

**Influence of Stress Management and Employee Commitment of Administrative
Staff in University of Ibadan**

Eniola Christianah ABOLADE

LCU/PG/003027

**Being a Master's Post-field Presentation Submitted to the Department of Information
Management, Faculty of Communication and Information Sciences, Lead City
University, Ibadan, Oyo State, Nigeria**

**In Partial Fulfillment of the Requirements for the Award of Master's of
Science (MSc) in Office and Information Management**

2023

Certification

This is to certify that **EniolaChristianahABOLADE** with matriculation number **LCU/PG/003065** carried out this study titled **“Influence of stress management on organizational commitment among administrative staff in University of Ibadan”** in the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, For the Award of Master’s of Science (MSc) in Office and Information Management and that this work has not been previously submitted elsewhere.

Dr.K. O. Popoola
(Supervisor)

Date

Dr Sophia V. Adeyeye
(Head of Department)

Date

Lead City University Ibadan DO NOT COPY

Dedication

This study is dedicated to God, my Maker who made this possible.

Lead City University Ibadan DO NOT COPY

Acknowledgement

The completion of this thesis has been made possible by the amazing grace of God the Father, the wisdom and knowledge given to me by God the Son and the wonderful direction and support of God the Holy Spirit.

My appreciation goes to the management and staff of Lead City University, Ibadan for providing the needed support and conducive environment for learning during the course of my study and in conducting this research. I am also grateful to staff and management of Lead City University, Ibadan that provided data for this study as well as the services provided by staff of the Library in Lead City University, Ibadan, Oyo State.

I want to say a very big thank you to my supervisor, Dr. K. O. Popoola for her counsel and guidance which were quite vital to bringing this research work to a successful completion. Thank you so much; I appreciate you. My unreserved appreciation goes to my indefatigable Head of Department in the person of Dr. S. V. Adeyeye for all her numerous efforts and support throughout my journey on this research work; To Prof. L. AAbioye, the Dean of the Faculty of Communication and Information Science, Lead City University, and all lecturers in the Faculty, I appreciate the opportunity given to me to acquire knowledge in my chosen field. To the Provost, School of Postgraduate Studies, Prof. Afolakemi Oredein and other members of staff of the Postgraduate School, Lead City University, I say thank you for providing a very conducive environment for learning and support during my programme in the University. I am grateful to all lecturers of Information Management Department Prof. E.A Erwat, Dr. T. E. Adenekan, Dr. O.D. Bakare, Mr. P. B. Olusola, Dr. S. O. Tunmibi (PG Coordinator), Dr. K. Lateef, Dr. O. O. Ajibare, Dr. F. B. Oguntoye,, Mrs. O.A. Ologbosere, Mr. I. A. Adeniran, Mr. M. E. Ogunwumiju, Mrs. R. O. Akinpelu, Mrs. V. O. Ahamze and Mr. A. A. Adeyemi, I say a big thank you

I am most grateful to my family members, my wonderful friends and also to all our course mates, to for their support during my academic sojourn, I love you and you are the best gift that I ever had, may God richly bless you all, Amen.

Even though the above-mentioned institutions and persons have assisted in the process of this project work, I alone stand responsible for the error(s) if any, found in this work”.

Lead City University Ibadan DO NOT COPY

Abstract

Employee commitment is crucial for organisational success as it may leads to increased job satisfaction, better job performance, and lower turnover rates. Some administrative staff lack a sense of commitment to their organisation, which leads to high turnover rates and low job performance. The reasons for this lack of commitment may include job dissatisfaction, limited opportunities for career advancement, poor work environment, and ineffective communication from management. The study, therefore, examined the influence of stress management on employee commitment among administrative staff in University of Ibadan. The descriptive survey design was adopted for the study. The population of the study comprised 375 administrative staff in University of Ibadan. The sample size was 365 which was determined using Krejcie and Morgan sample table. A questionnaire was used for data collection; and the reliability test of the instrument was organizational commitment, 0.86 and stress management, 0.86. Data were analysed using descriptive and inferential statistics. Findings showed that the level of commitment of administrative staff was moderately high ($\bar{x} = 3.17$). The level of stress management of administrative staff was moderately high ($\bar{x} = 3.11$). There was significant influence of stress management on employee commitment of administrative staff ($F_{(1, 364)} = 30.706, p < 0.05$). The study concluded that stress management had significant influence on employee commitment of administrative staff in University of Ibadan, Nigeria. It was recommended that to improve the level of organizational commitment, the management of University of Ibadan should carefully plan the job redesign process in the institution since this will ensure that suitable secretaries are placed in appropriate department thus making for a workforce poised towards goal attainment.

Keywords: Stress management, Employee commitment, Administrative staff, University of Ibadan

Word Count: 290

Table of Contents

Content	Page
Title Page	i
Certification	ii
Dedication	iii
Acknowledgment	iv
Abstract	vi
Table of Contents	vii
List of Tables	xi
List of Figure	xii
Chapter One: Introduction	
1.1 Background to the Study	1
1.2 Statement of the Problem	6
1.3 Aim and Objectives of the Study	8
1.4 Research Questions	8
1.5 Hypotheses	8
1.6 Significance of the Study	8
1.7 Scope of the Study	10
1.8 Limitation to the Study	10
1.9 Operational Definition of Terms	10
Endnotes	12

Chapter Two: Literature Review

2.1	Conceptual Review	14
2.1.1	Concept of Employee Commitment	14
2.1.2	Concept of Stress Management	20
2.2	Theoretical Framework	30
2.2.1	Employee Commitment Model	30
2.2.2	Job Demand Theory	32
2.3	Review of Empirical Studies	35
2.3.1	Stress Management and Employee Commitment	35
2.4	Conceptual Model	48
2.5	Summary of Reviewed Literature	49
	Endnotes	52

Chapter Three: Methodology

3.1	Research Design	60
3.2	Population of the Study	60
3.3	Sample and Sampling Techniques	60
3.4	Description of the Research Instrument	61
3.5	Validity of Research Instrument	63
3.6	Reliability of the Research Instrument	63
3.7	Method of Data Collection	64
3.8	Method of Data Analysis	64

Endnotes	65
Chapter Four: Results and Discussion of Findings	
4.1 Response Rate	66
4.1 Analysis of Demographic Data	67
4.2 Answers to Research Questions	68
4.3 Test of Hypothesis	74
4.4 Discussion of Findings	75
Endnotes	78
Chapter Five: Conclusion	
5.1 Summary of Findings	79
5.2 Conclusion	79
5.3 Recommendations	80
5.4 Contribution to Knowledge	81
5.5 Suggestions for Further Studies	82
Bibliography	83
Appendix I	92

List of Tables

Table	Title	Page
3.1	Sample Size Table	61
4.1	Response rate	66
4.2	Demographic Information of Respondents	67
4.3	Level of commitment of administrative staff in University of Ibadan	68
4.4	Level of stress management of administrative staff in University of Ibadan	71
4.6	Influence of stress management on employee commitment of administrative staff	74

Lead City University Ibadan DO NOT COPY

List of Figure

Figure	Title	Page
2.1	Conceptual Model showing the Relationship and Interaction of the Independent variables on the Dependent variable	48

Lead City University Ibadan DO NOT COPY

Chapter One

Introduction

1.1 Background to the Study

Well-known performing companies, organisations and tertiary institutions perceive that employee commitment is a foremost contributing factor towards maintaining incessant success and composing value. Employee commitment refers to the level of engagement and dedication team members feel toward their individual jobs and the organisation. Employee commitment could be defined as the feelings of attachment to the goals and values of the organisation, one's role in relation to this, and attachment to the organisation for its own sake rather than for its strictly instrumental value. In other words, employee commitment is thus defined as an individual's psychological connection to an institution, which includes a sense of dedication to their work, loyalty, and faith in many aspects of the workplace¹.

Every organisation strives at all times to ensure that employees are committed to the organisation in order to increase their productivities. To achieve this laudable goal, an organisation must ensure that it provides an enabling work environment and develop a framework that will support and enhance employee's commitment to the organisation. Employee commitment is an important factor in human resource discipline and plays a role in achieving the organisation's goals. The commitment of an employee to the organisation shows the relative strength of the employee's involvement to the organization².

Employee commitment is one of job-related attitudes that has been well researched in the field of human resource management by scholars and practitioners and its significance has been documented in the literature. Employee commitment is an important organisational subject because high levels of commitment lead to several favourable organisational outcomes. The literature suggests that administrative staff become committed to organisations for a variety of reasons, including an affective attachment to the values of the organisation, a realization of

the costs involved with leaving the organisation, and a sense of obligation to the organisation. Committed administrative staff benefit their organisations in many ways. They will put forth extra efforts in fulfilling their job, engage in extra-role behaviour, and help organisation function smoothly³.

It is posited that committed employees are acknowledged as the primary asset of any organisation and outcome of their inputs are evident in the productivity and quality of services rendered in such organisation. High levels of commitment of administrative staff can increase workplace productivity, bolster team morale and enhance the tertiary institutions ability to reach its objectives. Whether one is a team lead or a team member, knowing how to create an organisational culture that emphasizes commitment can help increase their ability to deliver results and achieve goals⁴. The measures of employee commitment are affective, continuance and normative which were derived from a model of employee commitment⁵.

Affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with its organisation and goals. In other words, affective commitment refers to the psychological connection that an individual has with an organisation. It describes team members who want to further their involvement with their company and play an active role in its development because they enjoy their work. Administrative staff in this scenario often have high job satisfaction, passion for their role and dedication to the company. Affective commitment could be characterized by three factors, which include: “belief in and acceptance of the organisation’s goals and values, a willingness to focus effort on helping the organisation achieve its goals, and a desire to maintain organisational membership⁶.”

Continuance commitment is the willingness to remain in an organisation because of the investment that the administrative staff has with “non-transferable” investments. Non-transferable investments include things such as retirement, relationships with other

employees, or things that are special to the organisation. Continuance commitment is a measure of the willingness of an employee to continue working for the same organisation. Also, continuance commitment results administrative staff analyzing their current situation and deciding that remaining in a job is their best option. Often, administrative staff conclude they should stay with an institution because their benefits or future opportunities depend on their current employment. For instance, a secretary might stay with an institution long term to receive retirement benefits. It is affirmed that administrative staff who share continuance commitment with their employer often make it very difficult for an employee to leave the organisation or institution⁷.

Normative commitment is the commitment that administrative staff believe that they have to the organisation or their feeling of obligation to their workplace. In other words, normative commitment is when administrative staff continue at a job because they feel that they have a duty or responsibility to their tertiary institution. This type of commitment can make administrative staff feel indebted to their employer and motivate them to stay as repayment for the company's investment in their development. Normative commitment can be explained by other commitments such as marriage, family, religion, leaving would affect the operations of the institution, the institution has treated them positively and respectfully among others, therefore when it comes to administrative staff commitment to their place of employment, they often feel like they have a moral obligation to the institution⁸. One of the factors that could influence organisational commitment is stress management.

Stress is defined as a psychological and physical reaction to prolonged internal and/or environmental conditions in which individual's adaptive capabilities are over extended. It is an adaptive response to conscious or unconscious threat and can affect an individual emotional, physical and social wellbeing as well as pose a threat to one's health if not dealt with or managed well⁹. It is affirmed that stress shows itself in a number of ways. For instance,

an employee who is experiencing a high level of stress may develop high blood pressure, ulcers and other associated problems which could inhibit the job performance of such employee. Anger, anxiety, depression, nervousness, irritability, aggressiveness, and boredom which could arise from high level of stress could lead to low employee performance as this could also lead to a decline in self- esteem, resentment of supervision, inability to concentrate, trouble in making the decision and work dissatisfaction¹⁰.

The experience of work stress is a challenge to the health and safety of workers and to the healthiness of their organizations. Employers should have a policy for the management of workers' health, also employees should also device strategies on how to manage stress. Stress management is the ability of administrative managers to deal with the pressure of work as well as that of work without any effect on their psychological, physical and emotional well-being. It has been revealed that when employees are able to manage stress that emanates from work they tend to be more productive at work¹¹. Stress management should not emanate from the administrative staff alone, employers of labour have a lot to do to ensure that their employees are not over stressed at work as this could inhibit their level of productivity. It is expedient that employers of labour should apportion to their employees' job that they could finish before the close of every work day. Giving administrative staff time to explore and go for vacation is a way where they could manage stress that could emanate from work as this could reduce the pressure and tension that have been accumulated from works and make them to be fresh to duty when they resume work which could in turn make them to be committed to the institution¹². Some of the measures of stress management include control over job, support from colleagues, support from supervisor and psychological well-being. These measures were adapted from job demand theory by Bakker & Demerouti. One of the measures of stress management is control over job¹³.

Control over job refers to the extent to which administrative staff have autonomy and authority over their work tasks, decision-making, and resources. It also encompasses how much influence and direction management or supervisors exert over employees' day-to-day activities. Control over job could be high or low. In high control, management closely supervises and directs employees' work. They prescribe specific tasks, methods, and timelines, leaving employees with little autonomy. High control can be useful in situations where tasks are standardized, require strict adherence to regulations, or demand a high level of accuracy. While in low control administrative staff are given more freedom to make decisions, plan their work, and choose how to achieve their objectives. Empowerment fosters a sense of ownership and responsibility in administrative staff which could in turn make them to be committed to the institution¹⁴.

Support from colleagues refers to the assistance, encouragement, and collaboration that administrative staff receive from their fellow co-workers within a professional or work environment. Administrative staff who feel supported and valued by their colleagues are more likely to stay with the institution for the long term. This can lead to a more stable workforce, reduced turnover costs, and a consistent level of performance and expertise within the organization. institutions that prioritize cultivating a supportive culture among administrative staff are likely to see improvements in their overall performance and productivity¹⁵.

Support from supervisor refers to the assistance, guidance, and encouragement provided by a manager or team leader to their subordinates. Supportive supervisors play a crucial role in creating a positive and productive work environment, fostering employee well-being, and maximizing performance and job satisfaction. When administrative staff feel supported by their supervisors, they are more likely to feel motivated and engaged in their work. Supportive supervisors can provide constructive feedback, recognize administrative staff '

efforts, and create a positive work environment, all of which contribute to higher levels of motivation, commitment and job performance¹⁶.

Psychological well-being refers to their mental and emotional state in the workplace, encompassing factors such as overall happiness, contentment, and satisfaction with their work and life. It is a crucial aspect of administrative staff's health and productivity, as it directly influences their motivation, engagement, and performance at work. When administrative staff experience positive psychological well-being, they are more likely to be motivated, engaged, and satisfied with their work. This, in turn, can lead to several positive outcomes that enhance job performance and could make them to be committed to their work. Administrative staff who experience higher levels of psychological well-being are generally more motivated to excel in their roles. They are likely to be passionate about their work, have a sense of purpose, and feel energized to contribute in meeting the vision and mission of the institution¹⁷.

Organisational commitment has been examined in manufacturing sector, hospitality industry, and public sector in both developed and developing countries. However, there is dearth of studies, especially in Nigeria, that addressed the influence of organisational commitment in the educational sector, most especially among administrative staff in the University of Ibadan. It is in the light of this, the study intends to fill the gap in knowledge by focusing on the influence of stress management on organisational commitment among administrative staff in University of Ibadan.

1.2 Statement of problem

Employee commitment is crucial for organisational success as it may leads to increased job satisfaction, better job performance, and lower turnover rates. Some administrative staff lack

a sense of commitment to their organisation, which leads to high turnover rates and low job performance. The reasons for this lack of commitment may include job dissatisfaction, limited opportunities for career advancement, poor work environment, and ineffective communication from management. The lack of commitment to the organization among administrative staff could have significant implications for the institution, as it can result in reduced productivity, increased absenteeism, and a negative impact on the organisation's reputation. To address this problem, it is necessary to explore ways to increase organisational commitment among administrative staff. This could involve identifying the factors that contribute to low commitment levels and implementing strategies to improve job satisfaction, provide opportunities for career growth and development, create a positive work environment, and establish effective communication channels between management and staff. By improving organisational commitment among administrative staff, organisations can achieve better job performance, higher retention rates, and overall organisational success.

Administrative staff are an essential part of most organisations, and stress management among administrative staff can lead to greater job satisfaction, increased motivation, and better performance. Poor stress management among administrative staff as a result of work overload could impinge on their productivity which could in turn lead to low commitment. They often perform repetitive and mundane tasks, leading to boredom and demotivation. Employee commitment has been examined in manufacturing sector, hospitality industry, and public sector in both developed and developing countries. However, there is dearth of studies, especially in Nigeria, that addressed the influence of employee commitment in the educational sector, most especially in the polytechnics. It is in the light of this, the study intends to fill the gap in knowledge by focusing on the influence of stress management on employee commitment among administrative staff in University of Ibadan.

1.3 Aim and Objectives of the Study

The aim of this study is to examine stress management and employee commitment of administrative staff in University of Ibadan. The specific objectives are to:

1. identify the level of commitment of administrative staff in University of Ibadan;
2. identify the level of stress management of administrative staff in University of Ibadan;
3. find out the influence of stress management on employee commitment of administrative staff in University of Ibadan.

1.4 Research Questions

These questions guided this study:

1. What is the level of commitment of administrative staff in University of Ibadan?
2. What is the level of stress management of administrative staff in University of Ibadan?

1.5 Research Hypotheses

H₀1: There is no significant influence of stress management on organisational commitment of administrative staff in University of Ibadan.

1.6 Significance of the Study

The study would be of immense significance to the following stakeholders: administrative staff, institution management, human resource professionals and researchers. The result of this study would provide administrative staff a better understanding of those factors that may make them to be committed to their organisation. It would assist administrative staff in identifying those variety of skills needed by administrative staff that would make them to be productive and which could in turn lead to organisational commitment.

The study would equip university management with improved management strategies to boost the morale of the administrative staff such as giving them feedback on their work, prompt payment of salaries, remuneration, leave as and when due among others, as all these could make administrative staff to be committed to the institution. Also, it would make

university administrators to create a sense of belonging among administrative staff as this would make them to be seen as part of the organisation which would make administrative staff to be committed to the organisation.

Human resource professional would benefit from this study as it would make them to know how to make administrative staff get support from colleagues, support from supervisor and how to maintain good psychological well-being among others as this could enhance the productivity of administrative staff and which would also make the institution to achieve its goals and objectives. All these attribute that are provided by the human resource of the institutions could make administrative staff to be more committed to the institution.

It is also an entry point to future researchers who might be interested in carrying out and analyzing the relationship between stress management and organisational commitment of administrative staff. This would also contribute significantly to the body of knowledge, empirically and conceptually as it would further gives insight of how the ability to manage stress could heighten organisational commitment. It could thus pilot future researchers as a reference material on works related to it in order to augment their own study.

1.7 Scope of the Study

The study focuses on stress management and organisational commitment of administrative staff in University of Ibadan. The measures for organisational commitment are; affective, normative and continuance while that of stress management include control over job, support from colleagues, support from supervisor and psychological well-being. The scope of the study is University of Ibadan in Oyo State. The respondents include all administrative staff who work in different faculties and department in University of Ibadan. This will include male and female who are in different levels, departments and faculties. The researcher is particular about administrative staff because they are always at the centre of some of the key administrative works in order to meet the goals and vision of the of the institution.

1.8 Limitation to the Study

This study has some limitations, and these include, time, resources, busy schedule of the respondents among others. Due to the limited time, the study only focused on administrative staff in University of Ibadan while other universities were not included. Also, during the administration of the questionnaire, many of the administrative staff were very busy as this made the collection of the filled questionnaire to drag for over three weeks. In addition, because of limited resources, the study focused on only quantitative since it would require more resources to employ research personnel if the researcher decide to make it a mixed method which would have given a more clear results.

1.9 Operational Definition of Terms

The following terms are operationally defined as they were used in the study:

Employee commitment: It means administrative staff psychological connection to the institution, which includes a sense of dedication to their work, loyalty, and faith in many aspects of the workplace in University of Ibadan.

Affective commitment: It is defined as the emotional attachment, identification, and involvement that administrative staff in University of Ibadan have with its organisation and goals.

Continuance commitment: This is a measure of the willingness of administrative staff in University of Ibadan to continue working for the same organisation.

Normative commitment: This refers to the commitment that administrative staff in University of Ibadan believe that they have to the organisation or their feeling of obligation to their workplace.

Stress Management: This is the ability of administrative of University of Ibadan in Nigeria to deal with the pressure of work as well as that of work without any effect on their psychological, physical and emotional well-being for effective job performance.

Control over job: It refers to the extent to which administrative staff in University of Ibadan Nigeria have autonomy and authority over their work tasks, decision-making, and resources.

Support from colleagues: It refers to the assistance, encouragement, and collaboration that administrative staff of University of Ibadan receive from their fellow co-workers within a professional or work environment.

Support from supervisor: This means the assistance, guidance, and encouragement provided by employers or team leader to administrative staff in University of Ibadan, Nigeria.

Psychological well-being: It meansrefers to the administrative staff mental and emotional state in the workplace, encompassing factors such as overall happiness, contentment, and satisfaction with their work and life.

Lead City University Ibadan DO NOT COPY

Endnotes

1. A. Z. Hafiz. *A relationship between organizational commitment and employee's performance: Evidence from banking sector of Lahore*. **Arabian Journal of Business Management Review**, 7(2), 1-7. <https://doi.org/10.4172/2223-5833.1000304>. 2017.
2. M. O. Ajayi. *Influence of gender and age on organizational commitment among civil servants in SouthWest, Nigeria*. **Canadian Social Science**, 13 (2), 29-35. 2017.
3. K. O. Oyeniya, M. A. Adeyemi & B. O. Olaoye. *Organizational commitment and employee's job performance: Evidence from Nigerian hospitality industry*. **International Journal of Innovative Psychology & Social Development**, 5 (3):15-22. 2017.
4. D. Grego-Planer. *The relationship between organizational commitment and organizational citizenship behaviour in public and private sectors*. **Sustainability**, 11, 1-20. 2019.
5. J. Meyer, & N. Allen. *Commitment in the workplace: Theory, research and application*. London: Sage. 1997.
6. Z. Radosavljevic, V. Cilerdzic & M. Dragic. *Employee organizational commitment*. **Faculty of Business Economics and Entrepreneurship International Review**, 12, 18-36. 2017.
7. S. I. Adegboye, I. O. Agboola, & O. Buraimo. *"Organizational commitment among University Library Personnel: A Demographic Analysis"*. **Library Philosophy and Practice (e-journal)**. 5397. 2021.
8. C. Joe-Akunne, & L. N. Ezeh. *Organizational commitment among private sector workers in Anambra state, Nigeria*. **Practicum Psychologia**, 9(1), 125-138. 2019.
9. K. A. Shuwa. *Work Stress and Employee's Performance in Central Bank of Nigeria*. **World Journal of Management and Business Studies**, (2021). 1, (2):120-136.
10. E. C. Sokpuwu, & A. Ibara, *Work Stress Management Among Staff of Nigerian Universities: A Case Study of National Open University of Nigeria in Niger Delta States*. **International Journal of institutional leadership, policy and Management**, (2022). 3 (3);445-470.
11. A. B. Bakker & E. Demerouti. *Job demands and job resources as predictors of absence duration and frequency*. **Journal of Vocational Behaviour**, 6 (2),2014. pp 341–356.
12. Y. Du, L., Zhang & A. G. Tekleab. *Job strains, job control, and POS on employee performance: An interactionist perspective*. **Journal of Business Research**, 8 (2), 2018, 213-219.
13. H. Herawati D. Setyadi, M. Michael, & T. Hidayati. *The effect of workload, supervisor, and coworker supports on job performance through job satisfaction*. **International Journal of Finance Economics and Business**, 2(1):13-33.

14. S. Akhtar. *Impact of Supervisor Support on Employee Task Performance: Developing and Testing of an Integrated Sequential Mediated Model*. **Global Economics Review**, 7 (1); 2022.9-19.
15. A. Bansal. *Impact of Psychological Wellbeing on Job Performance of Employees*. 2022. Unpublished master's thesis. Chris University.
16. O. D. Jemilohun A. Babalola, & E. Nkire. *Cross. Effects of Job Stress on Employee's Performance*. **International Journal of Bussiness Management**, (2019). 06(02): 375-382 <https://doi.org/10.18801/ijbmsr.060219.40>.
17. E. C. Sokpuwu & A. Ibara. *Work Stress Management Among Staff of Nigerian Universities: A Case Study of National Open University of Nigeria in Niger Delta States*. **International Journal of institutional leadership, policy and Management**, (2022). 3 (3);445-470.

Lead City University Ibadan DO NOT

Chapter Two

Review of Related Literature

This chapter encapsulates reviews (theoretical and empirical) literature of the concept in the study. This is to make the concepts clearer within the context of the study. Relevant related theories to the main construct of the study are also reviewed as stated under the following sub-headings:

2.1 Conceptual Review

2.1.1 Overview of employee commitment

2.1.2 Overview of stress management

2.2 Theoretical Review

2.2.1 Employee commitment model

2.2.2 Job demand theory

2.3 Empirical Studies

2.3.1 stress management and employee commitment

2.4 Conceptual Model

2.5 Summary of Gaps in Literature

2.1 Conceptual Review

2.1.1 Overview of employee commitment

Employee commitment remains a vital issue to be considered in academic institutions because with the presence of committed employees, absenteeism, delays and displacements and other negative behaviours that hamper productivity will be reduced if not completely eliminated. Employee commitment is a way of measuring the performance of employees in an organisation. It refers to the level at which an employee attaches himself to the job or organisation and sees its success or failure as his own. It is opined that employee commitment is the attachment which is formed by individuals towards their employing organisations. It is a psychological state that binds people towards an activity related to the purposes in an organisation¹. It is the individual feelings of employees with regard to the organisation. The importance of this term might be analyzed from the fact that over the past, numerous researches have been carried out in order to find methods which might increase an employee's commitment to his job and organisation. All of these researches suggest somewhat the same, which is that organisational performance is highly dependent upon the employee commitment (overall sum of employee commitment)¹.

Employee commitment includes strong confidence and acceptance of organisational goals and values; willingness to exert great effort on behalf of the organisation; and a strong desire to keep working with the organisation. Employee commitment is the "willingness of social actors to provide their energy and loyalty to the social system, the attachment of the social system of personality relationships that is considered as self-expression. Employee commitment is a link or bond between organisations and individuals². Employee commitment is the relative strength of an individual's identification with and involvement in an organisation as well as high levels of commitment may cause valuable organisational outcomes. Commitment is associated with reducing absenteeism, turnover, and counterproductive behaviour, and employee commitment is positively associated with job

satisfaction, motivation, and organisational citizenship behaviour. Employee commitment can be the degree to which an individual adopts organisational values in identifying problems to fulfil his job responsibilities³.

It is affirmed that strong desires in organisational goals and values, willingness to do a lot of effort on behalf of the organisation, and strong desire to remain a member of the organisation are evidence of improved employee commitment. Employee commitment is important and accepted as an essential factor that connects employees to the organisation. Employees with higher employee commitment engage in organisational citizenship behaviour, and this, in turn, results in better performance and higher work motivation which are beneficial to the organisation⁴. Employee commitment is identified when employees in the organisation adopt the values of the organisation and strive to achieve the objectives. When employee commitment is realized, employees are identified in the organisation, they want to stay internally regardless of what their status is in the organisation is and they are happy to be in the organisation⁵.

Employee commitment is critical to the growth of any organisation throughout the globe. Employee commitment refers to workers' psychological connection to their jobs. Employee commitment is favourably connected to desirable outcomes such as work commitment and satisfaction and is adversely related to undesirable outcomes such as absenteeism and turnover⁶. Employee commitment has three major types. Three distinct components of employee commitment was studied in order to maintain membership in an organisation:

Affective commitment (a desire): It is the emotional attachment to one's organisation. The degree to which an individual is psychological attach to an employing organisation through feeling such as loyalty, affection, worth, belongingness, pleasure and so on. Affective commitment displays a person's emotional tie with an organisation; such an individual participates in and identifies with organisational aims and ideals; the employee decides to

stay in the company because he or she wants to. This kind of commitment occurs when workers feel a feeling of obligation to their organisation⁶. It is connected to the organisation being in a difficult period, which is the outcome of strong beliefs in the organisation's objectives, purpose, and vision. Affective commitment necessitates an ongoing relational relationship to a collective group. The employee's connection to the organisation is a crucial cause for engaging in activities that will also benefit the organisation. Effective commitment accounted for a specific fraction of variance in positive activities above and beyond the effects of general effort⁷.

Affective commitment assesses an individual's connection and love for the institution. Employees might get emotionally tied to their firm for a variety of reasons, including solid internal relationships, a positive ambience, a welcoming workplace, and peer inspiration. When an employee receives attention and significant identity in a firm, he or she becomes emotionally attached to it, and this provides a cause for them to remain in the company and not quit their positions. This dimension indicates that an employee will not quit his work since he does not want to leave it. So, this is the alignment between organisational aims and human desires. Employees with this dimension often have a favourable attitude toward achieving the firm's objectives since their desire to remain with the company is not focused on economic concerns⁸.

Affective commitment is a positive attitude toward the organisation. It is also noted that an individual's attitude is directly related to whatever personal values they bring to the organisation. How individuals identify and involve themselves within an organisation exemplifies the relative strength of affective commitment. Affective commitment development involves identification with organisational goals as well as internalization of organisational policy and culture. An individual's affective attachment to an organisation is based primarily upon his or her identification with, along with a desire to establish a

relationship with, an organisation⁹. Once an individual becomes embedded in the organisation, he or she experiences internalization, in which there is a perceived alignment of goals and values held by both the individual and the organisation). In general, AC is concerned with the extent to which an individual identifies with the organisation. Affective commitment has denoted an emotional attachment to, identification with, and involvement in the organisation and is considered the primary concern for organisations wishing to retain employees in an economy that is centered on knowledge acquisition and transfer⁹.

Continuance commitment (a need) this is the costs associated with leaving the organisation. It reflects economic ties to the organisation based on the costs associated with leaving the organisation. Employees that do not contemplate leaving a company for fear of losing their benefits, the possibility of taking a pay cut, and the fear of not being able to find another job is constrained to stay with its organisation due to continuance commitment. There is thus difficulty in “giving it up” and the unknown “opportunity cost” of leaving the organisation or having few or no alternatives⁹.

Continuance commitment demonstrates a secretary's desire to remain working due to the high cost of quitting the institution. When workers consider the benefits and drawbacks of leaving the organisation, they make this form of commitment. Because the experience gained by quitting the work may be more than the profit that the employee believes. They do, however, feel compelled to continue with the existing organisation. This is due to the employee's fear and lack of confidence. The employee may believe that if he or she moves to another location, they would not be happy and content. They may also be afraid of attempting new experiences and activities. The employee believes that he or she will experience difficulties and issues that will be difficult to overcome. In this situation, the employee remains at his or her work not because they are pleased or happy with it, but because they have no other options¹⁰.

Continuance commitment, which contributes to a cost-based kind of connection based on the unavailability of other choices or the cost of personal sacrifices associated with the suspension of membership within the organisation. Continuance Commitment (CC) refers to the losses connected with personnel transfers to various locations as a result of seniority loss in advancement and promotion. Individuals who have been with the organisation for a long time are more devoted because they understand that quitting the organisation entails a significant risk of losing what they have invested throughout their employment with the organisation. CC is dependent on staff members being aware of the costs and rewards of leaving the institution¹¹.

Continuance commitment is more concerned with the dangers and expenses connected with leaving an organisation. This component assesses the demands of Administrative staff who remain in an organisation. An employee may not quit the company due to the appraisal, income, medical and other economic perks, or the possibility of a future promotion. As a result, they will remain with the institution since they need the perks¹². This dimension indicates that workers are staying because they have no better options or replacements for their present employment and because they have a high degree of investment (in terms of time, effort, and potential rewards) at their current job. Administrative staff in this group need extra attention and motivation since they remain with the firm due to economic incentives and self-interest (pension plans, designation, experience in specialized talents), and they may quit the company at any moment if something better becomes available. This dimension connects the organisational aims with profit and loss in the demands of a person affiliated with that organisation¹³. Employees with high level of continuance commitment will remain in the organisation. Individuals with continuance commitment remain with specific organisation because of money and other investments they as employee have made as a result of the time spent in the organisation, and not because they subscribe with its principles. Again,

there is a dual association between institution and employees and this affiliation is continuance commitment¹⁴.

Normative commitment (an obligation) is the attachment that is based on motivation to conform to social norms regarding attachment. It is the perceived obligation to remain with the organisation. It makes employees remain with an organisation by virtue of their belief that it is the “right and moral” thing to do. Administrative staff in this group believe they must be in this organisation because they should be. This factor connects the moral and ethical attitudes of workers toward the organisation. They believe it is their job to be loyal to their employer if the organisation does something beneficial for them¹⁵. This kind of secretary stays loyal to the firm because they believe it provides them with benefits and meets their requirements, thus they should be loyal to it in whatever manner. It demonstrates that this sort of employee will remain with the organisation even if they are dissatisfied with their positions or if they are given better options. Administrative staff with this mindset believe that they should prioritize their position based on a variety of factors, such as the fact that the company has spent a significant amount of money on their training, and that they should not waste this effort and instead repay the organisation with their loyalty and commitment. This component connects administrative staff’ social and moral responsibilities to the aims of their organisation¹⁵. It is noted that all three forms of employee commitment depend on the opportunity the organisation provides for the employees to feel motivated towards growth and achieve some self-actualization.

2.1.2 Overview of stress management

Stress is a universal phenomenon that every living organism experiences. Regardless of age, gender, occupation or socio-economic status, humans experience stress. Hans Selye, the father of the modern concept of stress in 1975, described it as the “spice of life” in which complete freedom can only be attained at death. Factors, situations or conditions that tend to cause stress are generally referred to as “stressors”. Stress may be physical, biological,

emotional or psychological and can be found everywhere (including at home, work and in a social environment)⁵⁵. Nonetheless, even though stress is unavoidable, its effect can either be beneficial or harmful to an individual. Scholars have revealed that the harmful nature of stress affects two-thirds of the number of people who visit doctors¹⁶. It has also been disclosed that seven of the top leading causes of death are directly linked to stress. Given this outlook, stress can be considered one of the most formidable health and performance threats of the 21st century. This is because no one is immune to stress since it occurs in every occupation¹⁷.

The 21st century is marked by the rise of globalization, Information Communication and Technology (ICT) advancement, digital revolution and knowledge based economy with its related gains, shortcomings as well as stress. Stress is defined as person's response to environmental demands or pressures. Stress can affect the way employees perform their jobs. Some of the factors that cause stress at work can be modified if identified. Stress causes unevenness in worker's life for the reason that it leads to depression and thus damages health, attitude and work behaviour. According to Dorland's Medical Dictionary, Stress is defined as an organism's total response to environmental demands or pressures. Stress in humans results from interactions between persons and their environment that are perceived as straining or exceeding their adaptive capacities and threatening their well-being¹⁸.

The element of perception indicates that humans stress which is caused by stressors responses reflects differences in personality, as well as differences in physical strength or general health of individual worker. Job stress often results from various interactions of the worker and the environment of the work. In some situations, location, gender, environment and many other factors may contribute to the build-up of stress¹⁹. Stress can be positive when the situation offers an opportunity for a person to gain something beneficial. Strong normative

commitment to an organization for instance may override some of the negative effects of stress at work place. Similarly, there are negative indirect effects of job stresses. Job stress can lead to poor health and even injury¹⁹.

Negative physical symptoms of stress can appear in the form of headache, physical health decline gradually, which is included in physical symptoms such as increased heart rate, blood pressure, physical exhaustion, low performance, low productivity, heart palpitations, muscular tension, fatigue, difficulties in sleeping like insomnia. Disturbance in gastrointestinal (such as constipation and diarrhea) and dermatology concern disorders. Besides, the psychological considerations of symptoms such as discouragement, depression, anxiety, irritability and unable to cope at work, anxiety, tension, confusion, frustration and anger, boredom, job dissatisfaction, mental fatigue, decreased intellectual function and lack of concentration and declining confidence²⁰.

Stress at work place may results in behavioural symptoms such as aggression, an increase in absenteeism or sick days, creativity reduction and less power of taking initiative, diminishing work performance, interpersonal relationships disturbance, irritability, facing impatience and frustration, losing interest at work place and loneliness. Stress repeatedly occur as a consequence of the supposed demand placed on an individual either by the organization, school or even in a relationship surpass the capability of the person to handle. The way and manner to manage the stressful conditions become an issue of great concern²¹.

Occupational stress, known as professional stress⁶⁴, job stress or work-related stress, is an aspect of stress that an employee or a group of workers experience in their workplace. It is an issue of great concern to both employers and employees because of its effect on well-being, performance, and productivity, occupational stress is the adverse reaction employees

experience due to extraordinary demands, opportunities and constraints at the workplace. Scholars have credence the prevalence of occupational stress among lecturers of higher institutions in Nigeria²². Job stress may arise from lecturers performing their core functions which, centre on teaching, conducting and publishing research, and community service⁶⁶. Performing these functions may have the capacity to challenge, threaten or harm the well-being of administrative staff²².

Stress can affect staff job performance if tasks are performed in an unpleasant “content” and “context”. According to the World Health Organization, “work content” refers to the quality and quantity of workload, job demands and specifications, as well as the working hours that employees are expected to accomplish. The same source explains “work context” as the work situations (which include the physical and social environment, benefits, remuneration and opportunities) accrual from the job, organizational structure and institutional policies⁶⁷. Although there is a dearth of stress rates data globally, reports from different studies have provided ample evidence that academic staff face stress across different parts of the world²³.

For instance, the American Psychological Association (APA) estimated that as many as seventy-five per cent of individuals in America suffer stress-related symptoms, such as headaches, fatigue, and sleeping difficulties⁶⁸. Other studies have shown that polytechnic staff or workers face stress in Asian countries such as China, Indonesia, Malaysia, and Romania²⁴. In Europe, studies have shown that academic staff of universities experience work-related stress in the United Kingdom, Spain, Italy, Austria and Serbia. In Africa, evidence abounds from recent studies in South Africa, Egypt, Ethiopia, Ghana and Nigeria that university academic staff are facing one form of stress or the other²⁴.

The above suggests that stress occurrence among university academic staff or other workers are a pervasive trend in almost all nations worldwide. The COVID-19 pandemic has also compounded issues by heightening the stress levels experienced by adults. For instance, the Harris Poll conducted on behalf of APA in 2021 found that one in three persons (32 per cent) had difficulty making even the most fundamental choices because of the stress associated with the coronavirus outbreak⁸³. Various studies prove that tertiary institutions' academic staff work under unfavourable conditions in Nigeria²⁵. This may arise from irregular, partial or no payment of salaries and wages. Others may include inadequate, non-functional or unavailable resources and amenities such as conducive classrooms, laboratories, libraries and offices. Excessive workload (such as heavy teaching schedule for lecturers), large class size, attendance for administrative duties, incessant strikes, school interruptions, students' delinquencies, obnoxious institutional policies, and poor working environment could be other unfavourable conditions contributing to stress²⁶.

Job stressors are sources of stress at work that are generally conceptualized as negative factors in an organization because they are associated with employees' psychological strains (e.g., negative emotions), physical strains (e.g., physical symptoms), and behavioral strains (e.g., poor performance). Stress, which is considered to be one of the most critical problems of our age and affects the quality of life of living things, is the "war or runaway" reaction that an individual develops against a stimulus that threatens his/her adaptation to the environment²⁶. Stress at the workplace is the adverse reactions of physical and mental forms that could occur when there is a conflict between job needs and the degree of control that staff is given to meet these requirements²⁷.

Workplace stress has been demonstrated to have a harmful influence on the health and wellbeing of workers, as well as negative effects on productivity and profits. For this reason

as well as workplace mobbing, bullying, the transnational competition to streamline operations and the outbreak of Coronavirus all over the world, stress at the workplace is a cosmopolitan or multicultural issue which is becoming a big concern in the current state of the economy. Stress significantly affects performance and service delivery of workers²⁸. Work stress is recognized world-wide as a major challenge of workers' health and the healthiness of their organizations. Workers who are stressed are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. Their organizations are less likely to be successful in a competitive market. Stress at work is an ever increasing problem in contemporary societies resulting in enormous cost both for the corporate organizations involved and the individual employees²⁹.

Workplace stress has been increasing so rapidly that occupational stress was termed as a 'global epidemic' by the International Labor Organization. High levels of stress at the workplace make the environment and ambience extremely tense. Stress impacts the overall business performance since the business actually comprises of individuals who run the show³⁰. The experience of work stress is a challenge to the health and safety of workers and to the healthiness of their organizations. Unhealthy organizations do not get the best from their workers and this may affect not only their performance in the increasingly competitive market but eventually even their survival. Employers should have a policy for the management of workers' health that makes reference to work stress. They should enable that policy to be implemented by putting the appropriate arrangements in place. Such arrangements should address the issues of risk assessment, timely reaction and rehabilitation. Organizational level strategies for managing existing work stress focus on combating the risk at source³⁰. There is prominent impact of stress on the lives of adolescents and therefore need for counselors to implement stress management and coping programs. Gender differences in

the severity and types of stress and response to the counseling intervention indicates that group counseling does indeed reduce stress among adolescents of both genders³¹.

In the study on 'Flex-time as a Moderator of the Job Stress-work Motivation Relationship', it highlights that job stress has a wide-ranging, negative impact on employees' performance and has also been known that providing employees with autonomy control over their work environment results to deleterious consequences of stress³². The study also reveals that employees report that they are more productive and more engaged in their work when they are able to balance the demands of work with other aspects of their lives improvements in physical and mental health are also associated with workplace flexibility. Study shows that flexible work arrangements may reduce stress because employees working flexibly are more satisfied with their jobs, more satisfied with their lives, and experience better work-family balance. Employees who have a high work-life fit far much better than employees who have moderate or low level of work-life fit and they are more highly engaged and less likely to look for new jobs, they enjoy better overall health, better mental health and lower level of stress³².

Author in the study on "Effects on Psychological Symptomatology, Sense of Control and Spiritual Experiences", the study examined the effects of an eight (8) week stress reduction program based on training in mindfulness meditation. Previous research efforts suggesting this program may be beneficial in terms of reducing stress-related symptomatology and helping patients cope with chronic pain have been limited by a lack of adequate comparison control groups. Twenty-eight individuals who volunteered to participate in the present study were randomized into either an experimental group or a non-intervention control group. The study concluded that the techniques of mindfulness meditation, with their emphasis in developing detached observation and awareness of contents of consciousness may represent a

powerful cognitive behavioural coping strategy for transforming the ways in which we respond to stressful life events. They may also have potential for relapse prevention in effective disorder³³.

The workplace of the 21st century is a fast-paced, dynamic, highly stimulating environment which brings a large number of benefits and opportunities to those who work within it. The ever changing demands of the working world can increase levels of stress, especially for those who are consistently working under pressure such as bank workers, medical workers etc. Whilst pressure has its positive side in raising performance, if such pressure becomes excessive it can lead to stress which has negative consequences³⁴. In most cases, job stress is attributable to negative situations such as a formal reprimand by one's superior for poor performance. Author submit that stress is much more common in employees at lower levels of workplace hierarchies because they have less control over their work situation. However, pleasant circumstances could also bring about job stress, such as job promotion and transfer to another location. Job stress has attracted considerable attention in recent times especially within the context of organizational behaviour³³.

A dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. Stress is an increasing problem in organizations and often causes adverse effects on performance. Stress is seen generally as an outcome of facet of the assigned work role that caused harmful effect for individual. Although stress includes both good and bad aspects but it is not necessarily bad. Author also contributed that stress is typically discussed in a negative context⁹²; it also has a positive value. It is an opportunity when offers a potential gain. Author contributed the same that stress is not always negative or harmful and indeed, the absence of stress is death. But it still has destructive impact on

employee performance. Most research findings suggest that when an individual comes under stress, his cognitive performance and decision-making may be adversely affected³³.

Control over job refers to the degree of authority and autonomy that employees possess in making decisions related to their work tasks, methods, and work-related goals. It encompasses the extent to which individuals can shape and influence their work environment, processes, and outcomes. Research consistently shows a strong positive correlation between control over job and job satisfaction. Employees who have a say in how they perform their tasks and achieve their goals are more likely to find their work fulfilling and rewarding. Control over job is a key driver of employee engagement. Engaged employees are emotionally committed to their work and are more likely to go above and beyond their job requirements. Autonomy at work is linked to improved psychological well-being, including lower levels of stress and burnout. When employees feel in control, they experience a greater sense of purpose and accomplishment³⁴. Empowered employees tend to be more motivated and innovative. They are more likely to take ownership of their work, leading to increased productivity and better performance. Advancements in technology, including remote work tools and collaboration platforms, have expanded opportunities for employees to exercise control over when and where they work. Striking the right balance between control and guidance is essential. Too much control can stifle creativity and discourage innovation, while too little control can lead to chaos and inconsistent results. Control over job among employees is a multifaceted and dynamic concept that has far-reaching implications for individuals, organizations, and the future of work. It is not merely about granting autonomy but also about creating a work environment that fosters empowerment, engagement, and productivity while aligning with the organization's goals and values³⁴.

Support from colleagues, often referred to as "colleague support" or "social support at work," is a vital aspect of the workplace environment. It encompasses the emotional, informational,

and instrumental assistance that individuals receive from their co-workers. Support from colleagues can take several forms, including: Emotional Support: This involves providing empathy, understanding, and a listening ear. Colleagues offer emotional support by being there for each other during challenging times, such as personal crises or work-related stress. Instrumental Support: This refers to tangible assistance, such as helping with tasks, providing resources, or sharing knowledge and expertise. Colleagues may offer instrumental support to facilitate the completion of work-related goals. Informational Support: Informational support involves sharing advice, guidance, and relevant information. Colleagues may provide informational support to help each other solve problems or make informed decisions³⁵. Research consistently shows that employees who receive support from colleagues tend to report higher levels of job satisfaction. Feeling valued and supported at work contributes to overall job contentment. Support from colleagues is linked to improved mental and physical health. It can buffer the negative effects of stress and reduce feelings of burnout.

Support from colleagues is a fundamental aspect of the workplace environment that has a profound impact on employee well-being, job satisfaction, and organizational success. It is essential for organizations to recognize the importance of fostering colleague support through a combination of leadership behaviors, organizational culture, and policies. By nurturing a work environment where employees feel valued, connected, and empowered to help one another, organizations can reap the benefits of improved performance, engagement, and overall employee satisfaction³⁵.

Support from supervisors, often referred to as "supervisor support" or "leadership support," is a key element in fostering a positive and productive work environment. It involves the emotional, instrumental, and informational assistance that employees receive from their immediate managers or supervisors. Support from supervisors can take multiple forms, including: Emotional Support: Supervisors provide emotional support by demonstrating

empathy, offering encouragement, and actively listening to employees' concerns. They create a safe space for employees to express their feelings and worries. Instrumental Support: Instrumental support involves supervisors providing tangible assistance and resources to help employees perform their tasks effectively. This may include allocating necessary resources, offering training, or assisting with problem-solving. Informational Support: Supervisors offer informational support by sharing knowledge, providing feedback, and offering guidance on work-related matters. They may help employees make informed decisions and navigate complement³⁵.

Supervisor support is a significant predictor of employee engagement. Engaged employees are more committed, motivated, and enthusiastic about their work. Employees who receive support from their supervisors often perform better in their roles. Clear guidance, feedback, and resources facilitate improved job performance. Supervisor support can enhance employees' mental and emotional well-being, reducing stress and burnout. Supportive supervisors act as buffers against workplace stressors. Support from supervisors is a critical factor in creating a positive and productive work environment. It contributes to employee satisfaction, engagement, performance, and well-being. Organizations that prioritize and foster supervisor support can expect to see benefits in terms of employee retention, productivity, and overall organizational success³⁵.

2.2 Theoretical Review

2.2.1 Employee commitment model

The first modern theory of employee commitment was developed by Allen and Meyer in 1990, and it is known as the Allen and Meyer model. From the perspective of a person's relationship to the organisation, this theory was utilised to explore a wide range of conceptual framework on employee commitment. Initially, affective and continual commitment were considered to be the two dimensions of employee commitment. Affective commitment, or "positive feelings of identification with, attachment to, and involvement in the work

organisation," was defined as the first dimension. Continuity commitment, on the other hand, is "the extent to which employees feel committed to their organisation by virtue of the costs that they feel are associated with leaving." A third factor, called normative commitment, was later introduced as a result of more research. It is a sense of duty that employee feels for the company, a sense of continuing to work for the organisation because it is the moral thing to do³⁶.

The concept of affective commitment refers to a person's emotional connection to a company. It is the worker's emotional connection to, identification with, and participation in the company. Workers that have an emotional commitment to a company stay on as employees because they want to. A work-related attitude with a good attitude towards the organisation is known as affective commitment. Additionally, it was argued that this attitude binds or attaches the individual's identity to the organisation through their orientation towards it. Continuance commitment makes up the second dimension of the tridimensional model of organisational commitment³⁶.

The cost of quitting the organisation is something that must be considered while making a commitment to stay. Because of how the person perceives or weighs the costs and dangers of leaving the existing organisation, it is calculative in nature. The perceived costs of quitting the organisation influence the strength of continuing commitment, which implies the need to stay. Therefore, continuance commitment will be the strongest when availability of alternatives are few and the number of investments are high. This argument supports the view that when given better alternatives, employees may leave the organisation.

The last dimension of the employee commitment model is normative commitment which is defined as a feeling of obligation to continue employment. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organisation. The strength of normative commitment is influenced by accepted rules about reciprocal obligation

between the organisation and its employees. The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way. This implies that individuals often feel an obligation to repay the organisation for investing in them, for example through training and development³⁷.

It was affirmed that this moral duty develops either as a result of socialisation inside the organisation or the community. In either situation, it is founded on the principle of reciprocity, which means that if an employee receives a benefit, they have a moral duty to return the favour or the organisation has a duty to do the same. Because it provided information regarding an individual's commitment to an organisation, the Allen and Meyer model for employee commitment is relevant to this study. The output of a secretary of any institution depends on the attitude and behaviour of such individual as Allen and Meyer model is considered to relate to process in which a secretary becomes locked in the institution and how he or she is able to deal with it, as a result, determines the commitment of such administrative in the institution.

2.2.2 Job demand theory

The JD-R model proposes two general categories of job characteristics: job demands and job resources³⁵. Job demands refer to “those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) efforts or skills and are therefore associated with certain physiological and/or psychological costs”. Job resources refer to physical, social, psychological, and organizational resources that are conducive for accomplishing work goals and objectives and/or potentially reduce the negative influence of job demands³⁸.

Some of the measures of this theory are control over job, support from colleagues, support from supervisor and psychological well-being. The authors affirmed that an employee is expected to have control over his/her job as this would enhance productivity. Also, it was

stated further that employees sometimes need support from their colleagues as well as supervisor most especially when they need directives in a given tasks. The theory also affirmed that employees are expected to be psychologically stable if they want to be productive.

Furthermore, the JD-R model suggests two different processes of job demands and job resources. Specifically, while job demands increase employee strain, job resources improve employee motivation. Consistent with the demand-control model, the JD-R model also posits that job resources can buffer against job demands and job demands can amplify the motivational potential of job resources³⁹. Because social support can be viewed as an important job resource, the JD-R model is prevalent in the social support literature. The job demand resources model identifies role conflict, workload, social support and others as its measures. Job demands and resources have unique and independent effects on employee well-being. As already proposed in the original version of the JD-R model, job demands may initiate a health-impairment process if exposure to daily workload transforms into chronic overload over a long time period. In this case, job demands lead to chronic exhaustion and may eventually result in physical health problems (including cardiovascular diseases). In contrast, job resources initiate a motivational process. Since job resources provide meaning and satisfy people's basic needs, job resources are motivating and contribute positively to work engagement (i.e. a fulfilling state of vigor, dedication, and absorption³⁹).

Another proposition of JD-R theory is that job resources can buffer the impact of job demands on negative strain. Thus, even though job demands and job resources have clear and independent main effects, they also work in concert. Job resources are instrumental in that they arm employees with the means it takes to cope with the job demands. Whereas some scholars have argued that job resources should match the specific job demands – for example,

that emotional job demands need to be matched with emotional job resources, and it is shown that various job resources can buffer the impact of various job demands on negative strain⁴⁰.

JD-R theory one step further as it suggests that job resources particularly influence motivation and work engagement when job demands are high. Thus, autonomy, skill variety, performance feedback, and task identity become particularly important when the job demands are very challenging. This idea is consistent with the notion that all types of tangible or psychological resources gain importance and become particularly useful when needed. Particularly when employees are confronted with a high workload and with emotionally demanding clients, they can use their autonomy, skills, and sense of prosocial impact to deal persistently with these demands and choose the right approach. Indeed, our research among Finnish teachers and dentists has shown that job resources such as appreciation, innovativeness, and skill variety are most predictive of work engagement when job demands (e.g., pupil misbehavior, unfavorable physical working environment) are high. Thus, job resources are particularly useful and motivating when needed⁴¹.

This theory has been used in many studies with a sample of 334 trackside bankers, they found that while job demands were positively associated with hazardous work events, support from senior managers, supervisors, and cobankers were negatively related to these hazardous events. They also found that among the three sources of support, cobanker support was especially important in attenuating the negative consequences of high job demand situations. In examining the antecedents of work engagement, found that supervisor support and cobanker support, along with learning opportunity and decision authority, constitute job resources that facilitated employee work engagement⁴².

JD-R theory puts employee well-being center stage, but an important goal of the theory is to predict employee behavior and organizational outcomes (absenteeism, productivity, organizational citizenship, client satisfaction). Another proposition is that motivation has a

positive impact on job performance, whereas job strain has a negative impact on job performance. Whereas motivation helps employees to be goal-directed and to focus all their energetic and cognitive resources on the tasks at hand, job strain impairs performance because it undermines the ability to focus. Employees who are exhausted or feel anxious at work are more likely to make mistakes, which have a negative impact on performance. In recent experimental studies, it was found that engaged individuals perform better on demanding tasks because they focus all their attention to the task, as indicated by pupil diameter data, brain activity, and self-report data. Furthermore, combining daily diary reports with objective financial data, showed that employees working in fast-food restaurants had better financial results on the days they were highly engaged in their work⁴³.

This theory is related to this study because there are various demands that are attached to the job of administrative staff in the university, so meeting up with this demand would make administrative staff to achieve the goals and mission of the university.

2.3 Empirical Studies

2.3.1 Stress management and employee commitment

A study investigated the relationship between stress management and employee commitment in Rivers State-owned tertiary institutions. The target population of this study encompasses all academic staff of the four (4) Rivers State-owned tertiary institutions. These institutions are: Rivers State University, Ignatius Ajuru University of Education and Port Harcourt Polytechnic, Kenule Beeson Polytechnic, Bori and Captain Elechi Amadi Polytechnic Rumuola. Leaning on the records sourced from this institution's Establishments Unit, the population of this study was 4,906. The sample size of 370 was determined using the Taro Yamane's formula for sample size determination. The findings of this study confirmed that there is a significant relationship between stress management and employee commitment in Rivers State-owned tertiary institutions. The study recommended that HR managers in tertiary institutions should take a proactive role in coming up with jobs that have task identity

and to use the psychological approach to stress management so that when coming up with job descriptions, they consider the aspects in a given task that can motivate the workers and make them committed to the organisation⁴⁴.

A study was conducted on the assessment of the effect of stress management on non-academic staff motivation in private universities in Nigeria; a survey of selected private universities in South-western Nigeria. The study employed a cross-sectional survey design. Data was collected from 547 non-academic staff and was analyzed using Descriptive Statistics (mean, standard deviation) and Regression Analysis to assess the stress management and motivation rating in line with the objectives of the study. The finding revealed that there is strong positive relationship between stress management and employee motivation. Results showed that stress management account for employee motivation at 66% relationship and 44% variation at a significance level of 0.05. This shows that non-academic staff in the sampled universities are highly motivated by the practice of stress management design. The study however concluded that human resources directors of the seven selected private universities surveyed and other organisations alike should take account of individual differences, attributes and people orientation to work⁴⁵.

Another study evaluated the effect of stress management on employee commitment in selected private universities in south-west Nigeria. The study employed a cross-sectional survey design. The population of the study was 2462 non-academic staff distributed among the seven (7) approved private universities that had existed for six years in South-West Nigeria. A sample of 740 respondents was selected using multi stage sampling technique. 618 filled questionnaires were returned but 547 were found useable. Simple regression model was used to analyze the data collected. The finding revealed that there is a significant positive relationship between stress management and employee satisfaction in selected private universities in South-West Nigeria. The regression results also showed that 44% of the

variation in employee satisfaction can be explained by the changes in practice of stress management⁴⁶.

A study conducted examined stress management and individual performance among faculties with special reference to a private university. This study focuses on the relationship between stress management and individual performance. A quantitative research was employed to explore the factors of stress management (task significance, task identity & skill variety) on individual performance in education institution. Data was collected from the faculties in private university using probability stratified random sampling techniques to measure the relationship between the three factors towards individual performance. The finding of the study showed that there is a relationship between Stress management and Individual performance. Among stress management factors, Task Identity contributes more towards enhancing the performance of individuals. Hence it was recommended that academic institution should focus on giving academic freedom to their faculty. This would enable them to utilize their skills and ability and space should be provided for the faculty to complete their task on their own⁴⁷.

A study examined the relationship between elements of stress management and employee commitment among the non-academic staff in Nigerian public universities. The main objective of the study was to investigate the relationship between the elements of stress management and organisation performance among the non-teaching staff in Nigerian public universities. Descriptive research method was adopted for this study using one hundred and ninety seven (197) valid questionnaires which were completed by selected public universities in Ogun State, South-west Nigeria. Stratified and simple random sampling techniques were adopted for the study. The data collected were statistically analyzed in a significant manner. Findings revealed that there are positive correlation between job depth, on the job training and core job dimension elements of the stress management and workers/organisational

performance while there was no correlation between motivators' elements and performance. Hence, increased recognition of task significance will stimulate the employees to further raise their commitment towards the attainment and realization of the goal and objectives of the institutions/organisations⁴⁸.

A study aimed to identify the key issues of stress management research and practice to motivate employees' performance in Nigeria. The study looked at stress management with respect to employee motivation and job performance that skills, task identity, task significance, autonomy, feedback, job security and compensation are important factors for motivating employees. The findings revealed that a dynamic managerial learning framework is required in order to enhance employees' performance to meet global challenges and recommended that attention should be given specifically to the psychological needs of workers and how they may be met⁴⁹.

Another study examined the type of relationship between stress management and employee commitment in selected brewing firms in Anambra State. A survey research design was adopted. A sample of 156 respondents was selected from the population size of 543 using Taro Yamani Formula. Finding showed that there is a significant positive relationship between job autonomy and affective commitment among the employees in the selected brewing firms. It was also found that when the jobs of the employees are enriched, their commitment level would increase positively and that would ultimately increases their productivity level in the organisation. The study recommended that organisations should focus on giving employees a considerable level of job autonomy, this would enable them to utilize their skills and ability to complete assigned tasks and take responsibility for their actions, as well as maintaining strong loyalty and commitment level to the organisation⁵⁰.

A study evaluated the effects of stress management on employee commitment of non-academic staff in selected private Universities in South-West Nigeria. This study employed a

cross-sectional survey design. The population of the study was 2462 non-academic staff distributed among the seven (7) approved private universities that had existed for six years in South-West Nigeria. A sample of 740 respondents was selected using multi-stage sampling technique. Results revealed that non-academic staff in the sample Universities are committed to their work as the result of the practice of stress management. However, the study recommended that managers and human resources managers of the surveyed Universities and other private and public universities and other organisations should pay more attention to stress management practices as to keep employee committed all the time⁵¹.

A study examined the relationship between stress management and employee commitment among employees of selected banks in Nigeria using the descriptive survey design. The study found a positive and significant relationship between stress management and employee commitment⁵². Another study investigated the impact of stress management on employee commitment among employees of a Nigerian telecommunications company. The study found that stress management significantly influenced employee commitment⁵³. In a study that examined the impact of stress management on employee commitment was examined among employees of a Nigerian manufacturing company. The results showed that stress management had a significant positive effect on employee commitment⁵⁴. A study investigated the impact of stress management on employee commitment among employees of a Nigerian oil and gas company. The study found that stress management had a positive and significant effect on employee commitment⁵⁵.

A study examined stress management and employee commitment among healthcare workers in Kenya using the survey design. The study found that stress management had a positive effect on employee commitment among healthcare workers in Kenya. Specifically, the study found that stress management through job autonomy, job feedback, and skill variety were significant predictors of employee commitment⁵⁶. In another similar study conducted on

stress management and employee commitment: the mediating role of job satisfaction and work-life balance in Kenya using the descriptive survey design. Result showed a positive relationship between stress management and employee commitment in Kenya. Additionally, the study found that job satisfaction and work-life balance mediate the relationship between stress management and employee commitment⁵⁷.

A study investigated the effect of stress management on employee commitment in Kenyan State Corporations. The study found a positive relationship between stress management and employee commitment in Kenyan state corporations. Specifically, the study found that stress management through stress management, job autonomy, and skill variety were significantly related to employee commitment⁵⁸. Another similar study investigated stress management and employee commitment of Secretaries in Ghana adopting the descriptive design and purposive sampling technique. The results showed that there was a positive relationship between stress management and employee commitment, indicating that secretaries who experienced greater stress management were more committed to their organisation. The study also found that factors such as salary and promotion opportunities also played a role in influencing employee commitment⁵⁹. A study examined the effect of stress management on employee commitment among secretaries in Ghana. The findings revealed that stress management had a significant positive effect on employee commitment. The study also found that factors such as job security, interpersonal relationships, and leadership style also influenced employee commitment among secretaries⁶⁰.

A study investigated the impact of stress management on employee commitment among secretaries in Ghana. The results indicated that stress management had a positive impact on employee commitment, and that factors such as job security and salary also played a role in influencing employee commitment. The study also found that stress management had a

stronger impact on affective commitment (emotional attachment to the organisation) than on continuance commitment (perceived costs of leaving the organisation)⁶¹.

A study investigated the relationship between stress management and employee commitment among secretaries in Southwest Nigeria. The results showed that stress management had a positive effect on employee commitment, indicating that secretaries who experienced greater stress management were more committed to their organisation. The study also found that factors such as job security and career development opportunities played a role in influencing employee commitment⁶².

A study investigated the relationship between stress management and employee commitment among secretaries in selected tertiary institutions in Southwest Nigeria. The results revealed that stress management had a significant positive effect on employee commitment, indicating that secretaries who experienced greater stress management were more committed to their organisation. The study also found that factors such as job security, salary, and leadership style influenced employee commitment among secretaries⁶³. A study investigated the relationship between stress management and employee commitment among secretaries in selected organisations in Lagos, Nigeria. The results showed that stress management had a positive effect on employee commitment, indicating that secretaries who experienced greater stress management were more committed to their organisation. The study also found that factors such as salary, job security, and interpersonal relationships played a role in influencing employee commitment⁶⁴.

A study conducted found that stress management had a positive and significant impact on the employee commitment of secretaries in India. The study also found that factors such as job autonomy, task identity, and feedback had a significant influence on the relationship between stress management and employee commitment⁶⁵. Another study found that stress management was positively related to employee commitment among secretaries in India. The

study also found that stress management had a stronger impact on affective commitment compared to normative and continuance commitment⁶⁶. A study found that stress management had a significant positive impact on the employee commitment of secretaries in India. The study also found that stress management had a stronger impact on affective commitment compared to continuance and normative commitment⁶⁷.

One study examined the impact of stress management on employee commitment among 200 secretaries in India. The results showed that stress management was positively related to employee commitment. Specifically, the study found that stress management increased job satisfaction, which in turn increased employee commitment⁶⁸. Another study examined the relationship between stress management, employee commitment, and turnover intention among 224 secretaries in India. The results showed that stress management was positively related to employee commitment and negatively related to turnover intention. The study also found that employee commitment partially mediated the relationship between stress management and turnover intention⁶⁹. A study investigated the impact of stress management on employee commitment among 100 secretaries in India. The results showed that stress management was positively related to employee commitment. The study also found that the relationship between stress management and employee commitment was stronger for secretaries who had higher levels of autonomy and control over their work tasks⁷⁰.

In a study conducted, it was found that stress management had a significant positive effect on employee commitment among secretaries in the UK. They found that stress management increased the sense of autonomy, skill variety, and task identity, which in turn increased the employees' commitment to their organisations⁷¹. In a study conducted, it was found that stress management was positively related to employee commitment among administrative support staff, including secretaries. They suggested that stress management helped to increase job satisfaction, which in turn increased employee commitment⁷². Another study conducted it was found that stress management had a positive effect on affective commitment (i.e.,

emotional attachment) to the organisation among secretaries in the UK. They also found that stress management increased the sense of control and autonomy, which in turn increased employee commitment⁷³.

A study investigated the relationship between stress management, job satisfaction, and employee commitment among administrative staff working in the pharmaceutical sector of Pakistan. The findings showed that stress management had a positive impact on both job satisfaction and employee commitment⁷⁴. A study examined the relationship between stress management, job satisfaction, and employee commitment among administrative staff working in the Australian public sector. The results indicated that stress management had a positive impact on both job satisfaction and employee commitment⁷⁵. Another study investigated the impact of stress management, including stress management, on employee outcomes such as job satisfaction and employee commitment. The results showed that stress management had a positive impact on both job satisfaction and employee commitment among administrative staff in the public sector⁷⁶.

In a study on effects on psychological symptomatology, sense of control and spiritual experiences”, the study examined the effects of an eight (8) week stress reduction program based on training in mindfulness meditation. Previous research efforts suggesting this program may be beneficial in terms of reducing stress-related symptomatology and helping patients cope with chronic pain have been limited by a lack of adequate comparison control groups. Twenty eight individuals who volunteered to participate in the present study were randomized into either an experimental group or a nonintervention control group. The study concluded that the techniques of mindfulness meditation, with their emphasis in developing detached observation and awareness of contents of consciousness may represent a powerful cognitive behavioral coping strategy for transforming the ways in which we respond to stressful life events. They may also have potential for relapse prevention in effective disorder⁷⁷.

A study examined stress management strategies and employee commitment in manufacturing firms in Edo State. The specific objectives were to: identify the relationship among workplace social support, coping competence, time management techniques, mind-body techniques and employee's performance. Sample size of 301 respondents was drawn from 1663 population staff of selected manufacturing firms. The data analytical technique were both descriptive and Pearson's and Spearman's rank correlation statistics. Empirical results show that employees in manufacturing firms receive maximum workplace social support and this helps them deal with stressful work situations; and they have high coping competence in handling stress. Also, it was revealed that time management was the most adopted stress management strategy among workers in manufacturing firms and they practice it to a high extent. In addition, it was discovered that mind-body strategy of time management is adopted by the employees, although, not to a very high extent when compared with their adoption of other stress management techniques. The study recommended that the management of manufacturing firms should sensitize their employees in understanding the benefits of mind-body interventions such as massage, yoga, etc. and how to make good use of them for reducing stress levels⁷⁸.

Authors conducted a study to investigate the effect of workplace stress management techniques on employees' efficiency in banking industrial in Nigeria. The specific objectives of the study were to examine chronic stress, traumatic stress and acute stress on employee commitment in the banking sector in Nigeria. The data analytical technique was regression statistics. The sample size of 79 employees was drawn from a total of 105 population in selected banks. The results indicate that stress program interventions and training and development have a significant influence on employees' efficiency. The study recommends that Bank managers in Nigeria should ensure that employees receive the necessary instructions, guidelines, and policies that clearly define their work roles, with no contradictions or ambiguity to warrant ambiguity in job execution⁷⁹.

Another study sought to examine the effect of stress management practices on employee commitment at the University of Cape Coast, Ghana. The specific objectives that guided the study were; to assess the various stress management practices; to assess employee commitment; and to examine the effect of stress management practices on employee commitment. The population of the study was 923 administrative staff and the sample size of 269. The main instrument used for this study was a structured questionnaire with statistical tools including; mean, standard deviation(SD), frequencies, percentages and linear regression analysis. The study findings first indicated that psychological support, training and development, job redesign and employee welfare programmes were the various stress management practices at the University of Cape Coast. The study also revealed that there is a significant and strong positive relationship between stress management practices and employee commitment. The study recommended that management of the University should practice a combination of all the practices of stress management discovered in this study in combating stress⁸⁰.

A study examined the effect of stress on employee productivity in selected manufacturing firms in South-East Nigeria. Specifically, the study sought to identify the relationship among work-family interaction, organizational climate, role ambiguity and employee productivity. The population of the study consisted of 2187 employees of fifteen selected manufacturing firms. The statistical formula devised by Borg and Gall 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 order to avoid work family-related stress⁸¹.

An author conducted a study to investigate the effect of stress management on employee commitment at Kenya Airways. Specifically, the study sought to examine the effect of flexible work schedule, workplace counseling and workplace quality on employee commitment at Kenya Airways. The mean and standard deviation were used to present data while data analytical techniques were regression and correlation method. The study found out that stress management explained variation of employee commitment. Additionally, the research established that flexible work schedule had significant positive correlation with employee commitment; workplace counseling had insignificant negative correlation with employee commitment and that workplace quality had a significant positive relationship with employee commitment. The study concluded that both workplace quality and flexible work scheduling have roles to play in employee commitment but not workplace counseling. The study recommended policy and practice should include workplace quality and flexible work schedule to enhance employee commitment⁸².

Authors conducted a study to evaluate the effect of stress management techniques and organizational performance in selected private and public Hospitals in Port Harcourt. The specific objectives of the study were to examine the extent of the influence of stress management techniques on organizational performance and investigate into the extent of relationship between flexible working hour and organizational performance. A total of 120 statistically selected respondents were derived from 30 statistically selected private and public hospitals in Port Harcourt. The methods of data analysis were Pearson's correlation

and multiple regression techniques. The study revealed that severe stress is psychologically hazardous, mentally harmful and impacts negatively on organizational performance. Moderate stress as revealed tends to be potentially useful in organizational performance. The study recommended that maintenance of appropriate job design and flexible working hour polices, amongst others in respective functional areas⁸³.

Another study evaluated the influence of stress management techniques on employees' performance of Public Service in Kenya. Specifically, the study sought to examine effect of counseling services strategies, flex time programme strategies, mediation technique strategies, and relaxation technique strategies on employees' performance. Descriptive research design was adopted. The sample size of 400 employee of public service was drawn from 700,000 target population of the study. Data analytical technique was mean, standard deviation and single regression method. The results show that there is significant effect on employees' performance of Public Service, explained by a 91.1%variation. The regression model also indicated that there was a positive relationship between employees' performance and the factor variables studies of relaxation techniques and counselling services. 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 techniques available in the organization that can result in improved performance⁸⁴

A study examined work related stress and employee commitment among Delta State Polytechnic, OgwasiUku Staff. Results from the research questionnaires were analyzed using descriptive and regression analysis. The findings reveal that work stress is negatively related to all the three types of commitment, namely, affective, normative and continuance, which is in line with the existing literature. The result of this investigation gives an implication that teaching staff with low job stress will be more committed than those with a high level of stress. This therefore, underscores the relevance of managing stress by reducing workload and role conflict and increasing lecturer's autonomy⁸⁵.

2.4 Conceptual Model

Independent Variable

Dependent Variable

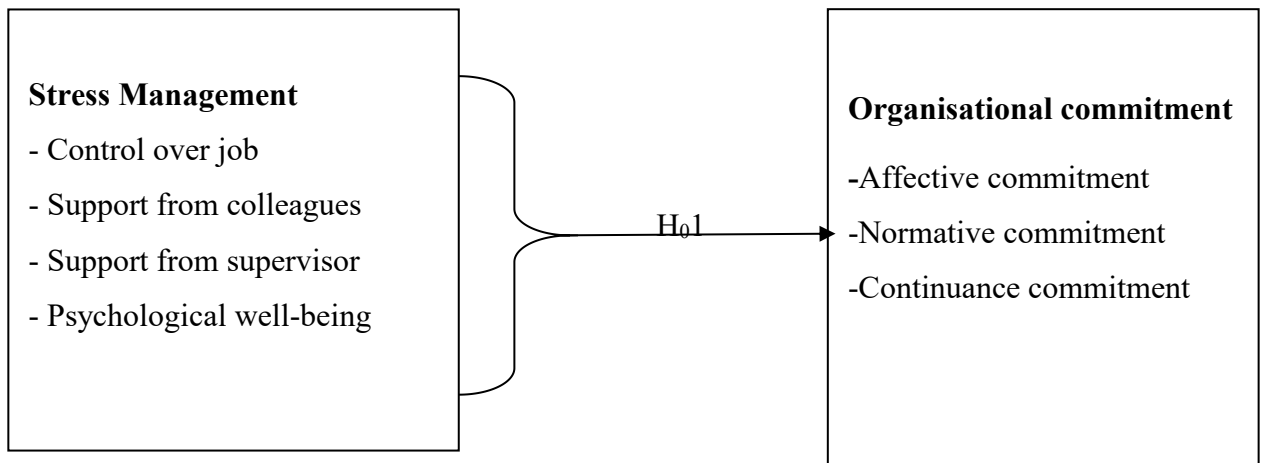


Fig. 2.1 Conceptual model on stress management and employee commitment of administrative staff in University of Ibadan

Sources: **Researchers, 2023**

Conceptual model is a set of interrelated constructs that present a schematic relationship between stress management and employee commitment of administrative staff in University of Ibadan. Stress management is the independent variable; and its measures are control over job, support from colleagues and support from supervisor, while employee commitment is the dependent variable, and its measures are affective commitment, normative commitment and continuance commitment. The model reveals the interaction of the independent variable and the dependent variable. It could be shown from the model that stress management could influence employee commitment of administrative staff in University of Ibadan. In this case, the study reveals that there is an independent and joint relationship between the independent variable (stress management) on employee commitment of administrative staff in University of Ibadan.

2.5 Summary of Gaps in Literature

The literature has looked at the relationship between stress management and employee commitment in organisations. The problem addressed in the literature is the continuous disparity among scholars in finding a common agreement on whether stress management influences employee commitment in organisations. There may be a lack of research specifically focused on stress management and its impact on employee commitment within the unique context of the University of Ibadan. Existing studies may not adequately address the distinct challenges and dynamics that administrative staff in this university face. Many studies on stress management and employee commitment tend to be cross-sectional, providing only a snapshot of the relationship. Longitudinal studies that track changes over time could offer a more comprehensive understanding of how stress management practices affect commitment among university administrative staff.

Research in this area may not sufficiently consider the cultural and contextual factors that influence stress and commitment in the Nigerian and specifically Ibadan university setting. Cultural nuances and local practices should be integrated into the research to ensure its applicability. The literature may not thoroughly explore the effectiveness of various stress management interventions or strategies tailored to administrative staff in a university setting. Identifying and evaluating specific interventions that work best for this group can be valuable.

The literature may not adequately address potential moderating variables that can influence the relationship between stress management and employee commitment. These could include factors like leadership style, organizational culture, or individual differences. Qualitative research that captures the lived experiences and perceptions of administrative staff regarding stress management and commitment may be lacking. Qualitative studies can provide deeper insights into the subjective aspects of this relationship.

The literature might not adequately explore the well-being outcomes associated with effective stress management among administrative staff. Investigating factors such as job satisfaction, mental health, and work-life balance can provide a more holistic view. Comparative studies that examine how stress management and employee commitment differ across various departments or roles within the university could be lacking. Such studies could identify areas where interventions are needed the most.

Employee commitment model and job demand theory model were used in the study. However, while researchers in Office and Information Management globally, have conducted studies on organisational among administrative staff, few, in a systematic way, has investigated the impact of stress management and employee commitment of administrative staff in University of Ibadan. Gap however exists in the periods and the countries where the studies were carried out. Most of the studies were carried out in the hospitals, firms and not in the studied or universities. This study therefore intends to fill the gap by carrying out the research in University of Ibadan.

Endnotes

1. D. A. Yousef. *Organizational commitment, job satisfaction, and attitudes toward organizational change: A study in the local government*. **International Journal of Public Administration**, 40(1), 77-88. <https://doi.org/10.1080/01900692.2015.1072217>. 2017.
2. S. M. B. Al Zefeiti, & N. A. Mohamad. *The Influence of organizational commitment on Omani public employees' work performance*. **International Review of Management and Marketing**, 7(2), 151-160. 2017.
3. S. Suharto, & N. Hendri, *The impact of organizational commitment on job performance*. **International Journal of Economics and Business Administration**, 7(2), 189-206. 2019.
4. F., Stinglhamber, G., Marique, G., Caesens, D., Desmette, I., Hansez, D., Hanin, & F. Bertrand. *Employees' organizational identification and affective organizational commitment: An integrative approach*. *PloS one*, 10(4), e0123955. 2015.
5. O. Nazir, & J. U. Islam. *Enhancing organisational commitment and employee performance through employee engagement*. **South Asian Journal of Business Studies**, 6(1), 98-114. 2017.
6. S., Marić, N., Berber, A., Slavić, & M. Aleksić. *The mediating role of employee commitment in the relationship between corporate social responsibility and firm performance in Serbia*. **SAGE Open**, 11(3), 21582440211037668. 2021.
7. K. M., Baird, A., Tung, & Y. Yu. *Employee organizational commitment and hospital performance*. **Health Care Management Review**, 44(3), 206-215. 2019.
8. P. N. Nwinyokpugi, & E. Ikoromasoma. *Building local council workers commitment; leveraging on workplace management tools*. **American Journal of Multidisciplinary Research & Development**, 3(03), 01-12. 2021.
9. L. O., Oyewobi, A. E., Oke, T. D., Adeneye, R. A., Jimoh, & A. O. Windapo. *Impact of work-life policies on organizational commitment of construction professionals: role of work-life balance*. **International Journal of Construction Management**, 1-11. 2020.
10. B. Akkaya. *Linking Organizational Commitment and Organizational Trust in Health Care Organizations*. **Organizacija**. ;53:306–318. doi: 10.2478/orga-2020-0020. 2020.
11. P., Jain, T., Duggal, & A. H. Ansari. *Examining the mediating effect of trust and psychological well-being on transformational leadership and organizational commitment*. **Benchmarking: An International Journal**, 26(5), 1517-1532. 2019.
12. E., Affum-Osei, E., Acquaaah, & P. Acheampong. *Relationship between organisational commitment and demographic variables: Evidence from a commercial bank in Ghana, (december)*. **European Journal of Research and Reflection in Educational Sciences**, 769-778. 2015.

13. P., Irefin, & M. A. Mohammed. *Effect of employee commitment on organizational performance in Coca-Cola Nigeria Limited Maiduguri, Borno State*. **IOSR Journal of Humanities and Social Science (IOSR-JHSS)**, 19 (3):33-41. 2014.
14. Q. A. Bankole. *Organizational commitment and interpersonal relationship of library personnel as determinants of work performance in Nigeria universities*. **Mediterranean Journal of Social & Behavioral Research**, 7(2), 75-84. <https://doi.org/10.30935/mjosbr/12843>. 2023.
15. L. J., Sungu, Q. Weng, E., Hu, J. A., Kitule, & Q. Fang. *How does organizational commitment relate to job performance? A conservation of resource perspective*. **Human Performance**, 33(1), 52-69. <https://doi.org/10.1080/08959285.2019.1699562>. 2020.
16. J., Dijkhuizen, M., Gorgievski, M., Van Veldhoven and R. Schalk. 'Feeling successful as an Entrepreneur: A Job Demands-resources Approach', **International Entrepreneurship and Management Journal**, Vol. 12, No. 2, 2016, pp. 555-573.
17. K., Bosmans, W., Lewchuk, N., De Cuyper, S., Hardonk, K., Van Aerden and C. Vanroelen. 'The Experience of Employment Strain and Activation Among Temporary Agency Workers in Canada', **Society, Health and Vulnerability**, Vol. 8, No. 1, 2017, 112-132.
18. K., Bosmans, S., Hardonk, N., De Cuyper and C. Vanroelen. 'Explaining the Relation Between Precarious Employment and Mental Well-being. A Qualitative Study Among Temporary Agency Workers', **Journal of Work**, Vol. 53, No. 2, 2016, pp. 259-264.
19. P., Pyöriä, and S., Ojala,. 'Precarious Work and Intrinsic Job Quality: Evidence from Finland', **The Economic and Labour Relations Review**, Vol. 27, No. 3, 2016, pp. 349-367.
20. OECD. Jobs Strategy, Web page, available at: <http://www.oecd.org/employment/jobs-strategy/>, accessed 11 October 2018.
21. R., Duval and D. Furceri. 'The Effects of Labor and Product Market Reforms: The Role of Macroeconomic Conditions and Policies', **IMF Economic Review**, Vol. 66, 2018, No. 1, pp. 31-69.
22. W., Lewchuk. 'Precarious Jobs: Where are They, and How Do They Affect Well-being?', **Economic and Labour Relations Review**, Vol. 28, No. 3, 2018, pp. 402-419.
23. D. A., MDrabick, D. A., Jakubovic, R., Myerberg, L., Hardeman, J., Nachman, S., & Gadow, K. D. (2021). Family Contextual Factors are Differentially Associated with Depressive Symptoms Among Boys and Girls with Perinatally Acquired HIV. **AIDS and Behavior**, 25(1), 259-268. <https://doi.org/10.1007/s10461-020-02966-3>.

24. D., Walkowiak, B., Mikołuc, R., Mozrzykmas, L., Kałuzny, B., Didycz, D., Korycińska-Chaaban & J., Walkowiak. The Impact of the COVID-19 Pandemic on the Perception of Health and Treatment-related Issues Among Patients with Phenylketonuria in Poland: The Results of a National Online Survey. **International Journal of Environmental Research and Public Health**, 18(2), 2021, 1-19. Article 6399. <https://doi.org/10.3390/ijerph18126399>.
25. E., Zvada & T., Bhebhe. Causes and Implications of Stress Among Academic Staff: A Case of the Catholic University in Zimbabwe. **Journal of Business and Management**, 21(2), 2019, 19-30.
26. Goodday, S. M., & Friend, S. Unlocking Stress and Forecasting Its Consequences with Digital Technology. **NPJ Digital Medicine**, 2(1), 2019.1-5. <https://doi.org/10.1038/s41746-019-0151-8>.
27. A. D., Yazon & K., Ang-Manaig. Emotional Intelligence and Occupational Stress Among Filipino Teachers. **Universal Journal of Educational Research**, 7(11), 2019, 2303-2313. <https://doi.org/10.13189/ujer.2019.071108>.
28. T., Alam, V., Lúcia, C. G., Santos & K., Woo. Optimising Quality of Life for People with Non-healing Wounds. **Wounds International Journal**, 9(3), 2018, 6-14.
29. D. O., Ashipala & A.P., Shilunga,. Stress: An Overview. In S. Taukeni (Ed.), *Biopsychosocial Perspectives and Practices for Addressing Communicable and Non-Communicable Diseases*. **IGI Global**(pp. 135-150). 2020. <https://doi.org/10.4018/978-1-7998-2139-7.ch008>.
30. M., Breitenbach, E., Kapferer & C., Sedmak. Stress and Poverty: A Cross-disciplinary Investigation of Stress in Cells, Individuals, and Society. **Springer**. <https://doi.org/10.1007/978-3-030-77738-8> (2021).
31. M. L., Laspinas. Technostress: Trends and Challenges in the 21st Century Knowledge Management. **European Scientific Journal**, 2, (1), 2015, 11-21.
32. T., Mohamed,. Sources of Occupational Stressors Among Teachers: A Field of Study for Teachers Working in Libyan School in Turkey. **International Journal of Academic Research in Economics & Management Sciences**, 7(1), 2018, 1-15. <https://doi.org/10.6007/IJAREMS/v7-i1/3856>.
33. A. A., Usoro. Occupational Stress and the Job Effectiveness of Federal University Lecturers in Akwa Ibom and Cross River State, Nigeria. **European Journal of Business Management**, 10(14), 2018, 79-84.
34. E. D., Mushemeza. Opportunities and Challenges of Academic Staff in Higher Education in Africa. **International Journal of Higher Education**, 5(3), 2016, 236-246. <https://doi.org/10.5430/ijhe.v5n3p236>.
35. I. I. Pelin & C. Osoian. Co-workers support and job performance. *Studia universitatis babeş-bolyaioeconomica*, 66, (2), 2021. 74-86.
36. J. Meyer, & N. Allen. *Commitment in the workplace: Theory, research and application*. London: Sage. 1997.

37. J. P., Meyer, D. J., Stanley, L., Herscovitch, & L. Topolnytsky. *Affective, continuance and normative commitment to the organization: A Meta-analysis of Antecedents, Correlates, and Consequences*. **Journal of Vocational Behaviour**, 61, (5): 20-52. 2002.
38. A. B., Bakker, & E. Demerouti. *The Job Demands-Resources model: State of the art*. **Journal of Managerial Psychology**, 22, 309-328. doi: 10.1108/02683940710733115, 2007.
39. A. B., Bakker, E., Demerouti, & A. I. Sanz-Vergel. Burnout and work engagement: *The JD-R approach*. **Annual Review of Organizational Psychology and Organizational Behavior**, 1, 389-411. doi: 10.1146/annurev-orgpsych-031413-091235, 2014.
40. W. B., Schaufeli, & A. B. Bakker. *Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study*. **Journal of Organizational Behavior**, 25, 293-315, 2004.
41. S. E. Hobfoll. *The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory*. **Applied Psychology**, 50, 337-421, 2001.
42. M., Tims, A. B., Bakker, & D. Derks. *The impact of job crafting on job demands, job resources, and well-being*. **Journal of Occupational Health Psychology**, 18, 230-240, 2013.
43. J. F., Hopstaken, D., Van der Linden, A. B., Bakker, M. A. J., Kompier, & Y. K. Leung. *Shifts in attention during mental fatigue: Evidence from subjective, behavioral, physiological, and eye-tracking data*. 2016.
44. I. H. Nwankwo, & E. Tantuna. *Job enrichment and employee satisfaction of Rivers State-Owned Tertiary Institutions*. **International Journal of Innovative Social Sciences & Humanities Research**, 9(1):98-106. 2021.
45. V. Magaji, V. O. Akpa, & B. H. Akinlabi. *Assessment of the effect of job enrichment on employee commitment in selected private Universities in South-West Nigeria*. **FUNAI Journal of Accounting Business and Finance (FUJABF)**, 1 (1);262-271. 2017.
46. A. O., Sanda, O. U., Asikhia, & N. Magaji. *Effect of job enrichment on employee satisfaction in selected private Universities in South-West Nigeria*. **International Journal of Development Research**, 5(11), 6068-6076. 2015.
47. A. Vijay & S. Indradevi. *Sense of community, organizational commitment and quality of services*. **Leadersh. Health Serv.** 2017;30:378–393. doi: 10.1108/LHS-06-2016-0025. 2015.
48. O. P. Salawu, S. A. Odunayo & A. O. Adeniji. *Relationship between Elements of Job Enrichment and Organizational Performance among the non Academic Staff in Nigerian Public Universities*. **Management and Marketing**, 12(2), 173-189. 2014.
49. M. Basse. *Motivation and Work – Investigation and Analysis of Motivation Factors at Work*. <http://urn.kb.se/resolve?urn=urn:nbn:se:liu:diva1086>. 2012.

50. H. N., Nzewi, M., Chiekezie, E., Obi, E. R., Agu, & A. E. Augustine. *Job Enrichment and Employee Commitment in Selected Brewing Firms in Anambra State*. **Saudi Journal of Business and Management Studies**, 2 (4):330-337. 2017.
51. N. Magaji, V. O. Akpa, & B. H. Akinlabi. *Assessment of the Effect of Job Enrichment on Employee Commitment in Selected Private Universities in South-West Nigeria*. **Funai journal of accounting, Business and Finance (FUJABF)** 1.(1), 262-271. 2017.
52. N. P. Ololube. *Job enrichment and organizational commitment: A study of selected banks in Nigeria*. **International Journal of Business and Management**, 8(9), 80-89. 2013.
53. B. Adeyemi, & D. Adeyemo. *Impact of job enrichment on organizational commitment among employees of a Nigerian telecommunications company*. **Journal of Economics and Behavioral Studies**, 11(5), 84-93. 2019.
54. I. I. Akpan, & A. O. Umoren. *Impact of job enrichment on organizational commitment of employees in a Nigerian manufacturing company*. **International Journal of Advanced Academic Research | Social Sciences, Education and Humanities**, 4(10), 86-94. 2018.
55. A. O., Oyinlade, & O. A. Akinboye. *Job enrichment and organizational commitment in a Nigerian oil and gas company*. *Journal of Human Resource Management*, 8(2), 26-37. 2020.
56. C., Kinyua, D., Kiptui, G., Muthoni, & A. Onditi. *Job Enrichment and Organizational Commitment among Healthcare Workers in Kenya*. **International Journal of Business and Management**, 14(7), 142-152. 2019.
57. A. N. Kagiri, & A. Njeru. *Job Enrichment and Organizational Commitment: The Mediating Role of Job Satisfaction and Work-Life Balance in Kenya*. **International Journal of Management**, 11(4), 862-877. 2020.
58. A. Njeru, & A. Kagiri. *The effect of job enrichment on organizational commitment in Kenyan State Corporations*. **International Journal of Social Sciences and Entrepreneurship**, 1(8), 1-12. 2018.
59. C. B. Agyemang. *Job enrichment and organizational commitment of secretaries in Ghana*. **Journal of Education and Practice**, 5(19), 116-123. 2014.
60. A., Kwarteng, & J. K. Boateng. *The effect of job enrichment on organizational commitment of Secretaries in Ghana*. **Journal of Human Resources Management and Labor Studies**, 6(1), 21-35. 2018.
61. A. Nyame-Asiamah. *Impact of job enrichment on organisational commitment: A study of secretaries in Ghana*. **International Journal of Human Resource Studies**, 8(2), 1-15. 2018.
62. R. Olorunsola. *Job enrichment and organizational commitment of secretaries in Southwest Nigeria*. **Journal of Management and Sustainability**, 6(4), 1-10.

63. M. A. Adeyemi, & R. O. Salawu. *Job Enrichment and Organizational Commitment of Secretaries in Selected Tertiary Institutions in Southwest Nigeria*. **Journal of Management and Social Sciences**, 5(1), 16-23. 2017.
64. A. Oluwasegun. *Job enrichment and organisational commitment of secretaries in Selected Organisations in Lagos, Nigeria*. **International Journal of African and Asian Studies**, 45(2), 16-23. 2019.
65. K., Singh, & J. Bhatnagar. *Impact of job enrichment on organizational commitment of secretaries in India*. **Indian Journal of Industrial Relations**, 46(4), 627-638. 2016.
66. N. K., Jaiswal, & R. L. Dhar. *Impact of job enrichment on organizational commitment of secretaries in India*. **South Asian Journal of Management**, 19(3), 94-109. 2012.
67. K., Rangarajan, & R. Sridharan. *Job enrichment and organizational commitment: A study on secretaries in India*. **Indian Journal of Commerce and Management Studies**, 6(3), 40-46. 2015.
68. R. Raman, & S. Bawa. *Job enrichment and organizational commitment: A study of secretaries in India. Asia-Pacific*. **Journal of Management Research and Innovation**, 8(2), 129-138. 2012.
69. S., Priyadarshini, & J. Bhatnagar. *Job enrichment, organizational commitment, and turnover intention among secretaries in India: The mediating role of organizational commitment*. **International Journal of Human Resource Management**, 27(7), 760-778. 2016.
70. S. P., Singh, & S. K. Singh. *The influence of job enrichment on organizational commitment: Evidence from secretaries in India*. **Journal of Human Resource Management**, 7(1), 10-18. 2019.
71. T. W., Lee, & S. E. Scullen. *The influence of job enrichment on organizational commitment of UK secretaries*. **Journal of Organizational Behavior**, 23(3), 379-392. 2012.
72. A. Cooper-Hakim, & C. Viswesvaran. *The construct of work commitment: Testing an integrative framework*. **Psychological Bulletin**, 131(2), 241-259. 2015.
73. R. W., Griffeth, & P. W. Hom. *Retaining valued employees*. Thousand Oaks, CA: Sage Publications. 2015.
74. M. H. Jafri. *Impact of job enrichment on employee job satisfaction and organizational commitment in pharmaceutical sector of Pakistan*. **Journal of Basic and Applied Scientific Research**, 3(8), 448-454. 2016.
75. T., Kalliath, & P. Kalliath. *Employee attitudes and organizational performance: An empirical study in the Australian public sector*. **International Journal of Public Sector Management**, 14(1), 74-95.

76. R. Kramar. The impact of job design on employee outcomes: A survey of public sector employees. **International Journal of Human Resource Management**, 14(2), 214-233. 2018.
77. O. Altima. Relationship between stress management and job performance in organizations. **International Journal of Research in Business and Social Science**, 9(2), (2020). 43-49.
78. A. O. Oditia. Stress Management Strategies and Employee Performance: An Application of Correlational Research Design on Manufacturing Firms in Edo State, Nigeria. **Journal of Economics, Finance and Management Studies**; 6 (2); (2023). 678-690 .
79. S. P. Chandra & K. K. Sudesh. Effect of Workplace Stress management techniques on Employees' Efficiency. **International Journal of Innovative Science and Research Technology**; 7 (7): (2022). 12-23
80. F. Assibey-Ankrah. Stress management practices and employees' performance at the University of Cape Coast.; MBA Dissertation, Department of Business Administration; University of Cape Coast. (2021).
81. N. C. Obi. Stress and Employee Productivity in Selected Manufacturing Firms in South-East Nigeria. **International Journal of Research and Innovation in Applied Science**. 5 (12);(2020).54-69
82. B.A. Abonyo. Stress management and employee performance at Kenya Airways; Master Dissertation, Department of Business Administration in Human Resource, School of Business, University of Nairobi Kenya. (2020).
83. C. S. Biriowu & J. E. Chikwe. Stress management techniques and organizational performance in selected private and public Hospitals in Port Harcourt, Nigeria. **International Journal of Business Management and Research**. 9 (6), (2019). 27–36.
84. L. N. Kihara & H. Mugambi. Effect of stress management techniques on employees' performance in the public service. **Strategic Journal of Business and Change Management**, 5 (2); (2018). 2382–2405.
85. H. Odor. Work Related Stress and Employee Commitment among Delta State Polytechnic, OgwasiUku Staff. **Global Journal of Management and Business Research**, 19(1): (2019) 26-36

Chapter Three

Methodology

This chapter presents the methods employed to carry out the study under the following headings: Research design; population; sample and sampling technique; research instrument; validity of instruments; reliability of instruments; administration of research instrument; method of data collection and method of data analysis.

3.1 Research Design

The research design that is employed for this study is the descriptive survey research design. Descriptive survey research design specifies types and volume of data to be collected, methods of data collections, sampling methods to be used and statistical tools of analysis to be adopted and generalize the findings on the population. It is useful in collecting data on phenomena that cannot be directly observed on stress management and organizational commitment of administrative staff in University of Ibadan. Quantitative approach will be applied to analyse responses of selected samples from the University of Ibadan.

3.2 Population of the Study

The population of this study comprised all the 1,036 administrative staff in University of Ibadan. This included both male and female who were newly employed and those who have been in the service for years.

3.3 Sample and Sampling Technique

A sample of 375 administrative staff were used out of the total population of 1,036 for the study using Krejcie and Morgan sample size table as attached in (Table 3.2)¹. The copies of the questionnaire were randomly distributed to each administrative staff in their various departments and units.

Table 3.1: Sample size Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	302
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Source: *Krejcie and Morgan, 1970*

3.4 Description of the Research Instrument

The instrument that was used for data collection in this study is the questionnaire. This technique is preferred because of the high literacy level of the study population. Questionnaire is chosen as the instrument because it is appropriate in getting to large number of respondents and their dispersion time. The items in the questionnaire were adapted^{2&3} and were be modified to suit the study. The questionnaire is an acceptable instrument in non-experimental studies. The questionnaire was tagged “Stress Management and Employee Commitment Questionnaire” (SMECQ). The questionnaire contains scales to measure the various constructs of the research model. The questionnaire was divided into three (3) sections with focus on the variables of the study. The sections are: A, B and C.

Section elicited information on demographic characteristics of the respondents which included; gender, age, marital status, highest academic qualification and years in service

Section B elicited information on employee commitment using standardized scale which was adapted for the study². This section has three (3) sub-scales with a total of twelve (12) items. The first sub-scale measured affective commitment and it contains four (4) items. The second sub-scale measured normative commitment and it contains four (4) while the third sub-scale measured continuance commitment and it consists of four (4) items. Two sample items include: “I feel a strong sense of belonging to this organization” and “I would not leave my organization right now because of my sense of obligation to it.”. The scale has a four-point Likert scale with ranked options: Very high (VH)=4, High (H)=3, Low (L)=2, Very low (VL)= 1. The adapted scale has a reliability co-efficient of 0.79. The scale will be re-validated using Cronbach alpha method.

Section C elicited information on stress management which was adapted for the study^{3,4&5}. This section has four (4) sub-scales. The first sub-scale will measure control over job and it contains four items. The second sub scale will measure support from colleagues and it contains four items. The third sub scale will measure support from supervisor and it contains four items while the forth sub scale will measure psychological well-being and it contains four items. Two sample items include; i. “I have the authority to set and adjust my work schedule as needed” and ii. “My supervisor provides clear instructions and expectations for tasks and projects”. The scale has a four-point rating scale with ranked options: The scale has a four-point Likert scale with ranked options:Very high (VH)=4, High (H)=3, Low (L)=2, Very low (VL)= 1. The adapted scale has a reliability co-efficient of 0.82. The scale will be re-validated using Cronbach alpha method.

3.5 Validity of the Research Instrument

To establish the validity of the instrument that was used for the study, the face and content validity structures of the questionnaire was established by the thesis supervisor and two other experts. Copies of the instrument were given to the project supervisor and the two experts who are in the fields of Information Management and Measurement and Evaluation. These experts examined the instrument in order to point out the researcher's statements that were poorly worded and those that do not agree with the purpose of the study. They examined the instrument for comprehensiveness, relevance of contents, clarity of instructions and statements, possible ambiguities, errors and/or omission. The project supervisor and the two experts also examined the instrument to ensure that the data to be collected using the questionnaire was useful in answering the research questions and in testing the hypothesis that was employed for this study. Comments and the observation of these experts in conjunction with the supervisor's comment were considered in the final draft of the questionnaire.

3.6 Reliability of the Research Instrument

The reliability of the measuring instrument was done through a pilot study. The pilot study helps to ensure consistency and dependability of the scale and the ability to elicit data that answer the research questions of the study. This was carried out by using 30 copies of the questionnaire which was administered on administrative staff of Obafemi Awolowo University, Ile-Ife, Osun State, which was outside the scope of the study. The data that were obtained were subjected to Cronbach's alpha test to establish the internal consistency of the items in each of the scale. The result of the Cronbach alpha coefficient value of stress management and employee commitment were 0.84 and 0.86 respectively.

3.7 Method of Data Collection

A letter of introduction was collected from the Head of Department of Information Management, Lead City University, which was addressed to the authorities of University of Ibadan of Ibadan where the administrative staff are working by introducing the survey and the researcher. The letter also described the reasons for the survey and soliciting the administrative staff help in promptly filling and returning the questionnaire. The promise of anonymity of the respondents and confidentiality of the results was the content of the questionnaire cover page. The administrative staff were made to know the essence of the study, as the data to be collected from them would only be used for academic purpose. The copies of the questionnaire were administered by the researcher and with the help of two trained research assistants to the administrative staff in University of Ibadan. The administrative staff were given ample time to complete the questionnaire, after which the completed copies were retrieved and collated for analysis.

3.8 Method of Data Analysis

The data collected for this study were analyzed using Statistical Package for Social Sciences (SPSS) version 21. Descriptive statistics which included frequency counts and percentages was used to analyse the demographic information of respondents. Frequency counts, percentages, mean and standard deviation was used to analyze data to answer research questions 1 & 2. For the testing of the null hypothesis, inferential statistics of linear regression analysis was used at $p < 0.05$ level of significance.

Endnotes

1. R.V. Krejcie, and D.W. Morgan. Determining Sample Size for Research Activities. **Educational and Psychological Measurement**, 3 (5), 1970, 132-145.
2. J. Meyer & N. Allen. "Commitment in the workplace: Theory, Research, and Application", Sage Publications. (1997).
3. R. Karasek, C. Brisson & N. Kawakami. *The Job Content Questionnaire (JCQ): An Instrument for Internationally Comparative Assessments of Psychosocial Job Characteristics*. **Journal of Occupational Health Psychology**, 3, (4), 1998. 322-355.
4. Y. M. Kundi, M. Aboramadan, E. Elhamalaw& S. Shahid. *Employee psychological well-being and job performance: exploring mediating and moderating mechanisms*.**International Journal of Organizational Analysis**, 29 (3), 2021 pp. 736-754.
5. S. Balovi, C. C. Waveren& K. Chan. *The role of supervisor support in predicting employee job satisfaction from their perception of the performance management system: a test of competing models in engineering environments*. **South African Journal of Industrial Engineering**, 25(1):2014, 85-95.

Chapter Four

Results and Discussion of Findings

This chapter presents results and discussion of findings. Section I constitutes the presentation of the descriptive analysis using frequency counts, percentage and mean. Section II presents the results to the research questions and hypotheses, which the study sets out to answer and test. Section III of this chapter presents the discussion of findings.

4.1 Analysis of Demographic Data

This section is descriptive and it presents the results of demographic characteristics using frequency distribution tables. The Table is presented as follows:

Table 1: Response Rate

Response Rate:	Frequency	Per cent (%)
Returned and used	365	97.3%
Not Returned/Returned but not used	10	2.7 %
No of distributed Questionnaire	375	100%

Source: Field Survey, 2023

The target respondents in the study were 1,036 administrative staff in University of Ibadan. A total of 375 questionnaires were administered out of which 365 were filled and returned, which represent 97.3% response. The other 10 copies of questionnaire which represent 2.7% were not well filled out and were not used in the analysis.

Table 4.2: Demographic Information of the Respondents

Variables		Frequency	Percentage
Gender	Male	208	57.0
	Female	157	43.0
Age	20 years and below	4	1.1
	21-30 years	67	18.4
	31-40 years	103	28.2
	41-50 years	114	31.2
	51-60 year	56	15.3
	61 years and above	21	5.8
Marital Status	Single	55	15.1
	Married	284	77.8
	Separated	18	4.9
	Divorced	8	2.2
Educational Qualification	OND	48	13.2
	HND	104	28.5
	B.Sc	116	31.8
	M.Sc	86	23.6
	Others	11	3.0
Years in Service	Less than 1	15	1.7
	1-5 years	98	26.8
	6-10 years	104	28.5
	11-15 years	118	32.3
	16-20 years	24	6.6
	21 years and above	6	1.6

Source: Field Survey, 2023

Table 4.2 reveals that 57.0% were males and the rest 43.0% were females. This means that male administrative staff participated more in the study than the females. Also, 1.1% of the respondents were between the age range of 20 years and below, 18.4% were between 21-30 years, 28.2% were between 31-40 years, 31.2% were between 41-50 years, while 15.3% were between 51-60 years and the rest 5.8% were between 61 years and above. It could be inferred that the respondents whose age fell between 41-50 years were the majority. However, 46.5% of the respondents were 40 years and below, this means the percentage of young administrative staff is encouraging. It was also revealed that 15.1% were single, 77.8% were married while 4.9% were separated and the remaining 2.2% were divorced. It could be inferred that respondents who were married were more represented in the study. It is also revealed that 13.2% had OND as their highest educational qualification, 28.5% had HND, 31.8% had B.Sc, 23.6% had Master's degree while 3.0% had other qualifications. It could be

inferred that respondents who had B.Sc as their highest educational qualification participated more in the study. This means that respondents who have B.Sc and M.Sc are mostly recruited as health workers. Lastly, 1.7% had been in service for less than 1 year, 26.8% had worked between 1-5 years, 28.5% had worked for 6-10 years, 32.3% had worked for 11-15 years, 6.6% had worked between 16-20 years, while 1.6 had worked between 21 years and above. This means that respondents who had worked between 11-15 years participated more in the study.

4.2 Answers to Research Questions

Research question 1: What is the level of commitment of administrative staff in University of Ibadan?

Table 4.3: Level of commitment of administrative staff in University of Ibadan

s/n	Items	VHE	HE	LE	VLE	Mean
Affective commitment						
1	To spend the rest of my career in this organization.	176 (48.2%)	145 (39.7%)	32 (8.8%)	12 (3.3%)	3.55
2	A strong sense of belonging to this organization	75 (20.5%)	214 (58.6%)	75 (20.5%)	1 (0.3%)	3.20
3	The extent to which this organization has a great deal of personal meaning for me	47 (12.9%)	307 (84.1%)	11 (3.0%)	-	3.04
4	A strong sense of loyalty towards this organization	89 (24.4%)	170 (47.1%)	58 (15.9%)	48(12.1 %)	2.21
Average Mean: 3.00						
Normative Commitment						
5	The extent to which this organization deserves my loyalty.	60 (16.4%)	255 (69.9%)	26 (7.1%)	24 (6.6%)	3.71
6	The extent to which I feel obliged to remain with my organization	98 (26.8%)	253 (69.3%)	13 (3.6%)	1(0.3%)	3.79
7	The extent to which I would not leave my organization right now because of my sense of obligation to it.	155 (42.5%)	190 (52.1%)	20 (5.5%)		2.61
8	The extent to which I owe a great deal to this organization	113 (31.0%)	196 (53.7%)	31 (8.5%)	25 (6.8%)	3.57
Average Mean: 3.42						
Continuance commitment						
9	The extent to which I want to stay with my job at this organization is a matter of necessity as much as desire.	145 (39.7%)	190 (52.1%)	30 (8.2%)		2.42
10	Negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere	97 (26.6%)	234 (64.1%)	30 (8.2%)	4 (1.1%)	3.27

11	The extent to which my life would be disrupted if I leave my organization	82 (22.5%)	283 (77.5%)	-	-	3.11
12	The extent to which I would want to leave my job at this organization right now even if I wanted to	194 (53.2%)	127 (34.8%)	38 (10.4%)	6 (1.6%)	3.60

Average Mean: 3.10

Weighted Average Mean: 3.17

Key: VH=Very High, H=High, L= Low, VL=Very Low

Decision Rule: High =4.00-3.00, Moderate =2.99-2.00, Low =1.99-1.0, Very low:0.99-0.00

Result from Table 4.3 shows the level of commitment of administrative staff in University of Ibadan. Very High, High, Low and Very Low were the response format used in measuring the level of commitment of administrative staff in University of Ibadan, but for the purpose of reporting, Very High and High were merged to become High (H) while, Low and Very Low were to become Low (L). Result shows 321 (87.9%) affirmed that the possibility of spending the rest of their career in this organization was high while 44 (12.1%) was rated low. 289 (79.1%) reported they have a high strong sense of belonging to this organization while 76 (20.8%) rated low response. Similarly, a total number of 354 (97.0%) stated that the extent to which this organization has a great deal of personal meaning for them was high while 11 (3.0%) rated low response. Also, 259 (71.5%) reported that they have a high strong sense of loyalty towards their organization while 106 (28.0%) were rated low.

Furthermore, 315 (86.3%) were rated high that the extent to which this organization deserves their loyalty while 50 (13.7%) rated low response. Also, 351 (96.1%) stated that extent to which they feel obliged to remain with their organization was high while 14 (3.9%) reported low response. Likewise, 345 (94.6%) stated that the extent to which they would not leave their organization right now because of their sense of obligation to it was high, while 20 (5.5%) was rated low. Also, 309 (84.7%) reported that the extent to which they owe a great deal to their organization was high while 56 (15.3%) were rated low.

A total number of 335 (91.8%) were rated high on the extent to which they want to stay with their job at their organization is a matter of necessity as much as desire while 30 (8.24%) had

a low response. In addition, 331 (90.7%) were rated to have a high negative consequence of leaving their job at their organization would be the scarcity of available alternatives elsewhere while 34 (9.3%) were rated low. Furthermore, 365 (100.0%) stated that the extent to which their life would be disrupted if they leave their organization was high while none was rated low ability. Lastly, 321 (88.0%) reported that extent to which they would want to leave their job at this organization right now even if they wanted to was high, while 44 (12.0%) reported low response.

The weighted average mean of the whole item is 3.17, thus, it could be inferred that the level of organizational commitment of administrative staff in University of Ibadan is moderately high. It could be adjudged that this level of commitment of administrative staff could be further improved if conducive working environment, remunerations, provision of up-to-date facilities, prompt payment of salaries among others are in place in the university.

Research question 2: What is the level of stress management of administrative staff in University of Ibadan?

Table 4.4: Level of stress management of administrative staff in University of Ibadan

s/n	Items	VHE	HE	LE	VLE	Mean
Control over job						
1	Satisfied with the level of control I have over my job	94 (25.8%)	227 (62.2%)	35 (9.6%)	9 (2.5%)	3.86
2	Engaged in my work tasks and responsibilities	87 (23.8%)	241 (66.0%)	33 (9.0%)	4 (1.1%)	2.35
3	Authority to set and adjust my work schedule as needed	107 (29.3%)	186 (51.0%)	57(15.6 %)	15 (4.1%)	2.28
4	Freedom to make decisions related to my job tasks and responsibilities.	95 (26.0%)	228 (62.5%)	28 (7.7%)	14 (3.8%)	3.22
Average Mean: 2.93						
Support from colleagues						
5	The extent to which my colleagues are willing to help and support me when I encounter challenges at work.	146 (40.0%)	187 (51.2%)	27 (7.4%)	5 (1.4%)	2.78
6	The extent to which I feel comfortable seeking advice and assistance from my colleagues.	72 (19.7%)	225 (61.6%)	64 (17.5%)	4 (1.1%)	2.84

7	The extent to which I can rely on my colleagues to collaborate effectively on projects or tasks.	80 (21.9%)	241 (66.0%)	24 (6.6%)	10 (2.7%)	3.75
8	The extent to which colleagues are open to providing constructive criticism to help me improve my work.	134 (36.7%)	214 (58.6%)	17 (4.7%)	-	3.26
Average Mean: 3.16						
Support from supervisor						
9	The extent to which my supervisor is approachable and open to discussing work-related concerns.	105 (28.8%)	236 (64.7%)	23 (6.3%)	1 (0.3%)	3.26
10	The extent to which my supervisor provides clear instructions and expectations for tasks and projects.	46 (12.6%)	310 (84.9%)	9 (2.5%)	-	3.03
11	The extent to which my supervisor encourages and supports my professional development.	46 (12.6%)	288 (78.9%)	31 (8.5%)		3.03
12	The extent to which my supervisor acknowledges and appreciates my contributions to the team.	89 (24.4%)	232 (63.6%)	41 (11.2%)	3 (0.8%)	3.59
Average Mean: 3.23						
Psychological well-being						
13	Experience a sense of joy and fulfillment in my daily activities.	93 (25.5%)	196 (53.7%)	52 (14.2%)	24 (6.6%)	3.04
14	Ability to manage my emotions and reactions effectively.	88 (24.1%)	217 (59.5%)	52 (14.2%)	8 (2.2%)	3.19
15	Healthy and constructive ways of coping with challenges and setbacks.	83 (22.7%)	228 (62.5%)	43 (11.8%)	11 (3.0%)	3.10
16	A sense of purpose and fulfillment in my work.	71 (19.5%)	245 (67.1%)	40 (11.0%)	9 (2.5%)	3.16
Average Mean: 3.12						
Weighted Average Mean: 3.11						

Key: VH=Very High, H=High, L= Low, VL=Very Low

Decision Rule: High =4.00-3.00, Moderate =2.99-2.00, Low =1.99-1.0, Very low:0.99-0.00

Result from Table 4.4 shows the level of stress management of administrative staff in University of Ibadan. Very High, High, Low and Very Low were the response format used in measuring the level of stress management of administrative staff in University of Ibadan, but for the purpose of reporting, Very High and High were merged to become High (H) while, Low and Very Low were to become Low (L). Result shows 321 (88.0%) affirmed that the level at which they satisfied with the level of control they have over their job was high while 44 (12.1%) was rated low. 328 (89.9%) reported they the level at which they engaged in their

work tasks and responsibilities was high while 37 (10.1%) rated low response. Similarly, a total number of 293 (80.3%) stated that the level to which authority set and adjust their work schedule as needed was high while 72 (19.7%) rated low response. Also, 323 (88.5%) reported that they have a high freedom to make decisions related to their job tasks and responsibilities, while 42 (11.5%) were rated low.

Furthermore, 333 (91.2%) were rated that the extent to which their colleagues are willing to help and support them when they encounter challenges at work was high while 32 (8.8%) rated low response. Also, 297 (81.3%) stated that the extent to which they feel comfortable seeking advice and assistance from their colleagues was high while 68 (18.6%) reported low response. Likewise, 321 (87.9%) stated that the extent to which they can rely on their colleagues to collaborate effectively on projects or tasks was high, while 34 (9.3%) was rated low. Also, 348 (95.3%) reported that the extent to which colleagues are open to providing constructive criticism to help them improve their work was high while 17 (4.7%) were rated low.

A total number of 341 (93.5%) were rated high on the extent to which their supervisor is approachable and open to discussing work-related concerns was high while 24 (6.6%) had a low response. In addition, 356 (97.5%) were rated to high on the extent to which their supervisor provides clear instructions and expectations for tasks and projects while 9 (2.5%) were rated low. Furthermore, 334 (91.5%) stated that the extent to which their supervisor encourages and supports their professional development while 31 (8.5%) reported low response. Also, 321 (88.0%) reported that extent to which their supervisor acknowledges and appreciates their contributions to the team was high, while 44 (12.0%) reported low response. In addition, 289 (79.2%) stated that the level at which they experience a sense of joy and fulfillment in their daily activities was high while 76 (20.8%) reported low response. 305 (83.6%) reported that their ability to manage their emotions and reactions effectively was high while 60 (16.4%) reported low response. Also, 331 (85.2%) reported that they have a

high healthy and constructive ways of coping with challenges and setbacks while 54 (14.8%) reported low response. Lastly, 316 (86.6%) reported that they have a high sense of purpose and fulfillment in their work while 49 (13.5%) reported low response.

The weighted average mean of the whole item is 3.11, thus, it could be inferred that the level of stress management of administrative staff in University of Ibadan is moderately high. It could be adjudged that administrative staff were able to manage their stress well because they have control over their job, needed support from colleagues and supervisor and as well, they are able to work minimally which do not affect their psychological well-being.

Test of Hypothesis

H₀₁: There is no significant influence of stress management on employee commitment of administrative staff in University of Ibadan.

Table 4.5: Summary of regression analysis for the influence of stress management on employee commitment of administrative staff in University of Ibadan

Model	F(df)	Anova Sig	
R	0.409		
R Square	0.359	11.241 (1,364)	
Adjusted R Square	0.342		
Coefficients	Unstandardized Coefficients	T	Sig
(Constant)	2.378	5.702	.000
Stress management	.410	6.497	.000

a. Dependent Employee commitment

b. Predictors: (Constant), stress management

Source: Field Survey Results (2023)

Table 4.5 revealed the combined influence of stress management on employee commitment of administrative staff in University of Ibadan. Regression analysis was used to test the hypothesis. The result yielded a coefficient of multiple regression $R = 0.409$ and multiple R-

square = 0.359. This suggests that the independent variable factor accounted for 34.2% (Adj.R²= .342) variance in the prediction of job performance. The other factors accounting for the remaining variance are beyond the scope of this study. The result also stress management had influence on organizational commitment (Beta = 0.410, t= 6.497, p<0.05). The result from the regression analysis shows that there was a significant influence of the independent variable (stress management) on employee commitment, $F_{(1, 364)} = 30.706$, $p < 0.05$. This implies that when the measures of stress management were taken together, they influenced employee commitment of administrative staff in University of Ibadan. Therefore, H₀₁ is rejected.

4.4 Discussion of Findings

Result from question one showed that the level of employee commitment of administrative staff in University of Ibadan is moderately high. It could be adjudged that this level of commitment of administrative staff could be further improved if conducive working environment, remunerations, provision of up-to-date facilities, prompt payment of salaries among others are in place in the university. The finding supports a study that was conducted on stress management and employee commitment: the mediating role of job satisfaction and work-life balance in Kenya using the descriptive survey design. It was revealed that the level of organizational commitment among employees was moderate. Result showed a positive relationship between stress management and employee commitment in Kenya. Additionally, the study found that job satisfaction and work-life balance mediate the relationship between stress management and employee commitment¹. The finding also supports a study that investigated stress management and employee commitment of secretaries in Ghana adopting the descriptive design and purposive sampling technique. The results showed that the level of commitment among employees was moderate, indicating that secretaries who experienced greater stress management were more committed to their organisation. The study also found

that factors such as salary and promotion opportunities also played a role in influencing employee commitment². The finding also corroborates a study that examined the effect of stress management on employee commitment among secretaries in Ghana. The findings revealed that the level of organizational commitment among employees was moderate. The study also found that factors such as job security, interpersonal relationships, and leadership style also influenced employee commitment among employees³.

Result from research question two showed that the level of stress management of administrative staff in University of Ibadan is moderately high. It could be adjudged that administrative staff were able to manage their stress well because they have control over their job, needed support from colleagues and supervisor and as well, they are able to work minimally which do not affect their psychological well-being. The finding corroborates a study on the aim to identify the key issues of stress management research and practice to motivate employees' performance in Nigeria. The study looked at stress management with respect to employee motivation and job performance that skills, task identity, task significance, autonomy, feedback, job security and compensation are important factors for motivating employees. It was revealed that the level of stress management among employees was moderate. The findings revealed that a dynamic managerial learning framework is required in order to enhance employees' performance to meet global challenges and recommended that attention should be given specifically to the psychological needs of workers and how they may be met⁴. The finding is also in line with a study that investigated the impact of stress management on employee commitment among secretaries in Ghana. It was found that the level of stress management among employees was moderate. The results indicated that stress management had a positive impact on employee commitment, and that factors such as job security and salary also played a role in influencing employee commitment. The study also found that stress management had a stronger impact on affective

commitment (emotional attachment to the organisation) than on continuance commitment (perceived costs of leaving the organisation)⁵.

Result from hypothesis one showed that there was significant influence of the independent variable (stress management) on employee commitment of administrative staff in University of Ibadan. This means that ability to manage stress effectively could make employees to be more productive and in turn, they could be more committed to the organization. The finding goes in line with a study on the assessment of the effect of stress management on non-academic staff motivation in private universities in Nigeria; a survey of selected private universities in South-western Nigeria. The study employed a cross-sectional survey design. The finding revealed that there is strong positive relationship between stress management and employee motivation. Results showed that stress management account for employee motivation at 66% relationship and 44% variation at a significance level of 0.05. This shows that non- academic staff in the sampled universities are highly motivated by the practice of stress management design. The study however concluded that human resources directors of the seven selected private universities surveyed and other organisations alike should take account of individual differences, attributes and people orientation to work⁶.

The study was also in line with a study that evaluated the effect of stress management on employee commitment in selected private universities in south-west Nigeria. The study employed a cross-sectional survey design. The finding revealed that there is a significant positive relationship between stress management and employee satisfaction in selected private universities in South-West Nigeria. The regression results also showed that 44% of the variation in employee satisfaction can be explained by the changes in practice of stress management⁷. The finding also validates another study that investigated the impact of stress management on employee commitment among employees of a Nigerian telecommunications company. The study found that stress management significantly influenced employee

commitment⁸. The finding also lends credence to a study that examined the impact of stress management on employee commitment was examined among employees of a Nigerian manufacturing company. The results showed that stress management had a significant positive effect on employee commitment⁹.

Endnotes

1. A. N. Kagiri, & A. Njeru. *Job Enrichment and Organizational Commitment: The Mediating Role of Job Satisfaction and Work-Life Balance in Kenya*. **International Journal of Management**, 11(4), 862-877. 2020.
2. C. B. Agyemang. *Job enrichment and organizational commitment of secretaries in Ghana*. **Journal of Education and Practice**, 5(19), 116-123. 2014.
3. A., Kwarteng, & J. K. Boateng. *The effect of job enrichment on organizational commitment of Secretaries in Ghana*. **Journal of Human Resources Management and Labor Studies**, 6(1), 21-35. 2018.
4. M. Basse. *Motivation and Work – Investigation and Analysis of Motivation Factors at Work*. <http://urn.kb.se/resolve?urn=urn:nbn:se:liu:diva1086>. 2012.
5. A. Nyame-Asiamah. *Impact of job enrichment on organisational commitment: A study of secretaries in Ghana*. **International Journal of Human Resource Studies**, 8(2), 1-15. 2018.
6. V. Magaji, V. O. Akpa, & B. H. Akinlabi. *Assessment of the effect of job enrichment on employee commitment in selected private Universities in South-West Nigeria*. **FUNAI Journal of Accounting Business and Finance (FUJABF)**, 1 (1);262-271. 2017.
7. A. O., Sanda, O. U., Asikhia, & N. Magaji. *Effect of job enrichment on employee satisfaction in selected private Universities in South-West Nigeria*. **International Journal of Development Research**, 5(11), 6068-6076. 2015.
8. Adeyemi, & D. Adeyemo. *Impact of job enrichment on organizational commitment among employees of a Nigerian telecommunications company*. **Journal of Economics and Behavioral Studies**, 11(5), 84-93. 2019.

9. I. I. Akpan, & A. O. Umoren. *Impact of job enrichment on organizational commitment of employees in a Nigerian manufacturing company*. **International Journal of Advanced Academic Research | Social Sciences, Education and Humanities**, 4(10), 86-94. 2018.

Chapter Five

Conclusion

This chapter presents and discusses the summary of findings, conclusion and offers valuable recommendations. It further presents the contributions to knowledge and suggestions for further studies.

5.1 Summary of Findings

The study investigated the influence of stress management and employee commitment of administrative staff in University of Ibadan. The descriptive survey research design was adopted in order to achieve the purpose of the study. It was adopted mainly because it was useful in collecting data on phenomena that cannot be directly observed without any manipulation. The population of the study comprised all administrative staff of University of Ibadan, Nigeria. The sample size of the study was three hundred and seventy-five (375) administrative staff who were selected using proportional sampling technique. The total number of respondents who later responded to the questionnaire was three hundred and sixty-five (365) which comprised 208 males and 157 females. Result from the analyses of the data collected and the interpretation done, the findings of the study were:

- i. The level of organizational commitment of administrative staff in University of Ibadan was moderately high.
- ii. The level of stress management of administrative staff in University of Ibadan was moderately high.
- iii. There was significant influence of stress management on organizational commitment of administrative staff in University of Ibadan.

5.2 Conclusion

Based on the findings of the study, it could be affirmed that when administrative staff are committed to the institution, they tend to give their best by ensuring that the vision and mission of the institution is achieved. Also, it is revealed that administrative staff were able to manage their stress effectively as this tend to make them to be productive and could in turn increase their chances of being committed to the institution. It could be affirmed that with increased opportunities for achievement, administrative staff will be able to put into use those skills, knowledge and abilities acquired both on and off the job. Hence, increased recognition of task significance will stimulate the employees to further raise their commitment towards the attainment and realization of the goal and objectives of the institution/organisation. It could be concluded therefore that stress management had significant influence on organizational commitment of administrative staff in University of Ibadan.

5.3 Recommendations

The following recommendations were made based on the findings of the study:

- i. The management of University of Ibadan should therefore formulate and implement policies that will make co-workers to be commending their efforts for executing tasks successfully as this may be a motivation and challenge to those who perform below expectations. The salary of workers should also commensurate their efforts to increase their morale and commitment. As it is popularly known that happy workers are most times the most productive administrative staff.

ii. To improve the level of employee commitment, the management of University of Ibadan should carefully plan the job redesign process in the institution since this will ensure that suitable secretaries are placed in appropriate department thus making for a workforce poised towards goal attainment.

iii. Management of University of Ibadan should provide stress awareness training to administrative to help them recognize the signs of stress and learn coping strategies. This can include workshops on time management, resilience, and mindfulness.

iv. Administrative staff should prioritize tasks and manage their time effectively. This can help prevent overwhelming workloads and reduce stress levels. Also, administrative staff should take regular breaks during the workday. Short breaks can help them recharge and maintain focus.

v. Management of labour should consider implementing employee assistance programs that offer counselling and support services for administrative facing personal or work-related stressors.

5.4 Contribution to Knowledge

The findings from this study provide an invaluable insight into the employee commitment of administrative staff of University of Ibadan. A theoretical framework that will be useful for further research in this field has been effectively constructed in this thesis. Additionally, this study has shed new light on the elements that can improve commitment of administrative staff in University of Ibadan. The literature that were revealed for this study, has improved knowledge and comprehension of how administrative staff manage stress and how this has influenced their commitment to the organisation. The study has further demonstrated how important administrative staff commitment to the organisation has enhanced the mission and vision statements. This study has also contributed empirically to the body of literature on

employee commitment of administrative staff as it could be used by other researchers to augment their research works.

In general, the study has filled a research gap which sought for the need to adopt more of this research in employee commitment studies. This study has also contributed to the existing body of knowledge on stress management and employee commitment of administrative staff in University of Ibadan, but also, at the global level.

5.5 Suggestions for Further Studies

The following suggestion for further studies were made based on the findings of the study:

- i. The influence of stress management and employee commitment of administrative staff in private universities in Ibadan, Nigeria.
- ii. The influence of stress management on employee commitment of administrative staff in polytechnic of Ibadan, Nigeria
- iii. Demographic factors and stress management on employee commitment of administrative staff in College of Education in Oyo State, Nigeria.
- iv. Influence of stress management and work experience on employee commitment of administrative staff in College of Education in Southwest, Nigeria.

Bibliography

Books

- Griffeth, R. W., & Hom, P. W. (2015). *Retaining valued employees*. Thousand Oaks, CA: Sage Publications.
- Meyer, J. & Allen, N. (1997). *Commitment in the workplace: Theory, research and application*. London: Sage.
- Meyer, J. & Allen, N. (1997). "Commitment in the workplace: Theory, Research, and Application", Sage Publications.

Internet Source

- Bassey, M. (2012). *Motivation and Work – Investigation and Analysis of Motivation Factors at Work*. <http://urn.kb.se/resolve?urn=urn:nbn:se:liu:diva1086>.
- OECD. (2018). Jobs Strategy, Web page, available at: <http://www.oecd.org/employment/jobs-strategy/>, accessed 11 October 2018.
- Hopstaken, J. F., Van der Linden, D., Bakker, A. B., Kompier, M. A. J., & Leung, Y. K. *Shifts in attention during mental fatigue: Evidence from subjective, behavioral, physiological, and eye-tracking data*. 2016.

Peer Reviewed Journals

- Adegbaye, S. I. Agboola, I. O. & Buraimo, O. (2021). "Organizational commitment among University Library Personnel: A Demographic Analysis". **Library Philosophy and Practice (e-journal)**. 5397.
- Adeyemi, B. & Adeyemo, D. (2019). *Impact of job enrichment on organizational commitment among employees of a Nigerian telecommunications company*. **Journal of Economics and Behavioral Studies**, 11(5), 84-93.
- Adeyemi, M. A. & Salawu, R. O. (2017). *Job Enrichment and Organizational Commitment of Secretaries in Selected Tertiary Institutions in Southwest Nigeria*. **Journal of Management and Social Sciences**, 5(1), 16-23.
- Affum-Osei, E., Acquah, E., & Acheampong, P. (2015). *Relationship between organisational commitment and demographic variables: Evidence from a commercial bank in Ghana, (december)*. **European Journal of Research and Reflection in Educational Sciences**, 769-778..
- Agyemang, C. B. (2014). *Job enrichment and organizational commitment of secretaries in Ghana*. **Journal of Education and Practice**, 5(19), 116-123.
- Ajayi, M. O. (2017). *Influence of gender and age on organizational commitment among civil servants in South-West, Nigeria*. **Canadian Social Science**, 13 (2), 29-35.

- Akhtar, S. (2022). *Impact of Supervisor Support on Employee Task Performance: Developing and Testing of an Integrated Sequential Mediated Model*. **Global Economics Review**, 7 (1); 9-19.
- Akkaya, B. (2020). *Linking Organizational Commitment and Organizational Trust in Health Care Organizations*. **Organizacija**, ;53:306–318. doi: 10.2478/orga-2020-0020. 2020.
- Akpan, I. I. & Umoren., A. O. (2018). *Impact of job enrichment on organizational commitment of employees in a Nigerian manufacturing company*. **International Journal of Advanced Academic Research | Social Sciences, Education and Humanities**, 4(10), 86-94.
- Al Zefeiti, S. M. B. & Mohamad, N. A. *The Influence of organizational commitment on Omani public employees' work performance*. **International Review of Management and Marketing**, 7(2), 151-160. 2017.
- Alam, T., Lúcia, V., Santos, C. G., & Woo, K. (2018). *Optimising Quality of Life for People with Non-healing Wounds*. **Wounds International Journal**, 9(3), 2018, 6-14.
- Altima, O. (2020). *Relationship between stress management and job performance in organizations*. **International Journal of Research in Business and Social Science**, 9(2), 43-49.
- Ashipala, D. O. & Shilunga, A.P. (2020). *Stress: An Overview*. In S. Taukeni (Ed.), *Biopsychosocial Perspectives and Practices for Addressing Communicable and Non-Communicable Diseases*. **IGI Global**(pp. 135-150). 2020. <https://doi.org/10.4018/978-1-7998-2139-7.ch008>.
- Baird, K. M., Tung, A., & Yu, Y. (2019). *Employee organizational commitment and hospital performance*. **Health Care Management Review**, 44(3), 206-215. 2019.
- Bakker, A. B. & Demerouti, E. (2014). *Job demands and job resources as predictors of absence duration and frequency*. **Journal of Vocational Behaviour**, 6 (2), 2014. pp 341–356.
- Bakker, A. B., & Demerouti, E. (2007). *The Job Demands-Resources model: State of the art*. **Journal of Managerial Psychology**, 22, 309-328. doi: 10.1108/02683940710733115.
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). *Burnout and work engagement: The JD-R approach*. **Annual Review of Organizational Psychology and Organizational Behavior**, 1, 389-411. doi: 10.1146/annurev-orgpsych-031413-091235, 2014.
- Balovi, S. Waveren, C. C. & Chan, K. *The role of supervisor support in predicting employee job satisfaction from their perception of the performance management system: a test of competing models in engineering environments*. **South African Journal of Industrial Engineering**, 25(1):2014, 85-95.

- Bankole, Q. A. (2023). *Organizational commitment and interpersonal relationship of library personnel as determinants of work performance in Nigeria universities. Mediterranean Journal of Social & Behavioral Research*, 7(2), 75-84. <https://doi.org/10.30935/mjosbr/12843>. 2023.
- Biriowu, C. S. & Chikwe, J. E. (2019). Stress management techniques and organizational performance in selected private and public Hospitals in Port Harcourt, Nigeria. **International Journal of Business Management and Research**, 9 (6), 27–36.
- Bosmans, K. Lewchuk, W., De Cuyper, N., Hardonk, S., Van Aerden, K., and Vanroelen, C. (2017). ‘The Experience of Employment Strain and Activation Among Temporary Agency Workers in Canada’, **Society, Health and Vulnerability**, 8, (1), 112-132.
- Bosmans, K., Hardonk, S., De Cuyper N., and Vanroelen, C. (2016). ‘Explaining the Relation Between Precarious Employment and Mental Well-being. A Qualitative Study Among Temporary Agency Workers’, **Journal of Work**, 53, (2), 259-264.
- Breitenbach, M., Kapferer, E. & Sedmak, C. (2021). Stress and Poverty: A Cross-disciplinary Investigation of Stress in Cells, Individuals, and Society. **Springer**. <https://doi.org/10.1007/978-3-030-77738-8>
- Chandra, S. P. & Sudesh, K. K. (2022). Effect of Workplace Stress management techniques on Employees’ Efficiency. **International Journal of Innovative Science and Research Technology**; 7 (7): 12-23
- Cooper-Hakim, A. & Viswesvaran, C. (2015). *The construct of work commitment: Testing an integrative framework. Psychological Bulletin*, 131(2), 241-259. 2015.
- Dijkhuizen, J., Gorgievski, M., Van Veldhoven, M., and Schalk, R. (2016). ‘Feeling successful as an Entrepreneur: A Job Demands-resources Approach’, **International Entrepreneurship and Management Journal**, Vol. 12, No. 2, pp. 555-573.
- Du, Y. Zhang, L., & Tekleab, A. G. (2018). *Job strains, job control, and POS on employee performance: An interactionist perspective. Journal of Business Research*, 8 (2), 213-219.
- Duval, R. & Furceri, D. (2018). ‘The Effects of Labor and Product Market Reforms: The Role of Macroeconomic Conditions and Policies’, **IMF Economic Review**, Vol. 66, 2018, No. 1, pp. 31-69.
- Goodday, S. M., & Friend, S. (2019). Unlocking Stress and Forecasting Its Consequences with Digital Technology. **NPJ Digital Medicine**, 2(1), 2019.1-5. <https://doi.org/10.1038/s41746-019-0151-8>.
- Grego-Planer, D. (2019). *The relationship between organizational commitment and organizational citizenship behaviour in public and private sectors. Sustainability*, 11, 1-20.
- Hafiz, A. Z. (2017). *A relationship between organizational commitment and employee’s performance: Evidence from banking sector of Lahore. Arabian Journal of Business Management Review*, 7(2), 1-7. <https://doi.org/10.4172/2223-5833.1000304>.

- Herawati, H. Setyadi, D. Michael, M. & Hidayati, T. (2020) *The effect of workload, supervisor, and coworker supports on job performance through job satisfaction*. **International Journal of Finance Economics and Business**, 2(1):13-33.
- Hobfoll, S. E. (2001). *The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory*. **Applied Psychology**, 50, 337-421.
- Irefin, P., & Mohammed, M. A. (2014). *Effect of employee commitment on organizational performance in Coca-Cola Nigeria Limited Maiduguri, Borno State*. **IOSR Journal of Humanities and Social Science (IOSR-JHSS)**, 19 (3):33-41. 2014.
- Jafri, M. H. (2016). *Impact of job enrichment on employee job satisfaction and organizational commitment in pharmaceutical sector of Pakistan*. **Journal of Basic and Applied Scientific Research**, 3(8), 448-454.
- Jain, P., Duggal, T., & Ansari, A. H. (2019). *Examining the mediating effect of trust and psychological well-being on transformational leadership and organizational commitment. Benchmarking: An International Journal*, 26(5), 1517-1532. 2019.
- Jaiswal, N. K., & Dhar, R. L. (2012). *Impact of job enrichment on organizational commitment of secretaries in India*. **South Asian Journal of Management**, 19(3), 94-109.
- Jemilohun, O. D. Babalola, A. & Nkire, E. (2019). *Cross. Effects of Job Stress on Employee's Performance*. **International Journal of Business Management**, 06(02): 375-382 <https://doi.org/10.18801/ijbmsr.060219.40>.
- Joe-Akunne, C. & Ezeh, L. N. (2019). *Organizational commitment among private sector workers in Anambra state, Nigeria*. **Practicum Psychologia**, 9(1), 125-138.
- Kagiri, A. N. & Njeru, A. (2020). *Job Enrichment and Organizational Commitment: The Mediating Role of Job Satisfaction and Work-Life Balance in Kenya*. **International Journal of Management**, 11(4), 862-877.
- Kalliath, T., & Kalliath, P. (2017). *Employee attitudes and organizational performance: An empirical study in the Australian public sector*. **International Journal of Public Sector Management**, 14(1), 74-95.
- Kihara, L. N. & Mugambi, H. (2018). *Effect of stress management techniques on employees' performance in the public service*. **Strategic Journal of Business and Change Management**, 5 (2); (2018). 2382–2405.
- Kinyua, C., Kiptui, D., Muthoni, G., & Onditi, A. (2019). *Job Enrichment and Organizational Commitment among Healthcare Workers in Kenya*. **International Journal of Business and Management**, 14(7), 142-152.
- Kramarm, R. (2018). *The impact of job design on employee outcomes: A survey of public sector employees*. **International Journal of Human Resource Management**, 14(2), 214-233.

- Krejcie, R.V. and Morgan, D.W. (1970). Determining Sample Size for Research Activities. **Educational and Psychological Measurement**, 3 (5), 132-145.
- Kundi, Y. M. Aboramadan, M. Elhamalaw, E. & Shahid, S. *Employee psychological well-being and job performance: exploring mediating and moderating mechanisms.* **International Journal of Organizational Analysis**, 29 (3), 2021 pp. 736-754.
- Kwarteng, A., & Boateng, J. K. (2018). *The effect of job enrichment on organizational commitment of Secretaries in Ghana.* **Journal of Human Resources Management and Labor Studies**, 6(1), 21-35.
- Laspinas, M. L. (2015). Technostress: Trends and Challenges in the 21st Century Knowledge Management. **EuropeanScientific Journal**, 2, (1), 11-21.
- Lee, T. W. & Scullen, S. E. (2012). *The influence of job enrichment on organizational commitment of UK secretaries.* **Journal of Organizational Behavior**, 23(3), 379-392. 2012.
- Lewchuk, W. (2018). ‘Precarious Jobs: Where are They, and How Do They Affect Well-being?’, **Economic and Labour Relations Review**, 28, (3), pp. 402-419.
- Magaji, N. Akpa, V. O. & Akinlabi, B. H. (2017). *Assessment of the Effect of Job Enrichment on Employee Commitment in Selected Private Universities in South-West Nigeria.* **Funai journal of accounting, Business and Finance (FUJABF)** 1.(1), 262-271.
- Magaji, V. Akpa, V. O. & Akinlabi, B. H. (2017). *Assessment of the effect of job enrichment on employee commitment in selected private Universities in South-West Nigeria.* **FUNAI Journal of Accounting Business and Finance (FUJABF)**, 1 (1); 262-271.
- Marić, S. Berber, N., Slavić, A. & Aleksić, M. *The mediating role of employee commitment in the relationship between corporate social responsibility and firm performance in Serbia.* **SAGE Open**, 11(3), 21582440211037668. 2021.
- MDrabick, D. A., Jakubovic, D. A., Myerberg, R., Hardeman, L., Nachman, J., & Gadov, S., K. (2021). Family Contextual Factors are Differentially Associated with Depressive Symptoms Among Boys and Girls with Perinatally Acquired HIV. **AIDS and Behavior**, 25(1), 259-268. <https://doi.org/10.1007/s10461-020-02966-3>.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). *Affective, continuance and normative commitment to the organization: A Meta-analysis of Antecedents, Correlates, and Consequences.* **Journal of Vocational Behaviour**, 61, (5): 20-52.
- Mohamed, T. Sources of Occupational Stressors Among Teachers: A Field of Study for Teachers Working in Libyan School in Turkey. **International Journal of Academic Research in Economics & Management Sciences**, 7(1), 2018, 1-15. <https://doi.org/10.6007/IJAREMS/v7-i1/3856>.
- Mushemeza, E. D. (2016). Opportunities and Challenges of Academic Staff in Higher Education in Africa. **International Journal of Higher Education**, 5(3), 2016, 236-246. <https://doi.org/10.5430/ijhe.v5n3p236>.

- Nazir, O. & Islam, J. U. *Enhancing organisational commitment and employee performance through employee engagement*. **South Asian Journal of Business Studies**, 6(1), 98-114. 2017.
- Njeru, A. & Kagiri, A. (2018). *The effect of job enrichment on organizational commitment in Kenyan State Corporations*. **International Journal of Social Sciences and Entrepreneurship**, 1(8), 1-12.
- Nwankwo, I. H. & Tantuna, E. (2021). *Job enrichment and employee satisfaction of Rivers State-Owned Tertiary Institutions*. **International Journal of Innovative Social Sciences & Humanities Research**, 9(1):98-106.
- Nwinyokpugi, P. N. & Ikoromasoma, E. (2021). *Building local council workers commitment; leveraging on workplace management tools*. **American Journal of Multidisciplinary Research & Development**, 3(03), 01-12.
- Nyame-Asiamah, A. (2018). Impact of job enrichment on organisational commitment: A study of secretaries in Ghana. **International Journal of Human Resource Studies**, 8(2), 1-15.
- Nzewi, H. N., Chiekezie, M., Obi, E., Agu, E. R., & Augustine, A. E. (2017). *Job Enrichment and Employee Commitment in Selected Brewing Firms in Anambra State*. **Saudi Journal of Business and Management Studies**, 2 (4):330-337.
- Obi, N. C. (2020). Stress and Employee Productivity in Selected Manufacturing Firms in South-East Nigeria. **International Journal of Research and Innovation in Applied Science**. 5 (12); 54-69.
- Odita, A. O. (2023). Stress Management Strategies and Employee Performance: An Application of Correlational Research Design on Manufacturing Firms in Edo State, Nigeria. **Journal of Economics, Finance and Management Studies**; 6 (2); (2023). 678-690 .
- Odor, H. Work Related Stress and Employee Commitment among Delta State Polytechnic, OgwasiUku Staff. **Global Journal of Management and Business Research**, 19(1): (2019) 26- 36
- Ololube, N. P. (2013). *Job enrichment and organizational commitment: A study of selected banks in Nigeria*. **International Journal of Business and Management**, 8(9), 80-89.
- Olorunsola, R. (2018). *Job enrichment and organizational commitment of secretaries in Southwest Nigeria*. **Journal of Management and Sustainability**, 6(4), 1-10.
- Oluwasegun, A. (2019). *Job enrichment and organisational commitment of secretaries in Selected Organisations in Lagos, Nigeria*. **International Journal of African and Asian Studies**, 45(2), 16-23.
- Oyeniya, K. O. Adeyemi, M. A. & Olaoye, B. O. (2017). *Organizational commitment and employee's job performance: Evidence from Nigerian hospitality industry*.

International Journal of Innovative Psychology & Social Development, 5 (3):15-22.

- Oyewobi, L. O., Oke, A. E., Adeneye, T. D., Jimoh, R. A., & Windapo, A. O. (2020). *Impact of work-life policies on organizational commitment of construction professionals: role of work-life balance*. **International Journal of Construction Management**, 1-11. 2020.
- Oyinlade, A. O., & Akinboye, O. A. (2020). Job enrichment and organizational commitment in a Nigerian oil and gas company. **Journal of Human Resource Management**, 8(2), 26-37. 2020.
- Pelin, I. I. & Osoian, C. (2021). Co-workers support and job performance. *Studia universitatis babeş-bolyaioeconomica*, 66, (2), 74-86.
- Priyadarshini, S., & Bhatnagar, J. (2016). *Job enrichment, organizational commitment, and turnover intention among secretaries in India: The mediating role of organizational commitment*. **International Journal of Human Resource Management**, 27(7), 760-778.
- Pyöriä, P., and Ojala, S. (2016). Precarious Work and Intrinsic Job Quality: Evidence from Finland', **The Economic and Labour Relations Review**, 27, (3), pp. 349-367.
- Radosavljevic, Z. Cilerdzic, V. & Dragic, M. (2017). *Employee organizational commitment*. **Faculty of Business Economics and Entrepreneurship International Review**, 12, 18-36.
- Raman, R. & Bawa, S. (2012). *Job enrichment and organizational commitment: A study of secretaries in India. Asia-Pacific*. **Journal of Management Research and Innovation**, 8(2), 129-138. 2012.
- Rangarajan, K., & Sridharan, R. (2015). *Job enrichment and organizational commitment: A study on secretaries in India*. **Indian Journal of Commerce and Management Studies**, 6(3), 40-46. 2015.
- Salawu, O. P. Odunayo, S. A. & Adeniji, A. O. (2014). *Relationship between Elements of Job Enrichment and Organizational Performance among the non Academic Staff in Nigerian Public Universities*. **Management and Marketing**, 12(2), 173-189. 2014.
- Sanda, A. O., Asikhia, O. U., & Magaji, N. *Effect of job enrichment on employee satisfaction in selected private Universities in South-West Nigeria*. **International Journal of Development Research**, 5(11), 6068-6076. 2015.
- Schaufeli, W. B., & Bakker, A. B. (2004). *Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study*. **Journal of Organizational Behavior**, 25, 293-315, 2004.
- Shuwa, K. A. (2021). *Work Stress and Employee's Performance in Central Bank of Nigeria*. **World Journal of Management and Business Studies**, 1, (2):120-136.
- Singh, K. & Bhatnagar, J. (2016). *Impact of job enrichment on organizational commitment of secretaries in India*. **Indian Journal of Industrial Relations**, 46(4), 627-638.

- Singh, S. P., & Singh, S. K. (2019). *The influence of job enrichment on organizational commitment: Evidence from secretaries in India*. **Journal of Human Resource Management**, 7(1), 10-18.
- Sokpuwu, E. C. & Ibara, A. (2022). *Work Stress Management Among Staff of Nigerian Universities: A Case Study of National Open University of Nigeria in Niger Delta States*. **International Journal of institutional leadership, policy and Management**, 3 (3);445-470.
- Sokpuwu, E. C. & Ibara, A. (2022). *Work Stress Management Among Staff of Nigerian Universities: A Case Study of National Open University of Nigeria in Niger Delta States*. **International Journal of Institutional Leadership, Policy and Management**, 3 (3);445-470.
- Stinglhamber, F., Marique, G., Caesens, G., Desmette, D., Hansez, I., Hanin, D., & Bertrand, F. (2015). *Employees' organizational identification and affective organizational commitment: An integrative approach*. *PloS one*, 10(4), e0123955, 2015.
- Suharto, S. & Hendri, N. (2019). *The impact of organizational commitment on job performance*. **International Journal of Economics and Business Administration**, 7(2), 189-206. 2019.
- Sungu, L. J., Weng, Q. Hu, E., Kitule, J. A., & Fang, Q. (2020). *How does organizational commitment relate to job performance? A conservation of resource perspective*. **Human Performance**, 33(1), 52- 69. <https://doi.org/10.1080/08959285.2019.1699562>. 2020.
- Tims, M., Bakker, A. B., & Derks, D. (2013). *The impact of job crafting on job demands, job resources, and well-being*. **Journal of Occupational Health Psychology**, 18, 230-240.
- Usoro, A. A. (2018). Occupational Stress and the Job Effectiveness of Federal University Lecturers in Akwa Ibom and Cross River State, Nigeria. **European Journal of Business Management**, 10(14), 2018, 79-84.
- Vijay, A. & Indradevi, S. (2017). *Sense of community, organizational commitment and quality of services*. **Leadersh. Health Serv**, ;30:378–393. doi: 10.1108/LHS-06-2016-0025. 2015.
- Walkowiak, D., Mikołuc, B., Mozrzymas, R., Kałuzny, L., Didycz, B., Korycińska-Chaaban, D., & Walkowiak, J. (2021). The Impact of the COVID-19 Pandemic on the Perception of Health and Treatment-related Issues Among Patients with Phenylketonuria in Poland: The Results of a National Online Survey. **International Journal of Environmental Research and Public Health**, 18(2), 1-19. Article 6399. <https://doi.org/10.3390/ijerph18126399>.
- Yazon, A. D. & Ang-Manaig, K. (2019). Emotional Intelligence and Occupational Stress Among Filipino Teachers. **Universal Journal of Educational Research**, 7(11), 2019, 2303-2313. <https://doi.org/10.13189/ujer.2019.071108>.
- Yousef, D. A. (2017). *Organizational commitment, job satisfaction, and attitudes toward organizational change: A study in the local government*. **International Journal of**

Zvada, E., & Bhebhe, T. (2019). Causes and Implications of Stress Among Academic Staff: A Case of the Catholic University in Zimbabwe. **Journal of Business and Management, 21(2)**, 2019, 19-30.

Theses and Dissertations

Assibey-Ankrah, F. (2021). Stress management practices and employees' performance at the University of Cape Coast.; MBA Dissertation, Department of Business Administration; University of Cape Coast.

Abonyo, B.A. (2020). Stress management and employee performance at Kenya Airways; Master Dissertation, Department of Business Administration in Human Resource, School of Business, University of Nairobi Kenya.

Bansal, A. (2022). *Impact of Psychological Wellbeing on Job Performance of Employees*. Unpublished master's thesis. Chris University.

Appendix I

Lead City University, Ibadan
Faculty of Communication and Information Science
Department of Information Management

Dear Respondent,

I am a postgraduate student from the above-named university and this questionnaire is designed to elicit information on “**stress management and employee commitment of administrative staff in University of Ibadan**”. Your timely response to issues outlined below will contribute immensely to meeting the set objectives of the research work. All information supplied will be treated with confidentiality and they will only be used for academic purpose. Thank you.

SECTION A: Personal Data

Please tick (√) the appropriate option and fill in the gap where necessary.

1. Gender: a. Male () b. Female ()
2. Age: a. 20-30 years () b. 31-40 years () c. 41-50 years () d. 51-60 years ()
e. 61 years and above ()
3. Marital status: a. Single () b. Married () c. Divorced () d. Widow () e. Widower ()
4. Educational Qualification: a. ND () b. NCE () c. HND () d. B.Sc () e. Master’s () f. Others (specify).....
5. Years in Service: a. less than 1 year () b. 1-5 years () c. 6-10 years d. 11-15 years ()
e. 16-20 years () 21 years and above ()

SECTION B: Employee Commitment

INSTRUCTION: Please tick (√) in the appropriate column

NOTE: Very high (VH)=4, High (H)=3, Low (L)=2, Very low (VL)= 1

	Statements	VH	H	L	VL
	Affective commitment				
1	To spend the rest of my career in this organization.				
2	A strong sense of belonging to this organization				
3	The extent to which this organization has a great deal of personal meaning for me				
4	A strong sense of loyalty towards this organization				
	Normative commitment				
5	The extent to which this organization deserves my loyalty.				
6	The extent to which I feel obliged to remain with my organization				
7	The extent to which I would not leave my organization right now because of my sense of obligation to it.				
8	The extent to which I owe a great deal to this organization				

Continuance commitment					
9	The extent to which I want to stay with my job at this organization is a matter of necessity as much as desire.				
10	Negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere				
11	The extent to which my life would be disrupted if I leave my organization				
12	The extent to which I would want to leave my job at this organization right now even if I wanted to				

Section C: Stress management of administrative staff in University of Ibadan, Nigeria

The statement in this section concerns stress management as applicable to your organizations. Please indicate the extent to which you agree or disagree with each statement in relation to your organization. (Answer by selecting one of the alternatives)

NOTE: Very high (VH)=4, High (H)=3, Low (L)=2, Very low (VL)=1

	Statement	VH	H	L	VL
Control over job					
1	Satisfied with the level of control I have over my job				
2	Engaged in my work tasks and responsibilities				
3	Authority to set and adjust my work schedule as needed				
4	Freedom to make decisions related to my job tasks and responsibilities.				
Support from colleagues					
5	The extent to which my colleagues are willing to help and support me when I encounter challenges at work.				
6	The extent to which I feel comfortable seeking advice and assistance from my colleagues.				
7	The extent to which I can rely on my colleagues to collaborate effectively on projects or tasks.				
8	The extent to which colleagues are open to providing constructive criticism to help me improve my work.				
Support from supervisor					
9	The extent to which my supervisor is approachable and open to discussing work-related concerns.				
10	The extent to which my supervisor provides clear instructions and expectations for tasks and projects.				
11	The extent to which my supervisor encourages and supports my professional development.				
12	The extent to which my supervisor acknowledges and appreciates my contributions to the team.				
Psychological well-being					
13	Experience a sense of joy and fulfillment in my daily activities.				
14	Ability to manage my emotions and reactions effectively.				

15	Healthy and constructive ways of coping with challenges and setbacks.				
16	A sense of purpose and fulfillment in my work.				

Lead City University Ibadan DO NOT COPY

RESULTS OUTPUT

Demographic Information

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	208	57.0	57.0	89.0
	female	157	43.0	43.0	100.0
Total		265	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20years and below	4	1.1	1.1	0.7
	21-30years	67	18.4	18.4	24.7
	31-40	103	28.2	28.2	63.7
	41-50years	114	31.2	31.2	94.0
	51-60 years	56	15.3	15.3	
	61yearsabove	21	5.8	5.8	100.0
	Total	265	100.0	100.0	

Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	55	15.1	15.1	21.9
	Married	284	77.8	77.8	39.5
	Separated	18	4.9	4.9	100.0
	Divorced	8	2.2	2.2	
	Total	215	100.0	100.0	

HighestEdu

		Frequency	Percent	Valid Percent	Cumulative Percent
--	--	-----------	---------	---------------	--------------------

Valid	OND	48	13.2	13.2	21.9
	HND	104	28.5	28.5	39.5
	BSc	116	31.8	31.8	76.7
	Master	86	23.6	23.6	91.2
	Other	11	3.0	3.0	100.0
	Total	215	100.0	100.0	

Years in Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	15	1.7	1.7	21.9
	1-5 years	98	26.8	26.8	53.5
	6-10 years	104	28.5	28.5	80.5
	11-15 years	118	32.3	32.3	84.2
	16-20 years	24	6.6	6.6	
	21 years above	6	1.6	1.6	100.0
	Total	215	100.0	100.0	

Employee commitment

		B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	B12
N	Valid	265	265	265	265	265	265	265	265	265	265	265	265
	Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean		3.5513	3.2033	3.047	2.2105	3.7121	3.7934	2.6107	3.5698	2.4219	3.2713	3.1116	3.6047
Std. Deviation		.39821	.43719	.43868	.45821	.39050	.51104	.60828	.66401	.76315	.68935	.53094	.51968

B1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	176	48.2	48.2	85.6
	HE	145	39.7	39.7	99.5
	LE	32	8.8	8.8	
	VLE	12	3.3	3.3	100.0
	Total	265	100.0	100.0	

B2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	75	20.5	48.2	85.6
	HE	214	58.6	39.7	99.5
	LE	75	20.5	8.8	
	VLE	1	0.3	0.3	100.0
	Total	265	100.0	100.0	

B3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	47	12.9	12.9	85.6
	HE	307	84.1	84.1	99.5
	LE	11	3.0	3.0	
	VLE	-	-	-	100.0
	Total	265	100.0	100.0	

B4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	89	24.4	24.4	76.7
	HE	170	47.1	47.1	99.5
	LE	58	15.9	15.9	
	VLE	48	12.1	12.1	100.0
	Total	265	100.0	100.0	

B5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	60	16.4	16.4	82.3
	HE	255	69.9	69.9	99.1

LE	26	7.1	7.1	99.5
VLE	24	6.6	6.6	100.0
Total	265	100.0	100.0	

B6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid VHE	98	26.8	26.8	67.3
HE	253	69.3	69.3	67.1
LE	13	3.6	3.6	99.8
VLE	1	0.3	0.3	100.0
Total	265	100.0	100.0	

B7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid VHE	155	42.5	42.5	82.3
HE	190	52.1	52.1	99.1
LE	20	5.5	5.5	99.5
VLE	-	-	-	100.0
Total	265	100.0	100.0	

B8

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid VHE	113	31.0	42.5	77.3
HE	196	53.7	52.1	87.1
LE	31	8.5	5.5	96.5
VLE	25	6.8	6.8	100.0
Total	265	100.0	100.0	

B9

	Frequency	Percent	Valid Percent	Cumulative Percent
--	-----------	---------	---------------	--------------------

Valid	VHE	145	39.7	39.7	74.9
	HE	190	52.1	52.1	97.1
	LE	30	8.2	8.2	99.5
	VLE	-	-	-	100.0
	Total	265	100.0	100.0	

B10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	97	26.6	26.6	54.9
	HE	234	64.1	64.1	86.1
	LE	30	8.2	8.2	99.3
	VLE	4	1.1	1.1	100.0
	Total	265	100.0	100.0	

B11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	82	22.5	22.5	70.9
	HE	283	77.5	77.5	81.1
	LE	-	-	-	98.3
	VLE	-	-	-	100.0
	Total	265	100.0	100.0	

B12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	194	53.2	53.2	74.3
	HE	127	34.8	34.8	89.2
	LE	38	10.4	10.4	99.6
	VLE	6	1.6	1.6	100.0
	Total	265	100.0	100.0	

Stress Management

Employee commitment

		C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16
N	Valid	265	265	265	265	265	265	265	265	265	265	265	265	265	265	265	265
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean		3.8613	2.3530	2.2478	3.2205	2.7821	2.8413	3.7510	3.2608	3.2621	3.013	3.0116	3.5947	3.043897	3.1987290	3.104	3.1640
Std. Deviation		.51821	.63719	.33868	.71821	.61050	.56104	.70828	.76401	.86315	.78935	.71094	.83062			.6301	.8802

C1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	94	25.8	25.8	81.4
	HE	227	62.2	62.2	81.5
	LE	35	9.6	9.6	89.4
	VLE	9	2.5	2.5	100.0
	Total	265	100.0	100.0	

C2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	87	23.8	23.8	81.4
	HE	241	66.0	66.0	79.5
	LE	33	9.0	9.0	91.9
	VLE	4	1.1	1.1	100.0
	Total	265	100.0	100.0	

C3

		Frequency	Percent	Valid Percent	Cumulative Percent
--	--	-----------	---------	---------------	--------------------

Valid	VHE	107	29.3	29.3	85.6
	HE	186	51.0	51.0	99.5
	LE	57	15.6	15.6	
	VLE	15	4.1	4.1	100.0
	Total	265	100.0	100.0	

C4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	95	26.0	26.0	76.7
	HE	228	62.5	62.5	99.5
	LE	28	7.7	7.7	
	VLE	14	3.8	3.8	100.0
	Total	265	100.0	100.0	

C5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	146	40.0	40.0	80.3
	HE	187	51.2	51.2	92.6
	LE	27	7.4	7.4	99.5
	VLE	5	1.4	1.4	100.0
	Total	265	100.0	100.0	

C6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	72	19.7	19.7	87.3
	HE	225	61.6	61.6	77.1
	LE	64	17.5	17.5	99.8
	VLE	4	1.1	1.1	100.0
	Total	265	100.0	100.0	

C7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	80	21.9	21.9	81.9
	HE	241	66.0	66.0	91.3
	LE	24	6.6	6.6	99.5
	VLE	10	2.7	2.7	100.0
	Total	265	100.0	100.0	

C8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	134	36.7	36.7	67.3
	HE	214	58.6	58.6	82.4
	LE	17	4.7	4.7	91.9
	VLE	-	-	-	100.0
	Total	265	100.0	100.0	

C9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	105	28.8	28.8	71.8
	HE	236	64.7	64.7	97.2
	LE	23	6.3	6.3	99.1
	VLE	1	0.3	0.3	100.0
	Total	265	100.0	100.0	

C10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	46	12.6	12.6	74.9
	HE	310	84.9	84.9	86.1
	LE	9	2.5	2.5	99.6
	VLE	-	-	-	100.0
	Total	265	100.0	100.0	

C11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	46	12.6	12.6	77.6
	HE	288	78.9	78.9	82.7
	LE	31	8.5	8.5	99.1
	VLE	-	-	-	100.0
	Total	265	100.0	100.0	

C12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	89	24.4	24.4	78.6
	HE	232	63.6	63.6	81.7
	LE	41	11.2	11.2	98.7
	VLE	3	0.8	0.8	100.0
	Total	265	100.0	100.0	

C13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	93	25.5	25.5	71.9
	HE	196	53.7	53.7	88.6
	LE	52	14.2	14.2	98.1
	VLE	24	6.6	6.6	100.0
	Total	265	100.0	100.0	

C14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	98	24.1	24.1	87.2
	HE	217	59.5	59.5	89.6
	LE	52	14.2	14.2	99.4
	VLE	8	2.2	2.2	100.0
	Total	265	100.0	100.0	

C15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	83	22.7	22.7	79.0
	HE	228	62.5	62.5	81.9
	LE	43	11.8	11.8	92.7
	VLE	11	3.0	3.0	100.0
	Total	265	100.0	100.0	

C16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VHE	71	19.5	19.5	77.0
	HE	245	67.1	67.1	89.9
	LE	40	11.0	11.0	99.7
	VLE	9	2.5	2.5	100.0
	Total	265	100.0	100.0	

Reliability**Scale: Employee commitment****Reliability Statistics**

Cronbach's Alpha	N of Items
.861	12

Item Statistics

	Mean	Std. Deviation	N
v001	4.40	.500	30
v002	3.76	1.234	30

v003	3.00	.957	30
v004	2.96	1.274	30
v005	4.12	1.054	30
v006	3.44	1.261	30
v007	2.68	1.069	30
v008	3.92	.909	30
v009	3.44	1.325	30
v010	4.04	.735	30
v011	3.44	1.158	30
v012	3.14	1.073	30

NOT COPY

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
v001	47.44	98.090	.333	.871
v002	48.08	82.827	.770	.849
v003	48.84	88.973	.651	.858
v004	48.88	85.110	.634	.857
v005	47.72	101.043	-.024	.886
v006	48.40	81.333	.823	.846
v007	49.16	93.307	.348	.871
v008	47.92	103.077	-.123	.887
v009	48.40	82.917	.703	.853
v010	47.80	104.250	-.210	.886
v011	48.40	83.750	.781	.850
v012	47.39	81.826	.713	.861

Lea

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
51.84	101.640	10.082	12

Scale: Stress Management

Reliability Statistics

Cronbach's Alpha	N of Items
------------------	------------

Item Statistics

	Mean	Std. Deviation	N
v001	1.88	1.301	30
v002	4.20	1.225	30
v003	2.32	1.108	30
V004	4.24	1.200	30
V005	1.88	1.201	30
V006	4.36	1.381	30
V007	4.12	1.092	30
V008	1.72	1.339	30
V009	4.16	1.344	30
V010	4.24	1.268	30
V011	2.24	1.665	30
V012	2.08	1.412	30
V103	2.28	1.242	30
V014	4.20	1.323	30
V015	1.60	1.225	30
V016	2.28	1.242	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
v001	43.64	107.573	.528	.842
v002	41.32	109.727	.479	.845
v003	43.20	108.583	.594	.839
V004	41.28	110.127	.474	.845
V005	43.64	106.573	.625	.837
V006	41.16	108.807	.444	.847
V007	41.40	111.833	.454	.846
V008	43.80	105.917	.573	.839
V009	41.36	114.907	.236	.858
V010	41.28	109.210	.479	.845

V011	43.28	104.043	.491	.845
V012	43.44	107.423	.482	.845
V103	43.24	107.190	.574	.840
V014	41.32	111.393	.371	.851
V015	43.92	107.493	.572	.840
V016	41.29	104.397	.429	.828

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
45.52	123.510	11.114	16

Lead City University Ibadan DO NOT COPY