ASSESSMENT OF SELECTED FACTORS AND WORK STRESS AMONG CIVIL SERVANTS IN OYO STATE, NIGERIA

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Abstract

This study investigates selected factors on work stress among civil servants in Oyo state. The study adopted a descriptive research design of correlation type. A total of 549 civil servants in Oyo state were selected using stratified random sampling technique. Questionnaires consisting of demographic information and sections which are standardized scales on work stress, locus of control, emotional intelligence and self-efficacy were used for this study. The reliability of the scales are; work stress α =.73, locus of control α =.70, emotional intelligence α =.750 and self-efficacy α =.79 Three research questions were raised and answered using Pearson Product Moment Correlation and Multiple Regression Analysis. The findings showed that locus of control (r =.870, p<0.05), emotional intelligence (r =.859, p<0.05), self-efficacy (r =.763, p<0.05), gender (r =.447, p<0.05) and family background (r =.313, p<0.05) had significant relationship to work stress among civil servants in Oyo state. All independent variables jointly accounted for 80.1% variance in predicting work stress of civil servants in Oyo state. Also, locus of control (β = .507, p<0.05), emotional intelligence (β = .341, p<0.05) and gender (β = .124, p<0.05) had significant relative influence to work stress while self-efficacy (β = .075, p>.0.05) and family background (β = .052, p < 0.05) had no significant relative influence to work stress of civil servants in Oyo state. Conclusion was made that the selected factors are actually determined the work stress among civil servants in Oyo state.
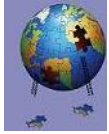
Keywords: Assessment, Work Stress, Locus of control, Emotional intelligence, Self-efficacy.

INTRODUCTION

The modern world, which is said to be a world of achievements and competition, is also a world of stress. One finds stress in everywhere whether within family, job setting, organization, society and in academic setting. Stress is involved in an environmental situation that perceived as presenting demand which threatens to exceed the person's capabilities and resources for meeting it, under conditions where he or she expects a substantial differential in the rewards and costs from meeting the demand versus not meeting it Nweze (2005). In general, Job stress can be defined as the physical and emotional responses that happen when the employee's capabilities and resources cannot be coped with the demands and requirements of their job.

Work stress is a frequent problem across occupations and it impacts on job performance (Materson, 2007). According to Michie(2002) stress is conceived as pressure from the environment, and as strain within the person. It is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of the situation. Thus, stress is more likely in some situations than others and in some individuals than others (Michie, 2002). It can be a reaction exhibited by the people who have to face excessive pressures on account of various demands placed on them (Werther, 2010).

Locus of control is viewed as an important element to deal with work stress. The word locus of control was emerged from social learning theory given by Rotter (1954) cited in Sundaresh, 2010. Locus of

control is a term in psychology that refers to a person's belief about what causes the good or bad results in his life, either in general or in a specific area such as job, health or academics. Locus of control refers to the extent to which individuals believe that they can control events that affect them. Individuals with a high internal locus of control believe that events result primarily from their own behaviour and actions. It refers to sometimes personality trait reflecting the generalized belief that either event in life is controlled by one's own actions (an internal LOC) or by outside influences (an external LOC). Those with an internal LOC believe that they can exert control over life events and circumstances, including the associated reinforcements, that is, those outcomes which are perceived to reward one's behaviors and attitudes. In contrast, those with an external LOC believe they have little control over life events and circumstances, and attribute reinforcements to powerful others or to luck (Sundaresh, 2010).
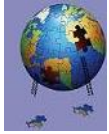
Another factor on work stress to be considered is Emotional Intelligence. The term 'Emotional Intelligence', first coined by psychologists Mayer and Salovey (1990) refers to one's capacity to perceive, process and regulate emotional information accurately and effectively, both within oneself and in others and to use this information to guide one's thinking and actions and to influence those of others. Salovey and Mayer proposed a model that identified four different factors of emotional intelligence: the perception of emotion, the ability reason using emotions, the ability to understand emotion, and the ability to manage emotions. Two theoretical paradigms are available on emotional intelligence: ability and mixed model. Ability models regard emotional intelligence as a pure form of mental ability and thus as a pure intelligence. In contrast, mixed models of emotional intelligence combine mental ability with personality characteristics such as optimism and well-being (Mayer, 1999) in Kerr 2006.

Furthermore, the study will equally investigate the influence of self-efficacy on work stress. Self-efficacy is proven to have an impact on the way people think, feel, and act. Persons with low self-efficacy have low self-esteem, and are pessimistic about their accomplishments. Low self-efficacy is associated with feelings of depression, anxiety and helplessness (Bandura, 1997). In relation to dealing with change, low self-esteem and pessimism as well as insecurity have been proposed to have a direct influence on psychological stress (Schwarzer and Hallum, 2008). Therefore, it is suggested that self-efficacy is related to psychological job stress. Berneth (2004) identifies self-efficacy as an important factor for the success of change.

However, self-efficacy is the perception of one's capabilities to handle changes. In other words, self-efficacy is defined as the perceived ability to handle the rapidly changing situation due to a difficult situation. Self-efficacy will be referred to as self-efficacy of change. Although there is no direct evidence about the relationship between self-efficacy of change and job stress, the findings of other self-efficacy domains may provide some hints for this relationship. In a study done by Schwarzer and Hallum (2008), findings showed that there was a negative relation between self-efficacy of teaching and job stress as a result of teaching. Also noted that self-efficacy will enable the workers to do their job. They also found self-efficacy to be related to stress.

James Mahali, 2003 has suggested that men are affected more greatly than women when it comes to adhering to societal gender norms and can lead to anger and poor health decisions. It has further been concluded that male stress has a relationship to variation in aggression and violence (Amy Cohen, and Amos Zeichner, 2006). For women, gender role stress has been linked to body image issues, as well as eating disorders.

Lastly, the study will find out the effect of family background on work stress. The role families' plays to the people at any given point in time in a life cannot be over highlighted. The family is relevant and very significant to the well-being of a child as well as his/her later development in life. Family is the first unit

in the social order where the child's upbringings began after birth, still in cradle. According to Adewumi (2012) childhood could be liken to a letters impressed in the shout of a young tree, which grow, and later enlarge into an integral part of the whole.

It is well noted that when the school work together with the family through learning support system, pupils tends to succeed better not just in schools but in life. The family is an institution as well as an agent of socialization saddle with the responsibility of determining the pupil's attitude towards intellectual, religious, character and moral upbringing. According to Aliyu (2016) the family lays the fundamentals of moral and religious upbringing of an individual, and in a way dictate how he/she relate with others regarding the idea of right and wrong , good and bad. The family unit plays the role of helping the determining his/her future career pursuit through socializing them into their choice of vocation or a trade for self-reliance, by exposing the either pursue the career of the family or any favorable skill to become an adult (Jekayinka and Oke, 2003).

The family here includes everything that surrounds within the family itself and includes the family background, their socio-economic status, broken homes etc. According to Mpiluka (2014) family backgrounds have been of immense significant in determining the work stress of workers all over the world. Specifically because work stress often time are caused by the type of people the individual interact. Muola (2010) observed that family background could be likening to all the conditions and circumstances within the family which influences the individual physically, intellectually and emotionally at work place. People grew up from different family backgrounds are affected differently by such family condition, which are the reasons behind why some have good family background while others have a very poor background. The differences in our family background are some of the consequences in the variation in work place.

Statement of Problem

Stress in the workplace has become of universal concern to all managers and administrators where in some work groups, stress has become epidemic. This working groups includes health care professionals, technicians, managers of all sorts, military officers, corporate executives, lecturers, sport coaches, entertainers, farmers, recreational directors and members of the clergy have been identified as being most prone to workplace stress

Higher level of stress may result in increased staff turnover, higher accident rates, more physical ill-health, more psychological ill-health and absenteeism. Absenteeism in particular has been a major concern in industrialized countries because of its economical consequences.
Hence this study will investigate influence of psycho-social factors on work stress among civil servants in Oyo state,

Purpose of the study

The purpose of this study is to assess the effects of selected factors on work stress among workers of Civil servants in Oyo state.
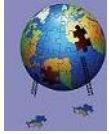Specifically, the study:
Examine the relationship that exists among the independent variables on work stress among workers of Civil servants in Oyo state.
Determine the joint influence of the selected factors on work stress among civil servants in Oyo state.
Ascertain the relative influence of each of the selected factors on work stress among civil servants in Oyo state.

Research Questions - The following research questions are posed to guide the study:

1. Is there any significant relationship among selected factors and work stress among workers of Civil servants in Oyo state?
2. What is the joint influence of selected factors to work stress among workers of Civil servants in Oyo state?
3. What is the relative influence of each of the selected factors to work stress among workers of Civil servants in Oyo state?

METHOD

Research Design: The study adopted the descriptive research design of correlation type. The design was used because the researcher did not manipulate any variables of interest that occurred prior to the beginning of the study. The design would enable the researcher to measure relationship among the variables.

Population: The population for this study comprises of all civil servants in Oyo state which comprises of both teaching = 206 and non-teaching staff = 462.

Sample and Sampling Techniques: The sample of this study consists of 549 workers from various ministries in Oyo state. The study adopted stratified random sampling procedure. This technique involved selection of the participants in different ministries in the state. It comprises of male and female, different age categories and different educational background.
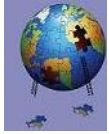
Instrumentation: Questionnaire was used for data collection because of the high literacy level of the respondents. The questionnaires were divided into five (5) sections which are; A, B, C, D and E. Section 'A' taps information on the socio-demographic characteristics of the participants like gender, section, age, religion and so on. Section 'B' taps information on work stress, section 'C' elicits information on locus of control, section 'D' elicits information on Emotional intelligence and section 'E' elicits information on Self-Efficacy. The questionnaires were passed through pilot study to check the consistence (Reliability).

Work Stress Scale: The participants' work stress was measured by making use of adopted scale by Van Zyl, 2002 work stress scale. The scale consisted of 24items on a 5-point scale, ranging from 1 ('Strongly disagree') to 5 ('Strongly agree'). Two examples of these items stated: '*I am aware of others being subject to bullying at work' and 'I understand how my work fits into the overall aim of the organization*. Cronbach's alpha coefficients of 0.90 have been reported for this scale.

Rotter Internal-External Locus of Control Scale: Rotter Internal-External Locus of Control Scale was developed by Julian Rotter (1966). This instrument was used to assess whether a person has a tendency to think situations and events are under their own control or under the control of external influences. This section consists of 23 items for internal and external locus of control, It has a response format ranging from Strongly Agree = 5 to Strongly Disagree = 1.Using a five *point Likert format. Some samples of the items are: "(a). Many of the unhappy things in people's lives are partly due to bad luck.(b). People's misfortunes result from the mistakes they make.". It has Cronbach alpha of .90.*

Emotional Intelligence Scale: Emotional intelligence scale was developed by Jerusalem M., 2002. The scale was developed to measure the emotional intelligence of individual. It contains of 33 items ranging from Strongly Agree, Agree, Undecided, Disagreed, Strongly Disagree. Two samples item are: "*When I am faced with obstacles, I remember times I faced similar obstacles and overcame them." and "Some of the major events in my life have led me to re-evaluate what is important and not important."* The developers reported reliability of .90.

Self-Efficacy Scale: Self-efficacy scale was developed by Schwarzer, R., & Jerusalem, M. (1995) Self-efficacy scale enable individual to know their worth, capabilities to achieve a goal or an outcome and self-

respect, either high or low self-efficacy. The scale contain of 15 items with a response format ranging from Strongly Agree = 5 to Strongly Disagree = 1.Using a five point Likert format, some of the sample items include: "*I am confident of myself*" and "*If am in trouble, i can usually think of something to do.*" The test developers reported a Cronbach alpha of .79.

Procedure of Data Administration: The instruments were administered to the respondents in their respective offices. The civil servants in Oyo state were adequately briefed on the need to cooperate with the researcher. They were made to understand that the study was basically for research purpose, the result of which can go a long way in enhancing their level of stress at work. Respondents were assured of confidentiality of their responses. The data collection process were spread over a period of two weeks, during which about 560 questionnaires were administered, there after the questionnaires were scored and input into SPSS for analysis.

Method of data analysis: The researcher made use of Pearson product Moment Correlation and Multiple Regression statistical analysis as statistical tool. Pearson product Moment Correlation was used to measure the relationships among independent and dependent variables while Multiple regression analysis was employed to find the joint and relative contribution of the independents variables on the dependent variable.

Results

Research Question one:
Is there any significant relationship among selected factors and work stress among civil servants in Oyo state?

Table 1: Summary of correlation matrix showing the relationship between the study variables

Variables	Work stress	Locus of control	Emotional intelligence	Self-efficacy	Gender	Family background	Mean $\bar{x}$	SD
Work stress	1.000						78.37	13.37
Locus of control	.870	1.000					104.65	15.80
Emotional intelligence	.859	.915**	1.000				109.14	20.85
Self-efficacy	.763	.768**	.918**	1.000			45.47	12.07
Gender	.447	.417**	.117*	-.124*	1.000		1.55	.499
Family back-ground	.313	.972**	.965**	.583**	.157*	1.000	6.93	1.09

**Correlation is significant at the 0.01 ** Correlation is Significant at the 0.05 level

The table 1 above reveals the inter-correlational matrix of selected factors (locus of control, emotional intelligence, self-efficacy, gender and family background) and work stress among civil servants in Oyo state. All the factors are positively correlated with the work stress of civil servants in Oyo state; locus of control (r =.870, p<0.05) had significant relationship to work stress, emotional intelligence (r =.859, p<0.05) had significant relationship to work stress, self-efficacy (r =.763, p<0.05) had significant relationship to work stress, gender (r =.447, p<0.05) had significant relationship to work stress and family background (r =.313, p<0.05) had significant relationship to work stress. This implies that locus of

control, emotional intelligence; self-efficacy, gender and family background play a significant role on work stress among civil servants in Oyo state.

Research Question two:

What is the joint influence of selected factors to work stress among civil servants in Oyo state?

Table 2: Multiple Regression Analysis on Work stress

Multiple R= .895
Multiple R^2 = .801
Multiple R^2(adjusted)=.796
Standard error of estimate= 6.04879

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	28467.081	5	5693.416	155.609	.000[b]
Residual	19867.284	543	36.588		
Total	48334.365	548			

The Table 2 above shows the joint influence of selected factors (locus of control, emotional intelligence, self-efficacy, gender and family background) to work stress among civil servants in Oyo state. The value of R =.895, while R^2 = .801. This suggests that all the factors jointed together accounted for (Adj.R^2= .796) variance in the prediction of work stress. The other factors accounting for 79.6% variance in the prediction of work stress is beyond the scope of this study. The ANOVA result from the regression analysis indicates that there was a significant joint influence of the locus of control, emotional intelligence, self-efficacy, gender and family background to work stress, F (155.609, df = 5/543 & p<0.05) among civil servants in Oyo state.
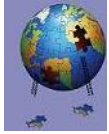
Research Question three:

What is the relative influence of each of selected factors (locus of control, emotional intelligence, self-efficacy, gender and family background) to work stress among civil servants in Oyo state?

Table 3: Relative influence of each of the independent factor to the prediction of work stress

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-3.679	4.195		-.877	.382
Locus of Control	.429	.076	.507	5.656	.000
Emotional Intelligence	.219	.093	.341	2.359	.000
Self-efficacy	.083	.101	.075	.820	.413
Gender	3.332	.884	.124	3.768	.000
Family background	.628	.398	.052	1.578	.116

The Table 3 revealed the relative influence of each of selected factors (locus of control, emotional intelligence, self-efficacy, gender and family background) to work stress among civil servants in Oyo state. Locus of control, emotional intelligence and gender had relative influence to work stress among civil servants in Oyo state while self-efficacy and family background did not have relative influence to work stress among civil servants in Oyo state; locus of control (β = .507, p<0.05) had significant relative
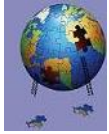
influence to work stress, emotional intelligence (β = .341, p<0.05) had significant relative influence to work stress and gender (β = .124, p<0.05) had significant relative influence to work stress while self-efficacy (β = .075, p>.0.05) had no significant relative influence to the work stress and family background (β = .052, p<.0.05) had no significant relative influence to the work stress of civil servants in Oyo state. That is, when factors such as locus of control, emotional intelligence and gender contribute to the work stress of civil servants in Oyo state. In term of magnitude of influence, locus of control made the most significant influence to work stress of civil servants in Oyo state, followed by emotional intelligence and gender respectively.

DISCUSSION OF FINDINGS

Research question one examine the relationship that exists among selected factors and work stress among civil servants in Oyo state.

All the independent variables are positively correlated with the work stress of civil servants in Oyo state; locus of control had significant relationship to work stress, emotional intelligence had significant relationship to work stress, self-efficacy had significant relationship to work stress, gender had significant relationship to work stress and family background had significant relationship to work stress. This implies that locus of control, emotional intelligence; self-efficacy, gender and family background play a significant role on work stress among civil servants in Oyo state. From the study it revealed that locus of control had strong and positive correlation to work stress, this implies that locus of control have strong influence on work stress among civil servants in Oyo state. Emotional intelligence had strong and positive correlation to work stress, this implies that emotional intelligence have strong influence on work stress among civil servants in Oyo state, self-efficacy had strong and positive correlation to work stress, this implies that self-efficacy have strong influence on work stress among civil servants in Oyo state, gender had moderate and positive correlation to work stress, this implies that gender have moderate influence on work stress among civil servants in Oyo state and family background had weak and positive correlation to work stress, this implies that family background have weak influence on work stress among civil servants in Oyo state.

This is in line with study carried out by Okunniyi (2004) carried out a research on how the family background influences on work stress in Abeokuta south local government of Ogun state. The researcher found, among other things that social class of the workers determines the stress at work. Schmitz et al (2000) undertook a study to evaluate the effect of locus of control and work related stress on burnout. Results support the hypothesized model and suggested that greater work-related stress and burnout would be associated with poorer locus of control in nurses. The findings supported the notion that perceived degree of control is instrumental in enabling nurses to cope with stress and burnout. Ismail, Yeo, Ajis and Dollah (2009) examined the relationship between EI, stress and performance. They found that EI mediated the relationship between stress and performance such that employees with higher levels of EI were better able to manage their stress and still have higher performance. Matthews, Emo, Funke, Zeidner, Roberts, Costa and Schulze (2006) found that even controlling for the personality factors of the Five Factor Model (FFM), EI was negatively correlated with stress. Panda (2008) found a significant negative relationship between EI and stress. Sparkman (2009) found in a study conducted over a five year period that students with higher levels of EI particularly empathy, social responsibility, flexibility and impulse control significantly correlated with enrollment and graduation rates. The study also found that social responsibility was the strongest positive predictor of graduation, followed by impulse control and empathy. Pithers and Soden (2013) has highlighted role overload as a significant stressor in teachers.
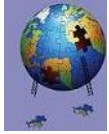
Research question two determines the joint influence of selected factors (locus of control, emotional intelligence, self-efficacy, gender and family background) to work stress among civil servants in Oyo state. The result reveals that there was a significant joint influence of the independent variables locus of control, emotional intelligence, self-efficacy, gender and family background to the prediction of the dependent variable (work stress) among civil servants in Oyo state. Locus of control had joint influence to work stress, emotional intelligence had joint influence to work stress, self-efficacy had joint influence to work stress, gender had joint influence to work stress and family background had joint influence to work stress. The combination of all the independent variable (locus of control, emotional intelligence, self-efficacy, gender and family background) have high influence on the dependent variable (work stress) among civil servants in Oyo state.

The result is in line with the study of Bar-On (2000) studied residents of college dormitories who lived in one of two situations. One group of students lived on long corridors and therefore had prolonged and repeated encounters with the large number of other individuals in their floor. The second group of students lived in short corridors and had relatively, few forced encounters with other individuals. Students in these two living situations were taken into the laboratory and exposed to a variety of interpersonal and task situations. They found that students who lived on the long corridors showed behaviour that could be interpreted as helplessness. Ogbugo-Ololube (2016) investigated the impact of family background on stress at work at workers in Obio/Akpor LGA of Rivers Four research questions and hypotheses were constructed in the study. To determine the extent of significant relationship that existed between the independent and dependent variables. The result shows that there is a positive relationship between socioeconomic status, educational status, and parents' level of income, family size and work stress. Hsu-I Huang (2006) exhibited that male culinary arts workers had a higher degree of internal locus of control than female culinary arts workers. Internal locus of control was significantly and positively correlated with employee job satisfaction. Sundaresh (2010) carried out a study on 100 team leaders working in three different IT companies to find out the relationship between locus of control and job stress using Occupational Stress Index and Work Locus of Control. The result showed that the team leaders having external locus of control scored high on all twelve sub scales of the occupational stress than the team leaders who had internal locus of control. Bernardi, (2001) reveals that external locus of control is negatively correlated to feelings of personal accomplishment and job satisfaction is negatively correlated to stress. This is because internals feel they have input into their work environment, perceive less emotional exhaustion, and receive higher job satisfaction. Whitehead (2011) assessed the effect of role stress on the level of involvement a person has in the job and alienation and the coping mechanism used to deal with stress. It was found that resource inadequacy, role erosion and inter-role distance were dominating contributors of role stress. Avoidance style of coping was used more frequently than approach styles of coping.

The results revealed that classroom management was their second greatest sources of anxiety, the greatest being evaluation apprehension. Of all the stressors reported, classroom management anxiety was the only one that did not decline following teaching practice. Whitehead (2011) study in New Zealand found that secondary school principals reported moderate or high stress and stress management was positively associated with more work-overloads and role conflict; self-efficacy was also high and statistically independent of stress. A study by Gramstad (2013) in Norway found out that novice secondary school principals face incidences of depression, neurotic disorders and are stressed more than experienced secondary school principals in public secondary schools.

Research question three ascertains the joint influence of selected factors (locus of control, emotional intelligence, self-efficacy, gender and family background) to work stress among civil servants in Oyo

state. The study revealed that locus of control, emotional intelligence and gender had relative influence to work stress among civil servants in Oyo state while self-efficacy and family background had no relative influence to work stress among civil servants in Oyo state. In term of magnitude of influence, locus of control made the most significant influence to work stress of civil servants in Oyo state, followed by emotional intelligence and gender respectively.

This is in line with the study of Aliyu (2016) who investigated the influence of family socio-economic status on workers work stress in Nassarawa state Zonal Education Area of Kano State in Nigeria. Aremu & Sokan(2002) have evaluated the effects of locus of control and work-related stress on burnout in hospital staff nurses. The findings supported the notion that perceived degree of control is instrumental in enabling nurses to cope with stress and burnout. Aliyu(2016) conducted a study to examine the organizational factors as predictors of job related strain and role overload were found to be the dearest and most significant predictors of job related strain. Abraham (2000) deliberated that the social skills component of Emotional Intelligence is related to positive interpersonal relationships and it increases the feeling of job satisfaction and decreases occupational stress at workplace. She further stated that these social skills foster networks of social relationships which in turn increase an employee's commitment to the organization. Ogińska-Bulik (2005) examined the association between perceived stress and emotional intelligence in the workplace and health related consequences in human service employees. The results confirmed that employees reporting a higher emotional intelligence level perceived a lower level of occupational stress and suffered less from negative health consequences. The study confirmed that emotional intelligence plays a buffering role (but rather weak) in preventing the workers from negative health outcomes, especially from depression symptoms. Singh and Singh (2008) examined the relationship as well as the impact of emotional intelligence on to the perception of role stress of medical professionals in their organizational lives. The findings of the study indicated no significant difference in the level of emotional intelligence and perceived role stress between genders, but significantly negative relationships of emotional intelligence with organizational role stress for both the genders and the medical professionals as a whole. Omoruyi (2014) investigated influence of "broken homes" on work stress and personality development in Lagos State metropolis with particular focus on the Kosofe Local Government Area. The results revealed that there is significant difference between single- parenting and work stress. Similarly, it was also confirm that there is significant difference between parental socio- economic status and work stress. Also, it was revealed that there is significant relationship between broken homes and work stress.

Conclusion

The purpose of this study was to investigate influence of psycho-social factors on work stress among civil servants in Oyo state. Stress has become a major issue of our time affecting the individual and the organization in which the individual is employed. In line with the findings, this research work has established that, there is a positive relationship among locus of control, emotional intelligence, self-efficacy, gender and family background to work stress among civil servants in Oyo state. All the factors are positively correlated with the work stress of civil servants in Oyo state. Also, there is a positive joint influence of the independent variables (locus of control, emotional intelligence, self-efficacy, gender and family background) on the dependent (work stress) among civil servants in Oyo state and also it shows that locus of control, emotional intelligence and gender had relative influence to work stress among civil servants in Oyo state while self-efficacy and family background had no relative influence to work stress among civil servants in Oyo state. In term of magnitude of influence, locus of control made the most significant influence to work stress of civil servants in Oyo state, followed by emotional intelligence and gender respectively.

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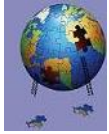*International Journal of Global Education*   *2022, volume 7, issue 2*

Recommendations

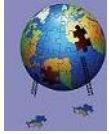Based on the findings above the following recommendations have been made:

1. Nigerian workers have a working population which is youthful and conversant with technology and flexi ways of working which can increase productivity and reduce work based stress.
2. Use of virtual teams and virtual offices which can work from anywhere including the comfort of their homes.
3. Flexible hours of working, opening and closing times could be adjusted to suit both customers and employees.
4. The workers should involve in one or more social life in order to reduce their level of stress.
5. Use of part time workers as a back fill, workers could work for 3 - 4 days in a week and use the free day to attend to important family and other personal matters, without having much impact on the worker's pay.
6. The government and management should provide maximum job security for workers and adequate job environment.

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