

TITLE PAGE

**EFFECT OF STRESS ON OFFICE PROFESSIONALS
PERFORMANCE IN SELECTED ORGANIZATIONS IN KADUNA
METROPOLIS**

BY

**HALIMA ABDULRASHEED
KPT/CBMS/19/47451**

**BEING A PROJECT SUBMITTED TO THE DEPARTMENT OF
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DECLARATION

I hereby declare that this project work undertaken by me under the supervision of **Mrs. Sarah Balami** of the Department of Office Technology and Management, Kaduna Polytechnic, Kaduna, was totally my effort. Due credit has been accredited to all authors whose work were consulted during the study.

HALIMA ABDULRASHEED
KPT/CBMS/19/47451

Signature

Date

APPROVAL

This is to certify that this is an original work undertaken by **HALIMA ABDULRASHEED** **KPT/CBMS/19/47451**, and has been prepared in according with the regulations governing the preparation and presentation of research project in Kaduna Polytechnic Kaduna.

Mrs. Sarah Balami
(Project Supervisor)

Date

Mrs. Mary N. Okonwo
(Head of Department)

Date

(External Examiner)

Date

DEDICATION

I dedicate this project to Almighty Allah.

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ABSTRACT

This research study examine the effect of stress on office professional's performance in in selected organizations in Kaduna Metropolis. A review of related literature was made to provide theoretical framework for the study four (4) research question were formulated to generate data. The population of the study was 169. And all the population were used as the sample size. The population group consists of staffs of (Nigeria Breweries plc, Access Bank, Wema Bank and seven-up bottling company) in Kaduna metropolis. A set of questionnaire containing 19 variables was administered and data were analyzed using the arithmetic mean score method from the findings of the study, it revealed that stress management has help organization to cope with stressors, it was recommended that support staff can be used to assist office professionals in managing stress at work.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Rapidly changing global scene is increasing the pressure of workforce to perform maximum output and enhance competitiveness. Indeed, to perform better to their job, there is a requirement for workers to perform multiple tasks in the workplace to keep abreast of changing technologies (Iqbal, Khan& Iqbal, 2012). The ultimate results of this pressure have been found to be one of the important factors influencing job stress in their work (Folkmann, 2012).

Stress is an unwanted reaction people have to severe pressures or other types of demands placed upon them. A huge and multi fields literature points a lot of key factors such as work environment, management support, work load among others in determining how stressful work can be and its effect on employee physical and mental health (Kishori & Verma, 2018). According to Mageswari (2014) work and family conflicts are also predecessors which create stress in employees of an organization. Work stress has also been viewed as dysfunctional for organizations and their members (Alikubhasi, 2015).

Selye (2006) defined stress as an individual's reaction to an environmental force that affects an individual performance. Work stress can be mostly immobilizing because of its possible threats to family functioning and individual performance. Stress can create a difference between demands on families and the ability of families to provide material security for them (Bamba, 2015). Weiss (2015) found that a large number of meta-analysis which can determine the reasons of employee turnover and employee attritions, and found universal agreement could be reached due to work stress. It has been discovered, though

generally, that employee attitude and their job satisfaction alone cannot explain the reasons of employees stress (Ayaz, Alamgir & Khan, 2018). A study by Bamba (2016) on the factors affecting employee performance in the workplace, certain factors individually and collectively have an effect on the performance of employees. Some of these variables include employee involvement, employee satisfaction, work environment, job motivation and job stress (Weiss, 2012). However, a few studies (Das & Srivasta, 2015; Bamba, 2016) have been conducted on the relationship between work stress and job performance. The studies have found a correlation between work stress and job performance. Bishar and Ramay (2010) examined the impact of job stress on employee's job performance in the banking sector of Pakistan, discovered that job stress had a negative reaction with job performance that when stress occurs, it affects the performance of employees negatively.

1.2 Statement of the Problem

This study intends to find out the effect of stress on office Professionals performance. Office Professionals face a lot of physical and mental hazard on the job, which may cause them a lot of stress. They are family problems, finances, and other personal issues, at times stress comes directly from work place. Some employees deal with so much stress on a daily basis that it can significantly affect their job performance, productivity and also their health generally.

Office Professionals has distinctive role or function to perform which are geared toward attainment of the overall organizations objective. And where the level of stress is high on the employee, the organizations objective may not be achieved.

Thus the thrust of this research work is to analyze the effect of stress on office Professionals performance and also explore ways to eliminate or reduce stress in order to increase day to day productivity and office professionals' performance.

1.3 Purpose of the Study

The major purpose of this study is to determine the influence of stress on office professionals' performance in an organization.

1. Identify causes of stress on office professionals' performance in an organization.
2. Ascertain the impact of stress on office professionals' performance in an organization.
3. Examine stress management strategies affecting the performance of office professional's in organizations.
4. Identify stress management strategies that enhance the performance of office professionals' in an organization.

1.4 Research Questions

The following research questions are drawn in order to guide the study.

1. What are the causes of stress on performance of office professionals' in an organization?
2. What is the impact of stress on office professionals' performance in an organization?
3. How do stress management strategies affect the performance of office professionals' in an organization?
4. What are the stress management strategies that enhance the performance of office professionals' in an organization?

1.5 Significance of the Study

The findings of the study would be beneficial to the management staff of the selected organizations as well as the office professionals', students and future researchers.

Office Professionals': It is hoped that the findings of the study would help office professionals and other employees to explore ways of effectively managing stress in enhancing their productivity and the attainment of set goals of their organizations.

Management Staff: This study would be beneficial to the management staff of the organizations as useful stress management strategies would be identified and this would serve as an eye opener for organizations to put in place effective stress management strategies for the attainment of organizational goals.

Future Researchers: It is also expected that findings of the study would serve as a guide and source of information for further research on this subject matter or other related topics.

1.6 Scope of the Study

The study focused on the effect stress in enhancing employees' performance in an organization. The research specifically examined the effect of stress management strategies, and effect of stress management enhances the office professional's performance in an organization. The study examined problems associated with the stress management strategies affecting the performance of office professionals'. The study is delimited to some selected organizations in Kaduna metropolis namely; 7up Bottling Company plc. Kakuri industrial area, Kaduna, Nigeria Breweries limited (NBL) Kakuri Kaduna South, Kaduna, Access Bank Plc NO. 1 Bida Road Kaduna and Wema Bank plc No 3 Bida Road, Kaduna. The findings will be generalized to similar organizations in Kaduna.

1.7 Definition of Terms

The following are the definition of terms used in this research work

- Boss:** A person or an executive who by virtue of his/her position or work requires the assistance of office professionals.
- Delegate:** To give part of one's power right responsibility or work to another for certain time.
- Executives:** A person in business organization who is vested with administrative or managerial.
- Impact:** The powerful effect that something has on somebody. The influence impression result and pressure.
- Management:** The process of organizing, using and controlling human activities and other resources towards specific ends.
- Office Professionals:** These are persons in business they also co-ordinate and conduct activities in the business they earn their living through the office work.
- Organization:** A group of people brought together for the purpose of achieving certain adjective.
- Performance:** The execution of an action something accomplished: deed, feat.
- Productivity:** The rate at which a person, company, or country does useful work.
- Strategy:** An elaborate and systematic plan of action; scheme.
- Stress Management Strategies:** Stress management is a wide spectrum of techniques and psychotherapies aimed at controlling a person's level of stress,

especially chronic stress, usually for the purpose of and for the motive of improving everyday functioning.

Stress:

Stress is a feeling of emotional or physical tension. It can come from any event or thought that makes you feel frustrated, angry, or nervous.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter is concern with the review of relevant literatures on the topic under study and to source out various academic decisions on the writings of the various materials of authors consulted.

2.1 Conceptual Framework

- Concept of Stress
- Concept of Office Professional

2.2 Causes of Stress on Office Professionals' Performance in an Organization.

2.3 Impact of Stress on Office Professionals' Performance in an Organization.

2.4 Stress Management Strategies Affecting the Performance of Office Professional's in Organizations.

2.5 Stress Management Strategies that Enhance the Performance of Office Professionals' in an Organization.

2.6 Summary of the Review

2.1 Conceptual Framework

The study focuses on the major concepts used in the research namely Stress and Stress management and office professionals

2.1.1 Concept of Stress and Stress Management

Stress is a common phenomenon of modern life. Stress is generally due to conflict emanating from high aspirations and goal attainment. Stress may also result from

indecisiveness and/or failure to cope with the demanding situation. Stress is common for all, but the degree varies which depend on various intra psychic and interpersonal factors. Stress prone people experience more health related problems and experience difficulties in interpersonal area. Although stress cannot be totally eliminated from the individual's life it can be minimized which may help in leading a healthy and prosperous social life. It is thus quite important to discuss about some effective coping strategies to manage the human stress.

In this context Lazarus and Folkman (2014) considered stress and coping a dynamic phenomenon and viewed stress as “particular relationship between the person and his environment, that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well being”. In this context it can be said that a person with the developing mind (with high expectation) is more stress prone when he or she is in a middle track such as do's or don'ts. If the confusing situation becomes longer it leads towards prolonged stress, which results in mental and physical illness.

Coffer and Appley, (2017) stated that in psychological stress the person perceives that, his wellbeing or (integrity) is endangered and that he must devote his energies to its protection.

Vingoi, (2011) stated that the frequent provocation of frustrating events or situation involving conflict leads towards stress. This is the genuine process of human life to face stress, because human beings have to go through these events and situations throughout their life span. So for its protection it can be minimized by developing appropriate coping procedures, otherwise it will produce psychopathology.

Environment also plays an important role in the perception of stress and its coping ability. Bower, (1973) viewed that psychological stress is the result of mismatching between the person and their environment.

Stress

Stress can start from the daily hassles of family to the work place or from the work place for family. Those who are even living single, they are also facing stress. There are various sources which produced stress, where some are acute and some others are still chronic.

The study conducted by Holmes and Rahe (1967) stated that the greatest number of people faced stress due to the death of a spouse, divorce and marital separation as comparable to the change of residence, vacation and violation of law, etc. Cohen and his colleagues (1998) conducted their research on chronic and mild stress. They found that severe reprimand at work or a fight with the spouse produced less chronic stress as compared to unhappy marital life or unemployment.

Selye (2018) identified the general adaptation syndrome which includes three different stages of stress such as the alarm stage, the resistance stage, and exhaustion stage. When a person is under stress, he/she may experience and passes through these specific stages. However, one may or may not pass through all stages of stress, depending on the events that triggered the occurrence

Sources of Stress

Some stress is of high frequency in nature where as some are of low frequency. Some high frequency stresses like the hassles of daily life are less severe than the low frequency stress like sudden work load in the workplace, support in social In this context it can be stated that stress is always with the human being and it comes from every setup of human life, maybe from marital life, daily hassles of family life, dissatisfaction in marital life, low academic performance, job dissatisfaction, disturbed love affairs etc. One thing cannot be disregarded that the sources of stress vary from person to person.

Personality and Stress

With regard to individual differences, the coping ability and the perception of stress is different from person to person. On the basis of personality and its relation with stress taking with Jung's and Sheldon's view, Mohanty (2019) stated that ectomorphic people are less stress prone than the endomorphic and mesomorphic people. The mesomorphic people are mostly related with Jung's introvert type and are more stress prone and take stress easily. Jung's classification of personality type such as extrovert is mostly similar with Sheldon's endomorphy and ambivert is with ectomorphy.

Scheier and Carver (2018) from their study proposed that pessimistic people are more stress resistant than the optimistic people. In another study Scheier and Carver (2018) stated that pessimistic people used various tactics to cope with their stress. But optimistic are less able in this context.

Seegerstorm (1998), found from their study on law students that optimistic students are in better mood and scored better in comparable with pessimistic students. In this context it can be concluded that various type of personality people used various type of coping strategies to cope with their stresses, as their perception of stress vary. But one thing cannot

be denied that introvert people are more prone to stress, because they are more anxious and their expectations are infinitive.

In comparison with male and female, females are less capable to cope with their stress and perceive stress easily than males (Ptacek, Smith & Dodge, 2014). The study conducted by Potter and Stone (1995) provided the results on the conclusion that there is difference between male and female in their perception of stress and coping with stress. From the study of (Gross, 1992) in the medical set up it is found that although male and female doctors felt pressured by the amount of time demanded by their profession, females had the additional pressure of family obligations. Rout (1999) affirmed that Female General Practitioners (GPs) showed positive signs of mental wellbeing compared to male general practitioners and male doctors showed significantly higher anxiety and depression compared to female general practitioners. In his study he found that mental wellbeing of Free-floating anxiety is low in case of males in comparison with females, Somatic anxiety is high with males compared to females and Depression is also high with male subjects compared to female subjects.

Stress Management

The intensity of stress and the perception of stress are different from person to person, time to time and situation to situation, like this, the coping abilities, and coping strategies also differ from person to person, time to time and situation to situation. Although there is difference of coping strategies, there are some common coping strategies to live a healthy and prosperous life. So here one question may be raised, what are the coping strategies? Lazarus and Folkman, (2014) defined that “coping is the process where the individual constantly changed his/her cognitive and behavioural efforts to manage specific external and

internal demands, that are appraised as taxing or exceeding the resources of the person”. As the causes of stress related with the cognitive and behavioural process of the individual, for its intervention the cognitive and behavioural functions are plays a vital role. In this context Halahan, (2004) stated that “coping strategies are mostly depends on the cognitive and behavioural of the person to manage his/her stressful condition or associated emotional distress.

2.1.2 Concept of Office Professionals

Many definitions have been given to the term “office professional” some refer to office professional as part of the electrical train in an office.

Formerly, the term secretary was being used and now it has been modernized into office professional.

The office professional is the modern term for a professional secretary. The office professionals are information managers; they receive executives and company officials, perform clerical duties and keep records, read and sort, organizing incoming mails, make and answer telephone calls. They are the nerve center of their chief executive’s day to day activities and job facilitators, he or she is the manager’s manager (Deshi, 2010).

According to Wilhemina (2005), the office professional is the thinker, planner, organizer and general back-up person for the executive and works very closely with him. He is obviously one of the first to learn about much confidential matters in the organization and because of his position of trust keeps those confidential matters to himself or herself The office professional by training is embedded with managerial skills, information management skills, business communication skills, computer skills along with basic skills in clerical works that are carried out in the office.

In other words the office professional maintain the smooth running of an office through a variety of administrative and clerical duties. They handle office schedules, coordinate meetings and visits, organize files, answer phone calls and perform a huge array of other essential tasks. Office professionals are personal assistants whose performance of management functions is restricted by the official authority of their immediate boss. (Ikeagwuani, 2001) as cited in Owora (2014).

From the above definitions we can say that the office professional is the indispensable office administrator and plays an invaluable role in achieving efficiency and productivity in an organizational administration and Management. It also means that the work of office professional if not properly planned and making the most time available it can affect the general output of the office adversely.

2.2 Causes of Stress on Office Professionals' Performance in an Organization

Stress, both work and non-work-related, can have a profound effect on an organizational climate and morale. For most people, a moderate amount of stress can be beneficial (positive stress). But when pressure and stress reach a level where an individual struggles to cope, both mental and physical changes can occur. There are numerous negative stressors impacting today's workforce. Things like job security fears, increased workloads and extended work hours can all result in negative stress. Some of the outcomes of stress on an organization can include employee job dissatisfaction, employee turnover, absenteeism, reduced performance and lack of productivity and efficiency (Helena, 2015).

According to Ali (2015), there are so many things at work that can play instrumental roles in causing stress. Below rank amongst some of the major causes of stress at work:

Stress as a result of overworking or overworked: Stress in the workplace can come from being overworked. This is one of the most common causes of stress at a workplace. There are some bosses who overload their employees with enormous amounts of work with unreasonable deadlines. If you are constantly being overworked in this manner at your workplace, then you are a perfect candidate to suffer from stress. Some people also suffer from stress at work not because their bosses are overworking them, but because they themselves decided to overwork themselves.

Coworkers can be a source of stress: Stress at a workplace can also come about as a result of a person's coworkers. There are some co-workers who excuse me to say can sometimes be 'monsters'. Some people are known to bully their co-workers, use degrading words on them or some even try their best to sabotage the work of others. There also other cases of workers harassing their co-workers sexually. For the records, majority of sexual harassment at the workplace is committed by males. There was a recent case that made news where a worker constantly harassed his co-worker until she committed suicide. He would physically touch and grab her in inappropriate ways. He even threatened her that he could make her lose her job if she did not cooperate. Things got so bad she killed herself. So stress at the workplace can also be caused by your own colleagues. This is also another very common cause of stress in the workplace.

Doing the wrong job: You can also get stressed if you find yourself in the wrong job. Someone once said that the worst thing that could happen to a person is to wake up every morning and go to the very job that you hate or cannot do very well. If you hate a particular job, then it goes without saying that doing it is going to be a stressful experience for you. Also if you find yourself in a job in which you do not have sufficient skills to handle, then

you are going to find it extremely difficult to do it, and of course that is going to give you a lot of stress.

Work environment can cause stress: Another major cause of stress at work is as a result of the work environment. According to experts, the environment in which you work in can also play a major role in causing stress. For example, if you find yourself working in an environment that is dirty, noisy and not very conducive for work, of course it is going to give you a lot of stress while you work. There are other minor things related to poor working environment that can cause stress at a workplace. An example is uncomfortable furniture and old or broken equipments or tools with which you are required to use to perform your tasks. All of these play a prominent role in causing stress at work.

No good support network: Lack of a proper support network at work can also contribute to stress at work. Let us imagine you work at a place where there is a weak or no human resource department where you can report any problem or make a complaint. If you work in an organization that does not provide support for employees, then the employees have no other option than to handle their work-related problem by themselves, and of course this is going to result in stress.

2.3 Impact of Stress on Office Professionals' Performance in an Organization

There is significant inconsistency among researchers concerning the direct and indirect effects of stress. Direct stress effects are those incurred by the task load alone irrespective of any psychological stress that may also be generated. Accordingly, indirect stress effects are those that evolve out of psychological factors associated with the task load demands. There is a fine line that separates these two, and they can be indistinguishable at times.

This fact has made their separation and measurement particularly difficult. However, while exposure to some level of stress may help individual performance, the long-term effects of stress on the individual tend to be negative, according to the majority of research looking at prolonged exposure to stress. One potential result of an extended exposure to a single or to multiple stressors is burnout, to include exhaustion, feelings of cynicism and detachment, a sense of ineffectiveness, and lack of accomplishment. It was argued that high and consistent exposure to stress can lead to burnout. High levels of stress can lead to emotional exhaustion, which has been shown to degrade organizational commitment and increase turnover intentions (Mathis & Jackson, 2014).

According to Jamal, (2012), stress can also lead to physical problems, including cardiovascular disease, muscle pain, stomach and intestinal problems, decreased fertility, and reduced immune system strength. Longterm stress can also lead to feelings of anger, anxiety, fatigue, depression, and sleep problems. In the extreme, long-term exposure to high levels of stress or a single exposure to a very demanding event can lead to posttraumatic stress disorder, a psychiatric illness that can interfere with life functioning. Stress has a variety of symptoms, including nightmares, flashbacks, difficulty sleeping, and social isolation. Although much of the research on the relationship between stress and functioning focuses on the negative performance effects of stress, not all stress is bad. In fact, emphasizes that stress is a necessary part of life and that it does not always involve negative consequences for the organism involved. In fact, at certain moderate levels, stress can actually improve individual performance. There is substantial research supporting the concept of “good stress.” It was argued that individual performance increases with stress and resulting arousal to an optimal point and then decreases as stress and stimulation increase beyond this optimum.

Furthermore, it was opined that an inverted relationship does exist between stress and job performance in the industrial context. It was stated that performance is optimal when arousal is at moderate levels. When arousal is either too high or too low, performance declines.

According to Ali (2015), under conditions of stress, individual decision-making processes, perception, cognition, and judgment are all affected. For example, individuals may experience perceptual narrowing, reduced attention to peripheral stimuli, and increased task completion time. In group situations, stress may lead individuals to rely on the orders of their superiors.

Group performance can also be affected by reduced communication effectiveness, concentrated authority, and poor judgment resulting from groupthink. While the general view of stress is that it has negative consequences, it is widely accepted that the relationship between stress and important outcome measures is more complicated. That is, moderate levels of stress are often associated with improved outcomes, while low and high levels of stress and arousal are linked to lowered outcomes.

suggests that performance for different types of office professionals operations could Han (2019), vary as a function of stress. For example, for certain operations, moderate levels of stress may contribute to improved outcomes (performance, job satisfaction, etc.). However, for other operations that have frequent and significant stressors, stress appears to have negative effects on office professionals outcomes, such as mental health (particularly in the long term). Organization planners may be able to use this information to their advantage by identifying and reducing stress in situations in which it has negative effects on judgment and decision-making and by maintaining moderate levels of stimulation where stress can be

beneficial for outcomes. It also seems significant that it tends to be individual perception, judgment, and decision-making processes that are most affected by stress. As a result, organization's trainers and leaders should focus on developing these skills among junior personnel through training or other exercises.

For most organizations, great attention is paid to employee morale and workforce engagement levels. If the majority of office professionals are experiencing negative levels of stress, things like teamwork and effective communications suffer. Many companies conduct yearly employee opinion surveys to measure engagement. There is usually significant correlation between the current climate in an organization and survey scoring. During times of uncertainty (business optimization initiatives resulting in lay-offs), not surprisingly, scores in areas like motivation and company commitment are very low. Conversely, during positive times (company reaches financial targets resulting in incentive payments for staff); survey scores are considerably more favourable. Overall, manageable levels of stress in an organization will translate into higher employee morale and job satisfaction (Jennifer, 2016).

Stress can also manifest itself in suppressed immune function resulting in susceptibility to viral and bacterial infections. The negative impacts resulting from worker absenteeism are far-reaching. In the customer service industry, there seems to be a vicious circle when it comes to individual stress impacting team stress, which in turn impacts stress on the customer. Employees working short staffed due to employee absenteeism are under pressure. Being short staffed can cause employee irritability and conflict and increased delays in customer service for customers. This in turn results in lower customer satisfaction levels which ultimately negatively affect the company's bottom line. Stress can therefore significantly impact the profitability of an organization.

Management representatives routinely observe lowered individual performance due to stress which subsequently negatively affects the overall team performance.

Stress causes memory impairment, less effective decision making and from a health and safety standpoint, increased accidents in the workplace. Employee situations requiring discipline to improve performance can cause stress resulting in the opposite effect. If an employee is facing a suspension or termination due to repeated offences, you often see even poorer performance as employees feel the impending discipline looming over their head. Many companies have identified that as an organization, they need to focus on coaching and positive reinforcement to give employees every opportunity to be successful. Stress management is essential to improve overall organizational performance.

Another impact of stress on an organization is reduced productivity and efficiency. Although the effect of absenteeism is obvious, reduced productivity and efficiency can also result when a workforce is experiencing negative stress and pressure. Employees under stress are much less inclined to channel energy into continuous improvement initiatives or creative problem solving pursuits. While in self-preservation mode when dealing with stress, individuals tend to spend their time and energy doing the bare minimum to keep up. As well, an over-stressed team will have less energy to begin with as studies have shown that stress depletes energy stores and a person's physical and mental capabilities. Often greater demands are placed on workers in today's competitive marketplace. For example, in the customer service and entertainment industry, there is no shortage of options for people to spend their disposable income. And in today's economic climate, companies are expected to try to do more with less. Although profitability is the focus, this pursuit can not be to the detriment of the workforce. Putting too much pressure

and stress on staff to perform will ultimately have the opposite affect (i.e. burn-out, conflict and incidents of workplace aggression).

Stress and stress management is a reality in today's organizations. Successful organizations today realize the importance of not only monitoring workplace stress, but implementing vehicles to reduce stress for all employees. Time and money can be spent by a company creating programs and initiatives to address stress related issues (i.e. flextime, job sharing, childcare, health and fitness and team building activities) or a company can spend their money battling absenteeism, employee turnover and rising benefit costs. The intelligent choice should be clear.

According to the Han, (2019), following are the effects of stress on office professionals job performance in an organization:

1. Stress affecting office professionals leads them to have bad performance in the discharge of their duties. Office professionals' experience a lack of concentration. Stress can affect the ability to concentrate, and stress interferes with a secretary's ability to concentrate, Ironically stress Improves concentration for a short term because when secretaries are little stressed up they then to focus to try to get the issue in question which stresses them away but these concentrations doesn't last for long since they will have more work to do for their boss and others assignments to do which demand long-term concentrations rather than the short term.
2. Furthermore, stress affect the productivity or the output of office professionals'. When office professionals' are stressed up they turn not to give their maximum best when doing when discharging their duties and as a result, it manifests in the outputs they bring which are clearly seen in the work they do. They do their work in a shabby manner not

following the instructions giving the assignments in question. In the long term, it can even affect their plans for the future.

3. Also, stress affects the initiative skills of office professionals'. Most office professionals' when stressed upturn to lack the ability to bring up new ideas to solve problems or issues, thus when office professionals' are faced with some challenges which might be even so easy to solve because they are stressed up to refuse or are unable to rack their brains to find solutions to that problem
4. Lastly, stress cause office professionals' to be confused and also suffer from amnesia. All office professionals' when stressed upturn to be sixes and sevens with the little-complicated issues. They easily have misunderstandings with what is to be done on the task given to them and don't know what to do. On the other hand, many of them also forget easily what have they know or have been told because their minds are burdened with the issues that are stressing them up. All these points impact of stress on secretaries, in the long run, cause them to perform poorly in an organization.

2.4 Stress Management Strategies Affecting the Performance of Office Professional's in Organizations

According to Agrawal (2001), stress management strategies refer to the interventions designed to reduce the impact of stressors in the workplace. These can have an individual focus, aimed at increasing an office professionals'ability to cope with stressors. Stress Management programs can also have an organizational focus and attempt to remove the stressors in a role. Organizations have adopted various strategies to curb stress in the workforce. Common strategies used to alleviate stress include: exercise, social resources, avoidance, reading, hobbies, movement, and meditation (Gulwadi, 2016).

These strategies used by employees affect their outlook on the situation, thereby altering the perception of stress (Griffith, Steptoe, & Cropley, 2012). To alter the perception of stress, employees may invoke inward or outward stress management strategies. Inward strategies, such as concentrating on something narrow in the field of stimuli around oneself, include seeking stillness and focus. Outward strategies, such as exercise, involve seeking connections, distractions, and movement (Gulwadi, 2016). Although there are many common coping strategies available, most employees rely on social support, active planning, restorative experiences, and suppression of competing behaviors. However, there are also some stress management strategies that are negative in nature.

According to Gulwadi (2016) negative stress management strategies can include unhealthy behaviors, distractions, violence, and withdrawal. Unhealthy behaviors such as smoking, drinking alcohol, excessively over/under eating, and drug abuse are sometimes used to relieve stress. Distractions such as television, computer, and filling up schedules to avoid facing problems are common ways to avoid stress.

2.5 Stress Management Strategies that Enhance the Performance of Office Professionals' in an Organization

Besides the cognitive behavioral stress reduction (CBSR) approaches which are based on western model in which cognitive intervention is important aspect of stress management. Dysfunctional appraisals maintain and exacerbate stress. Identifying and altering these maladaptive appraisals or other cognitive processing deficits is the major element of cognitive intervention.

Mindfulness based Stress reduction (MBSR) approaches rooted in eastern model are also applied for stress management in recent times. In this regard Smith, Shelley, Dalen,

Wiggins, Tooley, & Bernard (2008) in a pilot study compared CBSR and MBSR on 50 participants. The MBSR consisted of weekly sessions aim to enhance mindfulness awareness and attention through the use of breathing, body scans, meditation, gentle Hatha yoga, and group discussion. The CBSR group was exposed to cognitivebehavioral stress management skills. The intervention comprised of cognitive restructuring skills and behavioral relaxation techniques. When averaged across eight outcomes (i.e. Perceived stress, depression, psychological well-being, neuroticism, binge eating, energy, pain, and mindfulness) related to stress, the effect size for improvements was more than twice as large for the MBSR, as compared with the CBSR group. Social stress is linked to recurrence of depressive symptoms.

Britton, Shahar, Szepeswol, & Jacobs (2012) conducted a study on 52 individuals with partially remitted depression. The results found that MBCT was associated with decreased emotional reactivity to social stress. Stress and quality of life are related (Carlson, Speca, , Patel, & Goodey, 2003) . In this context Nyklíček, & Kuijpers (2008) conducted a study on 40 women and 20 men having distress. The results indicated a positive effect of mindfulness based intervention on perceived stress.

- i. Social support: Study by Oxman and Colleagues 1995 conducted on 232 older open heart patients participated in social and community group program reduced their chance of dying within six months of surgery. In this regard numbers of researches (e.g. Berkman and Syme, 1979; Cohen and Wills, 1985, 1988; Dunkel/Schetter and Skokan, 1990; Hobfoll et.al 1990; House, Landis and Umberson, 1988; Segerstrom, 2007; Strine, Chapman, Balluz and Mokdad, 2008) found that individual with supportive relationship experienced enhanced mental and physical wellbeing.

- ii. **Relaxation Exercise:** Relaxation is not only used to release the physical tension but also improve the mental well being. Relaxation exercise may be categorized into: Progressive muscle relaxation Meditation and Autogenic training. In Progressive Muscle Relaxation specific muscle groups are relaxed following alternating tension and relaxation of muscle groups. On other hand meditation involves several techniques which attempts for focused thoughts by undistracting other thoughts. Although it is eastern approach of stress reduction still meditation practice is a global phenomena for managing stress and anxiety Shapiro, 1985; Dimatteo and Martin, 2012). Autogenic training is a behavioural technique used for self relaxation and management of anxiety. Autogenic training constitutes visual imagination and use of verbal cues for making the body warm and relaxed. This technique involves directions to control physiological responses such as breathing, blood pressure, heart beat and skin temperature (e.g. Ernst and Kanji 2000; Crowther, 1983).
- iii. **Time Management:** Time management training provides individuals with skills to adjust activities with respect to time. Time management involves increasing amount of functional time. Time management for behavioural modification in stress management has been used by Lakein, 1973 including the techniques such as preparing the list to do and prioritizing. Richards, 1987 used time management technique and found effective outputs in managing stress and enhancing productivity. Further, Robinson & Godbey, 1997 affirmed a positive relationship between time management and stress management.

2.6 Summary of the Review

This chapter reviews related literature covering the concept of Stress which can be said to be non-specific reaction of the body to the demand made on it by external or internal stimulus events called stressor and stress management which is mostly depends on the cognitive and behavioural of the person to manage his/her stressful condition or associated emotional distress”.

It also be considered the concept of office professionals who are seen to operate multifaceted activities in the office covering handling correspondence, records management, calls, managing visitors as well as the executives. The review examined the influence of time planning on the performance office professionals which revealed that planning enhance doing what needs to be done ahead of deadline; influence of prioritization of tasks on performance which revealed that prioritization enhances the accomplishment of tasks according to their degree of importance and the most important non-technical skill of workforce.

The review also includes Causes of Stress on Office Professionals’ Performance in an Organization, Impact of Stress on Office Professionals’ Performance in an Organization. Stress Management Strategies Affecting the Performance of Office Professional’s in Organizations and Stress Management Strategies that Enhance the Performance of Office Professionals’ in an Organization

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents the methods and procedures used in collecting data for the study. These procedures includes:

- 3.1 Research Design
- 3.2 Area of Study
- 3.3 Population for the Study
- 3.4 Sample Size and Sampling Techniques
- 3.5 Instrument for Data Collection
- 3.6 Administration of the Instrument
- 3.7 Validation of Instrument and
- 3.8 Method of Data Analysis

3.1 Research Design

A survey study research design was adopted in order to obtain comprehensive and detailed information. This is in accordance with Uloko (2018) who advised that a survey study should be carried out when the study revolves round many classes or categories.

3.2 Area of Study

The study was carried out in four organizations in Kaduna metropolis, namely: Seven Up Bottling Company Kaduna, Nigeria Breweries Limited Kaduna, Access bank plc branch and Wema bank plc branch

3.3 Population of the Study

The population for the study was one hundred and sixty nine (169) made up of 69 executives and 100 office professionals in the four selected organizations in Kaduna Metropolis. A breakdown of the population is presented in table 3.1 below

Table 3.1: Population of the Study

S/N	Organization	Category of respondents		Total
		Executives	Office Professional	
1	Nigeria Breweries Limited (NBL) Kakuri industrial layout Kaduna	20	6	26
2	Access Bank plc Bida road Kaduna	5	2	7
3	Wema Bank Bida road Kaduna	4	1	5
4	Seven-up Bottling Company (7UP) No. 7 Inuwa wada road Pan drive Kaduna	6	3	9
Total		25	12	37

Source: field Survey, 2022

3.4 Sample Size and Sampling Techniques

The study uses the entire population for the study. Ndagi (1996) opined that when the population size is not too large, the entire subject is usually adopted as sample. Hence, no need to adopt any sampling technique.

3.5 Instrument for Data Collection

The researcher used a set of questionnaire as the instrument for data collection from the respondents. Aromu (2018) opine that the questionnaires method of data collection is most suitable where the respondents are large in size and literate. The questionnaire was divided into 5 Sections A-E. Section 'A', contains respondents Personal data, Section 'B' contains the influence of time planning on office professionals' performance, Section 'C' contains the influence of prioritization of time on the performance of office professionals' Section 'D' contains the influence of time schedule on the performance office professionals' in an organizational. 'E' contains time management strategies affecting the performance of office professionals in an organization. The questionnaires provide possible responses to the questions thereby leaving respondents with options to select from.

3.6 Validation of Instrument

To make the questionnaire valid, the researcher submitted draft copies of the questionnaire for validation to the supervisor and two other lecturers in the Departments of Office Technology and Management (OTM). Their comments were taken into consideration before administering the questionnaire to the respondents.

3.7 Administration of Instrument

The researcher personally administered the questionnaires to all respondents. The respondents were allowed five days to complete the questionnaires, before the researcher later went back to the various organizations for collection.

3.8 Method of Data Analysis

The researcher used mean score and standard deviation for the analysis of the various responses to the questionnaires.

An instrument of 4 point Likert Scale ranging from 4 (highest) to 1 (lowest) was used and is shown below;

Strong Agree (SA)	-	4
Agree (A)	-	3
Strong Disagree (SD)	-	2
Disagree (D)	-	1

$$X = \frac{\sum fx}{N}$$

That is $X = \frac{4+3+2+1}{4} = \frac{10}{4} = 2.5$

Decision Rule: The researcher will use a cut-off point less than 2.5 as rejected while variables with cut-off point at 2.5 and above will be accepted.

CHAPTER FOUR

ANALYSIS AND INTERPRETATION OF DATA

4.1 Introduction

This chapter is concerned with the analysis and interpretation of data collected from the respondents. Thirty seven (37) questionnaires were administered to the respondents, (25) were duly completed and returned. The analysis was carried out base on each research question. The data were first presented in a table followed by the interpretation for each research questions.

Research Question 1: What are the causes of stress on performance of office professionals' in an organization?

Table 4.1: responses on the causes of stress on performance of office professionals' in an organization?

S/N	Variables	SA	A	D	SD	$\sum FX$	X	Remarks
1	Stress is caused by overworking or overwork by office professionals	90	60	10	9	569	3.4	Accepted
2	Stress at workplace can come about as a result of office professionals coworkers	70	90	9	-	559	3.6	Accepted
3	Doing wrong job/work can lead to stress among office professionals	75	75	9	10	552	3.3	Accepted
4	Lack of proper support network at work can also contribute to stress among office professional	100	50	-	19	569	3.4	Accepted
N = 35		Cut off points = 2.5						

Interpretation

In table 4.1, variables 1,2,3, and 4 with the mean scores of 3.4 3.3, 3.3, and 3.4 respectively which are greater than the cut-off of 2.5 indicates that, stress is caused by overworking or overwork by office professionals, stress at workplace can come about as a result of office professionals coworkers, Doing wrong job/work can lead to stress among office professionals, and lack of proper support network at work can also contribute to stress among office professional are all causes of stress on performance of office professionals' in an organization?

Research Question 2: What is the impact of stress on office professional's performance in an organization?

Table 4.2: Responses on impact of stress on office professionals' performance

S/N	Variables	SA	A	D	SD	ΣFX	X	Remarks
5	Stress among office professionals can result to ineffectiveness	80	80	9	1	488	2.9	Accepted
6	Stress can lead to cardiovascular disease, muscle pain, stomach and intestinal problems	100	50	15	15	595	3.3	Accepted
7	Stress can result to decline in the performance of office professionals duties.	75	75	9	10	552	3.3	Accepted
8	Impact of stress among office professionals can be reduced communication effectiveness among office professionals.	100	50	-	19	569	3.4	Accepted
9	Stress can also manifest itself in suppressed immune function resulting in susceptibility to viral and bacterial infections	75	75	9	10	552	3.3	Accepted
10	Stress can lead to reduced productivity and efficiency	100	50	-	19	569	3.4	Accepted

N = 35

cut off points =2.5

Interpretation

In table 4.2, variables 5, 6, 7, 8, 9, and 10 with the mean scores of 2.9, 3.3, 3.3, 3.4, 3.3, 3.4 respectively which are greater than the cut-off point of 2.5. Indicates that, stress among office professionals can result to ineffectiveness, Stress can lead to cardiovascular disease, muscle pain, stomach and intestinal problems Stress can lead to cardiovascular disease, muscle pain, stomach and intestinal problems, Stress can result to decline in the performance of office professionals duties, impact of stress among office professionals can be reduced communication effectiveness among office professionals., Stress can also manifest itself in suppressed immune function resulting in susceptibility to viral and bacterial infections, and, Stress can lead to reduced productivity and efficiency are all impact of stress on office professionals performance in an organization.

Research Question 3: How do stress management strategies affect the performance of office professionals in an organization?

Table 4.3: Responses on how stress management strategies affect the performance of office professionals in an organization

S/N	Variables	SA	A	D	SD	Σ FX	X	Remarks
11	Stress management programme can help organizations focus to remove the stressors	90	60	1	9	569	3.4	Accepted
12	Strategies used to manage stress can be exercise, social resources, avoidance, reading, engaging in hobbies, movement and meditation of the body and mind	70	90	9	-	559	3.6	Accepted
13	Office professional manage stress through inwards strategies such concentrating on something narrow to stimulate them	75	75	9	10	552	3.3	Accepted
14	Distractions such as television, computer and filling up schedules are other ways to manage stress.	10	50	-	19	569	3.4	Accepted

N = 35

cut-off points = 2.5

Interpretation

In table 4.3, variables 11, 12, 13, and 14 with the mean scores of 3.4, 3.6, 3.3, and 3.4 respectively which are greater than the cut-off point of 2.5. Indicates that, stress management programme can help organizations focus to remove the stressors, Strategies used to manage stress can be exercise, social resources, avoidance, reading, engaging in hobbies, movement and meditation of the body and mind, learning to take place, Office professional manage stress through inwards strategies such concentrating on something narrow to stimulated them, and distractions such as television, computer and filling up schedules are other ways to manage, all these are how management strategies affect the performance of office professionals in an organization.

Research Question 4: What are the stress management strategies that enhance the performance of office professionals in an organizations?

Table 4.4: Responses on stress management strategies that enhance the performance of office professionals in an organizations.

S/N	Variables	SA	A	D	SD	∑FX	X	Remarks
15	Cognitive behavioural stress reduction (CBSR) approaches based on western model in cognitive intervention is an important stress management strategies	75	75	9	10	552	3.8	Accepted
16	Office professionals need to exercise regularly to manage stress thereby enhancing their performance	100	50	-	19	569	3.6	Accepted
17	Effective time management for behavioural modification is an effective time management strategies employed by office professionals.	75	75	9	10	552	3.7	Accepted
18	Office professional need to study and practice relaxation techniques to effectively management stress	100	50	-	19	569	3.4	Accepted
19	Setting realistic goals by office professionals is another strategy to effectively manage stress.	80	80	9	1	488	2.9	Accepted
N = 35						cut-off points = 2.5		

Interpretation

In table 4.4, variables 15, 16, 17, 18, and 19 with the mean scores of 3.8, 3.6, 3.7, 3.4, and 2.9 respectively which are greater than the cut-off point of 2.5. Indicates that, Cognitive behavioural stress reduction (CBSR) approaches based on western model in cognitive intervention is an important stress management strategies, Office professionals need to exercise regularly to manage stress thereby enhancing their performance, Effective time management for behavioural modification is an effective time management strategies employed by office professionals, Office professional need to study and practice relaxation techniques to effectively management stress and Setting realistic goals by office professionals is another strategy to effectively manage stress. With all the variables in table

4.4 above indicates the stress management strategies that enhance the performance of office professionals in an organizations.

4.2 Major Findings

Based on the analysis of data collected, the followings findings were made:

Research question 1: what are the causes of stress on performance of office professionals in an organization?

Findings from this research question on the causes of stress among on the performance of office professionals in an organization reveal that:

1. Stress is caused by overworking or overwork by office professionals.
2. Stress at workplace can come about as a result of office professionals coworkers.
3. Doing wrong job/work can lead to stress among office professionals and
4. Lack of proper support network at work can also contribute to stress among office professional are all causes of stress on performance of office professionals' in an organization?

Research questions 2: what is the impact of stress on office professionals performance in an organization?

Findings from this research question revealed:

1. Stress among office professionals can result to ineffectiveness,
2. Stress can lead to cardiovascular disease, muscle pain, stomach and intestinal problems.
3. Stress can result to decline in the performance of office professionals duties,
4. Impact of stress among office professionals can reduced communication effectives among office professionals.

5. Stress can also manifest itself in suppressed immune function resulting in susceptibility to viral and bacterial infections, and,
6. Stress can lead to reduced productivity and efficiency.

Research questions 3: How do stress management strategies affect the performance of office professionals in an organization?

The finding from this research question shows:

1. Stress management programme can help organizations focus to remove the stressors,
2. Strategies used to manage stress can be exercise, social resources, avoidance, reading, engaging in hobbies, movement and meditation of the body and mind, learning to take place.
3. Office professional manage stress through inwards strategies such as concentrating on something narrow to stimulate them.
4. Distractions such as television, computer and filling up schedules are other ways to manage stress.

Research questions 4: what are stress management strategies that enhance the performance of office professionals in an organization?

Finding from this research question revealed that:

1. Cognitive behavioural stress reduction (CBSR) approaches based on western model in cognitive intervention is an important stress management strategies.
2. Office professionals need to exercise regularly to manage stress thereby enhancing their performance.
3. Effective time management for behavioural modification is an effective time management strategies employed by office professionals.

4. Office professional need to study and practice relaxation techniques to effectively management stress and Setting realistic goals by office professionals is another strategy to effectively manage stress

4.3 Discussion of Findings

From the findings on the causes of stress on performance office professionals in an organization it was revealed that indicates that, stress is caused by overworking or overwork by office professionals, stress at workplace can come about as a result of office professionals coworkers, doing wrong job/work can lead to stress among office professionals, and lack of proper support network at work can also contribute to stress among office professional.

Finding on the impact of stress on office professionals performance in an organization reveals that stress among office professionals can result to ineffectiveness, Stress can lead to cardiovascular disease, muscle pain, stomach and intestinal problems Stress can lead to cardiovascular disease, muscle pain, stomach and intestinal problems, Stress can result to decline in the performance of office professionals duties, impact of stress among office professionals can reduce communication effectiveness among office professionals and Stress can also manifest itself in suppressed immune function resulting in susceptibility to viral and bacterial infections, also stress can lead to reduced productivity and efficiency.

From the findings on stress management strategies that affect the performance of office professionals in an organization, it was also revealed that stress management programme can help organizations focus to remove the stressors, Strategies used to manage stress can be exercise, social resources, avoidance, reading, engaging in hobbies, movement and meditation of the body and mind, learning to take place, Office professional manage stress through inwards strategies such concentrating on something narrow to stimulated them,

and distractions such as television, computer and filling up schedules are other ways to manage stress.

Findings on stress management strategies reveal that enhance the performance of office professionals reveal that cognitive behavioural stress reduction (CBSR) approaches based on western model in cognitive intervention is an important stress management strategies, also office professionals need to exercise regularly to manage stress thereby enhancing their performance, effective time management for behavioural modification is an effective time management strategies employed by office professionals, and office professional need to study and practice relaxation techniques to effectively manage stress and setting realistic goals by office professionals is another strategy to effectively manage stress.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter is the concluding chapter in this research work; it provides the summary of the study, conclusions drawn from the result of the analysis of the study and recommendation. Also, suggestions for further studies are also presented in this chapter.

5.2 Summary

1. This research was carried out specifically to examine the effects of stress on office professional's performance in selected organizations in Kaduna metropolis. The objectives of the study are to identify causes of stress on office professionals' performance in an organization, ascertain the impact of stress on office professionals' performance in an organization, examine stress management strategies affecting the performance of office professional's in organizations and identify stress management strategies that enhance the performance of office professionals' in an organization. Four (4) research questions were drawn to guide the study in the course of investigation.

Several books and websites were visited so as to provide theoretical framework for the problem under investigation which comprises of the concept of stress, causes of stress among office professionals, impact of stress on office professionals' performance, stress management strategies affecting office professionals performance, and stress management strategies that enhance the performance of office professionals in an organizations,

The population for the study comprises of selected organizations in Kaduna metropolis under study, and sample size was determined from the population of the study using Krejcie and Morgan's table. A total of (169) constitute the sample size for the study. The research area covered the following organizations (Nigeria Breweries limited, Access Bank plc, Wema Bank Plc, and Seven up Bottling Company) in Kaduna metropolis Mean score was used for the analysis of data. Based on the analysis of data, it was discovered that stress has significantly impact on office professionals performance in an organization,

5.3 **Conclusion**

Base on the findings the study concludes that:

1. Stress is caused by overwork, wrong job/work, lack of proper support network at work and co-workers in an organization
2. Stress among office professionals an result to ineffectiveness, cardiovascular disease, muscle pain and can also reduce communication effectively in an organization,
3. Strategies used to manage stress can be exercise, social resources and inward strategy such as concentration and distractions
4. Effective time management for behavioural modification.

5.4 **Recommendation**

The following recommendations are made from the findings of the study.

- i. The management of organizations should ensure that office professionals are provided with adequate office facilities to enhance their performance.
- ii. Office professional need to exercise regular to enhance their fitness thereby enabling stress management.

- iii. Support staff can be used to assist them in managing stress at workplace
- iv. The need for training and retraining of office to enable them imbibe the culture of managing in their daily work life.
- v. In improving the flexible working hour policies, the Directors/Management of the organizations should ensure that allowances are made in view of domestic considerations and engagements.
- vi. There should also be mandatory routine medical check-ups of the employees in strategic duties and offices.

5.5 Area for Further Studies

Having undergone the research study, the researcher finds it necessary to consider the following for future researchers.

1. Strategies to managing stress among office professionals in an organization’.
2. Effect of inexperienced lecturer in handling student indiscipline in the department of Office Technology and Management, Kaduna polytechnic.
3. Discipline as a means of managing stress to organization excellence among office professionals.
4. Organizational stress and its impact on organizational performance.

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APPENDIX B

QUESTIONNAIRE

SECTION A

Please tick [] where appropriate.

1. Name of Organization.....
2. Sex: Male () Female ()
3. Educational Qualification: O'level () ND/NCE () HND/BSc () MSc/Ph.D ()
4. Work Experience: (a) 1-5yrs () (b) 6-19yrs () (c) 11years and above ()
5. Position: Executives () Office professionals ()

SECTION B

The instrument below is an opinion rating scale. It is designed in four point rating scale with the following acronyms:

- SA = Strongly Agreed 4 point
 A = Agreed 3 point
 SD = Strongly Disagreed 2 point
 D = Disagreed 1 point

Please indicate the extent to which you agree to the following questions by ticking the correct option (x) using the above keys

Research Question 1: What are the causes of stress on performance of office professionals' in an organization?

S/N	VARIABLES	SA	A	SD	D
1	Stress is caused by overworking or overwork by office professionals				
2	Stress at workplace can come about as a result of office professionals coworkers				
3	Doing wrong job/work can lead to stress among office professionals				
4	Lack of proper support network at work can also contribute to stress among office professional				

Research Question 2: What is the impact of stress on office professional's performance in an organization?

S/N	VARIABLES	SA	A	SD	D
6	Stress among office professionals can result to ineffectiveness				
7	Stress can lead to cardiovascular disease, muscle pain, stomach and intestinal problems				

8	Stress can result to decline in the performance of office professionals duties				
9	Impact of stress among office professionals can be reduced communication effectives among office professionals.				
10	Stress can also manifest itself in suppressed immune function resulting in susceptibility to viral and bacterial infections				
11	Stress can lead to reduced productivity and efficiency				

Research Question3: How do stress management strategies affect the performance of office professionals in an organization?

S/N	VARIABLES	SA	A	SD	D
12	Stress management programme can help organizations focus to remove the stressors				
13	Strategies used to manage stress can be exercise, social resources, avoidance, reading, engaging in hobbies, movement and meditation of the body and mind				
14	Office professional manage stress through inwards strategies such concentrating on something narrow to stimulated them				
15	Distractions such as television, computer and filling up schedules are other ways to manage stress.				

Research Question4: what are stress management strategies that enhance the performance of office professionals in an Organizations

S/N	VARIABLES	SA	A	SD	D
16	Cognitive behavioural stress reduction (CBSR) approaches based on western model in cognitive intervention is an important stress management strategies				
17	Office professionals need to exercise regularly to manage stress thereby enhancing their performance				
18	Effective time management for behavioural modification is an effective time management strategies employed by office professionals.				
19	Office professional need to study and practice relaxation techniques to effectively management stress				
21	Setting realistic goals by office professionals is another strategy to effectively manage stress.				