
STRESS MANAGEMENT FOR ORGANISATIONAL EFFECTIVENESS

JUSTINA IFEANYI NWAKWUSHUE-OKONKWO

*Department of Business Administration,
School of Business Studies,
Delta State Polytechnic, Ogwashi-Uku,
Delta State.*

And

JUSTINA IFEANYI OFULUE

*Department of Office Management and Technology
School of Business Studies,
Delta State Polytechnic, Ogwashi-Uku,
Delta State.*

Abstract

This study examines stress management for organizational effectiveness in a Federal Medical Center Delta State, Nigeria. Stress is a Serious challenge that can affect the performance of workers. The success of every organization depends on how stressors are managed. The general aim of this study is to determine how stress management can improve organizational effectiveness/efficiency. Other objectives include; if the Medical Center has any stress management programme and how effective it is. To enable the writers to establish the relationship between stress management and organizational effectiveness, some hypotheses were formulated; the effect of unmanaged stress is not low productivity. Various literatures were reviewed on the subject under the following concepts; the definition of stress, types of stress, the management of stress and stress/organizational effectiveness. So many authors gave their assertions about stress and the general consensus is that stress can be managed to enhance organizational effectiveness. Simple random sampling technique and simple percentage/chi - square were used for effective statistical analysis of data. Based on the analysis, it was found that unmanaged stress can be counterproductive, also that poor working condition, job dissatisfaction, machine breakdown among others can cause stress, Consequently, it was recommended that there should be job enrichment for employees, creating good working environment/atmosphere. sending managers, supervisors and other

employees on training while ensuring cordial relationship between management and workers will enhance organizational effectiveness and efficiency. The writers are however of the opinion that stress cannot be totally eliminated but can be reduced when adequate measures are employed to combat stressors.

Key Words: Stressors, Acute stress, Chronic stress, Exhaustion.

The term stress was borrowed from the field of physics by one of the fathers of stress research. Selye (2006) avers that stress describes the force that produces strain on a physical body. He began using the term stress after completing his medical training at the University of Montreal in the 1920's. He noticed that no matter what his hospitalized patients suffered from, they all had one thing in common, they all looked sick. In his view, they were all under physical stress. In reviewing stress and its consequences, the methods of coping with stress and the method of response to it would be more important than the nature of stress itself. Thus, this study is to determine the effectiveness of stress management training programme on depression, anxiety and stress rate of managers and workers in the organization. Presently in all sectors of the economy and indeed a reasonable number of workers from all works of life experience stress especially in this present state of the economy and political uncertainties in most countries. An organization is full of stressful experience in its efforts to satisfy its customers at a particular point in time. This is obvious since managing human beings is the most difficult task any public or private outfit must undertake. Over the years, stress/work stressors have been seen as serious challenges to management effectiveness and efficiency in organizations. There has not been any remedy or adequate stress management programme, culminating in serious challenges faced by most organizations globally.

Statement of the Problem

Solutions to stress experienced by organizations seem to be impossible, and so prevention is always better than cure. The issues which the writers have spotted include the fact that most organizations constitute stress to their entire set up, have not been able to identify ways of preventing and or eliminating stress for managerial effectiveness and efficiency. Consequently, the need for organizations to recognize and brace up with stress related issues for possible solution is critical. Stress is a problem that all organizations must deal with since it can cause poor work performance and low employee morale among others. To combat a problem there should be awareness of the conditions which led to it.

The persistent out cry of employees working under hard conditions in organizations and other obstacles in the course of their job performance has posed

numerous quagmires to companies and individuals alike. It is in the face of this controversy that we are prompted to embark on this study.

Objectives of the Study

1. To determine whether unmanaged stress can be counter productive
2. To determine how to manage stress for organizational effectiveness.
3. To ascertain how psychological stress can reduce employee morale.
4. To find out the extent to which stress management program can improve organizational effectiveness.

The Research questions

1. Can unmanaged stress be counterproductive?
2. How can stress be managed for organizational effectiveness?
3. Can psychological stress reduce employee morale?
4. To what extent can stress management programme improve organizational effectiveness?

Hypothesis 1; H_0 unmanaged stress does not result in low productivity.

Hypothesis 2; H_0 Psychological stress cannot reduce employee morale.

Hypothesis 3; H_0 Stress management program does not improve organizational effectiveness.

These will enable the researchers to establish the relationship that exists between the variables to be tested.

Review of Some Literatures

Armson (1997) opines that the result of unresolved stress on individuals and organisations is chaotic; higher accident rate, ailments, inefficiency, damaged relationship with clients and colleagues, high staff turnover, early retirement on medical grounds and even premature death. The cost of stress is huge, so devastating to the employees/individuals and damaging to the business at a time when the need to control business costs and ensure an effective, efficient and healthy workforce is greater than ever. Stress is a common occurrence and a costly problem in today's work place. This section reviews those aspects of the theory that are related to the study or work which has been carried out previously and are considered relevant for the purpose of this research:

The Concept of Stress

Stress in humans, results from interactions between persons and their environment that are perceived as straining or exceeding their adaptive capacities and threatening their well-being (Gale Encyclopedia of medicine 2008).

Merriam-Webster online Dictionary (2009) describes stress as a physical, chemical or emotional factor that causes bodily or mental tension and may be a factor

in disease causation and a state resulting from one of bodily or mental tension resulting from factors that tend to alter an existent equilibrium.

While the Encarta World English Dictionary North America Edition (2009) refers to stress as strain felt by somebody. It could be mental, emotional or physical strain that courses such symptoms as high blood pressure or depression.

Khuwaja and Khan (2002), state that stress is basically a mental strain from the internal. It is a stimulus that reframes a person to respond towards its environment in a normal manner.

Blumenthal, (2000) also maintains that stress is an organism's total response to environmental demands of pressures. When stress was first studied in the 1950's the term was used to denote both the causes and the experienced effects of these pressures. More recently however, the word stressor has been used for the stimulus that provokes a stress response.

The oxford dictionary defined stress as a state of mental or emotional strain or tension resulting from adverse or demanding circumstances.

Heriold and Wayland (2002) reported that increasing stress affects mortal productivity, organizational efficiency, absenteeism and profitability for both individual and the organization. People should seek out for stress rather than avoid it. Mbajiorgu (1980) is of the opinion that Nigerian organizations are faced with many factors that intervene with stress handling, these factors could be internal or external.

Internal Stress: This comes from inside of us and determines our body's ability to respond to and deal with it. The internal stress induces causative factors or stressors, examples are; Nutritional status, thoughts, feelings of anger, attitudes, fear, worry, anticipation, imagination, memory. Overall health and fitness levels and the amount of sleep and rest you get.

External Stress: This comes from outside of us; outside the organization, for examples: our physical environment, our job, Noise- (Loud and constant low level noise) pollution, trauma, injury, poor work condition relationship with others, our home etcetera.

Thus, stress is one of the pressures that may cause faulty decisions in all spheres of life. Stress recipe includes: Novelty, unpredictability, threat to the ego and sense of control.

Types of Stress

In the cause of the study, two types of stress were identified.

1. Acute Stress
2. Chronic Stress

❖ Acute Stress

Acute Stress is your body's immediate reaction to a new challenge, event or demand, the fight or flight response. As the pressures of a near-miss automobile accident, an

argument with a family member or a costly mistake at work sink in, your body turns on this biological response. Acute stress is also the experience you have when riding a roller coaster or having a person jump out at you in a hasted house.

Isolated episodes of acute stress should not have any lingering health effects. In fact, they might actually be healthy for you, as these stressful situations give your body and brain practice in developing the best response to future stressful situations.

❖ **Chronic Stress**

If acute stress isn't resolved and begins to increase or lasts for long periods of time, it becomes chronic stress. Chronic stress can be detrimental to our health, as it can contribute to several serious diseases or health risks, such as heart diseases, cancer, lung disease, accidents, cirrhosis of the liver and suicide.

Causes of Stress

Mullins (2010) avers that some of the major causes of stress in organizations are as follows;

1. Developments in Information and Communications Technology (ICT). This can lead to greater pressure on individuals. Reluctance to switch off and a blurring between work and home life.
2. Organizational changes such as redundancies and the loss of key members of staff that place extra demands on managers.
3. Interpersonal relationship at work, especially with immediate superiors, peers, subordinates, customers, poor communications, and office polices etcetera.
4. Organization structure and role relationships, lack of clarity about expected patterns of behavior, or role conflict, are potential sources of stress. In the case of customer service, he suggests that if there is a conflict between the requirements of a customer and those requirements of the organization, this will induce unhelpful behavior as a result of stress.
5. Lack of delegation and autonomy over control of work. He further pointed out that research into managers in various types of organization in Western Australia showed that delegation of responsibility to idle managers required great skill, which was too seldom present. His research findings also revealed that replies from five hundred and thirty-two managers in thirty-six organizations indicated a clear correlation between lack of autonomy and stress at work. Stress is often caused by the hierarchical structure of the organization not permitting sufficient autonomy, resulting in frequent project delays and managers' authority within their departments undermined.
6. Excessive rules and regulations and greater bureaucratic burdens especially among professional groups.
7. Restructuring of organizations and reductions in staffing levels resulting from demands for improved business competitiveness and lower operating costs. This has

placed greater pressures on remaining staff and resulted in a growing number of work-related health problems, work stress and a less efficient work force.

8. The long-hours culture, increased workload and work intensity coupled with fixing of unreasonable deadlines.

The Effect of Stress

Some kind of mental and emotional stress is good for the mind. This means that not all stress is bad. Thus, there is no simple way of distinguishing good stress from bad stress; the result of stress may be positive or negative based on the specific reaction which differs from one individual to another. Low level of stress can enhance job performance while bad or dysfunctional stress may sometimes pose grave problems to employees in organizations. The effect includes:

(a) Physical effects of stress (b) Psychological stress (c) Behavioral Stress

Physical Effect of Stress: The physical effect of stress is sometimes quite complicated and difficult to handle by medical personnel and they manifest in the following ways: high blood pressure, heart disease, insomnia, chest pain and rapid heartbeat, headache, ulcer, loss of sexual desire or ability heart burn and it could lead to a sudden death.

Psychological Stress: Psychological effect of stress can be best understood in terms of your body's stress response. The psychological consequences of stress with individual mental health wellbeing is the effect of stressful feeling and emotion which includes problems like: anger, anxiety, depression, tension, irritability, being in a bad mood, worry and being scornful to a staff, this may result in change in mood and other emotional state, low self-esteem, resentment of authority to concentrate and make decision on job satisfaction, chronic worry, un-corporative attitude and feeling of ability emotional instability.

Selye (Ibid) formulated a description of the organization response to stress called the general adaptive syndrome (Gas). The syndrome includes three stages:

A. The Alarm reaction, (b) the resistance stage, (c) The exhaustion stage.

(A) The alarm Reaction:

This is the initial stage in the body's response to stressful stimuli characterized by adaptive psychological changes such as increased hormonal activity and increased heart rate.

(B) The Resistance Stage:

When one does not get any relief from the first stage of stress, you slowly start feeling a reduction in your energy level. However, person still wants to fight the danger. Hence, you feel exasperated and impatient, with trivial matters: you miss your sleeping schedules and find your resistance breaking. The body reacts by releasing the stored sugar and fat into the system. This leads to a defined change in the physical and mental behavior patterns. The normal indication of this level is exhaustion, worries,

anxiousness and forgetfulness. Such a person may resort to more smoking and drinking to overcome stress. This results in weakness and a very easy target for colds and flu.

(C) Exhaustion Stage:

When stress continues beyond the second stage and you do not adhere to remedial measures, the final stress stage of exhaustion sets in. You are now totally tired and drained out of all energy. You do not even have the desire or the drive to do your work or live your life. This stage symbolizes a breakdown of your system and your basic physical existence itself. This leads to loss of mental equilibrium and extreme complication such as heart diseases, blood pressure and ulcers.

Behavioral Stress: There are several behavioral effects of stress depending on how much you are stressed and what type of person you are; stress affects the behaviors of workers in organizations and it can be temporary or prolonged on persistence of its cause. These behavioral effects include the following; over-reacting, sleeplessness and drug abuse, excessive intake of alcohol, smoking, feeling of apathy towards work and life in general, reduced performances and frequent turnover behavior. Stress level can impair performance especially when there is no motivation and no possible reward for performing the job very well. However, as the motivation level increases the level of stress rises along with productivity and efficiency.

Stress and Organizational Effectiveness

Organizational effectiveness is important for the survival and growth of a company like Federal Medical Center. Experts have over the years, attempted to describe the work of all managers to be a set of common behavior of role. One's personality play prominent role in determining his effectiveness or ineffectiveness in dealing with the day to day assignment. The level at which organizations manage stress will determine the level of managerial effectiveness and when they fail to recognize the signs of stress and manage them, the organization's activities will suffer and fail. There are no absolute measures of organization effectiveness. Organizations have aims and objectives and managers are effective and efficient when they contribute towards achieving these goals. Thus, every manager /employee should know their roles and play them well so as to manage stress for better result.

The Development of Stress Management

A conscious decision can be made, either to experience life as a series of inevitable events or to actively control and anticipate occurrence in the present and in the future, these two extremes in attitude may be described as active participation and simplifies their life styles by consciously selecting and living occurrences of specified milestone in their personal success by the activities and new event they can handle without breaking down.

Individuals in an organization can begin a personal development programme in the management of stress such as:

1. Consciously assessing your own way of life, taking inventory of all relevant changes and upcoming changes of events, analyze job situation and identify those which you find particularly stressful.

2. Try to become aware of your psychological threshold, so that you can begin to deal with them directly. Selye (ibid) was one of the first who tried to explain the process of stress related illness with the general adoption syndrome (GAS)

Stress, generally follows a cycle referred to as GAS which consist of three stages, encountered by an individual in a stressful situation.

The first stage is the alarm reactions, the managers and workers in an organization first encounter stressors, the GAS is initiated and the first stage, alarm is activated. They may feel panic and wonder how to cope.

The second stage is the resistance stage, if the stressor is too intense, the workers may feel unable to cope and never really try to respond to its demand in most cases, however after a short period of alarm, the individual gather some strength to resist the negative effect of the stressors. Thus, at the second stage of the GAS the person resists the effect of the stressor.

The third and the last stage of GAS is the exhaustion stage, this is when adaptive mechanism collapse. At this stage, the individual literally gives up and can no longer resist the stressors. Prolonged stress physical stamina, mental alertness and reaction of time.

Stress Management

The majority of stress conditions we experience in an organization and at home are self-imposed caused by having too high expectations, the ambition to get much more done possible and the inability to avoid unnecessary and stressful situations. We face a lot of stress situation in our everyday lives both at home and in the work place and many of these could be easily avoided,

Whenever you have set yourself outstandingly high expectations you will start feeling stressed as soon as you realize that you cannot accomplish them. It's great to have some ambitious goals, much work on your desk, demanding, tasking or burdensome circumstances that are mainly responsible for stress. Sometimes you have to drop not absolutely necessary task. Stress does not just affect our mental state and mood, it affects our physical health as well. When we are very stressed a hormone called cortisol is released into our blood stream, suppressing the functioning of our immune, digestive and reproductive system. That is why it is always good to practice stress management in other to keep our minds and bodies healthy.

Stress Management Programs

Relaxation, Reframing, Time management and Anger management

1. **Relaxation:** it comes in many ways such as taking regular vacation, break-rest during normal working days going on a picnic or boosting your social life. Marilyn Maning and Badrock (1997) identified the following guidelines for managing stress

which they termed as stress boosters; be present, go or let go, do your personal best, expand your world to mention a few.

2. **Reframing:** It is a very effective method of dealing with stress, which is to change the meaning of a situation or events with the purpose of relief tension which help you to avoid stress.

3. **Time Management:** This helps you to reduce your stress level drastically. It helps you manage your time more judiciously in an organization, which allows you to reduce stress.

4. **Anger Management:** Besides inefficient time management anger is one to the root causes of stress. Proper anger management can help you to reduce your level of stress effectively.

Empirical Review

Many studies exist in the area of stress management on organisational effectiveness. Although the studies differ in their conclusions, their difference mostly lie in the country of research, operation industry or specific factors considered.

Katherine and Hannah (2008) conducted a study on the effects of occupational stress management intervention programs. to determine the effectiveness of stress management interventions in occupational settings. Thirty-six experimental studies were included, representing 55 interventions. The study used the inverse-variance weighted average on effect of size from each individual and the traditional chi-square statistic to test the hypothesis. Interventions were coded as cognitive– behavioral, relaxation, organizational, multimodal, or alternative. Cognitive– behavioral programs consistently produced larger effects than other types of interventions, but if additional treatment components were added the effect was reduced. Within the sample of studies, relaxation interventions were most frequently used, and organizational interventions continued to be scarce. Effects were based mainly on psychological outcome variables, as opposed to physiological or organizational measures. The examination of additional moderators such as treatment length, outcome variable, and occupation did not reveal significant variations in effect size by intervention type. The studies also found that time away from work will alleviate stress symptoms, but no matter how long the respite—whether a weekend or year-long sabbatical— employees ultimately returned to Pre-respite stress levels (Eden, 2001).

An empirical study of the impact of stressors on the performance of employees conducted by Badar-ul-islam and Kashif Munir (2011), stated that it is important to recognize workplace stress because workplace stressors badly affect people’s mental as well as physiological health. They maintained that some of the causes of stress at workplace could be the inability to meet up the demands of the job, relationship with colleagues and how to control subordinate staff. This study focuses on how workplace stressors affect the motivation of employee’s and the outcomes in terms of employee performance. The result revealed that role conflict, role ambiguity and performance pressure positively affect the employee motivation. It also positively affects employee

performance. This study indicates and highlights the intensity of those factors that are involved in creating a stress environment in the organization. This study therefore is policy oriented to maintain a required level of stress in the organization.

It indicated and highlighted the intensity of those factors that create a stress environment in the company and also identified the problems faced by the employees because of stress. Thus, it was recommended that more variables that cause stress on employee performance should be addressed.

Other studies in the area of occupational stress in organizations and its effects on organizational performance include the studies of Henry and Joseph (2008), Cooper and Cartwright, (1994), Varca, (1999); Ornelas and Kleiner (2003) results provided evidence of the change from a context where human resource practitioners, counsellors, professionals and managers in various organizations are concerned about the impact of occupational stress in organizations. Occupational stress affects employee turnover, productivity and firm performance. Managers in various organizations are in dilemma over what interventions need to be employed to minimize the costs associated with occupational stress. It is therefore, essential to understand the causes, symptoms and effects of occupational stress on organizational performance. This study was conducted using a pilot study with a few sample members of each of the five organizations to test the reliability and validity of the instrument. The data used for this study was generated by convenience random sampling of employees working in public sector organizations in Botswana. This was done in order to incorporate their views and perceptions. Thereafter, a convenience random sampling of 25 employees each from the five selected organizations totaling 125 employees was done. The instrument was divided into two parts. Part I comprised of Demographic information of the employees, and Part II exclusively focused on sources, symptoms, effects, and interventions of occupational stress. To measure their perceptions, Likert Scale was developed from the one used earlier by McCarty, Zhao and Garland (2007). This was modified to suit our research purpose. The study demonstrated that stressors do exist in organizations, and managers in various organizations must come up with various interventions to manage occupational stress. The traditional approach of counselling employees is not enough to manage stress. Therefore, there is need for paradigm shift in managing occupational stress in order to minimize its impact on the employee's lives. The findings from this study show that occupational stress affects employees in several ways and is a major source of employee's turnover in many organizations. Other findings of this study indicate that occupational stress is mainly caused by the increase of work load, uncertainty about the future, poor communication in organizations, insufficient resources and conflicts. The findings also revealed that the outcomes associated with the occupational stress adversely affect the organization, especially in reducing efficiency in organization operations, increasing employee turnover, and the expenditure of health costs of employees, low motivation and accidents. The study findings also confirmed that occupational stress costs are high and its impact on employees cannot be ignored. Organizational failure to manage occupational stress

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might erode the organizational profitability through litigation, morbidity and mortality. The findings of this study indicate the signs of stress as employees experience emotional anxiety, increase in job dissatisfaction, headache, moodiness and anger.

Research Methodology

Data for the study were obtained from both primary and secondary sources. Personnel from the sampled firm were the major source of primary data while reports of previous studies and literatures were the sources of secondary data A sample size of 160 was drawn from a population of 1562 of the medical center surveyed. Survey method of design was used and data were collected using questionnaire and interview method. Data were analysed with Simple percentage and chi-square, to know the relative importance of the various items used for analysis, while chi-square helped to know the relationship between the various tests in the study. In this study one hundred and sixty (160) questionnaires were distributed, out of this, ninety-six (96) were returned to the researcher. These respondents were enough for the analysis.

AGE

Age of Respondent	No. of Respondents	Percentage %
20-30	25	26
30-40	40	42
40-50	26	27
50 and above	5	5
Total	96	100%

In analyzing this as shown in the table the respondents between the ages of 30-40 years constituted the majority of the respondents for the study. There were just 5 persons for the respondents between the ages of 50 and above and this may be attributed to the retirement policy of most organizations in Nigeria.

Sex	Respondents	Percentage
Male	55	57
Female	41	43
Total	96	100%

It can be seen from the table that majority of the respondents are males. The males consisted 57%, while the females consisted 43%. This pattern of sex distribution may be an indication of the fact that there are more males than female in the organisation.

The Effect of Unmanaged Stress is Low Productivity

	Frequency	Percentage
True	87	91
False	9	9
Total	96	100%

The analysis of data reveals that 91% of the respondents agree that unmanaged stress can be counterproductive, while 9% agree that unmanaged stress cannot be counterproductive. Is employee motivation a major strategy for stress management?

	Frequency	Percentage
Yes	65	68
No	31	32
Total	96	100%

In analyzing the data out of 96 respondents, 68% agreed that stress can reduce organization output while 32% disagreed.

Does poor working condition reduce profitability?

	Frequency	Percentage
Yes	96	100
No	0	0
Total	96	100%

It shows that every one of the respondents agreed to the question asked with 100% and no one disagreed.

Is your job specification below or beyond your capacity?

	Frequency	Percentage
Below	69	72
Beyond	27	28
Total	96	100%

72% agreed that their job specification is below their capacity, so they constitute more than those that said theirs is beyond them.

Can stress be managed for organizational efficiency?

	Frequency	Percentage
Yes	56	58
No	40	42
Total	96	100%

This analysis shows that 58% said yes while 42% of the respondents constituted the number that disagreed.

As an employee, what is your view about stress?

	Frequency	Percentage
Very good	17	18
Good	22	23
Bad	50	52
Fair	7	7
Total	96	100%

From the analysis 52% agree that stress is bad need to be managed.

Does organizational structure contribute to stress in your organization?

	Frequency	Percentage
Yes	66	69
No	30	31
Total	96	100%

From the table, 69% agreed that organizational structure contributes to stress while 31% disagreed.

As an employee, do you suffer setback due to stress?

	Frequency	Percentage
Yes	90	94
No	6	6
Total	96	100%

It can be observed that majority with 94% of the respondents agreed that they suffer setback due to stress while 6% disagreed.

Can psychological stress reduce employee morale?

	Frequency	Percentage
Yes	90	94
No	6	6
Total	96	100%

Ho₂: In the table, majority of 94% expressed their opinion that psychological stress reduces employee morale. Out of 96 respondents, only 6s% disagreed.

Who is mostly stressed: Men or Women?

	Frequency	Percentage
Men	74	77
Women	22	23
Total	96	100%

In analyzing the data, a total number of 74 respondents expressed as 77% agreed that men are mostly stressed, while 23% agreed that women are more stressed.

What do you think causes stress in the work place?

	Frequency	Percentage
Superiors	20	21
Machine breakdown	50	52
Subordinates	13	13.5
Others	13	13.5
Total	96	100%

This analysis shows that machine breakdown constitutes more stress in this category, than superior, subordinate and others.

Can job dissatisfaction lead to stress?

	Frequency	Percentage
Yes	60	62.5
No	36	37.5
Total	96	100%

It shows that 62.5% out of the 96 respondents agreed that stress can lead to job dissatisfaction while 37.5% disagreed.

By virtue of your position, coupled with the stress you are passing through, how satisfied are you with your income?

	Frequency	Percentage
Very satisfied	19	20
Fairly satisfied	22	23
Not satisfied	55	57
Total	96	100%

This analysis shows that 57% agreed that they are not satisfied with their income coupled with the stress they pass through, while 23% are fairly satisfied and 20% very satisfied.

Is your work load too much on you?

	Frequency	Percentage
Yes	27	28
No	69	72
Total	96	100%

This shows that 72% of workers are not bored with their jobs while 28% says it does.

Does the following working conditions noise, poor ventilation, environmental Pollution, poor working machines etc. have any stressful effect on your work ability?

	Frequency	Percentage
Yes	77	80
No	19	20
Total	96	100%

This shows that 80% of workers are affected by these factors while 20% are not. One of the respondents among the 77 said it is because of most of the position of those among the 19 if not all would have been affected.

Is your organization aware of the need to manage stress?

	Frequency	Percentage
Yes	58	60
No	18	19
undecided	20	21
Total	96	100%

The analysis in the table below shows that 60% of the employees are aware of the need to manage stress in the organization. While 19% said no and 21% are undecided.

Do you want your organization to implement stress management strategies?

	Frequency	Percentage
Yes	86	90
No	10	10
Total	96	100%

The analysis above shows that 90% of the staff want the stress management techniques to be implemented. While 10% do not want it. Besides, we later discovered that some persons who answered (No) did so because they have no idea about what stress means, its consequences and how to manage it.

If yes, how does it affect organizational effectiveness?

	Frequency	Percentage
Below Average	18	19
Average	30	31
Above Average	48	50%
Total	96	100

From the above analysis, we discovered that 18 respondents representing 19% agreed that the extent to which stress management strategies improve organizational effectiveness is below average. 30 respondents, representing 31% were of the opinion that the level of organizational effectiveness is average, while 48 people representing 50% fall within the above average bracket.

Data Analysis and Hypotheses Testing

In analyzing data for this study, a simple percentage system was used because it enabled the researcher to know the relative strength and weakness of various questionnaire items used in this analysis. It also enabled the research to establish the relationship that exists between the variables tested.

Hypothesis 1

H₀: there is no gender difference on the opinion that unmanaged stress does result in low productivity.

H₁: there is gender difference on the opinion that unmanaged stress does result in low productivity.

Assessing the relationship between stress and low productivity;

Sex * Response Crosstabulation

			Response		Total
			Yes	No	
Sex	Male	Count	71	9	80
		Expected Count	72.5	7.5	80.0
	Female	Count	16	0	16
		Expected Count	14.5	1.5	16.0
Total		Count	87	9	96
		Expected Count	87.0	9.0	96.0

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.986 ^a	1	.159		
Continuity Correction ^b	.883	1	.347		
Likelihood Ratio	3.463	1	.063		
Fisher's Exact Test				.348	.179
Linear-by-Linear Association	1.966	1	.161		
N of Valid Cases	96				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.50.

b. Computed only for a 2x2 table

Decision Rule

Since the p-value (0.348) is greater 0.05, the null hypothesis (H0) is accepted while the alternative hypothesis (Hi) is rejected. There is no gender difference in their opinion. In other words, they both (Female and Male) agreed that unmanaged stress affects productivity.

Hypothesis 2

H₀: there is no gender difference on the opinion that Psychological stress does reduce employee morale.

H₁: there is gender difference on the opinion that Psychological stress does reduce employee morale.

Assessing the relationship between psychological stress and employee morale

Respondents	Yes	No	Row Total
Male	77	6	83
Female	13	0	13
Column total	90	6	96

Sex * Response Crosstabulation

			Response		Total
			Yes	No	
Sex	Male	Count	77	6	83
		Expected Count	77.8	5.2	83.0
	Female	Count	13	0	13
		Expected Count	12.2	.8	13.0
Total		Count	90	6	96
		Expected Count	90.0	6.0	96.0

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.002 ^a	1	.317	1.000	.407
Continuity Correction ^b	.148	1	.700		
Likelihood Ratio	1.808	1	.179		
Fisher's Exact Test					
Linear-by-Linear Association	.992	1	.319		
N of Valid Cases	96				

- a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is .81.
- b. Computed only for a 2x2 table

Decision Rule

Since the p-value (1.00) is greater 0.05, the null hypothesis (H0) is accepted while the alternative hypothesis (Hi) is rejected. There is no gender difference in their opinion. In other words, they both (Female and Male) agreed that Psychological stress does reduce employee morale.

Hypothesis 3:

H₀: stress management strategies do not have effect on organizational effectiveness

H_a: stress management strategies do have effect on organizational effectiveness

Chi-Square Test

Performance

	Observed N	Expected N	Residual
Below Average	18	32.0	-14.0
Average	30	32.0	-2.0
above Average	48	32.0	16.0
Total	96		

Test Statistics

	Performance
Chi-Square	14.250 ^a
Df	2
Asymp. Sig.	.001

- a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 32.0.

Decision: since the p-value (0.001) is less than 0.05, we reject Ho and conclude that stress management strategies do have effect on organizational effectiveness.

Discussion of Findings

The research question made attempts to find out how stress can be managed for organizational efficiency. This means that stress management is very essential in this 21st century organization especially the Federal medical Centre as one of their duties is to provide either medication or counsel to seriously stressed persons

In this first hypothesis testing the p-value of hypothesis one 0.348 is Higher than the 0.05, that is to say, we are to reject the alternative hypothesis, which says there is gender difference in their opinion.

This implies that when carrying out organizational activities, and working towards organizational effectiveness, stress should be properly managed and workers/jobs should be adequate in scope and quality so as to minimize stress.

From the second hypothesis, it was found that despite the gender all the respondents attest to the fact that that Psychological stress does reduce employee morale. While the third hypothesis brought us to the conclusion that stress management strategies do have effect on organizational effectiveness.

This summary of research findings is based on the data collected and analyzed and this revealed that stress is present among most business managers, Managerial responsibilities are inevitably prone to stress. The analyzed data revealed the following findings.

1. It shows that there is a relationship between pressure and causes of stress to business. Manager's responses on the symptoms indicated that managers are not satisfied with such things as their present income, changes in the organizational structure and climate, unfavorable working condition and these do not enhance performance.

2. It also shows that there is a relationship between environmental pressure and stress to business managers. Environmental manipulation that job or occupation demand such as time management, qualification and coordination are so emphasized that managers have to meet up with all these challenges. Thus, Managers as social models in organizations are mostly stressed. Most respondents believe that work itself is a stressor.

Findings

The analysis shows that the employers feel stressed and frustrated at times due to change in an organizational structure. It was Furthermore, discovered that stress in organizations is caused by factors like: (1) Work Overload (2) Noise Pollution, (3) Poor ventilation, (4) Poor working environment (5) job dissatisfaction, machine breakdown etcetera.

Conclusions

The conclusions drawn in this study are fundamentally not only based on the analyzed data but also by interaction with some of the senior medical Personnel and executive unit heads. This yielded some positive results to make a suggestive conclusion that stress is bound to arise in most human endeavors especially when the system is meeting the preplanned objectives or satisfying the desires of human needs hence the persistence of stress to man. An inference that is being made that changes in organizational structures which may negate the lay down rules can make managers very stressful and frustrated. Changes in company's policies to reflect the political and economic realities of government account for stress among chief executives and Managers. Globally managers experience stress in the process of carrying out their responsibilities due to certain challenging factors which influence job performance.

The business managers are exposed to a work environment where the demand from him exceed his capacity this incapability invoke the limitations in the social, economic and organizational statusesque.

Conflict of personal and organization goals on the part of managers make them susceptible to stress. Family commitments and other responsibilities could be so pressing and important that they scuttle the actualization of numerous targets.

Job demand such as skill, qualification, time management and training, if not matched with adequate reward and compensation make stress inductive reliance on management theories which in actual fact are not compatible with the realists' expectation of the environment in which the organization operate. Therefore, based on the analysis, we conclude as follows;

1. There is a significant relationship between pressure and the causes of stress to organisational and unit heads.
2. Internal and external environmental pressures are major causes of stress to manager.

Recommendations

1. The working condition of Nigeria business manager should be revived. This can be carried out by such bodies like the Nigeria institute of management (NIM), Administrative staff college of Nigeria (ASCON), Institute of Chartered Accountants of Nigeria (ICAN), Institute of policy and strategic study and any other related professional institution. This goes a long way in enhancing the performance of all categories of employers and employees. Responsibilities and duties of managers and subordinates should just be adequate for them to contend with. Adequate incentive should be made available to managers in consideration of their position and social statuses. Secondly, Managers and other employees most Strive for self-management, ensure self-protection against stress by finding personal means of fighting back as the stressors rage.
2. Noise pollution should be checked and brought to the barest minimum. Very noisy machines should be located at the back office, far from the main office.
3. Windows in the office building should face each other for free passage of air. Air conditioners or fans should be in place to make the working environment conducive. There should be effective and efficient time management.
4. Adequate fixtures and fitting, tables, chairs, computers, and other office equipment in a suitable or large office space big enough to accommodate employees and machines in they different job unit should be in place.
5. They should be free communication among the managers and their employees, Staff should be given opportunity to participate in objective setting and planning how to achieve the set objectives to create job satisfaction and motivate employees. There should be periodic maintenance of equipment and machines to avoid break downs.

Contribution to Knowledge

This study has x-rayed the causative factors of stress and different ways of avoiding and or managing them as the case may be. The study has equally provided critical to path to organizational effectiveness through proper stress management.

Suggested Areas for Further Studies

This research topic “stress management for organizational efficiency” is applicable in every sector not only on Federal Medical Center. In terms of the scope two or more organizations can be researched and that will increase the operational definitions of terms. The implication of unmanaged stress should equally be researched.

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