

# STRESS MANAGEMENT AND EMPLOYEE PROSOCIAL BEHAVIOUR (EPB) IN BAYELSA STATE CIVIL SERVICE

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**Abstract:** *The study was established to investigate the empirical relationship between stress management and employee prosocial behaviour in Bayelsa State Civil Service. The study adopted the cross-sectional research design and questionnaire was used as the tool for primary data collection from 164 employees of selected ministries in the state. Descriptive and inferential statistics were used to analyse the data collected. From the inferential analysis it was revealed that the dimensions of stress management for this study (time management and flexible work schedules) had a strong positive correlation with employee civic virtue, which is an important measure of employee prosocial behaviour. However, the study concludes that stress management and employee prosocial behaviour are positively and significantly correlated in the Bayelsa State Civil Service. The study recommends that employees should be encouraged to practice effective time management and flexible working schedule in order to cultivate beneficial work behaviours like employee civic virtue.*

**Keywords:** *Stress Management, Employee Prosocial Behaviour, Bayelsa State Civil Service, Time Management, Flexible Working Schedule, Civic Virtue*

## Introduction

Employees in today's businesses must be able to voluntarily contribute, work with limited resources, have an optimistic outlook, share what they know, and come up with new ways to make the company better. Employee prosocial behaviour (EPB) refers to a set of actions that, when taken together, helps an organisation perform better. These actions include being more efficient, more productive, making more money, keeping customers happy, reducing expenses, and reducing employee turnover and absenteeism (Organ, 2018; Podsakoff *et al.*, 2011).

As stated by Sommer and Kulkarni (2012) and Uçanok and Karabati (2018), employee prosocial behaviour (EPB) refers to employees' voluntary efforts beyond their official job duties. It improves organisational effectiveness and adds value to employees' daily work by encouraging personal growth and contributions to their organisation (Park *et al.*, 2018). Human resource development (HRD) relies on EPB research since HRD aims to increase

performance in the face of obstacles like stress by utilising human knowledge through training and organisational development.

There are a number of ways that EPB dimensions have been categorised by scholars. Podsakoff *et al.* (2000) count thirty distinct varieties of EPB, which were first proposed in 1983 by Bateman and Organ. Using a 16-item EPB scale, Smith *et al.* (1983) isolated two components: generalised compliance and benevolence. A five-factor model encompassing employee civic virtue, kindness, conscientiousness, sportsmanship, and altruism was later developed by Organ.

Working conditions can be stressful for many people. When one's resources are insufficient to fulfil obligations, a state of mental and physical tension known as stress ensues. Stress at work affects people in all walks of life and all types of businesses since so much of our lives are devoted to our jobs. According to Khan *et al.* (2014), stress is a major problem in the public sector, causing employees and employers to be less productive and more absent from work.

Managing one's thoughts, emotions, lifestyle, and personal problems is the goal of stress management, which aims to lessen stress in order to enhance overall functioning (Oditia, 2021). The goal is to assist people deal with stressful situations and the negative emotional, physical, and health impacts that come with them by modifying their emotional and cognitive reactions to stress. When individuals are otherwise operating properly but are encountering challenges in their professional or social lives, stress management approaches might be helpful. Among these approaches are a number of psychotherapies and tactics aimed at better managing stress.

According to the Gale Encyclopaedia of Medicine (as referenced in Brown, 2021), stress management programs and methods assist people deal with stress in the workplace by determining what causes it and how to lessen its impact. Mental and physical health practices, relaxation techniques, meditation, and CBT are all part of it (Turcotte & Sanders, 2014). Strategies for dealing with stress can be further categorised by Brown (2021) as either action-oriented, emotional, or acceptance-oriented. World Health Organisation (2020) lists "social support" and "coping competence" as critical components of good stress management.

Workplace pressures, such as short breaks, low morale, heavy workloads, antiquated technology, bad company culture, role conflict, incompetent management, and unpleasant work environments, can have a negative impact on employee performance in a variety of companies (Gibbons, 2021). (Oditia, 2021; Better Health Channel, 2020). Factors that might contribute to stress in the workplace include demanding work, frequent organisational changes, unclear job descriptions, underappreciation, and harassment. Workplace stressors are classified by Tamunomiebi and Mezeh (2021) into the following types: psychological, psychosocial, cultural integration, job expectations, role overload, and overwork. It is crucial to investigate how different methods of stress management may affect employee prosocial behaviour in light of this.

### **Problem Statement**

All employees are expected to demonstrate Employee prosocial behaviour (EPB) in the workplace. According to EPB theory, people engage in extra-role behaviour when they voluntarily go above and beyond what is expected of them in their given responsibilities. Employee prosocial behaviour (EPB) in the workplace refers to employees' efforts to

make their employer more successful, and it is often influenced by company rules and culture (Kumar *et al.*, 2015).

Government workers in Nigeria are under growing pressure to meet the ever-increasing expectations of their objectives, clients, and management, and as a result, they often put in more than eight hours a day. According to Winoto (2017), stress is a condition of tension that impacts one's mental health, emotional state, and physical health. Feelings of nervousness, anxiety, frustration, or uncooperativeness are common among people who are under stress. Employees' involvement in employee prosocial behaviours may be diminished due to job stress.

The public sector, especially ministries in Bayelsa State continues to encounter persistent problems such as poor service delivery due to negative professional behavior among employees, which is typical of a developing country. Aspiring workers frequently join organisations with the hope of accomplishing both individual and collective objectives. Nevertheless, employees may find it more difficult to accomplish these objectives when chronic stress at work becomes the norm.

A key indicator of whether or not an employee is in line with workplace norms is their citizenship behaviour. The goal of employees is to compete on a worldwide scale while simultaneously satisfying client expectations. Workplace stress issues such as heavy workloads, long hours, and contract employment makes it harder and harder to achieve this objective. So, despite the demanding situation, government spends a lot of money educating new staff to stay optimistic (Chukwuma, 2015).

Some of the most common sources of stress for government employees, according to Bature *et al.* (2015), are lengthy periods of time away from family, uncertainty about future employment, and demanding work in the office. When people are under a lot of pressure, it can lead to problems in the workplace including inefficiency and friction. Stress has far-reaching effects, affecting the dynamism of workers' abilities and causing everything from emotional strain to sickness. When they try to juggle too many things, many people end up feeling stressed or overwhelmed. Many people believe that the secret to a fulfilled life is learning to control their stress levels. Despite the difficulty of meeting everyday expectations, there are ways to alleviate anxiety and keep oneself healthy via the practice of stress management (Susic, 2015).

There is strong evidence between stress management and improved productivity in the workplace. Performance is greatly affected by stress management traits, according to Ochuko and Kamorudeen (2022). Highly stressed workers exhibit less voluntary behaviours than less stressed workers, which has a beneficial influence on organisational effectiveness (EPB), according to Vajih (2021). Stress and organisational commitment were shown to be strongly correlated among UK school faculty members by Jepson and Forrest (2016). A similar negative connection between job stress and occupational commitment was found in a Dominican Republic study (Gilbert *et al.*, 2014). A similar negative correlation between stress and EPB was found by Klassen and Chiu (2011) in their study of Canadian employees.

There is a lack of study on the factors that drive and shape employee prosocial behaviour (EPB) in different organisational contexts, even though EPB is known to improve organisational effectiveness and provide a happy work environment. There is a lack of consensus and conflicting findings in the existing research on the effects of employee

prosocial behaviour (EPB) on outcomes like performance, innovation, and staff retention, as well as on leadership styles and organisational culture. Additionally, new dynamics for maintaining EPB are introduced by the trend towards remote work and changes in organisational structures. To fill these gaps and find ways to promote citizenship behaviour in today's workplaces, further empirical study is required.

In addition, the effects of stress management on employee prosocial behaviour (EPB) have received little attention in the literature, since most studies on the topic have focused on performance, dedication, and productivity. Results from earlier studies necessitate more research due to differences in research methodologies, geographical settings, study dimensions, and time periods. The purpose of this research is to look at how stress management and employee prosocial behaviour (EPB) in Bayelsa State Civil Service.

### **Aim and objectives**

The main aim of this paper is to investigate the relationship between stress management and employee prosocial behaviour (EPB) in Bayelsa State Civil Service. The specific objectives aimed are to;

1. Find out the extent to which time management relates with employee civic virtue in Bayelsa State Civil Service.
2. Determine the relationship between flexible working hours and employee civic virtue in Bayelsa State Civil Service.

### **Hypotheses**

The following null research hypotheses were formulated and tested:

H<sub>01</sub>: There is no significant relationship between time management and employee civic virtue in Bayelsa State Civil Service.

H<sub>02</sub>: There is no significant relationship between flexible working hours and employee civic virtue in Bayelsa State Civil Service.

## **Conceptual and Theoretical Review**

### **Stress Management**

The negative effects of stress on productivity in the workplace are frequently overlooked, despite the fact that stress affects workers all over the globe. This is particularly true in developing nations. According to Havert (2016), poor stress management, unreasonable demands from managers, and high levels of stress can all have a negative impact on productivity on the work. Workplace stress is a major contributor to poor performance, as pointed out by Jam Shed (2017), particularly for employees who put in long hours at the office. Consequently, a major cause of stress might be the type of one's employment. Workplace stress can lead to burnout if workers are unable to cope.

In their definition of stress management, Ucharitha and Shaik (2020) states that it is the practice of preventing stress in the workplace by identifying and mitigating possible sources of stress before they have an effect on employees. A variety of approaches, including counselling in the workplace, are part of stress management.

A wide variety of strategies are included into stress management in order to mitigate the negative impacts of stress in organisations, ranging from small to large (Petruireu *et al.*, 2020). According to Orji and Makubu (2020), stress reduction strategies can take several forms depending on the company. Some examples include offering flexible work schedules, workplace counselling, or better workplace quality. There are no widely

standardised approaches to stress management, according to Manjunatha and Renukamurthy (2017).

Stress in the workplace can have a negative impact on productivity due to issues like unsupportive management, heavy workloads, tight deadlines, and potential dangers on the job, strained relationships with clients and colleagues, and difficulties striking a healthy work-life balance. Inadequate supervision, lack of training, bad working environment, long hours, shift work, reduced personnel, job changes, and workload are all factors that contribute to stress, according to Maters (2016). In a similar vein, Ganster and Loghan (2015) address the effects of workplace stress on employees' mental and physical health, focusing on the role of the work environment, the level of support from managers, and the workload.

Stress, according to Akrani (2016), is a catch-all word for all the mental and physical challenges people face in life, which can lead to anxiety, depression, and even physical health problems (Webster, 2018). Aduaka (2015) states that stress is the "wear and tear" that life causes over time; stressors might be variables that are physical, physiological, psychological, or social and cultural. This definition is based on Selye (2015). Conditions that cause tension include anxiety, restlessness, impatience, abuse, and confrontation.

### ***Time Management***

The process by which an organisation achieves its goals by the coordinated use of its people and financial resources, as well as through the formulation of long-term plans for the future, is known as management (Reed, 2012). To accomplish goals in a timely manner while making the most of available resources is the essence of effective time management, according to Zucas (2012). This competency extends to one's professional and personal life. Time, money, energy, and human resources are all considered in the pursuit of maximum efficiency.

Time management is the art and science of getting things done—the correct things at the right times, with the proper amount of effort and resources, so that one may accomplish their objectives and priorities. According to North (2014), it is the method of planning that involves determining how long something will take, when it should be finished, and then making adjustments for anything that could get in the way of getting things done on time. The goal of effective time management is not to get more done, but rather to get the most essential things done first. Taking responsibility means deciding what's most important in your professional life, your personal life, and your home life. Preventing procrastination, squandering time, and regulating work time are the goals of time management, which is an integral part of management in general. It places an emphasis on task organisation, delegation, and efficiency. Staff members who are able to manage their time well report higher levels of job satisfaction and autonomy, while customers report receiving better service in less time.

According to Crutsinger (1994), one way to manage one's time effectively is to make a list of everything that needs doing, rank it from most essential to least, and then plan other activities around it. It entails doing things like keeping track of patterns of behaviour, reevaluating priorities and goals on a regular basis, and making educated guesses about how long things will take. The precise set of actions and abilities that constitute efficient time management is a topic of heated controversy. Six principles were highlighted by

Shipman (1983): being self-aware, creating and prioritising goals, building personal efficiency, scheduling chores, and giving time for leisure.

According to Kelly (2002), some of the behaviours associated with effective time management include: creating lists, organising activities, reviewing one's calendar, establishing objectives, dividing jobs into smaller portions, and sticking to routines. Time management, in its most basic definition, is the process by which people make a conscious effort to alter their behaviour in a way that yields desired outcomes.

### **Flexible Working Hours**

To help workers achieve a better work-life balance, companies have been offering more flexible work schedules to those who are caring for children or elderly relatives (Oludayo *et al.*, 2015). According to a recent poll on home life, workers feel that having more leeway in their work schedules improves morale, which in turn has a good effect on their own lives. In addition, workers believe their employers can assist them in juggling their personal and professional lives (Golden, 2012). One example is the positive effect of flexible working hours on employee well-being, which allows workers to better juggle their job and personal lives.

Additionally, "flexible working hours" might mean a timetable in which employees' workdays centre on core midday hours, allowing for flexibility but nevertheless guaranteeing the presence of critical staff. As long as they get their work done within the allotted time, full-time workers in this arrangement usually get to choose their own start and end times every day (Water & Walters, 2010).

According to Upadhaya *et al.* (2014), flextime policies often outline the beginning and finishing times of the workday, giving workers some leeway to decide how many hours they want to put in within certain constraints. Core hours are often set by employers but employees are free to set their own schedules outside of those times. Torrington *et al.* (2012) noted that flextime, an HR policy meant to assist workers, did not really decrease the overall amount of hours that workers are obliged to put in at the office.

The advantages of flextime agreements are many. By extending operating hours without raising wage expenditures, these schedules allow organisations to boost productivity, for example. According to Russell *et al.* (2009), companies and workers alike reap the benefits of more adaptable work schedules. Additionally, flextime helps keep things running smoothly by allowing workers to spread their start times rather than everybody coming in at once (Golden, 2012).

Staff members who have more leeway in their schedules are better able to take care of personal matters, such as getting their kids to school or continuing their education in the evenings. As a result, flexible work arrangements aid in reducing tardiness and absenteeism and greatly contribute to employee retention.

### **Employee Prosocial Behaviour**

Due to the many challenges that contemporary organisations encounter, the idea of employee prosocial behaviour (EPB) has grown in importance. Adapting employee behaviour will be the biggest obstacle for organisations that make it through the upheavals that will inevitably occur (Kotter, 2012). Organisational structure can be undermined in the absence of contributions that go beyond fundamental job requirements, as stated by Sridhar and Thiruvankadam (2014). Amah (2017) echoes this sentiment when she says that formal procedures aren't enough to ensure excellence.

Because it enhances formal structure and promotes a productive work environment in unpredictable and dynamic contexts, extra-role behaviour is crucial to an organization's success. That is why it is essential for the success and efficiency of any organisation that members exhibit cooperative and helpful behaviours. Employees need to love their work, know what they're responsible for, and be prepared to put in extra effort for the company to succeed (Amah, 2017).

Employees that go above and beyond the call of duty to have a good impact are in high demand in today's dynamic corporate environment (Aftab *et al.*, 2018). A large number of studies have focused on employee prosocial behaviour (EPB) due to its dependence (Emami *et al.*, 2012; Eyupoglu, 2016). Employee prosocial behaviour (EPB) is defined by Gabriel (2015) as unofficial actions that boost efficiency in the workplace but do not receive official rewards. Employees are not normally penalised for failing to engage in such behaviour as it is optional and not a mandatory component of their work duties.

Employee prosocial behaviours (EPBs) are those that workers are free to participate in, even if they aren't required to do so by law (Oladipupo, 2016). According to Tambe (2014), EPB occurs when an individual does something that is neither officially mandated nor reimbursed, yet it favourably impacts the operations of the organisation. Another source that identifies EPB as crucial to an organization's performance but goes beyond clearly defined responsibilities is Rauf (2016). According to Kandeepan (2016), EPB is defined as actions taken by employees that benefit the company as a whole but go unrecognised by the official compensation system. In addition, EPB is defined by Nadim *et al.* (2016) as going above and beyond what is required of an employee to ensure the smooth operation of the business.

### ***Employee Civic Virtue***

According to Redman and Snape (2005), "employee civic virtue" pertains to deeds that demonstrate an individual's conscientious interest in the reputation and welfare of the organisation. Citizenship virtue is defined by Borman *et al.* (2001) as caring about and actively participating in the organization's day-to-day operations in a responsible manner. Responsible participation in organisational activities, such as the voluntary attendance at meetings, exemplifies this behaviour (Todd, 2003). Participating in the political processes of one's organisation in a responsible and productive manner is an example of employee civic virtue, as stated by Baker (2005). In addition, generalised conformity and employee civic virtue are strongly correlated with conscientiousness (Konovsky & Organ, 1996).

The term "employee civic virtue" refers to an individual's actions that show how well they support and represent their organisation even when they're not officially representing it. It is the active and accountable participation in the organization's existence, according to Borman *et al.* (2001). Participating in organisational activities (such as fundraisers or charity functions), maintaining the organization's reputation even while not on the clock, and speaking positively about the organisation to others are all part of this. There is evidence that these actions contribute to a more cohesive team dynamic at work, which in turn boosts morale and productivity. Workers who have a strong emotional investment

in their company are more likely to go above and beyond in their job than their counterparts who don't.

According to Law *et al.* (2005), employees who exhibit employee civic virtue in the workplace show genuine care and initiative for the success of their company. Similar to how a citizen feels a feeling of belonging to their nation, this aspect of employee prosocial behaviour demonstrates a wide commitment to the organisation. Podsakoff *et al.* (2000) found that when employees exhibit employee civic virtue, they fully embrace their position as "citizens" inside the organisation and do their part to promote its aims.

Employees that exhibit employee civic virtue are involved in the political processes of their organisation. They speak their minds at meetings, address critical topics with coworkers, and keep themselves informed through company communications. Their dedication to the organization's success is demonstrated by their positive participation (Organ *et al.*, 2006).

### **Transactional Model of Stress**

Various studies have examined the effects of stress (e.g., Avey *et al.*, 2009; Shimazu *et al.*, 2005). Perceptions and interpretations of one's immediate environment play a crucial role in the development of psychological stress, according to the transactional model of stress and coping (Edwards, 1992; Lazarus & Folkman, 1984). This paradigm states that stress develops when an individual's perceived resource limitations are surpassed over time by the demands of their work environment (Lazarus, 1990). Individual differences in assessment and coping mechanisms explain why this model posits that stress in the workplace has different impacts on different people.

varied people will have varied impressions of the same work environment due to the first component, primary evaluation, which is influenced by the individual's values and beliefs. This means that some people will perceive the workplace more demanding or unfavourable than others. Second, one must evaluate one's own abilities and resources in light of these pressures; this is known as secondary evaluation. People select a coping mechanism after these evaluations. The cyclical character of this process is a major premise in transactional theory. The psychological stress and coping behaviours influence the appraisal processes, which in turn influence the perception of the environment and personal resources. Therefore, time is crucial in this paradigm because, as a result of continuous coping attempts, one's perception of the work environment and, by extension, stress, may change over time (Edwards, 1992; Lazarus, 1990).

According to the approach, people may reduce their stress levels by learning to cope with difficult situations and by developing self-assurance via practice. In order to do this, organisations can provide psychological support, training, work redesign, and welfare programs to their employees. These measures can assist reduce the detrimental effects of stress on job dedication and, consequently, organisational performance. Training may help workers acquire abilities that make their jobs simpler, and psychological assistance can help them reframe how they see workplace stresses, both of which can reduce stress. Because it emphasises the variety of ways in which people experience and deal with



stress, the transactional model can provide light on effective stress management strategies. Having this knowledge allows for the development of a focused management program that tackles several approaches to stress management in the workplace.

### ***Empirical Literature***

The effects of workplace counselling, flexible work hours, and overall workplace quality on stress management and employee performance were the subject of a research by Abonyo (2020) at Kenya Airways. Mean and standard deviation were used to display the data, while regression and correlation were employed for the analysis. The results showed that stress management affects performance variances in the workplace. There was a strong positive link between performance and work schedule flexibility, a weak negative correlation with workplace counselling, and a strong positive correlation with workplace quality. The research found that workplace counselling had no effect on employee performance, but workplace quality and flexible scheduling did. To improve productivity, the report suggested instituting rules and practices include more accommodating work schedules and higher standards of workplace quality.

Zahid *et al.* (2020) studied the impact of time management on employee happiness and organisational success in both public and private organisations. 260 university students and staff members from public and private institutions in the Jamshoro and Hyderabad areas were given closed-ended questionnaires. Workers in the two industries manage their time similarly, according to an analysis of independent sample T-tests and correlation. Additionally, the results showed that women are often more mindful of their time than men. Research shows that better time management leads to happier and more motivated workers, which in turn boosts productivity in the workplace.

In Osogbo, Osun State, Nigeria, Uchechukwu (2020) investigated how stress management affected the productivity of certain deposit Civil Service employees. Researchers employed Taro Yamane's technique to choose 200 participants from a pool of 225 who worked for Access Bank, First Bank of Nigeria Plc, and Guarantee Trust Bank Plc; the study used a descriptive survey design to analyse the responses. Analyses were conducted using Pearson Product-Moment Correlation and Linear Regression in the study. There were notable correlations between work-life balance, organisational change, and employee performance, as well as between work overload and performance, work-life balance and organisational change, and organisational change and performance. According to the research, people who are under stress at work are less productive because they are less satisfied with their jobs, are more likely to miss work, and have worse morale. In order to save money for businesses and keep staff healthy and productive, it suggested stress management programs.

Jallow (2020) investigated how stress management in the workplace affects productivity. Every aspect of life can be affected by stress, which includes mental, emotional, and physical strain. Employees' ability to focus and get things done is directly correlated to their level of stress, which is a major problem for any business. The purpose of this research was to examine stress from every angle, including its origins, classifications, and management strategies. Primarily, surveys were used to gather data, which was then augmented with secondary sources and analysed to draw findings and provide suggestions.

## Methodology

Cross-sectional survey design was adopted for this study. The target population are employees of selected ministries in Bayelsa State. Purposive sampling approach was used to identify one hundred and sixty-four (164) participants to form the sample size of this study. Structured questionnaire was used as the instrument for primary data collection, which was validated by previous scholars and reliability was ensured based on the verified question items used. Data collected was subjected for collation before the conduction of both descriptive (mean and standard deviation) and inferential analysis (Pearson Moment Correlation Coefficient) to test the relationship between the variables. This was achieved with the aid of Statistical Package for the Social Sciences (SPSS) version 23.

## Analysis, Results and Discussion

**Table 1: Descriptive Statistics Outcome of Time Management**

Question Items	N	Min	Max	Sum	Mean	Std. Dev.	Remark
I prioritize the tasks I have to do according to their importance and urgency.	164	1.00	5.00	501.00	4.1405	1.12031	Agreed
I concentrate on only one important task at a time, but I do multiple trivial tasks at once.	164	1.00	5.00	415.00	3.4298	1.55899	Agreed
I make a list of short five- or ten-minute tasks to do.	164	1.00	5.00	334.00	2.7603	1.72271	Agreed
I have some time during each day when I can work uninterrupted.	164	1.00	5.00	528.00	4.3636	.93986	Agreed
I do something productive whenever I am waiting.	164	2.00	5.00	496.00	4.0992	.74616	Agreed
Grand Mean					3.7587		Agreed
Valid N (listwise)	164						

**Source: Survey Data (2024) Mean Cut-off Point = 3.00**

Table 1 is a comprehensive overview of descriptive statistics that shows how respondents in Yenagoa, Bayelsa State, feels about the Bayelsa State Civil Service time management procedures. A grand mean of 3.7587 indicates that most respondents are in favour of the time management techniques their companies have instituted, which is much higher than the neutral criterion of 3.00. With such a high mean score, it is clear that most workers see their company's time management methods in a good light, which bodes well for the quality of such practices.

**Table 2 Descriptive Statistics Outcome of Flexible Working Time**

Question Items	N	Min	Max	Sum	Mean	Std. Dev.	Remark
I can work from home to reduce the stress in the office.	164	1.00	5.00	466.00	3.8512	1.18786	Agreed
I considered working over the weekend so I can reduce the stress during week days.	164	3.00	5.00	532.00	4.3967	.75806	Agreed
I spend extra time to balance my accounts and cheques to reduce the workload for the next working day.	164	1.00	5.00	349.00	2.81643	1.39158	Disagreed
Flexitime work arrangement between me and other colleagues also helps reduce work stress.	164	1.00	5.00	465.00	3.16430	1.27807	Agreed
We are allowed to make shift of sections to suit out resting time at work	164	1.00	5.00	350.00	2.8926	1.50998	Disagreed
Grand Mean					3.5736		Agreed
Valid N (listwise)	164						

**Source: Survey Data (2024) Mean Cut-off Point = 3.00**

Above, you can see a summary of descriptive statistics on how respondents in Bayelsa State Civil Service feel about flexible working hours. With a grand mean of 3.5736, which is higher than the neutral criterion of 3.00, the data shows that most respondents have a good impression of their civil service policy regarding flexible working hours. Based on this mean score, it appears that most people are in favour of their companies' policies on flexible work schedules. Employees at these ministries seem to really like and appreciate the flexibility in their work schedules, judging by the favourable comments they've received.

**Table 3 Descriptive Statistics Outcome of Employee civic virtue**

Question Items	N	Min	Max	Sum	Mean	Std. Dev.	Remark
I keep up with developments in the company	164	1.00	5.00	444.00	3.6694	1.33159	Agreed
Employees of this organization attend organization functions that are not required, but that help the company image.	164	3.00	5.00	536.00	4.4298	.67138	Agreed
Employees in this organization are willing to risk disapproval in order to express their beliefs about what's best for the company.	164	3.00	5.00	529.00	4.3719	.616474	Agreed

I support the policies of this organization	164	1.00	5.00	480.00	3.9669	1.09494	Agreed
I create good image of the company outside the work environment.	164	1.00	5.00	519.00	4.2893	1.08350	Agreed
Grand Mean					4.1455		Agreed
Valid N (listwise)	164						

Source: Survey Data (2024) Mean Cut-off Point = 3.00

According to the descriptive data summarised in Table 3, the Bayelsa State Civil Service, has a strong emphasis on employee civic virtue among its respondents. Respondents are in complete agreement that these ministries exhibit employee civic virtue, since the overall mean score of 4.1455 is far higher than the neutral criterion of 3.00. This high mean indicates that most respondents agree with the assertions made on employee civic virtue at their workplaces, which is indicative of a favourable impression. It shows that workers appreciate and acknowledge the moral principles and community-oriented actions encouraged by their employers.

**Table 4: Correlation Result Between Time management and Employee civic virtue in Bayelsa State Civil Service.**

**Correlations**

		Time management	Employee civic virtue
Time management	Pearson Correlation	1	.722**
	Sig. (2-tailed)		.000
	N	164	164
Employee civic virtue	Pearson Correlation	.722**	1
	Sig. (2-tailed)	.000	
	N	164	164

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2024

In the Bayelsa State Civil Service, Table 4 shows the results of the Pearson Product Moment Correlation Coefficient about the association between employee civic virtue and time management. A relatively significant positive association between the two variables is indicated by the correlation coefficient of .722\*\*. This suggests that there is a considerable improvement in employee civic virtue when time management strategies are improved or effectively implemented in these ministries. This association is statistically significant since the p-value is .000, which is less than the standard 5% significance level.

These results are in line with those of Abonyo (2020), who studied how stress management affected the productivity of Kenya Airways employees. Abonyo discovered, via regression and correlation research, that both workplace quality and employees' ability to choose their own schedules were positively correlated with performance. The negative link between workplace counselling and performance was not statistically

significant, though. Both a high-quality workplace and the ability to set one's own schedule are associated with better productivity, according to the research.

In addition, Zahid *et al.* (2020) studied the effects of time management on employee happiness and business outcomes in both public and private organisations. They found that both industries' workers were equally good at managing their time, with women being noticeably more conscientious of their schedules than men. They also discovered that when workers are well-motivated and their time is well-managed, the company as a whole performs better.

**Table 5: Correlation result between Flexible working time and Employee civic virtue in Bayelsa State Civil Service.**

**Correlations**

		Flexible working time	Employee civic virtue
Flexible working time	Pearson Correlation	1	.713**
	Sig. (2-tailed)		.000
	N	164	164
Employee civic virtue	Pearson Correlation	.713**	1
	Sig. (2-tailed)	.000	
	N	164	164

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source:** SPSS Output, 2024

Table 5 displays the Pearson Product Moment association Coefficient data showing the association between employee civic virtue and flexible working hours in the Bayelsa State Civil Service. There is a considerable positive link between employee civic virtue and flexible working hours (correlation coefficient =.713\*\*). It appears that these ministries are much more civically virtuous after successfully implementing flexible work methods, especially when it comes to responding to changes and problems. This association is indeed statistically significant, since the p-value of.000 is much lower than the 5% threshold for standard significance.

This confirms what Tirop (2013) found regarding the effectiveness of time management in Kenyan organisations. In that study, more than 70% of managers reported being able to effectively manage their time in various areas, including but not limited to: establishing and reviewing long-term goals, organising and prioritising tasks, staying flexible, handling paperwork, and collaborating with others. According to Tirop's research, the way people manage their time has a direct impact on the alignment or discordance of their personal and professional goals.

Furthermore, Adejo and Adeyinka (2012) discovered that efficient use of time boosts organisational performance via maximisation of staff productivity, simplification of work schedules, and assistance with the prioritisation and completion of critical activities. They stressed that being well-organised with one's time isn't a static trait, but rather one that

can be honed via regular practice experience. Time will only work if the person is committed fully to it, thereby removing doubts.

### **Conclusion**

This research looked at the Bayelsa State Civil Service, to see whether there was a correlation between stress management and employee prosocial behaviour. From the inferential analysis it was revealed that the dimensions of stress management for this study (time management and flexible work schedules) had a strong positive correlation with employee civic virtue, which is an important measure of employee prosocial behaviour. However, the study concludes that stress management and employee prosocial behaviour are positively and significantly correlated in the Bayelsa State Civil Service.

### **Recommendations**

Some suggestions to improve employees' prosocial behaviour based on the study's results are:

1. It is the responsibility of organisations to guarantee that their workplaces are free from physical, psychological, and behavioural hazards, that jobs are created with people in mind, and that rules on flexible work schedules are put into place. Workers will be more likely to act as good citizens as a result of these changes.
2. Employees should be encouraged to practise effective time management in order to cultivate beneficial work behaviours like employee civic virtue.
3. In order to improve employee prosocial behaviour in Bayelsa State Civil Service, the organization's human resource policies and plans should incorporate flexible work arrangements.

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