THE IMPACT OF STRESS ON PRODUCTIVITY IN AN ORGANIZATION
(A CASE STUDY OF NATIONAL ORIENTATION AGENCY)

BY

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BEING A PROJECT SUBMITTED TO THE POST GRADUATE SCHOOL IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA) OF AHMADU BELLO UNIVERSITY, ZARIA.

DEPARTMENT OF BUSINESS ADMINISTRATION,
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CERTIFICATION

This is to certify that this project titled “The Impact Of Stress On Productivity In An Organization A Case Study Of National Orientation Agency” by ONOJA Otini Patricia meets the regulations governing the award of the degree of Master of Business Administration (MBA) of Ahmadu Bello University, Zaria and it is therefore approved for its contributions to knowledge and literary presentation.

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DECLARATION

I hereby declare that this project report has been written by me, and it is a record of my research work. It has not been previously presented in any institution of higher learning for a degree.

The sources used for the study have been duly acknowledged by way of reference and bibliography.

ONOJA OTINI PATRICIA	_____	_____
NAME OF STUDENT	**SIGNATURE**	**DATE**

DEDICATION

TO GOD ALMIGHTY.

TO MY LATE BROTHER ADEJO PAUL ONOJA.

ACKNOWLEDGEMENT

Appreciation is one of the most difficult things to do because words rarely say exactly what one feels.

First of all I remain greatly indebted and thankful to God Almighty for all his blessings, guidance and mercy and for giving me the opportunity to pass through this experience.

It is my pleasure to express my sincere appreciation to my supervisor Mal. Suleiman Gegu for his constructive criticism, guidance, encouragement and for sparing his time to read through the manuscripts which culminated in the successful completion of this project. All errors that may be noticed are entirely mine.

To my immediate family, no amount of words can effectively convey my gratitude. To my parents Mr. And Mrs Daniel Onoja, I say thanks for being a father and mother and for making this ambition a dream come true. My gratitude to my twin brother Patrick, my junior brothers Peter, Akoji and my sisters Felicia and Inikpi for standing by me from the beginning to the end.

To my classmates, Carla, Kwaghe, Sadiq and Memuna. I thank you for your love and care.

To my friends who have contributed to the success of this work, I will always remain indebted to you. Lawal Ismaila, Uncle Idris Adams, Dr. Funsho and Madam Chinenye of Neimeth International

Pharmaceuticals Plc Lagos, I thank you people for supplying the materials for this research work.

My colleagues in National orientation Agency cannot be left out given the alacrity with which they attended to my questionnaires and interview. My profound gratitude goes to those concerned.

I appreciate all others who ought to know that they are included here by the virtue of our friendship.

Finally to myself, I say well done.

ABSTRACT

The topic of this research, stress and its impact on productivity had and still dominating discussion in the field of management.

This research exposes the multiple implications stress holds for productivity in particular and other dimensions of organizational life in general.

This study suggests how stress can be converted from seeing constraint to stimulating productivity.

Part of the myths that characterizes stress perception is that it is entirely a bad phenomenon. This was however vitiated by the series of literature reviewed in this work as well as interview conducted.

One of the successes of this research is the fact that it has provoke further inquiry by future researchers as the insights provided by the findings will be of immense value. Prominent in the list of findings is the fact that nobody is immune to stress.

It is the considered opinion of the researcher that stress with its bad reputation is not to be feared since it can be a catalyst for productivity.

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CHAPTER ONE:

BACKGROUND OF THE STUDY

1.0 INTRODUCTION

Two operative words emerged from the phrase-work of this research topic, to wit, stress and productivity.

Dr. Hans Selye floated the idea of stress in 1936. Since its discovery, organizational researchers have made several attempts to assess its impact on organizational life but very little has been said about its positive effects (if any) on the life of individual and organization. This forms the crux of this research.

Productivity is the underlying objective in the employment of any factor of production. This research will juxtapose stress vis-avis productivity with a view to finding out if there is correlation between these two recurring expression in the work place.

The increasing focus on the individual in the work place combined with a growing awareness of importance of health and safety and environmental issues has brought stress to the fore.

On occasions, all of us experience stress. Beneficial stress can help derive a few of us to become champions, but harmful stress can drive others to despair. Stress, therefore is a powerful force that should always be handled and investigated with respect.

Stress in an individual is any interference that disturbs a person's healthy, mental and physical well-being. It occurs when the body is required to perform beyond its normal range of capabilities. The result of which is destructive to individuals, families, society and organizations, which can suffer from ORGANIZATIONAL stress.

Stress has been called the "Invisible Disease." It is a disease that may affect the organization, and any of the people in it. An organization with a high level of absenteeism, rapid staff turn over, deteriorating industrial and consumer relations, a worsening safety record, or poor quality control is suffering from organizational stress. The causes may range from unclear or overlapping job descriptions to lack of communication, to poor working conditions.

The health and safety executives define stress as “the adverse reaction people have to excessive pressures or other types of demand placed on them.” The word “Pressure” from this definition needs a careful look. It can create a ‘buzz’ and be a motivating factor, and the negative experience, which can occur when this pressure becomes excessive and the individual, is unable to cope.

Pressure is part and parcel of all work and helps to keep us motivated, but excessive pressure can lead to stress, which undermines performance, is costly to employers and can make people ill. Although work related stress is not illness, the psychological impact of stress can contribute to problems with ill health.

The second coefficient of this research is productivity, which has been defined by James A.F. Stoner and Charles Wankel (1988:214) as “The chief means whereby humankind can raise itself out of poverty to a condition of relative material affluence.” The main way to increase output per capita (which normally translates directly into the standard of living) is by increasing productivity. Productivity then becomes the measure of how well

an operation system functions. The importance of productivity to our economic well being as a nation and to the survival of individual organization is demonstrated by the wide discussion it is currently receiving. Such indicators of national economic health as inflation, economic growth and the balance of payments are related to the level of productivity and changes in this level. For example, increase in productivity save scarce resources, since the resources requirement is less per unit of output. Productivity increases help mitigate inflation by counteracting the escalating costs of labour, materials, energy and other expenses. Productivity improvements also strengthen the competitive position of a firm or a country in the important international market.

For the individual manager, productivity is vital because it indicates the level of efficiency and competitiveness of his or her firm or department.

So, if stress can impact on productivity, to what extent and under what circumstances?

1.1 STATEMENT OF THE PROBLEM

Productivity has assumed a center stage in employee/management relations in recent times. It has become the yardstick with which remunerations and fringe benefits decisions are based.

In the light of this, organizational researchers are now concerned with factors that could enhance or mar productivity. This research is an attempt to contribute to this topical and very important subject matter.

Prominent among the factors that have been identified as a sine qua non or an inhibition for productivity is STRESS.

Stress as a concept has received more negative connotation that its role as a catalyst to productivity. This research therefore intends to find out positive aspects of stress.

The focus of the research shall be

- How desirable is stress?
- Is there any correlation between stress and productivity?
- If yes, what is the equilibrium?

- If no, then how destructive is stress?
- What then are the yardstick of measuring productivity under stress and productivity without stress?

1.2 OBJECTIVES OF THE STUDY

The study is designed to

1. Evaluate the impact of stress on productivity.
2. Suggest ways on how stress can be used as a catalyst for productivity.
3. Provoke or stimulate further research into the subject matter.

1.3 SIGNIFICANCE OF THE STUDY

The study is important in that productivity is a determinant for measuring employee effectiveness and efficiency.

The study will highlight the negative and positive aspects of stress on productivity.

The study will expose employee's reaction or behaviour when stressed.

The study is intended to significantly contribute to existing body of knowledge. Also, the study will serve as a base for future researchers in the related field.

1.4 SCOPE OF THE STUDY

The study will concern itself with the impact of stress on productivity in organizations with particular reference to National Orientation Agency.

The study will evaluate the transition of the organization from Mass Mobilization for Social Justice, Self-reliance and Economic recovery (MAMSER) to National Orientation Agency (NOA) and show the impact of stress on their productivity.

The study will reveal stress at different levels of the organization. It will show stress level at various departments.

The study will compare stress and behaviour at the Headquarters, State Headquarters and Local Government.

The management side of stress or the organizational life of stress is the pre-occupation of this research (not medical).

1.5 RESEARCH HYPOTHESIS

1. H_o Stress has no significant impact on productivity

   H_1 Stress has significant impact on productivity

2. H_o There is no correlation between stress and Productivity in an Organization.

   H_1 There is correlation between stress and productivity in an Organization

1.6 METHODOLOGY

To generate relevant information for this research, the researcher will employ the following techniques of data collection.

1. Questionnaire
2. Interview
3. Text books, Journals
4. Internet

The questionnaire will be administered to cover the headquarters in Abuja, Kaduna and National Orientation staff at the local governments in Kaduna State.

National Orientation staff from the period of MAMSER till date will be interviewed.

Relevant publications on the subject matter will be consulted for relevant information.

1.7 LIMITATION OF STUDY

1. The research is conducted simultaneously with regular academic programme, there is therefore time pressure on the researcher.
2. Previous or related work to serve as a guide to the researcher was virtually unavailable.
3. Resource limitation to cover the length and breath of the organization under study.
4. Some questionnaires were poorly administered due to poor understanding of the subject matter.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

In this chapter, the researcher shall carryout a review of related literature such as textbooks, journals and other outstanding publications relevant to the subject matter of the research.

2.1 VARIOUS DEFINITIONS

Robert Heller and Tim Hindle (1998:766) define stress as ”any interference that disturbs a person’s healthy mental and physical well-being.” They expatiated further that stress occurs when the body is required to perform beyond its normal range of capabilities.

Another definition runs thus: “STRESS is an adaptive response to a situation that is perceived as challenging or threatening to the person’s well-being” (Steve L.Mcshane and Mary ann V. Glinow). (2000:134). Implicit in this definition is the fact that stress is a person’s reaction to a situation, not the situation itself.

The Bryon institute opined that" stress results from the perception of a threat to either, physical or psychological well-being and the perception that individual's responses are in adequate to cope with it. The institute opined that stress results when we perceived a threat and perceive ourselves unable to cope.

In their own view, the health and safety executives define stress as "The adverse reaction people have to excessive pressures or other type of demand placed on them."

In a leaflet circulated by Neimeth Pharmaceuticals, they describe stress in the following ways:

- Any reaction or situation that places physical and psychological demand upon a person.
- Demands on an individual that tax or exceed his adjustive capacity.
- Body's response to pressure.

Osido Ltd., and organizational development consultancy firm has put forward the following definitions:

1. Any affluence that disturbs the natural equilibrium of the living body.
2. The common response to attack
3. The feeling of sustained anxiety, which over a period of time, leads to disease
4. A psychological response, which follows failure to cope with problems.

The consultancy firm elaborated further that a stressful circumstance is one with which an individual is unable to cope successfully and which results in unwanted physical, mental or emotional responses.

Osido Ltd. Opined that stress implies some form of demand on the individual, it can produce the classic “fight or fight response,” it may create physiological imbalance and can certainly affect individual’s performance. It is particularly concerned with how people cope with changes in their lives at work, at home, and in other circumstances.

Dr. Robert Maurer, in a paper delivered at a workshop organized by V-Mobile describes stress as nothing more or less than the four-letter word: FEAR. Robert buttresses thisassertion by saying that stress as a syndrome is only prevalent in adults and virtually non-existence with children, as the later have nothing to fear about.

This claim was however debunked in a Newswatch Publication, September 26, 2005 by Dr. Uduak Ikpegbu, a medical doctor at country hospital, Lagos, who asserts that there is no age limit in stress affliction. According to her, children also experience it. She said that children still bed-wetting at age four and above could be going through stress and children having academic problem are passing through stress too.

What can be identified as common to the definitions/comments from these authors are as follows:

- Stress can both be positive and negative.
- Stress is an inevitable factor in organizational life.
- Stress can both be internal and external.
- Individual's reaction to a situation is as stressful as the situation itself.

From the various definitions and comments, stress can be seen to be analogous to frustration except that the former is more durable.

2.2 TYPOLOGY OF STRESS

Neimeth Pharmaceuticals opined that stress can broadly be classified in to categories, viz.

- Eustress (Positive)
- Distress (Negative)

In their widely circulated leaflets, Neimeth holds that Eustress is a positive stress that stimulates, invigorates and enriches life, which leads to fulfillment and achievements of goals and objectives. It went further to say that Eustress is good and necessary for coping with sudden demand and challenges such as

- Deadliness
- Examination
- Work challenges
- Training for physical fitness
- Mental/emotional stress (healthy for the mind)

Distress (Negative) on the other hand, is persistent and long-term pressure, mostly bad because of the duration, which leads to lack of productivity, inefficiency, breakdown in health and other stress related disorders. The duration rather than the degree makes distress bad.

In consonance with Neimeth Publication, Osido Ltd., posits that there are two kinds of stress: Eustress and Distress.

Eustress is good stress; this is the stress that all persons need in order to remain motivated and to cope with life situations on an ongoing basis. It gives the right attitudes and the motivation to be effective.

From the foregoing classification, it is important to note therefore that at all times there is some level of stress in our bodies which explains our functional and dysfunctional behaviours.

2.3 CAUSES OF STRESS

Stressors, the causes of stress, include any environmental condition that place a physical or emotional demand on the person. Steven L. Mcshane and Mary Ann (2000:136) in a more elaborate way, these authors gave the following breakdown:

2.3.1 Physical Environmental Stressors such as excessive noise, poor lighting and safety hazards.

2.3.2 Role Related Stressors include conditions where employees have difficulty in their lives. Role related stressors have other manifestations such as role conflict which occur when people face competing demands, role ambiguity which exists when employees are uncertain about their job duties, performance expectations level of authority and other job conditions.

Workload represents another role-related stressor. This likely occurs because many companies have reduced their workforce and restructured work, leaving the remaining employees with more tasks and fewer resource or time to complete them. The converse, though less common is work under load which is also a stressor, occurs when employees receive too little work or are given that do not make sufficient use of their skills or knowledge.

2.3.3 Interpersonal Stressors:

Interaction with others produces interpersonal stressors, including poor supervision, office politics and conflict with co-workers and clients. Interpersonal stressors will likely become

increasingly common as the workforce becomes more diverse and as organizations rely more on teams than individual working alone to perform the work.

Diversity stress occurs when employees lack the personal resources to both understand and respond effectively in this increasingly multicultural workforce. For those who are unprepared, diversity creates feeling of ambiguity and conflict about how co-workers from different backgrounds will respond to their decisions and actions. The trend towards teamwork also seems to generate more interpersonal stressors because employees must interact more with co-workers.

2.3.4 **Sexual Harassment:** Sexual harassment refers to unwelcome conduct of a sexual nature that detrimentally affects the work environment or leads to adverse job related consequences for its victims. One form of sexual harassment called quid pro quo, includes situations in which a person's employment or job performance is conditional on unwanted sexual relations.

2.3.5 Organizational Stressors:

Organizational stressors come in many forms. Most forms of organizational change are stressful. Downsizing is a stressor not

only for those who loose their jobs, but also for the survivors, specifically survivors experience higher workloads, increased job insecurity and the loss of friends at work.

Restructuring, privatization, mergers and other forms of reorganization are stressful because employees face increased job insecurity, uncertain work demands and new forms of interpersonal conflict.

2.3.6 Nonwork Stressors: Work is usually the most stressful part of our lives, but we also experience numerous stressors outside organizational settings.

Relationship problems, financial difficulties and the loss of a loved one usually top the list of nonwork stressors. New responsibilities such as marriage, birth of a child and a mortgage are also stressful to most of us.

Commenting on causes of stress either at organizational level or at the level of individual, Osido Ltd. And Organization Development (OD) firm put forward the following:

2.3.7 The Job Demand:

The demands on people at work vary substantially and so do their coping mechanisms. The demand may be related to the

work itself or the factors surrounding the work. the demand could be:

a. Psychological demands e.g. machine-paced work, the quality of supervision, hazards, monotony of the task.
b. Physical demands – the effort required as in manual activities, the potential for fatigue and exposure to harmful substances.
c. Demands related to handling of machines, their control systems and display units e.t.c.
d. Environmental demands: coping with noise, pollution, and poor lighting e.t.c.
e. working hours: Shift work, unsocial hours, night work, the frequency of break, time pressures.
f. Payment arrangements: compliance with quality standards.
g. Decision making responsibility, too much work, and too little work e.t.c.

In all these, opined the firm, the personal factors are important in this case in terms of individual personality, a person tolerance for ambiguity, ability to cope with change, level of motivation and specific behavioural patterns.

2.3.8 Role in the Organization:

- Role Conflict
- Role overload
- No participation in decision making
- Role ambiguity
- Responsibility for people

2.3.9 Career Development:

- Over/under promotion
- Lack of job security
- Thwarted ambition e.t.c.

2.3.10 Organizational Structure/Climate

- Ineffective consultation
- Restriction on behaviour
- Office politics e.t.c.

2.3.11 Relations within Organization

- Poor relation with boss
- Poor relations with colleagues and subordinates
- Difficulties in delegating responsibility e.t.c.

2.3.12 Family commitments/Personal interests

- Pressures from dependents

- Absence of domestic support
- Poor relationships at home
- Being single and labeled on oddity

Robert Heller and Tin Hindle (1998:780) capture the causes of stress in the following words “society, the working world, and daily life have changed almost beyond recognition in the past 50 years. These changes have contributed to a major increase in stress.”

Expanding this view, the authors have advanced the following factors as major causes of stress.

2.3.13 Changing Societies

Demographic change has been dramatic in recent years. Changes include rapid population growth, migration from rural areas to cities, a rise in the number of elderly people and the changing role of women. All these changes have increased stress levels.

2.3.14 Increasing Urbanization

The most stressful change in recent decades has been rapid urbanization. In some industrialized countries, such as

Netherlands and Germany, more than 80% of the population lives in cities. Stress arises from cramped living conditions, the proximity of millions of other people and high levels of crime, noise and air pollution.

2.3.15 Changing Gender Roles

The role of women has changed dramatically over the past 100 years especially in urban societies. As women make up a greater part of the total labour force, they are judged by the same criteria and under the same stresses as men.

However women often suffer more stress than their male colleagues because of conflict between work outside the home and work within the home, where they may continue to shoulder the main responsibility for traditional female roles.

These changing roles also challenge male identity and work patterns as women take on jobs traditionally held by men.

2.3.16 Changing Organization.

In recent years, many companies have launched new products or services while also making cutbacks. Such changes can be vital to a company's survival but employees may find themselves harder than ever and facing an uncertain future.

2.3.17 Responding to Pressure.

The upheaval triggered by the need for cost cutting and increasing productivity has two main causes.

a. Globalization has left local suppliers facing stiff competition and led to aggressive cost cutting in the market place.

b. Information technology including fax machines, e-mail and video conference has accelerated the speed at which many business transactions can be performed and put pressure on the workforce to be even more productive.

2.3.18 Rethinking Companies

New competitive and pressures on companies to be more productive have led them to pursue certain strategies that put ther workers under stress. Mergers and acquisitions between corporations have been taking place at an increasing rate and when these occur, they usually bring job losses. This is because they tend to create one corporation, which key positions at many levels are duplicated, making redundancies inevitable.

2.3.19 Changing Operations

In the search for improvement, companies look closely at how they operate, the way production processes work, for example

and ways of keeping track of stock. Many companies have experimented with re-engineering their structure and involving employees in controlling product quality and ensuring continuous improvement.

The introduction of robots into assembly lines had eliminated many manual jobs once acquired for mass production, so that manufacturing jobs are often relatively isolated with little social contact.

2.3.20 Encountering New Work Cultures

The changes occurring in the workplace in recent years have radically altered the work culture of many companies, large and small. For example, opportunistic take over have put old-fashioned organizations into the hands of ambitious and fast moving entrepreneurs with very different values. Widespread privatization has turned state owned companies into private enterprises, which tend to be more committed to maximizing profit than to maintaining the workforce.

2.3.21 Reaching the Liimits

All these changes in the workplace – technical, strategic,

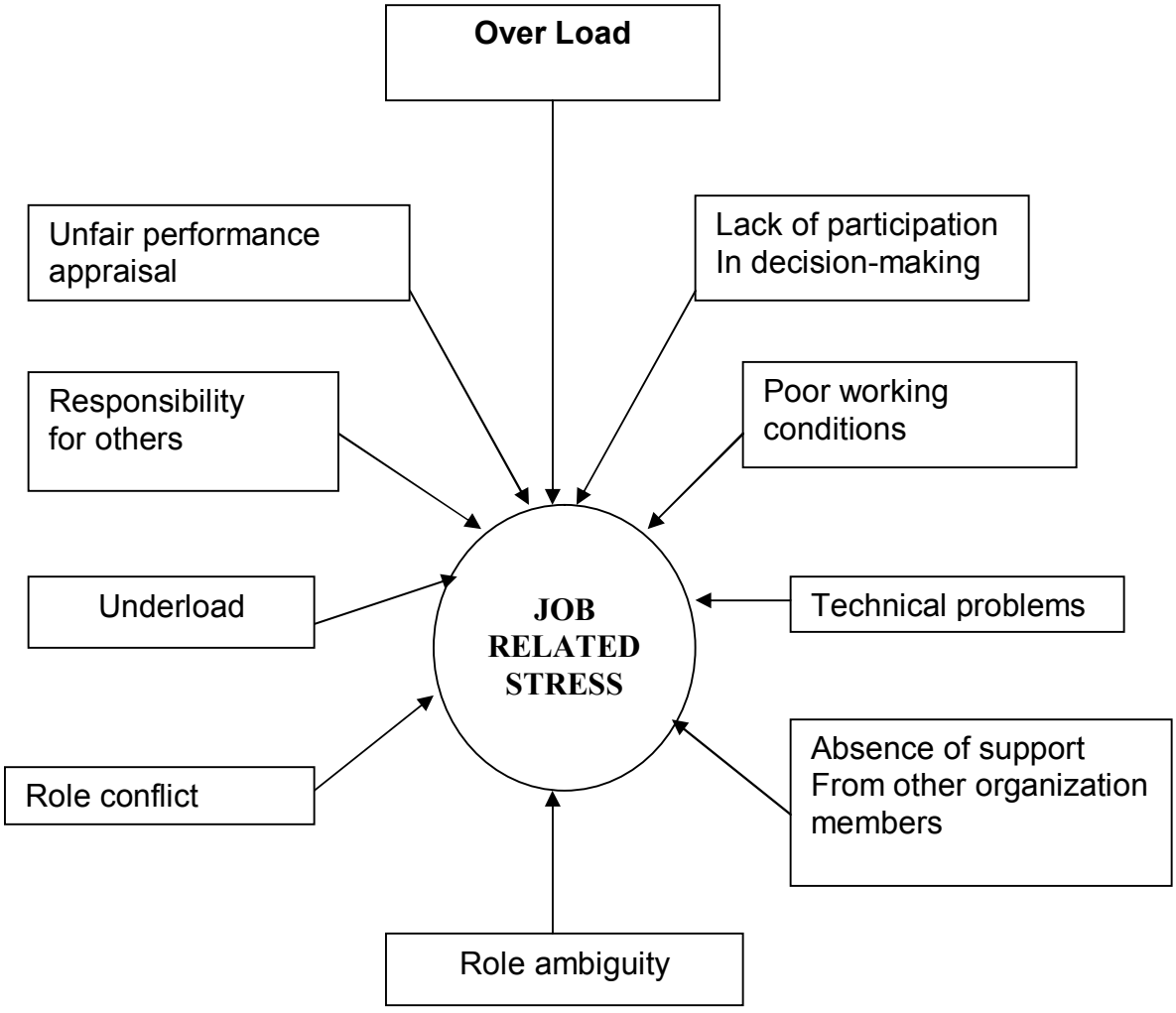
operational and cultural have had pfofound and far-reaching effects on the employees of the organizations that undergo them. A number of studies have pointed out that, although workers are adaptable, there are limits to the amount of change that human beings can absorb. If organizations keep changing and exceeding these limits, they may find that eventually their workers can no longer tolerate the demands made of them.

These authors and commentators have adduced twenty-one reasons that could trigger stress in an individual and organizations. However, these are by no means exhaustive.

Factors of organizational behaviour as well as theories of organizations that could cause stress were brought to the fore by the authors. The authors seem unanimous in their contention that nobody is immune or entirely free from stress.

Going by the analysis of causes of stress, one can conclude that stress, like any other human condition is dynamic. Its ramifications changes as human conditions change.

Organizational Causes of Stress

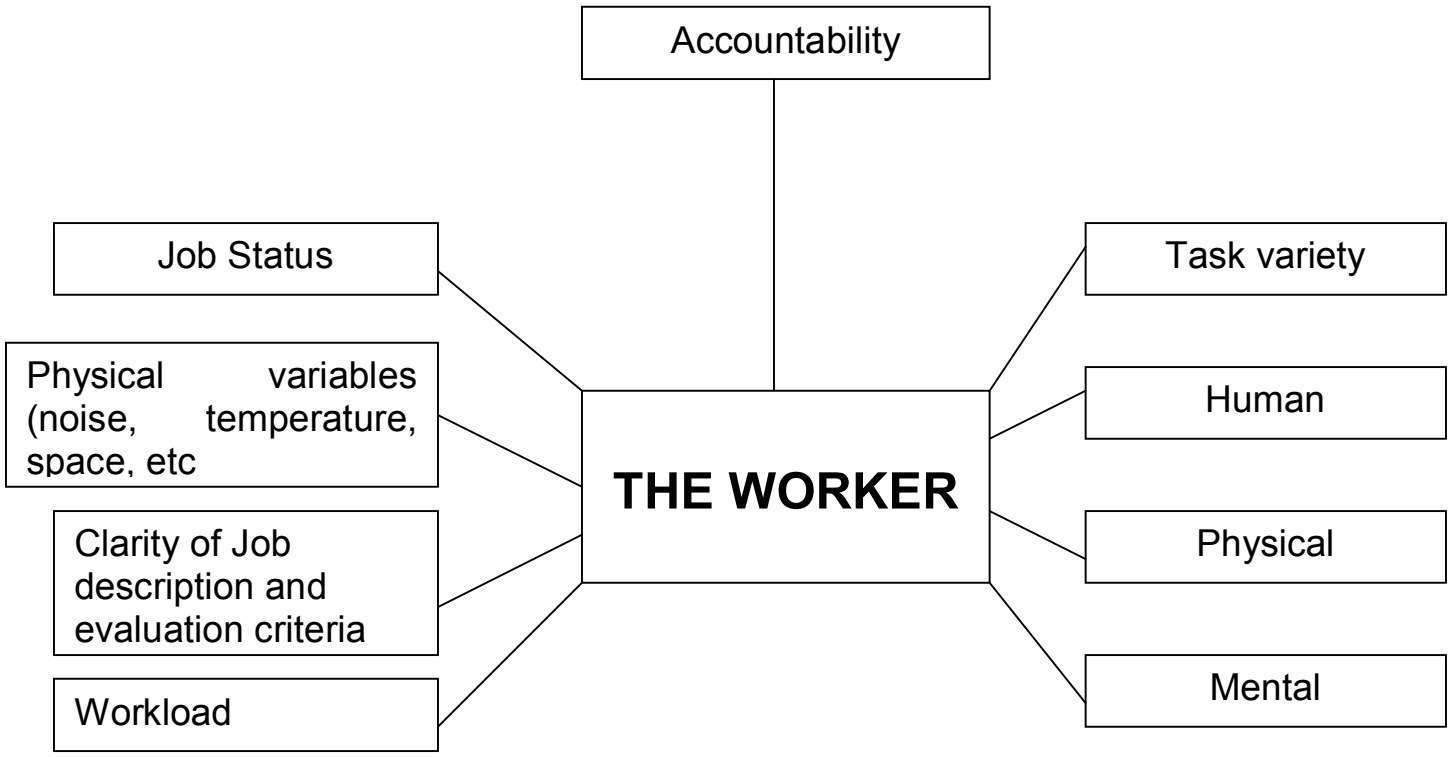


Source: Baron, R.A. (1986:215)

2.4 STRESS AND INDIVIDUAL

Pinpointing the dilemmas of individual worker in the work place vis-à-vis organizational stress precursors, wood and wood (1999:472) depict the scenario with the diagram below

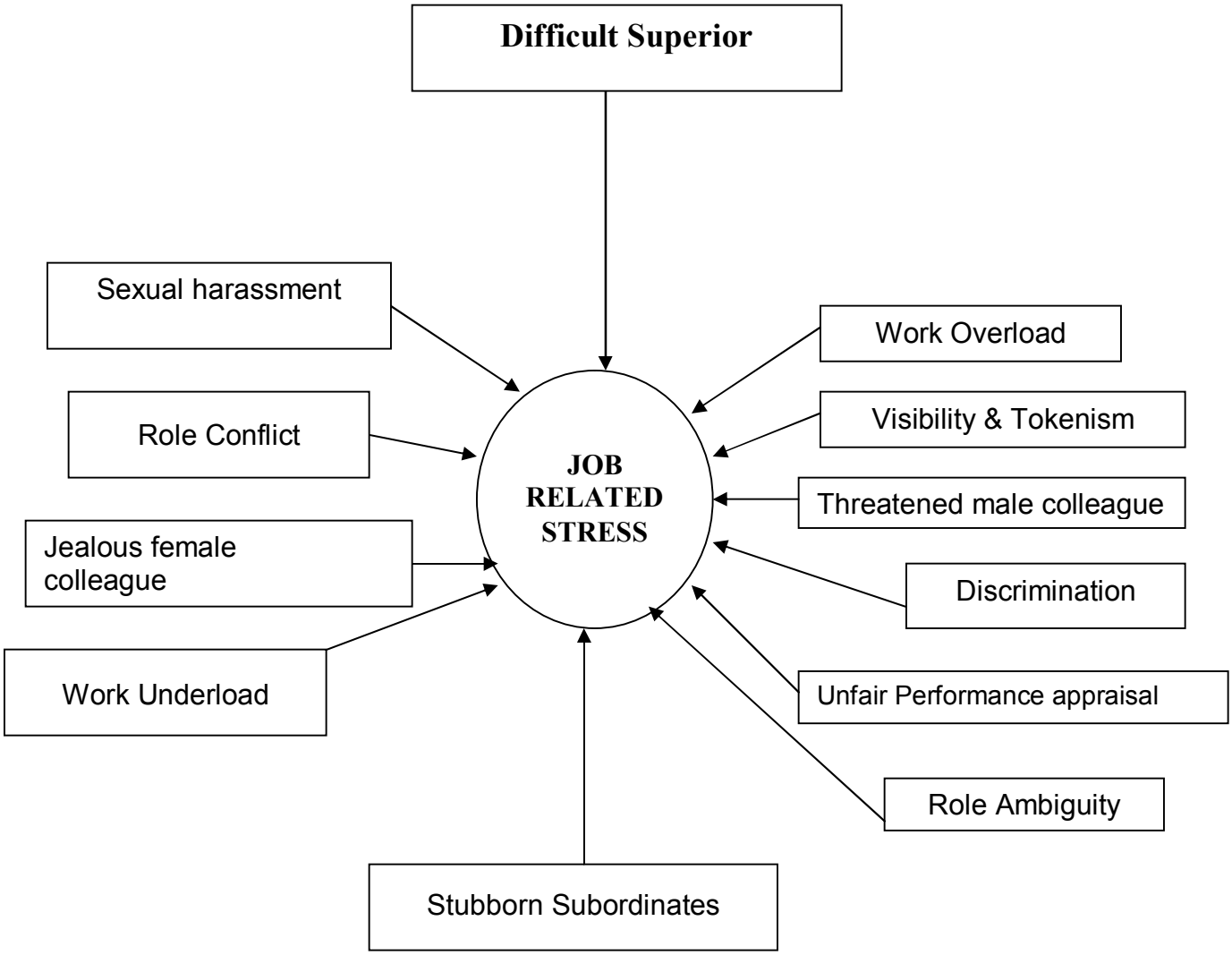
Variables In Work Stress



Source: Wood and Wood (1999:472)

Commenting on stress and the individual worker, Argulanna & Agulanna (1999:95) diagrammatically describe organizational stressors on the woman thus

Organizational Stressors On The Woman



Source: Agulanna & Agulanna (1999:95)

According to Henning and Jardin (1979:45) and Cooper & Davidson (1983:23) certain organizational stress precursors are specific to women and therefore are highlighted.

The specific problems and pressures found to be unique to women include:

1. Burden of coping with the role of “token woman” that is being regarded as a symbol of their group rather than as individuals.

   In this regard, Kanter (1977:50) proposed that if women comprise less than 15% of a total category in the organization, they would be labeled “tokens.”

II. Lack of role models and feelings of isolations.

III. Strains of coping with prejudices and sex – stereotyping.

IV. Overt and indirect discrimination from employees, employers, organizational structure and climate.

   The problems faced by the token woman were outlined by Davidson and Cooper (1983:23), they include:

a. Increased performance pressure perhaps, this woman wants to show that “what men can do, women can also do.”

b. Being a test case for future women.

c. Isolation and lack of female role models.

d. Exclusion from male groups.

e. Visibility and distortion of women’s behaviour by others in order to fit them into pre-existing sex stereotypes.

Davidson and Cooper (1983:24) therefore concluded that this stress, combined with that of trying to maintain a family and/or home is creating enormous pressures on women in management.

As mentioned above, token women are very visible in their places of work because of their small number. The consequence of their high visibility is that both their mistakes and their successes are highlighted. Women do not generally like this situation. Visibility leads to loss of privacy and naturally, to stress and strains that go with such a loss.

The impact of organizational structure and climate on female executives include such elements as:

i. Office politics

ii. Lack of effective consultation

iii. Lack of participation in decision-making process

iv. Restrictions on female behaviour

The authors are of the view that it is not uncommon for a female executive to say in exasperation :it is so because I am a women." In fact, in some organizations, female executives are supposed to be "seen" and not "heard." This is frustrating and depressing to them because some of them are more intelligent than the men who just want to see them but not hear them.

In their own assertions, Rober Heller and Tim Hindle (1998:774) wrote that stress in individual can be determined to some extent by such factors as heart rate and the level of adrenaline production, it has more to do with how far "out of sync" an individual is with their physical condition, since everyone has a different heart rate or blood pressure, there is no average statistics to indicate personal stress.

Also, different people respond differently to stress. Stress can manifest itself in panic attacks, headaches or stomach problems. Others may suffer a lack of sleep or a loss of self-esteem. There are also thought to be different responses for men and women. Whereas women may become withdrawn or depressed, men are more likely to become aggressive, irritable or develop addictions. Steven L. Mcshane and Mary Ann Glinow (2000:142) opined that two people may be exposed to same stressors, such as the threat of job loss, yet they experience different stress levels or stress symptoms.

People exposed to the same stressors might have different stress symptoms for three reasons. First, each of us perceives the same situation differently. People with high self-efficacy for instance, are less likely to experience stress consequences in that situation because the stressor is less threatening.

Similarly, some people have personalities that make them more optimistic, whereas others are more pessimistic. Those with pessimistic dispositions tend to develop more stress symptoms; probably because they interpret the situation in a negative light

A second reason why some people have more stress symptoms than others in the same situation is that they have lower thresholds of resistance to a stressor. Younger employees generally experience fewer and less severe symptoms than older employees because they have a larger store of energy to cope with high stress levels. People who exercise regularly and have healthy life styles (e.g. diet sleep) are also less likely to experience negative stress outcomes.

A third reasons why people may experience the same level of stress and yet exhibit different stress outcomes is that they use different coping strategies.

These authors went further to characterize another level of individual differences in stress, which they tagged Type A/Type B behaviour patterns.

Type A behaviour pattern is associated with people having premature coronary heart disease. Type As tend to be impatient, lose their temper, talk rapidly and interrupt others.

Type B behaviour pattern associated with people with low risk of coronary heart disease. Type Bs tend to work steadily, take a relax approach to life and be even tempered.

Type A people are hard driving. Competitive individuals with a story sense of time urgency. In contrast, those with a Type B behaviour pattern are less competitive and less concerned about time limitations. Type B people may be just ambitious to achieve challenges tasks, but they generally approach life more carefully and systematically than Type A people.

The important distinction, however is that Type B people are less likely than Type A people to experience distress and its physiological symptoms when exposed to a stressor.

Regarding job performance, Type A people tend to work faster than Type B people, choose more challenging task, has higher self-motivation and are more effective in jobs involving time pressure. On the other hand, Type a people less effective than Type B people in jobs requiring patience, cooperation and thoughtful judgment. Type A people tend to be irritable and aggressive, so they generally have poorer interpersonal skills.

Osido Ltd, and organizational development consultancy firm has submitted the following factors in its analysis of individual differences in the stress response.

a. Hardiness:

Recent studies of executives and managers who became ill and those who remained healthy under the same condition revealed that the group of executives who remained healthy responded to stressful events differently than those who become ill. The healthy group expressed an 'optimistic cognition apprisal' which included the view that change, good or bad, is an opportunity for growth and an inevitable part of life's experience. Rather than feeling threatened, these executives maintained a sense of control and an appreciation of challenge. Though they could not always control the changes, which were occurring, they could and did control their responses to change. In addition to their belief in control and challenge, this group also showed a commitment to life, to their work and to their families. In short, the officers and managers in this group demonstrated 'hardy personalities.' Several studies along this line of research have led to the conclusion that 'hardiness' is an important determinant of an individual's response to stress and, therefore, the likelihood that one will experience any of the potential ill effects of stress. Kobasa (1988:39) identified the components of the hardy personality as being commitment, control and challenge.

She describes these concepts in the following way:

* Commitment: The ability to believe in the truth, importance and interest value of who one is and what one is doing; and thereby, the tendency to involve oneself fully and in many situations of life, including work family, interpersonal relationships, and social institutions.
* Control: The tendency to believe and act as if one can influence the course of events with an emphasis on their own responsibility and not simply in terms of others' action or fate.
* Challenge: Based on the belief that change, rather than stability, is the normative mode of life. People with 'challenge' seek out challenge and new experiences and approach them with cognitive flexibility and tolerance for ambiguity (Kobasa, 1998:40).

Thus, the characteristics of the hardy personality facilitate effective coping with organizational and personal stressors. Other factors being equal, it is the hardy manmager who can expect to keep the stressors of work life in perspective; they maintain a sense of meaning in life through their commitment to

work and to family. Hardly executives also act with the confidence that they have the internal resources to deal with daily stressors; they recognize that they are in control of their responses to events, even if they could always control the events. Finally, hardy executives see stressors as potential opportunities for growth and change; they see change positively as a source of challenge and excitement rather than as threat.

A summary of hardy personalities

Hardy types are:

- Easy going – they go with the flow of life
- Patient, tolerant, calm, unflustered
- Not easily irritated by other people
- Able to give themselves realistic goals
- Able to give and receive praise and affection easily
- Interested in hearing about what is happening in other people's lives.

Hardiness is not the only factor, which explains differences in individual responses to stress. Other factors frequently identified as moderators of the response to stress are;

Personality Type

Several personality dimensions appear to influence the impact stressful events on the individual.

Personality was defined by Allport as:

“the dynamic organization within the individual of psychological systems that determine his characteristic behaviour and thought.”

The individual’s enduring traits, past experiences, current needs and activation level ‘interact’ with the environment (Background features and potential stressor) forcing the individual to exercise judgment on the level of threat and the state of stress and subsequently make coping attempts or responses.

Different personality types respond differently,

i. Personality Types:

1. Type A – Ambitious

   Active and energetic; important if he has to wait in a queue; conscientious, maintain high standards, ; time is a problem-there is never enough; frequently tolerant of those who may be slower in thought or action.

2. Type B - Placid

Quiet; very little worries them; put their worries into things they can alter or control and leave others to worry about the rest.

3 Type C – Worrying

Nervous, highly strung; not confident of self-ability; anxious about the future and of being able to cope.

4. Type D - Carefree

Loves variety; often athletic and daring, very little worries them; not concerned about the future.

5. Type E – Suspicious

Dedicated and serious, very concerned with other people's opinion of them; do not take criticism kindly and tend to dwell on such criticism for a long time, they distrust most people.

6. Type F – Dependent

Bored with their own company; sensitive to surrounding; rely n others a great deal; people who interest them are oddly unreliable; they find that people they really need are boring; do not respond easily to change.

7. Type G – Fussy

Conscientious and like a set routine; do not like change; any new problem throws them become there are no rules

to follow; conventional and predictable; great believers in authority.

Research indicates that most people combine traits of more than one of these ‘types; and so the above definitions can only be used as a guide. The type most susceptible to stress is type A.

A summary of ‘A’ type characteristics

‘A’ types are:

- achievement motivated – they have a strong desire to be approved of
- highly competitive – in almost all areas opf their lives
- restless – they have extreme difficulty relaxing
- hyper – alert
- always racing against the clock and doing several tasks at once
- always responsible

- intolerant of their own weaknesses and other people's – they drive themselves ad others hard
- deeply committed to their work – other areas of their lives often neglected
- aggressive (which they sometimes repress), impatient and inflexible.

Much of the work ethos of the 1990s is geared toward the 'A' type personality for whom competition and excessive hours present a constant challenge. Many young people already have their behaviour shaped into the type 'A' pattern as they feel that these are the ones necessary to succeed in the business world.

2.4 STRESS AND JOB TYPES

Rober Heller and Tim Hindle (1990:786) posit that some jobs are intrinsically more stressful than others. Jobs at different levels within the hierarchy of an organization each have their own stress factors. Likely stress levels are an important consideration when deciding if a job is suitable for you.

LEVELS OF STRESS IN DIFFERENT JOB TYPES

Types of Job	Related Causes of Stress
1. FINANCIAL	

Accountants, Stock market traders, in companies where money	
Mortgage consultants	is the major product, a high
Bank tellers	level of stress is a permanent feature. The larger the sums involved, the greater the stress on the staff.
2. **SALES-ORIENTED**	These job pressurize
Sales and marketing managers and consultants, advertising executive.	workers to continually demanding that they reach Within certain budgets and deadlines. Sales staff are Constantly “on show.”
3. **TECHNOLOGICAL**	Information – Technology
Computer programmers and Technicians, statistics.	specialist have to keep Abreast of the fastest changing industry ever. Technicians have to fix hardware and explain problems to the uninitiated.
4. **MEDIA**	Periods of calm are
Newspaper, Magazine or	interspersed with

Television Journalists, Producers, Editors.	frantic bursts of activity as Media workers hunt for new Subject material and are then required to be creative to a tight deadline.
5. **MEDICAL** Nurses, Doctors, Anesthetists,	When people's health and even lives are at stake, there Pharmacists, Physical therapists, can be enormous pressure to make the right decision quickly. There is great stress in dealing with human distress.
6. **PEOPLE-BASED** Personnel managers, Social workers, Counsellors,	These jobs require skills such as tack and discretion any managers with a that can make it difficult to team of staff working under then. Socialize with colleagues. It may be necessary to implement redundancies,

disciplinary procedures and other decisions that cause people distress.

2.5 CONSEQUENCES/EFFECTS OF STRESS

Stress has become a syndrome such that it has assumed octopoid dimension in all human ramifications.

i. **ITS EFFECTS ON SOCIETY**: Societies costs of stress are already high and are increasing steadily. Society bears the cost of public service such s health care for those made ill by stress, pensions for early retirement brought on by stress, and disability benefits for accidents occurring because of stress. In addition to this, stress often makes people irritable and this affects the overall quality of everyone's lives.

ii **ITS EFFECTS ON COMPANIES:** This is gauged by level of absenteeism and reduced level of performance by those who are physically present but mentally absent.

Cases of industrial accidents and unrest in industries are traceable in some cases of stress.

iii. **ITS EFFECTS ON THE BODY**

When the human body is placed under physical or psychological stress, it increases the production of certain hormones, such as adrenaline and cortisol. These hormones produce marked changes in heart rate, blood pressure levels, metabolism and physical activity.

Although this physical reaction will help you to function more effectively when you are under pressure for short periods of time, it can be extremely damaging to the body in the long-term.

iv. **ITS EFFECTS ON PHYSICAL HEALTH AND WELL BEING:** Long-term stress has been identified as one of the moste prevalent causes of numerous common conditions, including high blood pressure and heart disease. It is now commonly thought that prolonged stress can also increase the risk of psychological and psychiatric ailments. Behavioural changes caused by stress such as the increased and excessive use of alcohol or drugs, are also linked to a marked declined in physical health.

When under an abnormal amount of stress, the risk of dependency on alcohol is very high. Apart from major

physical health problems caused by excessive drinking, over consumption of alcohol can also result in highly strained and therefore stressful personal relationships both in the home and at work.

v. **ITS EFFECT ON EMOTIONS:** Those who suffer from stress are far more likely to indulge in destructive behaviour, which can have a high cost to themselves, to employers and to society. Typical symptoms such as mood swings and erratic behaviour may alienate colleagues as well as friends and family.

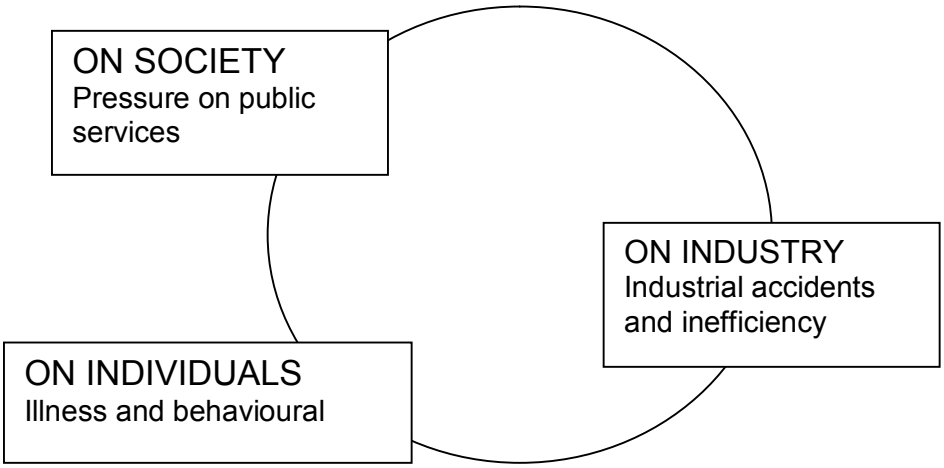
In some cases, this can start a vicious circle of decreasing confidence, leading to more serious emotional problems such as, depression.

vi. **ITS EFFECT ON FAMILIES:** Stress can break up homes and families. The high divorce rates are party to the rapid increase in stress in the workplace, especially where both partners are working full time.

It is difficult to find the energy to be supportive to family and friends if working very difficult or you are afraid that you may loose your job.

When children are involved, stress can cause a conflict relating to childcare and careers.

ANALYZING THE EFFECTS OF STRESS



Source: Essential Manager's Manual (1998:766)

2.6 STRESS AND DECISION MAKING

Suffering from any level of stress can rapidly cause individuals to lose their ability to make sound decisions, especially if their self-confidence fails.

- The greater the stress, the greater the likelihood that a decision maker will choose a risky alternative.

- During crisis, the ability of a group to handle difficult tasks requiring intensely focused attention is decreased.
- The greater the stress, the greater the tendency to make a premature choice of alternatives for a correct response.
- The greater the stress, the less likely that individuals can tolerate ambiguity.
- Under increasing stress, there is a decreased in productive thoughts and an increase in distracting though.
- The greater the stress, the greater the distortion in perception of threat and poor judgment often occurs.
- The greater the fear, frustration and hostility caused by a crisis, the greater the tendency to aggression and escape behaviour.
- In stressful situation, (whether real or perceived stress). Only immediate survival goals are considered. Long-term considerations are sacrificed for short-term goals.

2.7 STRESS AND PRODUCTIVITY

In a distressed organization it's productivity will be bedeviled by:

- Low quality of service. And increase in complaints received and customers lost costs time and money. Complaints take time to deal with and replacement

products or services cost money. Loss of customers endangers a company.

- High staff turnover. Both time (for retraining) and money/for recruitment) are spent on replacing unhappy workers.
- Poor reputation. A company with dissatisfied customers is going to have to pay for charges to restore confidence in its products and services.
- Poor organizational image. A company may recruit only a low quality or inexperienced – work – force, since high fliers are unlikely to be attracted to it.
- Dissatisfied workers. Valuable time is spent in disputes with management over terms and conditions of employment.

2.8 PARAMETERS OF PRODUCTIVITY

John Kendric in James AF Stoner and C. Winkel (1998:215) defines productivity as "the relationship between output of goods and services (o) and the inputs (I) of resources human and non human used in the production processes, the relationship is usually expressed in ratio form O/I" that is, productivity is the

ratio of output. The higher the numerical value of this ratio, the greater the productivity.

For example, assume that a legal clinic with eight lawyers (the input) produces output consisting of 100 client consultations per day. Productivity would equal 100/8 or 12.50. Assume that a second legal clinic next door has 15 lawyers handling 125 consultations per day. The productivity ratio would be 125/13 or 8.33. The smaller firm has a higher productivity ratio on a quantitative basis (whether this is due to the greater skill or experience of its associates or to their lower standards of performance is reflected in the quality of their output, an issue that is not factored into this productivity ratio).

Both the level of a productivity ratio for a given period and the compares with other ratios overtime are important measures.

The level at any given time measures the efficiency of operations at that time. Compares of the ratios overtime measure the gain or loss productivity.

There are two types of productivity ratios:

i. Total productivity – relates all output to all [input with the ratio that output/total input.

ii. Partial productivity relates all output to major categories of input with the ratio total output/partial input.

This partial productivity measure may be appropriate for the national economy, but its use is questionable in gauging the productivity of an individual organization.

Productivity and the means to increase it have become a major focus of managerial attention today. The possible actions that may be taken to improve productivity in an organization are many.

1. The introduction of management decision support systems.
2. Opening a central warehouse with automatic storage and retrieval.
3. Smoothing workflow to cut down on the number of employees needed at peak times.
4. Providing computer facilities in user areas.
5. Training
6. Incentive programs based on increases in long-term productivity.

2.9.1 FACTORS INFLUENCING PRODUCTIVITY

The role of management in influencing productivity gains is clear. However, many other inter-related factors also affect productivity. Their complexity is clear when we look at the following considerations.

1. Workforce – The makeup of the workforce is very important to productivity. For instance, the ratio of skill to unskilled, men to women, etc.
2. Energy cost – The costs of oil, gas and electricity have a significant effect on productivity. Many observers regarded spiraling energy costs and shortages as the biggest factors in slowing productivity growth.
3. Level of research and developing spending – The early 1980s have seen a significant improvement in industry support for basic research at universities. This follows a decade or so of reduced investment n research and development by both government and private industry.
4. Changes in family structure – With over half of married women at work, the increased divorce rate, the attraction of alternative life-styles and the increase in single-parent families, added financial and emotional pressure on many

workers might produce negative effects on work performance.

5. A shift in worker attitudes and motivation – Some employers and social critics contend that workers today no longer have the traditional work ethic is strong but that management practices discourage workers from doing their best on the job.

6. Cost to industry of government regulation – Many industries must comply with strict government regulations concerning pollution control and other measures to improve healthy and safety on the job.

   Productivity is affected because the cost of the equipment and paper work involved has to be absorbed by the business organizations affected.

8. Inflation – when inflation is high, it may affect productivity growth by making it difficult to anticipate and control production costs and by discovery additional investment.

9. Tax policies – Outdated tax laws have frequently penalize new investment by ignoring inflation. Deductions for depreciation have been spread over too long period to provide for replacement costs of outdated equipments and

rising prices can create illusory profits on which real taxes must still be paid.

CHAPTER THREE

HISTORICAL BACKGROUND

3.0 INTRODUCTION

In this chapter, the researcher intends to put into perspective brief historical background of the subject matter (National Orientation Agency). Its origin, functions, objectives, and its reporting hierarchy shall be shown.

This chapter will show the yardstick for ascertaining stress evel in the organization under study. The researcher will also show difficulties encountered by the organization's field men in the discharge of their functions.

3.1 BRIEF HISTORY OF NATIONAL ORIENTATION AGENCY.

The National Orientation Agency (NOA) is a corporate body which resulted from the merger of the public enlightenment (PE)

and the War Against discipline (WAI)/National Orientation Movement (NOM) Divisions of the Federal Ministry of Information and Culture with the Directorate for Social Mobilization, Self-reliance and Economic Recovery (MAMSER). The merger was necessitated by the need to pool together and consolidate all efforts and resources utilized by the three bodies in the fields of public enlightenment, social mobilization and value re-orientation.

The National Orientation Agency Decree 100 of 1993 formally established the Agency in August. In establishing this decree, the Federal Military Government under General I.B. Babangida repealed decree 1987 which established the directorate for social mobilization (MAMSER) and dissolved the public enlightenment and National Orientation Movement Divisions of the Federal Ministry of Information and Culture. The decree provides for the agency to be a scheduled organization and consequently guarantees for the staff security of tenure including pension and gratuity.

National Orientation Agency took over the functions of the erstwhile bodies and to among other things encourage Nigerians

to take part actively and freely in discussions and decisions affecting their general welfare.

Structurally, the agency is a three-tier organization aligned to the federal set up of the country. it therefore has a National Headquarters, state directorates and Local Government formations.

3.1.1 OBJECTIVES AND FUNCTIONS OF THE AGENCY

OBJECTIVES

The objectives of the NOA derive from those of the three organizations that were merged to form the agency. They are to:

a. Ensure that the general public better understands government programmes and policies.

b. Mobilize favourable opinion for such programmes and policies.

c. Encourage informal education through public enlightenment activities and publications.

d. Establish a feedback channel to government on all aspects of the Nigerian national life.

e. Establish appropriate national framework for educating, orienting and indoctrinating Nigerians towards developing

socially desirable attitudes, values and culture, which project individual's national pride and positive national image for Nigeria.

f. Awaken the consciousness f Nigerians to their civic responsibilities to their human rights to build a free, just and progressive society.

g. Develop among Nigerians of all ages and sex, social and cultural values and awareness that will inculcate the spirit of patriotism, nationalism, self-discipline and self-reliance.

h. Encourage the people to take part actively and freely in discussions and decisions of matters affecting their general welfare.

i. Promote new sets of attitudes and culture for the attainment of the goals and objective of a united Nigerian state.

j. Restore and sustain discipline in our national life.

k. Instill in the populace a sense of absolute loyalty to the fatherland.

l. Ensure and uphold leadership by example.

m. Foster respect for constituted authority.

FUNCTIONS

The main functions of the agency are:

a. Enlightenment of the general public on government policies, programmes and activities.

b. Mobilization of favourable public opinion and support for government policies, programmes and activities.

c. Collection, collation, analysis and provision of feedback from the public to the government on its policies, programmes and activities.

d. Establish social institutions and framework for deliberate exposure of Nigerians to democratic norms and values for a virile, peaceful, united, progressive and disciplined society.

e. Energize the consciousness of all categories of Nigerians to their rights and privileges, responsibilities and obligations as citizens of Nigeria.

f. Propagate and promote the spirit of dignity of labour, honesty and commitment to qualitative production,

promotion and consumption of home produced commodities and services.

g. Re-orientate Nigerians to shun waste and vanity and to shed all pretences of affluence in their lifestyles.

h. Orientate the populace about power, its use and proper role of government in serving the collective interest of Nigerians.

i. Propagate the need to eschew all vices in public life including corruption, dishonesty, electoral and census malpractices, ethnic, parochial and religious bigotry.

j. Propagate the virtue of hard work, honesty, loyalty, self-reliance, commitment to and promotion of national integration.

k. Mobilize Nigerians for positive patriotic participation in and identification with national affairs and issues.

l. Sensitize, induct and equip all Nigerians to fight against all forms of internal and external domination of resources by a few individuals or groups.

3.2 ORGNIZATIONAL STRUCTURE

The Organisation consists of a Board of Directors that functions as general policy maker of the organisation. Also it considers and approves the appointment of top management staff. The annual budget of the organisation is considered and approved by the board.

The day to day running of the organisation is by the management under the leadership of the Director General. The organisation is split into five departments for easy administration. Each department is manned by a Director.

The agency has three programmes departments; mass mobilization and social justice, peace education and orientation and political civic educations and two services departments; planning, research and statistics and administration and finance. Each of these is broken into various divisions and sub-divisions (see the organogram).

The functions of these departments are as follows:

a. **Peace Education and Orientation:** Its functions is to impact positive orientation of the Nigeria Citizenry for sustained natural development. The agency has to take

into account all aspects of our national life, particularly our diverse socio-cultural backgrounds and perceptions.

The department initiates peace programmes to arrest situations of crisis and restore public peace and security.

b. **Mass Mobilization:** Mobilization is a critical function of the Agency. Its is a process by which the citizenry can be gingered and emboldened to be involved in government programmes; and for them to understand and support the system with regard to understand and support the system with regard to responsibilities, duties, rights, functions and economic empowerment.

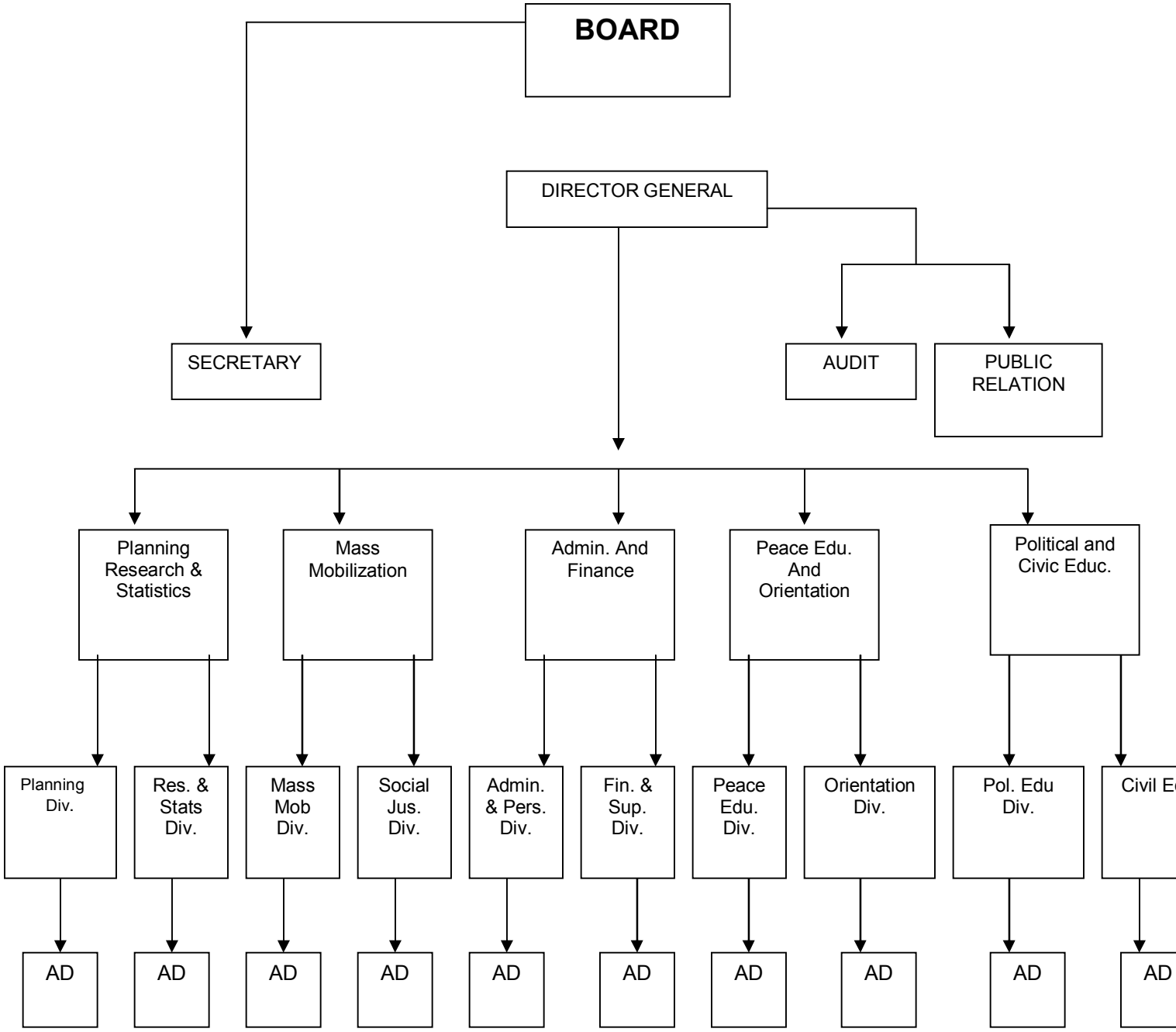
c. **Political and Civic Education:** The functions of political and civic Educations Department is to generate and implement innovative ideas, which are aimed at re-energizing the Department and the Agency in the area of political Education, Civic Education and political advocacy.

d. **Administration and Finance:** Te function of this department is very critical to the Agency. Programmes and activities of the Agency were facilitated through prompt release of programme funds, payment of staff salaries, staff training and welfare, supply of working materials,

repairs, and maintenance of office and office equipment, capacity building for staff, etc.

e. **Planning, Research and Statistics Department:** Its functions is to collect, collate and analyze data as well as monitor and evaluate the activities and programmes of all departments at the National Headquarters ad State Directorates to ensure that the Agency's policies and programmes are properly executed. The Department, through Pulse of the Nation, monthly, special, joint and Intelligence Board and Annual Reports, presented to Government at all levels, the reactions of Nigerians to the policies, programmes and projects of government. This feedback loop between government and the people and the government in knowing the people's opinion about its policies and programmes and also assist to fine-tune policy inputs to accommodate the articulated interest of the people at the various levels of governance.

NATIONAL ORIENTATION AGENCY (HEADQUARTERS) ORGANOGRAM



Source: NOA Handbook (1995:22)

3.2.1 NATIONAL HEADQUARTERS

The Director General/Chief Executive who heads the national headquarters and the five directors heading the departments constitute the executive management committee of the agency.

Apart from exercising professional leadership in their various departments, interpreting, prioritizing and implementing board's policies as they affect their departments, they jointly perform the following functions:-

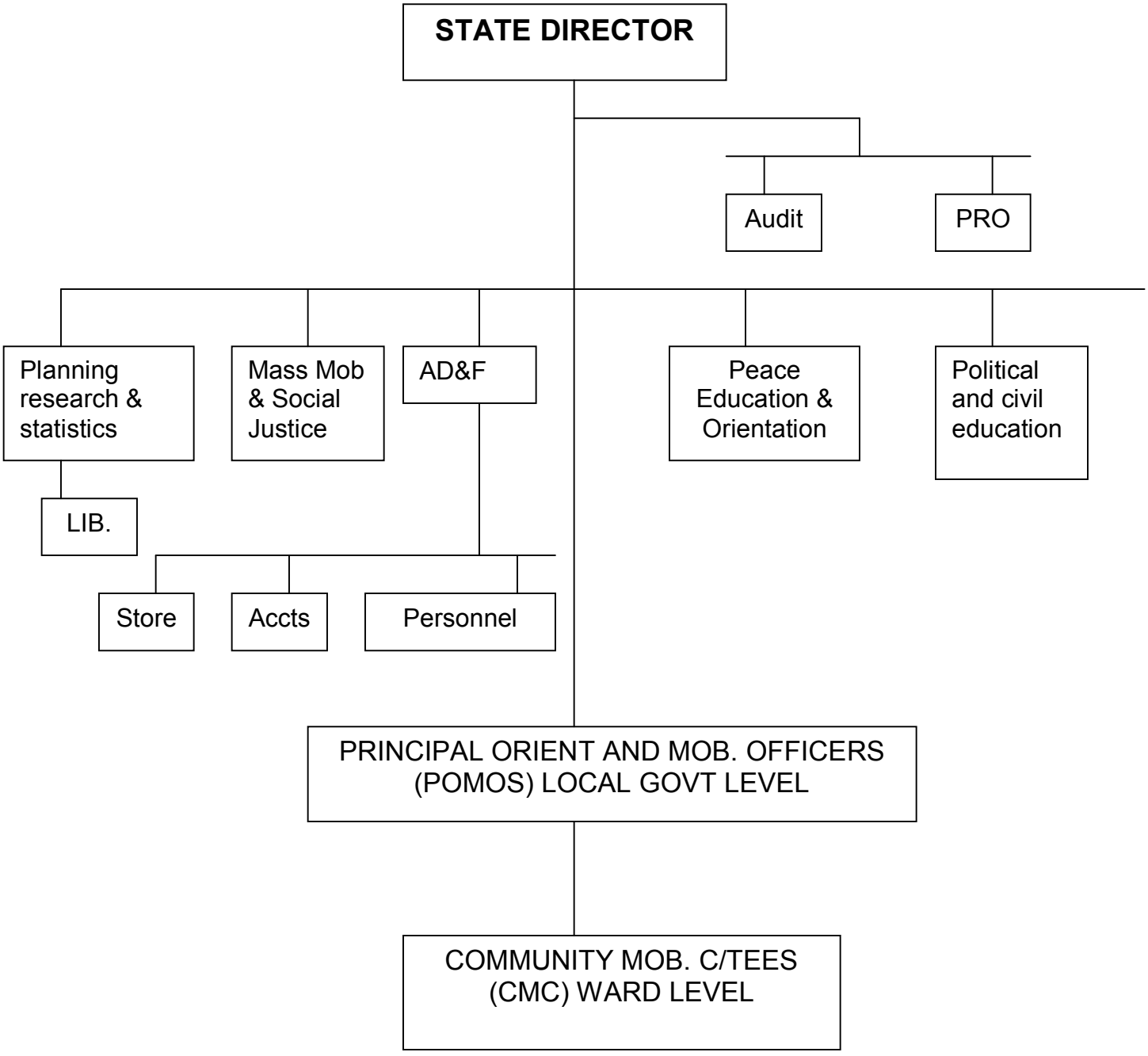
a. Serving as the "think –tank" for generating ideas devising integrative measures and strategies for presentation and implementation of all agency's activities.
b. Responsible for setting up general operational plans and guidelines, systems and procedures to aid implementation of the agency's activities approved by the board.
c. Preparing and advising the board on short and long term plans which will ensure the achievement of the goals and objectives of the agency.
d. Planning and controlling efficient utilization of resources, manpower, money, equipment, materials e.t.c.
e. Advising the board on major personnel management policies, which will ensure the maintenance of good industrial relations in the agency.
f. Preparing for board's approval, short and long term plans for the growth and survival of the agency.

g. Monitoring the activities of the departments at the national, zonal, state and local government levels and making recommendations for performance improvement.

3.2.2 STATE DIRECTORATE

NATIONAL ORIENTATION AGENCY (State)

ORGANOGRAM



Source: NOA Handbook: (1995:23)

The State Director of the National Orientation Agency is responsible for implementing the policies and programmes in the State and Local Government areas within the State.

A state director who reports directly to the Director-General heads the State Directorate.

The State Directorate consists of five departments; Planning, Research and Statistics, mass Mobilization and Social Justice, Administration and Finance, Peace Education and Orientation and Political and Civic Education.

DUTIES AND RESPONSIBILITIES

Most of the functions of the state offices are those passed down from the headquarters, these includes;

a. Provision of operational guidelines and policies for regularizing implementation strategies in all the local government areas of the state.
b. Organizing and establishment of programmes of action on utilization of resources for implementing approved agency activities.

c. Establishment of criteria for performance standards and targets within the state and design evaluation and monitoring systems for on-going projects.

d. Review of operational performance results and devising plans and strategies for better performance.

e. Initiating and recommending to the board desirable changes in policies, systems and procedures as well as major action plans.

f. Monitoring, social and economic developments and trends I each local government area of the state, formulating a systematic approach for research and development in the State.

RELATIONSHIPS

Although State agency officials are located in State capitals, they are to be completely independent of State Governments and their offices. This will minimize State influence and support which can lead to significant differences n the public reception, perception and the overall effectiveness of mobilization efforts. Agency's activities must be insulated from local politics.

LOCAL GOVERNMENT FORMATIONS

Agency offices are established at Local Government Headquarters to enhance participation at grassroots level through consultation with relevant interest groups like local government workers, religious bodies, cultural associations and clubs, market women associations, farmers' association etc. can influence plans, policies and implementation strategies for social mobilization.

A principal orientation and mobilization officer heads each Local Government Area. Each ward has a representative in the implementation committee that is presided over by the Chairman of the local government. Each ward is to have a representative on the committee. Other bodies to be represented are the Nigeria Police, representative of the religious bodies, Nigeria Union of Teachers, Community Development Officer in the Local Government Area, Women Association e.t.c.

DUTIES AND RESPONSIBILITIES

(a) To provide headquarters advice on the major issues affecting or relevant to the implementation of Agency programmes at the grassroots level and to focus on factors which may influence participation such as;

(i) Economic and social matters and problems

(ii) Social and economic infrastructure

(iii) Social justice and citizens' right

(iv) Public enlightenment and mass education

(b) Co-ordination and consolidation of Agency activities in the local government areas.

(c) Supervision of advisory and leadership services to interest groups.

(d) Supervision, control and monitoring of the activities of communities, groups, clubs, etc in the areas as well as proper and effective use of resources.

(e) Preparation and collation of reports in the performance and problems of local government area's orientation and mobilization activities.

(f) Enforcing adherence to departmental policies and guidelines on programmes activities at local government area level.

(g) Maintaining liaison and providing assistance to development committees in the local government area in on going projects.

(h) Maintaining appropriate relationships with local government area agencies and interest groups to ensure local understanding and cooperation on mobilization programmes.

(i) Providing on regular basis, valuable data and information on all matters that affect or impinge on social mobilization at urban and rural levels.

(j) Enlighten people at grassroots levels about their political and social and economic rights and obligations.

(k) Create awareness and general interest, which will ensure participation at the grassroots.

(l) Ensure the extension of equal opportunity to every citizen and expose opportunity to every citizen and expose all

types of discrimination, exploitation and inequality at the grassroots levels.

RELATIONSHIPS

(a) Maintains an informal relationship with all interests groups.

(b) Liaises with the state Directorate of National Orientation agency, the state Director and other officers on policy guidelines for control and management of mobilization activities in the local government areas. His fortnight reports are addressed to the state Director.

3.3 STRESS IN ANTIONAL ORIENTATION AGENCY (INDIVIDUAL)

Collective nouns and pronouns will be employed to describe the stress faced by certain individuals and/or groups in National Orientation Agency.

Chief executives for example, frequently find themselves in isolated positions. They are often caught between trying to satisfy the needs of their staff on the one hand and fulfilling the wishes of their supervisors on the other hand. They also have

to make difficult decisions about the future of their staff. Managers require a number of “people” skills, which may be difficult to define. A feeling tat you lack these skills is stressful, as is an ability to delegate, and inability to say “no” a sense of ambiguity about your supposed role, and too much responsibility.

Chief executives and directors experience emotional strain when they issue queries to workers or fire them from their jobs. These people experience tougher stress in times of mass retrenchment when innocent people, for one reason or the other become victims. Typical of these phenomena is the present restructuring exercise going on in the civil service, which the government of the day dubbed “rightsizing” which is just a euphemism for retrenchment. People are suddenly retrenched or even dismissed from work. The chief executives and directors, who are forced to carry out the exercise, are distressed.

Directors and other management staff are saddled with the responsibility of dealing with the many frictions that are a

normal part of human relations at work. This involves listening to endless complaints, mediating disputes between employees. All these tasks are highly demanding and can contribute to the total burden of stress experienced by such directors and management staff.

Nothing upsets, demoralizes or distresses an executive or a worker more than when he feels that he has not been fairly appraised after putting in his best in the job. Again, promoting one's colleagues and leaving out someone just for tribal, ethnic, religious and quota reasons, is most stressful. Advancing people in their careers, sending them on courses and leaving out some others is stressful.

Other stressful factors faced by individual directors are lack of funds to execute or to run their respective state offices.

In some cases, the offices are not automated for effective and efficient inter and intra communicators e.g. fax, telephone, Internet, etc.

At the level of senior staff cadre, who are expected to tuen in reports from field operations, which is not restricted to the local government alone, but to all the districts with ;oca; government area, logistics to carry out this function is not available thus, inescapable stress results.

Covering an area for a reasonable length of years without enriching the job content makes the job repetitive and boring which again is a stress factor that people in this category have to contend with. Staff in this category sometimes make in refunded personal expenses due to non-provision of imprest.

The communities that should generate feedback as government programmes/activities are disseminated to them are often not forthcoming due to lack of faith in governmental affairs. This implies that the officers will have little to report on, thus, tension results.

Junior white-collar workers suffer from the stress of too little responsibility and not enough control over a heavy and tedious workload.

Many clerical jobs are so repetitive and undemanding that the worker receives very little job satisfaction. There is too little responsibility and therefore a lack of potential for creativity.

The boredom and lethargy thus induced can be highly stressful and difficult to shake off.

3.4 MEASUREMENT OF STRESS IN AN ORGANIZATION (NOA)

Stress in any organization, particularly NOA, become easily discernible with the prevalent of the following factors.

a. Poor salaries and wages
b. Irregular payment of salaries and allowances
c. Lack of materials and tools to work
d. Very hot offices due to non-supply of electricity
e. Discrimination in working places on account of tribalism, statism, nepotism and religion.
f. Insecurity induced by continual threats of retrenchments and perhaps dismissal.
g. Loss of work hours and economic loss.
h. Morale and enthusiasm become dampened.

i. poor organizational image arising from stressful workforce.

3.5 BENEFITS OF STRESS

There is the positive side of stress called Eustress, that refers to the healthy, positive, constructive outcome of stressful events and the stress response.

Eustress is the stress experienced 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.

Despite its bad reputation, stress is one of our body's best defense system. When we sense danger such as a car coming at us, our bodies release adrenaline and other chemicals that make us more alert, raise our blood pressure and increase our strength, speed and reaction time. This positive effect of stress can be harnessed for short-term productivity goals.

Stress as a stimulus is an essential ingredient for growth and development. Stress helps you to develop ideas that will make you improve the technological know-how of a country.

Similarly, if you feel that your business may have to be shut down unless something is done, you will work extra had to meet the goal. It has similar effect as a life threatening danger. What we need to learn to do is to make sure that this behaviour odes not continue for extending periods of time to affect our health.

Most of mankind's inventions were brought about by stress experienced with the predecessors' activity. Take from example, the use of money invented to replace barter system of trading, imagine the stress with barter?

Another example, the use of scientific calculators to replace counting by other means. Other great technologies/inventions were the result of stress, transportation, communication, computers, air conditions, bore holes etc. were inventions necessitated by stress.

3.6 DIFFICULTIES ENCOUNTERED

The operation of National Orientation Agency is structured to cover the 774 local governments of the country. But their effectiveness in this regard is hampered by difficulties posed by:

a. Difficult terrain – some areas are just difficult to assess due to bad roads or poor road network.

b. Some local government staff are not cooperative with National Orientation Agency staff in the latter's attempt to discharge its function.

c. Documents needed by NOA from the local Government area are some times not forthcoming due to "Top secret syndrome."

d. Some key personnel of the local government are sometimes not available during the work hours. Especially the political office holders.

e. Lack of logistics support from the federal government that sets sup the NOA.

f. Lack of funds to maintain NOA offices at local government levels.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS.

4.0 INTRODUCTION

Under this chapter, the researcher will present the research design that will be utilized, methods of data collection and analysis will also be carried out in this chapter

The hypothesis will be brought to the fore for confirmation or disconfirmation in the light of existing data generated. The findings arising from the evidence available will be discussed.

Justification for all the instruments used will also be presented. Using the percentage system and arithmetical calculations, the collected data will be classified, analyzed and interpreted to reflect the various views expressed by the respondents.

This analysis will form the basis for testing the hypothesis. A sample of 20 will be chosen because the distribution of the questionnaire was limited to staff relevant to the subject of research.

4.1 RESEARCH METHODOLOGY

Research method is the system or procedure used to obtain relevant information for the purpose of carrying out a realistic and meaningful project. Research plan and sampling techniques that may be adopted for any given research work will be dictated by the native of inquiry, such as the degree of accuracy desired, the level of proof aimed at etc.

4.1.1 RESEARCH DESIGN

The research intends to cover or study the whole population of National Orientation Agency, but since the population is too large and widely dispersed, it becomes inevitable that the population of about 500 be reduced to 100 as the population sample for the study.

The sample procedure employed is the simple random sampling. The concept of simple random sampling is that every member of the population has a change of being chosen. Therefore the personal interview conducted and the distributions of questionnaire were purely on the method described above.

The researcher decided to use the random approach for economic advantage since it is near impossible to meet and distribute questionnaire to all people concerned. And since we have limited time frame for the completion of this study, random sampling becomes appropriate.

4.1.2 METHODS OF DATA COLLECTION

Several methods are available to a researcher in an effort to collect data relevant to a study. The following are prominent among others.

a. Documentary source

b. Observations

c. Questionnaire

d. Interviewing

These groupings do not imply that the methods cannot be combined. Combination of methods is often appropriate to make use of their different strength. However, the nature of injury and the subject matter of the survey dictate the method or a combination that should be applied.

For the purpose of the research work which is aimed at evaluating the impact of stress on productivity in an organization with particular reference to National Orientation Agency, a combination of the above listed methods were applied.

4.1.3 DOCUMENTARY SOURCES

This involves obtaining information from previous available sources such as access to files, journals or any past survey of relevance. This method was employed because it made it possible to answer some of the questions a survey is intended to cover from available data. Apart from the fact that it is less costly to obtain, no fieldwork is required since the researcher is part and parcel of the organization under study. Its weakness however lies in its being too subjective.

4.1.4 QUESTIONNAIRE

This method involves writing a schedule of questions sent out either through the post or hand-delivered to respondents to collect the required information. This approach was employed having recognized that, it saves cost and problem of no

response will not result given again the fact the researcher is a staff of the organization under study. Questionnaire becomes especially useful where a researcher is confronted with scattered population.

4.1.5 INTERVIEWING

Interview is a process of conservation between interviewer and respondent with the purpose of eliciting certain information from the respondents. This method was employed to give the study of completeness of information it requires since ambiguity can be avoided in this situation.

The combination of the aforementioned methods quickens up the collection of data and encourages a high return from the respondents.

4.2 METHOD OF DATA ANALYSIS

Descriptive research method will be used and presented in a tabular form. This method focus on the accurate description of the variable and it is considered more suitable to the problems set in the questionnaire.

The method is more analytical in nature and this will ehlp the researcher to differentiate the practical implication of stress on productivity from the theoretical knowledge and where variations exist the cause will be seen from the response and reasonable suggestions given where necessary.

The descriptive research method is considered to be the most suitable covering the specific area chosen for the course of this work concerned with investigation on what is required. It deals with the actual data obtained from the organization.

4.3 PRESENTATIONS AND ANALYSIS OF DATA

All data collected in the course of the research will be presented by means of a table, which will be related on the strength of their percentages. The interview conducted by the researcher will be discussed under this heading.

QUESTION 1

Are you a staff of NOA?

OPTIONS	RESPONDENTS	PERCENTAGE
a. Headquarters	5	25%
b. State	7	35%
c. Local Government	8	40%
TOTAL	**20**	**100%**

The table above indicates that all the respondents (100%) are staff of National Orientation.

QUESTION 2

In NOA, what cadre do you belong?

OPTIONS	RESPONDENTS	PERCENTAGE
a. Management Staff	3	15%
b. Senior Staff	10	50%
c. Junior Staff	7	35%
TOTAL	**20**	**100%**

The above table reveals that 15% of the respondents are management staff, 50% senior staff; while 35% fall in junior staff category.

QUESTION 3

What is your understanding of stress?

OPTIONS	RESPONDENTS	PERCENTAGE
a. Any unusual pressure on an individual	2	10%
b. Responsibilities that exceed the capacity of an individual	2	10
c. Sustained feelings of an individual to cope with a given situation	6	30%
d. all of the above	10	50%
TOTAL	**20**	**100%**

From the table above 10% of the respondents viewed stress as any unusual pressure on an individual, while 10% equally looked at it as responsibilities that exceed the capacity of individual, 30% opined that it is sustained feelings of an individual to cope with a given situation. 50% affirm that all the options described in the table are correct.

QUESTION 4

Have you experienced stress in your life?

OPTIONS	RESPONDENTS	PERCENTAGE
a. Always	0	0%
b. Sometimes	18	90%
c. Never	1	5%
d. Not sure	1	5%
TOTAL	**20**	**100%**

Table 4 indicated that none of the respondents experience stress always, 90% sometimes has the experience while 5% never had, another 5% was not sure of their status.

QUESTION 5

What will you attribute mostly to stress?

OPTIONS	**RESPONDENTS**	**PERCENTAGE**
a. Organizational demand/work load	10	50%
b. Family responsibility	8	40%
c. Lack of money	1	5%
d. Boredom	1	5%
TOTAL	**20**	**100%**

Table 5 reveals that 50% of the respondents posits that organizational demand/work load can be attributed to stress, while 40% opined that it is family responsibility 5% attributes it to lack of money, while another 5% associate it with boredom.

QUESTION 6

How do you react to stress?

OPTIONS	**RESPONDENTS**	**PERCENTAGE**
a. Normal	8	40%
b. Erratic	4	20%
c. Alert	5	25%
d. Hostile/Withdrawal	3	15%
TOTAL	**20**	**100%**

The above table shows that 40% of the respondents react normally to stress, while 20% react erratic, 25% are at alert state and 15% hostile/withdrawn. That is, 60% bears impact on behaviour while 40% remains normal.

QUESTION 7

How is your efficiency at work affected under stress?

OPTIONS	RESPONDENTS	PERCENTAGE
a. Exceptional performance	2	10%
b. Normal performance	4	20%
c. Decline performance	12	60%
d. Very satisfactory performance	2	10%
TOTAL	**20**	**100%**

From the variables in the above table, 10% ticked exceptional performance for efficiency at work under stress, 20% normal performance, 60% declined performance and the rest 10% posits very unsatisfactory performance.

QUESTION 8

Is there any relationship between stress and productivity?

OPTIONS	RESPONDENTS	PERCENTAGE
a. Always	10	50%

b. Sometimes	8	40%
c. Never	1	5%
d. Not sure	1	5%
TOTAL	**20**	**100%**

Table 8 shows that 50% of the respondents agreed that there is always relationship between stress and productivity, 40% indicates that it is sometimes, 5% hold that it is never, while the rest 5% is not sure.

Majority of the brief comments indicate negative relationship between the two factors.

QUESTION 9

In the light of 8 above, how is the relationship between the two variables?

OPTIONS	**RESPONDENTS**	**PERCENTAGE**
a. Positive	1	5%
b. Negative	7	35%
c. A & B	12	60%
d. None of the above	-	-
TOTAL	**20**	**100%**

The above table shows that 5% of the respondents agreed that there is positive relationship between stress and productivity, while 35% posits negative, 60% says the relationship is both positive and negative i.e. 100% impact.

QUESTION 10

What consequences do you experience under stress?

All the respondents (100%) commented negatively on their experience under stress. The comments range from poor health conditions to decline in productivity (impact level 100%).

QUESTION 11

What sign(s) do you notice when the organization as a system is experiencing stress?

OPTIONS	**RESPONDENTS**	**PERCENTAGE**
a. Absenteeism	1	5%
b. Labour turnover/resignation	2	10%
c. sick leave	1	5%
d. Complaints by stakeholders	16	80%
TOTAL	**20**	**100%**

The table above indicates the following: 50% agreed that absenteeism is an obvious sign of organization experiencing stress, 10% posits labour turnover/resignation, sick leave 5%, while the majority 80% says there will be general complaints by stakeholders (impact level 100%).

QUESTION 12

Comment freely on your understanding of stress as it affects productivity.

A. Majority of the respondents commented that productivity suffer when the individual working alone or in-group is passing through stress. Few others agreed that creative power of man is released under stress and therefore a boost to productivity.

What is however common among the comments from respondents is the fact that there exist a direct variation between stress and productivity? (The comments reveal 100% impact on productivity).

B. From the interview conducted, the responses are not fundamentally different from what was obtained through the questionnaire.

Dr. Abdulrahman Funsho of Polytechnic Hospital Abuja, however noted that most of the great invention of mankind were brought about because of stress being experienced by human beings. He gave example of

digital calculator invented by Charles Babbage to replace manual system of counting to buttress his claims.

4.4 TEST OF HYPOTHESIS

In the course of this research, the researcher developed two sets of

Working hypothesis:

A. H_o Stress has no impact on productivity

H_1 Stress has significant impact on productivity

B. H_o There is no correlation between stress and productivity in an organization

H_1 There is correlation between stress and productivity in an organization.

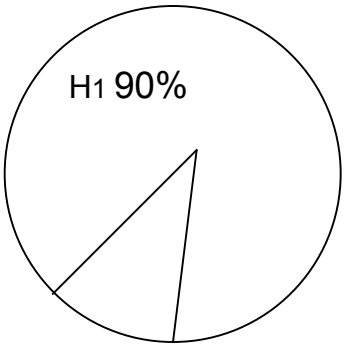
The hypothesis can be proved by summarizing the responses or by classifying them according to their percentage of impact.

A comprehensive table showing the weight of responses will help achieve this.

Questions	H_o (No impact)	H_1 (Impact)	Total
6	40	60	100
7	20	80	100
8	10	90	100
9	0	100	100
10	0	100	100
11	0	100	100
12	0	100	100
Total	**70**	**630**	**700**

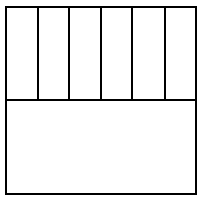
H_o : 70/700 x 100 = 10%

H_1 : 630/700 x 100 = 90%



Pie Chart

KEY



H_0: No impact between stress and productivity

H_1: There is impact and correlation between stress

and productivity.

The sets of hypothesis which postulate that there is impact and creation between stress and productivity in an organization are thus proved as indicated above.

This is however, consistent with the existing belief. But the myth that stress is entirely a based syndrome was not supported by the process leading to the proof of the hypothesis. The impact is both ways – Negative and Positive.

4.5 RESEARCH FINDINGS

As the researcher was conducting interview among the various segments of the organization understudy, it was discovered that there exist high level or ignorance on the part of some staff as to the existence of stressors in the organization.

The researcher also discovered that many do not know the positive aspects of stress. The emphasis was more on the negative dimension of stress.

Prominent among the stressors in the organization under review include the following:

- Lack of necessary logistics and infrastructure to carry out the programme of National Orientation Agency, thereby hindering effectiveness and efficiency in some cases.
- The unavailability of counseling unit where staff troubled by certain uncertainties can have their fears allayed.
- The looming 'rightsizing' threat, which is part of the reform programme of the present regime of Chief Olusegun Obasanjo, put some staff in a state of perpetual anxiety.
- The strangulation in staff salary, which do not match the increasing level of inflation put some staff in constant dire straits.
- Staff promotion has been stalled in the last three years. Promotion interview will be held yearly but no promotion list will ever be out. This again, caused some frustration, anger and resentment among members of staff.
- The staff clinic is completely non-existence in all the locations of National Orientation Agency. It means staff in medical distress cannot receive first aid attention. The

researcher noted all forms of truancy associated with medical related problems.

On a happy note however was the fact that those in leadership positions in National Orientation Agency do not allow themselves to be weighed down by the factors enumerated above. They were able to confront the challenges stoically and inspiringly.

The researcher discovered that despite the setbacks, National Orientation Agency were relating harmoniously with their communities.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

This chapter will summarily discuss some if the findings and draw conclusion at the end.

Recommendation will be made as a solution to the problems identified.

5.1 SUMMARY

Stress is a double-edged sword that can help discover the elusive 'aha' in an organisation; it can also kill the best initiatives in men, which can consequently exterminate any organization irrespective of its reputation.

Most people in management and senior staff categories are still carrying on because of self-motivation on one hand and due to lack of choice on the other hand.

An evaluation of the effects of stress on a macro perspective was carried out in this research work – its effects on society, families, government, and companies and of course, the individual were shown in this work. Particular mention of women was made in this work given their peculiar vulnerability of stress.

The researcher also made an analysis of occupational vulnerabilities of stress, indicating stressors that could be encountered in some selected occupations.

Among the various definitions of stress explored in this research, emotional issues that are common to all of them include: anger, fear and frustration. These emotions are to be controlled as much as possible to save the individual from relapse.

5.2 CONCLUSION

In any organization, be it public or private sector, stress is a factor to contend with. Its presence is pervasive as it permeates the entire structure of any organization. Nobody is

immune to it. The central issue therefore lies in its management and control.

Stress, if goes unchecked will affect profitability and productivity. This researcher therefore entreats all organizations to be mindful of its existence and to put all necessary parameters in place to help its early detection.

5.3 RECOMMENDATIONS

Based on the statement of problem, objective of the study and the research findings, the researcher came up with the policy recommendations that will tremendously assist the organization understudy, the society as a whole and future researcher in the related field. The recommendations are as follows;

It is recommended that the individual afflicted with stress, should immediately remove the stressors if he or she can identify them.

The individual must as of necessity alter the way he/she thinks and behave immediately stress is noticed.

Physical and regular exercise is also recommended and this has proven to have therapeutic effect when stress is experienced.

Those who experience stress due to excessive workload can organize themselves better by equipping their desks with an in-tray, pending tray, and out-tray. And making sure that they sort through their pending tray and empty it once in a week. They should imbibe the culture of delegation where possible.

Arising from ignorance of stress, it is recommended that organization should promote stress awareness in an in-house publications.

Suggestion box can be set up for employees and stakeholders to leave ideas on a way forward.

Discussing work openly can relieve pressure.

Those who succumb easily to emotions (anger, fear and frustration) should talk openly about their feelings with close friends and confidants.

Arising from levels of stress in different job types as presented in this research, it is important for people to assess the stress factors on any new job before accepting it.

It is important to take advantages of training schemes to learn as much as you can about new or different work cultures.

Identify like-minded colleagues and work with them to adapt to changes.

Those prone to regular headache, insomnia should see a doctor who will be in better position to manage such crisis.

The researcher recommends that organization can set up support systems to help stressed staff. It is also recommended that investment in staff straining can be increased where necessary.

National Orientation Agency may consider introducing in-house canteen for lunch menus.

Some forms of stress can be prevented, for example, the kind of organizational stress caused by poor management or the lack of company policies for dealing with bullying or discipline. Individual stress relating to relationships or personal problems can also be reduced with the kind of understanding and support.

The government should work with employers, employees, trade unions and others in achieving some percentage reduction in the incidence of work-related ill health.

Medical experts recommend the following habits:

- Identify the source and the stressor
- Maintained a balanced life at home and at work
- Take a holiday
- Prioritize responsibilities and delegate (effective managers delegate).
- Check your BP regularly

- Have regular medical check up for early detection of diabetes, heart disease, heart attack/failure e.t.c.
- Find time to relax
- Avoid smoking, excessive alcohol, reckless living
- Share your worries (it lessens tension and prolongs life).

If organizations can reduce stress, they can reduce these costs, and effective management is the best way of doing this. Recent research links effective people management to good performance and productivity.

APPENDIX

Department of Business Admin.,
Ahmadu Bello University,
Zaria.
4th October, 2005

The Staff,
National Orientation Agency,

I am a student of Ahmadu Bello University Zaria, Department of Business Administration, pursuing a Masters Degree in Business Administration. As part of the requirement for award of MBA degree, I am conducting research titled "THE IMPACT OF STRESS ON PRODUCTIVITY IN AN ORGANIZATION" Using National Orientation Agency as my case study.

Please find below list of questions intended to generate information on the impact o stress in National Orientation Agency and its impact on productivity.

As earlier stated, it is purely meant to fulfill academic research work and all information gathered will be strictly and confidentially kept for that purpose.

Please tick as appropriate.

Yours faithfully,

ONOJA OTINI PATRICIA

QUESTIONNAIRE

This research questionnaire is intended to elicit information from staff of National Orientation Agency. It is to be administered by people from Grade level 06 to Grade level 17 i.e. management staff, senior staff and intermediate staff.

1. Are you a staff of National Orientation Agency?
    a. Headquarter
    b. State
    c. Local Government
2. In NOA, what cadre do you belong?
    a. Management Staff
    b. Senior Staff
    c. Junior Staff
3. What is your understanding of stress?
    a. Any unusual pressure on an individual.
    b. Responsibilities that exceed the capacity of an individual.
    c. Sustained feelings of an individual to cope with a given situation.
    d. All of the above
4. Have you experienced stress in your life?
    a. Always
    b. Sometimes
    c. Never
    d. Not sure
5. What will you attribute mostly to stress?

a. Organizational demand/work load

b. Family responsibility

c. Lack of money

d. Boredom

6. How do you react to a stress situation?

a. Normal

b. Erratic

c. Alert

d. Hostile/Withdrawal

7. How is your efficiency at work affected under stress?

a. Exceptional performance

b. Normal performance

c. Decline performance

d. Very unsatisfactory performance

8. I there any relationship between stress and productivity?

a. Always

b. Sometimes

c. Never

d. Not sure

Please comment briefly……...

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9. In light of 8 above, how is the relationship between the two variables?

a. Positive
b. Negative
c. A and B above
d. None of the above

10. What consequences do you experience under stress?

……

……

……comment briefly

11. What sign(s) do you notice when the organization as a system is experiencing stress?
    a. Absenteeism
    b. Labour turnover/resignation
    c. Sick leave
    d. Complaints by stakeholders
12. Comment freely on your understanding of stress as it affects productivity.

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