

STRESS MANAGEMENT AND EMPLOYEE PERFORMANCE

Julianah Funmilayo Akintunde-Adeyi^A, James Olalekan Akinbode^B, Emmanuel Taiwo Akinola^C



ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 31 July 2023</p> <p>Accepted 23 October 2023</p> <p>Keywords:</p> <p>Stress; Stress Management; Stressor; Employee Performance; Workplace.</p> <div data-bbox="172 987 480 1227" style="text-align: center;">  </div>	<p>Purpose: This study investigated the extend at which stress has affected the performance of staff in organization setting. It addressed how performance can be improved upon for effective service delivery. Improving the performance of employees working within an organization has received attention in different contexts. This occurs because for an organization to achieve high performance, the contributions of its employees matter a lot to achieve their goals. For any organization to achieve its essence, it must have acquired the right calibre of employees and managed them properly. Is at the instance of this that this study was carried out to address how improved performance can be recorded and how stress can be properly managed for effective service delivery.</p> <p>Theoretical framework: The aim of stress management is to ensure effective performance of staff in organization and to meet the aim of the organization and deliver services effectively. Several concepts, such as: stress, stressors, signs, symptoms and sources, stress management, stress management practice and employee performance were reviewed to align with the direction of the study. The focus is to see to how personnel in organization can perform effectively, be able to manage stress. Factors causing stress were studied and addressed.</p> <p>Methodology/Design/Approach: This study which is descriptively adopted the survey research method. The study was carried out at a private university in southwest Nigeria. The population of this study comprised all the non-academic staff in the university. Two hundred and eighty (280) non-academic staff of the University participated in the survey. The questionnaire was the instrument for data collection in this research. Inferential and descriptive statistics were used to analyze the data that had been obtained.</p> <p>Findings: The study finding revealed that stress has a significant impact on employee performance. The outcome also showed a substantial correlation between employees' performance and personal stress management strategies. This suggests that personal stress management strategies should be encouraged because they are linked to workers' productivity. The findings suggest that its contribution to employee performance is minimal perhaps because individuals do not adopt these techniques of stress management.</p> <p>Research, Practical & Social implications: The study concentrate on how stress can be well managed in organization because of the ill stress has caused in the performance of organization. It has also been established that there are two techniques namely individual and organisational approaches to stress management.</p>

^A PhD in Business Administration, Department of Business Administration. Bowen University, Iwo. Osun State, Nigeria. E-mail: julianah.akintunde-adeyi@bowen.edu.ng Orcid: <https://orcid.org/0009-0002-5175-8404>

^B PhD in Industrial Relations and Human Resource Management. Department of Business Administration. Bowen University, Iwo, Osun State, Nigeria. E-mail: james.akinbode@bowen.edu.ng Orcid: <https://orcid.org/0000-0001-7475-6992>

^C PhD in Business Administration. Department of Business Administration. Bowen University, Iwo. Osun State, Nigeria. E-mail: marshallakinola@gmail.com Orcid: <https://orcid.org/0000-0002-1137-8645>

Originality/value: The study added value to body of knowledge because its outcome showed that without effective stress management strategies, organization can not meet up with its optimization level in terms service delivery and achieving the goals of the organization. The individual techniques of stress management were found to have a significant role to play in suppressing employee poor performance while the organizational stress management techniques provide organizational support for employees to improve their performance on the job. This study established that effective stress management among non-academics of Bowen University would improve their performance on the job. The study as recommends that Management should redefine the stress management policy of the University to address gaps in it and make it more robust.

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GESTÃO DE ESTRESSE E DESEMPENHO DOS FUNCIONÁRIOS

RESUMO

Objetivo: Este estudo investigou até que ponto o estresse afetou o desempenho do pessoal no ambiente organizacional. Abordou como o desempenho pode ser melhorado para uma prestação de serviços eficaz. Melhorar o desempenho dos funcionários que trabalham dentro de uma organização tem recebido atenção em diferentes contextos. Isso ocorre porque para uma organização atingir alto desempenho, as contribuições de seus colaboradores importam muito para atingir seus objetivos. Para que qualquer organização alcance a sua essência, deve ter adquirido o calibre certo de funcionários e geri-los adequadamente. É neste contexto que este estudo foi realizado para abordar como pode ser registado um melhor desempenho e como o stress pode ser gerido adequadamente para uma prestação de serviços eficaz.

Enquadramento teórico: O objectivo da gestão do stress é garantir o desempenho eficaz do pessoal na organização e cumprir o objectivo da organização e prestar serviços de forma eficaz. Vários conceitos, tais como: estresse, estressores, sinais, sintomas e fontes, gerenciamento de estresse, práticas de gerenciamento de estresse e desempenho dos funcionários foram revisados para se alinharem com a direção do estudo. O foco é ver como o pessoal da organização pode ter um desempenho eficaz e ser capaz de gerenciar o estresse. Fatores causadores de estresse foram estudados e abordados.

Metodologia/Delineamento/Abordagem: Este estudo que adota de forma descritiva o método de pesquisa survey. O estudo foi realizado numa universidade privada no sudoeste da Nigéria. A população deste estudo compreendeu todo o pessoal não docente da universidade. Duzentos e oitenta (280) funcionários não acadêmicos da Universidade participaram da pesquisa. O questionário foi o instrumento de coleta de dados desta pesquisa. Estatísticas inferenciais e descritivas foram utilizadas para analisar os dados obtidos.

Resultados: As conclusões do estudo revelaram que o estresse tem um impacto significativo no desempenho dos funcionários. O resultado também mostrou uma correlação substancial entre o desempenho dos funcionários e as estratégias pessoais de gestão do estresse. Isto sugere que as estratégias de gestão do stress pessoal devem ser encorajadas porque estão ligadas à produtividade dos trabalhadores. Os resultados sugerem que a sua contribuição para o desempenho dos funcionários é mínima, talvez porque os indivíduos não adotam estas técnicas de gestão do stress.

Implicações de pesquisa, Práticas e Sociais: O estudo concentra-se em como o estresse pode ser bem gerenciado na organização devido aos malefícios que o estresse causou no desempenho da organização. Também foi estabelecido que existem duas técnicas, nomeadamente abordagens individuais e organizacionais para a gestão do stress.

Originalidade/valor: O estudo agregou valor ao corpo de conhecimento porque seu resultado mostrou que sem estratégias eficazes de gestão do estresse, a organização não consegue atingir seu nível de otimização em termos de prestação de serviços e alcance dos objetivos da organização. Descobriu-se que as técnicas individuais de gestão do estresse desempenham um papel significativo na supressão do mau desempenho dos funcionários, enquanto as técnicas de gestão do estresse organizacional fornecem suporte organizacional para que os funcionários melhorem seu desempenho no trabalho. Este estudo estabeleceu que a gestão eficaz do stress entre os não-acadêmicos da Universidade Bowen melhoraria o seu desempenho no trabalho. O estudo recomenda que a Administração redefina a política de gestão do stress da Universidade para colmatar as suas lacunas e torná-la mais robusta.

Palavras-chave: Estresse, Gerenciamento de Estresse, Estressor, Desempenho do Funcionário, Local de Trabalho.

GESTIÓN DEL ESTRÉS Y DESEMPEÑO DE LOS EMPLEADOS

RESUMEN

Propósito: Este estudio investigó en qué medida el estrés ha afectado el desempeño del personal en el entorno organizacional. Abordó cómo se puede mejorar el desempeño para una prestación eficaz de servicios. Mejorar el desempeño de los empleados que trabajan dentro de una organización ha recibido atención en diferentes contextos. Esto ocurre porque para que una organización logre un alto desempeño, las contribuciones de sus empleados son muy importantes para lograr sus objetivos. Para que cualquier organización alcance su esencia, debe haber adquirido el calibre adecuado de empleados y haberlos administrado adecuadamente. A raíz de esto, se llevó a cabo este estudio para abordar cómo se puede registrar un mejor desempeño y cómo se puede manejar adecuadamente el estrés para una prestación eficaz de servicios.

Marco teórico: El objetivo de la gestión del estrés es garantizar el desempeño eficaz del personal en la organización y cumplir el objetivo de la organización y prestar servicios de forma eficaz. Se revisaron varios conceptos, tales como: estrés, factores estresantes, signos, síntomas y fuentes, manejo del estrés, práctica de manejo del estrés y desempeño de los empleados para alinearlos con la dirección del estudio. El objetivo es ver cómo el personal de la organización puede desempeñarse eficazmente y gestionar el estrés. Se estudiaron y abordaron los factores que causan estrés.

Metodología/Diseño/Enfoque: Este estudio adoptó descriptivamente el método de investigación por encuesta. El estudio se llevó a cabo en una universidad privada del suroeste de Nigeria. La población de este estudio estuvo compuesta por todo el personal no académico de la universidad. En la encuesta participaron doscientos ochenta (280) personal no académico de la Universidad. El cuestionario fue el instrumento para la recolección de datos en esta investigación. Para analizar los datos obtenidos se utilizó estadística inferencial y descriptiva.

Hallazgos: El hallazgo del estudio reveló que el estrés tiene un impacto significativo en el desempeño de los empleados. El resultado también mostró una correlación sustancial entre el desempeño de los empleados y las estrategias personales de manejo del estrés. Esto sugiere que deberían fomentarse estrategias personales de gestión del estrés porque están vinculadas a la productividad de los trabajadores. Los hallazgos sugieren que su contribución al desempeño de los empleados es mínima, quizás porque los individuos no adoptan estas técnicas de manejo del estrés.

Implicaciones de investigación, Prácticas y Sociales: el estudio se concentra en cómo se puede manejar bien el estrés en la organización debido a los efectos negativos que el estrés ha causado en el desempeño de la organización. También se ha establecido que existen dos técnicas, a saber, enfoques individuales y organizacionales para el manejo del estrés.

Originalidad/valor: el estudio agregó valor al conjunto de conocimientos porque su resultado demostró que sin estrategias efectivas de manejo del estrés, la organización no puede alcanzar su nivel de optimización en términos de prestación de servicios y logro de los objetivos de la organización. Se descubrió que las técnicas individuales de manejo del estrés desempeñan un papel importante en la supresión del bajo desempeño de los empleados, mientras que las técnicas de manejo del estrés organizacional brindan apoyo organizacional a los empleados para mejorar su desempeño en el trabajo. Este estudio estableció que el manejo eficaz del estrés entre los no académicos de la Universidad de Bowen mejoraría su desempeño en el trabajo. El estudio recomienda que la dirección redefina la política de gestión del estrés de la Universidad para abordar sus lagunas y hacerla más sólida.

Palabras clave: Estrés, Manejo del Estrés, Factor Estresante, Desempeño de los Empleados, Lugar de Trabajo.

INTRODUCTION

Improving the performance of employees working within an organization has received attention in different contexts. This occurs because for an organization to achieve high performance, the contributions of its employees matter a lot to achieve their goals. According to Nabi, Ahmed and Rahman (2017), for any organisation to achieve its essence, it must have acquired the right calibre of employees and managed them properly. Employees' value to an organisation is entrenched in his/her ability to deliver job responsibilities in a timely and efficient manner. Thus, employee performance is the way or motive how an employee can do

any duty that has been assigned to them (Mohammed & Abdullahi, 2011; Byars & Rue, 2006). It presupposes that employees' performance would vary and Osibanjo, Akinbode, Falola & Oludayo (2015), posited that such performance measures could determine organisational performance whether it is excellent, good, average or poor. This makes many organisations within developed countries and also developing countries to have appreciated the need to continually manage their employees efficiently to bring about the desired level of performance. In line with the position of Abdelhay, Abdulrahim & Marie (2023), enhancement of employees' performance could be determined by incentives provided by the organization to bring out the best from the employees. Such incentives have to be positive form which will have significant impacts on the performance of employees.

Stress management would determine whether it can be distress (dysfunctional) or eustress (functional) to individuals and the organisation as a whole. Stress management encompasses techniques or coping mechanisms for dealing with physiological stress (Jayakumar & Sumathi, 2014). Studies (Nawaz & Muhammad, 2016; Iskandar, Ahmad & Martua, 2014) have shown that either of the stress tendencies can have significant effects on employees' performance. Several studies established that distress harms employees' performance while some studies have also found stress to be positively significant in improving employees' performance. These outcomes have made some employees and their organisations to have seen the need for stress management.

On the part of employees, some stress management techniques which includes time management, medication, and relaxation, among others have been adopted (Soegoto & Narimawati, 2017; Robbins, 2004). However, it appears that individual employees have the challenge of effectively deploying appropriate stress management techniques and strategies. This is obvious in the incidences of increased health challenges, and high rates of absenteeism at work due to illness and fatigue at work, which have contributed to low performance of employees over the years.

Managing stress effectively has remained a major challenge to individuals and managers of organisations. Stress emerges from diverse sources, and involves different individuals and work groups with different reactions. Some view holds that it is imperative to have as many as possible stress management programmes to combat the inevitable phenomenon while others believe that it is solely in the hands of management to eliminate stress in the work system by way of job flexibility and redesign. It was against this backdrop that this study investigated the

relationship between stress management and non-academic staff performance in a private university.

LITERATURE REVIEW

Concept of Stress

Morris (1990) asserts that stress is only present in painful or life-and-death circumstances. According to Morris (1990), both positive and terrible things that happen to us can lead to stress since they frequently have an adductive demand that necessitates modification or adaptation in order for the individual to satisfy their requirements.

Stress is essentially unavoidable. According to Byer and Shainbey (1991), stress is the body's response to stimuli and involves mental interaction with subsequent physiological responses in various body organs. Stress is an unavoidable aspect of both life and the workplace. It is desired to experience stress that is used to preserve life and primes the mind and body for optimal performance, according to Onuzulike (2002), who coined the term to characterize stress as a constructive force. She concurred as well that not all stress is harmful. In the same way that physical stress, such as exercise, is healthy for the body, she maintained that some types of mental and emotional stress are also helpful for the mind. For instance, getting married, having a baby, being accepted to a university, and other life events. However, discomfort (bad stress) hinders or restricts a worker's productivity.

Stress is as old as human existence. According to Auerbach and Grambling (2003), our daily struggles with our work, interpersonal relationships, and environmental issues contribute to the level of stress in our life. According to Obi (2003), the battle model that archaic humans used when confronted with terrifying circumstances gave rise to stress reactions. Obi (2003) listed the following traits to look for in a person who is prone to stress: tendency to overplan each day, need to win, desire for recognition, inability to unwind without feeling guilty, impatience with delay/interruption, involvement in multiple projects with many deadlines, excessive competitive drive; and workaholics, or individuals who feel uncomfortable if they do not have something work-related to do, even at home.

Concept of Stressors

Stressors are external or internal factors that may force us to experience stress in order to accomplish a goal. According to Adamu (2011), stressors can be divided into three broad categories: catastrophic catastrophes, significant life transitions, and everyday inconveniences.

A catastrophe is a sudden, frequently fatal calamity or disaster that pushes people to the edge of their capacity for adoption. Natural catastrophes including earthquakes (tsunamis), tornadoes, fires, floods, and hurricanes, as well as wars, torture, auto accidents, violent physical attacks, and sexual assaults, are instances of catastrophes. Major life changes, such the passing of a spouse or family member, getting divorced, going to jail, losing one's job, or suffering from a serious sickness or handicap, are the most stressful events for adults.

Concept of Stress and Stressors, Signs, Symptoms and Sources

As people make their way to their final destination, stress is viewed as the pace of wear and tear brought on by life's commitments. Stress's beginnings can be traced to the 14th century, when the English language developed from a blending of Norman French and Anglo-Saxon (Simpson, 1972). *Stress* emanates from the Middle French term *destress*, which itself is a derivative of the Latin *strictus* (compressed). Numerous types of words initially meant adversity or difficulty. By the 16th century, the word was being used to refer to overworking or exhaustion that puts an entity (a physical object, a physiological organ, or a mental faculty) in danger. There is also a chronic stress response, according to Selye (1976), which occurs when the body's ability to maintain its phase of resistance and adaptation in the face of ongoing stress has reached a physical limit. When stress lasts for an extended period of time, the body's homeostatic equilibrium is disrupted, which leaves room for the possibility that disease processes will be sped up. The term "chronic stress response" applies to this. As physical or demonstrative strain, stress was seen by Bridsky (1982) as an emotion. Furthermore, Stress, according to Davidson and Veno (1990), is the body's biochemical reaction to situations that put too much pressure on a person to be able to cope with their surroundings in a satisfactory way. Morris (1990) defined stress as any adjustive demand that generates a feeling of threat or tension and necessitates adjustment or change.

Additionally, social scientists see stress as a result of people feeling pressured to conform, whether they want to or not, to cultural norms (Watson & Fawcett 2003). Physiologists examine stress from the perspective of the interplay of both individuals and groups within the environment, connecting the impacts of stress on thinking, mental health, and behavior. According to Fox (2004), the brain's limbic and brain stem components are activated during the acute stress response, which is characterized by an alarm reaction to stress. The impact of stress only manifests itself, according to Watson and Fawcett (2004), when the sum of all stressors exceeds the person's ability to quickly return to homeostasis.

Stress Management

Any emotional reaction of the person to an event is called “stress”. Definitions around stress considered it to be an unpleasant emotional reaction of a person whereas stress can also be good. It is important to look at some of these definitions. According to Ifegwazi (2005), he specified that “whenever one is confronted with any frightening condition or state of mind that seems very difficult to deal or handled with, it is termed as stress”. It involves the combination of any events that upset the personal balance of both psychological and physiological responses. Shabana, Singhal, Siddique and Agarwal (2017) thought that it encapsulates all non-exact life practices extracted by difficult exterior pressures. In a typical work system like the University, the pressure of work such as deadlines could be responsible for the stress. Steve (2011) was of the view that stress of this kind is a result of an increase in employees’ expectation towards any given assignment and pressures that surpasses their technical know-how thus posing a challenge or threat to him or her.

According to Gerard's definition of stress management from 1998, managing one's stress involves finding the best approach to deal with the demands and pressures placed on one. Management of stress involves controlling and reducing the tension that results from a stressful experience, which leads to emotional and physical changes (Margereta, Josephine and Phyllis, 2006). Additionally, it lessens stress, particularly persistent stress. In order to manage stress, one must either changes the internal or environmental triggers that lead to it or strengthen one's coping mechanisms (Schor, 1991). In order to prevent stress from rising to the level of illness or disease, Greebbery and Dintiman (1992) suggested that one method of managing stress is to create a barrier.

Stress Management Practices

Action is what we refer to as practice. Ejifugha (2004) stated that a definition of an indication or thought is conventional when placed into action towards a precise result. Practice, according to Ademuwagun, Ajala, Oke, Moronkola, and Jegede (2002), is the key objective of health education. As well as practicing, there is also doing, normal, regular, or to do or achieve often (Webster, 2000). Practice using the perspective is the most popular and regular method of stress management adopted by any organization or profession as of the time of this study. However, practice cannot be treated independently; practice and stress management must be connected for effective treatment. When practice and stress management are connected, stress management practice is created. Therefore, a stress management technique is a person's habit

or capacity to maintain control when a circumstance, a person, or an event places an excessive amount of demands on them. Using physical and psychological strategies, stress management practices are frequently used to deal with stressful events in daily life (Opara, 1993). In the current study, stress management techniques will be examined as the application or adherence to techniques used to lower both professional and personal stress. Management according to Hornby (2007) is the means or ability to coping with situations successfully. It involves making plans, managing tasks, developing strategies, and making the most use of available resources (Lucey, 1996). It was observed that the path to illness or disease wouldn't start if one could ignore or slab all potential sources of stressful living conditions. Stress management, according to Nnamani (2001) and Onuzulike (2006), is the capacity of a person to cope with ongoing stressful conditions. According to Udoh and Ajala (2001), people can learn to manage their stress by altering the environment in which they live or work or by altering the activities they engage in there.

Employees Performance

Performance is defined as a concept that entails the achievement and how much has been achieved. It is one of the main variables studied for decades (Inuwa, 2016; Jain, Apple & Ellis, 2015; Jankingthong & Rurkkhum, 2012). The notion continues to be highly researchable because performance studies have expanded to become a multi-dimensional construct (Pradhan & Jena, 2017; Aguinis, 2009). Few of the definitions are considered here; According to Jain, Apple, and Ellis (2015), performance is a strategy for carrying out tasks in order to get a specific outcome. In another definition given by Prasetya and Kato (2011), performance refers to the results that are attained as a result of actions.

According to Hawthorne studies, and some other researchers that have worked on the productivity of worker point out the fact that employees who are contented with their job will be of better performance, and thus utmost job retention, to those who are not well pleased with their jobs (Landy, 1985). Additionally, unhappy workers are considerably more likely to quit, which discourages them from putting out display-worthy effort. The performance of employees tends to be high when workers are happy, and pleased and the organization find it stress-free to motivate high performers who have been able to accomplish firm goals. (Kinicki and Kreitner, 2007). The competence of the employee will make the satisfaction of the job performance which is accomplished through an enhanced training program. Many organizations adopted incentive of monetary incentives to enhance performance of their employees. It should be well

known that making use of monetary incentives alone to serve as incentives may not be sufficient to achieve enhancement of employees' performance in organization but until such incentives are combined with other sorts of incentives that their performance could be felt positively. If limited to monetary incentives alone, it will not assist to manage stress being experienced by the employees and their impacts may be confined to meeting employees' biological and basic needs, with just a minor impact when needs are met Abdelhay, Abdulrahim & Marie (2023).

Theoretical Review

Person-environment fit theory

Person-Environment (PE) Fit can be seen as the degree to which both individual and environmental characteristics tie together. Person characteristics may comprise an individual's biological or psychological needs, values, goals, abilities or personality. Kristof-Brown, Zimmerman, and Johnson (2005), the person-environment fit hypothesis "focuses explicitly on the match or congruence between individuals and their settings as a fundamental predictor of well-being and effectiveness." The significance of this correspondence was recognized by Arthur, Bell, Doverspike, and Villado (2006), who wrote: "Theoretically, the association between fit and attitudes is dependent on the rationale that, when it is fit, the environment provides individuals the possibility to satisfy their requirements."

Person-environment fit overarching framework including many environmental focuses and various fit kinds is known as theory. According to the principle of person-environment fit, there are many types of fit that are both complimentary and supplemental (Cable & Edwards, 2004; Edwards & Shipp, 2007; Kristof, 1996). A complementary fit happens when a "weakness or need of the environment is offset by the strength of the individual, and vice versa" (Muchinsky & Monahan, 1987, p. 271). Therefore, complementary fit "refers to instances where the accomplishment of a task or job requires specific skills and abilities, referred to as demands-abilities (DA) fit, or when the wants and needs of an individual are provided and fulfilled by the environment, referred to as needs-supplies" (NS) fit (Cable & DeRue, 2002; Cable & Edwards, 2004). On the other hand, supplementary fit occurs when an individual has traits that are similar to or connected to the surrounding context, and is most frequently depicted by looking at value congruence (Kristof, 1996).

Empirical review

Studies have identified stress management programmes in different contexts stating different levels such as individual and organisational (Pritchard, Elison-Bowers & Birdsall, 2010; Grant & colleagues, 2009; Gyllensten & Palmer, 2005). Klink et al., (2001) study identified individual interventions as one of the programmes through which organisations manage stress. However, the study failed to show how effective individual interventions programme could be in the management of stress. Bruning & Frew (2007) identified exercise programs as one of the individual interventions of stress management programmes. The authors claim it provides progressive muscle relaxation which is a psychological control of stress through release of tension through physical activity when under stress.

Extant studies have advocated for stress management programmes as one of the ways of improving the performance of the employees in the organisation. (Enyonam, Opoku, Addai & Batola, 2017; Soegoto & Narimawati, 2017; Nawaz & Muhammad, 2016; Nyangahu & Bula, 2015). For instance, Enyonam, Opoku, Addai & Batola (2017) affirmed that stress management is a major tool through which employees' performance could be enhanced. Theories of person-environment fit and demand control have also supported this claim. The case of the person-environment theory as explained by French and Kahn (1962), emphasizes how to mediate and ensure cordiality between the individual and environment, while the demand control theory of Karasek (1979) emphasises how occupational stress can be reduced and managed. To achieve effective stress management, the theories can be adopted in explaining issues and achieving excellent employee performance in the workplace.

METHODOLOGY

This study which is descriptively adopted the survey research method. The study was carried out at a private university in southwest Nigeria. The entire non-academic personnel at the university made up the study's population. This ranges from the clerical officers to the registrar. According to the Human Resource Unit of the University, six hundred and ninety-seven (697) non-academics were in the service of the University. As the study's sample size, this number was used. The sample size of the University's non-academic staff total population was determined with Taro Yamene (1967) formula.

Therefore, two hundred and eighty (280) non-academic staff of the University participated in the survey. Multistage sampling (stratified, simple random, and convenience) procedures were taken into consideration for this study to ensure adequate representation. Most

of the information used in this study came from sources. In this study, the questionnaire served as the instrument for gathering data. Both descriptive statistics and inferential statistics were used to analyze the data that had been obtained.

RESULT AND DISCUSSION

Only two hundred and sixty (260) of the two hundred and eighty (280) copies of the questionnaire that were sent were properly filled out and usable for this study, but 267 of them were returned.

Stressors

An attempt was made to show the analysis of respondents' ranking of the stressors. Each stressor's score was weighted from 10 to 1, with a score of 10 denoting the least amount of stress and a score of 1 denoting the most amount of stress.. The scores were then multiplied by the number of responses for each ranked stressor.

The workload was identified as the highest stressor, followed by poor salary, frequent travels, unsatisfied boss, pressure of career development, poor and unplanned work, shortage of work materials, inability to satisfy all stakeholders, job insecurity and unprecedented job demand respectively.

Table 1. Respondents' Ranking of the Stressors

Stressors	Weighted Score	Rank
Workload	1860	1
Poor Salary	1670	2
Frequent Travels	1541	3
Unsatisfied boss	1520	4
The pressure of career development	1400	5
Poor and Unplanned work	1390	6
Shortage of work materials/tools	1350	7
Inability to satisfy all stakeholders	1240	8
Job insecurity	1239	9
Unprecedented Job Demands	1090	10

Source: Prepared by the authors themselves.

Table 2 Correlation result of individual stress management techniques and employees' performance

Correlations				
			Job Performance	Individual Stress Management Techniques
Spearman's rho	Job Performance	Correlation Coefficient	1.000	-0.064
		Sig. (2-tailed)	.	0.304
		N	260	260
	Individual Stress Management Techniques	Correlation Coefficient	-0.064	1.000
		Sig. (2-tailed)	0.304	.
		N	260	260

Source: Prepared by the authors themselves.

DISCUSSION OF FINDINGS

The outcome showed a substantial correlation between employees' performance and personal stress management strategies. This suggests that personal stress management strategies should be encouraged because they are linked to workers' productivity. The findings suggest that its contribution to employee performance is minimal perhaps because individuals do not adopt these techniques of stress management. This aligns with the findings of Bruning & Frew (2007) which identified exercise programs as one of the individual interventions of stress management programmes and enhance performance and that of Klink et al., (2001) for encouraging individual interventions as one of the stress management techniques to promote employees' performance.

CONCLUSION

Effective stress management is an issue that determines employee performance. Many factors cause stress among employees in the University. It has also been established that there are two techniques namely individual and organisational approaches to stress management. The individual techniques of stress management were found to have a significant role to play in suppressing employee poor performance while the organisational stress management techniques provide organisational support for employees to improve their performance on the job. This study established that effective stress management among non-academics of Bowen University would improve their performance on the job.

RECOMMENDATION

The following recommendations were given in light of the study's findings:

1. Management of organization should redefine the stress management policy of the University to address gaps in it and make it more robust.
2. There should be consistency in organising stress management training.
3. Follow-up on employees' health status based on medical reports.
4. The workload of personnel should be reviewed by management.
5. Organizations should not limit to confining incentives to monetary benefits to enhance staff's performance.

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