Stress Management and Employees' Productivity of State Universities in South-East, Nigeria

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Abstract: *The study analyzed the stress management and employees' productivity of state universities in South-East, Nigeria. The objective of the study is to; Determine the effect of organizational leadership on employees' output of state Universities in South East, Nigeria; Assess the effect of job security on employee' output of state Universities in South East, Nigeria; Examine the effect of work conditions on employee' output of state Universities in South East, Nigeria. Cross sectional Survey research design was used in carrying out the study. Ikeagwu (1997) opined that studies of this nature will use survey method to look for information on facts, attitudes, practices and opinions of the respondents. The data were obtained from two sources namely: primary and secondary sources. The population for the study comprised the non- teaching staff of Imo State University, 1,467 staff. Chukwuemeka odumegwu Ojukwu University, 1,545 staff. Enugu State University, 1900 staff. Ebonyi State University, 1200 staff. Abia State University, Aba.1376. The sample size of 1439 was derived from Borg & Gall (1973) formular. The research hypotheses were tested at 0.05 level of significance and regression result was employed. The analysis was carried out with the aid of Statistical Package for Social Science (SPSS) version 23. The finding of the study shows that; Organizational leadership had significant effect on employee' output of state Universities in South-East Nigeria (t-test, 2.883, p=0.007). Job security had significant effect on employee' output of state Universities in South-East Nigeria (t-test, 2.033, p=0.000).Work environment had significant effect on employee' output of state universities in south-east Nigeria (t-test, 5.716 p=0.000). The study recommends that Organizations should maintain an effective communication between management and employees. They should be more democratic and take in suggestions from the employees. This would make decision making easier and beneficial to everyone in the organization. Counseling and stress management should be engaged. There should at least be training sessions and awareness programs on how stress affects us and how to manage and cope with it and not be overwhelmed.*

Keywords; *stress management, employees' productivity, organizational leadership, job security, Work environment.*

INTRODUCTION

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. On the causes of work stress, Onwuzuligbo (2015) asserts that the cause of stress in Nigerian banks is particularly linked to improper working condition for delivering the duties. While Shaka (2014) argued that lack of stress management training, lack of job control, job description and specifications are the major causes of stress among modern

managers. In the views of Nwakeze (2016), bad working condition and compensation have a dysfunctional effect on the organization like low morale, low productivity and stress.

Stress management is an action that is normally carried out to assist employees to possibly relive them the burden of job they are currently performing and to enable them function effectively. Stress management can enable employees to develop positive feelings, experiences and behaviors that would facilitate positive change (Roy 2011). When an organization does not manage stress in an effective way employees will always be disturbed and under tension; unless resolved, the productivity of these individuals will continue to be hampered. According to Agrawal (2011), 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 individual's 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.

The process of stress management is named as one of the keys to a happy and successful life in modern society. Although life provides numerous demands that can prove difficult to handle, stress management provides a number of ways to manage anxiety and maintain overall wellbeing. (Susic 2013). Yodit (2010) Keeping employees satisfied is one method of keeping companies productive. Moreover, motivating workers with more responsibility and challenge makes workplaces healthier and less of stress. According to Tony (2015) effective work performance is the production of valid results in a work organization. It is when employees produce the expected results that may lead to productivity in the work organization (Clark, 2010). On the other hand, Strebler (2014) maintains that lack of stress management can lead to a situation „where an employee's behavior or performance might fall below the required standard". Poor performance is an issue to managers and employees in a work organization. Stress management is one of the most important tools that play a great role in putting employee's in check, have a clear state of mind and help improve employee performance as well as the organizations

Objectives of the Study

The broad objective of the study is to examine the effect of stress management on employee productivity of State Universities in South-East, Nigeria. The specific objectives of the study are to:

i. Determine the effect of organizational leadership on employees' output of state Universities in South East Nigeria
ii. Assess the effect of job security on employee' output of state Universities in south east Nigeria
iii. iii. Examine the effect of work conditions on employee' output of state Universities in South East Nigeria

REVIEW OF RELATED LITERATURE

Theoretical Framework

The Lazarus Psychological Stress Theory: Two concepts are central to psychological stress theory these are appraisal and coping. Appraisal, is the individual evaluation of the significance of what is happening for their wellbeing while coping is the individual's efforts to manage specific demand. According to Biggs et al. (2017) citing Lazarus and Folkman (1985) noted that psychological stress refers to a relationship with environment that the person appraise as significant for his or her wellbeing and in which the demands exceeds available coping resources. In other words, even when the job satisfaction is there for the workers, if the Job activities are tasking more than the available working resources, they are bound to experience stress. They added that individual differences in quality, intensity and duration of an elicited emotion in environments are objectively equal for different individuals. Meaning that individuals do not experience same level of stress. Activities that are stressful to one individual or the other may not be stressful to some others.

Relevance of the theory to the study

The application of Lazarus' theory to this study was vital because it outlines the variables of how individuals appraise stress, the extent to which they are affected and strategies of coping with stress. The above stress theories explain the variables under study and how they are interrelated. The theories also give a holistic framework of stress in an institutional environment. Hence they are relevant to this particular study since the study hinges more on staff as individuals and the university as their working and interacting environment, as such were consequently adopted.

Empirical Review

Sokpuwu and Ibara (2021) investigated work stress management among University staff. The prevalence of job stress among staffs of universities across the globe is increasing as a result of remarkable economic, infrastructural and organizational changes taking place in recent times. The National Open University of Nigeria, in its quest to strive for academic excellence has made performance expectations higher which the staff must contend with. Three research question and three hypotheses were raised during this research. The 120 subjects were selected from the six study centers of the National Open University of Nigeria in the Niger delta states. The instrument for data collection involved a constructed questionnaire "Staff Stress Management Questionnaire (SSMQ)" whose face and content validities were ensured while a test-re-test reliability coefficient of 0.86 was obtained. The data collected were analyzed using descriptive statistics mean, and standard deviation for the research questions

and inferential statistics (t-test) was used in testing the hypothesis. Findings from the study indicated that workload, lack of recognition for good effort, and inadequate opportunities for career development were prominent stressors among the respondents. Based on these findings it was concluded that occupational stress exists among males and female staff of the universities and that there exist significant differences in relation to the level of stress experienced by male and female staff. Significant difference was not observed between the stress coping techniques adopted among male and female staff. More so staff adopted some personal techniques in managing the stress that they experienced. The study therefore recommended among others that stress management interventions should be increased and taking of annual leave enforced.

Orji and Yakubu (2020) evaluated the effect of stress management on employee productivity in the Nigerian public institutions with particular emphasis on National Gallery of Arts, Abuja. The study is a survey research and the population of the study consists of employees of the institution with sample size of 171 determined using Taro Yamane's formula. Primary data was used through the administration of questionnaire, and the formulated hypotheses tested by regression method. The findings revealed that there is a significant impact of physical stress management on employee productivity. Furthermore, the results also revealed that there is an insignificant impact of psychological stress management on the employee productivity. Equally there is a significant impact of emotional stress management; environmental stress management and economic stress management on employee productivity. The study concluded that effective stress management can mitigate the negative factors that distressed employees which also have a negative effect on their productivity; and recommended among others that adequate stress management should be incorporated into the fabric of Nigerian public institutions to improve the health of workers and intrapersonal relationships; ergonomic factor that reduces physical stress on a worker's body should be taken into consideration to which in turn can improve productivity; in addition, equity in compensation, feeling of been in control and meaningful task in the setting may help to reduce psychological and emotional stress to improve productivity, also providing some form of financial assistance especially in times of economic distress.

Jemilohun, Babalola and Nkire (2019) examined the effect of stress on employee productivity in the Nigerian Insurance industry. Many organizations, especially the insurance industry in the world are witnessing an alarming increase in the negative effects of stress on employee productivity and this necessitated the need for this research work. The study adopted survey research method. The population of study constitutes five selected insurance companies in Ado – Ekiti metropolis. Purposive sampling method was used to select a total of 250 employees. The data used in this study were generated using 5-point Likert scale questionnaire. The data generated were analyzed using simple percentage analysis while the hypotheses formulated were tested using chi-square statistical technique. The study revealed that effective stress management has significant effect on employee productivity. It was therefore recommended amongst others that remedial measures need to be taken by management to minimize the effect of job stress.

Harry, (2020) examined the relationship between stress management and employee performance. The objective of the study was to investigate the influence of stress, management, workload, role ambiguity, role conflict, effectiveness, efficiency and commitment on employee performance. The study analyzed the literature review, theoretical

framework as, well as empirical studies by other authors from which the conceptual framework was built. The study was set to be informed by the role theory effect. This study thus concluded that stress management bears a positive and significant influence on employee performance. We recommend that management should design task and jobs in ways that would make for effective, efficiency and commitment and bring about improvement in the performance of their workforce and that flexible job schedules should be incorporated into human resource management strategies, policies and plan to enhance easy employee performance and commitment that will increase organizational survival.

Bewell, Yakubu, Owotunse and Ojih (2014) examined 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 to observe how workplace has interfered with their inputs and organizational productivity. In collecting the needed quantitative data, a structured and a standardized questionnaire was used to collect the needed data and to measure the variables in question with result indicating a strong relationship between work stress, work effectiveness and work productivity. 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

Sulaiman and Allah (2019) measured the impact of Job Stress on Employee's Productivity and to identify the role of stress management in increasing employee productivity. The research hypothesis was evaluated using statistical tools such as Factor Analysis and Regression. 320 respondents were analyzed using a Convenience sampling method. The findings revealed that there is an impact of job stress on employee's productivity and some of the factors increases employee's productivity is Psychological Support Factor, Comfortability Factor, Efficiency Factor, Technical Factor, and Clarity Factor. Role of Stress Management is to provide good support for both psychological and Physical support. It is clear that stress management helps in increasing the productivity of the employee.

Kihara and Mugambi (2018) evaluated the influence of stress management strategies on employees' performance. Various literatures and theories from different scholars regarding stress management strategies were reviewed. 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). Random sampling techniques was used in selecting a sample size from 21 ministries within the Public Service. Questionnaires method was used as data collection instrument which was self-administered. The data was analyzed using Statistical Package for Social Scientists (SPSS) version 20 and the output presented using tables and graphs. Multiple linear regression models to study the relationship between Stress Management Strategies and employees' performance was used. Descriptive Statistics included frequencies distribution tables and percentages to present and interpret data. The study would benefit the Human Resource Personnel in Public Service in making strategic decisions relating to formulation of stress management strategies. The Government ministries would also use the results from the study to review policies to incorporate stress management measures. The study would also be of importance to academicians and scholars

as it would provide reference materials for future research. 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 counseling services. The study recommended that the Management of the organization under study should create awareness to the employees to enable them be aware of utilization of stress management strategies available in the organization that can result in improved performance.

Obi, (2020) examined the effect of stress on employee productivity in selected manufacturing firms in South-East Nigeria, it became necessary following a high rate of stress witnessed in the manufacturing industry in the region. The Person-environment (PE) Fit theory was employed as the theoretical framework. The population of the study consisted of 2187 employees of fifteen selected manufacturing firms. The statistical formula devised by Borg and Gall (1973) was employed to determine the sample size of 427.The data generated were analyzed using descriptive statistics, correlation and multiple regression analysis at a 5% level of significance. The results showed that work-family interaction exerts a significant negative influence on employee productivity, organizational climate has a significant positive effect on employee
productivity, while role ambiguity has a significant positive influence on employee productivity. The study, therefore, concluded that workplace stress has a significant negative effect on employee productivity in manufacturing firms in South-East Nigeria. The study among other things recommended that management should encourage employees to spend time with their family and that they should be allowed to go home at a reasonable time to meet their family in other to avoid work family-related stress.

METHODOLOGY

Research Design

Cross sectional Survey research design was used in carrying out the study. Ikeagwu (1997) opined that studies of this nature will use survey method to look for information on facts, attitudes, practices and opinions of the respondents. The data were obtained from two sources namely: primary and secondary sources.

Population of the Study

The population for the study comprised the non- teaching staff of Imo State University, 1,467 staff. Chukwuemeka odumegwu Ojukwu University, 1,545 staff. Enugu State University, 1900 staff. Ebonyi State University, 1200 staff. Abia State University, Aba.1376. This gave a total of 7488 staff as shown in the table below

Table 3.1 Non teaching staff of State Universities in South East Region

s/n	University	Population
1	Imo State University	1,467
	Senior staff	534
	Junior staff	933
2	Chukwuemeka odumegwu Ojukwu University	1545
	Senior staff	822
	Junior staff	723
3	Ebonyi State University	1200
	Senior staff	359
	Junior staff	841
4	Abia State University	1376
	Senior staff	604
	Junior staff	772
5	Enugu State University,	1900
	Senior staff	468
	Junior staff	1432
	Total	**7488**

Sources: Universities Registry, 2024

Sample Size and Sampling Technique

Given the nature of this study, it was difficult to cover the entire population of (7488), so a fair representative sample of the population therefore was considered imperative. Accordingly, the sample size for the study was determined through the use of Borg & Gall (1973) formular for calculating sample size as follows

$n = (1.960)^2 (0.05) [7488]$

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$n = (3.8461) (374.4)$

$= 1439.97 \implies 1439$

$n = 1439$

Description of Research Instrument

As earlier stated, the instrument that was used in data collection was the questionnaire, was will structured on a five point Likert scale of 5-strongly Agree (SA), 4-Agree (A), 3-undecided 2-Strongly Disagree (SD), 1-strongly Disagree (D) and Undecided (U). Statistics such as frequency tables and percentages was used in the analysis of demographic characteristics while research hypotheses were tested using regression. The research hypotheses were tested at 0.05 level of significance, regression result was used. The analysis was carried out with the aid of Statistical Package for Social Science (SPSS) version 23

PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the data obtained from the respondents through the administered questionnaire. One thousand, four hundred and thirty-nine (1439) copies were administered among non-teaching staffs of state universities in south-east. However; one thousand, four hundred and fifteen (1415) copies of questionnaire were retrieved. Therefore, the analysis and interpretation of data were only based on the returned questionnaire. The validity and reliability of this study is highly ensured, despite the number of questionnaires not returned. The method used was percentage table technique and t-test for the hypothesis. The method was adopted because it possesses a unique estimating property which includes unbiased, efficiency and consistency when compared with other linear unbiased estimates.

Respondent rate of the collected questionnaire

S/N			Percentage Returned
1	Copies of questionnaire Distributed	1439	100
2	Copies of questionnaire Returned	1427	99.2
3	Copies of questionnaire Rejected	12	0.84
	Copies of questionnaire used	1415	98.3

Source: Field Survey 2024

From the table above, one thousand four hundred thirty-nine (1439) copies of the questionnaire were distributed. One thousand four hundred twenty-seven (1427), were returned which represent 99.2, while twelve were rejected because they were not properly filled. One thousand four hundred and fifteen (1415) which represents 98.3% were used in the analysis.

Demographic Characteristics of the Respondents

SEX DISTRIBUTION OF RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	582	33.8	41.1	41.1
	FEMLE	833	48.3	58.9	100.0
	Total	1415	82.1	100.0	

Source: Computed by the researcher

Table above reveals that the five hundred and eighty-two (582) of the respondents which represents 41.1% were male respondents, while eight hundred and thirty-three (833) respondents which represent 58.9% were female respondents. By implication, female respondents were more than male respondents by 17.8% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire

MARITAL STATUS OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	638	37.0	45.1	45.1
	SINGLE	777	45.1	54.9	100.0
	Total	1415	82.1	100.0	

Source: Computed by the researcher

In the table above, out of the one thousand, four hundred and fifteen (1415) respondents, six hundred and thirty-eight (638) of the respondents were married, while seven hundred and seventy-seven (777) respondents which represent 54.9 percent are single. It is therefore glaring that the majority of the respondents are single as at the time of this study. Thus marital status table help us to know the number of single, and married, and respondents that answered the distributed questionnaire.

LEVEL OF EDUCATION STATUS OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WAEC	576	33.4	40.7	40.7
	BSC/HND	441	25.6	31.2	71.9
	MSC	319	18.5	22.5	94.4
	PHD	45	2.6	3.2	97.6
	OTHER	34	2.0	2.4	100.0
	Total	1415	82.1	100.0	

Source: **Computed by the researcher**

The table above indicates that five hundred and seventy-six (576) respondents which representing 40.7% percent maintain to acquired WAEC while 31.2 percent of the respondents which represents sixty-four hundred and forty-one (441) have BSC/HND. However three hundred and nineteen respondents which represent 22.5 percent either have MSC. Meanwhile, forty-five respondents which represent 3.2 percent were PhD holders. Lastly, thirty-four respondents which represent 2.4 percent indicated others. This as the one of demographic item helps us to identify the education qualification of the respondents.

AGE OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	339	19.7	24.0	24.0
	31-35	375	21.8	26.5	50.5
	36-40	365	21.2	25.8	76.3
	41-45	210	12.2	14.8	91.1
	46-ABOVE	126	7.3	8.9	100.0
	Total	1415	82.1	100.0	

Source: Computed by the researcher

Table above depicts the age bracket of the respondents. The distribution shows that 24% of the respondents are between the age brackets of 25 to 30 years while 26.5% respondents are within the age bracket of 31-35 years. On the same note, 25.8% of the respondents are within the age bracket of 36 - 40 years. Moreso, 14.8% of the respondents are within the age bracket of 41 - 45 years. Lastly, 8.9% of the respondent is within the age bracket 46-above.

YEARS IN SERVICES OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-10	316	18.3	22.3	22.3
	11-15	364	21.1	25.7	48.1
	16-20	375	21.8	26.5	74.6
	21-30	225	13.1	15.9	90.5
	30-ABOVE	135	7.8	9.5	100.0
	Total	1415	82.1	100.0	

Source: Computed by the researcher

Table above shows that respondents who have been for a period of 6-10 years are in service and fall between 6-10 yrs were three hundred and sixteen (316) which represents 22.3%. This is followed by those in service between 11-15 years with three hundred and sixty-four (364) which represents 25.7%. Again, those that fall in service gap between 16-20 years with three hundred and seventy-five (375) which represents 26.5%. This is followed by those in service between 21-30 years with two hundred and twenty-five (225) which represents 15.9%. Lastly, those that fall between 30 years and above one hundred and thirty-five (135) which represents 9.5%. The implication of years in-service is to enables us have a clear view of those who have been in service for a particular period of time

4.4 Correlation Analysis Test

4.4.1 Organizational Leadership and Employee Output

Correlations

		EPO	ORGL
EPO	Pearson Correlation	1	.548**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	2247.601	-266.683
	Covariance	1.590	-.189
	N	1415	1415
ORGL	Pearson Correlation	.548**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	-266.683	1444.937
	Covariance	-.189	1.022
	N	1415	1415

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

As presented in Table 4.5.1 above there was a positive relationship between Organizational Leadership and Employee Output (r=0.548; p<0.05). This suggests that, Organizational Leadership positively influenced Employee Output in the state owned universities in South-East. This implies that the issue of the interrelation between Organizational Leadership and Employee Output is brought out clearly in this study.

Job Security and Employee Output

Correlations

		EPO	JOBS
EPO	Pearson Correlation	1	.417**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	2247.601	-833.474
	Covariance	1.590	-.590
	N	1415	1414
JOBS	Pearson Correlation	.417**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	-833.474	3086.012
	Covariance	-.590	2.184
	N	1414	1414

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

As presented in Table above there was a positive relationship between job security and employee output (r=0.417; p<0.05). This suggests that job security positively affect employee output in state own universities in South-East. This implies that the issue of the interrelation between job security and employee output is brought out clearly in this study.

4.4.3 Work Environment and Employee Output

Correlations

		EPO	WRKE
EPO	Pearson Correlation	1	.664**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	2247.601	-242.017
	Covariance	1.590	-.171
	N	1415	1414
WRKE	Pearson Correlation	.664**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	-242.017	973.746
	Covariance	-.171	.689
	N	1414	1414

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

As presented in Table above, there was a positive relationship between Work environment and employee output (r=0.664; p<0.05). This suggests that work environment positively affects employee output in state owned universities in South-East. This implies that the issue of the interrelation between work environment and employee output is brought out clearly in this study. This concurs with other researchers who have established the relationship between work environment and employee output in different organizations. This further implies that as far as university System in South-East is concerned, some significant extent has been felt on such universities as it concerns stress and its management.

4.5   Multiple regression analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

4.5.1 Model One

Table 4.5.1 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.

Table 4.4.1 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.550ª	.302	.520	1.18238	.122	65.569	3	1411	.000	1.969

a. Predictors: (Constant), JOBS, WRKE, ORGL
b. Dependent Variable: EPO

Table shows that R^2 which measures the strength of the effect of independent variable on the dependent variable has the value of 30%. This implies that 30% of the variation in stress management is explained by variations in organizational leadership, job security, and work environment. This was supported by adjusted R^2 of 52%. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.9 in table 4.5.1 showed that the variables in the model are not auto correlated and that the model is reliable for predications.

Table 4.5.2 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	275.001	3	91.667	65.57	.000[b]
	Residual	1972.601	1411	1.398		
	Total	2247.602	1414			

a. Dependent Variable: EPO
b. Predictors: (Constant), JOBS, WRKE, ORGL

The f-statistics value of 65.57 in table with f-statistics probability of 0.000 shows that the independent variables has significant effect on dependent variables such as organizational leadership, job security and work environment can collectively explain the variations in profitability.

Table 4.5.3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.485	.137		10.826	.000	1.216	1.754
	ORGL	.114	.022	.027	5.1818	.007	.041	.109
	JOBS	.324	.027	.316	12.033	.000	.271	.377
	WORE	.240	.024	.168	5.833	.000	.092	.188

a. Dependent Variable: EPO

A'priori Criteria: This is determined by the existing business theories; it also indicates the signs and magnitude of the business parameter under review. In the table above, we found out that organizational leadership has a positive sign given its value as 0.114, this implies that a unit increase in organizational leadership increases the Employee output by 11%, this conforms to the a' priori expectation. Job security has a positive sign given its value as 0.324; this implies that a unit increase in job security increases the Employee output by 32%, this conforms to a' priori expectation. Work environment has a positive sign given its value as. 0.240; this implies that a unit increase in Work environment increases the Employee output by 24%, this conform to theoretical expectation. However, organizational leadership variable have regression t-value of 5.1818 with a probability value of .0.007. This implies that organizational leadership has a positive and significant effect on Employee output. Job security has a regression t-test of 12.033 with a probability value of 0.000 implying that Job security variable have positive and significant effect on Employee output. Work environment has a regression value of 5.833 with a probability value of 0.001. This implies that Work environment has a positive and significant effect on Employee output.

Test of Hypotheses

Here, the hypotheses formulated in chapter one were tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain the significance of the effect of individual independent or explanatory variables on the dependent variables.

Test of Hypothesis One

Ho_1: Organizational leadership has no significant effect on employee' output of state Universities in South-East Nigeria

Organizational leadership has a β=0.114, t-statistics of 5.1818 and a probability value of 0.007 which is statistically significant. Therefore, we accept the alternative hypothesis which states that Organizational leadership has significant effect on employee' output of state Universities in South-East Nigeria

Test of Hypothesis Two

Ho_2: Job security has no significant effect on employee' output of state Universities in South-East Nigeria

In testing this hypothesis, the coefficient of determination, t-statistics and probability value in table above is used. Job security has a β=0.324, t-statistics of 12.033 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which states that Job security has significant effect on employee' output of state Universities in South- East Nigeria.

Test of Hypothesis Three

Ho_3: Work conditions has no significant effect on employee' output of state Universities in South-East Nigeria

Work conditions ability has a β=024, t-statistics of 5.833 and a probability value of .000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which states that Work conditions has significant effect on employee' output of state Universities in South-East Nigeria

Summary of Findings;

The purpose of the study is to critically investigate the effect of stress management on employee productivity of State Universities in South East,. This research work discovered as its main findings that stress management to a great extent drives employee productivity of the studied firms.

However, the research study also made the following specific findings;

1. Organizational leadership had significant effect on employee' output of state Universities in South-East Nigeria (t-test, 2.883, p=0.007).
2. Job security had significant effect on employee' output of state Universities in South-East Nigeria (t-test, 2.033, p=0.000)..

3. Work environment had significant effect on employee' output of state universities in south-east Nigeria (t-test, 5.716 p=0.000)..

Recommendations

Based on the findings of the study, the following were recommended.

1. Organizations should maintain an effective communication between management and employees. They should be more democratic and take in suggestions from the employees. This would make decision making easier and beneficial to everyone in the organization.
2. Counseling and stress management should be engaged. There should at least be training sessions and awareness programs on how stress affects us and how to manage and cope with it and not be overwhelmed

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