



International Journal of Multidisciplinary Research and Growth Evaluation



International Journal of Multidisciplinary Research and Growth Evaluation

ISSN: 2582-7138

Received: 29-04-2021; Accepted: 18-05-2021

www.allmultidisciplinaryjournal.com

Volume 2; Issue 3; May-June 2021; Page No. 255-263

Strategies for stress management among staff of Nigeria port authority Apapa Lagos

Dike Remigius Amarachi

Institute of Maritime Studies, University of Nigeria, Enugu Campus, Nigeria

Corresponding Author: Dike Remigius Amarachi

Abstract

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. Work stress also known as hazard in a traditional working environment is recognized worldwide as a major challenge to workers' health and the healthiness of their organization. The study examined the strategies for stress management among staff of Nigeria Port Authority. The specific objectives are to: (i) ascertain the influence of redesigning the work environment among staff of Nigeria Port Authority in Apapa Lagos (ii) evaluate the influence of establishing flexible work schedules among staff of Nigeria Port Authority in Apapa Lagos. The research design of the study was descriptive survey research method. The sample size of 201 respondents was drawn from population of the study which consists of

503 management staff of Nigeria Port Authority in Apapa Bulk Terminal A and B. Research hypotheses were tested using chi-square statistics. The findings of the study revealed that establishing flexible work schedules had significance influence among staff of Nigeria Port Authority Apapa Lagos Chi-square statistics (36.921) > P-values (0.000); and building cohesive teams had significance influence among staff of Nigeria Port Authority Apapa Lagos (Chi-square statistics (38.678) > P-values (0.000). The study recommended that management Nigeria Port Authority should organize workshops on building stress management skills to make employees less vulnerable to its effects, and teaching employee time management and relaxation techniques, or suggesting changes to diet or exercise should be encouraged.

Keywords: Stress Management, Stress

Introduction

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 (2018) 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, (2019) 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, (2019)^[28] 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, cited in Vikas and Khagendra, (2018) viewed that psychological stress is the result of mismatching between the person and their environment.

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 (2017) ^[17] 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. One area that organizations pay less attention to is how to manage their workers in order to avoid occupational stress (Alegbeleye, Ojeifo&Idris, 2014) ^[5]. The depressive economic situation has made most Nigerian workers face all manner of work related stress. For any organization to achieve its set objectives and goals, it must enthrone a conducive stress-free work environment.

Ports are widely recognized as a crucial nodal point alongside a given shorelines in international trade and transport. Their core activity, such as loading and unloading of goods are important to international trade. The maritime sector is very significance to economy of any nation. It is the means for the movement of goods or cargoes across the countries, and many cities of the world rely on their ports as a major means of revenue generation (Adams, 2002). Port authorities have increasingly been under intense pressure from various stakeholders to improve port performance and efficiency by ensuring that port activities and services are provided on an internationally competitive basis to support trade-oriented economic growth and development.

Different sectors of the economy like crude oil, maritime, trade and transportation remain the backbone of the Nigerian and West African economy. However, maritime business expansion and economic growth have been discouragingly slow with direct influence on Nigeria's capacity to diversify its growth strategy beyond its heavy reliance on the crude oil sector. For Nigeria to achieve the United Nations Sustainable Development Goals (UN SDGs), especially on poverty and vulnerability reduction, decent work, enhanced trade and sustained economic growth, etc, as well as boost its economic competitiveness as targeted in the Economic Recovery and Growth Plan (ERGP) 2017-2020, the maritime sector must be provided with the critical infrastructure towards enhancing the transportation of commodities from the ports to the hinterland.

Further, in order to optimize the comparative advantage that Nigeria's maritime endowments confer on other parts of the world, the Nigerian Government has continually stimulated inland water ways activities such that major inland water channels are being dredged for the east of navigation through the Eastern and Northern parts of Nigeria and that is the best to go towards remaining competitive in the regional and global maritime industry.

Statement of the problem

The countries port system is overseen by the Nigerian Port Authority (NPA). It coordinates port operations and government business as well as maintenance and improvement of infrastructure relating to the maritime sector. Among this broad range of activities are those involving shipping operations, stevedoring activities, clearing and forwarding business, maritime insurance, warehousing, transport and haulage, customs, immigration and the other informal sector. Of all those activities, shipping stands out as the greatest boost to a nation's economic growth. This is because almost all other maritime activities revolve around shipping activities. The exportation and importation of goods

for the most parts take place through the nation's seaport. Apart from shipping trends in the country, there has been a continuous rise in the general cargo throughput handled by the nation's maritime transport

Work stress also known as hazard in a traditional working environment is recognized worldwide as a major challenge to workers' health and the healthiness of their organization (ILO, 1992). Stress can be brought about by pressures at home and work. Employers of labour in Nigeria do not protect their workers from stress arising outside and within the work place. It is a real problem that organizations as well as its workers have been facing for some time, considering that employers of labour are not adhering to the international labour organizations protocol which posit that employers of labour should initiate a stress management policy that will not only enhance the effectiveness and productivity of their organization but will boost their morale at work and make them healthier.

Today, workplace stress is becoming a major issue of increasing concern to employees and organizations. It has become a part of life for employees, as life today has become so complex at home as well as outside that it is impossible to avoid stress. Experts opine that stress is the main cause of all the problems of the modern world and that it affects both the individual and organizational health. Adegoke (2014) ^[2] commented that mild stress may be desirable in stimulating or motivating individual towards laudable achievement, however, as it becomes more severe, stress can become dangerous and damaging, arising from its physical, psychological and behavioural, harmful effects on its victims. Against these backdrops, this study examines strategies for stress management among staff of Nigeria Port Authority.

Objectives of the study

The main objective of this study is to examine the strategies for stress management among staff of Nigeria Port Authority. The specific objectives are to:

1. Evaluate the influence of establishing flexible work schedules among staff of Nigeria Port Authority in Apapa Lagos.
2. Assess the influence of building cohesive teams among staff of Nigeria Port Authority in Apapa Lagos.

Conceptual framework

Stress

Stress has been defined by many in different ways, as it takes different forms depending on the situation. Olagunju (2010) defines stress as a chronic complex emotional state with apprehension and is characteristic of various nervous and mental disorders. 'In essence, stress is a manifest response to an individual to defiling basic needs of life in an environment of competing needs.

Topper (2007) defines stress as a person's psychological and physiological response to the perception of demand and challenge. Work-related stress is a pattern of physiological, emotional, cognitive and behavioural reactions to some extreme taxing aspects of work content, work organization and work environment. When people experience work-related stress in industrialized countries, they are made to become more familiar with what work-related stress is and how to manage it (WHO, 2005); however, in developing countries like Nigeria, this is not yet the case. Employees of an organization have to be happy in order to deliver efficiency gains and first rate services. How have we achieved this in Nigeria? Among life situations, the workplace stands out as a potentially important source of stress purely because of the amount of time that is spent in this setting (Erkutlu & Chafra,

2006).

Stress is an unavoidable consequence of modern living. It is a condition of strain that has a direct bearing on emotions, thought process and physical conditions of a person (Jayashree, 2010). In fact, stress is much more common in employees at lower levels of workplace hierarchies, where they have less control over their work situation (Beheshtifar & Nazarian, 2013). More recently, studies have targeted occupational stress in various professions, such as nurses, doctors, police officers, teachers and academics (Plattner & Mberengwa, 2010), but little research has been conducted on work-induced stress among employees in Nigeria. Concepts in social and management sciences can hardly be underpinned to a specific universally agreed definition. This makes every definition perhaps only relevant within the parameters set for a given investigation.

This view is supported by Akhake, (2014) as he opined that concepts are epistemological devices used in social and management sciences to analyze the variables in a subject matter which are most times unstable. The conceptual framework is therefore a scheme of concepts which the study used in order to achieve the set objective. Contingent upon the aforementioned, the concepts stress and welfare are central to the discourse of this study. In the words of Cole, (2002) ^[9] stress is the adverse psychological and physical reactions that occur in an individual as a result of their being unable to cope with the demands being made on them.

Deshpande, (2012) ^[10] described the term stress as derived from the Latin word 'stringere which means to be drawn tight. Stress is a complex, dynamic process of interaction between a person and his or her life. It means that stress has to do with an unpleasant situation someone is faced with. Robbins (cited in Deshpande) argued that stress arises from an opportunity, demand, constraint, threat or challenge, when the outcomes of the event are important and uncertain. Jayashree (2013) posit that stress is caused when a person is subjected to unusual situations, demands, extreme expectations or pressures that are difficult to handle. Generally speaking stress is simply when is in a distress situation. Stress can be categorized into occupational and domestic stress. However, the classifications of stress and other issues therein will be discussed as we embark on the excursion through review of current literatures.

Stress is the "psychological, physiological and behavioural response by an individual when they perceive a lack of equilibrium between the demands placed upon them and their ability to meet those demands, which, over a period of time, leads to ill-health" (Palmer, 1989).

Sources of stress

We can experience stress from four basic sources:

1. The Environment

The environment can bombard you with intense and competing demands to adjust. Examples of environmental stressors include weather, noise, crowding, pollution, traffic, unsafe and substandard housing, and crime.

2. Social Stressors

We can experience multiple stressors arising from the demands of the different social roles we occupy, such as parent, spouse, caregiver, and employee. Some examples of social stressors include deadlines, financial problems, job interviews, presentations, disagreements, demands for your time and attention, loss of a loved one, divorce, and co-parenting.

3. Physiological

Situations and circumstances affecting our body can be

experienced as physiological stressors. Examples of physiological stressors include rapid growth of adolescence, menopause, illness, aging, giving birth, accidents, lack of exercise, poor nutrition, and sleep disturbances.

4. Thoughts

Your brain interprets and perceives situations as stressful, difficult, painful, or pleasant. Some situations in life are stress provoking, but it is our thoughts that determine whether they are a problem for us.

Strategies for stress management

According to Agrawal (2001), stress management refers to the means through which the impact of stressors in the workplace can be reduced. Stress management is primarily aimed at increasing an individual's ability to cope with stress or distress. Stress Management programs have also been initiated in various organizations with an attempt to remove or mitigate the impact of stress.

Common strategies used to alleviate stress include exercise, social resources, avoidance, reading, hobbies, movement, and meditation (Gulwadi, 2006) ^[16]. These strategies used by employees affect their outlook on the situation, thereby altering the perception of stress (Griffith, Steptoe & Cropley, 2002). To alter the perception of stress, employees may invoke inward or outward stress management strategies. Inward strategies, such as concentrating on something narrow in the field of stimuli around oneself, include seeking stillness and focus. Outward strategies, such as exercise, involve seeking connections, distractions, and movement (Gulwadi, 2006) ^[16].

Stress management is set of techniques and programs intended to help people deal more effectively with stress in their lives by analyzing the specific stressors and taking positive actions to minimize their effects" (Gale Encyclopedia of Medicine, 2008).

Stress Management Interventions

The costs of stress indicate that the case for intervention is strong. If the causes of stress are known, then something should be done about it. Government guidance and legislation in many countries now require organizations to assess and manage risks to psychological wellbeing. (Arnold and Randall 2010)

Stress Interventions can focus on the individual, the organization or the individual organizational interface (DeFrank and Cooper 1987 cited in Arnold *et al* (1988). There are three different levels of intervention that link work and well-being namely primary (which reduces the sources of organizational stress), secondary (stress management training) and tertiary (health promotion and workplace counseling). (Murphy 1988 cited in Arnold and Randall 2010)

a) Primary Interventions

"Primary interventions change the design, organization and management of work in other words, they tackle the sources of work stress or attempt to "design into the job" the sources of positive well-being. Most often they are designed to deal with the problems identified by a significant proportion of employees, targeting the group-level rather than the individual employee (Arnold and Randall 2010).

Elkin and Rosch (1990, Arnold and Randall 2010) summarized a useful range of possible organization-directed strategies to reduce stress and they include:

- Redesigning the task

- Redesigning the work environment
- Establishing flexible work schedules
- Encouraging participative management
- Including the employee in career development
- Analyzing work roles and establishing goals
- Providing social support and feedback
- Building cohesive teams
- Establishing fair employment policies
- Sharing the rewards

Many of these strategies are directed at increasing employee participation and autonomy. It is recognized that social support, control, job discretion or autonomy and coping behaviour play an important role in moderating the stress response. (Karasek 1989, cited in Arnold *et al.*)

b) Secondary Interventions

“While organizational-directed interventions attempt to eliminate the source of job or organizational stress, most workplace stress initiatives have been directed at helping employees as individuals learn to cope with any stressors that occur at work. This is achieved by improving the adaptability of individuals to their environment by changing their thinking, behaviour and improving their skills. Inherent in this approach is the notion that the organization and its working environment will not change, therefore the individual to learn ways of coping that will help them to “fit” better with its demands” Examples of secondary interventions include Relaxation training and job-related skills training on topics such as time management and assertiveness. These can help employees deal with some of the most difficult and stressful aspects of their job roles.”(Arnold and Randall *et al.* 2010)

c) Tertiary Interventions

“The aim of tertiary interventions is to help those who have already been damaged by their work, In other words, these interventions are designed to rehabilitate. Clearly it is better if employees are not damaged by their work, but tertiary interventions are particularly important when primary and secondary interventions are impractical or when they are unlikely to be totally impractical for every employee. Increasingly these initiatives have been in the form of Employee Assistance Programmes (EAPs) which include offering telephone based or internet based physiological counseling of one type or the other.” (Berrige *et al.* 1997 cited in Arnold and Randall *et al.* 2010)

It must be noted that tertiary and secondary level interventions may be useful in improving and extending an individual’s coping strategies and social support, but they do not directly address the important issue of control in the workplace. (Arnold *et al.* 1998)

Absenteeism

Another equally relevant concept in relation to stress is

Absenteeism which can be defined as temporary absence from work (temporary withdrawal from the organization) for reasons such as illness, death in the family or other personal reasons. (Mathis and Jackson 2004 cited in Mesko *et al.* 2013) The reasons for absenteeism are either a) mainly objective in nature, and therefore harder to influence and b) predominantly subjective (psychological reasons such as occurrence of stress, and consequently cardiovascular diseases or social reasons such as stimulant dependency, anorexia and insomnia, poor concentration etc).(Armstrong 2009; Mathis and Jackson 2004, Torrington *et al.* 2005, cited in Mesko *et al.* 201)

Absenteeism poses a problem for organizations, because of negative consequences such as direct compensation costs, replacement costs, lower productivity costs etc. (Mathis and Jackson, 2004, cited in Mesko *et al.* 2013)

Absenteeism reflects attitudes such as job dissatisfaction, low levels of organizational commitment, and an intention to quit. A worker who is absent from work is consciously or unconsciously expressing negative attachment to the organization (Hanisch and Hulin 1991 cited in Chang and Lu 2009). Surveys conducted in Europe have shown that workplace absenteeism is accompanied by concurrent increases in work-related stress (Borg *et al.*, 2000, cited in Mesko *et al.* 2013)

In fact, rates of absenteeism has become a global standard by which workers’ health is measured. (Kivimaki *et al.* 2003, cited in Mesko *et al.* 2013)

“Some of the literature in the causes of stress-related absence has pointed to factors associated with the job or the work environment as leading to stress and therefore, in many cases absence” (Hutchinson, 2013) Arnold and Randall (2010 cited in Hutchinson, 2013) have summarised them and they include:

- Long hours
- Work overload
- Pressure to meet tight deadlines
- Work which is too difficult
- Lack of clear sense of purpose
- Repetitive routines, boring or under-stimulating work
- Emotional labour

The physical work environment itself has also been associated with absenteeism generally and also with stress and employee well-being. There are have been a number of studies showing a link between poor working conditions, poorly maintained equipment and machinery, problems with temperature and lighting and stress or absence. More recent research on occupational ill health carried out in call centres in Scotland found out that as well as the impact of workplace factors, the distinctive nature of the work and the target driven environment had a significant impact on absence and ill-health. Arnold and Randall (2010) also note that there has been a long association between poor physical surroundings and mental and physical health, and that it can considerably vary between different occupations. Some of these problems can be minimized by involving employees in the workplace design. (Hutchinson 2013).

Strategies for employee stress management

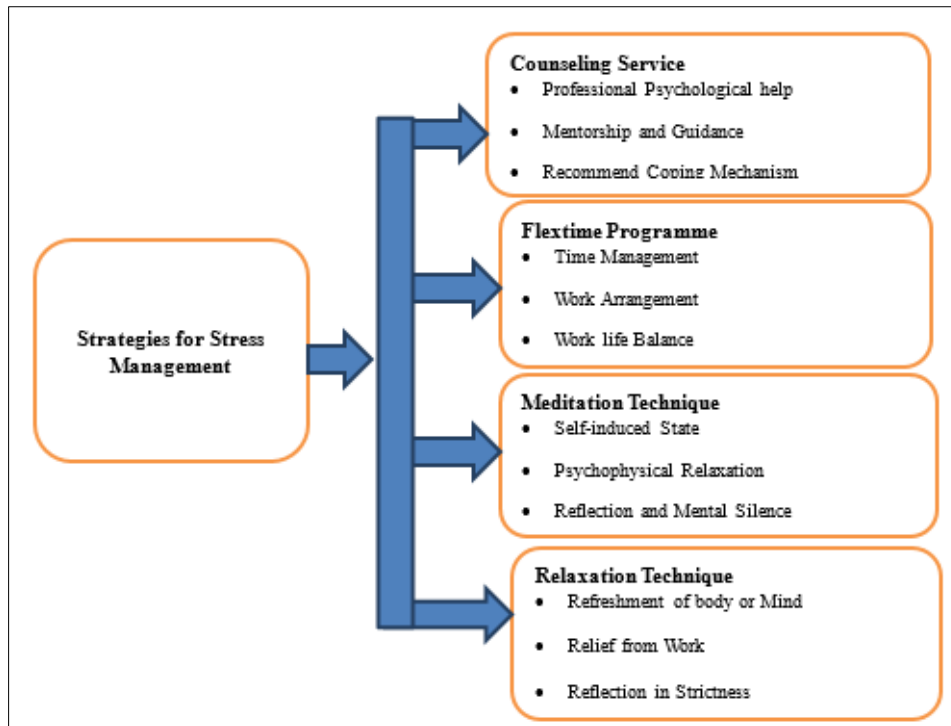


Fig 1: Compiled by the Researcher

Counseling Services

According to Lee (2010) counseling aims at changing the perception of stress allowing an individual to cope with situations that were previously triggering problems. Counseling helps one to evaluate threats and then provide resources to deal with them. Being able to control the environment around is a major part in developing self-confidence which enables an individual to face the challenges ahead.

Counseling can help in managing stress and get on with life. Counselors have to deal with stress on a personal level. When discussing stress and how it affects people, counselor will talk about the relationship between the causes of the stress, and the effect of stress. The causes of stress are known as stimulus and the effects are the response. Identifying the cause and effect of stress is a key to stress management and the first step into building a coping mechanism.

Flextime Programmes

According to Friedman (2012) ^[13], flexibility is a way to define how and when work gets done and how careers are organized. It is a critical ingredient to overall workplace effectiveness. Companies use it as a tool for improving recruitment and retention, for managing workload, and for responding to employee diversity. Studies show that flexibility can also improve employee engagement and job satisfaction and therefore reduce stress due to work-life balance. Flextime reduces stress and burnout. All forms of stress have been found to lead to other problems that affect productivity and are potentially costly to business. Earlier study has shown that workers who use work-life balance and flexibility programs are more committed and less burned out than those who do not use any of the programs. Employees who feel burned out tend to have less commitment and focus on when to leave the organization due to stress related circumstances. Job stress and burnout reduce productivity and flextime is a solution to managing the same (Friedman

&Oprea, 2012) ^[13].

Meditation Techniques

Stress occurs when you perceive that demands placed on you such as work, school or relations exceed your ability to cope. Untreated chronic stress can result in serious health conditions including anxiety, insomnia, muscle pain, high blood pressure and a weakened immune system. Research shows that stress can contribute to the development of major illnesses such as heart disease, depression and obesity. But finding positive, healthy ways to manage stress as it occurs, many of these negative health consequences can be reduced such as meditation. Meditation and mindful prayer help the mind and body to relax and focus. Mindfulness can help people see new perspective, develop self-compassion and forgiveness. When practicing a form of mindfulness, people can release emotions that may have been causing like exercise. Research has shown that even meditating briefly can reap immediate benefits. (Pipe *et al.*, 2010)

Relaxation Techniques

Relaxation techniques are a great way to help with stress management. Relaxation is not just about peace of mind or enjoying a hobby but it is a process that decreases the effects of stress on your mind and body. Relaxation techniques can help you cope with everyday stress and with stress related to various health problems, such as cancer and pain (Mayo Clinic, 2016) ^[21]. Relaxation techniques can reduce stress symptoms and help an individual enjoy a better quality of life especially if one has an illness. Practicing relaxation techniques can reduce stress symptoms by slowing the heart rate, lowering blood pressure, slowing breathing rate, reducing activity of stress hormones, increasing blood flow to major muscles, reducing muscles tension and chronic pain, improving concentration and mind, lowering fatigue, reducing anger and frustration and boosting confidence to handle problems.

Empirical Literature

Agwu and Tiemo, (2012) ^[3] highlight the problems and prospects of stress management among construction workers in the Nigeria Liquefied Natural Gas (NLNG) construction project Bonny. It examines the causes, effects and possible ways to effectively manage work stress among construction workers (artisans) in the Bonny NLNG construction project. The result of the study shows that most construction workers experienced much stress at their work place than at home, stress had negative effects on their productivity at work, and at the same time caused medical problems in their body systems. The study also shows that aerobic, bio-feedback, relaxation, laughter and social support are the commonest ways NLNG construction workers manage stress while their common stressors are drinking, quarrelling, clubbing, flirting and smoking.

Bewell, *et al.* (2014) ^[6] examine work induced stress and its relationship to Organizational Effectiveness and Productivity amongst Nigerian Employees. Employees of Nigerian Television Authority and Nigerian Immigration Services were sampled in this study. The one-way Analysis of Variance (ANOVA) was used to test the research hypotheses. The study concluded by saying that the concept of work-induced stress, and workers effectiveness and productivity are relatively inseparable; and challenged the various organizations in Nigeria to employ the services of Organizational and Clinical Psychologists to help in providing stress coping skills, coaching and counseling to employees as it will help to boost efficiency and high productivity in various organization in Nigeria.

Alegbeleye, Ojeifo and Idris (2014) ^[5] examine stress management and employees welfare its implication on performance. The study adopted the descriptive survey research design using 100 employees of Administrative Staff College of Nigeria (ASCON). The instruments used were the authored constructed questionnaires and Chi-square test was used to analyze the data. The Effort-Reward Imbalance Model (ERI model) theory is adopted. The study shows that stress occurs as a result of frustration, poor psychological well-being and fear of job security.

Omotayo, Odunayo, Hezekiah and Adebukola, (2016) ^[23] investigate the implications of workplace stress on organizational performance in a Nigerian Public University. The survey method was deployed in sampling one hundred and seventy (170) staff members of the University. The Structural Equation Modeling was adopted using AMOS to establish fitness. Results of the analyses indicate that role congruence, equity, recognition, and distance, have significant influence on organizational performance. This makes it imperative for organizations to invest necessary resources in developing strategies and interventions to reduce workplace stress. If this is achieved, there will be endless opportunities in terms of increased performance and overall sustainability.

Sev, (2017) ^[27] determine the impact of stress management strategies on the performance output in the commercial

banking organization in Nigeria. The sample size for the study is 398 out of 64,846 populations. The method of data analysis was factor analysis. The findings of the study revealed that strategies/approaches adopted for the management of stress in the banking organizations such as realistic goal setting, placement of employees in appropriate jobs, time management, prioritizing activities and schedules amongst others will have a positive impact on performance of employee in banking organizations. Another finding reveals that consequences of stress symptoms have a significant effect on performance output of employees in the commercial banking firms in Nigeria (i.e, increase height blood pressure, anxiety, irritability, job turnover, sleep disorder, insomnia, and heart attacks amongst others).

Mbidoaka, (2017) ^[22] explores the stress management strategies that some health care business leaders used to reduce the effects of work-related stress on their employees to improve productivity. Using the exploratory standard data analysis process, coded input of interview transcripts produced emergent themes to reduce workplace stress including: (a) adequate work resources, (b) work-life balance, and (c) sound management responsibilities. Findings from this study indicate that business managers using these themes could mitigate some of the negative consequences of organizational stress. The data from this study may contribute to social change through conveying to healthcare functionaries anti-stress strategies, increasing community awareness, and making members of the communities healthier.

Kihara, and Mugambi, (2018) ^[18] evaluate the influence of stress management strategies on employees' performance. Descriptive research design was adopted. The target population comprised of seven hundred thousand (700,000) respondents from the Public Service with a sample size of four hundred (400). Multiple linear regression model to study. From the findings of the analysis of the study, all variables studied indicated a significant effect on employees' performance of Public Service, explained by a 91.1% variation. The regression model also indicated that there was a positive relationship between employees' performance and the factor variables studies of relaxation techniques and counselling services.

Methodology

Study Area was Apapa Lagos, Nigeria. The research design of the study was cross-sectional survey. The study used structured questionnaire and oral interview to obtain data. The choice of location was based on proximity, effective coverage and cost minimization. The sample size of 201 respondents was drawn from population of the study which consists of 503 management staff of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B. Research questions were answered using mean and square. The hypotheses stated were tested using chi-square statistics.

Data Presentation and Analysis

Table 1: Comprehensive Demographic distribution of management staff of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B

Title	Frequency	Percentage
Questionnaire Distribution		
Questionnaires Distributed	201	100%
Returned Questionnaires	178	88%
Not Returned Questionnaires	23	12%
Gender		
Female	106	40.4%
Male	72	59.6%
Age Bracket		
20-30 Years	19	10.7%

31-40 Years	96	53.9%
41-50 Years	46	25.8%
51 Years – above	17	9.6%
Marital Status		
Married	95	53.4%
Single	65	36.5%
Widow/widower	14	7.9%
Divorce	4	2.2%
Educational Qualification		
NCE/OND	15	8.4%
HND/B.sc	32	17.9%
MBA/M.sc	86	48.3%
Ph.D	45	25.3%
Working Experience		
1- 5 Years	16	9.0%
6-10 Years	35	19.7%
11-20 Years	75	42.1%
21 -35 Years	52	29.2%

Sources: Field Survey, 2021

Two hundred and one (201) copies of questionnaire were designed and distributed to the respondents. Out of the 201 Questionnaires distributed, 178 (88%) were completed and returned while 23 (12%) were not returned. Therefore, 88 percent respondents were a good representation. The table showed the respondents profile in frequency and percentage distribution of gender, age bracket, marital status, educational

qualification, working experience and position in the organization.

Data analysis

Responses of the respondents on what the influence of establishing flexible work schedules among staff of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B

Table 2: What is the influence of establishing flexible work schedules among staff of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B?

	Observed N	Expected N	Residual
Time management help to controls workplace stress	58	44.5	13.5
Work arrangement help to controls workplace stress	20	44.5	-24.5
Work-life balance help to controls workplace stress	70	44.5	25.5
Workplace flexibility help to controls workplace stress	30	44.5	-14.5
Total	178		

Sources: SPSS Results

This table showed that the respondents indicated their option on what is the influence of establishing flexible work schedules among staff of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B. Respondents responded on the question item, 58 respondents stated that time management help to controls workplace stress, 20 respondents stated that work arrangement help to controls workplace stress, 70

respondents stated that work-life balance help to controls workplace stress, 30respondents stated that workplace flexibility help to controls workplace stress.

Responses of the respondents on what the influence of building cohesive teams among staff of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B

Table 3: What is the influence of building cohesive teams among staff of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B?

	Observed N	Expected N	Residual
Managers can encourage team members to work closely together	31	44.5	-13.5
Managers can encourage team members to support each other	56	44.5	11.5
Encourage and support team members who have difficult tasks to complete	72	44.5	27.5
Establish social support relationship in helping employee accomplish tasks	19	44.5	-25.5
Total	178		

Sources: SPSS Results

This table showed that the respondents indicated their option on what is the influence of building cohesive teams among staff of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B. Respondents responded on the question item, 31 respondents stated that managers can encourage team members to work closely together, 56 respondents stated that managers can encourage team members to support each other, 72 respondents stated that encourage and support team members who have difficult tasks to complete, 19 respondents stated that establish social support relationship in helping employee accomplish tasks.

Test of hypotheses

This is aimed at finding out the opinion of the respondents in the questions relating to the research hypothesis. The two hypotheses were tested using chi-square statistics.

Decision rule: Reject null hypotheses if Chi-statistical value > Sig-value (0.05)

Test of hypothesis one

Null Hypothesis = Establishing flexible work schedules have no significance influence among staff of Nigeria Port Authority in Apapa Lagos.

Table 4: Test Statistics

What is the influence of establishing flexible work schedules among staff of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B?	
Chi-Square	36.921 ^a
df	3
Asymp. Sig.	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 44.5.	

Since Chi-square (36.921) was greater than significant level of 0.000, we rejected the null hypothesis and concluded that establishing flexible work schedules had significance influence among staff of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B.

Hypothesis Two

Null Hypothesis = Building cohesive teams has no significance influence among staff of Nigeria Port Authority in Apapa Lagos.

Table 5: Test Statistics

What is the influence of building cohesive teams among staff of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B?	
Chi-Square	38.674 ^a
Df	3
Asymp. Sig.	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 44.5.	

Since Chi-square (38.674) was greater than significant level of 0.000, we rejected the null hypothesis and concluded that building cohesive teams had no significance influence among staff of Nigeria Port Authority in Apapa Lagos.

2. Management of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B should delegate more effectively and increasing individual autonomy where the situation warrants it, and clarifying goals and decision criteria. Management of Nigeria Port Authority in Apapa Lagos should set and enforce policies for mandatory vacations and reasonable working hours.

Summary of the Findings

The following are the major findings of the study:

1. Establishing flexible work schedules has no significance influence among staff of Nigeria Port Authority in Apapa Lagos (Chi-square statistics (36.921)> P-values (0.000)).
2. Building cohesive teams has no significance influence among staff of Nigeria Port Authority in Apapa Lagos (Chi-square statistics (38.678)> P-values (0.000)).

Conclusion

The study concluded that establishing flexible work schedules and building cohesive team, are strategies for stress management among staff of Nigeria Port Authority in Apapa Bulk Terminal Ltd A and B. Based on the findings of the study, employee stress is not immune to any organization and there are mechanisms for managing the stress related issue but the intensity given to employee stress seems not to be enough. Factors such as work-stress, frustration and depression on psychosocial well-being of employees are the intervening variables to organizational stress. The study has been able to establish that there is a relationship between employees' welfare and organizational stress. It therefore requires that much attention should be given to employees' welfare as it is the panacea to having a stress-free workforce.

Recommendation

In view of the findings discussed earlier in this research, the following recommendations were therefore proposed:

1. Management of Nigeria Port Authority in Apapa Lagos should organize workshops on building stress management skills to make employees less vulnerable to its effects, and teaching employee time management and relaxation techniques, or suggesting changes to diet or exercise should be encouraged. Management of Nigeria Port Authority in Apapa Lagos should take active steps to minimize undesirable stress in them and their subordinates by clarifying employees task assignments, responsibility, authority, and criteria for performance evaluation.

References

1. Adebayo A. Principles and Practice of Public Administration in Nigeria. Ibadan: Spectrum Books Limited, 2004.
2. Adegoke TG. Effects of occupational stress on psychological well-being of police employees in Ibadan metropolis, Nigeria. *An International Multidisciplinary Journal, Ethiopia.* 2014; 8(1):302-320.
3. Agwu MO, Tiemo JA. Problems and prospects of stress management in the Nigeria Liquefied Natural Gas construction project Bonny. *Journal of Emerging Trends in Economics and Management Sciences.* 2012; 3(3):266-271.
4. Akhapke I. Bureaucracy and Good Governance. Lagos: Pumarck Nigeria Limited, 2014.
5. Alegbeleye GI, Ojeifo A, Idris DS. Stress management and employees' welfare: The implication on performance. *Review of Public Administration and Management.* 2014; 3(6).
6. Bewell H, Owotunse D, Ojih EE, Yakubu I. Work-Induced stress and its influence on organizational effectiveness and productivity among Nigerian Workers. *An International Multidisciplinary Journal, Ethiopia.* 2014; 8(1):112-125.
7. Chew J, Girardi A, Entekin L. Retaining core staff: The impact of human resource practices on organizational commitment. *Journal of Comparative International Management.* 2015; 8(2).
8. Cohen S, Frank E, Doyle WJ, Skoner DP, Robin BS, Gwaltney JM. Types of stressors that increase susceptibility to the common cold in the healthy adults. *Health Psychology.* 2019; 3:301-304.
9. Cole GA. *Personnel and Human Resource Management.* London: York Publishers, 2002.
10. Deshpande RC. A healthy way to handle work place stress through Yoga, Meditation and Soothing Humor.

- International Journal of Environmental Sciences. 2012; 2(4):2143-2154.
11. Evans TD, John FN. Adlerian Theory. Texas: The University of Texas of the Permian Basin, 2013.
 12. Fried MR. Stress management for success in the workplace. London: Oxford University Press, 2008.
 13. Friedman D, Oprea R. A Continuous Dilemma. *American Economic Review*. 2012; 102(1):337-363.
 14. Greenberg J, Baron RA. Behavior in organizations. 8 ed. New Jersey: Prentice Hall, 2003.
 15. Griffith J, Steptoe A, Cropley M. An investigation of coping strategies associated with job stress in Teachers. *British Journal of Educational Psychology*. 2002; 69:517-531.
 16. Gulwadi G. Seeking restorative experiences: Elementary school teachers' Choices for places that enable coping with stress. *Environment and Behavior*. 2006; 2(38):503-520.
 17. Holmes TH, Rahe RH. The social readjustment rating scale. *Journal of Psychosomatic Research*. 2019; 11:213-218.
 18. Kihara LN, Mugambi H. Effect of stress management strategies on employees' Performance in the public service. *The Strategic Journal of Business & Change Management*. 2018; 5(2):2382-2405.
 19. Kossek EE, Michel J. Flexible work schedules. In *Handbook of industrial-organizational psychology (Vol. 1)*. Washington, DC: American Psychological Association, 2010.
 20. Kossek EE, Valcour M, Lirio P. The Sustainable Workforce. In *Work and Wellbeing: Wellbeing: A Complete Reference Guide (Vol. III)*. USA: John Wiley & Sons, 2014.
 21. Mayo Clinic. Stress management: Examine your stress reaction, 2016. Retrieved [24 August 2016] from: <http://www.mayoclinic.org/healthy-lifestyle/stress-management/in-depth/stress-management/art-20044289>
 22. Mbidoaka KC. Strategies to reduce effects of organizational stress in Health Care Workplaces. *Walden University ScholarWorks. Walden Dissertations and Doctoral Studies Collection*, 2017.
 23. Omotayo A, Odunayo P, Hezekiah O, Adebukola E. Workplace stress: Implications for organizational performance in a Nigerian public. University. *Verslas: Teorijairpraktika / Business: Theory and Practice*. 2016; 17(3):261-269.
 24. Pearson Education. Adlerian Counseling, 2010. Retrieved [28 November 2016] from: http://wps.prenhall.com/chet_archer_theories_1/47/12099/3097511.cw/index.html
 25. Pipe TB, Bortz JJ, Dueck A, Pendergast D, Buchda V, Summers J. Nurse leader mindfulness meditation program for stress management: a randomized controlled trial. *The Journal of Nursing Administration*. 2009; 39(3):130-137.
 26. Russell de V. Sigmund Freud and The Psychoanalytic Therapy 101. Education, 2013. Retrieved from: <http://www.slideshare.net/MrPallanza/sigmund-freud-and-the-psychoanalytic-therapy-101>
 27. Sev JT. Stress Management Strategies: An approach for productive employee performance in the Nigerian banking organizations a survey of Commercial Banking Firms in Nigeria. *Archives of Business Research*. 2017; 5(1):112-134.
 28. Vingo FJ. *Clinical Psychology and Medicine: An interdisciplinary approach*, Oxford University press, Walton Street, Oxford, Ox26Dp, 1981, 77-101.