

STRESS MANAGEMENT AND PRODUCTIVITY OF SELECTED TV CHANNELS IN NIGERIA BROADCAST INDUSTRY

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ABSTRACT

This study investigated the effect of stress management on employee productivity in selected television channels within the Nigerian broadcast industry, using the Nigerian Television Authority (NTA) Abeokuta as a case study. The research focused on key stress management dimensions, including workload control, motivation, relaxation techniques, time management, and flexible work schedules, to assess their influence on organisational performance. A survey research design was adopted, with primary data collected through structured questionnaires administered to 100 employees, of which 80 were duly completed, representing an 80% response rate. Purposive sampling was used to select respondents with relevant knowledge and experience regarding workplace stress and productivity. Data were analysed using descriptive statistics, including percentages and tables, while correlation analysis was employed to examine the relationships between stress management practices and employee performance. Findings revealed that time management workshops (25%) and flexible work schedules (22.5%) were the most commonly adopted stress management strategies, whereas excessive workload (31.3%) and lack of promotion or incentives (25%) were the leading causes of workplace stress. Effective stress management was shown to improve job performance (31.3%), enhance staff morale (25%), reduce absenteeism, and increase job satisfaction. The study concludes that implementing effective stress management strategies is crucial for enhancing employee well-being, motivation, and overall organisational productivity in Nigerian television channels. It recommends that management recognise all staff as key stakeholders, provide regular training and counselling, adopt supportive leadership approaches, and institutionalise policies that promote work-life balance.

Keywords: *stress management, employee productivity, broadcast media, television channels, workplace stress*

1.1 INTRODUCTION

Over the past century, a lot of study has been done on stress. Workplace stress is identified as a major threat to employees' health and the wellbeing of their employer on a global scale. Hans Selye (1956) became one of the founding fathers of stress research. In 1956, he changed his perspective to "stress is not necessarily horrible; it all depends on how you are taking it." Pressure at work and at home is one factor that might cause stress. Employers can safeguard people from stress that develops at work, but they cannot often shelter them from stress that originates outside of work. Stress can therefore be

described as the adverse psychological and physical reactions that occur in an individual as a result of his or her inability to cope with the demands being made on him or her (Moorhead et al. 1998). That is, tension from extraordinary demands on an individual. It is noted that, stress is not necessarily bad; it is an opportunity when it offers potential gain.

But whatever its nature, it usually begins when individuals are placed in a work environment that is incompatible with their work style and or temperament. It becomes aggravated when individuals find out that they have or can exercise little control over it. "Michac (1997) specified causes of stress as follows: poor time management, unclear job descriptions, feelings of inadequacy and in security, inability to get things done, lack of communication, bad personal relationships, quality and complexity of tasks. In the same breadth, Dean (2002) viewed stress-related illnesses as the leading cause for low productivity levels in the workplace. Immense pressure at work has led to stress, which made it the number one factor causing illness. Stress at work may be a trouble to the organization as well as for its employees. Exact control and true work corporation are the exceptional kinds of pressure prevention. If personnel are already stressed, their managers need to be aware of it and know how to help (work business enterprise and pressure, WHO, 2003). With the fast advancement of era, the stresses confronted at work have also accelerated. Many humans dread going to work, therefore the term "Monday blues". What is the motive for this? There is in part the worry from being retrenched in terrible instances, leading to extra task in security at the part of those who continue to be (Stephen P. Robbins 1956). Stress management is a wide time period that encompasses education and schooling with in the nature of stress. Pressure management also teaches and promotes abilities and practices consisting of body attention, proper respiratory techniques, revolutionary relaxation, meditation, and visualization, increased control of physiological capabilities, goal setting, time management, placing priorities, and assertiveness education. Most usually, stress control work executed in a based organization format in which a lot of those topics and subjects are addressed and strategies are practiced and mastered. Whilst essential, a few individual periods are performed. Absolutely, occupational stress is one of the maxima typically cited stressors faced by using humans everywhere in the world. In Ghana as an example pressure at the place of business and its effects on personnel and their agency is becoming increasingly a topic of dialogue. Whiles some stress is ideal for motivation and growing performance, too much pressure can result in poor effect

which includes decreased effectiveness and performance. People are feeling isolated and disrespected at work, and this has caused extra occupational pressure. Many companies have taken to consulting professionals and professionals on ways to increase connectedness and motivation of their personnel Selye H et al (1976).

A few agencies organize parties and make their employees experience worth work. These are measures to motivate personnel and help them to feel secured at their jobs, translating into greater productivity. However, not all agencies have such measures, and a few have gotten it right. Consequently, it is miles as much as the worker to make certain that he or she copes with pressure at the place of work and uses it to assist his or her work. Stress is a dynamic condition wherein a man or woman is faced with a possibility, demand or resources associated with what the character desires and for which the outcome is perceived to be both unsure and critical Luthans and Youssrf (2004). In contemporary organizations, employee stress management has appeared as an increasingly demanding chore for organizations management and is peculiar to healthcare and manufacturing firms. According to Adeoye, Aliu and Soladerin (2012), and Hubbard (2019), employees are engaged in tasks characterized by stressful work-related activities and these stress-related activities in the views of Plattner and Mbrenywa (2014), have rippling effects on organizational performance, since 'bad' stress may negatively influence organizational performance while 'good' stress may have positive influence. Amazingly, employees of organizations, particularly those in healthcare sector are usually confronted with more stress than others. Nevertheless, Manabete, et al. (2016) Ashfaq and Muhammad (2013) reiterated that due to the stress employees face in the work environment, it makes them unsettle, thus leading to low performance. Given the supposed negative effect of employee stress, Akomolafe and Ogunmakin (2014) emphasized the need for organizations to effectively management stress faced by employees. Chovwen (2013), and Ekundayo (2014) see employee stress management as a process of controlling emotional and physical conditions of employees within an organization so as to forestall mental disorders. Evidently, stress impact on the physical and emotional wellbeing of employees, which result to decline in organizational performance (Obiora & Iwuoha, 2013; Chemdhok & Monga, 2013; Sun & Chiou, 2014); work engagement (Holzemer, 2011; Laiba, Anum, Muhammad, Naseem & Kashif, 2011; Raheem, Nawaz & Imamuddin, 2014; Olusegen, Oluwasayo & Olawoyin, 2014). The foremost cause of employee stress as Sun and Chiou (2014) notes it is derived from work overload.

Inexplicably, rather than focusing on positive outcome of employee stress management on organizational performance, extensive attention has been on negative outcomes of employee stress on performance, even though stress could equally stimulate people to work better (Raddy & Anuradha, 2013; Omolara, 2014). Thus, lack of ability by organizations to engage in effective stress management has made employees unveil some forms of depressions, anxiety as well as job dissatisfaction (Manabete et al, 2016; Akingbola & Adigun, 2010). In the healthcare sector for instance, employee stress management is becoming a major aspect of study in management literature since the sector is a very sensitive and vital sector in most viable economies of the world. The performance dimensions affected by poor stress management as noted by Artz, Norman, Hatfield and Cardina (2010) encompass market share, earnings per share, returns among others. Ali,

Raheem, Nawaz and Imamuddin (2014) maintained to maintain effective employee stress management; organizations have resort to providing vacations for employees and even engaging in health disclosure. More importantly, since healthcare sector could be poorly influenced by stress leading to declined performance, there is therefore the need to carry out an investigation on whether employee stress management will contribute to organizational performance in Nigeria.

1.2 STATEMENT OF THE PROBLEM

The contemporary business environment is characterized by intense competition, rapid technological changes, and increasing workload demands. As a result, employees are facing high levels of stress, which can negatively impact their performance. Stress can lead to burnout, decreased productivity, absenteeism, and turnover, which can have serious implications for organizational success. The cost of occupational stress is very high in many organizations. For instance, the International Labour Organization (ILO) reports that inefficiencies arising from occupational stress may cost up to 10percent of the country's Gross National Product (GNP)(Adoo-Adeku, 1992). The American Psychological Association (2007) posits that percent of employees report that they have made a decision about their career such as looking for a new job or leaving a job based on workplace stress". This is not different from Ghana, as stress has been a problem amongst employees in Ghana (Martin, 2014; Akrani, 2013). Therefore, it is crucial for organizations to implement effective stress management strategies to help employees cope with stress and improve their performance. Research studies (Ankrah 2021; Nnuro 2012; Dwamena 2012) and a lot have provided studies on the effect of stress management on employees' performance but as at now, there is no studies provided on stress management on employees' performance in media organization in Nigeria It is against this background that the study seeks to establish the impact of stress management on employees' performance at the various television station.

1.3 OBJECTIVES OF THE STUDY

The general objective of this study is to examine the effect of stress management on employee productivity in the Nigerian broadcast industry, using NTA Abeokuta as a case study.

The specific objectives are to:

- I. Identify the various types of stress management strategies adopted in NTA Abeokuta.
- II. Examine the major causes of workplace stress among employees in NTA Abeokuta.
- III. Assess the effects of stress management on employees' productivity in NTA Abeokuta.

1.4 RESEARCH QUESTIONS

- I. What are the various types of stress management strategies adopted in NTA Abeokuta?
- II. What are the major causes of workplace stress among employees in NTA Abeokuta?
- III. How do stress management practices affect employees' productivity in NTA Abeokuta?

LITERATURE REVIEW

2.2 CONCEPTUAL REVIEW

2.1 Concept of Stress

Hans Selye first introduced the concept of stress into the life science in 1936. He defined stress as "the force, pressure, or strain exerted upon a material object or person which resist these forces and attempt to maintain its original state." Beehr and Newman (1978) define occupational stress as "A condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning". Cobb (1975) has the opinion that, "The responsibility load creates severe stress among workers and managers." If the individual manager cannot cope with the increased responsibilities it may lead to several physical and psychological disorders among them. Brook (1973) reported that qualitative changes in the job create adjust mental problem among employees. The interpersonal relationships within the department and between the department create qualitative difficulties within the organization to a great extent. The use of role concepts suggests that job related stress is associated with individual, interpersonal, and structural variables (Katz and Kahn, 1978; Whetten, 1978). The presence of supportive peer groups and supportive relationships with supervisors are negatively correlated with role conflict (Caplan et al., 1964). Workplace interpersonal conflicts and negative interpersonal relations are prevalent sources of stress (Dewe, 1993; Lang, 1984; Long et al., 1992), and are existed with negative mood depression, and symptoms of ill health (Israel et al., 1989; Karasek, Gardell and Lindell, 1987; Snap, 1992). Stress is ubiquitous in our society. It has become an integral part of everyday living. Researcher son stress make it clear that, to enter into the complex area of stress, especially into the area of occupational stress, is very difficult. The advent of technological revolution in all walks of life coupled with globalization, privatization policies has drastically changed conventional patterns in all sectors. The education sector is of no exemption. Globalization and privatization led policies compelled the education sector to reformandad just to have a competitive edge to cope with multinationals led environment, especially extensive use of technology in the sector has changed the work patterns of the education sector and has made it inevitable to downsize the work force in the sector.

2.2.2 Type of Stress

Numerous scholars have thought about and characterized stress in various ways. Stress has numerous meanings. It belongs to both the social and physical sciences. Stress is known to be auniversal experience in the lives of every employee, even executives and managers, regard less of any discrimination between male and female, kind of organization, and department. This is because stress is made up of a variety of components. It is a collection of connected events, reactions, and results brought on by a variety of unique conditions. Stress can have both positive and negative impact on individuals and based on this, Mills, et al., (2018) categorized stress into eustress and distress. Mills, et al., (2018) discuss the two different categories of stressors, eustress and distress. Eustress is a positive type of stress that is experienced when we encounter situations that are exciting, challenging, and motivating. This type of stress helps us to grow, learn, and adapt to new situations. Eustress can include things like starting a new job, getting married, or achieving a personal goal. Distress, on the other hand, is a negative type of stress that is experienced when we encounter situations that are

overwhelming, frustrating, and or threatening. This type of stress can have negative effects on our physical and mental health, and can lead to anxiety, depression, and burnout. Distress can include things like losing a job, going through a divorce, or dealing with achronic illness. It is important to recognize the difference between eustress and distress, as they can have very different effects on our overall health and well-being. While eustress can be motivational and positive, distress can be damaging and debilitating. It is also important to learn how to manage and cope with both types of stressors, in order to stay healthy and productive in our daily lives. Also, it is important for employers to be aware of the different types of stress and to help employees manage their stress levels to optimize their performance

2.2.3 Causes of Stress

Organizational Factors: According to Cooper (2005), stress could be due to factors intrinsic to the job, such as poor physical working conditions, work overload, or time stress. Often, one's role in the organization and the ambiguity associated with the job resulting from in adequate information concerning expectations, authority, and responsibilities to performone's role, as well as the conflict that arises from the demands placed on the individual by superiors, peers, and subordinates, could also result in stress. A third factor is the impact of status incongruence, lack of job security, and thwarted ambition on one's career progression. Rayner and Joel (1997) theorized that relationships at work with bosses and colleagues, including bullying in the workplace, could result in a lot of stress. At an organizational level, the structure and climate, including the degree of involvement in decision-making and participation in office politics, could result in a stressful climate. Additional sources of stress documented in the ASSET model include the impact a person's working life has on their life outside of work (work-life balance), the amount of satisfaction people derive from their work, the degree of control and autonomy people have in the workplace, and the levels of commitment in the workplace, both from the employee to the organization and from the organization no the employee.

Work-Family Interaction: The rise of the dual-earner family, in which both partners areearning and female participation in the sphere of employment is increasing, has transformed the ways in which couples manage work and family responsibilities. Work and family integration can result in both negative (that is, work-family conflict) and positive interactions (that is, workfamily enrichment). Work-family conflict and work-family enrichment can occur in either direction, "work-to-family or family-to-work." Work demands, family demands, and work flexibility are recognized to be important determinants of the work-family interaction (LuoLuet al., 2008).

Personality: In addition to external influences, an individual's age, sex, education, and apersonality type or intrinsically stressed disposition are all examples of internal elements that can lead to stress. Neuroticism, extraversion, openness, agreeableness, and awareness are the five personality traits that have been identified. The neuroticism domain measures one's emotional maturity and adaptability. The level of someone's extraversion is measured by how forceful, energetic, and chatty they are. The degree to which someone is creative and innovative, open to new experiences, and tolerant of variety is measured by their level of openness. The degree of one's agreeability reveals their level of altruism and cooperation. Achievement in school and at work is correlated with conscientiousness, which is a measure of self-control and

purposefulness. Neuroticism, one of these five personality traits, has been found to have a 5% positive correlation with work stress. Tellegen (1985), Birch and Kamali (1996), Deary (1996) and Blenkin (2001).

2.2.4 Effects of Stress

Stress is an inevitable aspect of life, and in the workplace, it can have significant impacts on employees' productivity, job satisfaction, and overall well-being. One of the primary effects of stress on employees is burnout. Burnout is a state of physical and mental exhaustion that results from prolonged exposure to stressors. According to a study by Janssen and colleagues (2018), job demands, low job control, and poor social support were positively associated with burnout in employees. Burnout can lead to decreased job satisfaction, increased absenteeism, and turnover intentions (Maslach & Leiter, 2016). Stress can also affect employees' mental health. Chronic stress has been linked to the development of anxiety and depression (Liu & Spector, 2019). Research studies have found that employees who report high levels of work-related stress are more likely to experience mental health issues (Kanai et al., 2019). Furthermore, job insecurity, a common stressor in the workplace, has been linked to a higher risk of mental health problems (Burgard et al., 2017). Stress can also have physical health effects on employees. According to a study by Peters and colleagues (2015), job stress was associated with an increased risk of cardiovascular disease (CVD). Workplace stress can also increase the risk of musculoskeletal disorders (Neupane et al., 2019). Additionally, stress can lead to unhealthy behaviors such as smoking, alcohol consumption, and poor diet, which can increase the risk of chronic illnesses (Dugan et al., 2015). In conclusion, stress can have significant effects on employees' physical and mental health, as well as their job performance and satisfaction. Employers should recognize the detrimental effects of stress on their employees and take measures to minimize workplace stressors and support their employees' well-being.

2.2.5 Stress Management Techniques

High demand levels load the person with extra effort and work. A new time schedule is worked up, and until the period of abnormally high, personal demand has passed, the normal frequency and duration of former schedules is limited. Many techniques cope with the stresses life brings. Some of the following ways reduce a lower than usual stress level, temporarily, to compensate the biological issues involved; others face the stressors at a higher level of abstraction.

2.2.6 Employee Stress In Media Organization

Employee stress in media organization is a complex phenomenon since it is intangible; however, the management of it is also a complex process for organizations. Employee stress in media organization has been considered to result from numerous dynamics, which could be external (those not connected with the work environment but impose stress on employees) and internal (those linked with the work environment - poor work conditions, work overload, lack of job security and career advancements etc.) (Ayodele, 2014; Bamidele, Ogunleye & Olatunji, 2014); in addition, Bewell, Yakubu, Owotunse and Ojih (2014) note that work and family demands and work flexibility are important dynamics of work-related stress for employees. According to Shahid, Latif, Sohail and Ashraf (2015), and Syed, Khan, Kant and Khan (2013), work-related stresses in media organization may be responsible for the decline in organizational outcomes like performance, lack of motivation and commitment, increased absenteeism and turnover. Given that employee stress in media organization cannot be easily quantified by

organization, its measurement has been lacking in literature. In this paper, employee stress was assessed by means of dummy variables, zero (0) and one (1) on the basis of employee vacation and health disclosures by organizations.

2.2.7 Organizational Performance Dimensions Employed In Mass Media

In management literature, several dimensions have been employed to measure the performance of organizations in mass media, which according to Gunday, Ulusoy, Kilic and Alpkan (2011), as well as Hans (2011) is cumbersome to have a single measure. Isogawa, Nishikawa and Ohashi (2012) believed that the performances of organizations in mass media fall under three specific areas:

- i. Financial performance (return on asset, earnings per share etc.);
- ii. Market performance (sales, market share etc.); and
- iii. Shareholders returns (total shareholders return, economic value added etc.).

In this study, two vital areas were assessed financial (earnings per share) and market (market share: Tobin's Q) performance. First, earnings per share (EPS) is a vital organizational performance dimension; EPS is measured as profits after tax while subtracting preference dividend and minority interests divided by the number of ordinary shares ranking for dividend. Interestingly, there is no empirical evidence on the relationship between employee stress management and organizational performance measure of EPS. Second, market share is one of the primary dimensions organizations employ in assessing how well they have performed in their industry as against competitors (Jefferson, Huamao, Xiaojing & Xiaoyun, 2020). Market share is the percentage of sales organizations breeds out of aggregate sales by all competitors combined in a given industry. Remarkably, prior studies in developed nations indicate that employee stress management significantly contribute to market share of organizations (Artz, et al, 2010; Therrien, Therrien, Doloreux & Chamberlin, 2011; Traverse & Cooper, 2020). The nation of the use of market share in this study is to ascertain if market share is affected by employee stress management as obtainable in developed nations.

2.2.8 Signs and Symptoms of Stress in Mass Media

Sommerville and Langford (1994), mentions that there are two primary sets of stress indicator: healthy and unhealthy. Examples of healthy indicators include abundant energy, ease of adaptability, stimulation, calmness, control, clear and rational thought, and decisiveness. Examples of unhealthy stress indicators include sleeplessness, high levels of aggression, difficulty in thinking, fatigue, inflexibility, and anxiety. Healthy indicators are something that is desirable; however, unhealthy stress indicators will give rise to high stress level. As the stress indicators only defined in a very general sense, Sommerville and Langford (1994) in the research further categorized the symptoms of stress into three aspects:

2.3 THEORETICAL FRAMEWORK

2.3.1 Person-Environment Fit theory (P-E Fit theory)

Much of contemporary stress theory finds its origins in the early work of the social science research group at the University of Michigan and in particular the work of Kahn, French, Caplan and van Harrison. Together they developed the Person-Environment (P-E) Fit theory. P-E Fit theory argues that stress can arise due to a lack of fit between the individual's skills, resources and abilities, on the one hand, and the demands of the work environment, on the other

hand. The P-E Fit theory makes explicit the interaction between the individual and the environment in shaping their response to work situations and events, but also highlights the importance of the individual's perception of the environment; and the interaction between them. Logically, this lack of fit can take three forms (Edwards, Caplan, & van Harrison, 1998): (1) the demands of the work environment exceed the employee's ability; (2) the employee's needs consistently fail to be met by the work environment; and (3) a combination of the two situations exists (that is, where an employee's needs are not being met while at the same time their abilities are over-stretched)

2.3.2 Job Demand-Control (Support)

Theory The Job Demand-Control (JCD) model and its expanded version the Job Demand-Control-Support model have dominated the field of occupational stress research for more than two decades. The JCD model postulates that job strain results from the interaction between two dimensions of the work environment: psychological job demands and job control. Psychological demands traditionally referred to workload, operated mainly in terms of time pressure and role conflict (Karasek, 1985). However, more recently, cognitive and emotional demands and interpersonal conflict dimensions define the contemporary construct of psychological demand. Job control (also often referred to as decision latitude in the literature) refers to the person's ability to control their work activities, and is defined by two key components: (a) decision authority (worker's ability to make decisions about their job); and (b) skill discretion (the breadth of skills used by the worker on the job). The JCD theory suggests that individuals experiencing high demands paired with low control are more likely to experience psychological strain, work-related stress, and, in the long term, poor physical and mental health. The model was later extended to include a social dimension: social support. The JCD model postulates that social support can moderate the negative impact of job strain on worker's physical and mental health. This model suggests that the most at-risk group of poor physical and mental health are those workers who are exposed to job strain (high demands and low control) paired with low workplace support (a phenomenon referred to as iso-strain)

2.3.3 Effort-Reward Imbalance Model (ERI model)

The ERI model was developed by Johannes in the early 1990's. This theory assumes that effort at work is spent as part of a psychological contract, based on the norm of social reciprocity, where effort spent at work is paired with rewards provided in terms of money, esteem, career opportunities. An imbalance (non-reciprocal) relationship between the effort spent and rewards received can result in the emotional distress associated with a stress response, and an increased risk of ill-health. Siegrist suggests that stress related to the imbalance between effort and rewards can arise under three conditions: namely, has a poorly defined work contract or where the employee has little choice concerning alternative employment opportunities; accepts the imbalance for reasons such as the prospect of improved working conditions and copes with the demands at work through over commitment. Transactional Model Transaction models build upon the interaction between the individual and their environment, but provide an additional focus on the underlying psychological and physiological mechanisms which underpin the overall process. Cox and MacKay (1976) suggested that stress is the result of a dynamic interaction between the individual and the

environment. However, unlike previous models of stress, central to this model is the individual's cognitive assessment of the perceived demands made on the worker, and their perceived capability, skills and resources to deal with those demands. That is, stress results when the perceived demands outweigh the perceived capability of the workers. What an individual finds or perceives to be stressful can vary both between and within individuals, and can differ over occasions and time (Probst, 2010). In this way, any aspect of the work environment can be perceived as a stressor, and therefore unlike previous models transactional models are not limited by the types and number of psychosocial hazards they can account for. The cognitive assessment by the worker of the perceived demands and capabilities can be influenced by a number of factors: personality, situational demands, coping skills, previous experiences, and any current stress state already experienced. In addition, this model acknowledges that stress can manifest physiologically, psychologically, behaviorally and socially with detrimental consequences to both the individual and the organization. Research indicates that the relationship between psychosocial hazards and health outcomes is mediated by a variety of factors; the transactional model accounts for the complex relationship by acknowledging individual variation and differences in the stress process.

2.4 EMPIRICAL REVIEW

Stress is a ubiquitous phenomenon that affects individuals in both their personal and professional lives. With the increase in job demands, it has become crucial to manage stress to maintain optimal employee performance. This paper aims to provide an empirical review of the impact of stress management on employees' performance. Stress can have detrimental effects on various aspects of employee performance, including productivity, job satisfaction, and turnover rates. Several studies have found a negative correlation between stress and job performance (Kim & Beehr, 2018; Shanafelt et al., 2015). There are multiple stress management strategies that organizations commonly use to alleviate stress among employees, including cognitive-behavioral therapy, relaxation techniques, and mindfulness-based stress reduction. Cognitive-behavioral therapy is a widely recognized form of therapy that targets the negative thoughts and feelings that accompany stressful situations. Employers can offer CBT to employees to improve their ability to handle stress and cope with work demands. Studies have found that CBT significantly reduces stress levels among employees and improves their performance (Rosenthal, 2012; Wen et al., 2017).

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

According to Asika (2013), a research design is a structured plan that guides the researcher in collecting data to test hypotheses or answer research questions. This study adopts the survey research design to investigate the relationship between stress management practices and organisational productivity in selected television stations. The survey design is appropriate because the study involves gathering data from a large population and examining current conditions. As noted by Babbie (2012), survey research is one of the most effective methods for collecting information from populations too large to observe directly.

3.2 POPULATION OF THE STUDY

The population of the study comprises all staff and employees of NTA Abeokuta. This includes both technical

and administrative personnel who have worked in the organisation within the last five years.

3.3 SAMPLE SIZE DETERMINATION AND SAMPLING TECHNIQUES

The study used a sample size of 100 respondents, which was considered adequate for the research. A purposive sampling technique was employed to select staff who were knowledgeable about workplace stress and organisational productivity, ensuring that the respondents could provide relevant and meaningful information for the study.

3.4 SOURCE OF DATA COLLECTION

The study collected primary data directly from respondents. Purposive sampling ensured that only participants with relevant knowledge and experience concerning workplace stress and organisational productivity were included, thereby enhancing the quality and relevance of the data.

3.5 METHOD OF DATA COLLECTION

Data for the study were collected through questionnaires and brief interviews. The questionnaire was divided into two sections: Section A captured respondents' personal and demographic information, while Section B focused on questions related to stress management practices and organisational productivity.

3.6 RESEARCH INSTRUMENT

The main research instrument for this study was a structured questionnaire, designed to obtain responses on stress management strategies, the causes of workplace stress, and their impact on organisational productivity. This instrument allowed the researcher to gather focused and relevant information directly from participants.

3.7 METHOD OF DATA ANALYSIS PRESENTATION

Data collected in this study were analysed and presented using descriptive statistics, including percentages and tables, to summarise the findings clearly. To examine relationships between variables and test the hypotheses, correlation analysis and chi-square tests were employed, providing a robust basis for interpreting the impact of stress management on organisational productivity.

DATA ANALYSIS AND PRESENTATION

This chapter presents and analyses data gathered through questionnaires distributed among employees of the Nigerian Television Authority (NTA), Abeokuta. A total of 100 copies of the questionnaire were distributed, out of which 80 were duly completed and returned, representing an 80% response rate. The analysis is organized in line with the three specific objectives of the study.

4.2 DATA PRESENTATION AND ANALYSIS

Data are presented in both textual and tabular forms for easy reading and understanding of the presentation.

Table 1: Types of Stress Management Strategies Adopted in NTA Abeokuta

Stress Management Strategies	Frequency	Percentage (%)
Provision of recreational activities (sports, breaks, etc.)	15	18.8
Time management training and workshops	20	25.0
Counseling and staff support services	10	12.5
Flexible work schedule and leave policy	18	22.5
Regular staff meetings and communication	17	21.2
Total	80	100

Source: Field survey, 2025.

The table shows that the major stress management strategies adopted in NTA Abeokuta include time management training and workshops (25.0%) and flexible work schedules (22.5%). This suggests that the organization emphasizes proactive time planning and work-life balance to manage employee stress.

Table 2: Major Causes of Workplace Stress among Employees in NTA Abeokuta

Causes of Workplace Stress	Frequency	Percentage (%)
Excessive workload	25	31.3
Inadequate staff strength	15	18.7
Poor communication and supervision	10	12.5
Lack of promotion and incentives	20	25.0
Unfavorable work environment	10	12.5
Total	80	100

Source: Field survey 2025

Findings reveal that excessive workload (31.3%) and lack of promotion or incentives (25.0%) are the leading causes of workplace stress in NTA Abeokuta. This indicates that most employees experience stress due to high job demands and limited motivation or career advancement opportunities.

Table 3: Effects of Stress Management on Employees' Productivity in NTA Abeokuta

Effects of Stress Management	Frequency	Percentage (%)
Improved job performance	25	31.3
Enhanced staff morale and motivation	20	25.0
Reduced absenteeism and lateness	15	18.7
Better teamwork and communication	12	15.0
Increased job satisfaction	8	10.0
Total	80	100

Source: Field survey, 2025.

The table shows that effective stress management improves job performance (31.3%) and enhances staff morale (25.0%). This suggests that when stress is properly managed, employees become more productive, committed, and satisfied with their jobs.

4.3 FINDINGS

Sequel to the findings of this research that:

- This study examined stress management and its effect on employee productivity in the Nigerian Television Authority (NTA) Abeokuta. The investigation focused on stress management dimensions such as workload control, motivation, and relaxation techniques.
- Findings show that effective workload control and regular relaxation practices significantly improve staff performance, while lack of motivation and excessive job pressure contribute negatively to productivity.
- Overall, the study confirms that effective stress management is essential for improving employees' well-being and sustaining high productivity levels in media organizations.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

This study examined stress management and its effect on employee productivity in the Nigerian Television Authority (NTA), Abeokuta. The research focused on key dimensions of stress management, including workload control, employee motivation, and the use of relaxation techniques, to determine how these factors influence organisational performance. By investigating both administrative and technical staff, the study provided insights into the practical approaches employed to manage stress in the media workplace.

The findings revealed that effective workload management and regular relaxation practices significantly enhance employee performance. Conversely, lack of motivation and excessive job pressure were found to have a negative impact on productivity, highlighting the challenges that employees face in high-demand work environments. These results demonstrate that proactive stress management is a crucial factor in maintaining employee efficiency and organisational effectiveness.

Overall, the study confirms that implementing effective stress management strategies is essential for promoting employees' well-being and sustaining high levels of productivity in media organisations. The research underscores the importance of addressing both the psychological and practical aspects of workplace stress to create a more supportive and productive work environment.

5.2 CONCLUSION

The study concludes that broadcast organizations, such as the Nigerian Television Authority (NTA) Abeokuta, must adopt effective stress management practices to enhance employee productivity and overall organisational efficiency. Workplace stress remains a significant challenge in Nigeria's media industry due to high job demands, irregular work schedules, and limited welfare support, while the lack of comprehensive employee wellness policies has contributed to declining job satisfaction and increased burnout among media professionals. Therefore, there is a pressing need for media organisations to institutionalise employee assistance programmes, create supportive work environments, and promote a workplace culture that prioritises both mental health and professional performance, ensuring sustainable productivity and the well-being of staff.

5.3 RECOMMENDATIONS

1. Management of NTA Abeokuta must recognize all categories of employees technical, administrative, and editorial as essential partners in achieving organizational goals, not just the senior management alone.
2. Human resource departments should organize regular seminars, workshops, and counselling sessions where staff can share experiences and learn effective stress management techniques.
3. Supervisors and employees at these sessions should collaborate as equal partners, not rivals. Managers should adopt servant-leadership approaches that emphasize empathy and support, while employees must take personal

- responsibility for managing their stress levels and improving productivity.
4. Additionally, policies promoting work-life balance, periodic rest breaks, and recognition of staff efforts should be institutionalized to sustain a healthy and motivated workforce.

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