

## Stress Management Techniques and Academic Staff Performance in Delta State University, Abraka

**SAKPAIDE Efe Joseph, PhD.**

Department of Business Administration,  
Delta State University, Abraka, Nigeria  
efesakpaide44@gmail.com

DOI 10.56201/ijebm.v10.no3.2024.pg138.155

---

### **Abstract**

*The study examined the relationship between stress management techniques and academic staff performance in Delta State University, Abraka. In order to evaluate the effect of stress management on academic staff performance, the following measures of stress management techniques, namely; Counseling Services (CS), Flexi-Time Programmes (FLTP), Mediation Techniques (MT) and Relaxation Techniques (RT) in relation to Academic Staff Performance (ASP) in Delta State University, Abraka, Delta State, Nigeria. The study targeted a sample size of 260 respondents, and total 260 questionnaires administered, but 172 were returned and properly filled while 88 were not returned; that means the response rate is 66.15%. Thus, the sample to be used for the study was the total of one hundred and seventy-two (172) respondents from academic staff of the Delta State University, Abraka, Delta State, Nigeria. The descriptive statistics and correlation matrix was used to ascertain the kind of relationship that exists between the independent and dependent variables. The testing of hypotheses formulated for the study was done using multiple regression analysis with the aid of SPSS version 23. The findings it showed that CS, FLTP and MT have significant relationship with ASP while RT does not have significant relationship with ASP in staffs of the Delta State University, Abraka, Delta State. Finally, the study concluded that there is a significant relationship between stress management and academic staff performance in Delta State University, Abraka, Delta State, Nigeria. The study recommends that Delta State University, Abraka in Nigeria should organize for burnout sessions for its employees and create sufficient time for them to be with their families.*

**Keywords:** *Stress Management Techniques, Counseling Services, Flexi-Time Programmes, Mediation Techniques, Relaxation Techniques and Academic Staff Performance*

---

### **Introduction**

In today's world of work in tertiary institutions, stress has become a serious issue. It has many sources and some of them are work overload, role conflict, lack of task autonomy, job insecurity, long hours of work, changes in duty, schedule, tight deadlines, unhealthy relationship with colleagues among other sources (Mergel & Schützwohl, 2021). In today's work environment employees experience different types of stress in their workplaces, stress is a complex and dynamic concept and it affects the overall performance of employees in the organization. When employees

who are the most important asset of the organization face stressful situation, it elicits some negative work behaviour such as absenteeism, lateness to work and generally low productivity (Itoya & Igbokwe, 2020). Hence, Stress Management is getting to an ever-increasing extent consideration nowadays, especially in the university.

Interventions aimed at lessening the effects of workplace stressors are referred to as stress management. Aiming to improve a person's capacity to handle stress, these can be personalised. Assisting the person in controlling the stress of daily life is the aim of stress management. Furthermore, the term "stress management" encompasses a broad range of methods and psychotherapies intended to reduce an individual's level of stress, particularly chronic stress, typically with the goal of enhancing day-to-day functioning (Baridam 2016). Stress management is being used by an increasing number of organisations to address these problems. Stress management has the potential to decrease environmental stresses and enable people to respond to stress more effectively. It not only assists in lowering stress levels at the individual and organisational levels (Kashish, Dheeraj & Khan, 2019). Fako (2017) highlights several factors that might help prevent or lessen professional stress, including position clarity, a manageable workload, the need for employees to eat healthily, and the necessity to refrain from frequently working overtime. A few things that may have an impact are appropriate working environments, efficient work organisation, strong two-way communication between employers and employees, and effective people management (Mbadou & Mbohwa, 2016). However, before offering suggestions for how the management could handle it, it is necessary to critically study the nature and effects of job stress in Nigerian universities.

The nature of work has changed drastically over the past century, and it continues to do so at an accelerated rate (Naturale, 2017). These changes have affected nearly every profession, from sales executive to surgeon to commercial pilot to artist. Changes in the workplace inevitably bring with them stress. Santiago (2015) studied the detrimental effects of internal stress on police performance and discovered that negative stress, which frequently results from organisational settings through poor management, can be crippling. According to Shahu and Gole (2018), optimal people management is achieved through appropriate work environments, productive work, and effective two-way communication between employers and employees. Throughout history, stress has been described in a variety of ways. First perceived as weight from the earth, it later became associated with internal strain (Ajayi, 2018). Nowadays, communication between the situation and the individual is the most widely accepted term. When an individual's resources are insufficient to enable them to adjust to the demands and constraints of their situation, the resultant bodily and psychological manifestation occurs (Onwuzuligbo 2015). Thus, certain situations and individuals are more likely than others to experience stress. Goal achievement for individuals as well as associations can be hampered by stress. People's behaviour might reveal signs of stress, especially when it comes to behavioural shifts. Strong emotional responses to stress can include feelings of uneasiness, melancholy, irritability, and exhaustion; behavioural responses, such as withdrawing, becoming forceful, crying, and lacking motivation; mental reactions, such as difficulties focusing and thinking critically); or physical reactions, such as heart palpitations, nausea, and headaches (Lazarus, 2014).

If stress persists, there will be alterations in the functioning of the neuroendocrine, cardiovascular, autonomic, and immune systems, resulting in both physical and mental illness (e.g., anxiety, depression, heart disease) (Mai & Yen, 2016). Stress-inducing situations are likely to be unusual or out of the ordinary, dubious, unclear or novel, or involving conflict, bad luck, or execution desires. Sources of stress include time-bound events like deadlines for work or exams, as well as ongoing situations like obligations to family, job insecurity, or lengthy road trips (Onwuzuligbo 2015). Workplace characteristics, such as adaptability (critical thinking, decisiveness, time management), and social support are examples of personal attributes that should be included in efforts to meet the demands and stresses of the job. Interest in work structures, planning, effective management and business practices, and the organisation of work can increase these resources (Santiago, 2015). This has resulted in the use of counselling services, flexible scheduling plans, mediation techniques, and relaxation techniques as stress-reduction strategies.

Since the university is an academic institution that trains highly skilled labour for the nation's development, the lines between work and life outside of it have become increasingly hazy, making stress management practices less stringent. Due to the fact that work is a major source of stress at work, employees are becoming more aware of how much work is interfering with their personal life. They are unhappy about this trend. Based on the aforementioned, the study investigates how academic staff performance at Delta State University, Abraka is affected by stress management. Specifically, it looks at the impact of counselling services, flexible scheduling programmes, mediation techniques, and relaxation techniques as stress management strategies on academic staff performance. Job stress in an academic setting can lead to odd and dysfunctional behaviour at work, which has impacted employees' physical and emotional well-being. In severe situations, chronic stress or traumatic workplace experiences can cause psychological issues that develop into psychiatric diseases, rendering workers unable of returning to work. Job-related stress may have a negative impact on the university through raising absenteeism, lowering dedication to work, raising staff turnover, lowering performance and productivity, raising student complaints, raising errors, and harming the university's reputation both internally and on the outside.

Numerous predictor variables have been used in a wide body of empirical research to study the idea of staff performance. Job redesign's impact on employee performance in Kisumu, Kenya's commercial banks was investigated by Achieng, Ochieng, and Owuor in 2012. In her 2016 study, Mildred examined how employee involvement affected workers' productivity at the Kenyan. Furthermore, Njiru (2016) conducted research on the Impact of Flexible Work Practices on Employee Outcomes. A study conducted in Delta State, Nigeria, by Ikon and Chukwu (2017) examined the performance and employee engagement of specific private universities. Relatively few empirical study reports, however, describe how businesses might manage stress to improve academic staff performance. Therefore, this study intends to empirically fill that gap by investigating the relationship between stress management and academic staff performance in Delta State University, Abraka.

## Literature Review

### Conceptual Review

#### Stress Management Techniques

Employee stress will either increase or decrease with managerial support. According to Stamper and Johlke (2015), managerial support functions as a buffer that helps reduce employee stress. Workplace stress can stem from a variety of factors, and family disputes are among them. Employees may become stressed and decide to leave if they feel that their employer does not value their hard work (Stamper & Johlke, 2015). Bowing and Harvey (2017) claim that stress is caused by an individual's contact with their environment, which leads to emotional discomfort and ultimately impacts the person's physical and mental health. Employee performance is impacted by this, which in turn affects the people. Remember that situations or events that throw a person out of balance are known as stressors. Stress is ultimately the result of these stresses.

Bowing and Harvey (2017) contend further that stress has an undeniable cost on individuals, groups, and society as a whole. This is because individuals who are under stress tend to have high levels of anxiety and stress-related ailments, which lowers employee productivity. No matter how hard we try to avoid stressful situations, life always finds a way to stress us out and give us anxiety attacks, according to Folksman (2014). Stress management is therefore vital. Furthermore, we frequently ignore the reasons, effects, and appropriate ways to manage stress, whether it be due to worry, mind-body fatigue, or our flawed attitudes. We frequently forget in such depressing times that stresses are, if not completely avoidable, at least reasonably controllable and treated. Interventions intended to lessen the effects of stresses at work are referred to as stress management. These can be personalised to help a person become more adept at handling stress. Assisting the person in controlling the stress of daily life is the aim of stress management. Stress management, according to Bruce (2015), is a tried-and-true set of methods for reducing stress, elevating mood, easing mental and physical strain, and understanding when and how to alter our surroundings (or circumstances). In addition to improving our ability to handle stress in the face of life's obligations, effective stress management can teach us the value of exercise and leisure time and help us resolve conflicts with others boldly and confidently. It all appears concerning for people and organisations, according to Selye (2015). We are more adaptive than most of us realise, even if life is hard, fast-paced, and frequently unpredictable. Due to its ability to teach individuals how to stop the "stress response," stress management is beneficial. We discover our true control and efficient stress management techniques through stress management. According to Newman's (2019) theory, rewiring our brains to think differently is a key element of stress management. The prism through which we view the world is our belief system. We shall suffer from cognitive dissonance if our expectations of ourselves, other people, and the task itself do not align. Aside from teaching people how to express our desires in stressful situations with confidence and assertiveness, stress management courses and programmes also cover the importance of a healthy diet and exercise regimen, time and resource management techniques, and, lastly, how to make our work more meaningful and productive. Preventing numerous health issues linked to stress is also greatly aided by understanding stress management techniques. Reduced stress and different types of stress in our daily lives are the focus of stress management.

According to Subha and Shakeel (2014), "higher level of stress existed which no managerial concern for solution consequently lowering the employee performance, staking organisational reputation and loss of skilled employees, effective stress managing practices to increase employee satisfaction and overall employee performance." Work overload and the pressure to complete too much work in a short amount of time is a big source of stress which decreases employee performance. The education sector in Nigeria, particularly higher management, is unaware of the impact of stress on academic staff performance, which ultimately results in critical managerial dilemmas. According to Baback's (2015) research, "when under too much pressure, employees' job demands cannot be met, their motivation wanes and they begin to lose interest in their work. As a result, the performance chart exhibits a negative trend. Relaxation turns to exhaustion and a sense of satisfaction is replaced with a feeling of stress."

### **Staff Performance**

Staff members' willingness and transparency in carrying out their duties are key factors that determine their performance, according to Sinha (2017). Additionally, he mentioned that enhanced employee willingness and transparency in carrying out their duties could boost productivity, which in turn affects performance. Stup (2015) added that in order for employees to fulfil the organization's aim or target, tasks must be completed on time by employers in order to maintain a standard of performance. Employers may be able to keep an eye on their staff members and provide support for improving performance if the work is completed on time. In addition, it is recommended to establish a system of rewards contingent on employee success. This is done to encourage staff members to work more on their tasks. According to Stup (2015), a number of elements contribute to an employee's performance success. The physical workspace, tools, purposeful work, performance standards, performance feedback, system rewards for good or bad work, standard operating procedures, knowledge, abilities, and attitudes are some of the aspects. Franco (2016) characterised performance as being dependent on intrinsic motivation, yet the existence of internal components like the required abilities, mental capacity, and resources to complete the task obviously has an impact. Therefore, in order to ensure that workers' performance meets the necessary requirements, employers must provide suitable working circumstances. There is proof that an employee's motivation directly affects their performance. Since Frederick Taylor's 1911 book "The Principle of Scientific Management" and Henry Gantt's 1913 book "Works, Wages, and Profits," various management theories have supported this claim. Taylor's differential piece rate and Gantt's "task and bonus wage" systems have been rendered obsolete by the evolution of modern employee motivation management techniques. The more successful contemporary techniques for managing employee motivation are employee-focused (Gardner & Lambert, 2015). Maslow (2016) stated that people work for a variety of reasons, including financial gain, social interaction, job stability, a sense of accomplishment and social significance, identity formation, and—above all—job happiness. All employees who are happy with their jobs do well at their respective companies.

### **Dimensions of Stress Management Techniques**

Many stress-reduction strategies are based on the perspectives of many authors; however, in this study, the strategies used are relaxation, mediation, counselling services, and flexible time plans, as explained below;

### **Counseling Services and Staff (Employees) Performance**

Lee (2010) claims that counselling attempts to alter a person's perspective on stress so they can deal with circumstances that used to set them off. Counselling assists in assessing threats and then provides resources to address them. The ability to influence one's surroundings plays a significant role in building self-confidence, which empowers a person to take on new tasks. One way to manage stress and move on with life is through counselling. Counsellors have their own personal stress to cope with. A counsellor will address the connection between the causes and effects of stress while talking about stress and how it affects individuals. Stress is said to have stimulation as its source and reaction as its result. Effectively managing stress and developing a coping strategy both start with identifying the origin and effect of stress.

### **Flexi-Time Programmes and Staff (Employees) Performance**

Flexibility is a means to specify the manner and timing of work completion as well as the structure of professions, according to Friedman (2012). For total workplace effectiveness, it is an essential component. Utilising it as a tool helps businesses manage workloads, adapt to workforce diversity, and enhance recruitment and retention. According to studies, work-life balance brought about by flexibility can lower stress levels by increasing employee engagement and job satisfaction. Stress and burnout are decreased with flex time. Stress in any form has been shown to cause a host of other issues that can be expensive for businesses and negatively impact productivity. Prior research has demonstrated that employees who participate in work-life balance and flexibility initiatives are more dedicated and have lower levels of burnout compared to their non-participating peers. Burnout among employees is characterised by a lack of dedication and a preoccupation with leaving the company amid stressful situations. According to Friedman and Oprea (2012), flextime is a way to manage job stress and burnout, which impair productivity.

### **Mediation Techniques and Staff (Employees) Performance**

When you believe that the responsibilities of your relationships, job, or education are more than you can handle, stress arises. Serious health issues like anxiety, insomnia, muscle soreness, elevated blood pressure, and a compromised immune system can arise from untreated chronic stress. Studies indicate that stress may have a role in the emergence of serious conditions like heart disease, depression, and obesity. However, by adopting constructive, healthful coping mechanisms for stress when it arises, such as meditation, many of these detrimental effects on health can be minimised. Prayers and meditation promote relaxation and focus in both the body and mind. People who practise mindfulness can get new perspectives, forgiveness, and self-compassion. People who engage in mindfulness practices can let go of feelings that could have been causing them problems, much like exercising. Studies have indicated that even a short period of meditation can have positive effects right away (Pipe et al., 2010).

### **Relaxation Techniques and Staff (Employees) Performance**

Stress management can be greatly aided by the use of relaxation techniques. Relaxation reduces the negative effects of stress on your body and mind. It goes beyond simply finding mental clarity or indulging in a pastime. You can manage your daily stress and tension associated with other health issues, such as cancer and discomfort, by using relaxation techniques (Mayo, 2016). Relaxation methods can improve a person's quality of life and lessen the symptoms of stress, particularly for those who are ill. By decreasing blood pressure, heart rate, breathing rate, stress hormone activity,

improving blood flow to key muscles, easing chronic pain and muscle tension, enhancing confidence to tackle issues, lowering fatigue, lowering anger and frustration, and enhancing concentration and mental clarity, practicing relaxation techniques can help alleviate the symptoms of stress.

### **Theoretical Review**

#### **Psychological Job Control Theory**

Perceptions of job control over working hours and perceived job autonomy are part of job control theory. Positive relationships between flexible work schedules and employees' perceptions of greater workplace autonomy and control over scheduling are a fundamental tenet of the literature on the subject. One idea from the demand control model of work stress is control. It is described as the degree of discretion that workers have over their job responsibilities (Kossek & Michel, 2010). The demand control model shows a favourable correlation between the demands placed on workers' jobs and their capacity to manage their time and how they complete tasks. Stress is a natural byproduct of high demands and little control in the workplace. On the other hand, less strain will be felt by a person in the same highly demanded profession if they perceive strong control. By offering both material and psychological resources to increase performance and well-being, flexible work schedules are an intervention that may allow for more control (Kossek, Valcour, & Lirio, 2014).

#### **Motivation and Work-Family Perspectives Theory**

Based on Vroom's expectation theory, Kossek and Michel (2010) assert that people are more likely to be driven to put in effort to accomplish worthwhile goals they believe they can accomplish. According to a motivation theoretical viewpoint, people who adopt flexible work schedules are more likely to perform well because they would have more resources available to them, which would increase their perception of their ability to successfully balance their obligations as a family and employee. One important thing to gauge is how much people think they have to put in more effort now that they have a flexible work schedule. Work-family benefits recipients are more likely to demonstrate better organisational citizenship behaviours because they feel less pressure to perform well and more expectation to remain in the workforce (Chew, Girardi, & Entekin, 2015).

#### **Psychoanalytic Theory on Counselling**

Psychoanalytic thought generally makes use of techniques to make unconscious content visible. Its primary emphasis is on the early years of an individual's development, during which time events are explored, recreated, evaluated, and examined. Through the therapist-client transference interaction, the client's past is explored, ultimately leading to a transformation in the client's character. The analytic framework, dream interpretation and analysis using free association, resistance analysis and analysis of transference are the main instruments used in psychoanalytic therapy. According to Russell (2013), this theory contends that our action is being guided by internal forces that are not conscious to us.

#### **Empirical Review**

Employee performance at a particular deposit money bank in Osogbo, Osun State, Nigeria was studied by Uchechukwu & Ogah (2020) in relation to stress management. All employees of Guarantee Trust Bank Plc, First Bank of Nigeria Plc, and Access Bank made up the target population for this descriptive survey study design. State of Osun, Nigeria. Two hundred and twenty-five people

(225) made up the population. Using Taro Yamane's (1964) formula, a sample size of 200 was determined for this investigation. For this investigation, the Pearson Product Moment Correlation coefficient test and linear regression analysis were utilised. Work-life balance and employees' performance ( $F[1, 188] = 32.030, P < 0.05, R^2 = 0.041$ ), work overload and employees' performance ( $r = .219^*; P < .05$ ), and the impact of organisational change on employees' performance ( $r(188:1) = .414; P < .05$ ) were the data points identified. The research findings suggest that decreased productivity is the primary outcome of work-related stress inside an organisation. When a worker is under negative work-related stress, their productivity may also decline. Worker stress significantly reduces the likelihood that they will devote their energy to creative problem solving or efforts for continuous development. Finally, stress plays a significant role in employee health and performance issues as well as unintended events and expenses for businesses. An employee who is under stress at work is likely to be less satisfied with their job, be absent more frequently, and have bad morale at work.

In Kuala Lumpur, Malaysian women police officers' productivity and job satisfaction were examined by Lasi and Darno (2020) in relation to stress management. Due to its higher population than other cities and its high level of urbanisation, Kuala Lumpur was selected. Data from primary sources that can address the research topics are gathered for this study using surveys. In order to respond to the research questions, data for this cross-sectional survey is only gathered once. An evaluation of the effects of stress management on employee productivity and efficiency was conducted using SPSS technical analysis, which included determining the demographic, descriptive, reliable, and correlated variables between the independent and dependent variables. Working long hours, the workplace culture, job satisfaction, work-life balance, depression, and the dependent variable of work performance in Kuala Lumpur are among the primary factors impacting policewomen that are also covered in this study as independent variables. Following a sequential analysis using SPSS as a scientific tool, the study found the demographic, descriptive, reliable, and correlated characteristics of the independent and dependent variables. This offered a practical approach to discussing common ground based on work findings. Furthermore, recommendations for additional research are included in this report for how to build upon and improve the findings of this investigation.

Employee performance and stress management were the subjects of Harry's (2020) investigation. Investigating the effects of stress, management, workload, job ambiguity, role conflict, effectiveness, efficiency, and commitment on worker performance was the study's main goal. The theoretical framework, empirical investigations by other authors, and literature review were all examined in the study in order to create the conceptual framework. The role theory effect was supposed to provide guidance for the investigation. According to the study's findings, stress management significantly and favourably affects worker performance. We advise management to create tasks and jobs that are efficient, committed, and easy for workers to perform, as this will improve workforce performance. We also advise HRM strategies, policies, and plans to include flexible work schedules in order to enhance employee commitment and easy performance, which will increase organisational survival.

By using psychotherapy as a mitigating measure, Wafula and Nyaboga (2019) looked at stress management and worker performance. This study employed a survey research design. In this

investigation, three types of sampling were used: census, convenient, and purposeful. The data was analysed using both inferential and descriptive statistics. The employee's performance was positively connected with the sources of stress ( $r = .429$ ,  $P < .01$ ). The findings showed a positive correlation ( $r = .429$ ,  $P < .01$ ) between an employee's performance and work-related stress. Employee performance and stress coping techniques had a positive correlation ( $r = .634$ ,  $P < .01$  level of significance). Employee performance is affected by stress at work, stressors that lead to stress, and coping mechanisms for stress. In order to lessen workplace stress among employees, university administration must determine appropriate stress coping mechanisms.

In Deposit Money Banks in Port Harcourt, Nigeria, Adim, Ibekwe, and Odunayo (2018) investigated the connection between employee performance and stress management. Employees of the seven (7) chosen Deposit Money Banks located in the Nigerian state of Rivers State's capital city of Port Harcourt make up the population. By applying Taro Yamen's formula, 188 people made up the sample. Data analysis was limited to 168 respondents' data after data cleaning. For data analysis and hypothesis testing, descriptive statistics and Spearman's rank correlation were employed. The results showed a strong correlation between stress management and worker effectiveness and efficiency. Thus, the study found that employee performance is positively and significantly impacted by stress management. We suggest that deposit money bank management create tasks and jobs that are effective, efficient, and improve employee performance. We also suggest that flexible work schedules be included into deposit money bank HR strategies, policies, and plans to improve employee commitment and easy performance, which will increase corporate survival.

**Literature Gap:** Reviewing the literature on the effect of stress management on academic staff performance in Nigeria has shown that numerous research have been done on the topic both within and outside of Nigeria, but none specifically address the performance of academic staff. It differs from Tarurhor (2017), study on work stress and employees' performance amongst staff of Delta state University, as the study included senior non-academic staff. Additionally, the studies' use of single and double independent variables as stress management metrics in connection to worker performance revealed methodological flaws that need to be fixed. Furthermore, a range of scholars have produced conflicting and comprehensive conclusions about the effect of stress management on worker performance in Nigeria and elsewhere. Therefore, by examining the effect of stress management on academic staff performance in Nigeria, this study helps to close these gaps in the literature.

## Research Methodology

### Research Design

The study adopted a survey design to investigate the effects of stress management on academic staff performance in Delta State University, Abraka. Information would be collected from different respondents on their perception of their performance and to access the impact that stress could have in their lives. By this, the researcher would have ample space to observe, describe and document various aspects of how stress management is practice. This strategy is adopted because it enables the researcher to collect large amount of data from a sizable population in an economical manner while presenting a more accurate picture of events at a given time (Aruoren & Tarurhor, 2023).

## Population of the Study

This study was based on field survey, and it is important to maintain that the population of this study will be limited to the academic staff performance in Delta State University, Abraka. The respondents of the study are the teaching staffs of the Delta State University, Abraka were collected with aid of structured questionnaire. The population of academic staff in Delta State University, Abraka is illustrated with the aid of a diagram below;

Categories of Staff	Number Staffs	Location
Academic Staff	743	Delta State University, Abraka.
<b>Total</b>	<b>743</b>	

*Source: Registrars Office of Delta State University, Abraka, 2024.*

Thus, the population of this study is seven hundred and forty-three (743) respondents.

### Sample Size Determination

The sample size is proportion of the population that a particular research intends to study. The total population of the study will be 743 which is the academic staff in Delta State University, Abraka. As the total population is known and relative large for this study, the Taro Yamane's formula would be used to determine the sample size in line with the studies of Tarurhor and Emudainohwo (2020) which is expressed as:

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

Where:

n = sample size,

N = population size,

e = level of precision

$$n = \frac{743}{1 + 743(0.05)^2}$$

$$n = \frac{743}{2.8575}$$

$$n = 260.02 = 260.$$

### Sample and Sampling Techniques

The sampling technique that was use in this research work will be stratified random sampling. The respondents will be group into different strata and samples were drawn from each stratum randomly in order to give every element in each stratum an equal opportunity of being selected. The essence of this is to reduce bias to the barest minimum. The researcher will administered questionnaires on the above groups in order to extract the necessary information from them.

## Data Collection Method

Data were collected through primary and secondary sources. Questionnaire administered to respondents is of the primary data source. The internet as well as the library constituted the secondary data collection medium. This includes journals, newspapers, magazines, textbooks, research findings reports etc. Therefore, in this study, this researcher consulted the Internet, the institution's periodic reports, library, journals and articles on the subject matter as sources of secondary data which gave this researcher extensive information about the effect of job stress on employee performance.

## Technique for Data Analysis

Descriptive statistics such as frequencies and percentages is used in answering the research question and the correlation analysis was use determine the nature of relationship between the independent and dependent variables. Furthermore, to establish the effects of stress management on academic staff the multiple regressions is most adequate in line with Tarurhor and Temile (2020). Multiple regression with Academic Staff Performance (ASP) as dependent variable is conducted with the four measures of Stress Management [Counseling Services (CS), Flexi-Time Programmes (FLTP), Mediation Techniques (MT) and Relaxation Techniques (RT)] as explanatory variables.

Thus, the generic model will be given as:

$$ASP = f(CS, FLTP, MT, RT)$$

$$ASP = \beta_0 + \beta_1 CS + \beta_2 FLTP + \beta_3 MT + \beta_4 RT + E$$

Where:

ASP = Academic Staff Performance

The specified regression model to be tested is:

Where:

CS = Counseling Services

FLTP = Flexi-Time Programmes

MA = Mediation Techniques RT = Relaxation Techniques

E = Error Term

**The Apriori expectation:  $\beta_1, \beta_2, \beta_3, \beta_4$ , is less or greater 0.**

## Results and Discussion

The study targeted a sample size of 260 respondents, and total 260 questionnaires administered, but 172 were returned and properly filled while 88 were not returned; that means the response rate is 66.15%. Thus, the sample to be used for the study was the total of one hundred and seventy-two (172) respondents from academic staff of the Delta State University, Abraka, Delta State, Nigeria.

**Table 4.1: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
CS	87	13	20	16.99	1.938
FLTP	87	13	20	16.05	2.372
MT	87	13	20	16.21	1.805
RT	87	11	20	16.20	2.045
ASP	87	11	20	16.15	2.026
Valid N (listwise)	87				

**Source: SPSS Version 23 Output, 2024.**

In Table 4.1, CS indicates a mean of 16.99 and a Std Dev. of 1.938 with the difference in the maximum and minimum values which stood at 7. This implies that the CS is a major stress management technique used by staffs of the Delta State University, Abraka, Delta State, Nigeria since the mean value is greater than Std Dev value. FLTP indicate a mean of 16.05 and a Std Dev. of 2.372 with the difference in the maximum and minimum values which stood at 7. This implies that the FLTP is a stress management technique among staff of the Delta State University, Abraka, Delta State, Nigeria since the mean value is greater than Std Dev value. MT indicate a mean of 16.21 and a Std Dev. of 1.805 with the difference in the maximum and minimum values which stood at 7. This implies that the MT is one major stress management component among academic staff of the Delta State University, Abraka, Delta State, Nigeria since the mean value is greater than Std Dev value. RT indicates a mean of 16.20 and a Std Dev. of 2.045 with the difference in the maximum and minimum values which stood at 9. This implies that the RT is one of the major stress management components among academic staff of the Delta State University, Abraka, Delta State, Nigeria, since the mean value is greater than Std Dev value. ASP depicts the maximum and minimum values of 20 and 11 respectively, leading to the mean and Std Dev. of 16.15 and 2.026. This implies that ASP in Delta State University, Abraka, Delta State, Nigeria varies significantly because of the various measures of stress management faced by the university.

**Table 4.2: Correlations**

		ASP	CS	FLTP	MT	RT
Pearson Correlation	ASP	1.000				
	CS	.368	1.000			
	FLTP	.173	.473	1.000		
	MT	.284	.616	.454	1.000	
	RT	.989	.400	.152	.279	1.000

**Source: SPSS Version 23 Output, 2024.**

In Table 4.2, CS has a coefficient of ( $r= 0.368 > 0.05$ ) which reveals that CS has strong positive correlation with ASP. This implies that an increase in CS would have strong positive effects on ASP amongst staff of the Delta State University, Abraka, Delta State, Nigeria. FLTP has a coefficient of ( $r= 0.173 < 0.05$ ); which reveals that FLTP has strong positive correlation with ASP. This implies that an increase in FLTP would have positive effects on ASP amongst staff of the Delta State University, Abraka, Delta State, Nigeria. MT has a coefficient of ( $r= 0.284 > 0.05$ ) which reveals that MT has strong positive correlation with ASP. This implies that an increase in the use of MT would have strong positive effects on ASP among staffs of the Delta State University, Abraka, Delta State, Nigeria. RT has a coefficient of ( $r= 0.989 > 0.05$ ) which reveals that RT has strong positive correlation with ASP. This implies that an increase in RT would have strong positive effects on ASP among staffs of the Delta State University, Abraka, Delta State, Nigeria.

**Table 4.3: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.217	.341		.636	.527
CS	.074	.022	.070	3.364	.001
FLTP	.035	.015	.041	2.333	.023
MT	.033	.022	.029	1.500	.142
RT	.994	.016	1.003	62.125	.000

a. Dependent Variable: ASP

**Source: SPSS Version 23 Output, 2024.**

In Table 4.3, the calculated p-value of 0.001 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 99.9% more than the acceptable level of 95%. We therefore, accept the alternate hypothesis and reject the null hypothesis ( $H_{01}$ ), which states that there is no significant relationship between Counseling Services (CS) and Academic Staff Performance (ASP) in staffs of the Delta State University, Abraka, Delta State, Nigeria. This is contrary to the findings of Sharmilee, Abdul & Zubair (2018) but in line with the findings of Mathangi (2017).

The calculated p-value of 0.023 is not significant because it is lesser than 0.05 (5%). It also means that the level of confidence (confidence interval) is 97.7% more than the acceptable level of 95%. We therefore, accept the alternate hypothesis and reject the null hypothesis ( $H_{02}$ ), which states that there is no significant relationship between Long Flexi-Time Programmes (FLTP) and Academic Staff Performance (ASP) in staffs of the Delta State University, Abraka, Delta State, Nigeria, this finding Contrary with the findings of Igbokwe, Itoya and Eziuzo (2020), Sharmilee, Abdul & Zubair (2018).

The calculated p-value of 0.142 is insignificant because it is more than 0.05 (5%). It also means that the level of confidence (confidence interval) is 85.8% less than the acceptable level of 95%. We therefore, reject the alternate hypothesis and accept the null hypothesis ( $H_{03}$ ), which states that there is no significant relationship between Mediation Techniques (MT) and Academic Staff Performance (ASP) in staffs of the Delta State University, Abraka, Delta State, Nigeria, this is line with findings

of Itoya and Igbokwe (2020), Sharmilee, Abdul and Zubair (2018), Sharmilee, Abdul & Zubair (2018) and Bature, Aminu & Ozigbo (2017).

The calculated p-value of 0.050 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 95% equal to the acceptable level of 95%. We therefore, accept the alternate hypothesis and reject the null hypothesis ( $H_{04}$ ), which states that there is no significant relationship between Relaxation Techniques (RT) and Academic Staff Performance (ASP) among staffs of the Delta State University, Abraka, Delta State, Nigeria. This is in line with the findings of Mathangi (2017).

**Table 4.4:** Summary of the Model

**Table 4.4.1:** Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.991 <sup>a</sup>	.982	.980	.283	1.793

a. Predictors: (Constant), CS, FLTP, MT, RT

b. Dependent Variable: ASP

**Table 4.4.2:** ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	346.487	4	86.622	1081.007	.000 <sup>b</sup>
	Residual	6.571	82	.080		
	Total	353.057	86			

a. Dependent Variable: ASP

b. Predictors: (Constant), CS, FLTP, MT, RT

**Source: SPSS Version 23 Output, 2024**

Also, The table 4.4.1 which is model summary table show the correlation co-efficient (R) of the regression is 0.991 (99%) which indicates a very strong positive relationship between the dependent variable [ASP] among staff of the Delta State University, Asaba Campus] and the independent variables [CS, FLTP, MT and RT]. The co-efficient of determination ( $R^2$ ) is 98% (0.982) showing that 98% of the variation in dependent variable [ASP] in staff of the Delta State University, Abraka, Delta State, Nigeria) has been explained by the independent variables [CS, FLTP, MT and RT] while the 2% remain unexplained in the model. With an  $R^2$  value of 98% showed that the strong positive relationship is further confirmed. The adjusted  $R^2$  measures the goodness or fit of the model. This shows the goodness of fit of the model and also explains the dependent variable in relation to the independent variables in 98ways. The 2% left is known as the error term and other variables outside the model. From the above, there is conclusive evidence of serial or autocorrelation since the Durbin Watson calculated value of 1.793 is less than “2”.

Lastly, the Anova table 4.4.2 above, shows the overall significance of the significance of the model, has F (1081.007) with p-value is estimated at 0.000. This indicates that all the independent variables [CS, FLTP, MT and RT] jointly impact on the dependent variable [ASP] in staff of the Delta State University, Abraka, Delta State, Nigeria) showing that it is a sound model.

**Conclusion**

The study examined the relationship between stress management and academic staff performance in Delta State University, Abraka.. It showed that CS, FLTP and MT have significant relationship with ASP while RT does not have significant relationship with ASP in staff of the Delta State University, Abraka, Delta State. Finally, the study concluded that there is a significant relationship between stress management techniques and academic staff performance in Delta State University, Abraka, Delta State, Nigeria.

### **Recommendations**

The following recommendations are made:

1. The study recommends that Delta State University, Abraka in Nigeria should organize for burnout sessions for its employees and create sufficient time for them to be with their families.
2. Delta State University, Abraka should also redesign jobs that are overwhelming in order to reduce workloads in one cadre and spread it out evenly. Flextime working can also be considered in the County in some events so as one shall be to work from home as long as outputs are achieved.
3. Better communication channels to be used so as information reaches employees in time for better preparation instead of last minute communication where requires staff to spend long hours at the workplace to complete a task.
4. A skills analysis and job evaluation to be conducted in order to identify the staffing gaps so as work is distributed evenly. This will improve their performance and job satisfaction.

### **References**

- Adim, C. V., Ibekwe, W. & Odunayo, O. A. (2018). Stress management and employee performance of deposit money banks in Port Harcourt, Nigeria. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 2(12), 41-49.
- Aduaka C.E (2016) Impact of motivation and job satisfaction in the performance of workers in first bank plc, Ekwulobia. *Journal of management and financial studies*. Vol 2 April 2016.
- Ajayi, S. (2018). Effect of Stress on Employee Performance and Job Satisfaction: A Case Study of Nigerian Banking Industry. *Institute of Interdisciplinary Business Research*, 4(9), 648-657.
- Akrani G (2016). What is stress meaning definition. Retrieved from <http://kalyancity.blogspot.com>.
- Arslan, G., Yildirim, M., Tanhan, A., Bulu,s, M., and Allen, K. A. (2020). Coronavirus stress, optimism-pessimism, psychological inflexibility, and psychological health: psychometric properties of the Coronavirus stress measure. *Int. J. Ment. Health Addict.*, 1–17.
- Aruoren, E. E & Tarurhor, E.M. (2023). Influence of authentic leadership on organizational trust: The mediatory role of organizational commitment. *International Journal of Management & Entrepreneurship Research*, 5(1), 18-32.

- Baridam, D. M. (2016). *Research Method in Administrative Sciences*, Port Harcourt: Belks Publishers Limited.
- Bature, U. N., Aminu, A. & Ozigbo, N. (2017). Effects of Work Stress on Employees' Performance in United Bank of Africa Plc, Garki Branch, Abuja. *European Journal of Scientific Research*, 45(2), 249-260.
- Brooks, S. K., Webster, R. K., Smith, L. E., Woodland, L., Wessely, S., Greenberg, N., et al. (2020). The psychological impact of quarantine and how to reduce it: rapid review of the evidence. *Lancet*, 395, 912–920.
- Bruce, T.R. (2015). Assessing the Sustained effects of Stress Management Interventions of Anxiety and Locus of Control. *Academy of Management Journal*, 18, (6) 151-203
- Chew, J., Girardi, A., & Entekin, L. (2015). Retaining Core Staff: The impact of human resource practices on organizational commitment. *Journal of Comparative International Management*, 8(2).
- Cox, J.Y, Dewe, P.J. Ferguson, A. L (2017) “Examining the Nature of Work Stress, Individual Evaluations, of Stressful Experiences and Coping.” *Journal of Human Relations*, vol. 42(11).
- Fako, G. (2017). *Organizational Behaviour, Understanding and Managing Life at Work*. New York: Harper Collins College Publishers.
- Fonkeng C. (2018). *Effects of job-stress on employee performance in an enterprise: A microfinance institution in Cameroon*. Yaounde: Centria University of Applied Sciences.
- Franco, E.N (2016) *An evaluation of employee turnover in the manufacture industry*. Oron; Edem and Son,,s Press Ltd.
- Friedman, D., & Oprea, R. (2012). A Continuous Dilemma. *American Economic Review*, 102(1), 337–363.
- Harry, J. (2020). Stress management and employee performance. *European Journal of Human Resource Management Studies*, 4(1), 57-72.
- Itoya, J. & Igbokwe, I. (2020). The effect of job stress on employee performance in tertiary institutions: A Study of Delta State University. *Ignatius Ajuru University/ Business & Marketing Chronicle*, 5(2), 30-39.
- Jam, S.F. (2017), “Tourism Industry Employee Work Stress” A Present and Future Crises. *Journal of Travel & Tourism Marketing*,

- Kashish, P., Dheeraj, K. & Khan, S. (2019). A study on stress management among employees. *Journal of Emerging Technologies and Innovative Research (JETIR)*, 6(6), 795-799.
- Kossek, E. E., & Michel, J. (2010). *Flexible work schedules*. In *Handbook of industrial organizational psychology* (Vol. 1). Washington,DC: American Psychological Association.
- Lasi , A. M. & Darno, D. (2020). The impact of stress management on employee and productivity performance: A study on Policewomen in Kuala Lumpur. *City University eJournal of Academic Research (CUeJAR)*, 2(1), 125-136.
- Lazarus S, F. (2014). *Stress, appraisal and coping . A comprehensive account of the transactional model of stress and its management*. New York: Springer.
- Mark, G. M., & Smith, A. P. (2010). Stress models: A review and suggested new direction. *Occupational Health Psychology*, 3, 111–144.
- Maslow R. (2016), Money and Job Satisfaction. In American Encyclopedia: PP280-283.
- Mayo, C. (2016). *Stress management: Examine your stress reaction*. [Online], Available at:<http://www.mayoclinic.org/healthy-lifestyle/stressmanagement/indepth/stress-management/art-20044289>. [Accessed: 24 January, 2022].
- Mergel, E., & Schützwohl, M. (2021). A longitudinal study on the COVID-19 pandemic and its divergent effects on social participation and mental health across different study groups with and without mental disorders. *Soc. Psychiatry Psychiatr. Epidemiol.* 56, 1459–1468.
- Mildred, S. (2016). Causes and Management of Stress at Work. *An international peer reviewed journal in all aspects of occupational & environmental medicine*, 59(1) 67-72.
- Naturale, A. (2017). Secondary traumatic stress in social workers responding to disasters. *Indian journal of commerce & management studies*. 5(2), 51-65.
- Nweze, M. D. (2015) Preventing works stress; Addison – Wesley series of Occupational Stress. 19(2/3).
- Onwuzuligbo O. E (2015) Effect of Work Stress on The Staff Performance in Banking Industry. *Journal of management and financial studies*, 2 (2), 35-40.
- Satiago, D. S. (2017). Rethinking medicine: improving health outcomes with cost-effective psychosocial interventions. *Psychosomatic Medicine*, 57, 234-244.
- Selye, H. (1936). *History and present status of stress concept*. New York: Free press.
- Selye, H. (1976). *The stress of life* (2nd ed.). New York: McGraw Hill.

- Selye, N.O. (2015). Occupational Sources of Stress: a Review of the Literature Relating to Coronary Heart Disease and Mental LU. Health, Journal of Occupational Psychology, 23(3):23-56.
- Sinha, D. S. (2017). Rethinking medicine: improving health outcomes with cost-effective psychosocial interventions. Psychosomatic Medicine, 57, 234-244.
- Stup, S.O (2015) Other functions of management (Incisive Approach). Ekwulobia; Blessed Ifeatucomms Ltd.
- Tarurhor, E. M. (2017). Work stress and employees' performance amongst staff of Delta State University, Abraka: The moderating Role of Career Development. *Ilorin Journal of Management Sciences* 4(1), 1-12.
- Tarurhor, E.M & Emudainohwo, B.O (2020). Lean manufacturing and firm performance in the Palm-oil industries in Delta State, Nigeria. *International Journal of Economics and Business Administration*, 8(4), 319-331.
- Tarurhor, E.M & Temile, S. (2020). Leadership style and employee satisfaction in a small and medium scale enterprises in Delta State. *Fulafia Journal of Social Sciences*, 3(2), 84-93.
- Uchechukwu, S. & Ogah, O. O. N. (2020). Stress Management and Employee Performance of Selected Deposit Money Bank in Osogbo, Osun State, Nigeria. *IOSR Journal of Business and Management (IOSR-JBM)* , 22(11), 26-35.
- Wafula, M. & Nyaboga, E. (2019). Stress management and employee performance: use of psychotherapy as mitigation in selected schools (School of business and economics and Health sciences) in Kisii University, Kenya. *Merit Research Journal of Business and Management*, 7(3), 19-27
- Yıldırım, M., and Solmaz, F. (2020). COVID-19 burnout, COVID-19 stress and resilience: initial psychometric properties of COVID-19 Burnout Scale. *Death Stud.* 1–9.