



Administrative stress on modern managers in corporate organization: a study of Nigerian Immigration Enugu

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Abstract

The study concentrates on "administrative stress on modern managers in corporate organizations". The problem identified was work motivation and compensation. Ethics and values, work attitude and recruitment and selection process. This work showed the relevant literature concerning the study. It goes further to explain the causes of administrative stress on modern managers in business organization using a study of the Nigeria Immigration Office Enugu Branch, Enugu State. Sample size of 92 was drawn from the total population of 120 using Taro Yemeni techniques. Simple percentage table and chi-square (X^2) table was used for data presentation and analysis. The findings from the study showed that there are many factors that cause stress on modern managers in business organization. Recommendations flexible hours of working opening and closing times could be adjusted to suit both customers and employees. Use of virtual teams and virtual offices which can work from anywhere including the comfort of their homes. In conclusion, organization can change organizational policies to give individuals more control over their work activities, develop, support system, share goals and direction. In view of this it is important for organization be alleviating the impact of stress on modern management.

Keywords: Administrative stress, Modern Manager, Corporate Organization, Nigerian Immigration and support system.

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Introduction

Background of the Study

Stress is one of the most fundamental problems spanning through human endeavour. Nweze (2010), stated that for two and half decades, stress phenomenon has become a topical issue in management development, seminars and workshops in Nigeria. He further stated that the popularity of stress stems from a number of obvious reasons. First nobody is immune to stress. We can be caught up in a situation that causes or induces stress in the individual. Thus as part of human being living, the young, old, rich, poor, professionals, experts and lay-men alike are potentials victims of stress. Secondly because stress is viewed as the diseases of growth and development, there is search for the stress virtue in modern life. Nweze, (2010), further stated that our traditional mechanisms of handling the stresses and strains of living are fast breaking down. This is being precipitated by the factor of rapid urban development, increasing corporate regimentation of work life; break down of social support, increasing personal and group conflicts including security threats to life and property. Stress has become part of and parcel of life in human societies. The frustrations, disappointments and pressures of daily life constitute the genesis of stress.

Stress has been conceptualized in many ways Sisky (2008), defines stress as a state of strain, tension or pressure and it is a normal reaction resulting from interaction between the individual and the environment. Strain means to make great demand on something tension is a mental or emotional staring that makes natural relaxed behavior impossible. And pressure is a powerful demand on somebody's time, attention or energy. Beerh and Newman (2012), perceived stress in an occupational setting to mean a condition wherein job related factors interact with workers to change their psychological and physiological conditions such that the persons mind and body are forced to deviate from normal functioning. The similarity in the foregoing definitions reveals that they must be an interaction between the environment and the individual before stress can occur. The interaction arises when man is trying to deal with the problems that his environment produced. It could be in his place of work or marriage, which makes it impossible for man to relax his nervous system.

Oboegulem (2013), defined stress as a feeling which occurs when an individuals working or living conditions, circumstances makes demands beyond his capacity to handle such a situation physically or emotionally. When a person is faced with disturbing situations, a change in his normal behavior is usually noticeable. Such an individual may be faced with emotional, cognitive and physiological disruption or malfunctioning which can disorganize and adversely affects his powers reasoning. Halgin and Whitbourne (2016), conceptualized stress as an unpleasant emotional reaction a person has when he or she perceives an event to be threatening. They stated that these emotional reactions may include heightened physiological arousal due to increased reactivity of the sympathetic nervous system. The stressor is the events itself which is also called a stressful life event, in the context of this work, stress refers to a condition or situation in the body that makes people prone to anxiety, depression, anger, hostility, inadequacy and low frustration-tolerance.

Hornby (2011), described anxiety as a state of feeling nervous or worried, depression as a state of feeling very sad and without hope, anger as a strong feeling you have when something has happened that you think is bad and unfair, hostility is an unfriendly or aggressive feeling or behavior; inadequacy as a state of not being able to deal with a situation; and frustration as arising when something is preventing somebody from succeeding. Every health problem that does not have a permanent cure can be managed like stress. Management has been defined in various ways. In the view of Esiekpe (2009), management simply implies the skill in dealing with something or to be in perfect control of a situation. Stress management as defined Cohen and Lasarus (2012), problem solving effort made by an individual face with demands that are highly relevant to his welfare but taxing his adaptive resources. Adaptive resources involve coping methods that people exhibit in order to be habituated with stress.

Okafor and Okafor (2012, stated that stress management entails setting up roadblocks sothat the progression to the illness or disease level does not occur. For cooper (2013), stress management strategies comprise measures taken to cope with trying periods, so that a state of psychological and physiological equilibrium is rear-established and subsequently maintained. The truth of the matter is that in stress management, no one technique or strategy would be deemed to be successful for all for all individuals in all situations. Stress management is conceptualized in this work as the process of managing demands that are appraised as tasking or exceeding the resource of the person (Lazarus & Folkman, 2015). Plotnik and Mollenquer (2010), stated that stress management strategies are referred to as the methods we employ to deal with stressful or disturbing situations.

They categorized these methods into effective and ineffective strategies. Such ineffective strategies are overreacting, drug abuse, aggression which may make us feel better shortly, while effective strategies are thought substitution and relaxation, meditation and relaxation, Akubue (2012) identified other management strategies like exercise, discussion, holiday and meditation. Also, in stress management, individual use coping strategies and resources that help them to adapt to environmental demands. Avoidance is another emotion focused strategies which Halgin and Whitebourne (2016), stated that this method is similar to the defense mechanism of denial, in which the individual refuses to acknowledge that a problem or difficult exists.

In the context of this study, the term "coping" and "stress management strategies" are used as synonymous. Stress management strategies in this work are conceptualized as all the methods we employ to deal with stressful or disturbing situations. Some past researchers have established that stress management strategies can be influenced on some variables. Some factors that may influence stress management strategies are age and gender. Segal, Hook and Crolidge (2011), investigated the coping strategies adopted on a sample of some modern business managers in organizations and found out that younger mangers received high scores of dysfunctional coping strategies of focusing on the venting emotions, mentally disengaging, and using alcohol and abusing drugs. Older managers by contrast, were more likely to use impulse control and turn to the religion as coping strategies. These finding are in keeping with these of other researchers (Diehl, Coyle and Labourie-vief, 2007) which indicated that older managers use more problem, focused coping and other strategies that

allow them to channel their negative feeling into productive activities. In the context of this research study, age will be classified according to Samuel (2006), who put it like men seem to be more prone to stress since they are more likely to get into other things that add to stress such as alcoholism, smoking and so on. He added that while women are better equipped to deal with emotional issues, mankind it very difficult to express anxiety and sorrow. The management strategies will be beneficial to the business/ modern managers as well the administrative staff in different organizations.

However, this research work is specifically centered on the administrative stress on modern managers in business organization because stressful experience has become parrots and parcel of daily living in the contemporary society in almost all human endeavors. Human beings do unavoidably go through some elements of stress. As a result of doing things or the desire to do things through pressure or urgency, by trying to engage in compels and different problems, stress is envisioned to arise. Stress occupies the prominent position in the psychological and economic life of people, therefore, it is seen as a disruption and also human resources management sees it as a factor that cannot be discouraged or rather overlooked.

However, the failure or ignorance of the employees to check the emotions and feelings of their employee's condition of service or terms of payment creates more problem than expected. On the other hand, modern managers are frustrated due to the reason of trying to satisfy one duty or the other. These signs of frustration are mostly manifested in their mood as anxiety, anger, defloration etc. This ill feeling gives longer way to cause stress to the modern managers in most business organizations. On this note, the researcher has put into consideration the congestive role and impact this stress has generated on the modern managers, since the employers interest is focused on how to maximize profit through the increase in volume of sales, reduce cost of labour and through down, affects system and organ functioning and upset physical and psychological balance.

Further classification of stress led Olatunde (2013), to classify stress into six categories as thus, environmental stress, sport stress, academic stress, and social stress economic stress and work stress. The environments as a result of bad roads, poor water supply and epileptic electrical supply, traffic jam, and pollution in the environment cause environment stress to modern managers. Sport stress is brought about by the desire for qualification in the ongoing athletic or other sports. Social stress is caused by the desire to meet up with all the social obligations.

Academic stress on the other hand is caused by the pressure to pass all examinations with good achievement grades. Others according to him are economic stress which is as a result of poor economic activities of the organization. Work stress arises because of the nature and condition of the job. Cole (2016) differentiated the categories of stress into three, namely; eustress neustress and distress. He described eustress as positive stress, which has to do with those situations that are inspiring or challenging that make one productive. Neustress has to do with those stimuli that have no consequential effect on modern mangers. Such situations are neither bad nor good.

Distress is described which is often considered as stress because it has negative consequences. He stated that it is the one that requires attention because of its deliberating effects and could be acute stress when it appears suddenly with high intensity and disappears in a short time or

chronic stress which may not be intense initially yet seem to linger for a long period of time. It is associated with diseases because the body is perpetually aroused.

Furthermore, Dubrin (2016), enumerated three kinds of stress: acute stress, chronic stress, and traumatic stress. Acute stress is temporary and results from the steams of everyday life and can be brought under control. It involves unpleasant situations that need to be resolved immediately since they are temporary. Chronic stress is a long term phenomenon. The sufferer sees no way out of a stressful situation like poverty, misery of displeased job or no job, caring for an infirmed relative. People tend to get used to this type of stress because it is old and familiar. Traumatic stress is the impacts of overwhelming. Tragedy such as rape, accident or disaster, in the context of this research stud, stress is classified into four major categories as frustration, conflict, change in the organization structure and pressure. The sources of stress are quite innumerable.

Franken (2011), is of the opinion that sources of stress can be classified and enumerated as taking promotional examination, a break up marriage, difficulty in no having enough money to pay bills, driving on a congested road, conflicts as a result of dealing with someone we dislike or with whom we disagree and experiencing traffic jam. He concluded that both the private and the public modern managers stand the risk to acquire stress as a result of their personality trait. Consequently, Okoye (2017), opined that it is the lack of good management techniques is found to be the major factors that inevitably escalate stress. He again stated that it is the human elements such as trait that helps to induce stress, he concluded that in order to achieve the organization's set objectives, stress management techniques should be accurately and effectively implemented and the executives charged with the responsibilities of making sure that there is no stone left unturned.

According to Coleman (2008), the stress inculcating training begins with the piece of meal presentation of stressful stimuli compiled with allowing the trainees to imagine the stress experience and feel the sensitization to it. He stated that stress inoculation is natural that we cannot often replicate all the possible ranges of the complex stressful situation in our lives. Formal organizations are rational structures that based on assumptions of emotions, feelings and irrationality human weaknesses, try to replace in individual control organizational control. This means that as individual grows or matures, the want to be given more responsibility, broader horizons and the opportunity develop their personal potential. This process is interrupted whenever a person's environment fails to encourage and nurture those desires.

These cases mentioned above can make the individual's manager in question to get motivation and improve the quality of job performed but at times it might cause stress hence resulting to frustration and reduced official and effectiveness. Larse (2015), in his publication "Stress management techniques in modern industries" postulated that there is inevitable clash between individual interest and organizational set objectives. There are disputes over how work should be done and how long and hard people should work. There are jurisdictional disagreement among individuals, departments and between unions and management. There are also some subtle forms of stress emanating from rivalries, jealousy, personality clashes, role definitions and the struggle for power and favour. There is also some atom of stress resulting

from the individual demands and the way to the individual responding to these demands. The day to day activities/operations of the organizations is entrusted in the hands of these modern managers and hence the entire business and operational activities of the organization is solely dependent upon the decision of these managers. They are as such faced with top administrative decisions, plans and policies alongside their personal burden. This of course is quite burdensome and stressful since they are busy at all times. Therefore, in the course of performing the above mentioned duties and functions stress is deemed to ensue.

This entire research study is geared towards the causes of administrative stress on modern managers in business organization and how it could be avoided and or resolved.

Statement Of The Problem.

Stress at work is almost inevitable in many jobs. This has become a major hazard and a legitimate concern of the time. An attempt has made in this paper to highlight the likely sources and consequences of the stress, as well as to suggest measure to cope with it. Many organizations for one selfish reason or the other subject their work force into carrying out their jobs in the ways that create stress in them. The tentative problems that are subject to investigations are:

- i. Skills of the employees.
- ii. Period of rest
- iii. Load work on each employee.
- iv. Nature of jobs.
- v. Period of power.

Purpose of the Study

The main purpose of this research study is to identify the impact of administrative stress on modern managers in business organizations, specifically in the Nigeria immigration service.

Hence the research study seeks find out the following outlined purposes.

1. To identify the impact of administrative stress on modern managers in business organizations.
2. To educate modern managers who are stress prone on how to improve their condition.
3. To identify the various stress management techniques adopted by the modern managers in business organization.
4. To identify ways of ensuring smooth running of affairs and activities of managers in every parts of the organization without burden of stress

. Research Questions

The research questions of this work are itemized in the following:

1. What are the impacts of administrative stresses on modern managers in business organizations?

2. What are the ways of educating modern manager who are stress prone on how to improve their condition?
3. What are the various stressing management techniques adopted by modern managers in business organizations?
4. Does the management provide ways to ensure smooth running of affairs and activities of managers in every part of the organization without burden of stress?

Hypothesis

1. Ho: There are no negative impacts of administrative stress on modern managers in business organizations.

Hi: There are negative impacts of administrative stress on modern managers in business organizations.

2. Ho: There are no ways of educating modern managers who are stress prone on how to improve their condition.

Hi: There are ways of educating modern managers who are stress prone on how to improve their condition.

3. Ho: The modern managers in business organizations do not adopt stress management techniques.

Hi: The modern managers in business organizations do not adopt stress management techniques.

4. Ho: The management does not provide ways to ensure smooth running of affairs and activities of managers in every part of the organization without burden of stress.

Hi: The management provides ways to ensure smooth running of affairs and activities of managers in every part of the organization without burden of stress.

Literature Review

Conceptual Framework

There is a significant amount of research into stress. The transactional mode of stress and coping address the stress process as an ongoing relationship between the individual and the environment where individual perceptions and interpretation of the immediate environments play a central role in creating psychological stress. Folkmanetal (2014) started that stress can be thought of resulting from an "imbalance between demand and pressured on resources or as accruing when "pressure exceeds one's perceived ability cope" stress management was developed and premised on the idea that stress is not a direct response to a stressor but rather one's resources and ability to cope, mediate the stress response and are amiable to change, thus allowing stress to be controlled Ogbe (2011) further stated that in order to develop an effective n stress management programme, it is fist necessary to identify the factors. He further said that Folkman's interpretation of stress focuses on the transaction between people and the external environment known as the transactional model. The stressful situation that the administrative mangers staff of manufacturing and business organization assumed to pass through, does not

necessarily mean the presence of a potential stressor but rather their resources and ability to reduce the stress response. The model conceptualized stress as a result of how a stressor is appraised and how a person appraised his/her resource to cope with the stressor. This breaks this stressor. Stress links by proposing that if stressors are perceived as positive challenging rather than as a threat and if the stressed person is confident that he or she possess adequate rather than deficient coping strategies stress may not necessarily follow the presence of a potential stressor.

Stress could be part of the group illness of every human being in the present generation. Stress is an environment that gives rise to pressure in some situations. (Hans, 2014). Management may not be concerned when employees experience stress and hence, the extent in which the employee experiences the stress may be very harmful to the organizational aims and objectives.

Druckeretal (2012) pointed out the way emotional stress affects human performance and productivity and that if it is prolonged and uncontrolled, might have an adverse effect and deleterious behavior on people, especially modern managers. Miller (2015) said that there are a number of environmental factors present in an organization such as individual differences, hours of work, nature of work to mention but a few, that may cause stress to the modern managers. The more these factors occur the more intensely to become. How stressful the work situation is for a modern manager depends on part of his perception, job experience, social support, belief in locus of control and the extent to which he experienced hostility.

Kalmer (2013) on his note, said this apart from the nature of the manager's duties, its crowded schedules, time, urgency in trying to meet deadlines conflicts and frustration, also contributes negatively to the manager's condition and hence, are exposed to a continuous chain of stress which they cannot easily and comfortably handle.

Therefore, modern managers needs to be ardent and grounded with the varied techniques by which stress can be avoided or curtailed. McGrath (2016) defined stress as a dynamic condition in which an individual is confronted with an opportunity, constraints, or demand on being, having and doing what he or she deserves. Margot (2014) sees stress as any stimulus that upsets either the bodies or the minds homeostasis. She further stated that a change in one's life style or life situation produces a tremendous amount of stress. The life situation includes marriage, divorce, pregnancy, a new job. On his own part, Nweze (2011) opined stress as a process in which environmental events or forces threaten the wellbeing of an individual in the socially. He said that some of the environmental forces that can threaten the wellbeing of an individual in the society include, economic instability, driving on poorly maintained roads, religious intolerance and insecurity.

Franken (2015) studied a layman's /scientific perception of stress. He reported that a layman's view of stress is used to describe negative feelings such as difficulties in paying one's bills, annoyance and frustration of driving on a congested road but while a scientist see stress as a set neurological reactions that serve some adaptive purpose. He further stated that how the individuals responds to such reactions determines if they produce feelings eustress (a positive feeling) or produce distress (a negative feeling). Okoye (2010) postulates that stress in biological or medical term refers to the totality of the bodily response to this stimulus that tend to alter the exist in equilibrium. It is worthy to note that the

individual response to these stimuli varies from one individual to another as people react to situation differently. Stress has been looked as an excessive nervous strain in a individual. In an occupational setting, Newman (2011) perceived stress to mean a condition, where in job related factors interact with workers, to change their psychological and physiological conditions such that the person's minds and body are forced to deviate from normal functioning. This type of stress may exist when an individual perceives that conflicting forces and incompatible demand are being made upon him in connection with his work and the forces are recurrent over times and stable. Oboegbulam et al (2014) s defines stress as an intense pressure tension or force on the body. He further stated that if such condition persists, it may damage the systems of the body. It then shows that if stress is not instantly reduced, or progressively reduced, the body defense mechanism would begin to break down systematically. If the intense pressure persists, it may lead to death. Ebebe (2009) opined that stress may mean the way human beings respond to conditions that scare, threaten, anger, and be wilder or excite them. According to her, these enumerated conditions, which may be regarded as emotions, distinguish people from machines. When these factors persist, there is a tendency for an occurrence of fatigue breakdown in human perceptual mechanisms or even damage to body systems which may result in mental and physical failures. Onah (2013) observed that the term stress is a problematic one, not because of its common use but because it is hard to tie down to a strict definition due to the subjective nature of the word. In the view of Egolum (2016), stress is the way individuals respond to conditions such as pleasant situations by which they react when under pressure. She finally stated that an adequate knowledge of this enemy of man (stress) is essential so that the normal health behaviour pattern will be simulated and sustained.

Types of Administrative Stress

Ademolekun (2015) has the view that stress is of four types and he listed them as; Eustress, hypo stress, distress and hyper stress. Eustress: This is seen as the feeling of happiness, euphoria and elation. He added that people refer to this as a positive stress. He noted that unprecedented feeling of elation, euphoria and happiness could place a lot of tension on the cardiovascular system (circulatory system) and consequently stress the body positively. It has to do with these situations that are challenging or inspiring and makes an individual productive.

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

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

Hyper- stress: This is described as over stress, and it is the opposite of hypo-stress. It manifests nervousness poor attention, excitement, great resultant effect is the systematic failure of most body function, especially those related to cardiac excretory function.

Meanwhile, Okafor (2013) enumerated three kinds of stress as acute, chronic and traumatic stress. Acute stress: This kind of stress is temporary and results from the steams of everyday

life activities, and can be brought under control easily. It involves unpleasant situations that need to be resolved immediately since they are temporary.

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

Traumatic stress: This is the impact of over-whelming tragedy, such as rape, accident, or natural disaster.

However, Watten et al (2011) opined that the sources of stress are quite innumerable. Watten in his opinion enumerated the source of stress as taking examination, a break-up of merger, difficulty in sourcing funds for organizational expansion, communication over load, conflict on the part of employees and the manager in an organization, etc. furthermore, Dubrin (2014) stated that the sources of stress could emanate from lack of feedback-loop in the organization, assignment complex task, having heavy responsibilities without adequate authority to match the duties, daily task repetition. He further submitted that the submitted that the sources of job stress might be caused by factors within an individual.

Causes of Administrative Stress

The cause of stress may be stated as any situation which provokes confidence, and a feeling or sense of failure in occupation Okpe (2010). Since anything that challenges our values and beliefs is seen as a stress factor, Olowu (2009) stated that with high expectation, sense of impatience, irritability, or pressure to get something done in a hurry can be seen as a stress factor and therefore can cause stress to any individual. Also, causes of stress could come from poor working environment inadequate space, lengthy work hours, epileptic power supply, low motivation, lack of training on the part of employees and harsh organizational policies and decision making. Davis et al (2011) are of the view that causes of managerial stress are factors like job insecurity, organizational policy, decision making, delegation of responsibilities, office politics, unfriendly relationship with colleagues, inadequate budgeting and frequent transfers. He further stated notwithstanding the varieties of origin of stress, it can be grouped under major components. His major components are job related, individual's characteristics and interpersonal stress. As the administrative staff discharge its duties, they are meant to pass through a lot of stress that emanate as a result of aforementioned features, stress arises as a result of the relationship between people or subordinates in the office. It could be on social, personal, interactive or on the ground of issuing directives in the office. Others include not understanding fully other people's points of view, prom positively, not encouragement social support, building and extreme conflicts with other workers.

Consequences of Administrative Stress

The consequences of administrative/managerial stress as suggested by Brummet et al (2014), sometimes becomes over-whelming because mangers are forced into premature retirement from active organizational service because of real or imagined more likely to posses executive stress. The match to industrialization has given as much reference to the executives with the n type "A" person who are most likely to be company directors, general managers etc. it is

necessary to note that any comprehensive managerial activities and responsibilities denote the type "A" personality trait.

Meanwhile, most managers in various organizations and going concerns rely heavily on drugs to be able to calm their nerves due to stressful exercises and duties. These however, have after math effect on the individual such as dizziness, extreme headache, fatigue, etc.

Hence, it is not advisable to indulge in such dangerous self-medication which can amount to loss of life.

We had earlier pointed out that the executives are described as the ones with the type "A" personality traits and are generally characterized to be the heads of nay organizations. Kotler (2009) in his view, suggested that extreme stress condition can subject the individual to a greater number of body diseases and that the executives are prone to heart attacks, and other vascular diseases which are associated with stress.

Other consequences of stress that have been documented include coronary behavior, sudden death ulcer conditions, mental break-down etc. Recent data extracted from the survey of the journal of human behavior in Nigeria business organizations, showed that between (50%) fifty percent to (80%) eighty percent of diseases have their origin in stress.

According to Silva (2015), it is estimated that 25% twenty five percent of an all death in the organization has stress implications. He further said that an epidemiological data on the incidence of administrative stress in modern managers in developing countries like Nigeria are being researched upon. However, the resultant effects on Nigerian modern managers are estimated to be very high due to the poor economic and social condition of the country. Hence, one would expect increase in such stress induced disorders such as hypertension, stroke, sudden death, emotion trauma, in the developing countries. As a result of emotional stress associated with the consequences of rapid industrial and technological changes, stress is seen to abound in every organization both public and private. Therefore, the issues stated above, remains as to how an executive or any modern manager exposed to stress can deal with it at ease and on a more perspective basis.

Stress Management Strategies

Stress management studies have shown that individuals in any organization can do little to significantly reduce stress which they experience or to which they are exposed. Nnamani (2011) added that one can apply conventional wisdom as much can be done outside one's specific job to act one's mind and body toughened up enough so as to withstand the attendant organizational rigorous. In the view of Caplan (2014), social support system is a system of stress management. He explained social support system as all human relationships that have a lasting and positive impact on the individual's life.

This system as he put it helps to mobilize resources to gain control of emotional and stressful situations. As he put it, such help as: helping with task, lending money, solving problems, taking and giving love and affection help in reducing and reshaping psychological balance. Dickson (2012) is of the same view that humorous aspects in stressful situation redefine the situation in a less threatening way. Laughter and fun according to him can discharge pent-up

emotions. Therefore, joking about life's difficulties is particularly a useful strategy in coping with stress. He concluded that stress can be reduced through the application of humour.

According to James et al (2011), development of an organizational stress management programme involving four segmental stages, which intends to provide manageable and methodical ways of keeping the organization pressure level at minimum. He put forward that the organization should contribute to enhance performance of raising awareness of stress problems, individual training to cope with stress, providing specialist skill and stress audit where sources of stress with the organization are identified and changes implemented to reduce this to acceptable levels.

Spector (2015), opined that stress management strategy can be grouped into two namely; emotional strategy and instrumental strategy. The emotional strategy helps the individual to feel better about themselves and their relationships without others. Individuals in various organizations give support because they provide encouragement and acceptance. Considering the instrumental strategy, persons around the organizations brings useful information helping in this way to understand or define stressful situations and cope with them. Strict adherence to the two strategies described above can be very helpful in stress management. Hence people should adopt a new way of looking at life and should not be a perfectionist because of the impossible goals set for one and try to be unique in each particular field one finds himself.

It is pertinent at this juncture to bring in the views of some other authorities. Underwood (2010) opined that the various strategies used in coping with stressful conditions is a panacea to the organization's survival and that sudden strategies should be made evident in both high and low hierarchy of the organization. He further stated that number of stressful situations can be avoided or well controlled through effective planning and control of the day-to-day operational activities in any organization. Furthermore, for the purpose of this context, stress management strategies can be grouped as the following: active coping technique, cognitive coping technique and perceive coping mechanism. Active coping technique

Most people whose lives involve high level of stress sometimes rely on drugs to calm their nerves or use antacid to reduce the gastric acidity symptomatic of constant emotional stress. Such approaches are merely passive and fail to realistically deal with the stress conditions. Active coping techniques sometimes have an after-math effect on the individual such as fatigue. Long duration of headache, psychological imprisonment etc. Cognitive coping technique

Cognitive coping techniques appear by many names such as cognitive restricting, rational living decision therapy, etc. essentially, the techniques coping are derived from the cognitive behavior therapy, which have on the incidence of heart diseases and sudden death especially among the elite in this respect a preliminary survey of death entries in Nigeria with the help of under-graduate students showed an overwhelming evidence that any implicate the role of stress through cardiac diseases in a breakdown of the nine obituary entries for the year 2017, that met our criteria. 35-60 years of age group in top social and economic position in the society and who were reported to have died suddenly not by accident.

Thirty percent (30%) of the people were the top organizational figures such as chairmen of corporations, general managers, accountants, medical consultants etc. at least, the information is revealing and would serve as preliminary approach to this course of study and to various organizations in our societies at large. Perceived Coping Technique

This type of stress management strategy can be grouped into the personality trait of type 'A' and type 'B' personality behaviours. According to Friend man (2012), found out the top executives in various organizations are classified as the type 'A*' personality and are generally characterized to occupy sensitive positions in the organizations and as thus are exposed to the greater number of stressful condition in their day-to-day operational activities /services. Meanwhile, the type 'B' personality has to do with those individuals/ subordinates in the organizations that occupy the lower position in various offices of the organizations. They are less exposed to the organizational pressures and hence, are exposed to little amount of stressful conditions. Finally, little or adequate adherence to the above explained strategies can effectively and efficiently resolve any stress factor/ situations among individuals or the organization at large.

Theoretical Framework

This part of the research study focuses on renewing and discussing the relevant and appropriate theories on occupational stress that were used in the research study.

Systematic Selye's Theory

The popularity of the stress concept slens largely from the work of the endocrinologist hans selye. In a series of animal studies he observed that a variety of stimulus events applied intensely and long enough are capable of producing common effects, meaning not specific to either stimulus event.

According to Selye, these heats, for example produces (posodilation and cold vascarotnction). Specific, response pattern of systemic stress selyse defines this stress as a state manifested by a syndrome which consists of all the non-specifically induced changes in a biologic system. Psychological Stress Lazarus Theory

Two concepts are central to any psychological stress theory appraisal individuals evaluation of the significance of individuals efforts in though and action to manage specific demand. In this theory, stress is regarded as a relational stress is not defined as a specific kind of external stimulation or a specific pattern of physiological behavioural or subjective reactions.

Administrative theory was propounded by Henry Fayol in 1945 and is based on several principles of management. In addition, management was considered as a set of planning, organizing, and training, commanding and coordinating functions. Neoclassical theory emphasizes individual or group behavior and human relations in determining productivity. The main features of the neoclassical approach are individual, work group and participatory management. Modern theories are based on the concept that the organization is an adaptive system which has to adjust to changes in its environment. Discuss the important characteristics of the modern approach to organizations. Modern theories include the systems approach, the socio-technical approach, and the contingency or situational approach.

The **systems approach** considers the organization as a system composed of a set of inter-related - and thus mutually dependent - sub-systems. Thus the organization consists of components, linking processes and goals.

The **socio-technical approach** considers the organization as composed of a social system, technical system and its environment. These interact among themselves and it is necessary to balance them appropriately for effective functioning of the organization.

The **contingency or situational approach** recognizes that organizational systems are inter-related with their environment and that different environments require different organizational relationships for effective working of the organization, the research organization as a social system. Since scientists constitute the core resource in a research organization, their growth is as important as the growth of the organization. A social organization is characterized by complexity, degrees of inter-dependence between sub-systems, openness, balance and multiplicity of purposes, functions and objectives and discuss each of these characteristics.

Research Methodology

The design used by the researcher was survey research design.

At the time of this study, the total population of personnel within the above mentioned departments was one hundred and twenty (120) in number. The researcher applied the statistical formula for selecting from a finite population as formulated by Taro Yamane the formula is stated thus:

$$N(e)^2$$

Where I = is the constant value

n = sample size Population of the study

N = finite population / population size

E = error tolerance, in this case it is 0.05 or can be called the level of significance.

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

$$N(e)^2 = \frac{120}{120(0.05)^2}$$

$$\therefore n = \frac{120}{1 + 120(0.0025)}$$

$$n = \frac{120}{1.3}$$

$$1 + 1.0.3$$

$$n = \frac{120}{1.3}$$

$$1.3$$

$$n = 92.3076923076$$

$$n = 92$$

Therefore, the sample of this study is ninety-two (92)

Reliability of the Instrument

Reliability is the degree of consistency of an instrument in measuring a given trait. The ability of an instrument to produce the same result over time when applied to the same sample.

Validity of the Instrument

Validity on the other hand is the ability of an instrument to measure what it purports to measure. In respect to this work, the questionnaire used by the researcher in gathering data and the related literatures were tested by two lecturers in our department as well as the supervisor of this project and confirmed empirically reliable and valid by the supervisor.

Distribution and Retrieval of Instrument

The researcher distributed ninety-two (92) copies of questionnaires to the staff of the company under study; only eighty-five (85) copies of the questionnaires were retrieved by the researcher.

Method of Data Analysis

After the questionnaires were analyzed, the researcher used simple average and percentage techniques in analyzing the information gathered. Where F - Frequency of each respondent
Where N = Total number of respondents x

$$\frac{F}{N} \times 100$$

$$N = 1$$

Presentation of Data and Analysis

This chapter focused on the analysis and presentation of data collected from the field which is presented in table and supplied with descriptive analysis of information.

Research Question 1: What are the impacts of administrative stress on modern managers? Table 1:

Option	Frequency	Percentage
Low productivity	15	17.6%
Poor morale	10	11.8%
Health related problems	10	11.8%

All of the above	50	58.8%
Total	85	100%

Source Survey field 2023

The table above (4.2.1) revealed that out of the 85 respondents 15 of them representing 17.6% said that impacts of administrative stress on modern managers is low productivity of managers, 10 respondents representing 11.8% said that it is poor morale, 10 respondents representing 11.8% agreed that it is health related problems, while 50 respondents representing 58.8% asserted that it is all of the option.

Research Question 2: What are the ways of educating modern managers who are stress prone on how to improve their condition?

Table 2:

Option	Frequency	Percentage
Favorable working condition	70	82.3%
Delegating responsibility	10	11.8%
Job rotation	5	5.9%
Total	85	100%

Source Survey field 2023

The table (4.2.2) as presented above shows that out of 85 respondents 70 respondents which represent 82.3% said yes that the way of educating modern managers who are stress prone on how to improve their condition is through the provision of favourable working condition, 10 (11.8%) asserted that it is through delegation of responsibility while 5(5.9%) said that it is through job rotation.

Research Question 3: What are the various management techniques adopted by modern managers in business organization? Table 3:

Option	Frequency	Percentage
Indulging in physical activities	70	82.3%
Application of humour	10	11.8%
Social system	5	5.9%
Total	85	100%

Source Survey field 2023

The table (4.2.3) as presented above shows that out of 85 respondents which represent 82.3% said that stress management technique adopted by modern managers in business organization is through physical exercise 10(11.8%) said it is through application of humour while 5(5.9%) asserted that it is through social system. Research

Question 4:

Does the management provide ways to ensure smooth running of activities of managers without stress?

Table 4:

OPTION	FREQUENCY	PERCENTAGE
Yes	70	82.3%
No	10	11.8%
Undecided	5	5.9%
Total	85	100%

Source Survey field 2023

The table (4.2.4) as presented shows that to respondents which represent 82.3% said yes that the management provide ways to ensure smooth running of activities of managers without stress, 10 (11.8%) said no while 5 (5.9%) are undecided to the assertion 4.3. List of Findings

Based on the analysis of research question it was observed that the number (percentage) of respondent that agree that the way of educating modern managers who are stress-prone on how to improve their condition is through the provision of favorable working condition is higher than that of those respondents that chose other option. That is to say that study of impact of administrative stress on modern managers has helped to sustain the organization's productivity and equally improved their image, and that both the public and the private should take the strategies of managing administrative stress serious in the industries, manufacturing and service firm, ministries departments and agencies in order to minimize liquidation and winding of companies.

Test of Hypothesis

The research adopted chi-square (X^2) method to trace the association between variables the mathematical formula for calculation of chi-square is represented as following.

$$X^2 = \sum (O_i - E_i)^2 / E_i$$

Where

X^2 = chi-square

O_i = Observed frequency

E_i = Expected frequency

1 – Constant

Hypothesis I:

H_0 : There is no impact of administrative stress on modern managers.

H_1 : There are impacts of administrative stress on modern manager.

OPTION	NO OF RESPONSE	% OP RESPONDENTS
Agreed	70	82%
Disagreed	15	18%
Total	85	100%

Source Survey field 2023

The table above shows that 70 or 80% of respondent agreed that there are impacts of administrative stress on modern managers while 15 or 18% disagreed that there is no impact of administrative stress on modern managers. $DF = (r - 1)(c - 1)$ Where

DF = Degree of freedom

r = Number of rows

c = Number of column

1 = Constant

The level significance assumed 15 5% or 0.05 $DF = (2 - 1)(2 - 1)$

$1 \times 1 = 1$

Expected frequency E_i . $85/1 = 85/1$

Table 1

Computed using chi-square (X^2) for Hypothesis I

OPTION	O_i	E_i	$(O_i - E_i)$	$(O_i - E_i)^2$	$(O_i - E_i)^2$
Agreed	70	85	-15	225	2.647
Disagreed	15	85	-70	4900	57.647
Total	85	170	-85	5125	60.29

Source Survey field 2023

Decision Rule: Accept H_0 : if $CV > TV$

Reject H_0 : if $CV < TV$

$CV = 60.29$

$TV = 46.75$

From the calculation value or X^2 which is 60.29 greater than () table value of 0.05 = 46.75 which means is reject

H_0 and accept H_1 meaning that there are impacts of administrative stress on modern managers.

Hypothesis II:

H_0 : ways of educating modern managers who are stress prone on how to improve their condition on positive.

H_1 way of educating modern managers who are stress prone on how to improve their condition is positive.

OPTION	NO OF RESPONCE	% OF RESPONDENTS
Agreed	70	82%
Disagreed	15	18%
Total	85	100%

Source Survey field 2023

The table above shows that 70 or 82% respondent agreed that there are way of educating modern managers who are stress prone on how to improve their condition, while 15 or 18% disagreed that there is no way of educating modern managers who are stress prone on how-to improve their condition.

$DF = (r-1)(c-1)$

Where DF = Degree of freedom

r = Number of rows

c = Number of column

1 = constant

Level of significant assumes is 5% or 0.05 $DF = (2 - 1)(2 - 1)$

$|x| - 1$

Expected frequency $E_i = 85 / 1 = 85 / 1$

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Table 2

Computed using chi-square (X^2) for Hypothesis II

OPTION	O _i	E _i	(O _i - E _i)	(O _i - E _i) ²	(O _i - E _i) ²
Agreed	70	85	-15	225	2.647
Disagreed	15	85	-70	4900	57.647
Total	85	170	-85	5125	60.29

Source Survey field 2023

Decision Rule: Accept H₀: if CV > TV

Reject H₁: if CV < TV

CV = 60.29

TV = 46.75

From the calculation value or X^2 which is 60.29 greater than table value of 0.05 = 46.75 which means is reject H₀ and accept H₁ meaning that there are impacts of administrative stress on modern managers. Hypothesis II:

H₀: ways of educating modern managers who are stress prone on how to improve their condition on positive.

H₁ way of educating modern managers who are stress prone on how to improve their condition is positive.

OPTION	NO OF RESPONCE	% OF RESPONDENTS
Agreed	70	82%
Disagreed	15	18%
Total	85	100%

Source Survey field 2023

The table above show that 70 or 80% respondents agreed that stress management techniques are adopted by modern managers in business organization while 15 or 18% disagreed that stress management techniques are not adopted by modern managers in business organization
 $DF = (r - 1) (c - 1)$ Where $DF = (2-1) (2- 1)$

1x1 = 1

Expected frequency $E_i = 85/1 = 85/1$ Table 3 Computed using chi-square (X^2) for Hypothesis II

OPTION	O _i	E _i	(O _i - E _i)	(O _i - E _i) ²	(O _i - E _i) ²
Agreed	70	85	-15	225	2.647
Disagreed	15	85	-70	4900	57.647
Total	85	170	-85	5125	60.29

Source Survey field 2023

Decision Rule: Accept H₀: if CV > TV

Reject H₁: if CV < TV

CV = 60.29

TV = 4675

From the calculated value of X^2 which is 60.06 is greater than () table value of 0.05 = 4675 which means is reject H₀ and accept H₁, meaning that stress management techniques are adopted by modern managers in business organization

Hypothesis 4

H₀: Management does not provide way to ensure smooth running of activities by managers without stress.

H₁ way of educating modern managers who are stress prone on how to improve their condition is positive.

OPTION	NO OF RESPONCE	% OF RESPONDENTS
Agreed	70	82%
Disagreed	15	18%
Total	85	100%

Source Survey field 2023

The table above shows that 70 or 82% respondents agreed that management provides way to ensure smooth running of activities by managers without stress 15 or 18% disagreed that management does not provide ways to ensure smooth running of activities by managers without stress.

DF= (r-1) (c- 1)

Where DF = Degree of freedom

r = Number of rows

c = Number of column

1 - constant

Level of significant assumes is 5% or 0.05 DF= (2 - 1) (2- 1)

1x1 = 1

Expected frequency $E_i = 85/1 = 85/1$

Table 4

Computed using chi-square (X^2) for Hypothesis II

OPTION	O _i	E _i	(O _i - E _i)	(O _i - E _i) ²	(O _i - E _i) ²
Agreed	70	85	-15	225	2.647
Disagreed	15	85	-70	4900	57.647
Total	85	170	-85	5125	60.29

Source Survey field 2023

Decision Rule: Accept H₀: if CV >TV

Reject H₁: if CV <TV CV = 60.29 TV = 4675

From the calculated value of X^2 which is 60.06 is greater than () table value of 0.05 = 4675 which means is reject H₀ and accept H₁, meaning management provides ways to ensure smooth running of activities by managers without stress.

Summary of Findings

The management in order to cut cost, employ substandard workforce in the jobs they lack experience and proper skills. Much works are left undone attributable to poor qualification. This led to working overtime which course stress in employees. The company's standard is above the employees. In order to meet it, stress becomes the result. The workers are so sad accountable to their inability to perform their job effectively result in stress.

Conclusion

Organizations can change organizational policies to give individuals more control over their work activities, develop support system, shared goal and direction. Problem solving innovation tolerated, decision making distributed, team work respect and personal needs heard. With well-designed jobs, dissatisfaction, decreased motivation, absenteeism and low productivity will be prevented some of these objectives could be achieved through properly organized stress management program. Inter-relationship with others significant individuals and group are important in giving sense to experience and making sense of the world of work. The experience of work place stress also depends on the way the person makes sense and perceives their work

environment. In view of this it is important for organizations be omitted to alleviating the impact of stress on modern managers.

Finally, organization can change or remove the stress by redesigning jobs to reduce feeling under value and work place victimization/bullying, unclear role/errands, work home interface, and fear of joblessness, exposure the traumatic incidents at work and economic instability.

Recommendations

Based on the findings above the following recommendations have been made. Nigerian business organizations have a working population which is youthful and conversant with technology and flexible ways of working which can increase productivity and reduce administrative/work based stress, such flexible working arrangements include

1. Uses of virtual terms and virtual offices which can work from anywhere including the comfort of their homes.
2. Flexible hours of working opening and closing times could be adjusted to suit both customers and employees of a particular branch of a bank.
3. More use of electronic and E-based platform by various departments in the business organization, so as to reduce work overload.
4. Use of part time workers as a back fill worker could work for 2-4 days in a week and use the free day to attend to important family and other personal matters, without having much impact on the workers' pay.

Limitations of the Study

In the course of carrying out this research work the researcher encountered the following constraints. Financial constraints: Insufficient fund tends to impede the efficiency of the researcher in sourcing for the relevant material. . Literature or information and in the process of data collection (internet, questionnaire and interview) Time constraint: The researcher will simultaneously engage in this study with other academic work. This consequently will cut down on the time devoted for the research work. Death of Research Materials: Nigerians dislike activities that feel their activities that are not meant for public consumption would be exposed through research work.

Suggestions for Further Research

However, studies can be conducted to provide useful insight in to the patterns of stress level among various sectors.

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