SOURCES AND MANAGEMENT OF STRESS AMONG ADMINISTRATIVE AND TECHNICAL STAFF OF STATES SPORT COUNCILS IN NIGERIA

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DECLARATION

I declare that the work in the Dissertation entitled Sources and Management of Stress among Administrative and Technical Staff of States Sports Councils in Nigeria has been performed by me in the Department of Physical and Health Education under the supervision of Prof. (Mrs.) F. B. Adeyanju, Prof. A. I. Kabido and Prof. B. A. Ladani. The information desired from the literature has been duly acknowledged in the text and a list of references provided. No part of this Dissertation was previously presented for another Degree or Diploma at any University.

_____	_____	_____
Name of Student	Signature	Date

CERTIFICATION

This dissertation entitled SOURCES AND MANAGEMENT OF STRESS AMONG ADMINISTRATIVE AND TECHNICAL STAFF OF STATES SPORT COUNCILS IN NIGERIA by MADAKI, Aliyu Mohammed meets the regulations governing the award of the Degree of Doctor of Philosophy (Ph.D), Sports Management of Ahmadu Bello University and is approved for its contributions to knowledge and literary presentation.

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DEDICATION

This dissertation is dedicated to my Aunt, late Iya Hajja Ummu Salma

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OPERATIONAL DEFINITION OF TERMS

The different terms used in this text have been operationally defined:

a. **Stress:** Body's response to situations and anticipated difficulties that place an employee under tension in States Sport Councils.

b. **Sources of stress:** Circumstances that lead to difficulties in States Sport Councils.

c. **Coping strategies:** Individual's attempt to deal with and adjust to difficulties and eventualities within States Sport Councils.

d. **Preventive coping strategies:** Employees' effort to lessen the consequences of eventualities that are likely to occur in future within States Sport Council.

e. **Proactive coping strategies:** General resources employees developed and used to facilitate effective handling of stress at both home and work.

f. **Social support:** Assistance rendered by friends, family members, relatives, co-workers, and counselors that help employees manage stress in State Sports Councils.

g. **Demographic characteristics:** This refers to age, gender, educational qualification, working experience, and position held by respondents in States Sport Councils.

h. **Administrative staff:** Staff handling administrative duties such as Directors, Deputy and Assistant Directors, Public Relation Officers, Accountants, Sports Organizing Secretaries, Team Managers, Association Chairmen and Members, and Stadium Managers within States Sport Councils.

i. **Technical staff:** Staff such as the Coaches, Trainers, Instructors, Medical Staff, and Groundsmen in States Sport Councils.

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ABSTRACT

The purpose of this study was to investigate the sources and management of stress among the administrative and technical staff of States Sport Councils in Nigeria. An ex-post facto research design was used for this study. The population for the study was the male and female administrative staff and technical staff of States Sport Councils. A questionnaire was used to collect the data for this study in eleven states selected from the six geo-political zones of the country through stratified and purposive sampling technique (two states from each stratum and Abuja). The data collected were statistically analyzed using t-test and one-way analysis of variance (ANOVA) at 0.05 level of significance. It was found that the major sources of stress experienced by both employees of States Sport Councils was work-related sources of stress and that the most appreciated strategy used by both of them to manage stress was social support. Also gender, age, educational qualifications and working experiences of administrative and technical staff significantly influenced their sources of stress experiences in States Sport Councils. Furthermore gender, educational qualifications and job designations of administrative and technical staff did not influence the strategies they used to manage stress in States Sport Councils. The researcher therefore suggested that stress reduction awareness programmes such as lectures, campaigns, seminars, and workshops should be conducted regularly and periodically in States Sport Councils to help employees build stress management skills.

CHAPTER ONE

INTRODUCTION

Introduction

Stress is a psychological and physical response to events that upset our personal balance. It is the body's physical, mental and chemical reactions to circumstances that frighten, excite, confuse, endanger or irritate it. Stress is also the reaction that people have to excessive pressures or other types of demands placed upon them and it arises when they cannot cope (Umeasiegbu, 1988; Anderson 2005; Belmonte, 2007).

For most people, life is a succession of stressful experiences, and that stress is part of life from childhood (Asuni, Schoenberg, and Swift, 1994). Individuals today live in stressful conditions brought by the changing circumstances of life due to technological innovations, socio-cultural, economical and political conditions and unfulfilment of desires and needs. Stress is therefore an adaptive response to situations that is perceived as challenging or threatening to the individual's well-being (Asuni, et al 1994; McShane and Von Glinow, 2005). For any stressful condition confronting an individual, there are two possible outcomes. Either the stress is coped with successfully (Mastery), or it is dealt with unsuccessfully. Mastering a major stress experience increases the individual's sense of adequacy and confidence, at the same time prepares him better for the challenges ahead, while, if he fails, the opposite can be expected (Umeasiegbu, 1988, 2002).

Generally, stress producing conditions are called stressors (Adeyanju, 1986), and in all human activities, there must be certain degree of activation or arousal which stimulates an individual into action. However, this activation or arousal varies in magnitude, intensity and duration but the actual fact is what may be stressful to one

person may not be so to another.This is because people differ in the ways of coping with it (Singer, 1980, Back, Bogdonoff, and Baron 1990). According to Biscomb (2008), stress has both psychological and physiological dimensions. Psychologically people perceive a situation and interpret it as challenging or threatening. This cognitive appraisal leads to a set of physiological responses, such as high blood pressure, sweaty hands, dry mouth, trembling, headache and faster heart beat.

Individuals encounter different stressors in their daily lives. Belmonte (2007) pointed out that daily causes of stress are environmental, interpersonal, work-related and socio-cultural. Environmental stressors include an unsafe neighbourhood, pollution, noise, and uncomfortable living conditions. Interpersonal stressors can be problems with friends, romantic partners, marital disagreements, dysfunctional relationships and the like, while work stressors include job dissatisfaction, an exhausting workload, insufficient pay, office politics, career uncertainty and the like. The examples of socio-cultural stressors can be poverty, financial pressures, unemployment, isolation and so on, while internal stressors include personality issues like low self-esteem, excessive or unexpressed anger, and impatience.

The specific signs and symptoms of stress vary widely from person to person (Anderson, 2005). Some people primarily experience physical symptoms such as low back pain, stomach problems, headache, muscle tension, stiffness, nausea, rapid heartbeats, dry throat and skin outbreaks. In others the stress pattern centers around emotional symptoms such as moodiness, restlessness, short temper, depression, impatience, and irritability. While for others, it may be changes in the way they think (like memory loss, indecisiveness, inability to concentrate) or behave (like using drugs,

alcohol, nervous habit such as nail biting, pacing) predominates (Anderson, 2005; Heeres, 2007).

Coping with stress on the other hand, refers to an individual's constantly changing cognitive and internal demands or conflict (Gould, Finch and Jackson, 1993). Coping encompasses a range of purposeful responses to a stressor, from appraisal of the situation (for example, assessing the situation relative to degree of threat) to stress coping via effortful response for example, relaxation strategies, social support (Gould et al, 1993; Back et al, 1990). According to Mc Quade and Aikman (1974) coping includes all attempts to manage stress (both cognitive and behavioural efforts) regardless of the effectiveness of the attempts. There are many techniques of coping with stress. However, the use of techniques depends on the individual person involved and the stressor encountered (Adeyanju, 1992; Carter, 2005). According to Taylor (2001), coping strategies refer to the efforts, both behavioural and psychological, that people employ to master, tolerate, reduce or minimise stressful events.

Generally coping strategies include building physical reserve (through exercise and relaxation training), mental coping strategies, which are characterized by individual's effort to think positively and turn potentially negative feelings into positive ones, maintaining emotional reserve (pursuing realistic goals, controlling frustrations, failures and sorrows), mediation, biofeedback, visual imagery, social support, time management and the like (Adeyanju, 1986, 1992; Taylor, 2001; Carter, 2005).

Here in Nigeria, this investigator has found that the main sources of stress among Nigerian university athletes during competitions are expectations and pressure to perform, and that the sources of stress vary according to sport groups, habits and habitat

of an individual (Madaki, 2005). Madaki therefore suggested that investigations on sources and management of stress in different organizations and occupations are very necessary to design appropriate stress management strategies. With the above in mind, coupled with the need to formulate a new approach towards solving the problem of how to cope with work-related (organisational) stress, the researcher attempts to investigate the sources of stress, as well as the preventive and proactive stress coping strategies of administrative and technical staff of Nigerian sport councils.

1.2 Theoretical Framework

The transactional model of stress and coping (Lazarus and Folkman, 1984) provides the theoretical framework for this study. This is a most widely accepted theoretical framework of stress and coping (Frydenberg and Lewis, 2004). The transactional model of stress proposes that coping results from interactions between an individual's situational appraisals and emotional responses. The cognitive appraisal of a stressor involves primary appraisal, in which an individual determines the implications of a stressor for well-being, and secondary appraisal, in which the capacity for minimising gains are considered, thus providing the cognitive underpinning for coping. Coping is only required following events that are perceived as stressful (Anshel and Delany, 2001). According to Jones (2008) the transactional model of stress and coping is a framework for evaluating the processes of coping with stressful events. Stressful experiences are construed as person-environment transactions. These transactions depend on the impact of the external stressor. This is mediated by firstly the person's appraisal of the stressor and secondly on the social and cultural resources at his/her disposal. When faced with a

stressor, a person evaluates the potential threat (primary appraisal). Primary appraisal is a person's judgement about the significance of an event as stressful, positive, controllable, challenging or irrelevant. Facing a stressor, the second appraisal follows, which is an assessment of people's coping resources and options. Secondary appraisals address what one can do about the situation. Actual coping efforts aimed at regulation of the problem give rise to outcomes of the coping process.

While in the past, coping has been seen mainly as reactive (a strategy to be used once stress has been experienced, coping is increasingly being seen as something exhibited before stress occurs (Greenglass, 2002). This has resulted in the conceptualization of further coping functions (and they are preventive and proactive coping). Preventive coping is concerned with preparation for uncertain events in the more distant future. The intention is to develop resources to lessen the consequences of a stressful event, while proactive coping consists of efforts to develop general resources, thereby facilitating the achievement of personal goals and working towards personal growth. Proactive coping has been reported as a useful strategy in dealing with work-related burnout, and that those individuals employing proactive coping strategies are more likely to experience a higher sense of professional efficacy in their jobs (Greenglass, Burke, and Fiksenbaum, 2002) Anderson, 2008; Devenport et al 2008).

Folkman and Lazarus (1984) and Greenglass et al (2001) have emphasized the importance of transactional model of stress and coping in studying the coping responses of unique sub-groups in better understanding of how some individuals adapt to stress while others do not. Coping effectively with work-related stress is important to employees because identifying the sources of stress and equipping individuals with an

understanding of stress coping strategies can have a positive influence on the stress levels of professional employees (Taugis, 2002). This study therefore wants to apply transactional model of stress and coping to investigate sources of stress and coping among administrative and technical staff of state sport councils in Nigeria.

1.3 Statement of the Problem

Stress and its negative consequences is a great threat/challenge of modern living. People are stressed from variety of daily hussles and employees are not free from stress. Employees frequently experience stress (Organizational stress) that increase their risk of mental and physical health and thus hurt their job performance (Carter, 2005; Daniel, 2008).

According to Daniel (2008) organizational stressors or stress stimuli are those organisational factors that in some way induce stress upon the individuals involved. They are the factors that serve to induce stressed behaviour, disrupt the flow of operations, dampen performance and productivity and generally make life more difficult for everyone in the organization. Stewart (2008) identified four main types of organizational or work-related stressors and they are inter-personal stressors, role-related stressors, task control stressors and physical environmental stressors. Interpersonal stressors include office politics, sexual harassment, victimization, bullying and so on, while role-related stressors include conditions where employees have difficulty in understanding, reconciling or performing the various roles in their lives. Example of role-related stressors are role-conflict, role ambiguity and work overload. Task-control stressors include losing job and high responsibility (example of high responsibility is like

a coach under immense pressure to win games), while physical environmental stressors include reduced job security, chaos of change, additional workload, and noise.

As stress is endemic in our organizational settings and society in general, a lot of this stress might be due to the way we conduct our daily routine, and that it has a significant effect on our work practices, decision making, planning, performance and general well being (Anderson, 2007). This study is therefore intended to investigate the likely sources of stress experienced by administrative and technical staff of Nigerian sports councils. Devonport et al (2008) reported that high levels of organizational stress if not resolved, will undermine the quality, productivity and creativity of employee's work and detract their health, well being and morale. The study would also look into the preventive and proactive stress coping strategies used by such employees in order to cope with the challenges of the encountered stressors in their organizational dispensations. Preventive stress coping strategies are concerned with preparation for uncertain events in more distant future. The intention is to develop resources to lessen the consequences of a stressful event, while proactive stress coping strategies is concerned with general resources, that facilitates the achievement of personal goals and working towards personal growth. These strategies have been reported as useful ways in dealing with work-related burnout, also those individuals employing preventive and proactive coping strategies were more likely to experience a higher sense of efficacy in their jobs (Anderson, 2008; Devonport et al 2008). Gillespie (2001), in his study reported that preventing chronic organizational stress through appropriate preventative and proactive coping will preserve staff well-being and organizational performance.

As observed by the researcher, the administrative and technical staff formed the bulk of the staff in state's sports councils that run the affairs of the council towards achieving the goals/objectives of sports and sports participation in a state. These individuals are most at times under stress due to many reasons. As some sports councils are not financially stable, funds are only released for schedules like participation or organizing competitions. When such money is allocated, coupled with the absence of a long term plan, employees are confused on what to do, where to begin and how to achieve. Hence they tend to encounter strenuous stress in an attempt to meet up with the demand. Organizing Secretaries, for example, face problems of lack of funds to prepare on time for transportation, accommodation and logistics while Coaches encounter problems with preparation/selection of teams and arranging necessary facilities to use. Both groups are under stress because (upon all this) expectations are much on them to achieve/or succeed (Uever, 2007). On the other hand, Coaches who have not gone for training for years encounter stress when exposed to many challenges of using new devices, adopting new rules, counteracting new game tactics and so forth. This gives room to a fire-brigade approach to issues which are characterized by confusion, mistakes and errors.

Furthermore, the administrative and technical staff of Nigerian sports councils are individuals of different gender, age groups, and varied in their educational qualifications, working experiences as well as designations. This study would therefore investigate their sources of stress experiences and also ascertain whether the afore mentioned demographic characteristics influence or affect the sources of stress they encounter, and the preventive and proactive stress coping strategies they use to deal with the advent of

the stressors they encounter for their well being and productive services in their organizational settings.

1.4 Research Questions

This research would be conducted to answer the following questions:

1. What are the likely work-related sources of stress encountered by employees of States Sport Councils in Nigeria?
2. What role-related sources of stress do employees of States Sport Councils encounter in their organizational settings?
3. What are the likely physical-environmental related sources of stress in States Sport Councils in Nigeria?
4. What inter-personal related sources of stress do employees of States Sport Councils experience in their organizations?
5. What preventive coping strategies do employees of States Sport Councils adopt to manage stress in their organizations?
6. What proactive strategies do employees adopt to manage stress in States Sport Councils in Nigeria?
7. What social support do employees use to manage stress in States Sport Councils in Nigeria?
8. Does the demographic characteristics of employees influence their work-related, role-related, physical-environment related and inter-personal related sources of stress?

9. Does the demographic characteristics of employees influence their preventive, proactive and social support strategies they use to manage stress in States Sport Councils in Nigeria?

1.5 Basic Assumptions

The following statements of basic assumptions have been made in order to achieve the purpose of this study:

a. People experience stress both at rest and during work.

b. Working experiences and educational qualification of employees in State Sport Councils are likely to affect their sources of stress experiences as well as their dynamic process of coping.

c. Both gender groups are likely to express distinct ways of sources of stress experiences in State Sport Councils.

d. Both gender groups are likely to have distinct ways of preventive and proactive coping strategies in dealing with organizational stressors in State Sport Councils.

e. Female employees are likely to experience more organizational stress in State Sport Councils than their male counterparts.

f. Employees of various age groups are likely to have different ways of sources of stress experiences as well as different strategies of coping with stress in State Sport Councils

g. Employees of different job categories in State Sport Councils are likely to differ in their sources of stress experiences and coaches are more likely to be mostly under stress than other employees.

1.6 Hypotheses

Major Hypothesis

There is no significant difference between administrative and technical staff of States Sport Councils in their sources of stress as well as in their preventive, proactive and social support stress coping strategies.

Sub-Hypotheses

1. There is no significant difference between administrative and technical staff of States Sport Councils in their work-related sources of stress experiences.
2. There is no significant difference between administrative and technical staff of States Sport Councils in their role-related sources of stress experiences.
3. There is no significant difference between administrative and technical staff of States Sport Councils in their physical-environmental related sources of stress experiences.
4. There is no significant difference between administrative and technical staff of States Sport Councils in their inter-personal related sources of stress experiences.
5. There is no significant difference between male and female staff in their sources of stress experiences in States Sport Councils.
6. There is no significant difference between staff with different age group categories in their sources of stress experiences in States Sports Councils.
7. There is no significant difference between staff with different educational qualifications in their sources of stress experiences in States Sport Councils.
8. There is no significant difference between staff with different years of working experiences in their sources of stress experiences in States Sport Councils.

9. There is no significant difference between administrative and technical staff in the preventive stress management strategies they used in States Sport Councils.
10. There is no significant difference between administrative and technical staff in the proactive stress management strategies they used in States Sport Councils.
11. There is no significant difference between administrative and technical staff in the social support they used as stress management strategies in States Sport Councils.
12. There is no significant difference between male and female staff in their stress management strategies in States Sport Councils.
13. There is no significant difference between staff with different age groups categories in their stress management strategies in States Sport Councils.
14. There is no significant difference between staff with different educational qualifications in their stress management strategies in States Sport Councils.
15. There is no significant difference between staff with different years of working experiences in their stress management strategies in States Sport Councils.

1.7 Significance of the Study

It is important to note that there are positive stress and is called eustress (Ikulayo, 1990; Adeyanju 1992). This refers to the healthy, positive and constructive outcome of stressful events and the stress response. Eustress is the stress experiences in moderation, enough to activate and motivate people so that they can achieve goals, change their environments and succeed in life's challenges. In other words, we need some stress to survive (Mc Shane and Von Glinow, 2005; Heers, 2007). However, stress has negative consequences in our modern living because people are stressed from numerous life challenges. People are stressed from overwork, job insecurity, information overload and

the increasing pace of life (Sarmiento, 2008). These events produce distress which is the degree of physiological, psychological and behavioural deviation from productive functioning (Daniel, 2008; Sarmiento, 2008). This however, is the focus of this study. Employees are not free from stressors, and organizational stress is increasingly arousing concern of many in an attempt to provide a lasting solution to its effect for employee's well-being and productive services. This study therefore is significant on the following basis.

1. The results of this study would provide an understanding in work-related sources of organizational stress so that possible measures and strategies would be developed and used to cope/manage such stressors in our organizational settings.
2. It is important to investigate an actual potential threat to an individual's emotional needs, therefore identifying role-related sources of organizational stress that may be holding back personal motivation and job satisfaction is a step forward in improving realistic progress in our States Sport Councils.
3. It is hoped that the findings of this study would enlighten senior employees and stakeholders in our sports ministry and beyond about potential physical-environmental related sources of stress so that appropriate measures could be taken to arrest and manage the situation.
4. Understanding inter-personal related sources of stress in states sport councils is important so that employees would be encouraged to focus on their assigned work schedules with proper guidance using clear directives. This would aid in developing mutual trust, encouraging initiatives and peaceful co-existence in State Sport Councils.

5. The results of this study would provide an insight about the preventive and proactive strategies adopted by employees of states sport councils to cope with stress in their organizations so that seminars, counseling, workshops and discussions would be taken to enlighten them about appreciating both strategies wisely and effectively.
6. As social support is identified as one of the most widely adopted strategy of dealing with organizational stress, the results of this study would highlight on the level this support is appreciated and utilized by employees of Nigeria's states sport councils, so that attempt would be made to educate spouses and relatives to support workers positively for productive service.
7. The results of this study would add to the body of knowledge in the area of stress and stress coping strategies
8. The results of this study may form a basis which further research/es on sources of stress and stress management strategies used by individuals at different organizational settings would be done.

1.8 Delimitation of the Study

This study was delimited to the following areas:

1. This study included the sources of stress and the use of preventive and proactive stress coping strategies of administrative and technical staff of States Sport Councils
2. The administrative staff of states sport councils for this study included states Directors of Sports, Deputy and Assistant Directors of Sports, Senior

Administrative staff like the Public Relations Officers, Personnel Officers, Accountants. Sport Organizing Secretaries, Team Managers of various Sports, States Sports Association Chairmen and their members, and Stadium Managers.

3. The technical staff of states sport councils for this study included Coaches, Trainers/Instructors, Paramedics, and Groundsmen.

1.9 Limitation

This study was limited due to the fact that although the questionnaire used for this study was constructed in simple and clear language, and the respondents were assured of confidentiality of their responses, the researcher had no way of knowing whether all the employees expressed their true feelings while filling in the questionnaire.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

The purpose of this study was to investigate the sources and management of stress among administrative and technical staff of Nigerian sport councils. In this chapter, textbooks, journals, and seminar papers were consulted and reviewed under the following sub-headings:

a. The Concept of stress

b. Response to Stress

c. The General Stages of Stress

d. National Sports Commission

e. Structure and composition of State's Sport Councils

f. Sources of Organizational (work related) stress

g. Stress in State's Sport Councils

h. Effects of Organizational Stress

i. Stress coping strategies

j. Proactive coping strategies

k. Preventive coping strategies

l. Review of Related Research

m. Summary

2.1 The Concept of Stress

Stress refers to our intellectual, emotional, physical and behavioural response to demands made on us by our internal or external environment (Keable, 1989). Today, everyone experiences stress. However, each individual may experience it differently and become stressed under different conditions, shows different symptoms and copes with these symptoms in different ways (Asuni, et al, 1994; Stratton, 2002).

According to Scott (2007) stress is viewed from different perspectives; some people consider it to be an essential ingredient necessary for facing life challenges and success, while others believe that it could have a devastating effect on physiological, psychological, and behavioural healthy functioning of an individual. But generally from a psycho-physiological point of view, stress could be good or bad depending on its level and the caliber of persons being affected (Ikulayo, 1990). The term stress is typically used in two different but related ways. The first usage refers to situations that tax the physical and/or psychological capabilities of the individual. The focus here is on the balance between the demands of the situation and the personal and environmental resources available to the person. Situations are labeled to be stressors when the demand exceed the resources of the person. The second use of the term relates to the individual's response to the situation. Used in this manner, stress refers to the cognitive, affective and behavioural response pattern that occurs in response to situational demands. Clearly, these two uses of the term are not synonymous, since people may vary considerably in how stressful they find the same situation (Smith, 1979; Asuni et al, 1994; Stewart, 1999; Matsen, 2002).

In the usual meaning of the term, only stimulation that produces tension and makes demand on us is called stress. A great amount of tension that is potentially harmful is called distress and the stimuli that produce stress or distress are called stressors (Adeyanju, 1986). Stressors, however, vary in several ways. They may be external or internal, real or imaginary, pleasant or unpleasant, few or many, mild or intense, acute or chronic, new or familiar and temporary or permanent (Robbins, 2006). In all human endeavours and activities, therefore, there must be a certain degree of arousal or stress which stimulates an individual to action (Ikulayo, 1990; Adeyanju, 1992).

Typically, an excessive level of stress tends to result in overloading of the cortex, and this makes the central nervous system (C.N.S.) malfunction. Through this process the information sent could be easily misinterpreted due to inability to co-ordinate all the necessary sensory input. As a result, behavioural disorganization that leads to behavioural consequences of decreased level of efficiency and psychological if not physical withdrawal from the activity may occur. A commonly noted response to this behaviour disorganization to stress is rigidity in behaviour (Cohn, 2005). The person appears to get into a behavioural rut that does not permit the degree of flexibility needed for effective coping, task performance and interpersonal functioning. Then the person's behaviour may become inappropriate and this may be the source of interpersonal difficulties as well as lowered task efficiency (McGrath, 1970; Smith, 1989, Cohn; 2005).

However, we cannot conclude that stress occurs only in situations where demands exceed resources (overload) alone, but it can also result when resources greatly exceed demands. When a low level of stimulation is experienced, the tendency is a lack of excitement, alertness, feeling of stagnation and boredom, of which the consequence is

poor performance, meanwhile a condition of under load may also take its toll (Umeasiegbu, 1988; Ikulayo, 1990; Robbins, 2006). Stress affects people differently. (Venkateswarlu 2004). When encountering the same situation, one person may panic, another may faint, and the third may be quite controlled. These differences make it apparent for the way we behave the way we do, and why we get as upset as we do or why little things can upset us (Stewart, 1999). Emotionally, our reactions to stress are related to the duration of stress, that is, the longer we are under stress, the more intense our reactions and also, the more the stressors, the more intense our reactions. The more of the need being blocked and the perception of the situation, the more we feel threatened or the less hope we have of successful coping with the situation and the more intense our reactions (McGrath, 1970; Stewart, 1999; Taylor, 2001).

Physiologically, when danger is perceived, the brain alerts the endocrine system. The hypothalamus (located at the base of the skull) stimulates the pituitary gland to release Adrenocorticotropic ormone (acth) in to the blood stream, which in turns triggers the adrenal glands to produce hormones called corticosteroids. That route of signaling increases the rate of noradrenergic activity in the locus ceruleus. If the stimulus is perceived as a threat, a more intense and prolonged discharge of the locus ceruleus activates the sympathetic division of the autonomic nervous system which is responsible for making the body to become alert and attentive to the environment (Thase and Howland, 1995). This activation is associated with specific physiological actions in the system, both directly and indirectly through the release of epinephrine (adrenaline) and to a lesser extent norepinephrine from the medulla of the adrenal glands. The release is triggered by acetylcholine released from preganglionic sympathetic nerves. The

abundance of catecholamines at neuroreceptor sites facilitates immediate physical reactions which is responsible for preparing the body for the demand in case of fight or flight (Thase and Howland, 1995; Sternberg, 2001). These catecholamine hormones facilitate immediate physical reactions associated with a preparation for muscular action. The heart rate increases, bronchioles dilate, coronary and skeletal blood vessels dilate, visceral and skin blood vessels constrict, digestion ceases, pupils enlarge, blood pressure rises, muscles contract, and endorphins, natural pain killers, are released. The purpose of all these responses, however, is to mobilize the body for the appropriate response to stress (Gleitman, 2008). If the stress is not relieved, we may stay stressed for days, weeks and even months and years. The possible signs of stress can be expressed in anger over minor incidences, loss of appetite or overeating, inability to concentrate, depression, fatigue, urge to cry, numbness, tense muscles, nervous or inappropriate laughter, teeth grinding, insomnia, diarrhea, increase in alcohol/drug consumption, blurred vision, loss of hearing and so forth (Hamilton and Warbuton, 1979; Bourne and Ekstrand, 1982; Davis et al, 2000; Gleitman, 2008).

According to Suinn (1989), Taylor (2001), stress in organizational setting results from the interaction between stressor variables such as work overload, role conflict, inadequate resource and funding, unsafe surrounding, negative interaction with co-workers, personality conflicts and the like and personal variables such as personal sensitivities, tendency to appraise conditions as threatening, poor coping skills, perception of control, and so forth. The presence of stress at this situation can therefore be inferred through any or all of these three basic domains, that is, the affective-autonomic, the somantic-behavioural, or the cognitive domains. Where the affective-

autonomic domain is involved, the stress responses may include heightened autonomic arousal, distress and physiological symptoms such as increased heart rate, higher respiration and other symptoms of excessive arousal, while the somantic-behavioural responses involve symptoms associated with neuromuscular tightness, numbness, motor coordination difficulties, restlessness, restless and random activity. The cognitive domain on the other hand is involved with responses such as negative thoughts, uncontrolled cognitions, disruption of attention or concentration, poor self-efficacy statements and the like.

2.2 The Fight or Flight Response

As stated earlier, the term stress can be generally used in two different but related ways (Smith, 1989; Asuni et al, 1994; Stewart, 1999; Matson, 2002). The first usage refers to situations that tax the physical and/or psychological capabilities of the individual. The focus here is on the balance between the demands of the situation and the personal and environmental resources available to the person. The second usage of the term relates to the individual's response to the situation. Used in this manner, stress refers to the cognitive, affective and behavioural response pattern that occurs in response to situational demands (often termed as fight or flight).

Fight or flight response is a series of biochemical changes that prepare an individual to deal with threat or danger. It is a situation where one needed quick burst of energy to respond quickly and appropriately to overcome the challenges encountered or flee, run away to escape from the threat ahead (Hackfort and Spielberger, 1989; Davis et al, 2000; Sternberg; 2001).

Davis et al (2000) pointed out that Hans Selye traced what happens in the body during the fight or flight response. That any problem, imagined or real, can cause the cerebral cortex, the thinking part of the brain, to send an alarm to the hypothalamus, the main switch for the stress response located in the midbrain. The hypothalamus then stimulates the sympathetic nervous system to make a series of changes in the body. Adrenalin and norepinephrine are released from the medulla of the adrenal glands. The release is triggered by acetylcholine released from the preganglionic nerves. These catecholamine hormones facilitate immediate physical reactions. The heart, breathing rate, muscle tension, metabolism and blood pressure all increase. The pupils dilate to sharpen the vision and hearing becomes more acute. The hands and feet get as cold as blood is directly away from the extremities and digestive system into the larger muscles that can help an individual to fight or run. Unfortunately, when the fight or flight response continues unchecked during times of chronic stress, something else happens that can have long-term effects. The adrenal glands would start to secrete corticoids, adrenaline or epinephrine and norepinephrine, which inhibit some very important functions of the body such as digestion, reproduction, growth, muscular tone, and tissue repair (Bourne and Ekstrand, 1982; Payne and Firth-Cozens, 1987; Sternberg, 2001).

Fortunately, the same mechanism that turns the stress response on can turn it off. This is called Relaxation Response (Davis et al, 2000; Sternberg, 2001; Friedman and Silver, 2007). As soon as a person decides that a situation is no longer threatening, the brain stops sending emergency signals, which in turn stops sending panic messages. Few moments after the shutting off of the danger signals, the fight or flight response burns out. The metabolism, heart rate, breathing rate, muscle tension and blood pressure all

return to their normal levels. However, according to Taylor et al, (2000); Friedman and Silver (2007), males and females tend to deal with stressful situations differently. Males are more likely to respond to an emergency situation with aggression (fight), while females are more likely to flee (flight), turn to others for help, or attempt to diffuse the situation "tend to befriend". During stressful times, a mother most often show protective responses toward her offspring and affiliate with others for shared social responses to threat.

2.3 The General Adaptation Syndrome (GAS)

Stress may be defined as any state during which the body tends to mobilize its resources and during which it utilizes more energy than it ordinary would (Stewart, 1999; Keil, 1999). In an acute stressful situation, such as pain, temperature, anxiety, and pressure, organs of the body show involutional or degenerative changes. This gives a momentary boost to do whatever needs to be done to survive. This is called Alarm reaction. Upon continued exposure to a stressor capable of eliciting the initial reaction, a stage of adaptation or resistance ensured, after still more exposure to the stressor, this acquired adaptation is lost again and the third stage ensured which is the exhaustion stage. All these symptoms are termed the General Adaptation Syndrome (G.A.S.) which has three stages (Hamilton and Warburton, 1979; Bourne and Exstrand, 1982; Stewart, 1999; Keil, 1999; Davis et al 2000).

a. The Alarm Reaction:

This occurs upon sudden exposure to noxious stimuli to which the organism is not adapted. The body released adrenaline and a variety of other psychological mechanisms to combat the stress and to stay in control. The first reaction to stress is similar to that observed during emotional states. The muscle tense, the heart beats faster, the breathing and perspiration increases, the eyes dilate, the stomach may clench, in a nutshell, general changes occur in heart rate, respiration, skin resistance and endocrine activity. To give the body added energy, the adrenal glands begin to secrete large amounts of epinephrine and norepinephrine, which act on the liver to cause an increased release of stored sugar, and all this is done by nature to protect an individual in case of emergency or strenuous stress. Once the cause of the stress is removed, the body will go back to normal. If the cause for the stress is not removed, G.A.S. goes to its second stage called resistance stage.

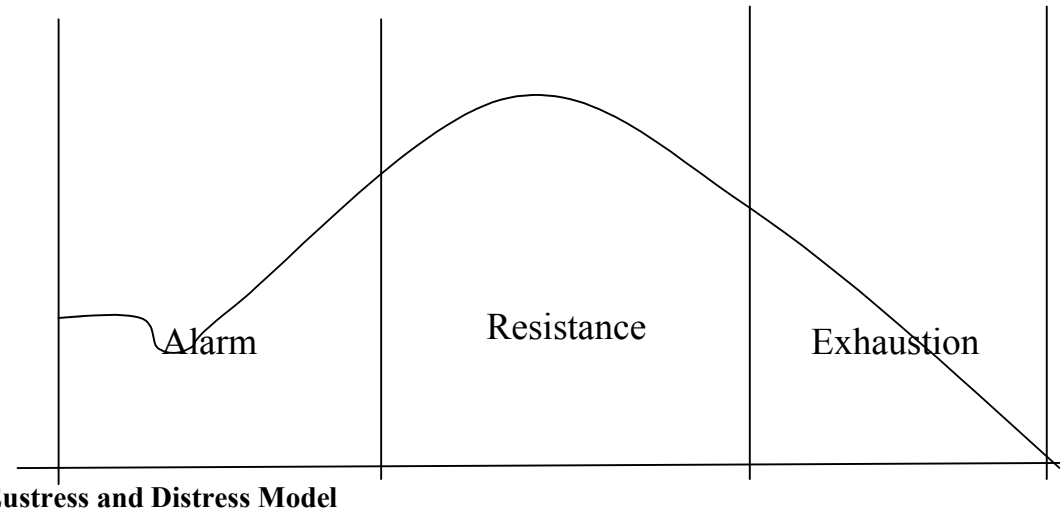
b. The Resistance Stage:

This is marked by full adaptation to the stressor during which symptoms improve or disappear. It is the body's response to long term protection. It secretes further hormones that increase blood sugar levels to sustain energy and raise blood pressure. The adrenal cortex (outer covering) produces hormones called corticosteroids for this resistance reaction. Overuse by the body's defense mechanism in this phase eventually leads to disease. If this adaptation phase continues for a prolonged period of time without periods of relaxation and rest to counterbalance the stress response, sufferers become prone to fatigue, concentration lapses, committing errors, irritability and lethargy as the effort to sustain arousal slides into negative stress.

c. The Stage of Exhaustion

During this phase, the individual may exhaust the resources mobilized to cope with the stress; the body therefore has run out of its reserve of body energy and immunity. Mental, physical and emotional resources suffer heavily. The body experiences "adrenal exhaustion". The blood sugar levels decrease as the adrenals become depleted, leading to decreased stress tolerance, progressive mental and physical exhaustion, illness and collapse.

If stage three is extended, long term damage may result as the capacity of glands, especially the adrenal gland, and the immune system is exhausted and function is impaired resulting in decompensation. The result can manifest itself in obvious illness such as ulcers, depression, diabetes, trouble with the digestive system or even cardiovascular problems along with other mental illnesses.



Selye's Eustress and Distress Model

Hans Selye published in 1975 a model dividing stress into Eustress and Distress. Where stress enhances function (physical or mental, such as through strength training or challenging work) it may be considered eustress. Persistent stress that is not resolved through coping or adaptation, deemed distress, may lead to anxiety or withdrawal (depression) behaviour.

Source: Thase and Howland, 1995.

The difference between experiences which result in eustress or distress is determined by the disparity between an experience (real or imagined), personal expectations, and resources to cope with stress. Alarming experiences, either real or imagined, can trigger a stress response. However, this zone of resistance is in a different place and is a different shape for different people. Some people may operate most effectively at a level of stress that would leave other people either bored or in pieces. It is possible also that someone who functions superbly in a low level of pressure might experience difficulties in high level of pressure. Alternatively, someone who performs only moderately at low level of stress might give exceptional performance under extreme pressure (Venkarteswarlu, 1987; Ikulayo, 1990; Miller, 1993; Stewart, 1999; Matson, 2002; Robbins, 2002).

2.4 The National Sports Commission

The first sports Commission in Nigeria was established by the first president of the first republic of Nigeria Chief (Dr) Nnamdi Azikiwe in 1955. In 1959, the then western region of Nigeria under the dynamic leadership of Chief Obafemi Awolowo followed the examples of Eastern region in establishing sports council known as Western Region Sports Commission. The principal objective of the Commission as laid down in the instrument establishing it was "to encourage participation and assist in the improvement of standards of performance in sports, and to encourage and assist amateur participation in sports as well." Following these examples, the federal government established the National Sports Council (as it was known by then) in 1962; and placed it under the Ministry of Labour. The Sports Council had a Chairman Chief Akin Deko, a

secretary and members of executive committee. The title was later changed from "council" to Commission in 1971 when a Decree number thirty-four (Decree No. 34) was promulgated establishing the National Sports Commission (Ladani, 1991; 2007).

The functions of the Commission among other functions include promoting an awareness of general fitness, health and recreation/leisure activities for all;

- To provide a forum for free and fair competition at all levels,
- To provide opportunities that will encourage the development of traditional sports;
- To provide the required manpower and sports facilities and make a conscious efforts to encourage mass participation in physical activities for all and also in all institutions of learning
- To encourage various sports institution, media bodies and houses, to design training programmes for sports journalist and to promote sports development at local, national and international levels, and evolve a strategy for collecting information, education and communication data.
- To promote opportunities for persons with talents in their chosen sports as a means of self-fulfilment and the promotion of national image;
- To invest in amateur sports and promote professionalism and self-reliance in sports(National Policy on Sports,1989).

The structural set-up of the National Sports Commission comprises the Administrative and Finance Division, Directorate (Technical Division) and the National Institute for Sports (Ladani, 2007). The Administrative and Finance division is headed

by the Secretary to the Commission, who in addition to Board Members is also in charge of general correspondence, central records, accounts, stores and sports goods, while the Technical Division Directorate is headed by the Director of Sports. The function of this division is to coordinate the activities of the National Sports Associations, encourage new sports, school sports, organize competitions at national and international levels with the assistance of the National Sports Association; deploy coaches and organizing secretaries to various areas, National Coaching Scheme, maintain liaison with State Sports Councils, deal with matters relating to the International Olympic Committee (IOC), Commonwealth Games Associations and the Supreme Council for Sports in Africa. The National Institute for Sports function on the other hand is to improve the quality of coaching personnel in all arms of sports (Ladani, 2007).

2.4.6 National Sports Associations

National Sports Associations are voluntary amateur sports organizations affiliated to international sports bodies and referred to as National Sports Federations. Because of their obligations to the International federation as the technically recognized controlling bodies in each of the sport, the National sports Associations are bodies that are technically responsible for the administration and organization of individual and team sports at the national level, as well as, responsible for the selection and preparation of national teams for international competitions and the development of officiating and other technical officials. Membership of National sports Associations are drawn from the Armed Forces, the Police, Customs, Immigration, Commerce, Industries and the general public at large. Government representations were also nominated by the ministry to

represent government interest in the Association's Boards, while secretaries who are staff of the National Sports Commission or the Ministry are responsible for the administrative functions of the Associations.(National Policy on Sports,1989).There are 31 National Associations recognized by the government, namely;

Archery, Badminton, Basketball, Boxing, Chess, Cricket, Cycling, Dart, Fives and Football. Others are Golf, Gymnastics, Handball, Hockey, Judo, Karate, Rowing Yachting, Rugby and Scrabble. The remaining are Special Sports, Squash, Swimming, Table Tennis, Taekwando, Tennis, Track and Field, Traditional Sports, Volleyball, Weightlifting and Wrestling. Each Association is made up of elected Board members with a Ministry staff as the Secretary who serves as the accounting officer. The Association programmes at different levels are partly sponsored by the Ministry and private individuals and organizations (National Policy on sports, 1989; Ladani, 2007).

2.5a State Sports Councils

Sport is a concurrent subject for the Federal and State Governments. This is why the Federal Government accented to the establishment of the State Sports Councils in each state of the federation and charged them with the overall responsibility for development and promotion of sports within their respective states. States Sports Council, therefore, serve on the same basis at state levels as National Sports Commission does at the National level, with States Associations also set up on the same basis as National Associations. State sports councils are charged with the responsibility of developing talented sportsmen and women at the grassroot level. They are also empowered to set up State Sports Association for each sport with Chairmen and members

on the same basis as National Sports Associations (Guidelines for Implementing National Sports Policy, 2004; Ladani 1991, 2007).

States Sports Associations, on the other hand are technically responsible for organizing sports activities within their areas of jurisdiction, as well as, dealing with all matters concerning sports development in the state particularly, training and preparation of state teams for Inter-State and National Competitions. Like their counterpart at the National level, State Associations receive their subvention from State Sports Council to execute their programmes of activities. They equally have certain measures of autonomy as regards to fund raising, sponsorship, and overall operation of their programmes of activities in spite of the fact that their activities come under the scrutiny of the State's Sports Councils (National Policy on Sports,1989).

2.5b Structure and Composition of State's Sports Council

The structure of State's Sports Council depends upon the composition, demand of work and manpower/resources available in the council. Generally the structure varied within individual states, because it is a known fact that each state has its distinct way of organizing sports to achieve the purpose for which it was meant. However, sports structure in state's sports council is based upon the National Sports structure, and for the purpose of this study, structure and functions of some principal officers found in some state's sports council (Kaduna, Kano, Katsina, Jigawa and Plateau States) were reviewed and they are:

a. Director:

The director is the chief executive of the council responsible for the execution of the policy of the council and its day to day activities. The director exercise general supervision and control over the staff of the council and also organize as well as manage the sporting activities of the state. Furthermore, the director deploys the material and human resources of the council in such a manner as to achieve the best results pursuant to the sports edict of the state.

b. The Secretary

The Secretary conducts all correspondence of the council, that is policies and implementation of the council's decision, assist in preparing papers of the council, discussions, drawing up agenda and compiling the minutes of meetings. The secretary keeps records, proceedings of the council and performs all administrative functions regarding the staff of the council such as personnel emolument, budget, postings, advising on the recruitment and recommending staff for training programmes in administration department. Other functions of a Secretary in State's Sports Council include handling matters connected with transport, security, discipline and making submissions as entailed in the civil service rules and regulations.

c. Planning, Research, Training, and Statistics (PRTS) Division

This division is headed by a Deputy Director, and consists of senior officers such as Assistant Director, Chief Planning, Training, Research and Statistician, Principal P.R.T.S., Senior P.R.T.S., and PRS Officers. The Deputy Director and staff under this section coordinate the activities of the division. The Deputy Director advises and

recommends benefits, disciplinary action, and keep data of all staff in the section. The Deputy Director also advises the Director of Sports on matters affecting formulation, execution and reviewing of policies concerning the division and sports generally, advises on training and manpower development of the staff under the division. The division makes and keeps all available records of report, record of performance and other data, coordinate with sports development division on matters relating to camping, talent hunt for competitions and annual progress report of the council. The division also plans and initiates clinics, seminars, workshops and training policies of the councils. Furthermore, the division scrutinizes and recommends coaching and camping programmes, plan budgetary needs and regularly assess the performance of coaches and players.

d. Sports Development Division

This division is headed by a Deputy Director and comprises of principal officers such as Assistant Director Technical, Assistant Director Grassroot Sports Development, and Assistant Director Sports Organization. The Deputy Director supervises associations daily training, serves as camp commandant of state close camping of athletes, assist in drawing up short and long term training plan of the association, and regularly assess council's performance especially in National and International competitions. The Deputy Director Sports Development helps the state Director of Sports to identify success/failure of the council and suggests remedy.

The technical section comprises of Assistant Director (who is the Head of Department), Chief Coaches, Principal Coaches, Senior Coaches, Coaches and Trainers. The Assistant Director Technical develop ideas and advise on matters affecting formulation, execution and reviewing policies concerning his division. He/she also

recommends promotion of staff under his section, advises on posting, training and manpower development of technical staff, compiles progress reports from all staff under him/her and represent the interest of the department under his/her division at the senior management meeting. The coaches as professionals also are responsible for teaching/training skills in athletes, developing athlete's potentialities, organizing and planning periodic programs for pre-competition, competition and post-competition sessions, technical and tactical preparation of athletes as well as developing adequate safety and risk management skills.

Grassroots Sports Development division is headed by an Assistant Director, and under this division are sectional heads such as Zonal Sports Coordinators, School Sports Coordinators, and coordinators on matters relating to Armed Forces Sports, Para-military Sports and Voluntary clubs. This division is responsible for all matters relating to age group competitions, school sports, zonal and Non-Governmental Organization organized competitions. The division liaise with Ministry of Education through the sports officer on matters relating to school sports (primary, post-primary and higher institutions), posting of school coaches, talent hunt programmes, and preparing budget for the division. The division also recommends the composition of Zonal Sports Committee.

The Assistant Director Sports Organization generally controls all organizing staff. He/she recommends assigning of organizing secretaries to associations and other ad-hoc organizing assignments. He/she scrutinizes and recommends Sports Associations programmes, competitions, estimates and reviews all activities and meeting reports submitted by organizing secretaries, makes available records of reports, performance and other relevant data. Also he/she recommends promotion, disciplinary action, transfer,

postings and other relevant organizational duties of organizing secretaries and other staff under his division.

e. Sport Organizing Secretary

The organizing secretaries are the chief scribes of Sports Associations. They are assigned to oversee the day to day running of the associations. They liaise with the National Associations counterparts in order to ensure affiliation, keep all records of meetings of the associations, source for sponsorship for the execution of Association's local programmes, organize local sports championships, and formulate rules and regulations for state sports competitions. Organizing secretaries also keep records of all players and coaches under the association and prepare budgetary needs for association's annual programmes. Organizing secretaries assist in the formation of clubs and ensure that all clubs are duly affiliated and registered with the State Sports Associations, and also give report on state teams participation in all National and International competitions.

f. Physical Planning, Stadium and Facilities Division

This division is headed by a Deputy Director and consists of senior officers such as Assistant Director Stadium and Facilities, Stadium Managers and Centre Supervisors. The division provides technical services to the council and other bodies in the area of construction and maintenance of sport facilities. The division also keeps up-to-date records of all facilities belonging to the council, supervise and coordinate the activities of stadia, sports centres and their staff, and supervise revenue collection. This division liaises with Land Office on open space and suggests the type of facilities to be provided.

The Deputy Director advises the Director of Sports on matters concerning budget, recruitment, promotion, discipline, casual leave and posting of staff under the division.

g. Public Relations Officer (P.R.O)

The Sports Council Public Relations Officer is responsible for feedback in respect of the activities of all governing bodies of sports which needs publicity and responsible for enlightening public on the activities of the council. The P.R.O. is responsible for all enquiries, internal and external matters affecting public relations, advertisements, speeches and publications. The P.R.O. also promptly reports adverse information in the mass media with recommendations of how to counter them or mitigate their effects. The P.R.O. is responsible for coordinating, arrangements of coverage by the mass media and its agents, as well as submitting the departmental annual programs of activities, estimates and periodic reports.

2.6 Sources of Organizational (Work-Related) Stress

Stress is psychological pressure/s acting on the individual, and which generate anxiety (Balarabe. 2004). These psychological pressures are of different types, emanating from different sources. They may be demands made on the individual to do a certain work within a specified period. He may not have the competence (that is ability) to do the work, and this could be a major source of stress, particularly if there are sanctions to be applied in the event of failure (Adeyanju, 1986; Balarabe, 2004). In another instance, the individual may have the competence to do the work, but may be prevented from accomplishing it due to some interfering factors (Balarabe, 2004; Cohn, 2005). Stress is therefore generally as a result of blocked goal attainment (Stewart, 2008)

or perceived loss of a source of need satisfaction (Balarabe, 2004; Scott, 2008). An inability to attain a desired goal results in frustration or anxiety, which leads to aggression in one form or another. It is logical therefore to assume that the manifestation of an aggressive act against some individuals or group will bring about some retaliatory action, which creates stress in both the aggressor and victim (Venkateswarlu, 2004; Balarabe, 2004).

Organizations involve people. They are concerned with the creativity and commitment, as well as despair and disappointment of the people. They are therefore, interested to meet the needs and aspirations of people. But in recent times, organizations have been experiencing ups and downs, and with these ups and downs, people experience stressful situations (Venkateswarlu and Gwani, 2004). Organizational stress therefore refers to the reactions of individuals (both physical and psychological) to new or threatening factors in their work environment (Arnold and Feldman, 1986). In organizational stress as in any other kind of stress, the appraisal of the perceived situation largely determines the magnitude of stress. The process of appraisal is always a subjective one, which runs differently in different people (Venkateswarlu, 2004; Venkateswarlu and Gwani, 2004). However, the amount of excess stress we experience inhibits our ability to respond to new challenges.

The primary source of organizational stress depends on the nature of occupation engaged in and both differences within (Venkateswarlu, 2004) and between occupations (Venkateswarlu, 2004; Venkateswarlu and Gwani 2004). In addition, organizational stress may be caused by the mode of remuneration (Leha-Isa, 2004; Venkateswarlu, 2004), nature of work demands and workload (Stewart, 1999), the degree of job

satisfaction (Cohn, 2005), personality of the workers and the amount of social support they receive (Scott, 2008), and the degree of personal control they have over their work demands (Arnold and Feldman, 1986). Venkateswarlu (2004); Venkateswarlu and Gwani (2004); Leha-Isa (2004); Carter (2005); Cohn (2005) and Heares (2007) maintained that the main causes for the prevalence of degenerative disorders in different organizational settings have been shown to be lack of job security, increased work demands and lack of job satisfaction. Organizational stressors are however generally categorized according to Stewart (2008) as work-related stressors, role-related stressors, physical-environment related stressors and interpersonal stressors. These stressors induce negative stressed behaviour in state's sports council that disrupt the flow of operations dampen performance and productivity, cause physiological disorders and generally make life more difficult for everyone in the council (Daniel, 2008).

2.7 Sources of Stress in States Sport Councils

As stated earlier, one of the sources of organizational stress in state's sports council is work-related stress. This is characterized by lack of long term plan and clear short term goals to work towards (Bhagat, 1983) According to the researcher, long term plan involves a well organized and progressive/sequential strategy that enables sports councils to have both human and material resources that are put in place before events. A good example of this is a progressive plan of athletes from the grassroots who may graduate through many developmental phases to represent their states from junior to senior categories. With these athletes, both coaches and organizing secretaries may find it easy to work and achieve with less stress. Also inappropriate staffing and improper

staff development process can cause work-related stressors within sports councils in Nigeria (Venkateswarlu, 2008; Adeyanju, 2008). This is through employees attempt to accommodate unskilled persons among them. Most at times appointments are not based on qualification and specialities of staff, but on sentiments and political clientalism. This results in confusions, errors and work overload are eminent. Poor management services (Daniel, 2008), career uncertainty (Lawless, 1992), job insecurities (Carter, 2005), undefined work schedules (Heeres, 2007), and short term decision making to achieve quick results (Lawless, 1992) are all sources of organizational stress in state sports councils.

Role-related sources of stress in states sports councils are associated with role conflict and role ambiguity (McShane and Von Glinow, 2005), fear of failure (Cohn, 2005), over excitability (Feldman, 1986), insufficient reward, lack of motivation, insufficient recognition as well as lack of promotion (Steptoe, 2008). Role conflict can be intrarole or person-role conflicts. Intrarole conflict is when employee receives contradictory messages from different people about how to perform a task, while person-role conflict arises when organizational values are incompatible to employees own personal values. Role ambiguity refers to lack of clarity which produces unclear role perceptions. It inhibits unclear boundaries of functions and responsibilities which gives room for interference (Feldman, 1986; McShane and Von Glinow, 2005). Fear of failure in States Sports Council arises when an employee (for example organizing secretary or coach) is placed under pressure to succeed in a tournament/competition in an attempt to safeguard his job, position or promotion. In most cases, the council's performance is judged according to the outcome of an event, and that makes them most at times excited

and afraid to fail. Insufficient reward arises when employees performance are not recognized and rewarded accordingly. Both intrinsic and extrinsic rewards (motivation) are essential for an employee to give out his best, but this is mostly lacking in some states sport councils. This discourages employees creativity and productivity with less stress which adversely give room to informal grudges, anxiety and lack of interest on job.

Physical-environmental sources of stress in state sports councils are attributed to time constraints (Robbins, 2006), inadequate resources and funding (Uever, 2007), as well as imposed deadlines with insufficient time to do a task (Keil, 1999; Robins, 2006). Unsafe surrounding (Keil 1999) and other factors such as noise (Gould et al, 1983), excessive temperature (heat or cold) (Gould et al, 1993) and poor surroundings (Venkateswarlu, 2004) are sources of stress in States Sport Councils . One important factor is the use of performance enhancing drugs such as stimulants to enable them to cope and deal with excessive work demands (Burns, 2008) as well as depressants to rest or escape/avoid stress (Burns, 2008; Cooper, 2008). Problems with the physical environment in state sports council include poor lighting or excessive noise (Keil, 1999), an excessive pace (Daniel, 2008), too little work, work overload (Stewart, 2008) and excessive time pressures (Carter, 2005), where stress increases as a deadline approach produce much stress in organizational settings. According to the researcher, within our states sports councils, it is very common to start preparing for an event with a short notice. Coupled with corrupt practices, the limited resources allotted for a particular programme are depleted and those with direct contact of the job are left to suffer the pressure of high expectations to perform and meet up with the demands. Most officers have no working facilities or up-to-date necessary facilities for logistics, communication

and other schedules. These include electronic devices such as computers, fax machines, videos, televisions, adequate lighting, ventilation machines and the like, and thus makes working environment unbearable (Venkateswarlu, 2004, 2008).

Poor inter-personal relationships are also common sources of stress in organizations Feldman (1986) cite three types of interpersonal relationships that can evoke stress reactions in organizations.

1. Too much prolonged contact with other people;
2. Too much contact with people from other departments; and
3. An unfriendly or hostile organizational climate.

In our state sports councils, negative interaction with co-workers is a source of stress because it inhibits atmosphere of mistrust between staff members, between management and staff as well as between departments (Taylor et al, 2000). This brings about a tensed and hostile environment where progressive and harmonious developments are not possible (Gleitman, 2008). Other factor that contributes to inter-personal related stress within sports council is sexual harassment (Anderson, 2005; McShane and Von Glinow, 2005). Sexual harassment refers to unwelcome conduct of a sexual nature that detrimentally affects the work environment or lead to adverse job-related consequences for its victim. One form of sexual harassment includes situations in which a person's employment or job performance is conditional on unwanted sexual relations (example, a male superior threatening to fire a female employee if she did not accept his sexual advances). Many athletes (most especially female ones) are victims of this problem in our state's sports councils (Adiat, 1992; McShane and Von Glinow, 2005). Over-competitive internal environment is another source of stress in state sports councils. This

is evident through emerging of different interest groups, camps and factions within a council. In an attempt to dominate and suppress one another, individuals encounter many difficulties through lack of promotion (Friedman and Silver, 2007), inadequate recognition and blocking initiatives (Feldman, 1986).

Relationship problems such as marriage, divorce, family and relative issues are all sources of stress in organizational settings (Gould et al, 1993, 1994; Nowack and Wimer, 2008). According to Lawless (1992) single or divorced employees, birth of a child, union employees, women and hourly workers reported a greater stress level, and a higher likelihood of burn out. Single parenthood compounds individuals to stress when trying to juggle work and child care responsibilities, especially when overtime hours are required. Lawless (1991) identified the six most common sources of worker stress:

1. Balancing family responsibilities with job;
2. Too much rigidity in how to do a job;
3. Substantial cut in employee benefits;
4. A merger, acquisition, or change of ownership;
5. Requiring frequent overtime; and
6. Reducing the size of the work force.

2.8 Effects of Organizational Stress

Generally, stress affects people differently. Individuals differ in responding to new challenges and life experiences. When encountering the same situation, one person may panic, another may faint and the third may be quite controlled. These differences make it apparent for the way we behave the way we do, and why we get as upset as we

do, or why things can upset us. It is therefore easy to note that what is termed stressful to one person may not be the same for another (Singer, 1980; Stewart, 1999).

French, Kast and Rosenzweig (1985) emphasized that not all stress is necessary bad. The term stress can be considered neutral with the words distress and eustress used for designating bad and good effects. They proposed a model that defines an uptimum range of stress in terms of its effects on performance. Mild to moderate amounts of stress (eustress i.e positive stress) enables people to perform some tasks more effectively. The rationale is that improved performance can be attributed to increased arousal. But if the stressor continues or exceeds an optimal level, it eventually takes its toll, and results in decreased performance, burn-out and deleterious health consequences. Since our work environments most especially state sports councils often contain new situations, challenges and problems, stress is therefore inevitable. However, the fact that stressful situations, as stated earlier, are individualized and can result in physiological, psychological and behavioural reactions which have serious effects on productivity and health of those involved (employees) (Ikulayo, 1990; Venkateswarlu 2004; Venkateswarlu and Gwani, 2004).

Physiological consequences of work-related stress are manifested in recurring headaches, backaches, chest pain, constant fatigue, inability to relax, high blood pressure, frequent colds and other physiological disorders that are detrimental to the health and wellbeing of individuals (Bhagat, 1982; Heeres, 2007; Anderson, 2008; Daniel, 2008). Psychologically, workers suffering from work-related stress encounter restlessness, short temper, loss of objectivity and have growing feelings of inadequacy (Genmill, 2002; Anderson, 2005; Stewart, 2008). Behavioural effects of work-related stress lead to loss

of objectivity, absenteeism from work, recurrent mistake making in delivering duties, confusions and compulsive eating that may lead to unnecessary weight gain (Pieper, 1990; Cohn, 2005; Daniel, 2008; Steptoe, 2008).

Effects of role-related organizational stressors in organizations such as state sports councils physiologically manifest itself with recurring headaches, fever, chest pain, fatigue, weight gain or loss, over-excitability, dumbness and high blood pressure (Feldman, 1986; Anderson, 2008). Psychologically, role-related stressors inhibit confusion, indecisiveness, constant worrying, fear, tension and feeling overwhelmed in employees (Lawless, 1992; Robin, 2006; Scott, 2007). Behavioural effects of organizational stressors in organizations lead to loss of interest in jobs, anxiety, negativism, increase in defensiveness, chronic worrying and neglecting responsibilities (Taylor, 2001; Heeres, 2007; Stewart, 2008).

Physical-environmental organizational stressors in organizations like state sports councils cause physiological disorders such as muscle tension and stiffness, skin breakouts (such as hives, sweating, trembling and the like), gastro-intestinal disorders such as diarrhea or constipation, hyperventilation; high blood pressure, sweaty hand or feet and low energy level (William and Huber, 1986; Pieper, 1990; Stenberg, 2001; Cooper, 2005). Psychologically, consequences of physical-environmental stressors within organizations inhibit temper outbursts, agitation, inability to relax, tension, anxious or racing thoughts and the like (Posen, 1995; Stewart, 1999; 2008). This type of stressors behaviourally also lead to frequent injuries, frequent mistakes, inability to comprehend, repeated errors, inability to concentrate and poor judgement in discharging

duties (Feldman, 1986, Taylor et al, 2000; Genmill, 2002, Stewart 2008; Glietman, 2008).

Interpersonal related stressors in organizations like state sports councils physiologically cause inability to sleep, temper outbursts, loss of sex drive, weight loss, high blood pressure, teeth grinding/jaw clenching, picking fights with others and other inter-personal conflicts (Thase and Howland 1995; Cooper, 2005). Psychologically, these stressors manifest in employees seeing only the negative (Gleitman, 2007), impatience, and isolation (Anderson, 2005), moodiness, restlessness, irritability, sense of loneliness, depression, and general unhappiness (Anderson, 2005, 2008; Friedman and Silver, 2007). Individual employees with interpersonal related problems indulge in negative behaviours and attitude such as excessive use of alcohol (Cohn, 2005), drug use and abuse (William and Huber, 1986), smoking, increased aggression (Lawless, 1991), memory problems (Steptoe, 2008), trouble thinking clearly (Steptoe, 2008), isolating oneself from others (Belmonte, 2007), nervous habits, overreacting to unexpected problems, bullying and other forms of physical violence (Bhagat, 1983; Genmill, 2002; Anderson, 2005; Belmonte, 2007; Glietman, 2008).

2.9 Stress Coping Strategies

Stress coping strategies can be viewed as a lifestyle conducive to effective handling of stress. Individuals usually incorporate certain strategies into their lifestyle in order to deal with everyday encounters, concerns and challenges (Matsen, 2002). Everyone has stress coping strategies he incorporate from day one, and even though individuals learn to deal with stress in different ways throughout life, it seems most of us

get into certain habits as we grow older (Otinwa; 2002; Robbins, 2002). Being creatures of habit, therefore, human beings have to reevaluate their behaviours and make some efforts to become more effective in dealing with stress. Stress coping strategies may incorporate assertiveness, time management, rational problem solving as well as various self-regulation practices (Ikulayo, 1990; Posen, 2002).

Stress coping strategies refers to specific efforts, both behavioural and psychological that people employ to master, tolerate, reduce or minimise stressful events (Adeyanju, 1986, 1992). According to John and Mac Arthur (2002) there are two basic approaches in coping with stress; the problem solving and emotion-focused coping strategies. The problem solving strategies are efforts to do something active to alleviate stressful circumstances, whereas emotion-focused coping strategies involve efforts to regulate the emotional consequences of stressful or potentially stressful events.

An additional distinction that is made in coping literature is between active and avoidant coping strategies. Active coping strategies are either behavioural or psychological responses designed to change the nature of the stressor itself or how one thinks about it, whereas avoidant coping strategies lead people into activities such as alcohol use or mental state, such as withdrawal that keeps them from directly addressing stressful events. However, the active coping strategies, whether behavioural or emotional, are thought to be better ways to deal with stressful events, and avoidant coping strategies appear to be a psychological risk factor or marker for adverse responses to stressful life events (MacGrath, 1970; Stewart, 1999; John and MacArthur, 2002).

The following examples as stated in literature are some general active coping strategies and useful clinical interventions that aid in reducing/coping with organizational stress:

2.9.1 Remove the Stressor

One way an organization can effectively manage stress is by removing the stressors that cause unnecessary tension and job burnout. This is through investigating the main causes of stress in a workplace. When detected, the actual source of stress can be effectively controlled and minimized (Stewart, 1999; Sarmiento, 2007). One of the problems that cause stress within organization is "the emotional virus" (Chom, 2000). This is a type of infection that spreads within organization through murmuring, complaints and interaction with co-workers which inhibits symptom of infection in organization's culture which includes caustic humour, interpersonal conflict, continuous complaints, suspicions, resentment, defeatism and despair, chronic anxiety, intolerance and antagonism. All these symptoms can be felt, heard and seen in lunch rooms, mail rooms, board rooms and exercise spas. The effects of the virus can be neutralized, but it requires special tools and skills to maintain a consistently high level of mental and emotional stability and flexibility. Such tools and skills can be developed through internal self-management, interpersonal communication enhancement, creating and sustaining people, based on culture and operationalisation of heart intelligence, into strategic planning, complex decision-making and project management. Acquisition and application of such tools and skills can develop a much stronger organizational immune system and can even reverse organizational aging (Chom, 2000).

Another strategy is to change the corporate culture and reward system so that they support a work-life balance and no longer reinforce dysfunctional workaholism (McShane and Von Glinow, 2005). Employees should therefore be empowered to have more control over their work and environment. Role-related stressors can be minimized by selecting and assigning employees to position that match their competencies (Ernest, 2001; Genmill, 2002; McShane and Von Glinow, 2005). Noise and safety risks are stressful, so improving these conditions would go along way to minimize stress in workplace (Scott, 2006). Workplace violence and bullying can be minimized by carefully selecting employees and having guidelines of behaviour and feedback to those who violate those standards (Mathew, 2005; Rahe, 2007). Employees can also take an active role in removing stressors (Smith, 2007). If stress is caused by ambiguous role expectation, for example, we might seek out more information from others to clarify these expectations. If a particular piece of work is too challenging, it should be simplified it into smaller sets of tasks so that the overall project is less threatening or wearing (Smith, 2003).

2.9.2 Withdraw from the Stressor

Removing the stressor may be the ideal situation, but it is often not feasible, therefore, alternate strategy is to permanently or temporarily remove employees from the stressor (Smith, 2003, 2007; Larson, 2007). Permanent withdrawal occurs when employees are transferred to jobs that better fit their competencies and values, while temporarily withdrawal occurs when employees take days off, or vocations. The leisure enjoyed significantly improves employees' ability to cope with organizational stress. Other strategies involve avoiding people who stress you out in the organization, avoid

hot-button topics and also refuse to accept responsibilities that one cannot handle (Oshodin and Egor, 2003; Rahe, 2007).

2.9.3 Change Stress Perceptions

Employees often experience different levels of stress in the same situation because they perceive it differently (Venkateswarlu, 2004). Consequently, stress can be minimized by changing perception of the situation (Venkateswarlu and Gwani, 2004). This does not involve ignoring risks or other stressors, rather, we can strengthen our self-efficacy and self-esteem so that job challenges are not perceived as threatening (Balarabe, 2004; Venkateswarlu and Gwani, 2004). Personal goal setting, self-reinforcement and positive self-talk can potentially change stress perceptions by increasing self-efficacy and developing a more optimistic outlook (Okon, 1995; Balarabe, 2004). Other strategies of changing stress perceptions is that one should express his feelings instead of bottling them up through reasonable communication in an open and respectful way (Adetunji, 2002).An individual should be more assertive and willing to compromise.

Humour can also improve perceptions by taking some psychological weight off the situation (Otinwa, 2002; Scott, 2006; Cooper, 2008). This includes ability to laugh deeply and openly. The act of laughing helps the body to fight stress because it produces helpful chemicals in the brain to get the brain thinking and working with less tension. It is an antidote to upsets, relieves tension and distracts people from having a stressed mindset (Posen, 1995; Cooper, 2008, Venkateswarlu, 2008).It also help to regain a sense of control by changing expectations and attitude. This can be done through adjusting one's standards and always focusing on the positive. Perfectionism is a major source of stress, therefore an individual should stop setting oneself for failure by demanding

perfection. Rather, reasonable standards be set for oneself and others (Scott, 2006; Larson, 2007).

2.9.4 Control the Consequences of Stress

Coping with workplace stress involves controlling its consequences. Though many things in life are beyond our control, particularly the behaviour of other people, and, rather than stressing over uncontrollable, one should focus on the things that can be controlled and then try to control such consequences. For this reason, fitness centres are important in all organizations where employees can keep in shape (Okon, 1995; Ernest 2001; Cohn, 2005). Regular physical exercise reduces the physiological consequences of stress by helping employees lower their respiration, muscle tension, heart rate and stomach acidity (Venkateswarlu, 2002; Scott, 2006; 2008). Counseling services are also important here (McShane and Von Glinow, 2005). Counseling helps employees to understand the stressors, acquire stress management skills and practice those stress coping skills. Another way to control the physiological consequences of stress is through relaxation exercises such as progressive relaxation, meditation, visual imagery, and autogenic training (Adeyanju, 1986; Gould et al, 1993; Frank, 2002; Robbins, 2002). When judiciously and appropriately utilized, these strategies are useful in reducing anxiety, irritability, fatigue, muscle tension, high blood pressure, temper outbursts, distracted thoughts and other organizational stressors. Finally, employees should be encouraged to adopt a healthy lifestyle (Scott 2006). This would enable an individual to increase resistance and control stress through eating a healthy (well-nourished) or balanced diet and reducing caffeine and sugar (by reducing the amount of coffee, soft

drinks, chocolate and sugar snacks in diet). Also they should be advised to avoid alcohol, cigarettes and drugs, and get enough sleep (Scott, 2006; Rahe, 2007).

2.9.5 Receive Social Support

Social support from co-workers, supervisors, family, friends, and others is one of the more effective stress management practices. Social support refers to the person's interpersonal transactions with others and involves providing either emotional or informational support to buffer the stress experience (Adeyanju, 1986, 1992; Smith, 1989, Gould et al 1993). Social support reduces stress in at least three ways. First, employees improve their perception that they are valued and worthy. This, in turn, increases their self-esteem and perceived ability to cope with the stressor (for example, "I can handle this crises because my colleagues have confidence in me"). Second, social support provides information to help employees interpret, comprehend and possibly remove stressor. For instance, social support might reduce a new employee's stress because co-workers describe ways to handle difficult situations. Finally, emotional support from others can directly help to buffer the stress experience. People seek out and benefit from the emotional support of others when they face threatening situations (Amechi, 2007; Brownstein, 2007; Cooper, 2008).

According to McShane and Von Glinow (2005) social support is an important way to cope with stress that everyone can practice by maintaining friendships. This includes helping others when they need a support from the stressors of life. Organizations can facilitate social support by providing opportunities for social interaction among employees as well as their families. People in leadership roles also need to practice a supportive leadership style when employees work under stressful

conditions and need this social support. Mentoring relationships with more senior employees may also help junior employees cope with organizational stressors.

2.9.6 Proactive Coping Strategies

Proactive coping consists of efforts to build up general resources that facilitates the achievement of personal goals and working towards personal growth (Greenglass, 2002). Individual vary considerably in resources they bring to stressful situation such as coping strategies, self efficacy and social support. However, better individual resources empower a person to cope more effectively with stress (Larson, 2007; Gleitman, 2008). In proactive coping, people have a vision. They see risks, demands and opportunities in the far future, but they do not appraise these as threats, harm, or loss. Rather, they perceive difficult situations as challenges. Coping becomes goal management instead of risk management. Individuals are not reactive, but proactive in the sense that they initiate a constructive path of action and create opportunities for growth. Proactive coping strategies therefore manifested in the kinds of overt behaviours such as skill development, resource accumulation, and long-term planning (Venkateswarlu; 2008; Anderson, 2008).

According to Taylor (2001) proactive coping strategies enables individuals to eliminate, reduce or modify impending stressful events before they occur, and that skills associated with this behaviour include planning, goal setting, organization and mental simulation. Proactive coping is distinguished by three main features (Greenglass et al, 2002) and they are;

i. It integrates planning and preventive strategies with proactive self-regulatory goal attainment;

ii. It integrates proactive goal attainment with identification and utilization of social resources and

iii. It utilizes proactive emotional coping for self-regulatory goal attainment.

Proactive coping is driven by proactive attitude which is a relatively persistent personal belief in the rich potential of changes that can be made to improve oneself and one's environment. This includes various facets such as resourcefulness, responsibility, values, and vision (Greenglass, 2001; Greenglass et al, 2002). When faced with stress, the proactive coper invokes several cognitive and psychological processes. The proactive coper integrates planning, careful thinking, preventive strategies, visualization and social resources with self-regulatory goal setting. This means that proactive coping should be associated well with planning, prevention strategies, identifying and seeking support resources (Greenglass, 2001; Heeres; 2007). Proactive coping can be particularly valuable in alleviating work stress (Jones, 2008). When work demands are excessive and/or incompatible with one another, continued attempts to meet these demands will be emotionally distressful. Work stress can also trigger anger feelings which can result in higher levels of anxiety. Proactive coping however, can lead not only to lower burnout and anger, but also to positive outcomes including greater professional efficacy, fairer treatment at work and greater life satisfaction(Stewart,2004; Venkateswarlu, 2004; 2008,).

2.9.7 Preventive Coping Strategies

Preventive coping strategies are concerned with preparation for uncertain events in the more distant future. The intention is to develop resources to lessen the consequences of a stressful event (Greenglass, 2001; 2009; Heeres, 2007). It is

employees' efforts to lessen the consequences of stressors that are likely to occur in future. Preventive coping equips an individual with strategies to confront stressful events long before they occur or might occur (Keil, 1999; Larson, 2007). Individuals who are affluent, healthy, capable and optimistic are seen as resourceful and, thus, are less vulnerable towards the stress of life. Therefore, it is of most importance to be competent to handle a stressful situation before it occurs. If the individual underestimates his potential for action, no adaptive strategies will be developed. However, if people believe that they can take action to solve a problem instrumentally they become more inclined to do so and feel more confident when confronting them (Larson, 2007).

In proactive coping, an individual psyche himself for unforeseen eventualities (Venkarteswarlu, 2004, 2008). Before any stressful event, an individual finds a way to breakdown difficult problem into manageable components, and be prepared to face its consequences. Preventive coping strategies enables individuals to think ahead and develop his job skills (for example) to protect himself against eventualities so that he/she can change the situation before any stressful event (Lawless, 1991; 1992). According to Greenglass (2001; 2002), preventive coping may be defined as an effort to build up general resistance resources that reduce the severity of the consequences of stress, should it occur, and lessen the likelihood of the onset of stressful events in the first place. In preventive coping, individuals face a critical event that may or may not occur in the distant future. Preventive coping involves risk management, but one has to manage various unknown risks in the distant future.

2.9.8. Related Research findings on sources and management of stress

From the available literature on the sources of stress, the researcher reviewed that Nwikina and Nwanekezi (2010) reported lack of administrative support, ineffective communication, lack of role clarity and inappropriate training to carry out specific job responsibilities effectively as sources of stress and job-related teacher burnout in Nigerian schools. Ajayi (1997) also reported worries due to family problem, illness, social and political climate of the country as sources of organizational stress in Nigeria. Ogboegbulem and Ogbonnaya (2008) also have reported poor working conditions, time pressure and poor school structures are some sources of stress and burnout among Nigerian school personnel. Adeoye and Durosaro (2010) reported that female lecturers do experience stress from both the work and home arenas and that high workload, teaching large classes, difficulty in meeting deadlines, slow promotion, extra time work, and struggle to assert oneself, coping with work and domestic chores and problems with spouse are sources of stress for female lecturers in Nigeria. Tiemo and Ofua (2010) discovered that quick pace of technological change, lack of proper training, poor user interface, and lack of technical support as causes of stress among librarians in university libraries in Nigeria. Other causes reported include inexperience with computers, performance anxiety, overwork/insufficient staffing, information overload and language intimidation. Ajala (2011) reported work environment, personal or internal factors, home-work interface, professional demands, job dissatisfaction and management problems are work-related sources of stress among librarians and information professionals in Nigerian university.

Madaki (2005) found that the main sources of stress among university athletes during competition are expectations and pressure to perform, and that the sources of stress vary according to sport groups. Omolayo and Mokuolu (2008) reported that individuals react to job stressors differently because of the differences in their personality, and that females have the same perception of work-related stress no matter the organization, and they react to stress in the same manner. Also the study found that there is significant difference in the level of job stress between male and female university workers. Female workers experience more job stress than their male counterparts.

Odunze (2008) reported that women of Ahmadu Bello University Zaria experience strenuous stress at work due poor office equipment, insufficient time to carry out daily activities, under-utilization, job insecurity, job dissatisfaction and unfriendly working environment. Amechi (2007) reported that female soccer players encounter stress due to job insecurity, regular benching, harsh weather conditions, too much training, menstrual flow, high expectations, unfriendly crowd, injuries, lack of sleep, poor facilities, sexual harassment and failure to win.

On the stress management strategies, Vankateswarlu (2000) reported healthy life-style, good social support system, progressive relaxation, autogenic training, mental imagery, and exercise as an effective ways of managing stress. Madaki (2005) reported social support as a widely used and most appreciated form of stress management strategy by university athletes during competitions. Oshodin and Egor (2003) reported good human relations, positive thinking, developing self-confidence, decentralization, spending leisure time and mental relaxation as significant stress management therapy for

workers and athletes. Adetunji (2002) also found social psychological support as an important factor in managing stress and poor performance in sports competition for both male and female athletes. Efunkoya (2007) reported relaxation and mental imagery as significant contributors to stress management in competitive sports.

Omolayo and Mokuolu (2008) found that the work, the family, personal life and co-workers has significant positive influence on managing stress and perception of job tension. Ajala (2011) reported workers' role, organizational role, job redesign, interpersonal relationship and proper human resource management systems as effective strategies of managing stress in library settings. Tiemo and Ofua (2010) reported that training and education, taking frequent breaks, and providing adequate user friendly hardware and software as significant stress management strategies among librarians in university libraries in Nigeria. Nwikina and Nwanekezi (2010) reported that professional training, good public relations, and keeping informed and professionally active are among the best strategies of managing job-related stress and teacher burnout in Nigerian schools.

2.10 Summary

Stress refers to our intellectual, emotional, physical and behavioural response to demands made on us by our internal or external environment. Stress could be good or bad depending on its level and the caliber of persons being affected. Generally, low level of stress leads to lack of alertness, excitement while great amount of it produces tension that disrupts the body's equilibrium. At the middle is a moderate level of stress that is needed for individuals to face life challenges for survival. Organizational stress on the other hand refers to difficulties resulting from interaction between stressor variables such

as work overload, role conflict, inadequate resources, unsafe surrounding, negative interaction with co-workers and the like and personal variables such as personal sensitiveness, coping skills and perception of control.

Organizational stressors are generally categorized into work-related stressors (like work overload, job insecurity, career uncertainty inadequate salary, short term decision making to achieve quick results and the like), role-related stressors (for example role conflict and role ambiguity), physical-environment stressors (like time constraints, unsafe surroundings, noise, inadequate equipment and the like) and interpersonal stressors (such as negative interaction with co-workers/management, sexual harassment, workplace violence, bullying and so on). These stressors induce negative stressed behaviour in state's sports council that disrupt the flow of operations, dampen performance and productivity, cause physiological disorders and generally make life more difficult for everyone within the council.

Stress coping strategies on the other hand can be viewed as a lifestyle conducive to effective handling of stress. Stress coping strategies therefore refers to specific effort, both behavioural and psychological that people employ to master, tolerate, reduce or minimize stressful events. In organizational settings, many strategies were employed to cope with stress like removing the stressor, withdrawing from the stressor, changing stress perception, controlling the consequences of stress as well as receiving social support. However, everyone has stress coping strategy he/she incorporates from day one, and even though individuals' learn to deal with stress in different ways throughout life, it seems individuals get into certain habits as they grow older.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The purpose of this study was to investigate the sources and management of stress among administrative and technical staff of Nigerian sport councils. The method used included research design, population, sample and sampling technique, instrumentation, validation of the instrument, pilot study, procedure for data collection, and statistical technique used which are described in this chapter.

3.1 Research Design

An ex-post facto research design was used for this study. This is a non-experimental research using conditions in which no independent variable was manipulated. Ex-post facto research is best used to find out the conditions or relationships that exists, opinions that are held, effects that are evident or trends that are developing on a group of people under study by collecting and analyzing data from a sample considered to be representative of the entire group. It is also useful in collecting and analyzing data from a large number of individuals in a relatively short period of time (Ali, 2006; Uever, 2007).

3.2 Population

The population of this study comprises male and female administrative and technical staff of state sport councils in Nigeria. The Administrative Staff comprises the State Directors of Sports, Deputy and Assistant Directors of Sports, Senior Administrative Staff like the Public Relations Officers, Personnel Officers, Accountant, Team Managers, Sport Organizing Secretaries, Stadium Managers, Sport Association

Chairmen and their members, while the Technical Staff comprises Coaches, Trainers/Instructors, Paramedics, and Groundsmen.

3.3 Sample and Sampling Technique

A stratified sampling technique was used to select the states this study was conducted. The country was stratified according to the six geo-political zones, and from each stratum, two states were purposively selected making a total of thirteen states including Abuja. The states selected are Kaduna, Sokoto, (North-West), Plateau, Niger (North Central), Borno, Adamawa (North-East), Enugu, Imo (South-East), Lagos, Ogun, (South-west), Delta, Edo (South-South) and Abuja, The Federal Capital Territory. The criterion for the selection also was based on well established sport councils as well as sport councils with diverse representation from the whole region. A total number of thirty-three administrative staff and thirty-three technical staff making a total of sixty-six staff was purposively used as samples from each State Sports Council and the distribution of the sampled staff according to each State Sports Councils is presented in the table 3.1 below.

Table 3.1: Distribution of Sample according to each selected State Sports Council;

	Administrative Staff						Technical Staff				
	Directors	**Pers.Off.,Acct,PRO**	**Org.Sec**	**Team managers**	**Stad. Manager**	**Sport Ass.**	**Coaches**	**Trainers**	**Medical**	**Groundsmen**	**Total**
NUMBER ISSUED	**3**	**5**	**10**	**5**	**5**	**5**	**11**	**11**	**6**	**5**	**66**
NUMBER RETURNED FROM EACH STATE SPORTS COUNCIL											
Kaduna	3	4	9	3	3	4	9	8	4	3	50
Sokoto	2	4	6	2	3	3	6	5	3	1	35
F.C.T.	3	5	7	2	2	3	7	6	3	2	40
Borno	3	5	7	2	3	2	7	8	2	2	41
Adamawa	2	4	4	2	3	3	5	5	2	2	32
Imo	2	5	8	3	3	4	8	7	3	3	46
Enugu	2	5	6	3	5	5	7	7	4	2	46
Lagos	1	3	4	1	2	2	5	6	2	2	28
Ogun	2	4	6	2	3	4	8	7	4	3	43
Edo	2	3	5	3	4	3	8	8	2	2	40
Delta	3	5	8	3	4	4	8	7	4	3	49
Total	**25**	**47**	**70**	**26**	**35**	**37**	**78**	**74**	**33**	**25**	**450**

Table 3.1 above showed that out of the purposively sampled thirty-three administrative staff, three Directors, Deputy and Assistant Directors and five Senior Administrative Staff were selected from the Directorate and senior administrative cadre respectively. Others include senior management staff which comprises ten sport organizing secretaries, five team managers, five stadium managers and five Sport Association Chairmen/members. The technical staff purposively sampled includes eleven coaches, eleven trainers/instructors, six medical staff and five groundsmen. The distribution ensures that all the cadres are represented accordingly.

3.4 Instrumentation

A questionnaire was used as an instrument for data collection in this study. This is in accordance with Asika (2001), Ali (2006) that a questionnaire is a reliable instrument for gathering data beyond the physical reach of a researcher. The questionnaire was self- developed and based on supervisor's authentification as well as further validation by experts in Sports Management and Educational Psychology.

The questionnaire was in three sections. Section A was on the demographic characteristics of the respondents which comprised the gender, age group, educational qualification, working experiences as well as designations of the subjects. Section B of the questionnaire contained various statements on sources of organizational stress that were culled and developed from organizational stress symptoms by Devonport et al (2008) and Stewart (2004), and were based on the four main types of organizational stressors outlined by Stewart (2008) that is inter-personal stressors, role-related stressors, task-control stressors and physical environment stressors. The statements were based on a five-point Likert scale ranging from strongly agree (5 points) to strongly disagree (1

point). Section C of the questionnaire was on preventive and proactive stress coping strategies that were also developed from a preventive coping inventory (PCI) by Greenglass et al (2001) and proactive coping inventory (PCI) by Greenglass et al (2002). Various stress coping strategies statements were outlined to be completed by the respondents also on a five-points Likert scale.

3.5 Validation of the Instrument

In an attempt to establish face validity and internal consistency of the questionnaire, a draft copy was prepared and vetted by experts in the field of Sports Management and Educational Psychology in the Departments of Physical and Health Education and Education, Ahmadu Bello University, Zaria in order to determine its face and content validity. A final copy was developed based on their inputs and corrections.

3.6 Pilot Study

A pilot test was conducted in two North Central states of the country. These are Plateau and Niger States. The data gathered for the pilot test were then subjected to computer analysis using the Statistical Package for Social Sciences (SPSS) to determine the reliability coefficients of the questionnaire.

3.7 Report of Pilot Study

The result showed a reliability coefficient of 0.935 for the Cronbach's Alfa, while the Spearman – Brown equal length yielded the reliability coefficient of 0.793. The Guttman Split-Half coefficient obtained for the instrument was 0.792. This coefficient clearly indicated that the instrument could be considered reliable for the study and studies of similar nature (Anastasi, 1980).

3.8 Procedure for Data Collection

The researcher solicited for the assistance of States Sports Directors using an introductory letter to conduct research on sources of stress and stress coping strategies in their councils. The researcher administered the questionnaire on the respondents with the help of research assistants at each sports council. The research assistants were trained on how to distribute and retrieve the completed questionnaire accordingly. However, the two pilot study area states (Niger and Plateau) were excluded from the main study.

3.9 Statistical Technique

Statistical Package for Social Science (SPSS) was used to analyze the data gathered. Descriptive statistics of frequencies, percentages, mean, and standard deviations were used in computing the scores. The scores were further subjected to statistical analysis of t-test for testing significant difference on gender (male and female respondents), while the one-way analysis of variance (ANOVA) was used to test the significant differences among various age groups, educational qualification, working experiences and different designations (Cadre) of the respondents. A critical alpha value of 0.05 was used in determining the level of significance for the data obtained.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

The purpose of this research was to investigate the sources and management of stress among administrative and technical staff of states sport councils in Nigeria. The data were coded and statistically analyzed. The results are hereby presented and discussed in this chapter.

4.1 Results

4.1.1 Demographic characteristics of the Respondents

Information regarding the demographic characteristics of the respondents is shown in table 4.1.1.

Table 4.1.1: Demographic Characteristics of the Respondents

S/No	Variable	Characteristics	Frequency	Percent
1.	Gender	a. Male	298	66.20
		b. Female	152	33.80
		Total	**450**	**100**
2.	Age	a. 18 – 22 years	22	4.90
		b. 23 – 27 years	41	9.10
		c. 28 – 32 years	57	12.70
		d. 33 – 37 years	91	20.20
		e. 38 and above years	239	53.10
		Total	**450**	**100**
3.	Educational qualification	a. GCE/SSCE/WASC/TCII	73	16.20
		b. OND/NCE/NIS certificate	166	36.90
		c. HND/B.Ed/B.Sc/B.A.	163	36.20
		d. M.Sc/M.A/PGD	41	9.10
		e. Ph.D	7	1.60
		Total	**450**	**100**
4.	Years of working experience	a. 1 – 5 years	38	8.40
		b. 6 – 10 years	68	15.10
		c. 11 – 15 years	77	17.10
		d. 16 – 20 years	101	22.40
		e. 20 years and above	166	36.90
		Total	**450**	**100**
5.	Job Designation	a. Director/Deputy and Assistant Directors	25	5.60
		b. PersonnelS Officers/Accountants/PRO	47	10.40
		c. Sport organizing secretaries	70	15.60
		d. Team managers	26	5.80
		e. Stadium managers	35	7.80
		f. Sport association chairmen/members	37	8.20
		g. Coaches	78	17.30
		h. Trainers/instructors	74	16.40
		i. Paramedics	33	7.30
		j. Groundsmen	25	5.60
		Total	**450**	**100**

Table 4.1.1 shows that out of the four hundred and fifty respondents used for the study, two hundred and ninety-eight (66.2%) were males while 152(33.8%) were females. Most of them 330 (73.3%) were 33 and above years of age and 211 (46.9%) had a Higher National Diploma, first degree as well as Post Graduate educational qualifications. Furthermore, 166 (36.9%) possessed National Diploma, National Certificate in Education as well as National Institute for Sports certificate. Most of the respondents 267(59.3%) had sixteen and above years of working experiences. Two hundred and forty (53.3%) were administrative staff that consisted directors, deputy and assistant directors, personnel officers, accountants, public relation officers, sport organizing secretaries, team managers, stadium managers, sports association chairmen and their members, while two hundred and ten (46.7%) were technical staff that comprised the coaches, trainers/instructors, medical staff and groundsmen.

Table 4.1.2a Mean scores of the respondents' opinion on work related sources of stress

Work related sources of stress	Mean	Std. Dev
The workload that I handle as my normal duties are a source of stress to me	3.6467	1.38390
I am always disturbed by career uncertainty and job insecurity in my sport council	3.2622	1.40557
Inadequate remuneration in sport councils negatively affects my normal work schedules	3.9044	1.14523
I am always worried about low quality performance in my sport council	3.7689	1.17316
I am always confused due to lack of clear goals in my sport councils	3.4956	1.24726
I am most at times under pressure due to short term decision making to achieve quick results	3.9822	1.11065
Lack of clear work schedules is a source of stress in state sports councils	3.7911	1.20722
I encounter problems due to inadequate budgetary allocations and limited sources of funding in my sports council	4.2622	1.02209
Lack of recognition for creativity causes stress in my state sports council	3.8867	1.08361
I am disturbed by lack of promotion and insufficient reward in my state sports councils	3.7889	1.24409
I have fears of not meeting the demands of my duties in my sport council	3.2244	1.39705
I am always disturbed with downsizing work force and reducing the number of employees which creates uncertainties and work stagnation in sports council	3.6067	1.29706
I find it most at times difficult to manage time-based conflict of balancing time for work, family and non-work activities in sports councils	3.3244	1.33534
Aggregate Mean	**3.6650**	**1.23479**

Table 4.1.2b Mean scores of the respondents' opinion on role related sources of stress

Role-related sources of stress	Mean	Std. Dev.
Lack of mutual trust among management staff members creates work stagnation and stress in my sports council	3.9444	1.13813
I am always in difficulties when trying to respond to conflicting directives from superiors about carrying out assignments in my sports council	3.5556	1.25316
I am most at times under stress because sport council's organizational values are incompatible with my personal values	3.3756	1.34606
I encounter fatigue and exhaustion from imposed deadlines with insufficient time to do a task in sports council	3.6733	1.22427
I am normally under difficulties in carrying out ad-hoc duties within the sports council	3.3200	1.30266
Lack of adequate welfare package negatively affects the performance of my normal duties in the state sports council	4.0311	1.11635
I am most at times under pressure due to imposition of goals/duties from higher authorities of my state's sports councils	3.5778	1.18808
New function being allocated without adequate training and guidance is always confusing and difficult in sports council	3.8956	1.05325
Governmental interference blocks initiatives and frustrates my effort to work freely in sports council	3.7756	1.19047
I experience fear of uncertainty which negatively affects my job performance in sports councils	3.4454	1.29638
I experience fear of failure which creates difficulties in achieving organizational goals of my sports council	3.5444	1.31262
Aggregate Mean	**3.6308**	**1.22019**

Table 4.1.2c Mean scores of the respondents' opinion on physical-environment - related sources of stress

Physical-environment -related sources of stress	Mean	Std. Dev.
I encounter difficulties in adjusting time of meet schedules in sports council	3.2311	1.31122
Unsafe surroundings compound security fears and tension which makes my work difficult in sports council	3.3689	1.29309
Climate changes like extreme cold, temperate conditions, rain, wind and dust are sources of stress in me and negatively affects my normal duties in sports council	3.3378	1.35029
Excessive noise in the environment negatively affects my attention and disturbs my concentration to work in my sports council	3.2178	1.35029
Poor and unhealthy surroundings compound work difficulties which stressful in sports councils	3.6556	1.19167
I encounter stress due to inadequate office facilities and equipment such as computers. televisions, videos, chairs, tables and the like in my sports council	4.0956	1.14329
Lack of enough office spaces/accommodation negatively affects smooth delivering of my duties in sports council	3.8333	1.26147
I handle organizational units that are too large which are seriously stressful and demanding in my sports council	3.0933	1.6295
Aggregate Mean	**3.4792**	**1.28303**

Table 4.1.2d Mean scores of the respondents' opinion on Inter-personal relationship sources of sources of Stress

Inter-personal relationship sources of stress	Mean	Std. Dev.
I am encountering hostile interaction with my co-workers which is stressful and makes life uneasy for me in my sports council.	3.0822	1.42984
Failure to understand each other with management of my sports council lead to personality conflict and victimization against me.	3.2778	1.39061
There are evidence of sexual harassment in my sports council.	2.5689	1.36155
I frequently notice and experience workplace violence and bullying in my states sports council.	2.6622	1.34864
Eventualities like divorce and death of close ones are sources of stress to me in handling my normal duties in sports council.	3.0289	1.37316
Apart from new responsibilities like marriage, birth of a child and the like i handle compound additional workload and burden which is stressful to me.	3.0933	1.34817
Internal struggle for position of responsibilities inhibits productivity and creates tension within sports council.	3.6622	1.23845
I am disturbed by selfish and discriminatory attitude of leaders in my sports council.	3.7311	1.25791
Atmosphere of mistrust either between management and staff, staff members, or between departments creates confusion and distracts my job performance in my sports council.	3.6378	1.22152
The menace of performance enhancing drugs disrupts normal work routine and creates chaos in my states sports council.	3.0800	2.81624
Aggregate Mean	**3.1824**	**1.47861**

Table 4.1.2a-d showed the mean and standard deviation of the respondents' opinion on different sources of stress experiences in states sport councils, and the sources of stress were categorized into four groups. This included work-related role-related, physical-environmental related and role-related sources of organizational stress. In order to find out the sources of stress that was most experienced by administrative and technical staff of state sports councils, the sources of stress were summarized and the results of which are shown in table 4.1.2e.

Table 4.1.2e: Summary of sources of stress experienced by administrative and technical staff of States Sport Councils in Nigeria

		Administrative		**Technical**	
S/No	**Sources of stress**	**Mean**	**SD**	**Mean**	**SD**
1	Work-related sources of stress	3.6179	0.86340	3.6398	0.89836
2	Role-related sources of stress	3.5702	0.91854	3.5778	0.98424
3	Physical-environmental sources of stress	3.4078	0.97747	3.4381	1.02439
4	Inter personal related sources of Stress	3.1742	1.01293	3.1010	1.09151
	Aggregate Mean	**3.4425**	**0.84635**	**3.4406**	**0.86065**

Table 4.1.2e shows that the sources of stress mostly experienced by both administrative and technical staff of states sport councils was work-related sources of stress as this sources was ranked highest among both administrative (M=3.62 ± 0.86) and technical (M=3.63 ± 0.90) employees. This was followed by role-related sources of stress (M = 3.57 ± 0.92, M = 3.58 ± 0.98) for administrative and technical staff respectively.

Table 4.1.3a Mean scores of the respondents' opinion on preventive stress management strategies

Preventive stress management strategies	Mean	Std. Dev.
I psyche myself for unforeseen eventualities	3.9556	0.94517
I often find a way to breakdown difficult problems into manageable components.	4.0733	0.82362
Before disaster strikes, i am well prepared for its consequences.	3.8600	0.98109
I plan my strategies to change a situation before i act.	4.1667	0.80436
I develop my job skills to protect myself against eventualities.	4.2867	0.78689
I think ahead to avoid dangerous situations.	4.2578	0.79545
I plan strategies for what i hope will be the best possible outcome.	4.2918	0.76587
I manage my financial resources to suit my standard	4.3156	0.82445
I maintain myself within my capabilities in executing jobs	4.3378	0.74418
I make use of what i have to face difficulties.	4.2289	0.83015
I make a list and try to focus on the most important things first	4.2889	0.86820
I always keep to my schedules only	3.8356	1.09649
Aggregate Mean	**4.1582**	**0.85549**

Table 4.1.3b Mean scores of the respondents' opinion on proactive stress management strategies

Proactive Stress Management Strategies	Mean	Std Dev
I take action only after thinking carefully about a problem.	4.2756	0.76655
I think about every possible outcome to a problem before tackling it.	4.2244	0.74069
When I have a problem, I tackle it via thinking realistic alternative.	4.2378	0.73953
I am a careful and take charge person.	4.2689	2.52580
I try to let things work out on their own.	3.6244	1.21014
After attaining a goal, I look for more challenges.	4.0670	0.93166
I like challenges and beating the odds.	4.1156	0.90531
I visualize problems and try to solve them	4.1711	0.84924
Despite numerous setbacks , I always strive to succeed in getting what I need to succeed	4.2889	0.76453
I try to pinpoint what I need to succeed.	4.2556	0.79756
I always try to find a way to work around	4.0467	0.91998
I don 't always get my hopes and ambitions too high	3.8867	0.96857
I always try to maintain my position and working towards fulfilling it	4.2156	0.70961
I turn obstacles into positive experiences	4.0844	0.82391
Aggregate Mean	**4.125**	**0.97522**

Table 4.1.3c Mean scores of the respondents' opinion on social support stress management strategy

Social Support	Mean	Std Dev
When solving my own problems , other people's advice can be helpful	4.3185	0.67721
I try to talk and explain my stress in order to get feedback from my friends.	4.1911	0.76033
Information I get from others help me to deal with my problems	4.2644	0.73040
I usually identify people who can help me develop my own solutions to problems	4.1778	0.81437
I ask others what they would do in my situation.	4.1244	0.79395
Talking to others can be really useful because it provides another perspective on the problem.	4.2556	0.78631
I'll call a friend to talk about a problem before it gets out of hand.	4.0911	0.86925
When I am in difficulties, I can usually work out something with the help of my family members.	4.0422	0.88818
When I am depressed, I get out and talk to others	4.0422	0.92503
I confide my feelings in order to build up and maintain close relationships.	4.0133	0.87774
When I have problems with my co-workers, I seek for counseling assistance from experts.	4.0533	0.95175
When there are serious misunderstandings with co-workers, family members or friends, I am always careful on how I will deal with them.	4.2578	0.77560
My family members always provide a useful advice and support about my job.	4.1689	0.88939
Aggregate Mean	**4.1539**	**0.82609**

Table 4.1.3a-c showed the mean and standard deviations of respondents' opinion on stress management strategies they used in states sport councils. The stress management strategies used by administrative and technical staff of states sport councils also were categorized into three groups. This included preventive management strategies, proactive management strategies and social support. To find out the stress management strategies mostly used by administrative and technical employees of states sport councils, the management strategies were summarized and the results were presented in table 4.1.3d.

Table 4.1.3d: Summary of stress management strategies used by administrative and technical staff of States Sport Councils in Nigeria

		Administrative		**Technical**	
S/No	**Stress Management Strategies**	**Mean**	**SD**	**Mean**	**SD**
1	Social support	4.0933	0.6632	4.1245	0.7130
2	Proactive coping strategies	4.1060	0.7511	4.0337	0.7829
3	Preventive coping strategies	4.0876	0.6578	4.0155	0.8085
	Aggregate Mean	**4.0952**	**0.6247**	**4.0571**	**0.6597**

Table 4.1.3d shows that the stress management strategies mostly used by both administrative and technical staff of states sports councils was social support as this management strategy was ranked highest among the administrative (M=4.09 ± 0.66) and

technical (M=4.12 ±0.71) employees. This was followed by preventive management strategies (M=4.10 ± 0.75, M = 4.03 ± 0.78) for administrative and technical employees respectively.

4.2 Hypotheses Testing

Hypothesis testing for differences between administrative staff (Directors, deputy and assistant directors, personnel officers, account staff, public relation officers, sport organizing secretaries, team managers stadium managers, sport association chairman/members) and technical staff (coaches, trainers/instructors, medical staff and Groundsmen) of states sport councils were tested using t-test in each source of stress they experienced and also for their overall differences for all sources of stress. The results are shown in table 4.2.1:

Table 4.2.1: t-ratio for differences between administrative and technical staff of states sport councils in the different sources of stress experiences and overall sources of stress experiences in States Sport Councils.

S/No	Sources of stress	Staff status	N	Mean	SD	t-value	DF
1	Work-related sources	Administrative Technical	240 210	3.6179 3.6398	0.86340 0.89836	-0.262	448
2	Role-related sources	Administrative Technical	240 210	3.5702 3.5778	0.91854 0.98424	- 0.85	448
3	Physical environment related sources	Administrative Technical	240 210	3.4078 3.4381	0.97747 1.02439	-0.320	448
4	Interpersonal related sources	Administrative Technical	240 210	3.1742 3.1010	1.01293 1.09151	0.736	448
	Overall	Administrative Technical	240 210	3.4425 3.4406	0.84635 0.86065	- 0.011	448

$t(446) \cong 1.96 < 0.05$

Sub-Hypothesis 1: There is no significant difference between administrative and technical staff of states sport councils in their work-related sources of stress experiences.

In testing this hypothesis, the mean differences between administrative and technical staff were tested using t-test, and the result in table 4.2.1 above indicated an obtained t-value of -0.262 with 446 degrees of freedom at 0.05 alpha value. This implies insignificant difference between administrative and technical staff of states sport councils

in their work-related sources of stress experiences because the obtained t-value (-0.262) is less than the tabled t-value of 1.96 to be significant at 0.05 alpha value. The null hypothesis stated is therefore upheld.

Sub-Hypothesis II: There is no significant difference between administrative and technical staff of states sport councils in their role-related sources of stress experiences.

To test this hypothesis, the obtained mean of respondent's opinion of role-related sources stress was tested using t-test independent samples, and the results as shown in table 4.2.1 indicated an obtained t-value of -0.85 with 446 degrees of freedom. This implies insignificant difference in the opinion of administrative and technical staff in their role-related sources of stress experiences in states sport councils because the obtained t-value of -0.85 is less than the tabled t-value of 1.96 to be significant at 0.05 alpha value with 446 degrees of freedom. The null hypothesis stated is therefore upheld.

Sub-Hypothesis III: There is no significant difference between administrative and technical staff of states sport council in their physical-environmental related sources of stress experiences.

In testing this hypothesis, the obtained mean of respondent's opinion on physical environmental sources of stress were analyzed using t-test and the results are presented in table 4.2.1. The results revealed an obtained t-value of -0.320 with 446 degrees of freedom. This implies insignificant difference between administrative and technical staff of states sport council in their physical environmental related sources of stress because the obtained t-value of -0.320 is less than the tabled t-value of 1.96 to be significant at

0.05 alpha value with 446 degrees of freedom. The null hypothesis stated is therefore upheld.

Sub-hypothesis IV: There is no significant difference between administrative and technical staff of States Sports Council in their inter-personal related sources of stress experiences.

To test this hypothesis, the obtained mean scores of the respondents opinion on inter-personal related sources of stress were analyzed using t-test and the results are shown in table 4.2.1, which showed an obtained t-value of 0.736 with 446 degrees of freedom. This revealed insignificant difference between administrative and technical staff of states sport councils opinion in their inter-personal related sources of stress experiences because the obtained t-value of 0.736 is less than the tabled t-value of 1.96 to be significant at 0.05 alpha value with 446 degrees of freedom. The null hypothesis, stated is therefore upheld.

Sub-Hypothesis V: There is no significant difference between male and female administrative and technical staff in States Sport Councils their sources of stress.

This hypothesis was tested by using t-test for differences between male and female administrative and technical staff in each source of stress they experienced and also for their overall differences for all sources of stress in states sport councils. The results are shown in table 4.2.2:

Table 4.2.2: t-ratio for differences between male and female staff in the different sources of stress experienced and overall sources of stress experiences in States Sport Councils.

S/No	Sources of stress	Staff status	N	Mean	SD	t-value	DF
1	Work-related sources	Male	298	3.6931	0.85652	2.048	448
		Female	152	3.5142	0.91469		
2	Role-related sources	Male	298	3.6177	0.95236	1.225	448
		Female	152	3.5018	0.94174		
3	Physical environment related sources	Male	298	3.4702	0.98676	1.321	448
		Female	152	3.3388	1.01872		
4	Interpersonal related sources	Male	298	3.2342	1.06013	2.555	448
		Female	152	2.9684	1.01017		
	Overall	Male	298	3.5006	0.84660	2.002	448
		Female	152	3.3308	0.85683		

$t(448) \cong 1.96 < 0.05$

Table 4.2.2 shows significant mean differences between male and female staff in the different sources of stress they experience in states sport councils. However, when all the sources of stress experiences were taken into consideration, there was significant difference between male and female staff in the sources of stress they experience in states sport councils because the overall obtained t-value of 2.002 is much higher than the tabled t-value of 1.96 to be significant at 0.05 alpha value with 448 degrees of freedom. Scheffe's post hoc test revealed that this significant differences occurred where the male

experienced higher physical environmental related sources of stress as compared to the female staff and also male experienced higher inter-personal related sources of stress as well as overall sources of stress experiences when compared to female staff. The null hypothesis stated is therefore rejected.

Sub-Hypothesis VI: There is no significant difference between staff with different age groups in their sources of stress experiences in states sport councils

In order to test this hypothesis, the mean scores of each source of stress and overall sources of stress for each age group were first computed, which were later analyzed using one-way analysis of variance for differences between age groups were computed for both male and female as well as administrative and technical staff together and not separately. The results are shown in table 4.2.3.a:

Table 4.2.3a: Means and standard deviations of each source of stress and overall sources of stress for each age group category of staff in State's Sport Councils.

		Age groups									
		18 – 22 years		23 – 27 years		28 – 32 years		33 – 37 years		38 and above years	
S/No	Sources of stress	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
1	Work-related	4.1678	0.9975	3.9193	0.8964	3.9528	0.9183	3.6323	0.8367	3.4580	0.8234
2	Role-related	4.1777	0.9391	3.9667	0.9135	3.9537	0.9299	3.4865	0.8705	3.4015	0.9297
3	Physical environment related	4.1705	0.9084	3.7378	1.0889	3.8136	0.9604	3.3942	0.8222	3.2233	0.9952
4	Inter-personal related	3.7864	1.0548	3.5049	0.9879	3.5316	1.0821	2.8967	0.9854	3.0255	1.0200
	Overall	4.0756	0.9750	3.7822	0.9717	3.8129	0.9727	3.3524	0.8787	3.2771	0.9421

Table 4.2.3a shows that only work-related sources of stress was perceived by all age groups as a significant source of stress in states sport councils as its mean score for different age group is more than 3.5. The table further shows that other sources of stress were not significantly perceived by staff with 38 and above years as their mean scores were less than 3.5. However, there were differences between age groups in their perceptions of sources of stress they experience in states sport councils.

To find out the significant difference between staff of different age groups in their sources of stress experiences in states sport councils, one-way analysis of variance (ANOVA) was used and the results of this analysis are presented in table 4.2.3b.

Table 4.2.3b: One way analysis of variance (ANOVA) for differences between age group categories of staff in their sources of stress experiences in States Sport Councils.

Variable	**Source of variations**	**Sum of squares**	**DF**	**Mean squares**	**F-ratio**
Sources of Stress	Between groups	29.002	4	7.250	10.843
	Within groups	296.904	444	0.669	
	Total	325.905	448		

$F(4,444) \cong 2.37 < 0.05$

Table 4.2.3b shows significant differences between staff of different age groups in their sources of stress experiences in states sport councils. This is because the obtained f-ratio of 10.843 is much higher than the tabled f-ratio of 2.37 to be significant at 0.05 alpha value. Scheffe's post hoc test revealed that these significant differences were due

to higher experience of all the sources of stress and overall sources of stress by respondents of 18 – 22 years when compared with those with 33 – 37 years as well as 37 and above years. Also staff of 23 – 27 years of age experienced higher sources of stress and overall sources of stress when compared with staff of 33 – 37 and 38 and above years of age. Finally, respondents of 38 and above years expressed lesser sources of stress and overall sources of stress experiences when compared with the other age group categories. The null hypothesis stated is therefore rejected.

Table 4.2.3c: Scheffe's post-hoc results on differences between respondents with different age groupings on the sources of stress experiences in States Sport Councils

Variable	(I) Age	(J) Age	Mean difference (I-J)	Std. Error	Sign.
Stress	18 – 22 years	23 – 27 years	.29340	.21611	.765
		28 – 32 years	.26266	.20525	.802
		33 – 37 years	.72315	.19428	.008
		Above 37 years	.80328*	.18222	.001
	23 – 27 years	18 – 22 years	-.29340	.21611	.765
		28 – 32 years	-.03074	.16746	1.000
		33 – 37 years	.42975	.15381	.101
		Above 37 years	.50988*	.13827	.009
	28 – 32 years	18 – 22 years	-.26266	.20525	.802
		28 – 32 years	.03074	.16746	1.000
		33 – 37 years	.46049	.13813	.027
		Above 37 years	.54062	.12059	.001
	33 – 37 years	18 – 22 years	-.72315	.19428	.008
		28 – 32 years	-.42975	.15381	.101
		33 – 37 year	-.46049	.13813	.027
		Above 37 years	.08013	.10079	.959
	Above37 years	18 – 22 years	-.80328*	.18222	.001
		23 – 27 years	-.50988*	.13827	.009
		28 – 32 years	-.54062*	.12059	.001
		33 – 37 years	-.08013	.10079	.959

Sub-Hypothesis VII: There is no significant difference between staff with different educational qualifications in their sources of stress experiences in States Sport Councils.

To test this hypothesis, the mean scores of each source of stress and overall sources of stress for each educational qualifications category for both male and female as well as administrative and technical staff were first computed, the results were later analyzed using one-way analysis of variance for differences between staff in the overall sources of stress in states sport councils. The results are shown in table 4.2.4a.

Table 4.2.4a: Means and standard deviations of each source of stress and overall sources of stress experiences for staff by their educational qualification in State Sports Councils.

		Educational qualifications									
		GCE/SSCE/WASC/TC II		ND/NCE/NIS		HND/B.Sc/B.Ed		M.Sc/MA/PGD		Ph.D	
S/No	Sources of Stress	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
1	Work-related	3.7239	0.9441	3.7813	0.8745	3.5267	0.8190	3.3133	0.8330	3.4945	1.3053
2	Role-related	3.6202	0.9776	3.7295	0.9697	3.4837	0.8848	3.3038	0.9250	3.3636	1.3361
3	Physical-environment related	3.4418	11294	3.5866	1.0067	3.3374	0.9166	3.0549	0.9152	3.6786	1.1036
4	Inter-personal related	3.3301	1.0251	3.1614	1.0598	3.0748	1.0752	3.0707	0.8709	2.8571	1.4269
	Overall	3.5290	1.0191	3.5647	0.9777	3.3557	0.9239	3.1857	0.8860	3.3485	1.2930

Table 4.2.4a shows that respondents with GCE/SSCE/WASC and TCII, those with ND/NCE/NIS as well as those with HND/B.Sc/B.Ed/B.Sc.Ed/BA perceived work-related source of stress as significant because their obtained mean score is more than 3.5. Furthermore, only those with GCE/SSCE/WASC/TCII and ND/NCE/NIS certificates experienced role related source of stress as significant. However, there were differences between staff with different educational backgrounds in their sources of stress experiences in states sport councils.

In order to find out the significant differences between staff of states sports councils with different educational qualification, one-way analysis of variance was used and the results were presented in table 4.2.4b below:

Table 4.2.4b: One-way analysis of variance (ANOVA) for differences between staff with different educational qualifications in their sources of stress experiences in States Sport Councils.

Variable	Source of Variations	Sum of squares	DF	Mean squares	F-ratio
Sources of Stress	Between groups	7.207	4	1.802	2.510
	Within Groups	318.698	444	0.718	
	Total	325.905	448		

$F(4,448) \cong 2.37 < 0.05$

Table 4.2.4b shows significant difference between staff with different educational qualifications in their sources of stress experiences in states sport councils. This is because the obtained f-ratio of 2.510 is much higher than the tabled f-ratio of 2.37 to be significant at 0.05 alpha value.

Table 4.2.4c: Scheffe's post-hoc results on differences between respondents with different educational qualification on the sources of stress experiences in States Sport Councils

Dependent variable	(I) Educational qualification	(J) Educational qualification	Mean difference (I-J)	Std. Error	Sign.
Stress	Secondary	DIP/NCE/NIS	-.03569	.11398	.999
		HND/First Degree	.17999	.11943	.636
		Masters/PGD	.3433	.16535	.367
		Doctorate	.38054	.33522	.990
	DIP/NCE/NIS	Secondary	.03569	.11898	.999
		HND/First Degree	.21568	.09357	.258
		Masters/PGD	.37902*	.14775	.162
		Doctorate	.21623	.32690	.979
	HND/First Degree	Secondary	-.17999	.11943	.686
		DIP/NCE/NIS	-.21568*	.09357	.258
		Masters/PGD	.16334	.14811	.875
		Doctorate	.00055	.32707	1.000
	Masters/PGD	Secondary	-.34333*	.16535	.367
		DIP/NCE/NIS	-.37903*	.14775	.162
		Masters/PGD	-.16334	.14811	.875
		Doctorate	-.16279	.34648	.994
	Doctorate	Secondary	-.18054*	.33522	.990
		DIP/NCE/NIS	-.21623*	.32690	979
		Masters/PGD	-.00055	.32707	1.000
		Doctorate	.16279	.34648	.994

- The mean difference is significant at 0.05 level

Scheffe's post hoc test revealed that these significant differences were due to higher perception of work-related and role-related as well as overall sources of stress by respondents with GCE/SSCE/WASC/TCII and ND/HND/NIS certificates as compared with respondents of other educational qualification. Furthermore, administrative and technical staff with HND/B.Sc/B.Ed/B.A/M.Sc/MA/PGD and Ph.D qualifications perceived lower overall sources of stress experiences when compared with their counterparts of other educational levels. The null hypothesis stated is therefore rejected.

Sub-Hypothesis VIII: There is no significant difference between staff with different years of working experiences in their sources of stress experiences in States Sport Councils.

To test hypothesis, the mean scores of each source of stress and overall sources of stress for each working experience category for both male and female as well as administrative staff were first computed, the results were later analyzed using one-way analysis of variance. The results for the mean scores are shown in table 4.2.5a:

Table 4.2.5a: Means and standard deviations for each source of stress and overall sources of stress experiences for staff of States Sport Councils by their years of working experiences.

		Years of working experiences									
		1-5 years		**6 – 10 years**		**11 – 15 years**		**16 – 20 years**		**20 and above years**	
S/No	Sources of Stress	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
1	Work-related	3.7632	1.0043	3.7749	0.8535	3.7043	1.0256	3.5514	0.8774	3.5607	0.7803
2	Role-related	3.7273	1.0598	3.8396	0.7866	3.5490	1.0819	3.4374	0.9893	3.5367	0.8781
3	Physical-environment related	3.6217	1.0557	3.5882	0.8682	3.4643	1.0838	3.3552	1.0093	3.3396	0.9837
4	Inter-personal related	3.2395	1.1069	3.2926	1.0364	3.1694	1.0799	3.0406	0.9030	3.1157	1.1131
	Overall	3.5879	1.0567	3.6238	0.8862	3.4706	1.0678	3.3462	0.9448	3.3882	0.9388

Table 4.2.5a shows that work-related and role related sources of stress were the most significantly experienced sources of stress perceived by each category of staff with different years of working experience in states sport councils as their obtained mean is more than 3.5.

However, there were differences between staff with different years of working experiences in their sources of stress experiences in states sport councils. To find out the significant differences, one way analysis of variance (ANOVA) was used and the results are presented in table 4.2.5

Table 4.2.5b: One-way analysis of variance (ANOVA) for differences between staff with different years of working experiences in their sources of stress experienced in States Sport Councils.

Variable	**Sources of variation**	**Sum of squares**	**DF**	**Mean squares**	**F-ratio**
Sources of Stress	Between groups	4.484	4	1.985	2.742
	Within group	321.421	444	0.724	
	Total	325.905	448		

$F(4,448) \cong 2.37 < 0.05$

Table 4.2.5b showed significant difference between staff with different years of working experience in their sources of stress experiences in states sport councils. This is because the obtained f-ratio of 2.742 is much higher than the tabled f-ratio of 2.37 to be significant at 0.05 alpha value. Scheffe's post hoc test revealed that these significant differences were due to lesser perception of overall sources of stress by respondents with

16 – 20 as well as 20 and years of working experience. Also inter-personal related sources of stress were not perceived to be significant by all the respondents from each category. The null hypothesis is therefore rejected.

Table 4.2.5c: Scheffe's Post-hoc results on differences between respondents with different years of working experiences on the sources of stress experiences in States Sport Councils

Dependent variable	(I) Working experience	(J) Working experience	Mean difference (I-J)	Std. Error	Sign.
Stress	1 – 5 years	6 – 10 years	-.03593	.17233	1.000
		11 – 15 years	-.13015	.16904	.964
		16 – 20 years	.24174	.16192	.694
		Above 20 years	.19974*	.15301	.790
	6 – 10 years	1 – 5 years	.03593	.17233	1.000
		11 – 15 years	.16608	.14203	.850
		16 – 20 years	.27767	.13347	.365
		Above 20 years	.23567*	.12250	.449
	11 – 15 years	1 – 5 years	-.13015	.16904	.964
		6 – 10 years	-.16608	.14203	.850
		16 – 20 years	.11160	.12920	.945
		Above 20 years	.06959*	.11784	.986
	16 – 20 years	1 – 5 years	-24174*	.16192	.694
		6 – 10 years	-.27767	.13347	.365
		11 – 15 years	-.11160	.12920	.945
		Above 20 years	-.04201	.10737	.997
	Above 20 years	1 – 5 years	-.19974*	.15301	.790
		6 – 10 years	-.23567*	.12250	.449
		11 – 15 years	-.06959	.11784	.986
		16 – 20 years	.04201	.10737	1.000

* The mean difference is significant at 0.05 level

In testing hypothesis on differences between administrative and technical staff on the strategies they used to manage stress in states sport councils, mean scores and standard deviations of respondent's opinion were computed. The results were further analyzed using t-test and are presented in table 4.2.6 below.

Table 4.2.6: t-ratio for differences between administrative and technical staff of States Sport Councils in the different stress management strategies and overall stress management strategies used in State Sport Councils.

S/No	Stress management strategies	Staff status	N	Mean	SD	t-value	DF
1	Preventive coping strategies	Administrative Technical	240 210	4.1060 4.0337	0.7511 0.7829	0.996	445
2	Proactive coping strategies	Administrative Technical	240 210	4.0876 4.0155	0.6578 0.8085	1.037	445
3	Social support	Administrative Technical	240 210	4.0933 4.1245	0.6632 0.7130	-0. 479	445
	Overall	Administrative Technical	240 210	4.0952 4.0571	0.6247 0.6597	0.624	445

$t(445) \cong 1.96 < 0.05$

Hypothesis IX: There is no significant difference between administrative and technical staff in the preventive stress management strategies they used in States Sport Councils

In testing this hypothesis, the obtained mean between administrative and technical staff responses on preventive stress management strategies were tested using t-test, and

the results are presented in table 4.2.6 above. The results revealed an obtained t-value of 0.996 with 445 degrees of freedom at 0.05 alpha value. This implies insignificant difference between administrative and technical staff of states sport councils in their preventive stress management strategies because the obtained t-value of 0.996 is less than the table t-value of 1.96 to be significant at 0.05 alpha value with 445 degrees of freedom. The null hypothesis is therefore upheld.

Sub-Hypothesis X: There is no significant difference between administrative and technical staff in the proactive stress management strategies they use in States Sport Councils.

In testing this hypothesis, the obtained mean between administrative and technical staff responses on proactive management strategies were analyzed using t-test. The results as shown in table 4.2.6 revealed an obtained t-value of 1.037 which implies an insignificant difference between administrative and technical staff in their proactive stress management strategies in states sport councils because the obtained t-value of 1.037 is less than the tabled t-value of 1.96 to be significant at 0.05 alpha value with 445 degrees of freedom. The null hypothesis is therefore upheld.

Sub-Hypothesis XI: There is no significant difference between administrative and technical staff in the social support they used as stress management strategies in States Sport Councils.

In testing this hypothesis, the obtained mean of administrative and technical staff responses on social support strategies were analyzed using t-test and the results are shown in table 4.2.6. The results revealed an obtained t-value of -0.479 and this implies an insignificant difference between administrative and technical staff in the social support

they use as stress management strategy in states sport councils. This is because the obtained t-value of -0.479 is less than the tabled t-value of 1.96 to be significant at 0.05 alpha value with 445 degrees of freedom. The null hypothesis stated is therefore upheld. Furthermore, when the overall stress coping strategies was considered, there is no significant difference between administrative and technical staff in their overall stress coping strategies they used in states sport councils. This is because the overall obtained t-value of 0.624 is less than the tabled t-value of 1.96 to be significant at 0.05 alpha value with 445 degrees of freedom.

Sub-Hypothesis XII: There is no significant difference between male and female staff in the stress management strategies they used in States Sport Councils.

This hypothesis was tested by using t-test for differences between male and female staff in each stress management strategy and also for their overall differences in the stress management strategies in states sport councils. The results are shown in table 4.2.7:

Table 4.2.7: t-ratio for differences between male and female staff in the different stress management strategies and overall stress management strategies used in states sport councils.

S/No	Stress management strategies	Gender	N	Mean	SD	t-value	DF
1	Preventive strategies	Male Female	298 152	4.0974 4.0291	0.7844 0.7272	0.895	447
2	Proactive strategies	Male Female	298 152	4.0480 4.0695	0.7068 0.7799	-0. 295	447
3	Social support	Male Female	298 152	4.1109 4.1037	0.6729 0.7117	0.104	447
	Overall	Male Female	298 152	4.0854 4.0674	0.7214 0.7396	0.270	447

$t(447) \cong 1.96 < 0.05$

Table 4.2.7 shows insignificant difference between male and female staff in the stress management strategies they used in states sport councils. This is because the overall obtained overall t-value of 0.270 is less than the tabled t-value of 1.96 to be significant at 0.05 alpha value with 447 degrees of freedom. This implies that both male and female staff used the same stress management strategies irrespective of their gender differences. The null hypothesis is therefore upheld.

Sub-Hypothesis XIII: There is no significant difference between staff with different age groups in the stress management strategies they used in States Sport Councils.

In order to test this hypothesis, the mean scores of each stress management strategy and overall stress management strategies for each age group category were first computed. The results were later analyzed using one-way analysis of variance for differences between age groups in their overall stress management strategies they adopt in states sports councils. The differences were computed for both male and female, administrative and technical staff together and not separately. The results are shown in table 4.2.8a:

Table 4.2.8a: Means and standard deviations of each stress management strategy and overall stress management strategies of each age group of staff of States Sport Councils.

		Age Groups									
		18 – 22 years		23 – 27 years		28 – 32 years		33 – 37 years		38 and above years	
S/N	Stress management strategies	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
1	Preventive strategies	4.773	0.4132	4.2622	0.5256	4.2456	0.7040	4.0385	0.6029	3.9772	0.8674
2	Proactive strategies	4.4416	0.3750	4.2561	0.4858	4.1880	0.7467	4.0405	0.5837	3.9589	0.8142
3	Social support	4.4580	0.4081	4.3790	0.4533	4.3266	0.6056	4.0363	0.5559	4.0048	0.7658
	Overall	4.5575	0.3988	4.2991	0.4882	4.2534	0.6854	4.0384	0.5808	3.9803	0.8158

Table 4.2.8a shows that all the age group categories of the respondents significantly used and appreciated all the stress management strategies in states sport councils as all the obtained mean of their responses is more than 3.5. However, in order to find out the significant difference between staff with different age groups in the strategies they adopted to manage stress in states sport councils, one-way analysis of variance was used and the results are presented in table 4.2.8b below:

Table 4.2.8b: One way analysis of variance (ANOVA) for differences between age groups of staff in their stress management strategies in States Sport Councils.

Variable	**Sources of variation**	**Sum of squares**	**DF**	**Mean squares**	**F-ratio**
Sources of Stress	Between groups	9.397	4	2.349	5.981
	Within groups	173.206	444	0.393	
	Total	**182.603**	**448**		

$F(4,448) \cong 2.37 < 0.05$

Table 4.2.8b shows significant difference between staff with different age groups in the strategies they used to manage stress in state's sport councils. This is because the obtained f-ratio of 5.981 is much higher than the tabled f-ratio of 2.37 to be significant at 0.05 alpha value. Scheffe's post hoc test however, revealed that these significant differences were due to lesser perception of preventive and proactive coping strategies as well as overall management strategies by age category of 38 and above years when

compared with staff of other age group categories that is 18-22, 23-27, 28-32 and 33-37 years. The null hypothesis is therefore rejected.

Table 4.2.8c: Scheffe's post-hoc results on differences between respondents with different age groupings on stress management strategies in States Sport Councils

Dependent Variable	(I) Age	(J) Age	Mean difference (I-J)	Std. Error	Sign.
Stress Management strategies	18 – 22 years	23 – 27 years	.15986	.16563	.920
		28 – 32 years	.20557	.15730	.789
		33 – 37 years	.42396	.14905	.090
		Above 37 years	.47926*	.13970	.020
	23 – 27 years	18 – 22 years	-.15986	.16563	.920
		28 – 32 years	.04570	.12834	.998
		33 – 37 years	.26409	.11808	.289
		Above 37 years	.31939*	.10604	.061
	28 – 32 years	18 – 22 years	-.20557	.15730	.789
		28 – 32 years	-.04570	.12834	.998
		33 – 37 years	.21839	.10609	.376
		Above 37 years	.27369*	.09249	.069
	33 – 37 years	18 – 22 years	-.42396	.14905	.090
		28 – 32 years	-.26409	.11808	.289
		33 – 37 year	-.21839	.10609	.376
		Above 37 years	.05530	.07764	.973
	Above 37 years	18 – 22 years	-.47926*	.13970	.020
		23 – 27 years	-.31939	.10604	.061
		28 – 32 years	-.27369	.09249	.069
		33 – 37 years	-.05530	.07764	.973

* The mean difference is significant at 0.05 Level

Sub-Hypothesis XIV: There is no significant difference between staff with different educational qualifications in the strategies they used to manage stress in States Sport Councils.

To test this hypothesis, the mean scores of each stress management strategy and overall management strategies for each educational qualifications category for both male and female administrative and technical staff were first computed together, the results were later analysed using one-way analysis of variance for differences between the staff in the overall stress coping strategies they used in states sport councils. The results are shown in table 4.2.9.

Table 4.2.9a: Means and standard deviations of each stress management strategy and overall stress management strategies for each educational qualification category of staff in states sport councils.

		Education Qualifications									
		GCE/SSCE/WASC /TC II		**ND/NCE/NIS**		**HND/BSc /B.Ed/ B.Sc Ed/B.A**		**M.Sc/M.A./PGD**		**Ph.D**	
S/N	**Stress management strategies**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**	**Mean**	**SD**
1	Preventive strategies	4.0116	0.9176	4.1250	0.7359	4.0215	0.7333	4.1260	0.7433	4.4405	0.5646
2	Proactive strategies	4.0215	1.0149	4.1182	0.6724	4.0215	0.6312	3.9321	0.7556	4.4184	0.5288
3	Social support	4.0214	0.7264	4.1854	0.7093	4.1019	0.6222	3.9362	0.7556	4.3407	0.4718
	Overall	4.0182	0.9152	4.1429	0.7059	4.0483	0.6622	3.9981	0.7515	4.3999	0.5217

Table 4.2.9a shows significant appreciation of stress management strategies of staff with different educational qualification in the strategies they adopted to manage stress in states sport councils. This is because all their obtained mean score in each strategy and overall obtained mean is more than 3.5. However, in order to find out the significant differences between staff with different educational qualifications in states sport councils on the strategies they adopted to manage stress, one way analysis of variance was used and the results were presented in table 4.2.9b below:

Table 4.2.9b: One-Way analysis of variance for differences between staff with different educational qualifications in their stress management strategies in states sport councils

Variable	**Sources of variation**	**Sum of squares**	**DF**	**Mean squares**	**F-ratio**
Stress Coping Strategies	Between groups	2.042	4	0.510	1.247
	Within groups	180.561	444	0.409	
	Total	182.603	448		

$F(4,448) \cong 2.37 < 0.05$

Table 4.2.9b shows insignificant difference between staff with different educational qualifications in the strategies they used to manage stress in states sport councils. This is because the obtained f-ratio of 1.247 is lesser than the tabled f-ratio of 2.37 to be significant at 0.05 alpha value. This implies that staff adopted the same stress coping strategies irrespective of their educational backgrounds in states sport councils. The null hypothesis is therefore upheld.

Sub-Hypothesis XV: There is no significant difference between staff with different years of working experience in their strategies of managing stress in States Sport Councils.

To test this hypothesis, the mean scores of each stress management strategy and overall stress management strategies for each working experience category of both male and female as well as administrative and technical staff were first computed, the results were later analyzed using one-way analysis of variance. The results for the mean scores are shown in table 4.2.10a:

Table 4.2.10a: Mean and standard deviations for each stress management strategy and overall stress management strategies for each years of working experience category of staff in States Sport Councils.

		Years of Working Experiences									
		1-5 years		**6 – 10 years**		**11 – 15 years**		**16 – 20 years**		**20 and above years**	
S/No	Stress management strategies	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
1	Preventive strategies	4.2654	0.5578	4.3468	0.4926	4.1580	0.7039	3.9216	0.8742	3.9722	0.8173
2	Proactive strategies	4.2256	0.4678	4.1975	0.6986	4.0263	0.6808	3.9752	0.7597	4.0199	0.7908
3	Social support	4.4231	0.4659	4.2964	0.5348	4.1265	0.7289	3.9490	0.8371	4.0482	0.4834
4	Overall	4.3047	0.4972	4.2802	0.5753	4.1036	0.7045	3.9486	0.8237	4.0134	0.6972

Table 4.2.10a above revealed that all the staff with different years of working experience in this study appreciated and significantly used preventive, proactive as well as social support strategies of managing stress in states sport councils. This is because the obtained and overall obtained mean is more than 3.5. However, in order to find out significant difference between staff with different years of working experience in the strategies they used to manage stress in states sport councils, one way analysis of variance was used and the results are presented in table 4.2.10b below.

Table 4.2.10b: One way analysis of variance for differences between staff with different years of working experiences in their stress management strategies in States Sport Councils.

Variable	**Sources of variation**	**Sum of squares**	**DF**	**Mean squares**	**f-ratio**
Stress management Strategies	Between groups	7.178	4	1.794	4.511
	Within groups	175.425	444	0.398	
	Total	182.603	448		

$F(4,448) \cong 2.37 < 0.05$

Table 4.2.10b shows significant difference between staff with different years of working experiences in the strategies they used to manage stress in states sports councils. This is because the obtained f-ratio of 4.511 is much higher than the table f-ratio of 2.37 to be significant at 0.05 alpha value. Scheffe's post hoc test revealed that these significant differences were due to lesser perception of preventive strategies, proactive coping strategies, social support as well as overall stress management strategies by staff with 16 – 20 years of working experience when compared with other working experience

categories (that is 1 – 5 years, 6 – 10 years, 11 – 15 years as well as those with 20 years and above). The null hypothesis is therefore rejected.

Table 4.2.10c: Scheffe's Post-hoc results on the differences between respondents with different years of working experiences on stress management strategies in States Sport Councils.

Dependent variable	(I) Working experience	(J) Working experience	Mean difference (I-J)	Std. Error	Sign.
Stress management strategies	1 – 5 years	6 – 10 years	.02444	.12774	1.000
		11 – 15 years	.17749	.12559	.630
		16 – 20 years	.33161	.12003	.068
		Above 20 years	.29238*	.11355	.159
	6 – 10 years	1 – 5 years	-.02444	.12774	1.000
		11 – 15 years	.17749	.10561	.588
		16 – 20 years	.33161	.09894	.025
		Above 20 years	.26794*	.09097	.072
	11 – 15 years	1 – 5 years	-.20193	.12559	.630
		11 – 15 years	-.17749	.10561	.588
		16 – 20 years	.15412	0.9614	.632
		Above 20 years	.09045*	.08792	.901
	16 – 20 years	1 – 5 years	-.35605*	.12003	.068
		11 – 15 years	-.33161*	.09894	.025
		16 – 20 years	-.15412	.09614	.632
		Above 20 years	-.06368	.07977	.959
	Above 20 years	1 – 5 years	-.29238*	.11355	.159
		6 – 10 years	-.26794*	.09097	.072
		11 – 15 years	-.09045	.8792	.901
		16 – 20 years	.06368	.07977	.959

* The mean difference is significant at 0.05 Level

4.3 Discussion

The purpose of this research was to investigate sources of stress and stress coping strategies of administrative and technical staff of states sport councils in Nigeria. The results of the study revealed that the major source of stress encountered by the administrative and technical staff was work-related stress. This consisted excess workload, job insecurity, lack of clear goals to work towards fears of not meeting demands, inadequate remuneration, inadequate/limited resources, lack of promotion, low quality performance, and most at times short term decision to achieve quick results. This findings supported Baghat (1983) who reported that lack of long term plan and clear short term goals to work towards, uncertainty about job permanence, or working conditions, work overload and lack of skills and abilities of co-workers are sources of work-related stress in organizational structure (such as state sports council). Venkateswarlu (2004, 2008); Adeyanju (2008), also reported that inappropriate staffing and improper staff development process can cause work-related stress within sports councils in Nigeria. This is through employees attempt to accommodate unskilled person among them, as most at times appointments were not based on specialities, experience and competence, but on sentiments and political clientalism. Furthermore, the results supported Lawless (1992); Carter (2005); and Daniel (2008) according to which poor management services, career uncertainty and job insecurity respectively are sources of stress in organizational settings.

Role-related sources of stress were also identified as significant sources of stress in states sport councils. The role-related stressors are associated with lack of mutual trust among staff, difficulties in trying to respond to conflicting directives from superiors,

incompatibility of one's values with that of the council, imposed deadlines with insufficient time, governmental interference, fear of uncertainty and fear of failure. This is in line with McShane and Von Glinow (2005) who reported that fear of failure, role conflict and role ambiguity are sources of stress in organizational settings. Role conflict is when employee receives contradictory message from different people about how to perform a task, while role ambiguity is lack of clarity which produces unclear role perceptions. The findings also supports Balarabe (2004) who reported that in organizations, demands made on individuals to do a certain work within a specified period could be a source of stress. This is because he may not have the competence to do the work particularly if there are sanctions to be applied in the event of failure; or in another instance, the individual may have the competence to do the work, but may be prevented from accomplishing it due to interference or interfering factors and this will result in stress.

Environmental factors such as poor and unhealthy surroundings, inadequate office facilities and lack of enough office accommodation were also found to be significant sources of stress in state's sport councils. Facilities such as computers, televisions, videos, chairs, tables, cabinets and the like are not adequate in most sport councils due to inadequate funding and other administrative problems. These findings are in line with Uever (2007) who reported about inadequate facilities, resources and funding in our states sport councils, Keil (1999), who reported about unsafe surroundings and Venkateswarlu (2004) who also reported about poor surroundings, as sources of stress in organizations. Gould et al (1993), Keil (1999) also reported environmental factors such as noise, excessive temperature (heat or cold), and poor lighting are sources of stress in

organizational settings. In most of the councils visited by the researcher many office facilities and equipment were not adequate, and according to Venkateswarlu (2004, 2008), most offices in sport councils have no working facilities or up-to-date facilities for logistics, communication and other work schedules. These include electronic devices such as computers, fax machines, videos, televisions, cameras, adequate lighting ventilation machines and the like, and thus makes working environment unbearable/stressful.

Furthermore, in this study, it was discovered that internal struggle for position of responsibilities, discriminatory attitude of leaders against subordinates and atmosphere of mistrust between management and staff, staff members and between departments compounds problems, tension and create stress in states sport councils. This in researchers opinion creates an unfriendly and suspicious atmosphere among employees, and also uncooperative attitudes towards work (as one feels he is discriminated against). This is in line with Taylor et al (2007), Gleitman, (2008) and Oshodin and Egor (2003) that negative interaction, poor human relation and hostile organizational climate brings about a tensed and hostile environment where progressive and harmonious developments are not possible.

On stress management strategies used by administrative and technical staff of states sport councils in Nigeria, this study found that social support was the most widely accepted and appreciated strategy of managing stress. This support comes from people's advise, friends, co-workers, family members, and counseling assistance from experts (Guidance and counselors). This is in line with Adeyanju (1986, 1992), McShane and Von Glinow (2005) that social support from co-workers, supervisors, family members,

friends and others is one of the most effective stress management practice. Gould et al (1993) also discovered that the most consistently used form of managing stress was social support, and majority of his subjects (71%) appreciated social support from others. Aguir and Munoz (2009) also reported that social support was the most often used strategy of managing stress by specialized physicians in Valencia. Furthermore, according to Amechi (2007) social support from others can directly help to buffer the stress experience when they face threatening situations. According to Schonfield (2001) social support is a commonly reported coping strategy and enhancing social support is recommended as an effective means of reducing stress.

Proactive stress management strategy was also found to be significantly utilized by both male and female as well as administrative and technical staff of states sport councils. This is because the obtained mean of both gender groups of the respondents was more than 3.5. The study discovered that most of the respondents take action after thinking carefully about a problem, tackling problems through thinking realistic alternatives, careful planning, and striving positively to succeed. Respondents also indicated that they always tried to maintain their positions and work towards fulfilling the positions as well as turning obstacles and stress into positive experiences in states sport councils. This finding is in line with Spector (2005) that majority of the participants in his study indicated that proactive management strategies such as careful thinking, planning, and preparation contributed to developing a sense of control over managing demands of job, leading to reduced stress in organizations. Devonport et al (2008) also reported that most participants were aware of proactive coping strategies and that those utilizing proactive coping strategies take initiatives, are active when faced with stressors

and mobilize resources in managing stress, therefore they suggested that an increasing individual's use of proactive coping strategies will enhance their ability to lessen the impact of stress in organizational settings.

The preventive management strategies were also discovered to be significantly appreciated by the staff of states sport councils in this study. Respondents were found to plan their strategies to change stressful situations before acting, and find a way to breakdown difficult situations into manageable components. Also it was discovered that respondents maintain themselves within their capabilities in executing jobs and manage their financial resources to suit their standards in states sport councils. They also think ahead to avoid dangerous situations and develop their job skills to protect themselves from eventualities. This is in line with Venkateswarlu and Gwani (2004) who stated that in order to neutralize the increased organizational stress, people should develop skills that can reduce the emotional strain through time management as well as setting realistic time schedules for the completion of duties. Also, according to Nowack and Wimer (2008), planning, value clarification and time-management were important steps in managing organizational stress.

This study revealed that staff encountered and experienced similar sources of stress irrespective of their job designations, which implies that there is no significant difference between administrative and technical staff of states sport councils in their sources of stress experiences. In researchers opinion, this may be because the technical staff (such as the coaches, trainers and instructors) that are assumed to be more or extremely under stress in states sport councils may have the advantage of participating in regular exercise during trainings which may help them to get rid of stressors than their

administrative counterparts. This finding however, is not in line with that of Keil (2004) who reported significant difference among different categories of civil servants in their sources of stress experiences. Keil (2004) discovered that medical and emergency personnel encounter more stress than other employees within an organization. He reported that an anxiety disorder (Psychological trauma) was more experienced by medical and emergency personnel than other civil servants. This trauma was developed after exposure to one or more terrifying events that threatened or caused grave physical harm on individuals through viewing someone's actual death, a threat to someone's else's life, serious physical injury, or threat to physical or psychological integrity.

This study showed that male and female administrative and technical staff encountered different sources of stress experiences in states sport councils. This means that male administrative and technical staff encounter more stressors than female staff in states sport councils. This finding is however in contrast with Madaki (2005) who reported that both male and female individuals encountered similar sources of stress experiences. Gould et al (1983) in a study on sources of stress also found out that both gender groups are affected by common sources of stress experiences. The findings also is not in line with that of Nowak and Wimer (2008) who reported that females experience more organizational stress because of balancing work life and family issues. Females are more under stress because after meeting the demands of work, those with families have to face domestic duties thereby exposing them to stress due to fatigue and inappropriate rest.

This study also revealed that there is significant difference between administrative and technical staff with different age categories in their sources of stress experiences in states sport councils. This is due to lesser perception of sources of stress experiences and

overall sources of stress experiences by administrative and technical staff with 38 and above years of age. This implies that the more an individual grows older, the lesser he may encounter stress in an organization due to experience and exposure. This finding is not however, in line with that of Gould et al (1983) and Madaki(2005) which showed no significant difference between individuals with different age categories in their sources of stress experiences.

This study further revealed significant difference between administrative and technical staff with different educational qualification in their sources of stress experience in states sport councils. The study showed that staff with higher educational qualification of HND, B.Sc, B.Ed., B. A., M.Sc, M. A., PGD and Ph.D perceived lower sources of stress and overall sources of stress experiences when compared to those with lower educational qualifications. This finding confirms the assertions of Venkateswarlu (2004) that developing workplace interventions through trainings can help individuals to cope with stress within organizational settings. In researcher's opinion, as it was discovered that individual's develop their job skills through training to protect themselves against eventualities, it is therefore remarkable to note that the more one is educated, the more he/she is exposed, enlightened and aware about the challenges of organizational stressors thereby developing and adopting a reasonable strategy to manage them with ease. In the course of educational training, such individuals are taught many strategies and techniques of managing stress through sport psychology and other relevant subjects.

The results of this study showed significant difference between administrative and technical staff with different years of working experience in their sources of stress experiences in states sport councils. The study revealed that these differences were due

to lesser perception of sources of stress and overall sources of stress experienced by individuals with 16 and above years of working experiences in states sport councils. This finding is in line with McQuade and Aikman (1974) who maintained that stress does not strike individuals equally. Adeyanju (1986) also pointed out that each period of life has its own set of stresses, which can be internal as well as external, and each of us has a personal way of reacting to such situations. What may be stressful to one person, may not be so to another and one condition may promote or be detrimental to the performance of different people. Asuni et al (1994) further indicated that the effects of stressors differ radically for experienced and inexperienced persons, and that people differ greatly in their ability to tolerate life expectancies due to experience.

On the stress management strategies of administrative and technical staff of states sport councils, the results of study revealed that administrative and technical staff adopted similar stress management strategies irrespective of their job designations and gender differences. This means that males and females, as well as employers of administration and technical divisions of states sport councils adopted and used the same stress management strategies. This finding is in line with Devonport et al (2008) who reported that people identified similar strategies of managing organizational stress. This is however, not in line with Perloe (2002) according to which there is no single level of stress or coping strategy that is optimal for all people. We are individual creatures with unique requirements, as such, what is distressing to one may be a joy to another. Venkateswarlu (2004) further highlighted that even if we agree that a particular event is distressful, we are likely to differ in our behavioural, physiological and psychological responses to it.

The results of this study further revealed significant difference between administrative and technical staff with different age group categories in their stress management strategies. Staff with 38 and above years of age were found to express lower perception of stress management strategies and overall stress management strategies when compared to those in other age group categories.This supports the findings of Gould et al (1993) according to which stress management of individuals reflect a dynamic complex process of involving a number of strategies. This was further supported by Perloe (2002) and Markides and Cooper (1991) who showed significant differences between age groups of respondents in stress management strategies. They maintained that coping processes and resources expands with age of an individual. This study also showed that there is no significant difference between administrative and technical staff with different educational qualifications in their stress management strategies in states sport councils. This is however not in line with Venkateswarlu (2000) who maintained that emotional and behavioural responses to stressors vary among individuals due to interaction with others, experience and exposure. A long standing training and interpersona relationship with others can provide support in the area of reasoning, technical appreciation and emotional support to approach stressful situations with patience, confidence and tolerance.

This study also revealed significant difference between administrative and technical staff with different years of working experience in the strategies they adopted to manage stress in states sports councils. These differences were however, due to lesser perception of stress management strategies and overall stress management strategies by those with 16 – 20 years of working experience when compared with staff of 1-5, 6-10,

11 – 15 as well as 20 years and above years of working experience. This finding is not in line with that of Devenport et al (2008) and Aguir and Munoz (2009) who reported similar stress management strategies by workers irrespective of their years of working experience. Most of the workers investigated adopted similar and related stress management strategies in their organizations, and the most widely used and appreciated strategy adopted was social support. The finding of this study is however in line with Greenglass and Marques (2006), Nowack and Wimer (2007) and Wilson and Pritchar (2007) who reported that differences in the stress management strategies of persons with different years of working experiences were due to employee assistance programmes. Employee assistance programs help workers to understand stressors, acquire and practice stress management strategies to overcome organizational stressors and adopted more effective coping mechanisms. They maintained that coping is a dynamic process actively involving in personal growth experiences and organizational change.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The purpose of this study was to investigate the sources and management of stress among administrative and technical staff of states sport councils in Nigeria. From the available literature to the researcher, it is believed that stress plays a significant role in organizational settings like states sport councils. An attempt was therefore made to identify the likely stressors as well as stress management strategies adopted by administrative and technical staff of states sport councils in Nigeria. The administrative staff were employees involved in administrative duties in states sports councils such as Director, Deputy and Assistant Directors, Public Relation Officers, Accountants, Sport Organizing Secretaries, Team Managers, Sport Association Chairmen and members, and stadium managers, while technical staff consisted of employees handling technical duties such as Coaches, Trainers, Instructors and Medical staff.

To achieve this purpose, ex-post facto research design was used for this study and the population consisted of male and female administrative and technical staff of states sport councils in Nigeria. A stratified sampling procedure was used to select the states for this study. The six geo-political zones of the country formed the strata, and from each stratum, two states and Abuja were purposively selected based on well established as well as sport councils with diverse representation from the whole region in terms of tribe, religion and culture. The states selected were Kaduna, Sokoto (North-west), Plateau, Niger (North-central) Borno, Adamawa (North-East), Enugu, Imo (South-east), Lagos, Ogun (South-west), Delta, Edo (South-South) and Abuja, Federal capital territory.

A questionnaire was used to collect the data for this study and the researcher administered the questionnaire with the help of colleagues and research assistants. A total number of seven hundred and twenty six questionnaire were distributed to the respondents out of which four hundred and fifty (that is 61.98%) were completed and returned to the researcher.(298 males and 152 females). Various organizational stressors were identified and categorized under work-related stressors, role-related stressors, physical-environmental stressors and inter-personal related stressors. The stress management strategies on the other hand were also categorized under preventive, proactive and social support strategies of coping with stress. The questionnaire was pilot tested, and the reliability co-efficient of 0.935 was obtained for the instrument. The data collected were presented using descriptive statistics of frequencies, percentages, mean, standard deviation, and analyzed with t-test and one-way analysis of variance (ANOVA) with a special package for social sciences (SPSS). A significant alpha value of 0.05 was used for all the scores computed.

5.2 Findings

From the results of this study, it was found that:

a. There is no significant difference between administrative and technical staff in their sources of stress experiences in states sport councils in Nigeria.

b. Male and female employees (both administrative and technical) significantly differ in their sources of stress experiences in states sport

councils. Male staff experienced higher organizational stress in states sport councils than their female counterparts.

c. There is significant difference between administrative and technical staff with different age groupings in their sources of stress experiences in states sport councils. This difference lies in the fact that employees with 18 – 32 years of age experienced higher organizational stressors when compared with those of 33 and above years of age. This implies that the more an employee is getting older, the more he develops effective strategies of managing stressors in states sport councils, as those with 33 and above years of age expressed lower sources of stress experiences when compared to other age group categories.

d. There is significant difference between administrative and technical staff with different educational qualifications in their sources of stress experiences in states sport councils. It was discovered that employees with Higher National Diploma, First Degrees and Postgraduate educational qualifications expressed lesser sources of stress experiences when compared with other employees with lower educational qualification of GCE, SSCE, WASC, TC II, ND, NCE and NIS certificates.

e. There is significant difference between administrative and technical staff with different years of working experiences in their sources of stress experiences in states sport councils. Staff with 16 and above years of working experiences expressed lesser sources of organizational stress, when compared with employees with 1 – 15 years of working experiences.

This showed that sources of stress experiences decreases with more years of working experiences one stays in an organization.

f. Administrative and technical staff used similar stress management strategies in states sport councils in Nigeria. This means that the employees adopted similar strategies to manage stress irrespective of their job designations in states sports councils.

g. There is no significant difference between male and female administrative and technical staff in the stress management strategies they used in states sport councils. This implies that both male and female staff used the same stress management strategies irrespective of their gender differences in states sports councils of Nigeria

h. There is significant difference between administrative and technical staff with different age groupings in the strategies they used to manage stress in states sport councils. This is due to lesser perception of overall stress management strategies by employees with 38 and above years of age when compared with staff of other age group categories that is 18 – 22, 23 – 27, 28 – 32 and 33 – 37 years.

i. There is no significant difference between administrative and technical staff with different educational qualifications in the strategies they used to manage stress in states sport councils. This showed that employees adopted similar stress management strategies irrespective of their educational qualifications in states sport councils in Nigeria.

j. There is significant difference between administrative and technical staff with different years of working experiences in the strategies they used to manage stress in states sport councils. This was due to lesser perception of stress management strategies by employees with 16 and above years of working experiences when compared with employees of other years of working experience categories.

5.3 Conclusion

The following conclusions are drawn from the result of this study.

The major source of stress experienced by administrative and technical staff of states sport councils was work-related stress. This stress emanated from inadequate budgetary allocations of funds, limited resources, short time decision making to achieve quick results, and inadequate remunerations. Others include lack of recognition, lack of promotion, job insecurity, fears of not meeting the demands of the council and pressure due to excess workload.

Role-related sources of stress were also found to significantly affect administrative and technical staff in executing their normal duties in states sport councils. Employees of states sport councils encounter strenuous stress due to lack of mutual trust among staff, difficulties in trying to respond to directives from superiors, imposed deadlines with insufficient time, governmental interference and fear of failure.

Environmental factors such as poor surroundings, inadequate office facilities, and inadequate office accommodation, as well as inter-personal struggle for position of

responsibilities and discriminatory attitude of some leaders are also found to be among the prevalent sources of stress in states sport councils.

Social Support from co-workers, peers, friends, family members, and counseling from guidance and counseling experts is the most commonly appreciated and accepted stress management strategy adopted by administrative and technical staff of states sport councils.

Employees of states sport councils significantly adopted proactive coping strategies of careful thinking, realistic approach, careful planning and always striving positively to succeed to manage stress in their organizations. Administrative and technical staff of states sport councils also significantly appreciated preventive strategies of coping with stress through managing their financial resources within their capabilities, thinking ahead to avoid dangerous situations and developing their job skills (training) to protect themselves from eventualities.

Job designation of being an administrative or technical staff did not significantly influence the sources of stress experienced in states sport councils.

Gender, age, educational qualification and years of working experiences of both administrative and technical staff significantly influenced their sources of stress experiences in states sport councils.

Gender, educational qualification and job designation of administrative and technical staff did not influence the stress management strategies they adopted in states sport councils.

Age and years of working experiences of administrative and technical staff significantly affected the stress management strategies they used in states sport councils.

5.4 Recommendations

Based on the findings of this study, the researcher proffers the following recommendations:

1. Stress reduction awareness programmes such as campaigns, workshops, clinics and seminars should be conducted periodically and regularly to help individuals in states sports councils build stress management skills to make them less vulnerable to its effects. Teaching employees time management and relaxation techniques for example, would improve their coping skills and resources.

2. Researches should be conducted regularly to identify those suffering from excessive organizational stress so that intervening programmes such as health care and psychological counseling services would be provided in states sports councils. Suggestions should also be provided on changing one's diet, exercise and life style to avoid organizational stress in states sport councils.

3. Government and sports stakeholders should try to identify and eliminate environmental factors creating stress in states state councils such as noise and pollution. Sufficient budgetary allocation should be proposed to cater for safe working conditions, accommodation and running costs in states sport councils.

4. Supportive work and good family policies such as family medical check-up and maternity leave should be encouraged to avoid overstretching of individual's physical and mental capabilities in states sport councils.

4. Clarify task assignments, modify schedules and workloads to simplify responsibilities in states sport councils. Furthermore, clarify ambiguities and avoid interference for peaceful and harmonious co-existence in states sport councils.

5. As social support was found to be extremely effective in preventing and relieving the effects of organizational stress, family members, friends, co-workers, peers, supervisors and subordinates should be educated about the importance of social support to provide a nurturing environment that builds self-esteem and self actualization in employees for productive service in States Sport councils.

5.5 Recommendations for further research

The researcher recommends the following areas for further investigation in the area of stress, sources of stress and stress management strategies:

1. Sources and management of stress adopted by private sports organizational bodies in the country need to be studied.

2. Studies also need to be conducted on individual and team sports at both lower and higher levels (example amateur and professional levels) as well as tertiary institutions in order to identify the common stressors in our sporting environment.

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APPENDIX I

QUESTIONNAIRE ON SOURCES OF STRESS AND STRESS COPING STRATEGIES ADOPTED BY ADMINISTRATIVE AND TECHNICAL STAFF OF NIGERIAN SPORTS COUNCILS

INTRODUCTION

The purpose of this research is to investigate the sources of stress as well as the preventative and proactive stress coping strategies adopted by employees of Nigerian sports councils.

Based on the research questions, the following statements are prepared to determine the likely stressors as well as the strategies administrative and technical staff use to cope with them in states sports councils.

The information obtained would be kept strictly confidential and will be used only for research purpose. Please tick (√) the column against each statement that is most applicable to you.

Thank you.

1. SECTION A: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

a. Gender:
a. Male ( )
b. Female( )

b. Age:
a. 18 – 22 years ( )
b. 23 – 27 years ( )
c. 28 – 32 years ( )
d. 33 – 37 years ( )
e. 38 and above years ( )

c. Educational Qualification:

a. G.C.E./SSCE/WASC/TC II ( )
b. OND/NCE/NIS certificate ( )
c. HND/BSc/B.Ed/Bsc.Ed/B.A. ( )
d. M.Sc/M.A/P.G.D. ( )
e. Ph.D ( )
f. Others, specify _____

d. Working Experience:
a. 1 – 5 years ( )
b. 6 – 10 years ( )
c. 11 – 15 years ( )
d. 16 – 20 years ( )
e. 20 years and above ( )

e. Job Designation

a. Director/Deputy and Assistant Directors ( )
b. Personnel Officers/Accountants/PRO ( )
c. Sport Organizing Secretary ( )
d. Team Manager ( )
e. Stadium Manager ( )
f. Sport Association Chairmen/Members ( )
g. Coach ( )
h. Trainers/Instructor ( )
i. Paramedics ( )
j. Groundsmen ( )

SECTION B: SOURCES OF STRESS

The following statements are based on a five-point Likert scale, relating to the likely stressors in state sports councils.

Please tick (√) against each statement that best describe your feelings.

NOTE: Strongly Agree - SA
Agree - A
Undecided - U
Disagree - D
Strongly Disagree - SD

2.	WORK-RELATED CAUSES OF STRESS	SA	A	U	D	SD
a.	The workload that I handle as my normal duties are a source of stress to me					
b.	I am always disturbed by career uncertainty and job insecurity in my sport council.					
c.	Inadequate remuneration in sport councils negatively affects my normal work schedules.					
d.	I am always worried about low quality performance in my sport council.					
e.	I am always confused due to lack of clear goals in my sport councils.					
f.	I am most at times under pressure due to short term decision making to achieve quick results					
g.	Lack of clear work schedules is a source of stress in state sports council.					
h.	I encounter problems due to inadequate budgetary allocations and limited sources of funding in my sports council.					
i.	Lack of recognition for creativity causes stress in my state sports council					
j.	I am disturbed by lack of promotion and insufficient reward in my state sports councils.					

k.	I have fears of not meeting the demands of my duties in my sport council.					
l.	I am always disturbed with downsizing work force and reducing the number of employees which creates uncertainties and work stagnation in sports council.					
m.	I find it most at times difficult to manage time-based conflict of balancing time for work, family and non-work activities in sports councils.					
3	**ROLE-RELATED CAUSES OF STRESS**					
a.	Lack of mutual trust among management staff members creates work stagnation and stress in my sports council.					
b.	I am always in difficulties when trying to respond to conflicting directives from superiors about carrying out assignments in my sports council.					
c.	I am most at times under stress because sport council's organizational values are incompatible with my personal values.					
d.	I encounter fatigue and exhaustion from imposed deadlines with insufficient time to do a task in sports council.					
e.	I am normally under difficulties in carrying out ad-hoc duties within the sports council.					
f.	Lack of adequate welfare package negatively affects the performance of my normal duties in the state sports councils.					
g.	I am most at times under pressure due to imposition of goals/duties from higher authorities of my state's sports councils.					
h.	New function being allotted without adequate training and guidance is always confusing and difficult in sports council.					
i.	Governmental interference blocks initiatives and frustrates my effort to work freely in sports council.					
j.	I experience fear of uncertainty which negatively affects my job performance in sports councils.					
k.	I experience fear of failure which creates difficulties in achieving organizational goals of my sports council					
4	**PHYSICAL-ENVIRONMENT CAUSES OF STRESS**					
a.	I encounter difficulties in adjusting time to meet schedules in sports council.					
b.	Unsafe surroundings compound security fears and tension which makes my work difficult in sport council.					
c.	Climate changes like extreme cold, temperature conditions, rain, wind and dust are sources of stress in me and negatively affects my normal duties in sports council.					
d.	Excessive noise in the environment negatively affects my					

	attention and disturbs my concentration to work in my sports council.					
e.	Poor and unhealthy surroundings compound work difficulties which is stressful in sports councils.					
f.	I encounter stress due to inadequate office facilities and equipment such as computers, televisions, videos, chairs, tables and the like in my sports council.					
g.	Lack of enough office spaces/accommodation negatively affects smooth delivering of my duties in sports council.					
h.	I handle organizational units that are too large which are seriously stressful and demanding in my sports council.					
5.	**INTER-PERSONAL RELATED SOURCES OF STRESS**					
a.	I am encountering hostile interaction with my co-workers which is stressful and makes life uneasy for me in my sports council.					
b.	Failure to understand each other with management of my sports council lead to personality conflict and victimization against me.					
c.	There are evidences of sexual harassment in my sports council.					
d.	I frequently notice and experience workplace violence and bullying in my states sports council.					
e.	Eventualities like divorce and death of close ones are sources of stress to me in handling my normal duties in sports council.					
f.	Apart from new responsibilities like marriage, birth of a child and the like I handle compound additional workload and burden which is stressful to me.					
g.	Internal struggle for position of responsibilities inhibits productivity and creates tension within sports council.					
h.	I am disturbed by selfish and discriminatory attitude of leaders in my sports council.					
i.	Atmosphere of mistrust either between management and staff, staff members, or between departments creates confusion and distracts my job performance in my sports council.					
j.	The menace of performance enhancing drugs disrupts normal work routine and creates chaos in my state sports council.					

SECTION C

The following statements are (also based on a five-point Likert Scale) relating to the preventive and proactive stress coping strategies in organizational settings. Please tick (√) against each statement that best describes the way you cope with organizational stressors.

6.	**PREVENTIVE STRESS COPING STRATEGIES**	**SA**	**A**	**U**	**D**	**SD**
a.	I psyche myself for unforeseen eventualities					
b.	I often find a way to breakdown difficult problems into manageable components.					
c.	Before disaster strikes, I am well prepared for its consequences.					
d.	I plan my strategies to change a situation before I act.					
e.	I develop my job skills to protect myself against eventualities.					
f.	I think ahead to avoid dangerous situations.					
g.	I plan strategies for what I hope will be the best possible outcome.					
h.	I manage my financial resources to suit my standard.					
i.	I maintain myself within my capabilities in executing jobs.					
j.	I make use of what I have to face difficulties.					
k.	I make a list and try to focus on the most important things first.					
l.	I always keep to my schedules only.					
7.	**PROACTIVE STRESS COPING STRATEGIES**					
a.	I take action only after thinking carefully about a problem.					
b.	I think about every possible outcome to a problem before tackling it.					
c.	When I have a problem, I tackle it via thinking realistic alternatives.					
d.	I am a careful and take charge person.					
e.	I try to let things work out on their own.					
f.	After attaining a goal, I look for more challenges.					
g.	I like challenges and beating the odds.					
h.	I visualize problems and try to solve them.					
i.	Despite numerous setbacks, I always strive to succeed in getting what I need to succeed.					
j.	I try to pinpoint what I need to succeed.					
k.	I always try to find a way to work around obstacles; nothing really stops me.					
l.	I don't always get my hopes and ambitions too high.					
m.	I always try to maintain my position and working towards fulfilling it.					
n.	I turn obstacles into positive experiences.					
8.	**SOCIAL SUPPORT**					
a.	When solving my own problems, other people's advice can					

	be helpful.					
b.	I try to talk and explain my stress in order to get feedback from my friends.					
c.	Information I get from others help me to deal with my problems.					
d.	I usually identify people who can help me develop my own solutions to problems.					
e.	I ask others what they would do in my situation.					
f.	Talking to others can be really useful because it provides another perspective on the problem.					
g.	I'll call a friend to talk about a problem before it gets out of hand.					
h.	When I am in difficulties, I can usually work out something with the help of my family members.					
i.	When I am depressed, I get out and talk to others.					
j.	I confide my feelings in order to build up and maintain close relationships.					
k.	When I have problems with my co-workers, friends or family, I seek for counseling assistance from experts.					
l.	When there are serious misunderstandings with co-workers, family members or friends, I am always careful on how I will deal with them.					
m.	My family members always provide a useful advice and support about my job.					

Thank you.