree and 4.9% of the respondents strongly disagree that a little stress or pressure pushes them to do their tasks or complete their obligations. 4.9% of the respondents did not answer this question. There is a majority of 58.5% who agree that indeed a little stress does help add a push to complete tasks but not too much stress

4.2.3.8 Does stress management affect the organization positively or negatively

Table 4.22

	Frequency	Percentage (%)
Positively	21	51.2
Negatively	15	36.6
Missing	5	12.2
Total	41	100

Source: Research Data, 2020

From the research it shows that 51.2% of the responds say that stress management affect the organization positively whilst 36.6% say that it affects them negatively. 12.2% of the respondents did not answer this question.

4.2.3.9. Does stress management affect your performance positively or negatively?

Table 4.23

	Frequency	Percentage (%)
Positively	25	61.0
Negatively	10	24.4
Missing	6	14.6
Total	41	100

Source: Research Data, 2020

From the research it shows that 61.0% of the responds say that stress management affect their performance positively whilst 24.4% say that it affects them negatively. 14.6% of the respondents did not answer this question.

4.2.3.10. The organization implements strategies to handle stress

Table 4.24

	Frequency	Percentage (%)
Strongly agree	2	4.9
Agree	4	9.8
Neutral	6	14.6
Disagree	18	43.9
Strongly disagree	10	24.4
Missing	1	2.4
Total	41	100

Source: Research Data, 2020

From the research, it shows that 4.9% of the respondents strongly agree that the organization implements strategies to handle stress, 9.8% also agree, 14.6% are neutral, 43.9% disagree and 24.4% of the respondents strongly disagree that the implements strategies to handle stress. 2.4% of the respondents did not answer this question. There is a majority of 68.3% who disagree that the organization implements strategies to handle stress.

4.2.3.11. Employees are given a chance to express how they feel about their work

Table 4.25

	Frequency	Percentage (%)
Strongly agree	7	17.1
Agree	7	17.1
Neutral	5	12.2
Disagree	17	41.5
Strongly disagree	4	9.7
Missing	1	2.4
Total	41	100

Source: Research Data, 2020

From the research, it shows that 17.1% of the respondents strongly agree that employees are given a chance to express how they feel about their work, 17.1% also agree, 12.2% are neutral, 41.5% disagree and 24.4% of the respondents strongly disagree that employees are

given a chance to express how they feel about their work. 2.4% of the respondents did not answer this question. There is a combination of 51.2% who disagree that Employees are given a chance to express how they feel about their work.

4.2.3.12. What are the coping strategies that you are practicing yourself to reduce stress?

Note: each response is out of 41 over 100%. In the table respondents had more than one options

Table 4.26

Coping Strategies	Frequency	Percentage (%)
Yoga/Meditation	13	31.7
Physical exercise	29	70.7
Entertainment	33	80.5
Away from stressful environments	36	87.8
Sleep	34	82.9
Confiding in people you trust	26	63.4
Eating	10	24.4
Prayer	31	75.6
Medications	13	31.7
Positive thinking	34	82.9
Time management	31	75.6
Chatting with friends/ co workers	34	82.9

Source: Research Data, 2020

From the table 4.26, it shows that 31.7% of the respondents use yoga/meditation as a coping strategy, 70.7% use physical exercise, 80.5% say entertainment serves as a coping strategy, and 87.8% say that they stay away from stressful environments. Furthermore, 82.9% sleep to cope with stress, 63.4% of the respondents cope with stress by confiding in people they trust whilst 24.4% say they use eating as a coping strategy, 75.6% use praying as a coping strategy. 31.7% of the respondents use medications to serve as a coping strategy, 82.9% say they think positively, 75.6% use time management and 82.9% chat with friends/ co-workers as a strategy to cope with stress.

4.2.3.13. Do you feel that some other coping strategies should be followed to reduce stress?

Table 4.27

	Frequency	Percentage (%)
Yes	23	56.1
No	17	41.5
Missing	1	2.4
Total	41	100

Source: Research Data, 2020

From the table above, it shows that 56.1% of the respondents feel that some other coping strategies should be followed to reduce stress in their organization whilst 41.5% of the respondents say no other coping strategies should be followed to reduce stress. There are 2.4% of respondents missing, for those who did not answer this question.

4.2.3.14. Those who answered ‘yes’ gave their own suggestions

They include;

- Seeking advice
- Vacations (travelling)
- Dancing
- Improved organizational motivation
- Stress management implementation
- Awareness programs
- Shopping
- Increased incentives

4.2.3.15. To what extent, do you overcome the stress by utilizing stress management facilities and practicing coping strategies?

Table 4.28

	Frequency	Percentage (%)
A great extent	14	34.1
Some extent	23	56.1
No change	2	4.9
Missing	2	4.9

Total	41	100
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Source: Research Data, 2020

In the research, it shows that 34.1% of the respondents do overcome the stress by utilizing stress management facilities and practicing coping strategies by a great extent, 56.1% say they over stress to some extent when they use coping strategies and 4.9% of the respondents say there is no change in stress levels when facilities or strategies are used. 4.9% of the respondents did not answer this question.

4.2.3.16. Is there often conflict in the organization?

Table 4.29

	Frequency	Percentage (%)
Yes	22	53.7
No	16	39.0
Missing	3	7.3
Total	41	100

Source: Research Data, 2020

From the table above, it shows that 53.7% of the respondents there is often conflict in their organization whilst 39.0% of the respondents say there is no conflict in their workplace. There are 7.3% of respondents missing, for those who did not answer this question.

4.2.3.17. There is effective communication in the organization.

Table 4.30

	Frequency	Percentage (%)
Strongly agree	4	9.7
Agree	10	24.4
Neutral	11	27.0
Disagree	14	34.1
Strongly disagree	1	2.4
Missing	1	2.4
Total	41	100

Source: Research Data, 2020

From the data, it shows that 9.7% of the respondents strongly agree that there is effective communication in the organization, 24.4% also agree, 27.0% are neutral, 34.1% disagree and 2.4% of the respondents strongly disagree that there is effective communication in the organization. 2.4% of the respondents did not answer this question. There is a majority of 36.5% who disagree that there is effective communication in the organization.

4.2.3.18. Employees participate in the decision making process.

Table 4.31

	Frequency	Percentage (%)
Strongly agree	3	7.3
Agree	7	17.1
Neutral	9	22.0
Disagree	15	36.6
Strongly disagree	6	14.6
Missing	1	2.4
Total	41	100

Source: Research Data, 2020

From the data, analysis shows that 7.3% of the respondents strongly agree that employees participate in the decision making process, 17.1% also agree, 22.0% are neutral, 36.6% disagree and 14.6% of the respondents strongly disagree employees participate in the decision making process. 2.4% of the respondents did not answer this question. There is a majority of 51.2% who disagree that employees participate in the decision making process.

4.2.3.19. Employees are motivated to always go to work.

Table 4.32

	Frequency	Percentage (%)
Strongly agree	6	14.6
Agree	18	44.0
Neutral	10	24.4
Disagree	6	14.6
Strongly disagree	0	0

Missing	1	2.4
Total	41	100

Source: Research Data, 2020

From the data, analysis shows that 14.6% of the respondents strongly agree that employees are motivated to always go to work, 44.0% also agree, 24.4% are neutral, 14.6% disagree and 0% of the respondents strongly disagree employees are motivated to always go to work. 2.4% of the respondents did not answer this question. There is a majority of 58.6% who agree that employees are motivated to always go to work.

4.2.3.20. Stress Management will help improve employees' and your organization's performance.

Table 4.33

	Frequency	Percentage (%)
Strongly agree	18	44.0
Agree	15	36.6
Neutral	6	14.6
Disagree	0	0
Strongly disagree	1	2.4
Missing	1	2.4
Total	41	100

Source: Research Data, 2020

From the data, it shows that 44.0% of the respondents strongly agree that Stress Management will help improve employees' and your organization's performance, 36.6% also agree, 14.6% are neutral, 0% disagree and 2.4% of the respondents strongly disagree Stress Management will help improve employees' and your organization's performance. 2.4% of the respondents did not answer this question. There is a majority of 80.6% who agree Stress Management will help improve employees' and your organization's performance.

4.2.4 Section D: Social Support Factors, Expectations and Suggestions

This section deals with social support factors, expectations and suggestions of employees to make workplace stress free.

4.2.4.1. Sources of Social Support to Reduce Stress

Note: each response is out of 41 over 100%. In the table respondents had more than one options

Table 4.34

Sources of social support	Frequency	Percentage (%)
Superiors	21	51.2
Subordinates	23	56.1
Co-workers	24	58.5
Family	31	75.6
Friends	27	65.9
Neighbours	14	34.1
Religious / Social festivals	26	63.4
Spiritual discussions/ Praying	23	56.1
Doctors	16	39.0
Relatives	23	56.1
Missing	1	2.4

Source: Research Data, 2020

From the table 4.34, it shows that 51.2% of the respondents say that their superiors serve as a source of social support to reduce stress, 56.1% agreed on subordinates, 58.5% say co-workers serves as a source of support, and 75.6% say that their family helps. Furthermore, 65.9% agreed that friends help deal with stress, 34.1% of the respondents say that neighbours serve as support whilst 63.4% uses religious/ social festivals to help reduce stress, 56.1% say praying and spiritual discussions help. 39.0% of the respondents use doctors to serve as source for support and 56.1% say relatives help reduce stress. 2.4% did not respond to this question.

4.2.4.2. What are your expectations from the management to make workplace stress free?

Note: each response is out of 41 over 100%. In the table respondents had more than one options

Table 4.35

	Frequency	Percentage (%)
Counselling programmes	31	75.6
Training and development activities	37	90.2
Proper recognition	33	80.5
Sufficient support	35	85.4
Effective performance management system	37	90.2
Open communication	37	90.2
Opportunities for career development	37	90.2

Source: Research Data, 2020

From the table 4.35, it shows that 75.6% of the respondents say they need counselling programmes to help reduce stress in the organization, 90.2% agreed on training and development activities, 80.5% say proper recognition of staff will help make work place stress free, and 85.4% say that sufficient support is needed. Furthermore 90.2% agreed that effective performance management system can help deal with occupational stress, 90.2% of the respondents say that open communication will help improve stress management whilst 90.2% also say that opportunities for career development will help management make the work place stress.

4.2.4.3. Employees' suggestions to make workplace stress free

- Reduce workload
- Support from superiors
- Introduce break periods
- Improved co-operation/ teamwork
- Include employees in decision making
- Smooth flow of information in line with duties
- Financial benefits and improved salary
- Implementation of open door policy
- Conducive working environment
- Equality amongst staff
- Proper job description

- Terminate bureaucracy and office politics and promote fairness
- Stress management awareness
- Effective communication
- Increased incentives
- Improve motivational policies
- Reduce discrimination and bullying
- Staff appraisal
- Improved induction training
- Reward management system
- Promote work- life balance
- Recreational activities/ vacation
- Appropriate office equipment

CHAPTER 5

5.0 DISCUSSION OF FINDINGS, ANALYSIS OF HYPOTHESIS, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

In chapter 4, the findings were presented based on the results of analyses of the data collected from the participants' responses of the questionnaires. In this section, the summary of findings is provided and discussed. The discussions of findings are organized to cover three major areas including; stress symptoms and factors influencing work stress, Stress Management in organizations and social support factors, expectations and suggestions of employees to make workplace stress free. This section also includes a hypothesis analysis, conclusion, recommendations and Suggestions for other studies are also included.

5.2 DISCUSSION OF FINDINGS

STRESS SYMPTOMS AND FACTORS INFLUENCING WORK STRESS

After thorough analysis of the data received from the organizations, it has been discovered that stress affects all aspects of our behaviour and attitudes. As seen in the analysis, stress shows itself on employees in different ways. There are many symptoms of stress that people show most of the time which is often termed as bad behaviour. The data shows that majority of the respondents become moody and irritated as a result of stress, this was proven by 53.7% of the respondents answers. There was also 56.1% of the respondents who said that stress makes them restless and the highest rate of 63.4% of the respondents agree that as a result of stress, they are often worrying which can become habitual. This is a cause of problems for employees such as not performing their duties and obligations; they might not be able to function even in familial duties.

However, before these symptoms show themselves, there are a number of reasons or things in the workplace that causes stress. As shown in the data analysis, employees face difficulties which cause stress these include; group behaviour, lack of information, office politics, excessive interruptions, lack of recognition, shortage of required resources, insufficient co-workers, more administrative paper work, continuous and chaotic job demands and shortage of help at work. The above mentioned issues are what cause stress in employees because they occurring in the work place which are not being addressed. Stress in the work place can be caused by the workload of employees such as the ones above and this shows itself via different ways which can therefore affect the overall performance of employees and the organization as a whole.

Stress shows its symptoms on people not only with our behaviour but it also impact our health as well both physically and mentally. In the research it was discovered that 78% of the respondents say that stress affects and impacts on employee's health. These effects can either be physical pains or mental state of well-being. 53.7% of the respondents say they experience headache as a result of stress, this was the noticed to be the most common health issue in the analysis. Other issues faced by respondents includes chest and back pains, fatigue, sleep disturbances, anxiety, depression, tendency to be alone and poor concentration. All these issues have its

effect on employees' performance. Employees become distracted, lazy and sometimes incompetent when they are stressed. In the research, it was discovered that the ways that stress shows also affects job performance which varies but the majority which is 73.2% of the respondents say stress causes reduced effectiveness, 56.1% say stress causes wasted potential and skills, reduced job satisfaction and low performance. There was 53.7% who said there was decreased productivity as a result of stress in the work place. All these facts from our analysis show that stress affects all aspects of our lives including health. Stress is influenced by various factors in our work place and that it affects job performance. This goes to show that the issue of stressed employees will never end and organizations should implement strategies to handle it and reduce stressful situations in their organization.

STRESS MANAGEMENT IN ORGANIZATIONS

In this research, the researcher tried to find out whether stress management exists in the various organizations. From the findings, it was discovered that there are no stress management strategies put in place. 82.9% of the respondents from the analysis said that stress management did not exist in their organization, only a few respondents agree that there was stress management in place. Based on the findings however, it is safe to say that the organizations do not have any strategies in place to handle stress. Employees do not utilize stress management facilities in their work place. This might be due to the fact that majority of the respondents said that there is no stress management in their organizations. These organizations need stress management because stress can be a hazard in the work place. Employees need a convenient environment in order to be productive not a stressful one. There were 75.6% of respondents who said that stress affects their work. 39% of the respondents said that their superiors notice when they are stressed and 31.7% say they do not but 61% say their superiors do nothing to help reduce stress. This shows that management might know of the stress and the harm it causes and yet they do nothing, no facilities and no policies leaving employees on their own.

However, in the findings, it was seen that the theory of *Eustress* (positive stress) does exist because 58.5% of the respondents agreed that indeed a little stress does help add a push to complete tasks but not too much stress. According **Okafor and**

Okafor (1998) eustress includes the life events in which the individual is taxed, challenged and perceives a potential for personal growth.

Moreover, it is a known fact that Stress Management work in the best interest of an organization and its employees. It is shown in the data analysis that 61% of the respondents agree that stress management helps improve performance. As indicated in the findings, 68.3% of the employees disagreed to the notion that there organizations implement strategies to handle stress, some were neutral but not many agreed. Therefore, although there is no stress management activities or policies in place, management still have no plans to have stress management strategies or facilities to be incorporated in their agenda. This may be due to the fact that most employees do not have a say in the matter because according to 51.2%, employees are not given a chance to express how they feel about their work.

Despite the lack of facilities, employees say that personally they have strategies for coping with stress. They agreed to the suggested strategies such as physical exercise which 70.7% respondents agreed to, 80.5% entertainment as a coping strategy, 87.8% said they simply stay away from stressful situations, 82.9% use sleep to ease the stress, 75.6% say praying is how they cope with stress. There can be more than one coping strategy for a person as seen in the analysis in chapter 4 *table 4.26* other respondents had their own coping strategies for stress apart from the suggested ones such as; seeking advice, vacations (travelling), dancing, awareness programs, shopping. These coping mechanisms will help ease stress in the work place especially with conflict amongst staff which is unavoidable. However, the bottom line is that stress management is highly needed in every organization. 80.6% of the employees in the research agreed that stress management will improve both employees and the organization's performance. There are many issued that causes or is caused by stress. It is important for management to implement strategies in order to handle them for the welfare of the organization and employees.

Social Support Factors, Expectations and Suggestions of Employees to Make Workplace Stress Free

In the research, we discovered that different respondents have different sources of support in stressful situations such as superiors, subordinates, co-workers, family, friends, neighbours, religious / social festivals, spiritual discussions, praying,

doctors and relatives. These sources of support help in different situations like when there are new tasks and challenges, work related issues, home related issues or very difficult or tough situations.

Employees have expectations from management in order to make work place stress free. The expectations include; Counselling programmes, Training and development activities, proper recognition, sufficient support, effective performance management system, open communication, opportunities for career development.

Lastly, the respondents had suggestions to make workplace stress free. They include; support from superiors, improved co-operation/ teamwork, include employees in decision making, smooth flow of information in line with duties, financial benefits and improved salary, implementation of open door policy, equality amongst staff, proper job description, terminate bureaucracy and office politics and promote fairness, staff appraisal, improved induction training, reward management system and promote work- life balance. All these suggestions are from the employee's view which they believe will make the work place stress free. Organizations need stress management in order to have a successful competitive advantage, harmony in the work place and organizational survival increases. The overall performance and productivity is improved.

5.3 HYPOTHESIS ANALYSIS

H0: Stress has an impact within organizations and affects employees' performance

The statement above is true. Stress does have an impact on organizations and affects employees' performance. When employees are stressed, they lose concentration and the ability to perform properly. When employees do not perform, this automatically affects the entire organization because employees are the backbone of any organization and if their performance is low, then the organization's performance decreases. Stress can also have a positive effect on employees when it challenges and pushes them to perform their obligations. This is called eustress.

H1: Stress does not have an impact within organizations and affects employees' performance

This statement is false. Stress has an impact on employees and the organization's performance. It is crucial that it is managed to prevent more problems in the work place.

H0a: Stress Management has an impact within an organization

This statement is true. Stress management is a tool used to deal with stress in people. Stress management in an organization reduces occupational stress. It has a huge impact within an organization because when the level of stress in an organization is controlled, it comes with benefits that ensure its growth and sustainability.

H1a: Stress Management does not have an impact within an organization

This statement is false. As mentioned above stress management has a great impact in an organization. It aims to benefit the organization as a whole, to boost up its growth and competitive advantage.

H0b: Stress Management affects employees' performance

This statement is true. Stress management in an organization has a positive effect on employees' performance. Employees become focused, confident and perform to their best abilities. Employees won't have an excuse for not performing their duties.

H1b: Stress Management does not affect employees' performance

The statement above is false. Stress management does affect employee's performance. A good stress management policy has a positive impact on employees' performance.

5.4 CONCLUSION

This study focuses on analysing the impact of stress management within organizations and its effects on employees' performance which was surveyed using a questionnaire. And the data collected were analysed and the solutions and recommendations suggested by the employees are enlisted. Based on the findings, it was discovered that stress really affects employees in all aspects of their lives

especially in their work place, and the effect on employees directly affects the organization as a whole. Stress is caused by factors both within and outside the organization. Stress in the work place which creates an unpleasant work environment. The ways in which it can be handled is through facilitating stress management strategies and policies. It is important to ensure that the organization has a comfortable atmosphere for work for the greater good.

However, the research revealed the organizations do not have stress management facilities, policies or strategies in place. Employees do not utilize any stress management. Having a strategy in place is purely for the benefit and growth of the organization. The organization gains a competitive advantage due to the smooth running of the organization, there is a harmonious work environment, the rate of survival increases and the overall performance, productivity and profitability of both employees and the organization itself grows. Employees are able to focus on the goals, mission and the vision of the organization and work towards achieving their obligations and tasks.

The stress management is a leading fact that each and every organization should concentrate so that they can keep an eye on their performance and productivity. The organizations should be a watch dog in the stress management process. All the employees regardless of his age, gender, experience, income, or any other priority should be treated equally and the business tactic of managing without any dissatisfaction is necessary. Today's organizations are becoming a learning organization by which the management learns from mistakes. Employees themselves are becoming trainers of managing stress. This trend will definitely lead to empowerment of employees which is the aspiration for all the organizations.

In conclusion, having a stress management in place is the best way forward considering that organizations deal with people and people deal with each other and all the problems life throws at them. There is bound to be a breaking point when the stress gets too high. But fortunately there are ways in which stressful situations can be handled and the rising tension in people can be reduced. It is the duty of every organization to be able to have balance and control in their affairs and maintain the satisfaction of their staff. They are the core assets of the organization and ultimately if they perform well so does the organization.

5.5 RECOMMENDATIONS

The purpose of the study was to examine and analyse the impact of stress management within an organization and its effect on employees' performance. The findings of the study revealed that there is no stress management in the organizations involved in the study. Generally speaking, stress management is not common in the Gambia and since this research study only focused on three organization (who do not have it) there is no way of knowing whether others use it in their workplace, and stress management is a very necessary management tool. Therefore, organizations should take up the initiative to have stress management strategies, policies and facilities in to work place to handle stress and maintain the good work balance and cooperation.

I would recommend that organizations should act as watch dogs on employee's health, both physical and mental well-being and their performance and ensure they are at par.

Organizations should maintain an effective communication between management and employees. They should be more democratic and take in suggestions from the employees. This would make decision making easier and beneficial to everyone in the organization.

Supervisors should be attentive and have job related health concerns for employees. Support from supervisors and colleagues are major factors to have effective communication and stress management.

Adequate resources should be provided and workload should be made more manageable. The common office politics, favouritism and inequality should be controlled.

Employees who perform should be recognized, there should be an appropriate and effective performance evaluation and appraisal. Management should be able to identify good work and motivate employees.

Counselling and stress management should be engaged. There should at least be training sessions and awareness programs on how stress affects us and how to manage and cope with it and not be overwhelmed.

Correct stress management should start from improved health and good intrapersonal relationships. An individual needs to maintain good level of personal health. The prevention and management of workplace stress requires organizational level interventions, because it is the organization that creates the stress. A culture of openness and understanding, rather than of criticism, is essential.

5.6 SUGGESTIONS FOR FURTHER STUDIES

The study of stress management is not common especially in the Gambia. The organizations in this research were only three. More studies can be done to investigate more on the subject matter. Stress management has many facets; therefore it can be a very broad topic for various researches. A wider empirical study could be done that covers all aspects of the environment and what triggers stress and what to do to manage it. There is a limited amount of research done on stress management as a topic.

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APPENDIX (Questionnaire)

1. Name

2. Gender

a) Male

b) Female

3. Age

a) 15-20

b) 20-25

c) 25-30

d) 30-35

e) 35 above

4. Education

a) Below sslc

b) Sslc

c) Hsc

d) Undergraduate

e) Postgraduate

f) Diploma

g) Others

5. Profession

a) Wage worker

b) Employee

c) Student

d) Businessmen

e) Others

6. Marital status

a) Becoming easily agitated

b) Frustrated

c) Feeling overwhelmed

- d) Moody
- 7. How to manage stress
 - a) Exercise
 - b) Relax your muscles
 - c) Deep breathing
 - d) Eat well
 - e) Slow down
- 8. Marital status
 - a) Married
 - b) Unmarried
- 9. Strategies to manage stress
 - a) Take deep breaths, stretch, or meditation
 - b) Exercise regularly
 - c) Try to eat healthy, well balanced meal
 - d) Get plenty of sleep
- 10. Stress questions and answers
 - a) Time stress
 - b) Anticipatory stress
 - c) Situational stress
 - d) Encounter stress

11. Educational qualifications

- a) Less than degree
- b) Degree
- c) Post graduation
- d) Diploma

12. Monthly income

- a) Less than 25,000
- b) 25,000-40,000
- c) More than 40,000

13. Your carde

- a) Worker
- b) Supervisory
- c) Managerial

14. Name of the company

15. Year of incorporation of the company

16. Approximately how many peoples does your organizations employ

17. Feed back

18. Overall rating

* * * * *