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STRESS MANAGEMENT AND EMPLOYEES' WELFARE: THE IMPLICATION ON PERFORMANCE

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Abstract

The study examines stress management and employees welfare its implication on performance. The paper also adopted the descriptive survey research design using 100 employees of Administrative sStaff College of Nigeria (ASCON). The instruments used were the authored constructed questionnaires and Chi-square test was used to analyze the data. The Effort-Reward Imbalance Model (ERI model) theory is adopted. The study shows that stress occurs as a result of frustration, poor psychological well-being and fear of job security. Based on the finding, it is recommended that employers of these organizations should find a way of promoting and managing the psychological attributes such as emotional labour, psychological well-being, work-stress and social networks of their employers

Keywords: Stress, Management, Welfare, Organization, Performance

Introduction

One area that organizations pay less attention to is how to manage their workers in order to avoid occupational stress. The depressive economic situation has made most Nigerian workers face all manner of work related stress. For any organization to achieve its set objectives and goals, it must enthrone a conducive stress-free work environment and the welfare of workers should not be made secondary. Without the human factor in the organization there will be nothing to achieve because the machine and equipment needed to be manned by employees. The creative and innovative tendencies that will drive the organization are made plausible by human effort. In this recent times demand on these organizations and their employees by the clients/citizens have

made their tasks herculean and onerous and this usually snowball to occupational stress. With the technological advancement and new world order, there are new ways of doing things, it becomes very imperative for organization to expose their employees by way of training and development in order to meet up with the technical know-how and be in tune with current realities. Today, most societies and organizations want to have effective cost management thereby finding ways to reduce labour cost and at the same time meeting production targets. In such circumstances, you see an employee involved in multiplicity of tasks and thereby subjecting him or her to undue pressure. In a situation like this employee may begin to struggle to cope and thereby causing a gap in job satisfaction.

Adegoke (2014) commented that mild stress may be desirable in stimulating or motivating individual towards laudable achievement, however, as it becomes more severe, stress can become dangerous and damaging, arising from its physical, psychological and behavioural, harmful effects on its victims.

Flowing from the above, provision of employee welfare services to employees in the public or private services is critical for the efficiency, effective utilization and management of resources. The welfare services if inadequate, will impact negatively on the performance of these officers (Bosibori, Yakudi and Walter, 2012). The problem of provision of welfare services has effects on performance of Nigerian workers. Welfare here means fringe benefits that can spur employee to high performance. Most workers do not have the opportunity to enjoy work benefits such as decent working and living conditions, education, health, hygiene and sanitation. As a result many of them become vulnerable to stress.

Research has often shown that when stress in whatever guise is not managed properly by the individual, it becomes a recipe for hypertension or psychological trauma. There have been concerns of cardiac arrests and mental retardation among workers and most of these cases have been medically proven to be caused by distress and poor health management caused by stress. Most organizations are only interested in growing their production capacity and financial profile and meeting set targets without recourse to workers welfare. They pay little or no attention to the state of mind and psychological well-being of workers. Organizations fail to realize that a stress-free worker will have improved performance than a worker who faces organization stress. In other climes, organizations hire the services of psychologist to manage stress related problems among her staff.

Objectives of the study

The broad objective of the study is to examine the implication of organizational stress management and employee elfare on workers performance and other specific objectives are;

To look at the relationship between employee welfare and stress

To examine the socio-economic factors as it relates to stress

To know the mechanism for stress management in organization

Hypotheses

Therefore, the following scientific hypotheses were appropriated to give bearing to the study;

H₀: Employee welfare measures has no links with occupational stress

H₀ The socio-economic factors in the society is not a causative element to stress

H₀ There is no proper mechanism for stress management in the organization

Literature Review

Conceptual Underpinning

Concepts in social and management sciences can hardly be underpinned to a specific universally agreed definition. This makes every definition perhaps only relevant within the parameters set for a given investigation. This view is supported by Akhakpe (2014) as he opined that concepts are epistemological devices used in social and management sciences to analyze the variables in a subject matter which are most times unstable. The conceptual framework is therefore a scheme of concepts which the study used in order to achieve the set objective. Contingent upon the aforementioned, the concepts stress and welfare are central to the discourse of this study. In the words of Cole (2002) stress is the adverse psychological and physical reactions that occur in an individual as a result of their being unable to cope with the demands being made on them. Deshpande (2012) described the term stress as derived from the Latin word 'stringere which means to be drawn tight. Stress is a complex, dynamic process of interaction between a person and his or her life. It means that stress has to do with an unpleasant situation someone is faced with. Robbins (cited in Deshpande) argued that stress arises from an opportunity, demand, constraint, threat or challenge, when the outcomes of the event are important and uncertain.

Jayashree (2013) posit that stress is caused when a person is subjected to unusual situations, demands, extreme expectations or pressures that are difficult to handle. Generally speaking stress is simply when is in a distress situation. Stress can be categorized into occupational and domestic stress. However, the classifications of stress and other issues therein will be discussed as we embark on the excursion through review of current literatures.

Stress Management

According to Agrawal (2001), stress management refers to the means through which the impact of stressors in the workplace can be reduced. Stress management is primarily aimed at increasing an individual's ability to cope with stress or distress. Stress Management programs have also been initiated in various organizations with an attempt to remove or mitigate the impact of stress. Common strategies used to alleviate stress include exercise, social resources, avoidance, reading, hobbies, movement, and meditation (Gulwadi, 2006). These strategies used by employees affect their outlook on the situation, thereby altering the perception of stress (Griffith, Steptoe and Cropley, 2002). To alter the perception of stress, employees may invoke inward or outward stress management strategies. Inward strategies, such as concentrating on something narrow in the field of stimuli around oneself, include seeking stillness and focus. Outward strategies, such as exercise, involve seeking connections, distractions, and movement (Gulwadi, 2006). Although there are many common coping strategies available, most employees rely on social support, active planning, restorative experiences, and suppression of competing behaviors.

Employee Welfare

Welfare is a topic that is very difficult to isolate in any aspect of employees relation in organizations. Mirroring the word welfare, one can look at it from different angles. For instance, welfare in the sense of looking after the physical needs of employees is largely covered by the health and safety scheme of the organization (Cole, 2002). Welfare service is defined as the provision of health services (counseling services and medical care). The above definition seems narrow and that is why Nyamwamu, Atambo, Munene and Okibo (2012) argued that employee welfare is a comprehensive term which refers to the various services, benefits and facilities offered by the employer to employees with a purpose of enriching the life of employees and to keep them happy and contented.

Corroborating the views of Odeku and Odeku (2014) welfare is a corporate attitude or commitment reflected in the expressed care for employees at all levels, underpinning their work and the environment in which it is performed. Specifically, Coventry and Barker (cited in Odeku and Odeku Ibid) assert that staff welfare includes providing social club and sports facilities as appropriate, supervising staff and works' canteens, running sick clubs and savings schemes; dealing with superannuation, pension funds and leave grants, making loans on hardship cases; arranging legal aid and giving advice on personal problems; making long service grants; providing assistance to staff transferred to another area and providing fringe benefits (such as payment during sickness, luncheon vouchers and other indirect advantages. It is noteworthy to state here that employees' salary and allowances may not be categorized as employee welfare because welfare from the arguments put forward by the above scholars is that extra factor(s) on their emoluments that will further enhance their performance.

Sequel from above, Performance means the accomplishment, execution, carrying out, working out of anything that is ordered or need to be undertaken. It also refers to outputs/outcomes (accomplishment), but also performance is about doing the work as well as being about the results achieved (Armstrong, 2010). Performance is indeed often regarded as simply the outcomes achieved or a record of a person's accomplishments. But to Kane (1996) he argued that performance is something that the person leaves behind and that exists apart from the purpose. Bernardin, Hagan, and Kane (cited in Armstrong 2010) believed that 'Performance should be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions. But looking at the submission of Campbell (1990) he stated that 'Performance is behaviour and should be distinguished from the outcomes because they can be contaminated by system factors. A more comprehensive view of performance is achieved if it is defined as embracing both behaviour and outcomes. From the above definition, it appears Campbell position is trying to look performance not as end but a process in itself which can be tainted by factors such as stress, poor welfare scheme etc.

The emphasis on human resource management is to ensure the maximum use of the personnel of the organization by embarking on strategies that will promote their welfare and remove any form of occupational or organization related stress. According to a report of International Labour Organization (ILO) stress is increasingly becoming accepted as a workplace phenomenon negatively affecting a growing number of people across the world. As the economy becomes global and competition increases in the battle for market shares and survival, pressure mounts on workers. Stress reactions may result when people are exposed to risk factors at work. This can include psychosocial and/or physical hazards, and may be emotional, cognitive, behavioural and/or physiological in nature. These may include:

- **cognitive responses:** such as, reduced attention and perception, forgetfulness;
- **emotional responses:** such as, feeling nervous or irritated;
- **behavioural reactions:** such as, aggressive, impulsive behaviour or making mistakes;
- **physiological responses:** such as, increase in heart rate, blood pressure and hyperventilation.

Stress has significant impact on organization and employee performance and terribly has effects on health of employees (Syed, Jabran, Ahsan and Sidra 2012). Similarly factors related to character of individual have symptoms of increased stress and other medical problems related to medicine and these factors results in high stress among individuals. Stress is always present among employees however it can be reduced by improving quality of benefits in companies and providing employees with the best working environment (Karthi and Venugopal, 2013). Stress is present in every phase of life and the infectants are the upper and lower level mangers even CEO's are affected by it too.

Due to the challenges workers encounter at workplace stress is made a topic to discuss in public private sector to reduce stress for betterment of the organization (Rolfe and Tylee, 2005). Performance of employee has always in line with the amount of stress and benefits given to employee and make the employee satisfied and on the other hand if employee is not provided with good benefits then low morale can result in stress (Giga and Hoel, 2003). In the above scenario it becomes important to bring out stress arousing causes (variables) to determine the cause and effect in relation to efficiency losses and economic damages:

There is paradigm shift in world economy which is moving towards a single, global market place. However, this economic globalization has increased competition both in government and industrial services with growing pressures on everyone at work. In order to survive in this globally competitive environment, organizations are restructuring and downsizing with the aim of cutting costs such as the Oronsaye report on restructuring os the public service (Akhakpe, 2014). "

Organizational rightsizing and restructuring has resulted in greater pressure on those remaining employees with an increase in workload and work pace. Such work-intensification has resulted in employees working long hours, for example the mass purge of Obasanjo military administration of 1976 brought stress and untold hardship to Nigerian public service workers (Adebayo, 2004).

In order to increase flexibility, a growing number of people are being offered work on a temporary or casual basis and sub-contracting or outsourcing has become common in many countries. Perceptions of job insecurity are also increasing in the emerging and industrialized world.

In many countries it is the service sector which is increasing most rapidly, with growing demands and pressure from clients and customers affecting a large proportion of the working population. The revolution with telecommunications in Nigeria for instance is gradually transforming work-processes. A greater number of workers are being employed in tele-working with their private home being their workplace. Worker in this subsector are being inundated with complaint of poor network and all sort of harassment from clients thereby causing stress.

In many countries women make up a growing proportion of the workforce. However, a very substantial amount of female workers are employed in precarious jobs, often with little job-security, low pay and unfavourable working conditions and remuneration. This process is often common with developing world. In addition, for many female workers in developing and industrializing countries the work-experience is a harsh one, with mistreatment and sexual harassment a commonplace reality often nurtured by cultural and religious beliefs. Whilst a growing number of women are taking on managerial jobs, they are still faced with problem

connected to exclusionary or undermining behaviour from men who may consider them a threat (Olojede, 2010).

Management of Stress and Employee Welfare: The Nexus

According to Holt (in Deshpande, 2012) effective management of job stress can only be achieved under two conditions. First, the individual worker must be able to recognize stressors (conditions that influence stress) and understand their consequences and second, organizations must develop stress prevention, as well as stress reduction techniques. Any employee can suffer from stress regardless of age, status, gender, ethnicity or disability. It is important that managers, human resource personnel, safety officers and welfare staff have a clear understanding of the main issues involved with workplace stress prevention and management. Since the basic language that Nigerian workers understand is monetary rewards, therefore good monetary incentive drive and provisions of other welfares such staff bus, subsidized lunch, recreations facilities will help to improve workers performance. Organizations knowing the importance of engaging employees with good psychological state of mind should be able to match their efforts with rewards. Because to whom much is given much is expected..

Theoretical Framework

This paper shall take its scientific bearing from the Effort-Reward Imbalance Model (ERI). The Effort-Reward Imbalance model was developed by Johannes Siegrist in the 1990s. This theory simply assumes that efforts employees put at workplace is spent as part of a psychological contract, based on the norm of social reciprocity (to whom much is given much is expected), where effort spent at work is paired with rewards provided in terms of money, esteem, career opportunities. An imbalance (non-reciprocal) relationship between the effort spent and rewards received can result in the emotional distress associated with a stress response, and an increased risk of ill-health. Siegrist suggests that stress related to the imbalance between effort and rewards can arise under three conditions: namely, has a poorly defined work contract or where the employee has little choice concerning alternative employment opportunities; accepts the imbalance for reasons such as the prospect of improved working conditions and copes with the demands at work through over commitment (Siegrist, Aust and Peter 1997).

The model most organizations adopt today is cutting cost to boost production. The depressive economic environment has made both the service and manufacturing industries to strategize on how to remain relevant and survive the storm of competition. Expectation from workers to deliver at all cost is prime in the heart of employers of labour. In several organizations they layoff workers when they realize that their business is shrinking thereby putting pressure on the rest employees that may survive the purge. Paradoxically, the welfare or the corresponding increase in the take-home of the workers who labour hours are reviewed astronomically is given no attention. Hence, the equivalence between the effort of these workers and expected reward is elusive. At the end of the day the labourer is beset with all manner of stress.

Methodology

For the purpose of this research work, the Survey design was adopted; the reason for selecting survey design is that this type of research design enables the researcher to elicit data from his or her subjects or observe them without any attempt to manipulate them. One hundred respondents formed the sample for the study. The sample had diversity in terms of rank, gender, experience, age and post among other variables. Questionnaire items were used to source data from the respondents. The respondents understood the items sought with regards to stress management

and employee welfare which is explicit in the literature review. A pilot study of the questionnaire was carried out to test its validity and reliability. The result shows through the test-re-test reliability that is approved use as instrument for the research purposes. Even though it was difficult to get to all the respondents turning in the questionnaires, 83% of the administered questionnaires were returned.

Data Presentation and Analysis

Responses that were relevant to the objectives and hypotheses formulated were used. The method applied in the analysis is by testing the hypotheses formulated with the chi-square (χ^2). Test statistics of frequency and percentage were used to test the questionnaire while chi-square was used to test the validity of the hypotheses.

$$\text{Chi-square: } \chi^2 = \frac{(O - E)^2}{E}$$

Where: O = Observed Frequency, E = Expected Frequency. The level of significant is 5%

H0 The socio-economic factors in the society is not a causative element to stress

H0 There is no proper mechanism for stress management in the organization

Hypothesis One

H0: Employee welfare measures has no link with occupational stress

H1: Employee welfare measures has link with occupational stress

$$\text{Chi square formulae; } X^2 = \frac{(fo - fe)^2}{fe}$$

where; X^2 = Chi square, fo = Observed frequency, e = Expected frequency

Table 1: Employee welfare relationship with occupational stress

No	Item	SA	A	UD	DA	SD	Total
10	Employee welfare measures increase their performance and promote healthy industrial relations thereby maintaining industrial peace	23	33	16	8	3	83
12	Better wages of employees motivates and helps to curtail levels of stress among the employees	13	50	8	9	3	83
13	There is no relationship between Employee welfare and occupational stress	12	8	7	35	21	83
	Total	48	91	31	52	27	249

To calculate for the Expected frequency, the formulae is
$$E = \frac{RT \times CT}{GT}$$

Where: E = Expected Frequency, RT – Row Total, CT = Column Total and GT = Grand Total

$$\text{Therefore; Expected frequency for SA} = \frac{83 \times 48}{249} = 16$$

$$\text{Expected frequency for A} = \frac{83 \times 91}{249} = 30.33$$

$$\text{Expected frequency for UD} = \frac{83 \times 31}{249} = 10.33$$

$$\text{Expected frequency for DA} = \frac{83 \times 52}{249} = 17.33$$

$$\text{Expected frequency for SD} = \frac{83 \times 27}{249} = 9$$

Table 2: Contingency table

Options	Fo	Fe	fo – fe	(fo – fe) ²	$\frac{(fo - fe)^2}{fe}$
SA	23	16	7	49	3.06
A	33	30.33	2.67	7.13	0.24
UD	16	10.33	5.67	32.15	3.11
DA	8	17.33	-9.33	87.05	5.02
SD	3	9	-6	36	4
SA	13	16	-3	9	0.56
A	50	30.33	19.67	386.91	12.76
UD	8	10.33	-2.33	5.43	0.53
DA	9	17.33	-8.33	69.39	4
SD	3	9	-6	36	4
SA	12	16	-4	16	0
A	8	30.33	-22.33	498.63	16.44
UD	7	10.33	-3.33	11.09	1.07
DA	35	17.33	17.67	312.23	18.02
SD	21	9	12	144	16

88.81

Chi-Square Calculated is $X^2 = 88.81$

$df = (r - 1)(c - 1) = (3 - 1)(5 - 1) = 2 \times 4 = 8$

Checking 8 df at 5% level of significance in chi-square table of value is 15.51.

Critical Decision Rule:

If Chi-square calculated (X^2c) is greater than Chi-square value on the table (X^2t), we reject null hypothesis (H_0). Conversely, when the Chi-square on the table value (X^2t) is greater than Chi-square calculated (X^2c), we accept the null hypothesis (H_0). Therefore since Chi-square calculated is 88.81 and the table value is 15.51, we accept H_1 . This means that employee welfare measures has link with occupational stress.

Hypothesis Two

H₀: The socio-economic factors in the society is not a causative element to stress

H₁: The socio-economic factors in the society is causative element to stress

Table 3: Social and economic factors are determinable causes of stress

No	Item	SA	A	UD	DA	SD	Total
15	Facilities like housing schemes, medical benefits, and education and recreation facilities for workers“ families help in raising their standards of living; making workers to pay more attention towards work and reduce likely cause of stress	18	33	16	13	3	83
16	The socio-economic factors in the society is not a causative element to stress	2	7	0	45	29	83
17	Self-esteem, self-actualization and recognition helps to reduce levels of stress among the	21	46	5	8	3	83

employees						
Total	41	86	21	66	35	249

Therefore; Expected frequency for SA = $\frac{83 \times 41}{249} = 13.67$

Expected frequency for A = $\frac{83 \times 86}{249} = 28.67$

Expected frequency for UD = $\frac{83 \times 21}{249} = 7$

Expected frequency for DA = $\frac{83 \times 66}{249} = 22$

Expected frequency for SD = $\frac{83 \times 35}{249} = 11.67$

Table 4: Contingency table

Options	Fo	Fe	fo - fe	(fo - fe) ²	$\frac{(fo - fe)^2}{Fe}$
SA	18	13.67	4.33	18.75	1.37
A	33	28.67	4.33	18.75	0.65
UD	16	7	9	81	11.57
DA	13	22	-9	81	3.68
SD	3	11.67	-8.67	75.17	6.44
SA	2	13.67	-11.67	136.19	9.96
A	7	28.67	-21.67	469.59	16.38
UD	0	7	-7	49	7
DA	45	22	23	529	24.05
SD	29	11.67	17.33	300.33	25.74
SA	21	13.67	7.33	53.73	3.93
A	46	28.67	17.33	300.33	10.48
UD	5	7	-2	4	0.57
DA	8	22	-14	196	8.91
SD	3	11.67	-8.67	75.17	6.44

137.17

Chi-Square Calculated is $X^2 = 137.17$

$df = (r - 1)(c - 1) = (3 - 1)(5 - 1) = 2 \times 4 = 8$

Checking 8 df at 5% level of significance in chi-square table of value is 15.51.

Critical Decision Rule:

If Chi-square calculated (X^2c) is greater than Chi-square value on the table (X^2t), we reject null hypothesis (H_0). Conversely, when the Chi-square on the table value (X^2t) is greater than Chi-square calculated (X^2c), we accept the null hypothesis (H_0). Therefore since Chi-square calculated is 137.17 and the table value is 15.51, we accept H_1 . This means that socio-economic factors in the society are causative element to stress.

Hypothesis Three

H0: There is no proper mechanism for stress management in the organization

H1: There is proper mechanism for stress management in the organization

Table 5: Awareness campaign on stress management

No	Item	SA	A	UD	DA	SD	Total
18	There are occasional programmes on how employees could cope with issues related to physical and mental health and adaptation to work environment	8	12	9	33	21	83
19	There is no proper mechanism for stress management in the organization	21	41	5	12	4	83
20	Training gives the managers and employees the skills they need to perform effectively under high job pressure	21	48	0	8	6	83
	Total	50	101	14	53	31	249

Therefore; Expected frequency for SA = $\frac{83 \times 50}{249} = 16.67$

Expected frequency for A = $\frac{83 \times 101}{249} = 33.67$

Expected frequency for UD = $\frac{83 \times 14}{249} = 4.67$

Expected frequency for DA = $\frac{83 \times 53}{249} = 17.67$

Expected frequency for SD = $\frac{83 \times 31}{249} = 10.33$

Table 6: Contingency table

Options	Fo	fe	fo – fe	(fo – fe) ²	$\frac{(fo - fe)^2}{fe}$
SA	8	16.67	-8.67	75.17	4.51
A	12	33.67	-21.67	469.59	13.95
UD	9	4.67	4.33	18.75	4.01
DA	33	17.67	15.33	235.01	13.30
SD	21	10.33	10.67	113.85	11.02
SA	21	16.67	4.33	18.75	1.12
A	41	33.67	7.33	53.73	1.60
UD	5	4.67	0.33	0.11	0.03
DA	12	17.67	-5.67	32.15	1.82
SD	4	10.33	-6.33	40.07	3.88
SA	21	16.67	4.33	18.75	1.12
A	48	33.67	14.33	205.35	6.10
UD	0	4.67	-4.67	21.81	4.67
DA	8	17.67	-9.67	93.51	5.30
SD	6	10.33	-4.33	18.75	1.82

74.25

Chi-Square Calculated is $X^2 = 74.25$

$df = (r - 1) (c - 1) = (3 - 1) (5 - 1) = 2 \times 4 = 8$

Checking 8 df at 5% level of significance in chi-square table of value is 15.51.

Critical Decision Rule:

If Chi-square calculated (X^2c) is greater than Chi-square value on the table (X^2t), we reject null hypothesis (H_0). Conversely, when the Chi-square on the table value (X^2t) is greater than Chi-square calculated (X^2c), we accept the null hypothesis (H_0). Therefore since Chi-square calculated is 74.25 and the table value is 15.51, we accept H_1 . This means there is proper mechanism for stress management ASCON.

Findings of the Study

The aim of this study is to investigate stress management and employees welfare; its implication on performance. The study made use of three hypotheses which were tested by chi-square non-parametric test and the following findings were made; the first hypothesis shows that there is a nexus between employee welfare measures and occupational stress. The implication of this is that if organizations and employers of labour have good welfare policy, it has a tendency of reducing occupational stress.

In the second hypothesis, it was revealed that socio-economic factors in the society are causative element to stress. This implies that apart from work-induced stress, other stressors such as family issues, high cost of living and poor purchasing power of employees can be categorized as trigger factors and the last hypothesis indicates that ASCON has good mechanism in combating stress like stress management workshops and how an employee can cope with stress.

Recommendations

The time has come when organizations adopt the philosophy of healthy mind and healthy body. According to Aristotle he said that a sound mind in a sound body is very essential. With the prevailing circumstances in relation to organizational stress, stress management will help in cultivation of right attitude and transformation of present turbulent societies into a stress-free society. It appears that the depressive economic situation has even aggravated this debacle. This became evident in oil scarcity that almost crippled the entire nation where a litre of petrol was sold for over four hundred naira which resulted to both domestic and occupational distress. It is therefore recommended based on the findings of this study that; conducive working environment should be created for the employees in order to reduce work-stress and enhance performance. It is also bestowed on organizations to endeavour to find means of managing psychological attributes such as worker self-efficacy, work-motivation, emotional labour, psychological well-being, work-stress and social networks of their employees.

To ensure employees derive pleasure in their jobs, organizations should offer recreation facilities and activities that are of interest to employees bearing in mind their different tastes, gender, age and among others. Also workplace recreation activities should be designed in a way that they help the physical and physiological wellbeing of the employees. This is because healthy employees are more productive and beneficial to the organization.

Promoting an atmosphere of positive and attractive system of reward and recognition of good work occupational strategy, incentive and welfare packages will enhance workers' performance and impact hugely on the organization by meeting its objectives. Organization should endeavour to undertake stress audit at all levels in the organization to identify stress area improving conditions of job and alleviating job stress and organize a Stress Management Program that focuses on different leave categories of employees' at all hierarchical level and finally, there must be robust channel of communication to deal with work related stress.

Conclusion

This study has been able to look at stress management and employee welfare and its implication on performance. Based on the findings of the study, employee stress is not immune to any organization and there are mechanisms for managing the stress related issue but the intensity given to employee stress seems not to be enough. Factors such as work-stress, frustration and depression on psychosocial well-being of employees are the intervening variables to organizational stress. The study has been able to establish that there is a relationship between employees' welfare and organizational stress. It therefore requires that much attention should be given to employees' welfare as it is the panacea to having a stress-free workforce.

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